

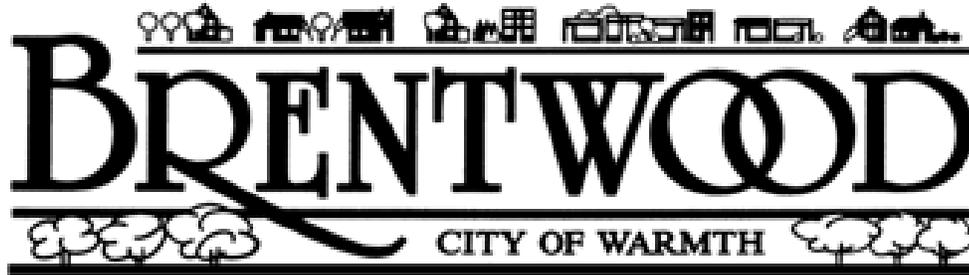
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BRENTWOOD

🌳 🌳 🌳 CITY OF WARMTH 🌳 🌳 🌳

ANNUAL BUDGET | FISCAL YEAR 2022





City of Brentwood, Missouri 2022 Adopted Budget

Prepared by

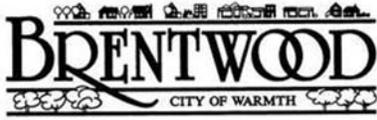
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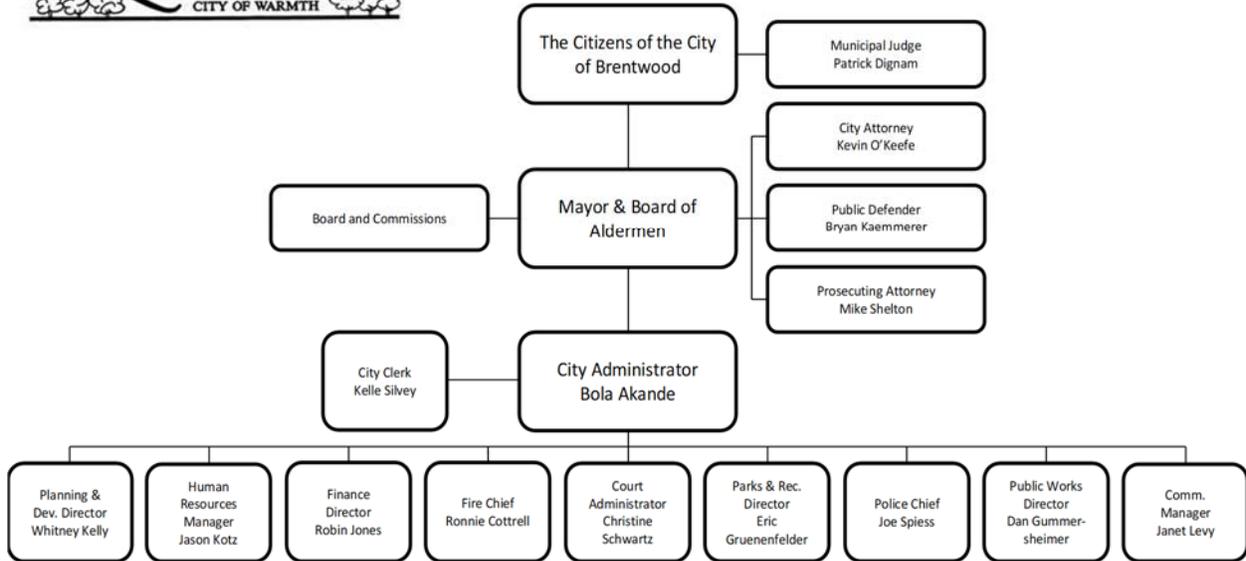
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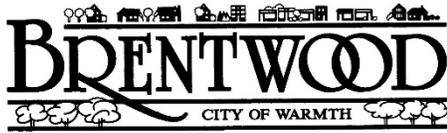


City of Brentwood Organizational Structure



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INTRODUCTION



Office of the City Administrator

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December 6, 2021

Honorable Mayor and Members of the Board of Aldermen, City of Brentwood, Missouri:

We are pleased to submit the Fiscal Year 2022 Proposed Budget. This Proposed Budget encompasses the organizational and community values that have made Brentwood the City of Warmth and enable our residents, corporate residents, businesses, visitors, and friends to celebrate our community as a great place to live, work, and play. This budget continues the sustained commitment to a strategic vision that encompasses the five value statements below and a goal of continued analysis to identify operational effectiveness and efficiencies. This budget focuses on the City's core services. With a high debt burden and with an extended amortization schedule, the City of Brentwood, will "need to manage its finances around its debt obligations for the foreseeable future."

Since March 2020, an ongoing global pandemic of coronavirus disease 2019 (COVID-19), along with social unrest of unprecedented measure, have led to an economic downturn. These unforeseen and uncontrollable factors have had significant impact on our community, our city, neighboring municipalities, as well as our state and nation. The FY 2022 Proposed Budget reflects these community impacts and recognizes the reality of a continuing recovering economy.

The annual budget is a strategic policy document for the Board of Aldermen that defines the service priorities and projects financial resources for the City of Brentwood. The Proposed Budget complies with the City's financial policies. The budget process allows the Board of Aldermen the opportunity to balance the needs of our community with available resources provided by the community. In FY 2022, the City is positioned to meet its needs while the economy continues to normalize.

The FY 2022 Proposed Budget supports the Brentwood Board of Aldermen's long-standing commitment to fiscal stewardship and provides excellent services for residents and businesses who know this municipality as the "City of Warmth," a family-friendly and neighborhood-oriented community that values:

1. Affordable housing choices, distinctive neighborhoods, and a variety of housing options.
2. Cohesive, pedestrian-friendly, commercial mixed use "places" that serve the needs of regional and community markets.
3. Safe and efficient travel between residences, commerce, community activities, and work in the transportation mode of choice.
4. Effective and efficient government that serves the needs of Brentwood residents and businesses and operates in a process of continuous improvement.
5. Preservation and enhancement of public and private spaces to create a "sense of place" for Brentwood.

This Proposed Budget includes a combined budget of five funds:

1. General Fund
2. Storm Water and Park Improvements Fund
3. Capital Improvements Fund
4. Sewer Lateral Improvements Fund
5. Economic Development Sales Tax Fund

In this Proposed Budget, you will find information by department, goals, and objectives, 2021 accomplishments, a list of all positions and an organizational chart. In 2022, departments will continue tracking performance measures, which provide data demonstrating how well a program or service is accomplishing its mission and goals. Developing and maintaining performance measures is considered a best practice for municipal governments. Also included is the city's Five-Year Capital Improvement Plan, the Financial Policies and Procedures Manual, Basis of Budget which is an explanation of the city's fund and account groups, ,

We look forward to the opportunity to meet with the Ways and Means Committee, the Board of Aldermen, and citizens over the next several weeks to review this document and finalize the budget that keeps Brentwood a City of Warmth. Community engagement and consideration are always central components in developing a budget that responds to the needs of the community.

LOCAL ECONOMY

We recognize we are in the middle of economic recovery, and we are hopeful for continued recovery in all facets (shopping, retail/services, places of worship, recreational amenities) of the economy. The City continues to benefit substantially from its strong and diversified local businesses, despite the pandemic. The City of Brentwood has shopping and commercial districts concentrated along nearby Brentwood Blvd., and Manchester Road, as well as Eager Road along the south side of I-64.

The robust demand in the Brentwood residential housing market has continued in 2021. There are "desirable single family residential neighborhoods that are in high demand. Most of the neighborhoods were developed in the 1940s and 1950s generally ranging in value from \$300,000 - \$500,000. Infill construction homes have been developed in the area for several years, and values range from \$500,000 - \$1,000,000." In 2021, a reassessment year in St. Louis County, the city's assessed value increased by 6.48% over 2020. This is consistent with other St. Louis area locales. The revenues available in the FY 2021 Recommended Budget increased by 0.67%. "Homes for sale in Brentwood, MO have a median listing price of \$224,950. However, the average price of new, infill homes is \$500,000 to \$1 million. Homes are on the market an average of 48 days. Many homes get multiple offers, some with waived contingencies. Average homes sell for about 1% above list price and become pending in approximately 16 days. Sought after homes sell for about 6% above list price and become pending sales in about 4 days." The City of Brentwood continues to be one of only a few municipalities in the St. Louis region that does not assess a general fund residential tax rate; nor does Brentwood impose on its residents a domestic usage gross receipts tax resulting from the usage of electric, gas, water, and telephone.

BRENTWOOD BOUND

As the City of Brentwood begins its second century, we are working on an exciting opportunity to renew part of our city: Brentwood Bound. In May 2017, the Board of Aldermen approved the Brentwood Bound plan, a vibrant collection of projects that are all bound together so we can finally tackle some of the major issues that have hurt us in the past. The Brentwood Bound project is a once-in-a-generation opportunity to create new recreational facilities for Brentwood residents, improve public health, manage stormwater drainage, reduce risks of flooding, and provide new employment and economic revitalization and expansion, all at a cost that can be readily managed without compromising critical public safety and other services that Brentwood residents rightly expect and rely upon.

Through Brentwood Bound, the City has identified three transformative initiatives that will help us build a bright future for Brentwood:

- Deer Creek Flood Mitigation
- Manchester Road Improvements
- Deer Creek Greenway Connector

The debt issuance noted provides the funding for the Brentwood Bound plan:

- The 2018 Series Certificates Of Participation (COPs) – debt service from General Fund, Capital Improvement Fund and Storm Water and Parks Improvement Fund, totaling \$39.225M. The Board of Aldermen adopted Ordinance No. 4882 levying the voter-approved sales tax with collection beginning January 1, 2020. The COPs indentures state the debt service payment may be paid from sales tax from General Fund, Capital Improvements Fund, and the Storm Water and Park Improvements Fund. The City will make the third debt service payment on the 2018 Series Certificates of Participation (COPs) for the Brentwood Bound project in November 2021.

It was always the understanding that current revenue sources would be used to service the 2018 COPS debt service payment. In the Final Official Statement of the 2018 Certificates of Participation, page 1, it states “the City will agree to pay the total Basic Rent due under the Lease for each Fiscal Year, but only if the City’s Board of Aldermen annually appropriates sufficient money specifically designated to pay Basic Rent coming due during each succeeding Fiscal Year.” Furthermore, on page 8 of this same document, “...payment of the principal of and interest on the Series 2018 Certificates may be made, subject to annual appropriations, from any funds of the City legally available for such purpose, the City intends to annually budget and appropriate such payments from the sources identified under the caption “PLAN OF FINANCING Anticipated Cash Flow for Debt Service.

Namely (Anticipated Sources of Payment - page15) :

- General Fund Operations
- Capital Improvement Sales Tax
- Stormwater and Park Improvements Sales Tax

- The 2019 Series Certificates Of Participation (COPs) – debt service is funded by the Economic Development Sales Tax (EDST), totaling \$40.4M. Ordinance No. 4868, approved January 17, 2019, provides for a one-half of one percent (0.5%) economic development sales tax to fully fund the Brentwood Bound plan, approved by Brentwood voters; Ordinance No. 4904, approved in November 18, 2019, was for the delivery of Certificates of Participation, Series 2019.

- The Economic Development Sales Tax is projected to generate approximately \$3,200,000 annually, which will be used to service the additional debt of \$40,400,000. To date, the City has collected the debt service payment of \$2.6M. This is 60%/\$1M more than had been collected same time prior year. The trend has been month-over-month increase in sales tax collection. In FY 2022, the proposed budget is \$3.4M, an increase of 7.12% from the prior budget. Total debt issuance, including the 2018 and 2019 Certificates of Participation, is now \$79,625,000.

Additional funding sources include (received and expected):

- East West Gateway Council of Government and Missouri Department of Transportation - \$5,000,000.00
- Great Rivers Habitat Alliance Grant - \$20,000.00
- Great Rivers Greenway Partnership - \$3,000,000.00
- Metropolitan Sewer District Grant - \$861,000.00

- 2018 COP investment income as of September 2021 - \$1,573,171.14
- Surco Parcels - Refund on Property Taxes - \$11,604.30
- Property Rent through April 2020 from Property Owners - \$3,247.00
- MoDOT Payment for Rogers Parkway Property Acquisition - \$36,400.00
- Bauser Haus Rent - \$28,250.00
- MAWC Frederic Roofing Parcel Easement - \$2,800.00
- MoDOT Payment for Frederic Roofing Easement - \$54,000.00
- 319 Water Quality Grant - \$300,000.00
- MSD Dorothy Avenue Playground Reimbursement - \$40,000.00
- EWG Grant for Norm West Park to Brentwood Park Connection - \$1,000,000.00
- Municipal Park Grant Commission for Event Pavilion - \$370,000.00
- Municipal Park Grant Commission for Playground - \$370,000.00
- Over/Under Budget Proceeds Collected EDST in 2021 - \$800,000.00
- Over/Under Budget Proceeds Collected EDST in 2022 - \$800,000.00
- Over/Under Budget Proceeds Collected EDST in 2023 - \$800,000.00

Total Additional Funding as of September 2021: \$10,270,472.44

Voters in April 2017 approved a county-wide proposition on funding for law enforcement and public safety with a projected revenue of \$441,254. The approval of the county-wide Proposition P gives a boost to the City. Proposition P funds allow the City of Brentwood to continue to fund the following:

- Police Major, Bureau of Community Policing
- Police Law Enforcement Analyst
- Evidence Technician (per the recommendation in the 2017 Center for Public Safety Management comprehensive evaluation of the police department operations) - Contractual part-time position
- Police CALEA Manager - Contractual part-time position
- New in the FY 2022 Recommended Budget is a Fire Marshal

Starting in FY 2022, per the direction of the Board of Aldermen, Prop P will only be used for public safety compensation and personnel-related expenditures. All other public safety expenditures will be allocated from the General Fund and Capital Improvements Fund.

LONG-TERM FINANCIAL PLANNING

Elected officials and city staff continue to work with federal, state, and local officials to find ways to improve Brentwood through transportation projects, accessibility projects, maintenance and care of the urban forest, and flood prevention programs. The City can maintain current levels of service, make capital improvement investments in the City infrastructure, and replace equipment and vehicles that have come to an end of their useful life. The City will continue to improve financial results with careful spending to ensure city services remain uninterrupted and the needed capital projects are completed. The City has pursued alternative funding in the form of grants and government cooperative agreements to aid in our efforts to fund various projects that will further enhance the daily lives of our citizens. Therefore, the commitment to increase reserves is not achieved in the 2022 Recommended Budget. Moving forward, the City has no expectations to lower fund balances and wants to continue accumulating funds toward its 50% reserve goal. We will need to continue to discuss in the coming year how best to increase the City's commitment to achieve and maintain an operating unassigned fund balance in the General Fund that is equal to 50% of budgeted operating expenditures. The City of Brentwood has always worked to provide balanced, well-planned budgets with an eye toward current and expected trends and conditions. In general, this budget supports a continuation of current level and increased city-wide services and programs. The City continues to be in a solid position to invest in comprehensive city-wide operational programs and services.

Every budget year for the foreseeable future, the city must continue to reevaluate its Five-Year Capital Improvement Plan until 2023 (when the 2014 COPs for the Library Services renovations (\$36,521) and 2017 COPs CIP (\$50,434) and the 2014 COPs Brentwood Recreation Complex renovation (\$589,950) are paid off. There is also the expectation, "that the City's bond financings for its two tax increment financing districts (Brentwood – Hanley Station and Brentwood – The Meridian) have stated maturities in 2023 and 2024. The City estimates that this will result in an increase of \$1,000,000 per year in sales tax revenue beginning in 2024 that will be available for appropriation to the Certificates. The City will also receive increased real property taxes attributable to the developments financed with the tax increment financings. (Page 11 Final Official Statement 2018 Series Certificates of Participation) Every year, during the budget process is an opportunity for the City to review revenue estimates and projections so as to determine how much monies is available to allocate to the Five-Year Capital Improvement Plan.

The table below provides an executive summary of Revenue vs Expenditure vs Fund Balance Policy to Actual in FY 22.

General Fund FY22
Revenue \$13,431,964
Expenditures \$32,417,900
Difference \$14,065
Operating Reserve % of Budgeted Expenditures 52%
Fund Balance Policy 50%
Capital Improvements Fund FY22
Revenue \$3,799,277
Expenditures \$3,710,190
Difference \$89,087
Capital Reserve % of Capital Assets (Excluding Equipment) 10%
Fund Balance Policy 5%
Storm Water and Park Improvements Fund FY22
Without 2018 Series COPs
Revenue \$4,603,244
Expenditures \$4,478,561
Difference \$124,683
Operating Reserve % of Budgeted Expenditures 15%
Fund Balance Policy 15%
Capital Reserve % of Capital Assets (Excluding Equipment) 28%
Fund Balance Policy 15%
Sewer Improvements Fund FY22
Revenue \$148,000
Expenditures \$146,500
Difference \$1,500
Operating Reserve % of Budgeted Expenditure 15%
Fund Balance Policy 15%
Capital Reserve % of Capital Assets (Excluding Equipment) 25%
Fund Balance Policy 5%
Economic Development Sales Tax Fund FY 22
Revenue \$3,427,889
Expenditures \$2,571,000
Difference \$857,889

Financial Policies: The City will continue its commitment to sound financial policies. All policies and procedures are reviewed annually. No changes to the City’s financial policies are recommended for FY 2022. The Recommended Budget is balanced without a need to rely on funds from the city’s Fund Balance. Per Standard and Poor’s, the City of Brentwood has demonstrated consistent financial performance; a very strong economy, with access to a broad and diverse Metropolitan Statistical Area; strong management, with good financial policies and practices. The City of Brentwood has shown very strong budgetary flexibility, with an available fund balance in Fiscal 2021.

1. Revenue

American Rescue Plan Act Funds:

The Recommended Budget also includes \$803,712 in American Rescue Plan Act (ARPA) funds. The Recommended Budget allocates 100% of this money to be received in FY 2022 to the General Fund. Thereby allowing the city to recoup revenue loss that has been experienced from FY 2019 through FY 2021.

Use Tax:

The FY 2021 budget included a conservative \$295,000 revenue from the Use Tax, which was enacted in FY 2021. However, collections to date, lead us to project an increase of 28% (\$377,760) in FY 2022. All proceeds collected in FY 2021 will roll into the Fund Balance. In FY 2022, the recommendation is to begin to spend the collected monies as part of the Recommended Budget.

2. Personnel

a. Compensation:

Our staff is the city’s greatest asset. Our goal is to continue to attract and retain high performing professionals to provide programs and services to the Brentwood community. We recognize that we are in a competitive marketplace and must compete for talent within our market, including the public and private sectors. The City continues to retain a compensation consultant for a comprehensive update of all positions in relation to the city’s 14 comparator municipalities for compensation and benefits. The next update is scheduled for 2022 and the allocation is budgeted in Municipal Operating Expenses (MOE) under the miscellaneous contractual line item. The purpose is to assure the organization remains competitive for personnel. In FY 2021, the Board of Aldermen approved a compensation schedule that placed public safety personnel (Police and Fire) at 95% percentile, and non-uniform personnel at 75% percentile of market. The FY 2022 Recommended Budget includes funding for a 3% and 5.5% across the board increase for non-uniform personnel and uniform personnel, respectively.

b. Insurance Products - The Ways and Means Committee continues to discuss the Saint Louis Insurance Area Trust (SLAIT) products and coverages and have asked Charlesworth Consulting, LLC to provide the City with a scope of work to benchmark the City’s insurance products and coverages. This discussion will continue in FY 2022.

c. New Positions:

Two new positions are included the Recommended Budget.

- 1. Fire Marshal in the Fire Department.** The Fire Department continues to focus on mission sustainability and professional development of staff. The City’s Fire Marshal will be a civilian non-sworn member of the Fire Department and will report directly to the Assistant Fire Chief. A dedicated Fire Marshal position will enhance the safety and consistency of the annual commercial inspection program, increase the advocacy for safety and suppression systems in remodeled and new commercial construction, and provide timely and effective communications throughout all facets of the building process to contractors.

This multi-disciplined position will serve as the head of the department's Fire Prevention/Community Risk Reduction programs. This position will perform skilled inspection work to secure and maintain compliance with municipal fire codes, the inspection and re-inspection of a variety of existing structures, review of new construction and remodeling blueprints, inspection of new and remodeled construction.

2. **Senior Multi-Disciplinary Inspector in the Planning and Development Department.** The current Multi-Disciplinary Inspector's workload is such that since the end of June, this person has worked over 160 hours of overtime. When not doing inspections, the individual is reviewing permits submitted via MyGov. This person works weekends and during lunches to keep up to date on permit reviews. While most permit reviews provide questions or comments within 7-10 days, everyone desires a quicker turnaround, particularly on the smaller residential projects that are easier to complete. In 2019, the department issued 976 permits and conducted 1153 inspections. In 2020, the department issued 1417 permits and conducted 2216 inspections. From January to September 2021, the department has issued 1337 permits and conducted 3018 inspections. This additional position would allow the department to continue to provide service if and when the other Multi-Disciplinary Inspector is out sick and the Chief Building Official is not available to cover those inspections. This position is responsible for inspecting buildings under construction, alteration, repair, or change of occupancy to ensure conformity with city building codes; reviewing plans to ensure code compliance and taking appropriate enforcement actions; inspecting existing properties; responding to complaints and reports of alleged code violations; and providing proactive code enforcement, in addition to other duties. Very late during the FY 2022 Budget process, staff filled the two vacancies in the department. The City will hold off on filling this position until such a time when there is direction from the Board of Aldermen to do that.

3. **Quality Equipment and Infrastructure**

The priority for the City with the Five-Year Capital Improvement Plan is to meet the debt service and lease service payments for the 2014 Certificates of Participation (COPs) (Capital Improvement Fund – CIP), 2014 COPs (Storm Water and Park Improvements Fund), 2017 COPS CIP), 2018 COPs (Stormwater and Parks Improvements Fund), 2019 COPs (Stormwater and Parks Improvements Fund) and other lease payment debts for equipment (ambulance, and sanitation trucks). Notwithstanding, the City will continue to maintain City assets at a high level and provide needed repairs when it arises. In accordance with a commitment to service these debts, the City will defer further capital improvements until there is relief from paying off the debt and the retirement of the remaining Tax Increment Districts.

4. **Service Demand**

The City will continue to provide high value programs and services for our citizens and businesses. New programs to be funded in the FY 2022 Recommended Budget include:

- Seven public safety Flock Cameras in strategic locations throughout the City.
- Stormwater Master Plan community engagement process and recommended priorities.
- Funding in the Planning and Development Department for On-Call Engineering Services for Stormwater Best Management Practices, Floodplain Manager services, and Plan Review Services.
- Voluntary Wellness Program for the Police Department.
- Fire Department Antigen Testing for employees who have been granted medical/religious exemption; the purpose of the antigen testing plan is to provide testing for city employees who have an authorized medical or religious exemption from vaccination for COVID-19 and employees who are symptomatic or have a suspected exposure, regardless of vaccination status. The plan

includes prioritization of testing, estimated timelines for the program, and an estimate of the testing supplies needed on a weekly basis. The plan is designed to be flexible to address situations and changes in public health.

DEPARTMENT OVERVIEWS

Fire

Continuous career professional development continues to be the benchmark for attracting and retaining high-quality employees. Funding increases for 2022 cover training and education of staff to enhance knowledge in paramedicine, technical rescue, management, and formal degree acquisition through attendance at local and regional trainings as well as the National Fire Academy. In addition to training, the department will emphasize professional designations through the Center for Professional Credentialing. Decreasing the risk of cancer in firefighters is a high priority for the department. A significant portion of the budget acknowledges the elimination of previously available Prop P funds for Fire Department operations. Capital Improvement Projects Budget-funded items include CPR compression system, replacement of all helmets that are the end of their useful life, heart monitor/defibrillator used for all types of EMS calls.

Parks and Recreation

The Parks and Recreation Department continues to rebound from the COVID-19 pandemic. The department's focus in FY 2021 was to offer safe, recreational opportunities for the community while adhering to all St. Louis County mandates. Staff is estimating an increase of over \$10,000 in fees and charges from what was budgeted and an increase of almost \$350,000 (62%) in fees and charges compared to 2020 Actual. The department continues to work toward returning to pre-COVID-19 revenue levels by 2023.

As part of the budgeting process, staff members complete an annual review of all fees charged by the department. This review includes a comparison of rental fees with other municipal and private recreation facilities. Pricing recommendations are based upon the strategy that fees should be in line with cost of services. As a municipal operation, it is our mission "to provide exceptional spaces and opportunities for a sustainable future that best serve the evolving needs of our community." Following the annual review, staff recommended a few fee increases for 2022.

In 2022, the department's primary focus will be to prepare for the opening of the new Brentwood Park in 2023. Staff will work with the construction manager to ensure all park amenity projects are completed, prepare for a grand opening and other events, and start preparing for the additional maintenance needs once Brentwood Bound projects are completed. The increase in park maintenance expenditure in 2023 is related to the expected increase in park maintenance costs, as the department takes over maintenance of the additional parkland following the projects' completion.

Funds have been allocated for the following capital projects:

- Brentwood Sports Complex Storm Creek repair.
- Purchase of Bunker Cart to maintain the fields at the Brentwood Sports Complex.
- Memorial Park lower bridge replacement.
- Replacement of the tree and limb chipper truck, which will also be used to pull the bandwagon.
- Purchase of equipment related to the maintenance of Brentwood Bound projects, including a Gator and Electric Lawnmower.

Police

In FY 2022, the department will continue the enhanced safety training for officers. This will include a voluntary wellness program. Funds continue to be provided for contract expenses such as the East Central Dispatch Center (ECDC) contract. Proposition P funds are used to cover expenditures for two positions (Major and Law Enforcement Analyst), and the contracted Accreditation Manager/Emergency Operations Manager, and the Evidence Custodian. In the FY 2022 Recommended Budget, three police vehicles are scheduled for replacement. Also included in the departments capital budget are soft body armor ballistic vests, cameras to provide better video coverage of the building, parking lot and surrounding grounds, and a mobile radio for the chief's vehicle.

Public Works

In FY 2021, the sewer lateral repair program remained unchanged. With the exclusion of expenses related to home sale contingencies, the program realized a reduction in overall claims. As a result, it is anticipated that there will be approximately \$18,300 to repay the General Fund loan.

For FY 2022, the department will solicit bids for approximately two concrete slab projects in the Hanley Industrial Court commercial area, and one in the residential area. The department will continue its maintenance program to complete sidewalk replacements using in-house and outside contractors to improve sidewalks damaged via tree roots, slab settlements and aging material.

Where possible, staff will consider solar street light options to provide a sustainable light alternative, since additional units are stored at Public Works. Traffic Calming Devices, such as speed cushions, are budgeted and can be installed when data and Board approval support such installations.

In FY 2021, the department commenced construction of the Rosalie Avenue Surface Transportation Program (STP) Pedestrian Improvements project. Construction services will wind down at the end of FY 2021. In FY 2022, the department will coordinate with the Brentwood Bound team to construct the Russell Avenue STP Pedestrian Improvements project, which includes a shared-use path along Russell Avenue from Bremerton Road to Brentwood Boulevard and will connect with the new intersection crossing at Brentwood Boulevard to allow pedestrians access to parks on both sides of Brentwood Boulevard. With the success of the compost tumbler purchase program in FY 2021, staff secured another \$7,000 grant to purchase compost tumblers and kitchen pails for FY 2022. This grant is through St. Louis County Department of Public Health and will provide approximately 60 compost units to residents at a reduced cost.

Finally, Public Works and other staff will embark on the Stormwater Master Plan for FY 2022. Staff will work to identify, investigate, estimate, and prioritize stormwater and run-off issues citywide and phase construction improvements throughout multiple budget cycles. The funds for construction of some improvements should be available through MSD's Operations, Maintenance, and Construction Improvements (OMCI) taxing sub-district funds. Currently, the OMCI funds available are \$125,219 allocated for FY 2021 and \$127,251 allocated for FY 2022. Stormwater best management practices and engineered solutions will be the focus for this stormwater program.

Information Technology

The IT budget includes expenses for yearly bill amounts for all connections in City. This includes internet, Wi-Fi, telephones, cable television, and the Wide Area Network that connects City facilities.

Funds also are included to repair and maintain all IT equipment in the City. This includes Uninterruptible Power Supplies (UPS), server backup tapes, access badges, desk phones, computer monitors, and failed-computer and printer repairs.

The Capital Improvements budget for each department includes all technology-related contractual expenses, computer and printer replacements, and technology-related projects across all departments. In FY 2022, these projects include:

- Add ability to accept online payments on the City website
- City website redesign
- Replacement of the REJIS firewalls in both Police and Courts
- Additional external surveillance coverage for three City facilities
- Annual network cybersecurity audit
- Additional power and cooling in the City's data centers
- Disaster recovery planning and implementation for City servers
- Network switch replacements for those at the end of their lifecycle

Planning and Development

The Planning and Development Department has transitioned to using the BoardDocs agenda management system for the Planning and Zoning Commission, Board of Adjustment, and Architectural Review Board meetings. Pending before the Board is an ordinance to require EV Readiness on new home and major renovation construction. The department distributed iPads to the Planning and Zoning Commission members who chose to use them. The "Great Resignation" presents continued challenges for this department, especially pertaining to Chief Building Official, coupled with the over 3015 inspections conducted from January 2021 – September 2021 an increase from the previous year's 2216 inspections. The department goals for FY 22 include proposing funding for continued engineering review of the new Stormwater Infill Development permits and additional staff to continue to process building permits in a timely manner.

Sustainability: The Board of Aldermen launched a sustainability initiative in FY 20 to ensure a sustainable and vibrant future for the City of Brentwood. In FY 2020, the Board of Alderman approved the formation of a City Sustainability Commission. In FY 2021, the Sustainability Commission began work on a Sustainability Plan and recommended that the City adopt a Green Dining Alliance Policy. In addition, the Commission recommended that the City complete an energy audit of all municipal facilities.

In FY 2022, the Commission will focus on these goals:

- Complete the Sustainability Plan and present it to the City for adoption
 - Once the plan is adopted, work with City staff on the plan's implementation
- Implement the recommendations of the energy audit, using funding earmarked for sustainability
- Develop a formal Sustainability page on the City's website

BUDGET PRESENTATION

Pursuant to the Missouri Statutes, the annual budget must set forth a complete financial plan for the ensuing fiscal year. An annual budget shall be adopted by the Board of Aldermen not later than the first meeting of the board in December. The budget shall be prepared under the direction of the Ways and Means Committee. All officers and employees shall cooperate with and provide to the Ways and Means Committee such information and such records as it shall require in developing the budget. The Ways and Means Committee shall preview all the expenditure requests and revenue estimates after which it shall prepare the recommended budget. This document meets that requirement. This budget is based upon information provided by the various City departments. Data collection began in August. In October and November, a Recommended Budget is presented to the Ways and Means Committee. Any adjustments are also made at that time, after which there may be another meeting with the Ways and Means Committee if necessary. In November and no later than the first meeting in December, the budget is given a Public Hearing and the Board of Aldermen considers its adoption. Brentwood's budget year begins on January 1st and ends on December 31st. This annual budget book is a financial management and policy document that is a numeric expression of the City of Brentwood's mission. The annual budget reflects the alignment between the City's vision statement, mission statement, and objectives. This budget document is user-friendly. The document includes department mission statements, goals and objectives for FY 2022, accomplishments from the prior year, organizational structure of each department, positions and line-item detail that are descriptive of what each department intends to spend within that line item. The City continues to take very seriously its fiduciary obligations to manage public funds with care and professionalism and in a transparent manner.

BUDGET USER GUIDE

The Budget includes the following sections:

- Budget Message – includes an overview of the budget document
- Financial Summary – includes a budget-at-a-glance document
- Budget summary – includes a summary for all funds and fund balances from 2018 through 2024
- Revenue summary – includes a summary of the five funds, revenue by type, sales tax rates, total authorized manpower for the entire city
- Long-term debt – a table of the long-term debt and graph – outstanding principal as of December 31, 2021, total annual debt service as of December 31, 2021
- Expenditure summary by department
- Expenditure by type for all funds and expenditure by department for all funds
- Revenues – includes all revenue line items for General Fund, Capital Improvements Fund, Economic Development Fund, Storm Water and Park Improvements Fund, and Sewer Improvements Fund
- Operating and Capital Budgets – includes goals and objectives, accomplishments, budgeted positions, and performance measurements
- Financial Policies and Procedures Manual
- Compensation Schedule
- Revenue line-item descriptions
- Expenditure line-item descriptions
- Capital Improvement Projects with images

CONCLUSION

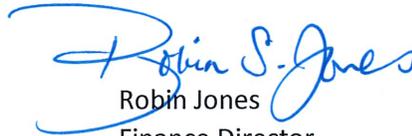
The City’s budget is an important document, where the community’s vision and needs are translated into the resources, personnel and projects needed to support those efforts. This Recommended Budget presents a strong operational plan to support the services of the City and a capital program that responds to the most urgent needs. The budget further underscores the city’s commitment to strategic fiscal stewardship. This Recommended Budget is reflective of the hard-working, dedicated employees who are committed to delivering on Brentwood’s reputation as the “City of Warmth.” We want to thank the Management Team and all other employees who contributed to the 2022 budget process. This community is working together to ensure Brentwood is ready for the future by making fiscal decisions that position the City favorably as it continues to grow.

This Recommended Budget is the first step in the City’s budget process. We look forward to working with the Board of Aldermen over the next several weeks to review this document and finalize a budget that reflects the values of Brentwood, City of Warmth.

Respectfully submitted,



Bola Akande
City Administrator



Robin Jones
Finance Director

Financial Summary

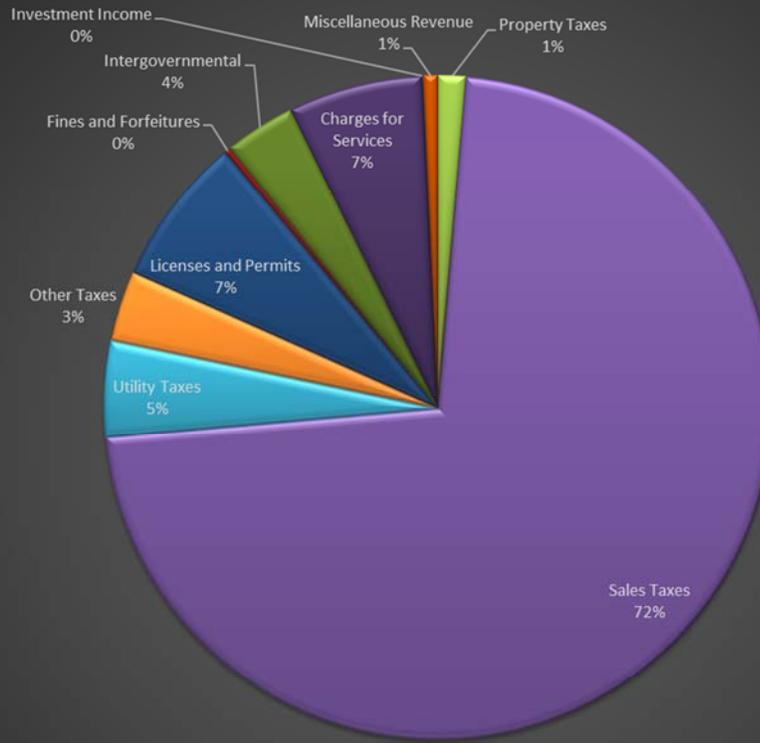
- Budget at a Glance

BUDGET SUMMARY ALL FUNDS

	Actual	Actual	Actual	Budget	Estimated	Proposed	Projected	Projected	Budget
	2018	2019	2020	2021	2021	2022	2023	2024	% Change
GENERAL FUND									
Beginning Fund Balance	\$ 5,106,423	\$ 5,171,055	\$ 5,321,741	\$ 5,767,345	\$ 5,362,256	\$ 6,985,041	\$ 6,999,105	\$ 7,104,454	21.11%
Revenue	\$ 11,941,869	\$ 11,917,607	\$ 11,706,080	\$ 12,446,023	\$ 13,555,808	\$ 13,431,965	\$ 12,814,109	\$ 13,033,190	7.92%
Expenditures	\$ (11,877,237)	\$ (11,766,923)	\$ (11,665,565)	\$ (12,126,562)	\$ (11,933,023)	\$ (13,417,900)	\$ (12,708,761)	\$ (12,990,182)	10.65%
Ending Fund Balance	\$ 5,171,055	\$ 5,321,741	\$ 5,362,256	\$ 6,086,806	\$ 6,985,041	\$ 6,999,105	\$ 7,104,454	\$ 7,147,463	14.99%
Restricted Fund Balance (Seizure Funds)	\$ 109,687	\$ 69,272	\$ 69,267	\$ 69,272	\$ 66,537	\$ 41,537	\$ 16,537	\$ -	-40.04%
Fund Balance Unassigned (Operating Reserve)	\$ 5,061,368	\$ 5,252,469	\$ 5,292,989	\$ 6,017,534	\$ 6,918,504	\$ 6,957,568	\$ 7,087,917	\$ 7,147,463	15.62%
Operating Reserve % of Budgeted Operating Expenditures	43%	45%	45%	50%	58%	52%	56%	55%	
CAPITAL IMPROVEMENTS FUND									
Beginning Fund Balance	\$ 3,820,148	\$ 3,517,174	\$ 4,223,621	\$ 5,031,001	\$ 4,737,805	\$ 5,476,147	\$ 5,565,235	\$ 5,823,662	8.85%
Revenue	\$ 3,761,832	\$ 2,968,644	\$ 2,721,920	\$ 3,300,075	\$ 3,361,230	\$ 3,799,277	\$ 3,025,522	\$ 3,053,634	15.13%
Expenditures	\$ (4,064,805)	\$ (2,262,199)	\$ (2,207,735)	\$ (3,082,277)	\$ (2,622,887)	\$ (3,710,190)	\$ (2,767,095)	\$ (2,995,070)	20.37%
Ending Fund Balance	\$ 3,517,174	\$ 4,223,621	\$ 4,737,805	\$ 5,248,799	\$ 5,476,147	\$ 5,565,235	\$ 5,823,662	\$ 5,882,226	6.03%
Assigned Fund Balance (Equipment Replacement Reserve)	\$ 2,258,157	\$ 2,733,559	\$ 3,178,246	\$ 2,362,215	\$ 2,362,215	\$ 2,755,969	\$ 3,480,223	\$ 4,204,477	16.67%
Assigned Fund Balance (Capital Reserve)	\$ 1,259,017	\$ 1,490,062	\$ 1,559,559	\$ 2,886,584	\$ 3,113,932	\$ 2,809,266	\$ 2,343,439	\$ 1,677,749	-2.68%
Capital Reserve % of Capital Assets (Excluding Equipment)	6%	5%	6%	10%	11%	10%	8%	6%	
ECONOMIC DEVELOPMENT SALES TAX FUND									
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 587,468	\$ 1,766,661	\$ 2,586,758	\$ 3,443,647	\$ 4,333,568	340.32%
Revenue	\$ -	\$ -	\$ 2,966,110	\$ 3,203,000	\$ 3,393,947	\$ 3,427,889	\$ 3,462,171	\$ 3,496,795	7.02%
Expenditures	\$ -	\$ -	\$ (1,199,449)	\$ (2,573,850)	\$ (2,573,850)	\$ (2,571,000)	\$ (2,572,250)	\$ (2,572,450)	-0.11%
Ending Fund Balance	\$ -	\$ -	\$ 1,766,661	\$ 1,216,618	\$ 2,586,758	\$ 3,443,647	\$ 4,333,568	\$ 5,257,913	183.05%
STORM WATER & PARK IMPROVEMENTS FUND									
Beginning Fund Balance	\$ 2,442,430	\$ 40,352,230	\$ 60,341,467	\$ 47,542,452	\$ 44,175,711	\$ 11,235,134	\$ 7,618,147	\$ 7,959,860	21.11%
Revenue	\$ 48,409,809	\$ 46,097,113	\$ 5,502,136	\$ 9,781,116	\$ 11,378,408	\$ 31,053,239	\$ 6,385,607	\$ 6,496,149	217.48%
Expenditures	\$ (10,500,012)	\$ (26,107,687)	\$ (21,667,891)	\$ (37,968,476)	\$ (44,318,986)	\$ (34,670,226)	\$ (6,043,893)	\$ (6,359,357)	-8.69%
Ending Fund Balance	\$ 40,352,230	\$ 60,341,467	\$ 44,175,711	\$ 19,355,092	\$ 11,235,134	\$ 7,618,147	\$ 7,959,860	\$ 8,096,652	-60.64%
Assigned Fund Balance (Operating Reserve)	\$ 1,421,248	\$ 3,817,477	\$ 3,182,647	\$ 5,588,222	\$ 6,540,798	\$ 5,083,889	\$ 869,942	\$ 953,904	-9.02%
Operating Reserve % of Budgeted Operating Expenditures	15%	15%	15%	15%	15%	15%	15%	15%	0.00%
Assigned Fund Balance (Equipment Replacement Reserve)	\$ 82,400	\$ 102,200	\$ 122,000	\$ 250,392	\$ 250,392	\$ 284,874	\$ 309,356	\$ 333,838	13.77%
Assigned Fund Balance (Capital Reserve)	\$ 38,698,579	\$ 56,271,790	\$ 40,721,064	\$ 44,502,372	\$ 35,429,838	\$ 14,738,159	\$ 6,630,562	\$ 6,668,910	-66.88%
Assigned Fund Balance (Storm Water Capital Reserve)	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	0.00%
Capital Reserve % of Capital Assets (Excluding Equipment)	236%	124%	89%	98%	78%	32%	15%	15%	
SEWER IMPROVEMENTS FUND									
Beginning Fund Balance	\$ 32,121	\$ 3,091	\$ 89,220	\$ 89,520	\$ 80,320	\$ 69,620	\$ 71,120	\$ 72,620	-22.23%
Revenue	\$ 266,407	\$ 237,285	\$ 143,278	\$ 147,500	\$ 147,500	\$ 148,000	\$ 148,000	\$ 148,000	0.34%
Expenditures	\$ (295,436)	\$ (151,157)	\$ (152,178)	\$ (159,700)	\$ (158,200)	\$ (146,500)	\$ (146,500)	\$ (146,500)	-8.27%
Ending Fund Balance	\$ 3,091	\$ 89,220	\$ 80,320	\$ 77,320	\$ 69,620	\$ 71,120	\$ 72,620	\$ 74,120	-8.02%
Assigned Fund Balance (Operating Reserve)	\$ 44,315	\$ 22,674	\$ 22,827	\$ 41,194	\$ 23,205	\$ 21,450	\$ 21,450	\$ 21,975	-47.93%
Operating Reserve % of Budgeted Operating Expenditures	15%	15%	15%	26%	15%	15%	15%	15%	-41.84%
Assigned Fund Balance (Equipment Replacement Reserve)	\$ 1,332	\$ 1,689	\$ 1,998	\$ 2,331	\$ 2,331	\$ 2,664	\$ 2,997	\$ 3,330	14.29%
Assigned Fund Balance (Capital Reserve)	\$ (42,556)	\$ 64,857	\$ 55,495	\$ 33,795	\$ 44,084	\$ 47,006	\$ 48,173	\$ 48,815	39.09%
Capital Reserve % of Capital Assets (Excluding Equipment)	-75%	34%	29%	18%	23%	25%	25%	26%	

REVENUE SUMMARY BY FUND	Actual	Actual	Actual	Budget	Through 7/31/	Estimated	Proposed	Projected	Projected	2021-2022 Budget
	2018	2019	2020	2021	2021	2021	2022	2023	2024	% Change
GENERAL FUND	11,941,869	11,917,607	11,706,080	12,446,023	9,013,869	13,555,808	13,431,965	12,814,109	13,033,190	7.34%
CAPITAL IMPROVEMENTS FUND	3,761,832	2,968,644	2,721,920	3,300,075	1,676,355	3,361,230	3,799,277	3,025,522	3,053,634	13.14%
ECONOMIC DEV SALES TAX FUND	-	-	2,966,110	3,203,000	2,045,082	3,399,947	3,427,889	3,462,171	3,496,795	6.56%
STORM WATER & PARKS IMPROVEMENTS	48,409,809	46,097,113	5,502,136	9,781,116	3,590,098	11,378,408	31,053,239	6,385,607	6,496,149	68.50%
SEWER IMPROVEMENTS FUND	266,407	237,285	143,278	147,500	43,015	147,500	148,000	148,000	148,000	0.34%
TOTAL REVENUE	64,379,917	61,220,649	23,039,524	28,877,714	16,368,419	31,836,893	51,860,370	25,835,409	26,227,768	44.32%

2022 REVENUE BY TYPE-ALL FUNDS



- Revenue by Type-All Funds
 ■ Fines and Forfeitures
- Utility Taxes
 ■ Other Taxes
 ■ Property Taxes
 ■ Sales Taxes
- Intergovernmental
 ■ Charges for Services
 ■ Investment Income
 ■ Miscellaneous Revenue

FY 2022 SALES TAX RATES	
Local Sales Tax - General Fund	1.00% (Share 35%, Keep 65%)
Economic Development Sales Tax	.50% (Keep 100%)
<u>FOUR LOCAL OPTION SALES TAX:</u>	
Local Option Sales Tax - General Fund	.25% (Share 14.3%, Keep 85.7%)
Capital Improvements Sales Tax	.50% (Share 15%, Keep 85%)
Storm Water & Parks Sales Tax	.25% (Keep 100%)
<u>Fire Sales Tax - General Fund</u>	.50% (Keep 100%)
TOTAL ALL SALES TAX	3.00% Sales Tax Rate

Authorized Manpower			
Department	2021 Budget	2022 Budget	Change PY
Administration	10	10	0
Fire	23	24	1
Judicial	2	2	0
Parks & Rec	21	21	0
Planning & Dev	6	6.5	0.5
Police	30	30	0
Sanitation	4	4	0
Streets	15	15	0
Sewer	0	0	0
Total	112	113.5	1.5

2022 Salary Schedule - Non Uniform (Main)

Range	Positions	E/N	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
1			\$26,863.43	\$27,669.33	\$28,499.41	\$29,354.39	\$30,235.02	\$31,142.07	\$32,076.33	\$33,038.62	\$34,028.78	\$35,050.67	\$36,102.19	\$37,185.26
2			\$28,206.60	\$29,052.80	\$29,924.38	\$30,822.11	\$31,746.77	\$32,699.17	\$33,680.15	\$34,690.55	\$35,731.27	\$36,803.21	\$37,907.31	\$39,044.53
3			\$29,616.93	\$30,505.44	\$31,420.60	\$32,363.22	\$33,334.12	\$34,334.14	\$35,363.46	\$36,425.08	\$37,517.83	\$38,643.36	\$39,802.61	\$40,996.74
4			\$31,097.78	\$32,030.71	\$32,991.63	\$33,981.38	\$35,000.82	\$36,050.84	\$37,132.37	\$38,246.34	\$39,393.73	\$40,575.54	\$41,792.81	\$43,046.59
5			\$32,652.67	\$33,632.25	\$34,642.22	\$35,680.46	\$36,750.87	\$37,853.40	\$38,989.00	\$40,158.67	\$41,363.43	\$42,604.33	\$43,882.46	\$45,198.93
6			\$34,285.30	\$35,313.86	\$36,373.28	\$37,464.48	\$38,588.41	\$39,745.06	\$40,938.44	\$42,166.59	\$43,431.59	\$44,734.54	\$46,076.58	\$47,458.88
7			\$35,999.57	\$37,079.56	\$38,199.195	\$39,357.71	\$40,557.84	\$41,793.38	\$43,065.38	\$44,374.94	\$45,720.19	\$47,102.129	\$48,520.43	\$49,983.184
8			\$37,799.55	\$38,933.54	\$40,105.54	\$41,304.60	\$42,543.74	\$43,820.05	\$45,134.65	\$46,488.69	\$47,883.35	\$49,319.85	\$50,799.45	\$52,323.43
9			\$39,689.53	\$40,880.22	\$42,106.63	\$43,369.83	\$44,670.92	\$46,010.5	\$47,391.38	\$48,813.12	\$50,277.51	\$51,785.84	\$53,339.42	\$54,939.60
10			\$41,674.01	\$42,924.23	\$44,219.6	\$45,558.32	\$46,904.47	\$48,283.160	\$49,706.95	\$51,173.78	\$52,683.139	\$54,235.13	\$55,836.38	\$57,486.57
11			\$43,757.71	\$45,070.44	\$46,422.55	\$47,815.23	\$49,249.69	\$50,727.18	\$52,249.00	\$53,816.47	\$55,430.96	\$57,093.89	\$58,806.71	\$60,570.91
12			\$45,945.60	\$47,323.97	\$48,743.69	\$50,206.00	\$51,712.18	\$53,263.55	\$54,861.46	\$56,507.30	\$58,202.52	\$59,948.60	\$61,747.06	\$63,599.47
13			\$48,242.88	\$49,690.77	\$51,180.88	\$52,716.31	\$54,297.80	\$55,926.73	\$57,604.53	\$59,332.67	\$61,112.65	\$62,946.03	\$64,834.41	\$66,779.44
14			\$50,655.02	\$52,174.67	\$53,739.91	\$55,352.11	\$57,012.67	\$58,723.05	\$60,484.74	\$62,289.28	\$64,138.26	\$66,033.31	\$68,076.11	\$70,163.39
15			\$53,187.77	\$54,783.40	\$56,426.90	\$58,119.71	\$59,863.30	\$61,665.20	\$63,528.88	\$65,444.25	\$67,416.25	\$69,447.98	\$71,543.92	\$73,702.32
16			\$55,847.16	\$57,522.57	\$59,248.25	\$61,025.70	\$62,856.47	\$64,742.16	\$66,684.42	\$68,684.95	\$70,745.50	\$72,867.87	\$75,053.91	\$77,305.53
17			\$58,639.52	\$60,393.71	\$62,206.67	\$64,076.99	\$65,999.30	\$67,979.28	\$70,018.66	\$72,119.22	\$74,282.80	\$76,512.28	\$78,806.62	\$81,170.82
18			\$61,571.50	\$63,416.65	\$65,312.12	\$67,260.85	\$69,269.28	\$71,327.66	\$73,440.61	\$75,614.62	\$77,844.96	\$80,136.87	\$82,486.98	\$84,903.99
19			\$64,650.08	\$66,589.58	\$68,587.27	\$70,644.89	\$72,764.24	\$74,947.17	\$77,195.59	\$79,511.46	\$81,896.80	\$84,353.70	\$86,884.31	\$89,490.84
20			\$67,882.58	\$69,919.06	\$72,016.63	\$74,177.13	\$76,402.44	\$78,694.51	\$81,055.35	\$83,487.01	\$85,991.62	\$88,571.37	\$91,228.51	\$93,965.37
21			\$71,276.71	\$73,445.01	\$75,677.46	\$77,985.98	\$80,372.56	\$82,849.24	\$85,408.12	\$87,961.36	\$90,599.120	\$93,299.94	\$95,999.94	\$98,663.64
22			\$74,840.55	\$77,085.77	\$79,399.34	\$81,780.29	\$84,233.70	\$86,760.71	\$89,363.53	\$92,044.44	\$94,805.77	\$97,649.94	\$100,579.44	\$103,596.82
23			\$78,562.58	\$80,940.06	\$83,362.26	\$85,829.31	\$88,445.39	\$91,109.75	\$93,823.71	\$96,598.66	\$99,435.06	\$102,332.44	\$105,298.41	\$108,336.66
24			\$82,351.71	\$84,887.06	\$87,536.67	\$90,322.77	\$93,258.93	\$96,350.68	\$99,502.39	\$102,718.99	\$105,996.06	\$109,336.36	\$112,746.49	\$116,230.99
25			\$86,237.30	\$88,923.42	\$91,719.51	\$94,627.92	\$97,651.05	\$100,799.38	\$104,069.47	\$107,455.95	\$109,964.54	\$113,042.03	\$116,433.29	\$119,926.29
26			\$90,219.17	\$93,136.25	\$96,092.20	\$99,090.48	\$102,132.61	\$105,219.21	\$108,350.96	\$111,528.46	\$114,751.40	\$118,019.45	\$121,232.49	\$124,491.15
27			\$94,303.51	\$97,333.32	\$100,409.139	\$103,530.43	\$106,697.76	\$109,911.71	\$113,172.81	\$116,480.66	\$119,835.04	\$123,236.54	\$126,684.71	\$130,180.15
28			\$98,498.19	\$101,633.51	\$104,818.43	\$108,053.43	\$111,339.23	\$114,676.46	\$118,064.71	\$121,503.66	\$124,993.82	\$128,535.82	\$132,129.15	\$135,774.44
29			\$102,803.19	\$106,093.93	\$109,430.13	\$112,812.46	\$116,240.66	\$119,715.43	\$123,237.36	\$126,806.15	\$130,422.54	\$134,087.14	\$137,800.54	\$141,562.39
30			\$107,223.60	\$110,699.81	\$114,223.13	\$117,794.13	\$121,411.46	\$125,074.76	\$128,783.71	\$132,538.96	\$136,341.16	\$140,191.16	\$144,088.66	\$148,032.39

2022 Salary Schedule - Uniform

Range	Positions	Note	Hire Step	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
16	Firefighter/EMT	Base	\$ 53,472.00	\$ 56,547.00	\$ 59,798.00	\$ 63,236.00	\$ 66,872.00	\$ 70,717.00	\$ 74,783.00
		UU	\$ 79.10	\$ 83.65	\$ 88.46	\$ 93.54	\$ 98.92	\$ 104.61	\$ 110.63
		R1	\$ 2,056.62	\$ 2,174.88	\$ 2,299.92	\$ 2,432.15	\$ 2,572.00	\$ 2,719.88	\$ 2,876.27
		R3	\$ 19.2900	\$ 20.3994	\$ 21.5722	\$ 22.8124	\$ 24.1241	\$ 25.5112	\$ 26.9780
17	Firefighter/Paramedic	Base	\$ 64,553.00	\$ 67,328.78	\$ 70,223.92	\$ 73,243.54	\$ 76,393.02	\$ 79,677.92	\$ 83,104.07
		UU	\$ 95.49	\$ 99.60	\$ 103.88	\$ 108.35	\$ 113.01	\$ 117.87	\$ 122.94
		R1	\$ 2,482.81	\$ 2,589.57	\$ 2,700.92	\$ 2,817.06	\$ 2,938.19	\$ 3,064.54	\$ 3,196.31
		R3	\$ 23.2875	\$ 24.2889	\$ 25.3333	\$ 26.4226	\$ 27.5588	\$ 28.7438	\$ 29.9798
17P	Police Officer/Police Detective	Base	\$ 60,827.00	\$ 63,746.70	\$ 66,806.54	\$ 70,013.25	\$ 73,373.89	\$ 76,895.83	\$ 80,586.83
		UU	\$ 89.98	\$ 94.30	\$ 98.83	\$ 103.57	\$ 108.54	\$ 113.75	\$ 119.21
		Rate 1	\$ 29.2438	\$ 30.6475	\$ 32.1185	\$ 33.6602	\$ 35.2759	\$ 36.9692	\$ 38.7437
18	Police Corporal	Base	\$ 60,667.00	\$ 64,155.00	\$ 67,844.00	\$ 71,745.00	\$ 75,870.00	\$ 80,233.00	\$ 84,846.00
		UU	\$ 89.74	\$ 94.90	\$ 100.36	\$ 106.13	\$ 112.23	\$ 118.69	\$ 125.51
		Rate 1	\$ 29.1668	\$ 30.8438	\$ 32.6173	\$ 34.4928	\$ 36.4760	\$ 38.5736	\$ 40.7913
20	Fire Lieutenant	*1	\$ 64,996.00	\$ 68,733.00	\$ 72,685.00	\$ 76,864.00	\$ 81,284.00	\$ 85,958.00	\$ 90,901.00
		UU	\$ 96.15	\$ 101.68	\$ 107.52	\$ 113.70	\$ 120.24	\$ 127.16	\$ 134.47
		R1	\$ 2,499.85	\$ 2,643.58	\$ 2,795.58	\$ 2,956.31	\$ 3,126.31	\$ 3,306.08	\$ 3,496.19
		R3	\$ 23.4473	\$ 24.7955	\$ 26.2211	\$ 27.7287	\$ 29.3232	\$ 31.0094	\$ 32.7926
20P	Police Sergeant	*2			\$ 80,278.00	\$ 84,532.73	\$ 89,012.97	\$ 93,730.66	\$ 98,698.38
		UU			\$ 118.75	\$ 125.05	\$ 131.68	\$ 138.65	\$ 146.00
		Rate 1			\$ 38.5952	\$ 40.6407	\$ 42.7947	\$ 45.0628	\$ 47.4511
22	Fire Captain	Base	\$ 84,049.00	\$ 86,654.52	\$ 89,340.81	\$ 92,110.37	\$ 94,965.80	\$ 97,909.74	\$ 100,944.94
		UU	\$ 124.33	\$ 128.19	\$ 132.16	\$ 136.26	\$ 140.48	\$ 144.84	\$ 149.33
		R1	\$ 3,232.65	\$ 3,332.87	\$ 3,436.18	\$ 3,542.71	\$ 3,652.53	\$ 3,765.76	\$ 3,882.50
		R3	\$ 30.3207	\$ 31.2606	\$ 32.2297	\$ 33.2289	\$ 34.2589	\$ 35.3210	\$ 36.4159

NOTE DESCRIPTION

- *1 Medical Officer receives \$5,000 annual stipend in addition to their base step pay and was not factored into any model analysis
- *2 Range 20P is five steps - employees are not qualified for position unless they have 5 years with the dept.

Police Acting Shift Commander Stipend \$ 3.09
 Fire Acting Shift Commander Stipend \$ 4.00

City of Brentwood
Long Term Debt

Outstanding Principal as of December 31, 2021

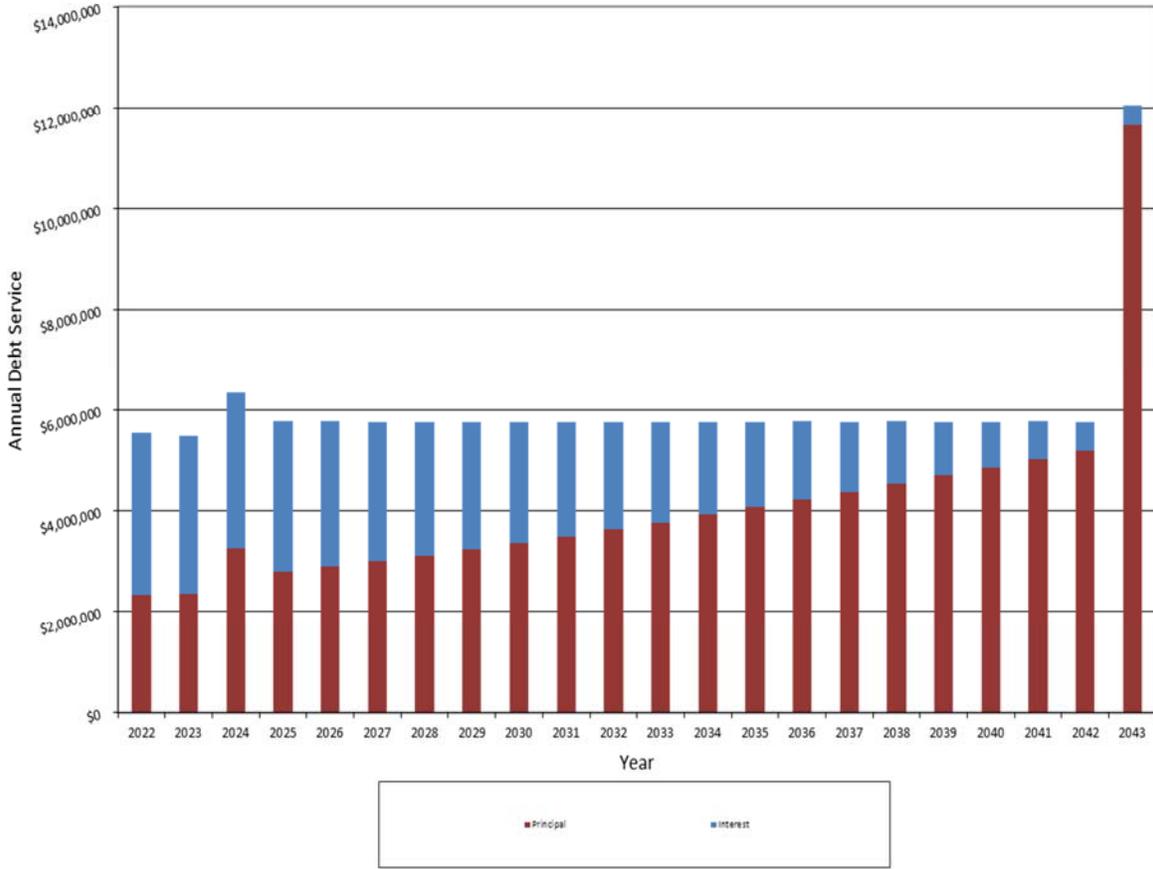
Year	2014 Ref. Certificates of Participation Library Fund	2014 Ref. Certificates of Participation Capital Imp Fund	2014 Certificates of Participation Storm Water/Parks	2017 Ref. Certificates of Participation Capital Imp Fund	2018 Certificates of Participation Storm Water/Parks	2019 Certificates of Participation Storm Water/Parks	2020 Capital Lease Ambulance Capital Imp Fund	2021 Capital Lease Sanitation Truck Capital Imp Fund	Totals by Year
2022	33,600	46,400	540,000	20,000	390,000	1,125,000	113,807	70,174	2,338,981
2023	35,700	49,300	560,000	15,000	400,000	1,160,000	57,523	71,153	2,348,676
2024	-	-	570,000	680,000	815,000	1,195,000	-	-	3,260,000
2025	-	-	-	715,000	840,000	1,245,000	-	-	2,800,000
2026	-	-	-	740,000	870,000	1,295,000	-	-	2,905,000
2027	-	-	-	760,000	905,000	1,345,000	-	-	3,010,000
2028	-	-	-	780,000	940,000	1,400,000	-	-	3,120,000
2029	-	-	-	800,000	980,000	1,455,000	-	-	3,235,000
2030	-	-	-	495,000	1,355,000	1,510,000	-	-	3,360,000
2031	-	-	-	-	1,915,000	1,575,000	-	-	3,490,000
2032	-	-	-	-	1,995,000	1,635,000	-	-	3,630,000
2033	-	-	-	-	2,070,000	1,700,000	-	-	3,770,000
2034	-	-	-	-	2,155,000	1,770,000	-	-	3,925,000
2035	-	-	-	-	2,240,000	1,840,000	-	-	4,080,000
2036	-	-	-	-	2,315,000	1,915,000	-	-	4,230,000
2037	-	-	-	-	2,390,000	1,990,000	-	-	4,380,000
2038	-	-	-	-	2,470,000	2,070,000	-	-	4,540,000
2039	-	-	-	-	2,550,000	2,150,000	-	-	4,700,000
2040	-	-	-	-	2,645,000	2,215,000	-	-	4,860,000
2041	-	-	-	-	2,745,000	2,285,000	-	-	5,030,000
2042	-	-	-	-	2,845,000	2,350,000	-	-	5,195,000
2043	-	-	-	-	6,660,000	4,995,000	-	-	11,655,000
Totals	\$ 69,300	\$ 95,700	\$ 1,670,000	\$ 5,005,000	\$ 42,490,000	\$ 40,220,000	\$ 171,330	\$ 141,328	\$ 89,862,658

City of Brentwood
Long Term Debt

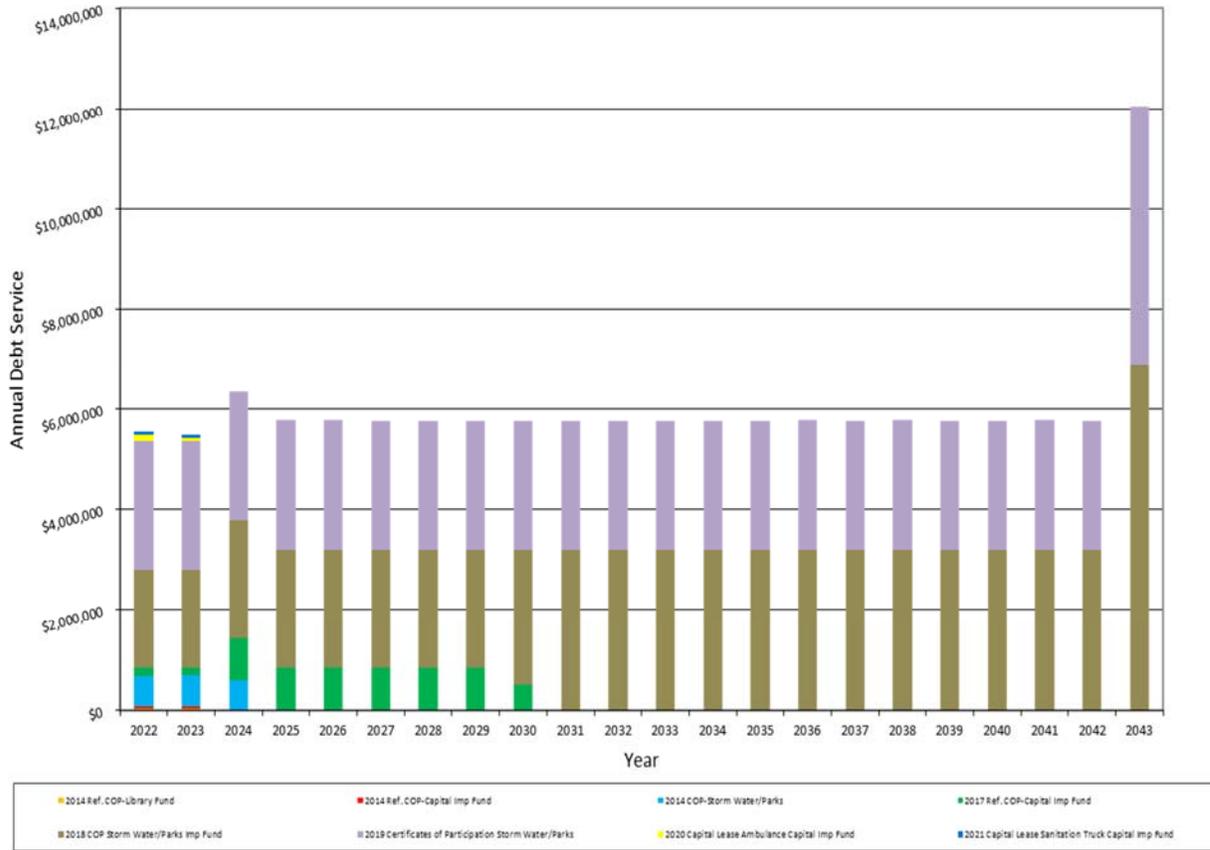
Total Annual Debt Service as of December 31, 2021

Year	2014 Ref. Certificates of Participation Library Fund	2014 Ref. Certificates of Participation Capital Imp Fund	2014 Certificates of Participation Storm Water/Parks	2017 Ref. Certificates of Participation Capital Imp Fund	2018 Certificates of Participation Storm Water/Parks	2019 Certificates of Participation Storm Water/Parks	2020 Capital Lease Ambulance Capital Imp Fund	2021 Capital Lease Sanitation Truck Capital Imp Fund	Totals by Year
2022	35,429	48,926	589,030	167,238	1,954,995	2,571,000	115,880	71,896	5,554,393.46
2023	36,521	50,434	592,830	161,788	1,953,295	2,572,250	57,940	71,896	5,496,953.42
2024	-	-	589,950	826,413	2,356,295	2,572,450	-	-	6,345,107.50
2025	-	-	-	841,013	2,356,845	2,574,650	-	-	5,772,507.50
2026	-	-	-	844,563	2,353,245	2,574,850	-	-	5,772,657.50
2027	-	-	-	844,463	2,353,445	2,573,050	-	-	5,770,957.50
2028	-	-	-	843,613	2,352,245	2,574,250	-	-	5,770,107.50
2029	-	-	-	841,613	2,354,645	2,573,250	-	-	5,769,507.50
2030	-	-	-	508,613	2,690,445	2,570,050	-	-	5,769,107.50
2031	-	-	-	-	3,196,245	2,574,650	-	-	5,770,895.00
2032	-	-	-	-	3,199,645	2,571,650	-	-	5,771,295.00
2033	-	-	-	-	3,194,845	2,571,250	-	-	5,766,095.00
2034	-	-	-	-	3,197,045	2,573,250	-	-	5,770,295.00
2035	-	-	-	-	3,195,845	2,572,450	-	-	5,768,295.00
2036	-	-	-	-	3,198,045	2,573,850	-	-	5,771,895.00
2037	-	-	-	-	3,197,808	2,572,250	-	-	5,770,057.50
2038	-	-	-	-	3,198,938	2,572,650	-	-	5,771,587.50
2039	-	-	-	-	3,195,575	2,569,850	-	-	5,765,425.00
2040	-	-	-	-	3,196,225	2,570,350	-	-	5,766,575.00
2041	-	-	-	-	3,198,350	2,573,900	-	-	5,772,250.00
2042	-	-	-	-	3,196,775	2,570,350	-	-	5,767,125.00
2043	-	-	-	-	6,906,475	5,144,850	-	-	12,051,325.00
Totals	\$ 71,950	\$ 99,360	\$ 1,771,810	\$ 5,879,313	\$ 65,997,270	\$ 59,167,100	\$ 173,820	\$ 143,792	\$ 133,304,414

City of Brentwood
 Long Term Debt
 Total Annual Debt Service (Principal & Interest)
 As of December 31, 2021

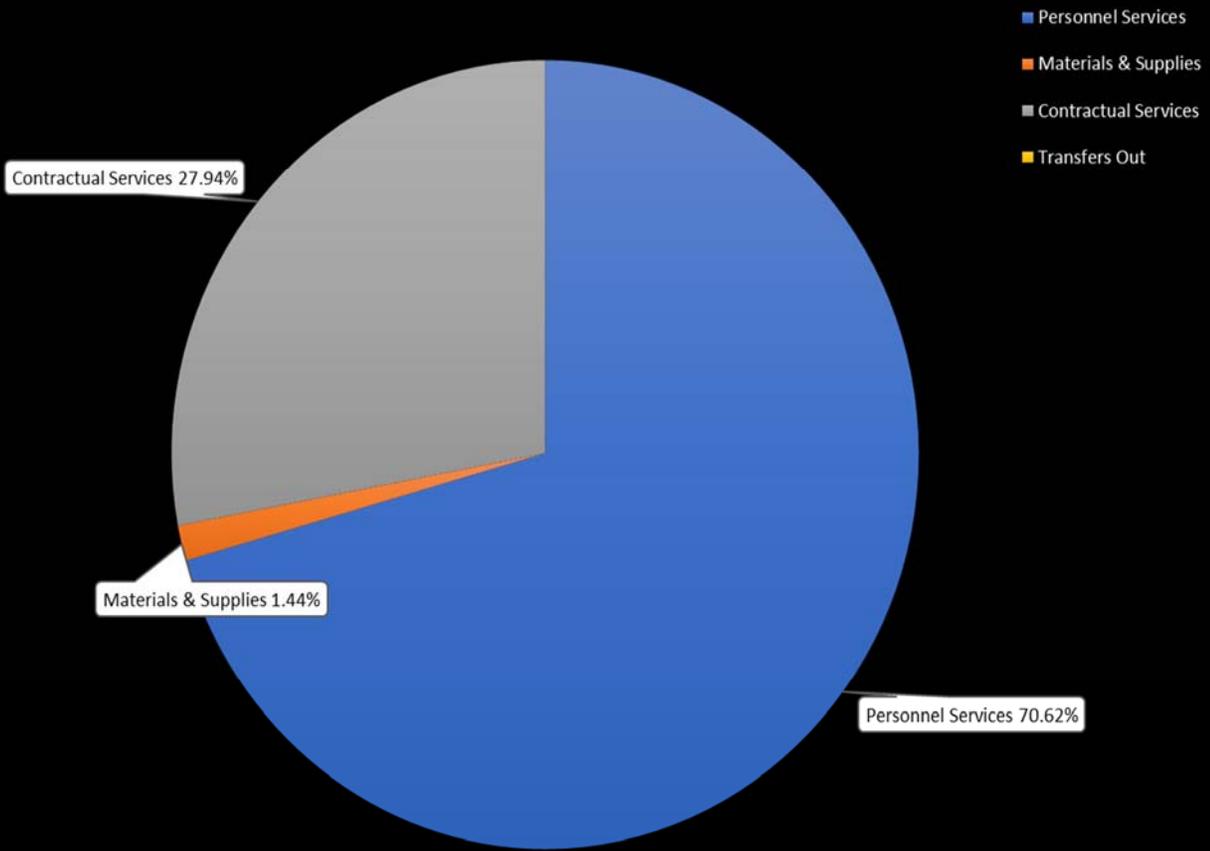


City of Brentwood
 Long Term Debt
 Total Annual Debt Service by Issue and Fund
 As of December 31, 2021

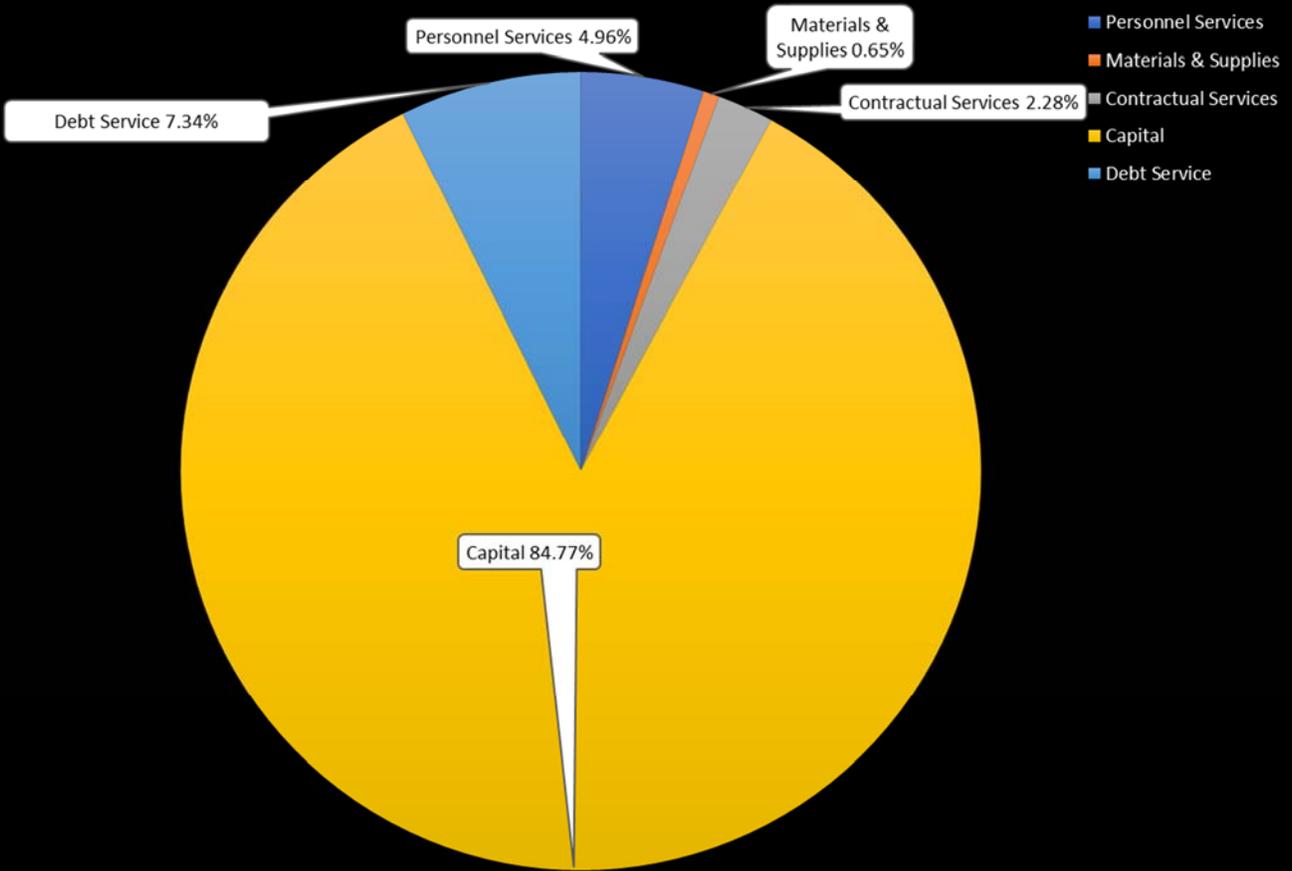


EXPENDITURE SUMMARY BY DEPARTMENT	Actual	Actual	Actual	Budgeted	Through 7/31	Estimated	Proposed	Projected	Projected	2021-2022
	2018	2019	2020	2021	2021	2021	2022	2023	2024	Budget % Change
GENERAL FUND										
ADMINISTRATION DEPARTMENT	\$794,365	\$834,124	\$849,045	\$921,794	\$472,091	\$1,058,960	\$951,485	\$980,030	\$1,009,431	3.22%
LEGISLATIVE DEPARTMENT	\$108,471	\$110,485	\$106,042	\$121,150	\$59,787	\$121,150	\$122,944	\$124,000	\$124,057	1.48%
COMMUNITY SERVICES	\$145,482	\$182,525	\$59,415	\$148,120	\$41,154	\$92,414	\$165,280	\$170,218	\$175,325	11.57%
MUNICIPAL OPERATING EXPENSES	\$1,658,491	\$1,738,512	\$1,879,902	\$1,722,964	\$1,171,649	\$1,898,926	\$1,751,722	\$1,803,942	\$1,857,726	1.67%
FIRE DEPARTMENT	\$2,493,615	\$2,522,992	\$2,472,082	\$2,643,653	\$1,433,150	\$2,586,045	\$2,768,893	\$2,828,647	\$2,906,251	4.74%
POLICE DEPARTMENT	\$3,288,755	\$3,423,637	\$3,461,202	\$3,608,957	\$2,013,211	\$3,479,911	\$3,744,070	\$3,767,659	\$3,825,603	3.74%
POLICE SEIZURE FUNDS	\$56,286	\$56,551	\$5	\$0	\$2,240	\$2,730	\$25,000	\$25,000	\$16,535	N/A
JUDICIAL DEPARTMENT	\$172,553	\$177,252	\$175,216	\$192,310	\$104,597	\$189,054	\$184,775	\$185,673	\$190,959	-3.92%
PUBLIC WORKS - STREETS	\$1,440,228	\$1,381,278	\$1,390,747	\$1,425,050	\$740,097	\$1,328,337	\$1,462,772	\$1,358,677	\$1,394,233	2.65%
PUBLIC WORKS - SANITATION	\$537,983	\$623,359	\$631,388	\$574,200	\$306,005	\$538,054	\$564,984	\$573,867	\$581,987	-1.61%
PLANNING & DEVELOPMENT DEPARTMENT	\$447,008	\$393,995	\$455,876	\$564,550	\$249,701	\$435,229	\$653,894	\$670,476	\$687,504	15.83%
TRANSFERS OUT	\$736,000	\$322,212	\$184,635	\$203,814	\$0	\$202,214	\$1,022,101	\$220,572	\$220,572	401.49%
TOTAL	\$11,877,237	\$11,766,923	\$11,665,566	\$12,126,562	\$6,593,681	\$11,993,023	\$13,417,900	\$12,708,761	\$12,990,182	10.65%
CAPITAL IMPROVEMENTS FUND	\$4,064,805	\$2,262,199	\$2,207,735	\$3,082,277	\$956,979	\$2,622,887	\$3,710,190	\$2,767,095	\$2,995,070	20.37%
ECONOMIC DEVELOPMENT TAX FUND	-	-	\$1,199,449	\$2,573,850	\$1,713,533	\$2,573,850	\$2,571,000	\$2,572,250	\$2,572,450	-0.11%
PARKS & REC-STORM WATER & PARK IMPRV	\$10,500,012	\$26,107,687	\$21,667,891	\$37,988,476	\$29,509,362	\$44,318,986	\$34,670,226	\$6,043,893	\$6,359,357	-8.69%
PUBLIC WORKS-SEWER IMPROVEMENTS	\$295,436	\$151,157	\$152,178	\$159,700	\$40,399	\$158,200	\$146,500	\$146,500	\$146,500	-8.27%
TOTAL EXPENDITURES	\$26,737,490	\$40,287,966	\$36,892,818	\$55,910,865	\$38,813,954	\$61,606,946	\$54,515,816	\$24,238,499	\$25,063,559	-2.50%

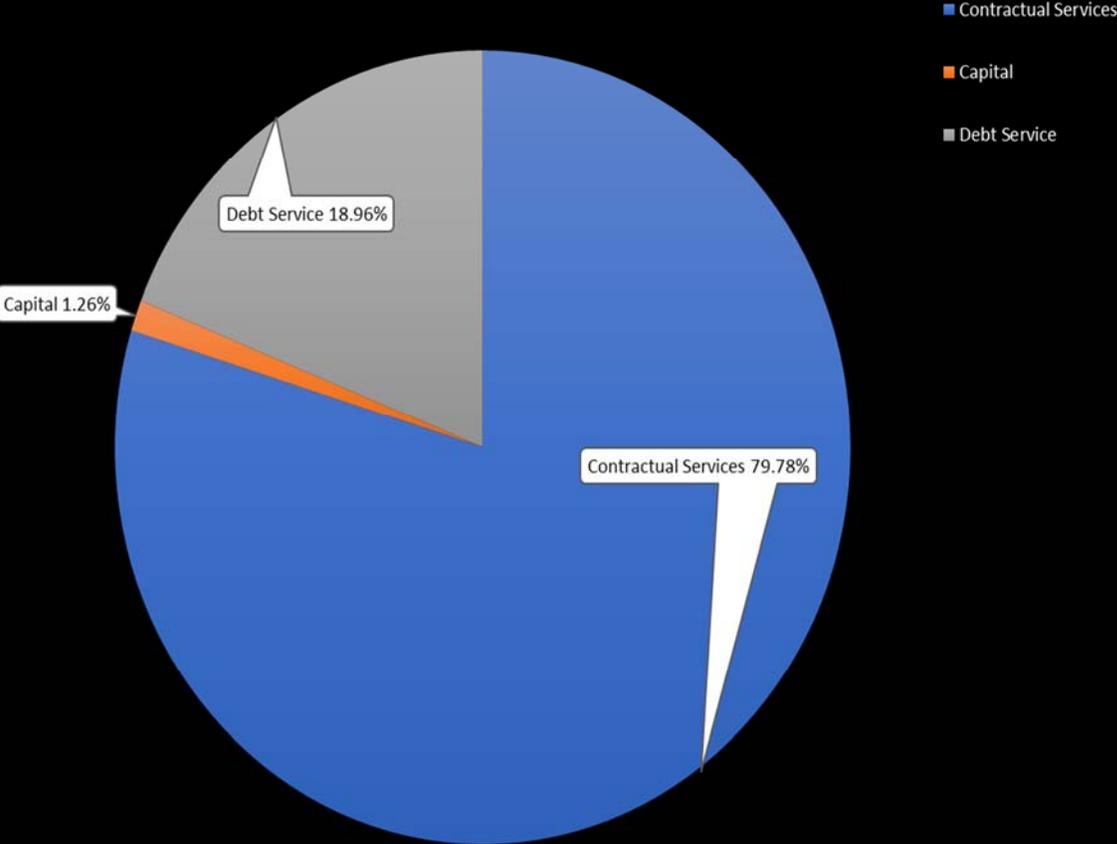
2022 EXPENDITURES BY TYPE-GENERAL FUND



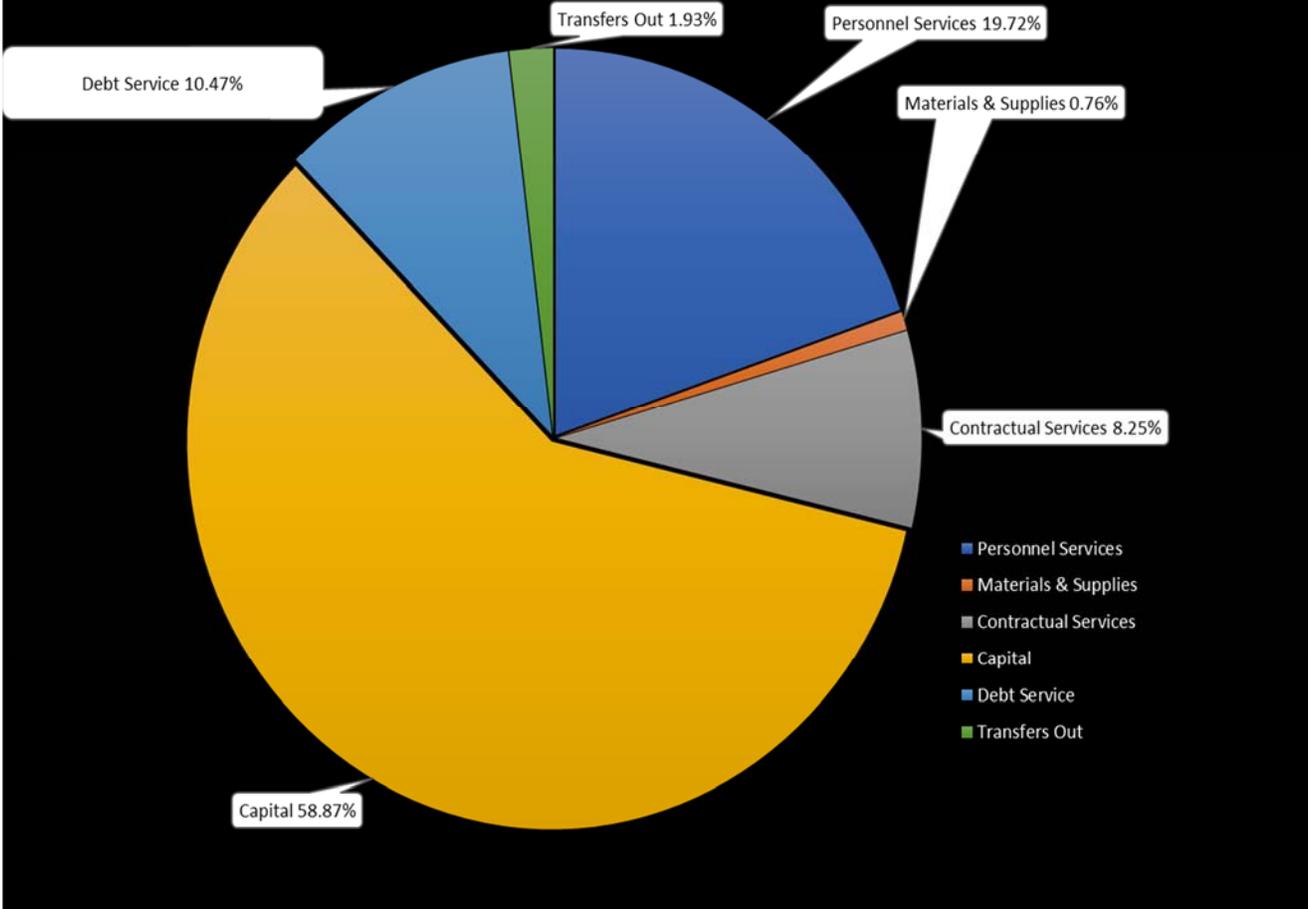
2022 EXPENDITURES BY TYPE-STORMWATER & PARKS FUND



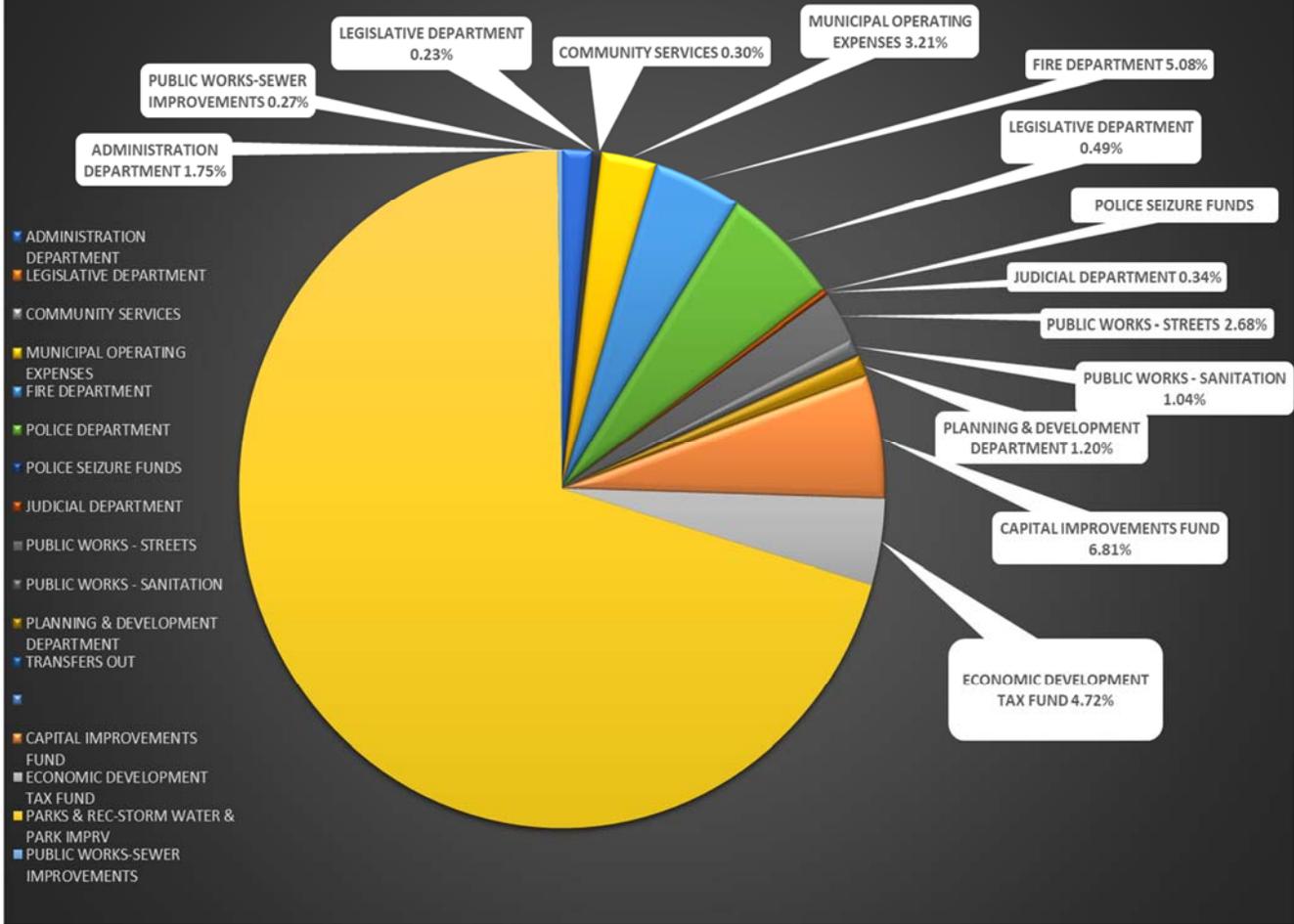
2022 EXPENDITURES BY TYPE-SEWER IMPROVEMENTS FUND



2022 EXPENDITURES BY TYPE-ALL FUNDS



2022 EXPENDITURES BY DEPARTMENT - ALL FUNDS



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Revenue Narrative

The Revenue Narrative is a description of the city government’s sources of funding. This section contains a breakdown of each of the city’s funds: General Fund, the Capital Improvements Fund, the Economic Development Sales Tax Fund, the Storm Water and Park Improvements Fund, and the Sewer Improvements Fund. Within each of these funds, the Revenue Narrative provides a description of each fund’s sources of revenue (including different forms of taxes, fees, and contracts), along with a legal justification for why the City can collect this revenue and a bar graph showing how this revenue has fluctuated in the past and is predicted to fluctuate in the future. For the sake of simplicity and space, some revenue sources have been grouped together if they have similar legal justification, come from similar sources, or bring in especially small sums relative to the City’s total budget.

2022 Budget by Fund

Fund	2022 Revenue
General	\$13,431,965
Capital Improvements	\$3,799,277
Economic Development Sales Tax	\$3,427,889
Storm Water and Park Improvements	\$31,053,239
Sewer Improvements	\$148,000
Total	\$51,860,370

The General Fund

The City's largest fund is the General Fund, recorded as Fund 10. This fund supports all city governmental services with the exception of the Economic Development Sales Tax Fund, Parks and Recreation Services, and the Sewer Lateral Repair Program.

2022 Projected Revenue

The city government projects an increase of 7.92% from FY2021 to FY2022. Due to the uncertainties that continue with the COVID-19 pandemic, the City planned for a possible decrease in revenues by reducing spending city-wide. However, the City still anticipates the level of reserves in the General Fund to be at 63% of Operating Reserves as a percentage of Budgeted Operating Expenditures for the year ending December 31, 2021. Therefore, it remains more than appropriate that the city government consider investing some of that money into long requested, city-wide capital projects and amenities for Brentwood residents to enjoy for generations to come.

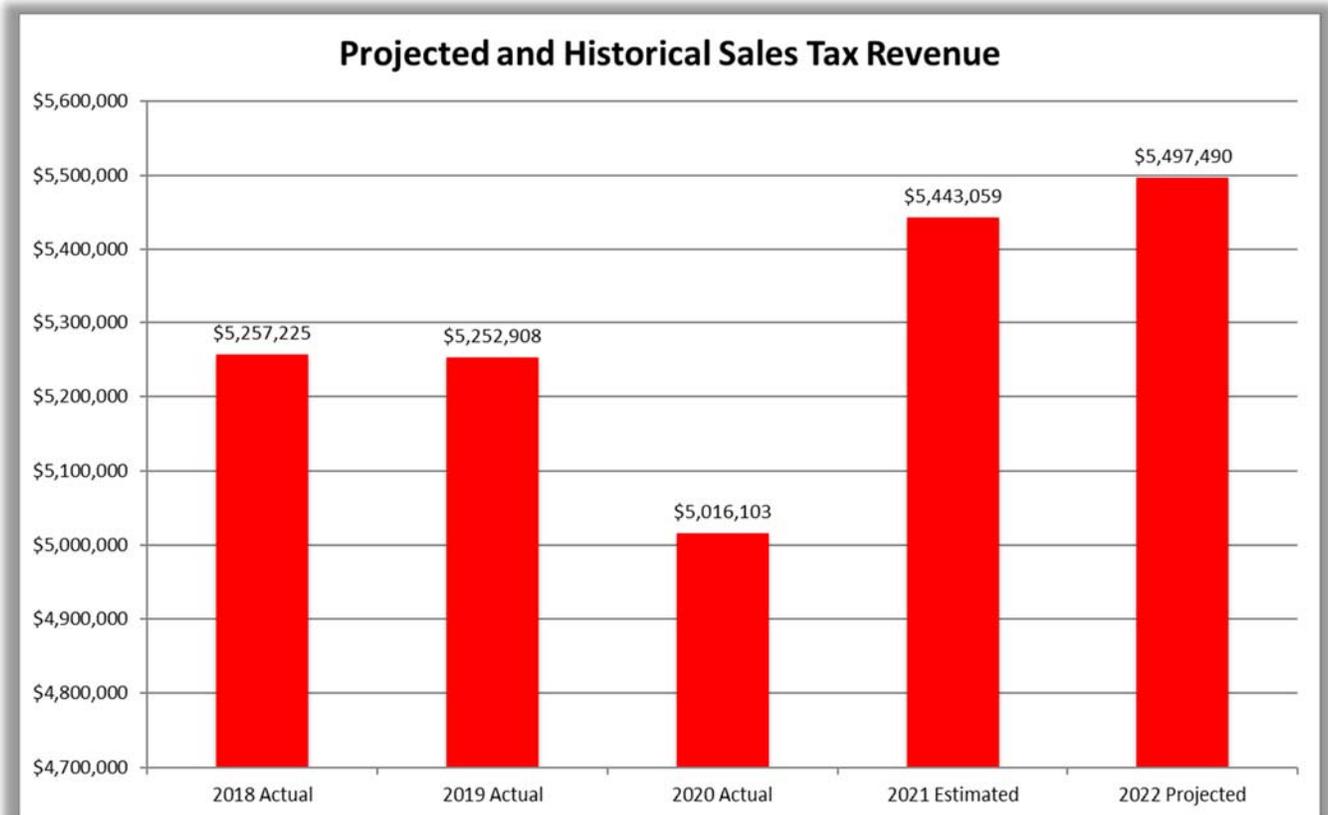
2022 Projected Revenue Sources

Source	2022 Revenue
General Sales Tax	\$5,497,490
Use Tax	\$377,760
Municipal Fire Sales Tax	\$1,713,581
Licenses	\$1,518,343
Utility Contracts	\$1,119,164
American Rescue Plan Act	\$803,712
Public Safety Sales Tax	\$441,254
Motor Fuel Tax	\$462,304
Ad Valorem	\$319,520
Minor Sources	\$284,229
Road and Bridge Tax	\$292,900
Ambulance Fees	\$290,000
Permits	\$236,967
Fines	\$74,740
Total	\$13,431,965

The General Fund

2022 Sales Tax: \$5,497,490

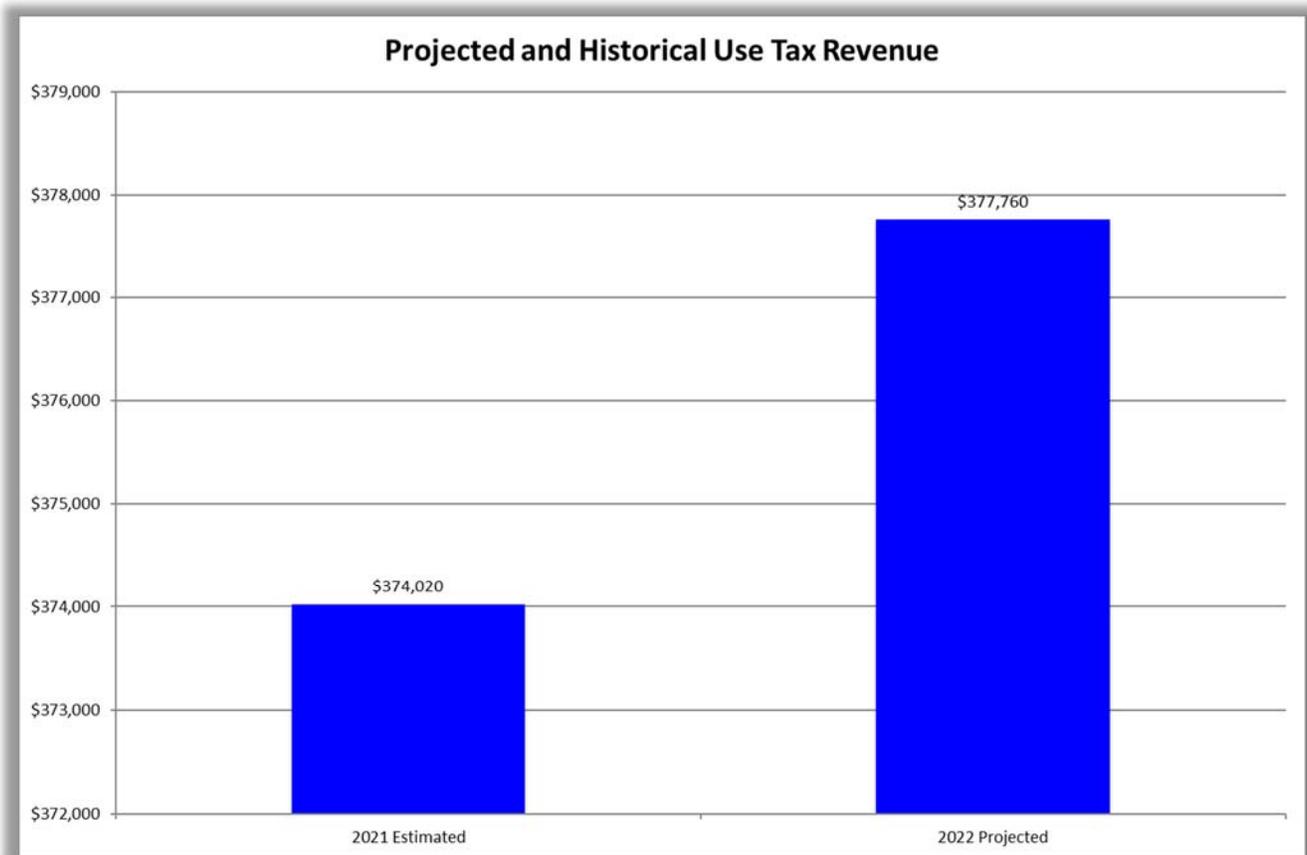
Brentwood collects a one-quarter percent sales tax on all purchases made within the city. The authority to collect this tax comes from a legacy of state statute dating back to the 1960s. In 1993, RSMO 94.85-94.857 gave municipalities the authority to increase sales tax as long as they pooled at least a certain share of the revenue with other municipalities. Brentwood has elected to keep as much of this revenue as it can so that it does not have to tax its citizens in other ways, such as through a residential property tax.



The General Fund

2022 Use Tax: \$377,760

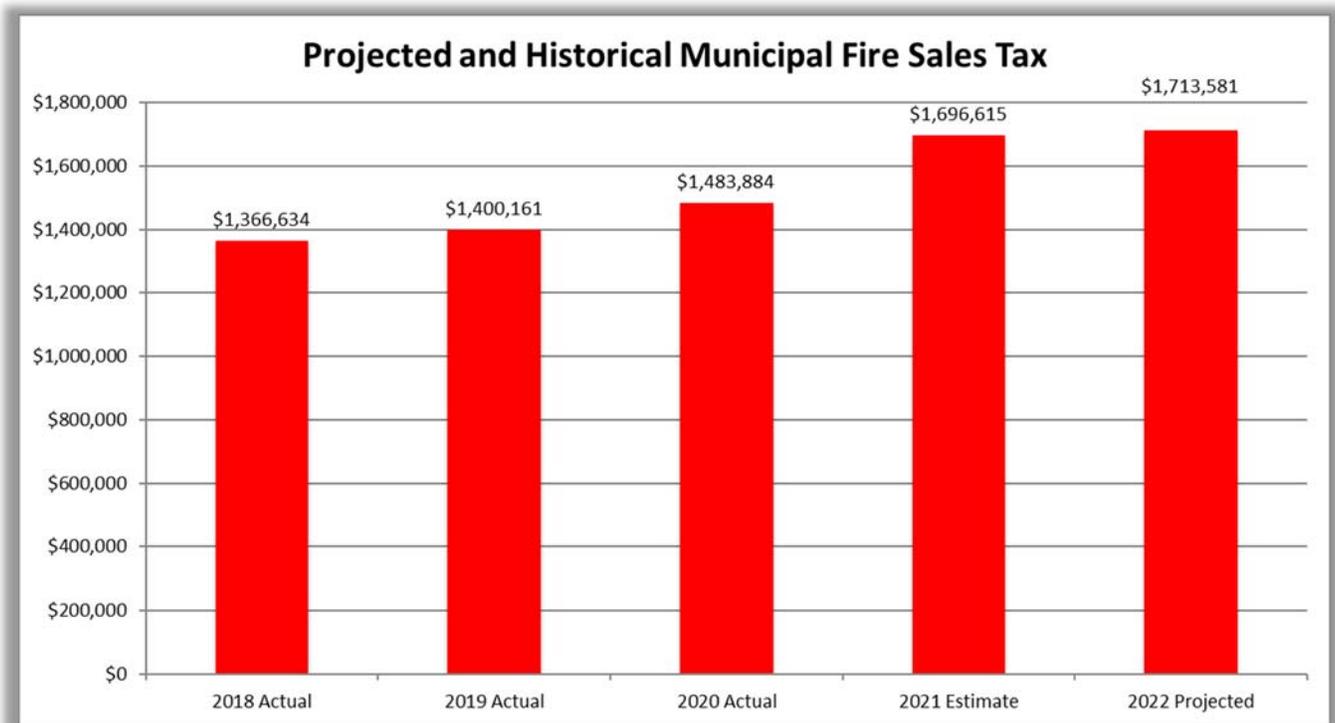
The City's Board of Aldermen unanimously voted to place Proposition 1, a use tax proposal, on the November 3, 2020 ballot, which the voters passed. The use tax will provide revenue for city services without increasing local sales or property taxes. It is estimated that the use tax will generate between \$295,000 and \$385,000 annually for the City of Brentwood.



The General Fund

2022 Municipal Fire Sales Tax: \$1,713,581

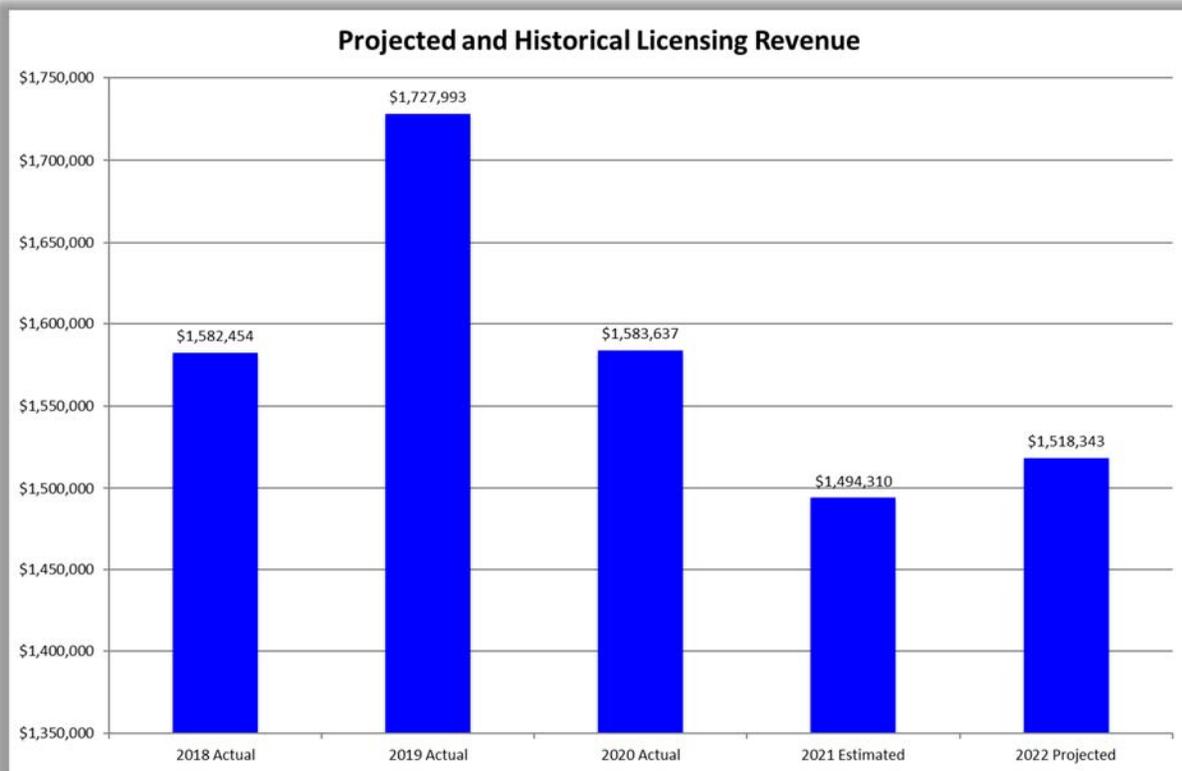
Under RSMo 321.242, cities may levy a tax of up to one-fourth of a percent of all sales to be used solely for the operation of a municipal fire department. This tax is not subject to any revenue pooling; cities keep the tax that is collected within their borders. Brentwood approved this tax in 2002.



The General Fund

2022 Licenses: \$1,518,343

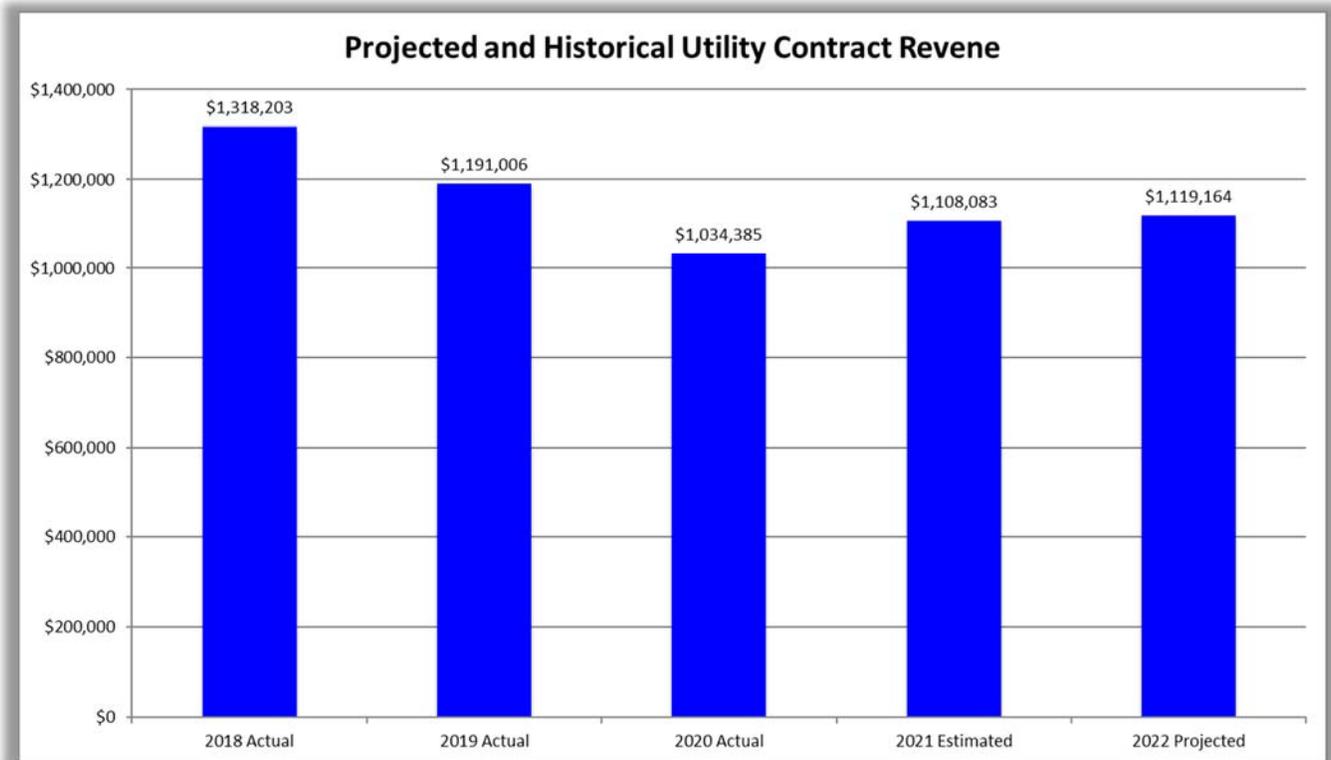
The City of Brentwood issues three types of regulatory licenses: occupational licenses, liquor licenses, and automobile licenses. Its authority to issue these licenses comes respectively from Sections 605.130, 600.050, and 605.1510 of the City of Brentwood Municipal Code. The St. Louis County Department of Revenue issues and collects Automobile Licenses on behalf of the city government.



The General Fund

2022 Utility Provider Contracts: \$1,119,164

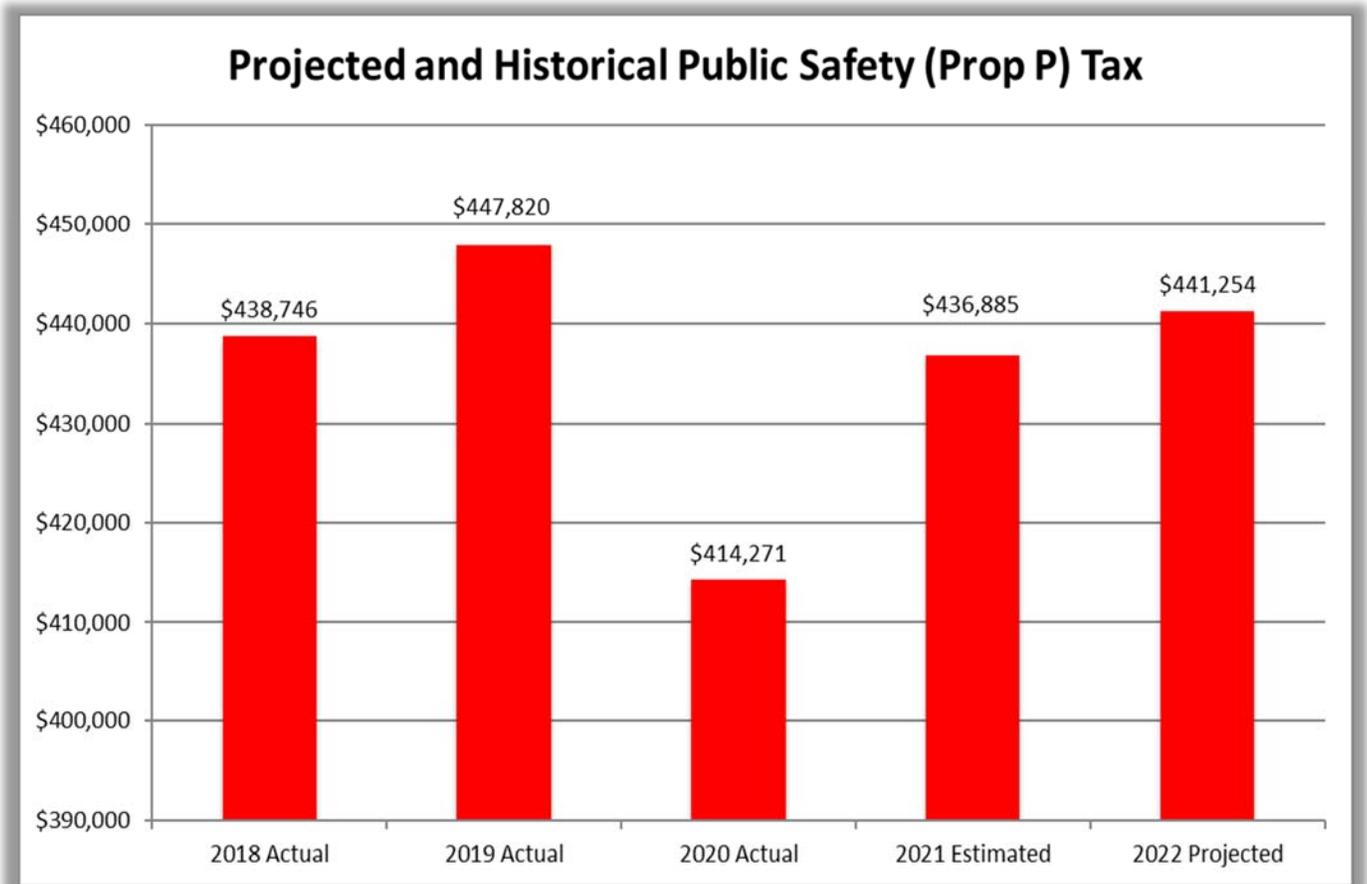
The City of Brentwood allows certain utility companies to operate within the city: Spire, Ameren Missouri, Missouri American Water Company, various landline providers, and various cable providers. Each of these companies pays a fee to operate within Brentwood city limits. The city government's authority to collect these fees comes from Section 500 of the City of Brentwood Municipal Code.



The General Fund

2022 Public Safety Tax (Prop P): \$441,254

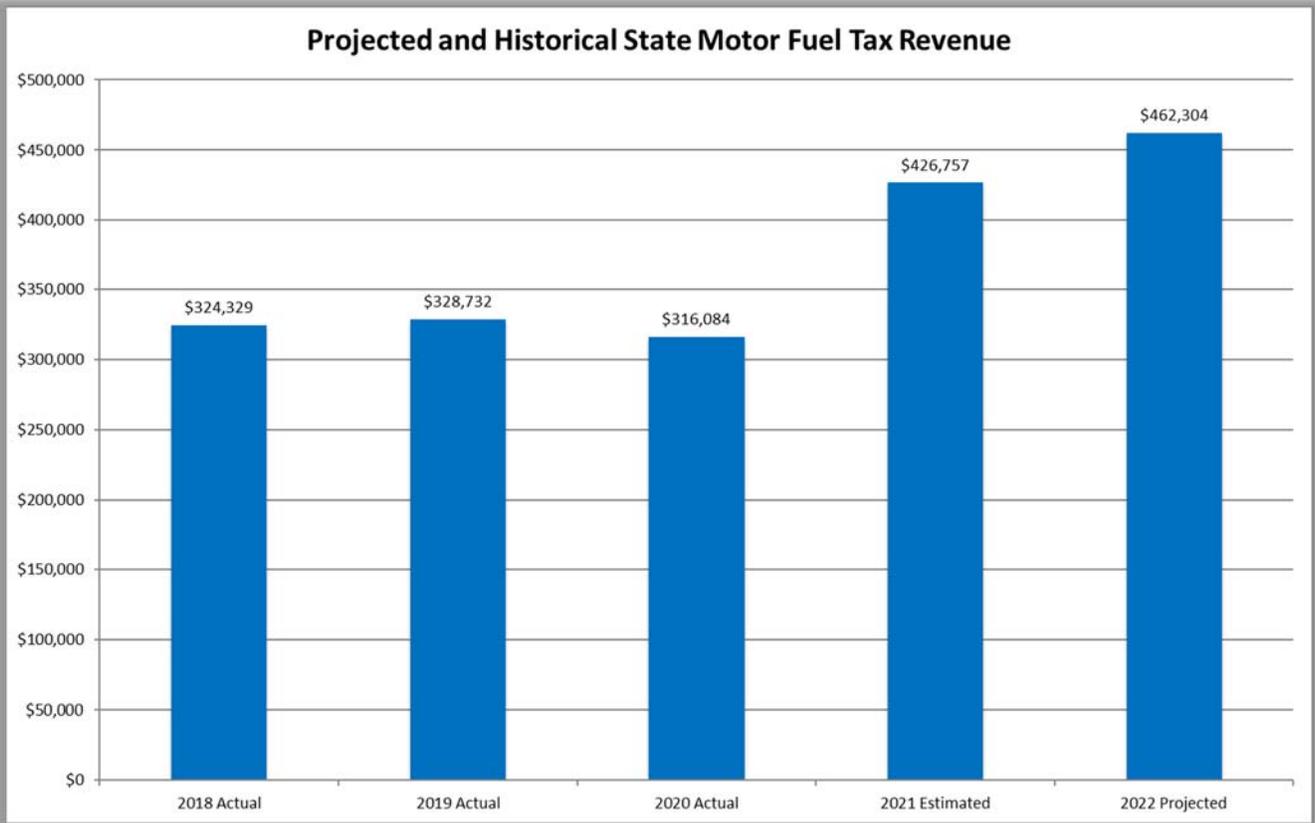
In 2017, St. Louis County voters approved a county-wide sales tax of one-half of a percent to fund public safety. Revenue from this tax is to be given to the County government and split among the municipal governments based upon their percentage of the county's population.



The General Fund

2022 State Motor Fuel Tax: \$462,304

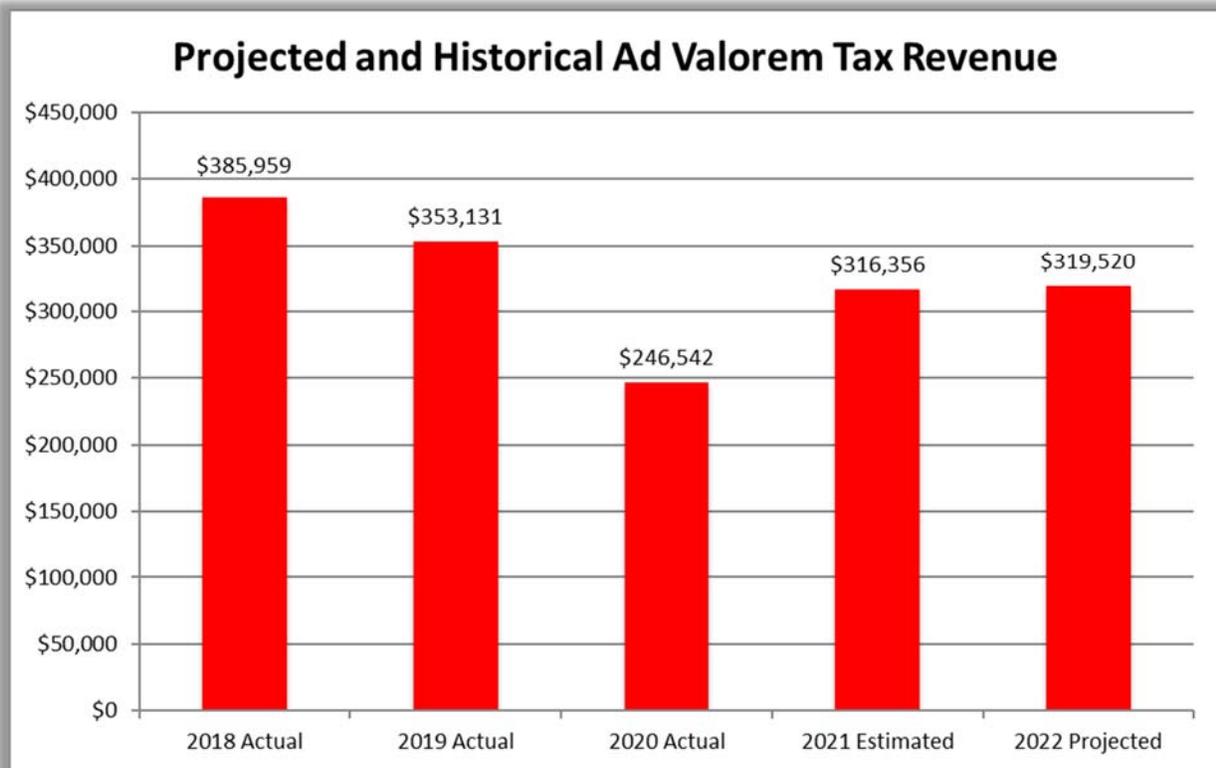
The Missouri State government levies a per-gallon gasoline tax that it distributes to cities each month based upon their population. The state gasoline tax is \$0.17 per gallon.



The General Fund

2022 Ad Valorem Tax: \$319,520

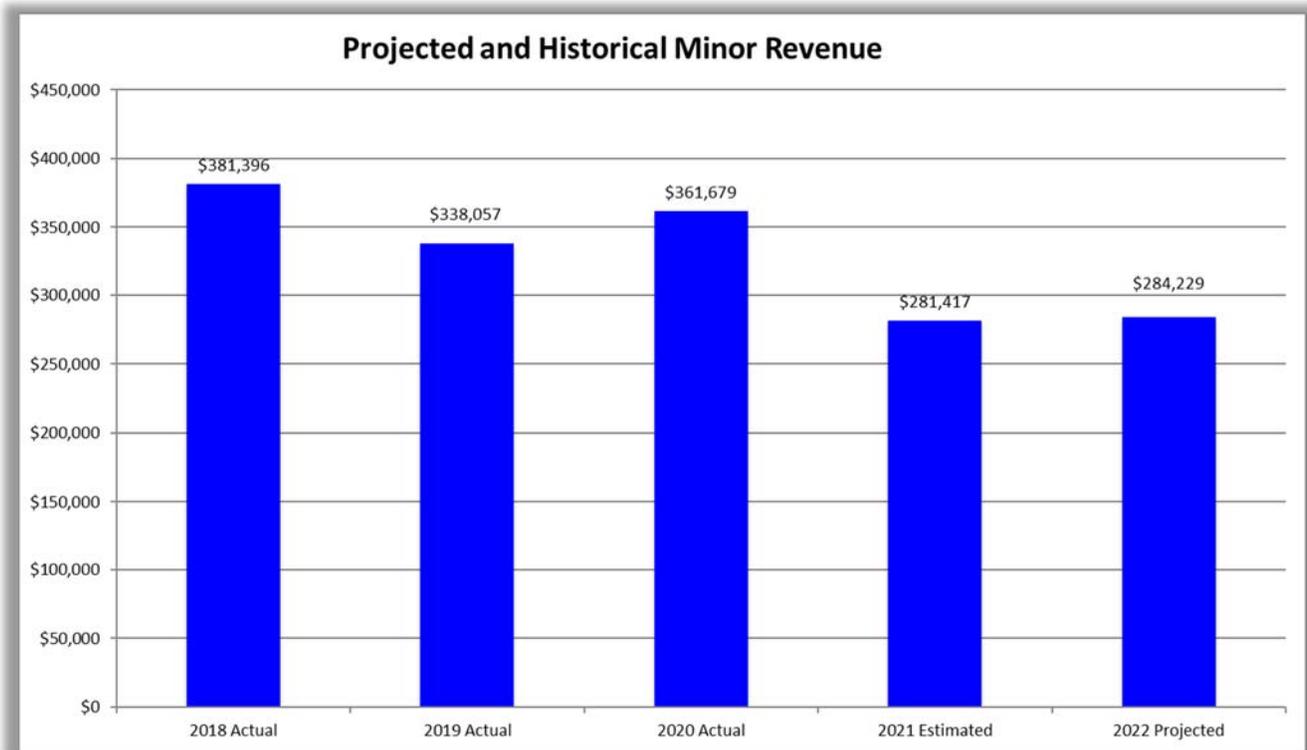
The City of Brentwood continues to be one of a few municipalities in the St. Louis region that does not assess general fund residential property taxes. The amount listed above comes from other property taxes that the City of Brentwood does levy upon its citizens, such as an automobile tax. Additionally, the city taxes businesses' commercial property; in other words, a retail company must pay a tax on the store that it owns. The city government's authority to levy this tax comes from Chapter 650 of the City of Brentwood Municipal Code.



The General Fund

2022 Minor Sources of Revenue: \$284,229

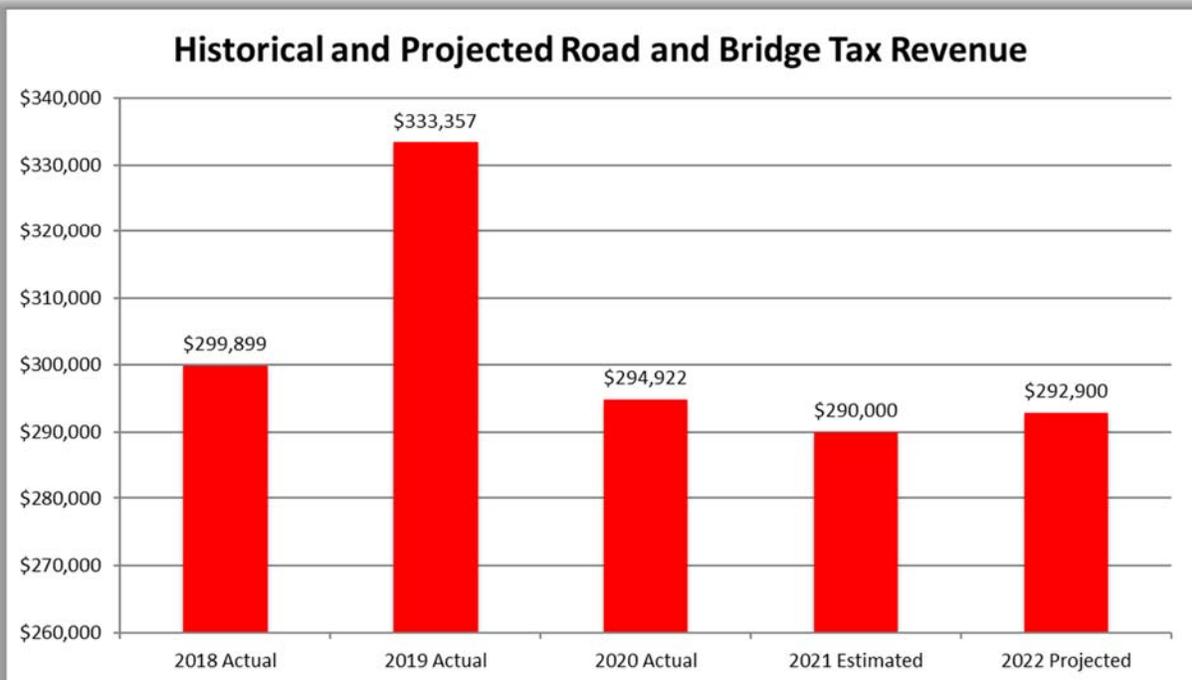
These twenty-five sources of revenue collectively make up slightly more than two percent of the total General Fund. Their legal basis comes from both local ordinance and state law. An example of the latter is the statewide cigarette tax, which is levied by the state government and then distributed to cities based upon their population.



The General Fund

2022 Road and Bridge Tax: \$292,900

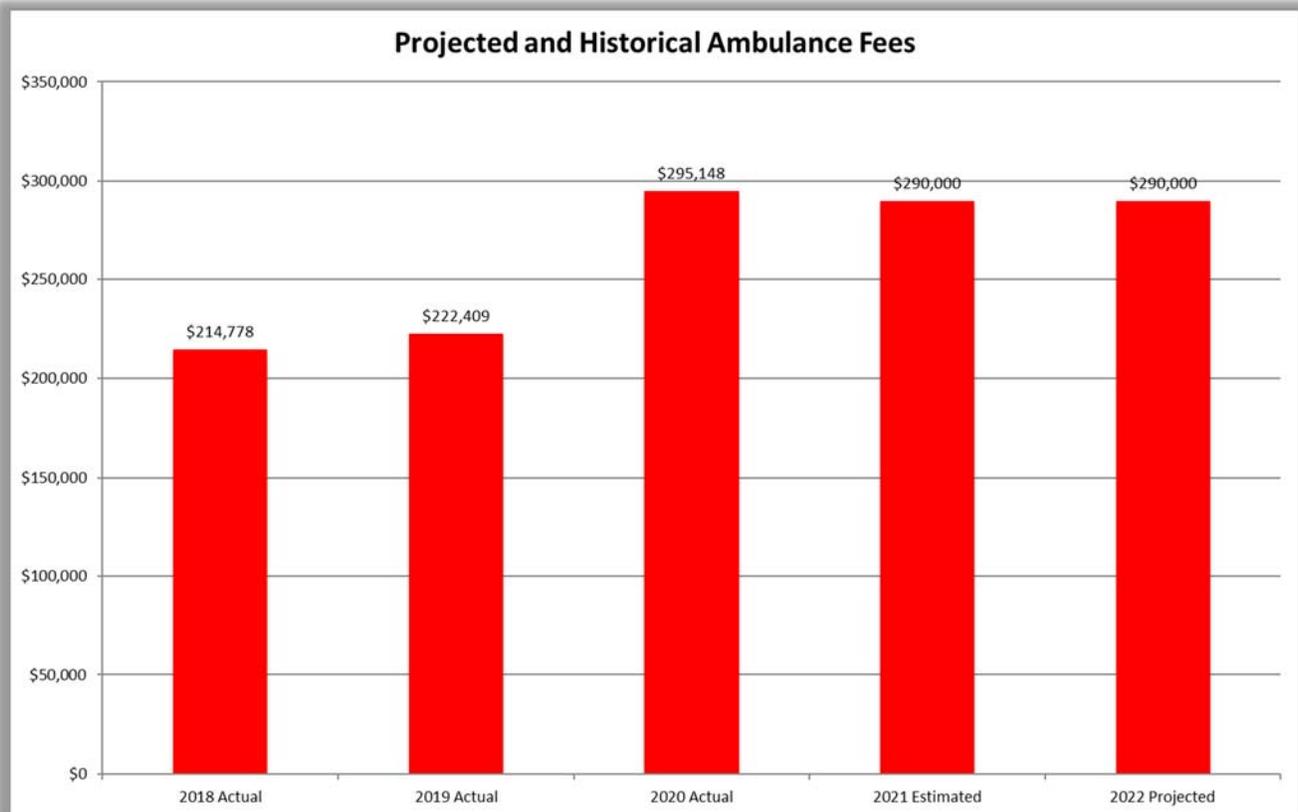
St. Louis County taxes its residents to fund maintenance and construction of certain roads and bridges within each municipality. The County government collects this tax and distributes it to the Brentwood city government at the end of each calendar year based on the city's valuation of its roads and bridges. Revenue from this tax can only be used for construction and maintenance of roads and bridges in Brentwood.



The General Fund

2022 Ambulance Fees: \$290,000

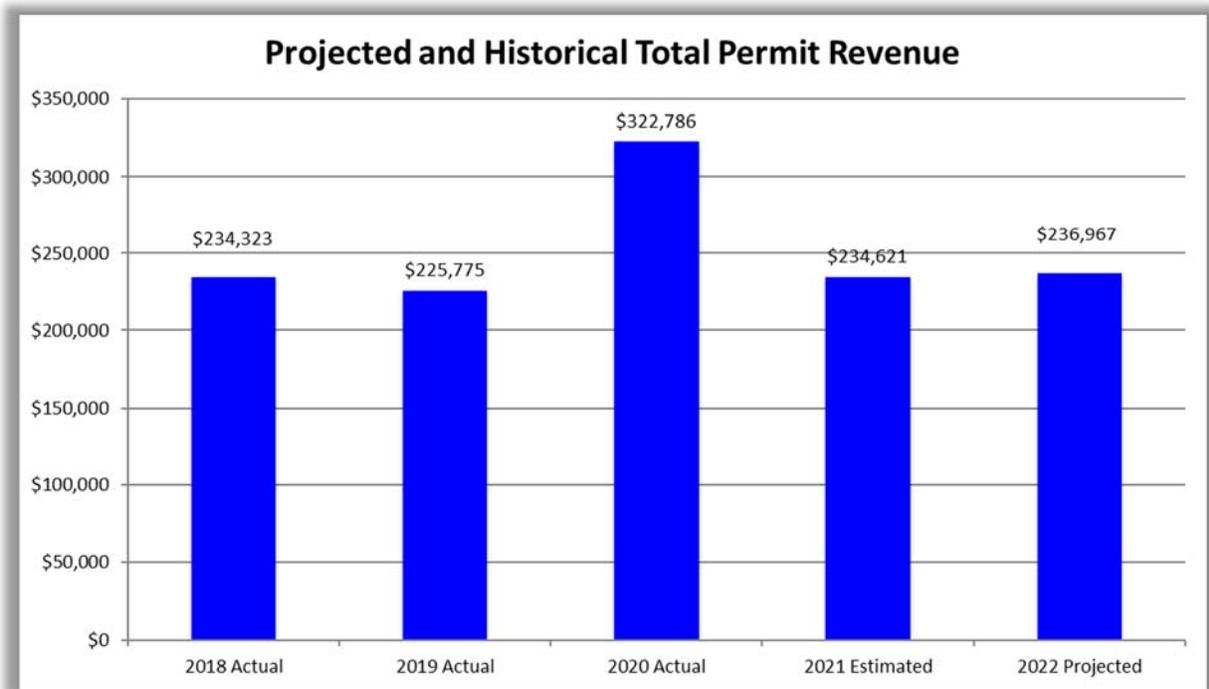
The Brentwood Fire Department does not directly bill Brentwood residents for ambulance services. The BFD will bill a resident's health insurance and, if the insurance does not completely cover the cost, then the BFD will not bill the individual. The opposite is true for non-residents. If a non-resident's health insurance does not completely cover the service, then the BFD will bill the non-resident to cover the rest of the costs. The funds listed here come from residents' insurance payments, non-residents' insurance payments, and non-residents' direct payments. Additionally, the Brentwood Fire Department was eligible to submit costs for reimbursement of Medicaid ground emergency medical transportation (GEMT) services for 2019 expenses. The City started receiving these funds in 2020 and will continue with the program in 2022.



The General Fund

2022 Permit Fees: \$236,967

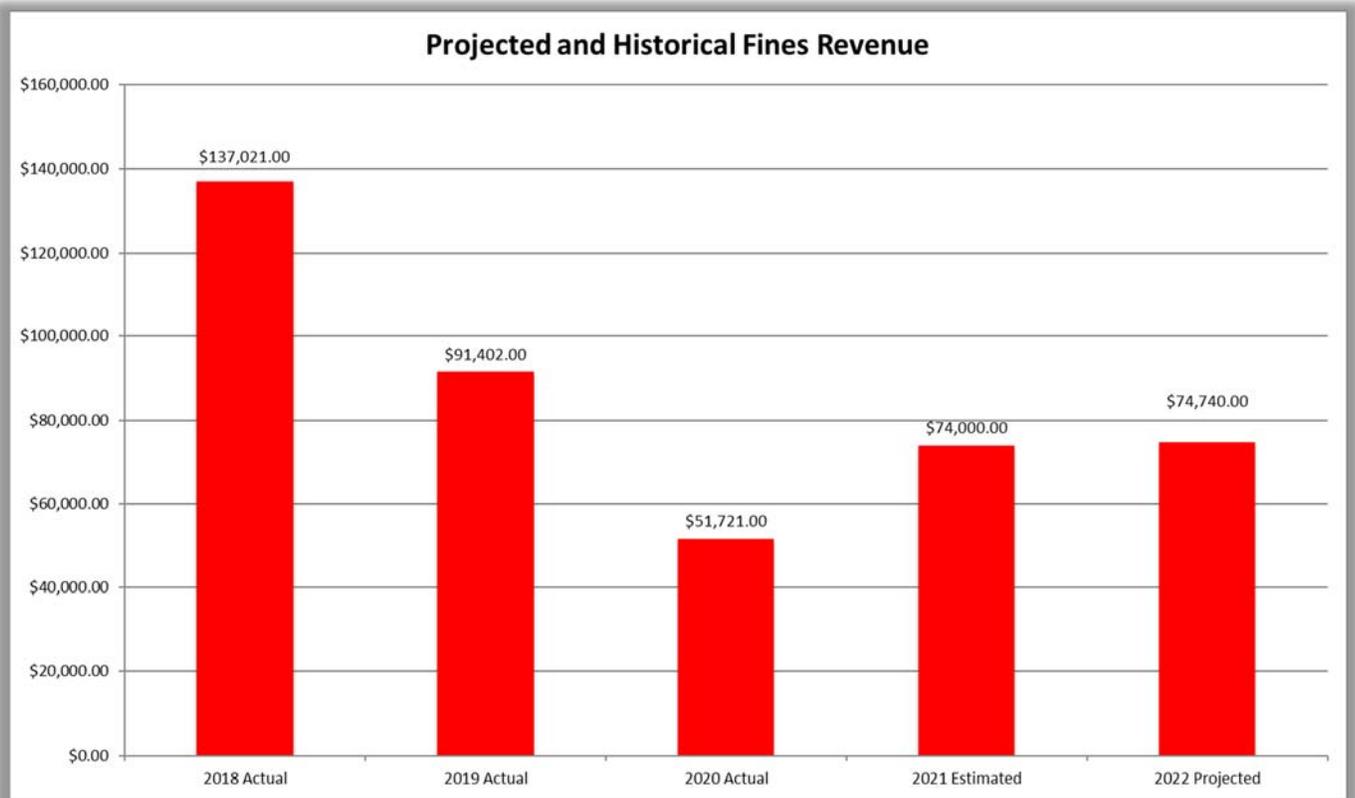
The City of Brentwood issues seven types of permits: building, electrical, grading and excavation, mechanical systems, occupancy, plumbing, and storage of explosives. The City's authority to charge fees for these permits comes from Chapter 500 of the Brentwood Municipal Code - Buildings and Building Regulations.



The General Fund

2022 Fines: \$74,740

This revenue source comes from violations of the City of Brentwood Municipal Code, such as failure to obtain a relevant permit or license. The fines for such failures vary, and the city government has the legal authority to levy fines based on Chapter 215 of the Brentwood Municipal Code and from state law.



The Capital Improvements Fund

The Capital Improvements Fund is recorded as Fund 40. It is the second smallest fund and comprises approximately 12 percent of the total budget. The Capital Improvements Fund provides capital equipment and vehicle purchases and repairs; capital projects such as streets, sidewalks, buildings; and payment of the debt service for the City's Certificates of Participation (COPs) and other lease/purchase items. Each year, departments are asked to review all capital projects, their estimated completion dates, any costs associated with operating new facilities, equipment, systems, safety enhancements, technology improvements, and the funding source for these items. These items are outlined in the Capital Improvements section of this budget document.

2022 Projected Revenue:

The Capital Improvements Fund is supported primarily by a one-half cent capital improvement sales tax and by outside grants. The City projects no significant change in these revenue sources from FY 21.

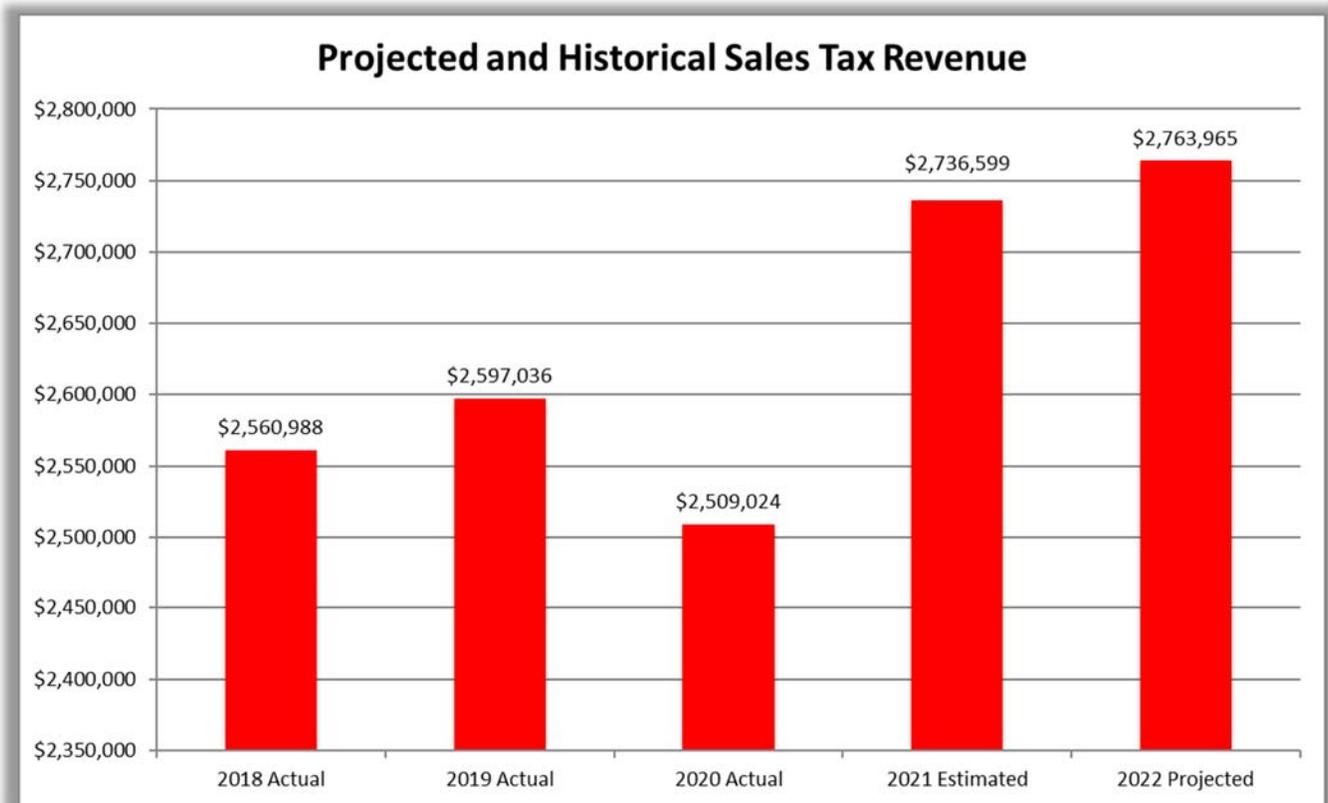
Source	2022 Revenue
Sales Tax	\$2,763,965
Transfer In	\$1,015,740
Interest Income	\$3,766
Sale of City Property	\$15,807
Total	\$3,799,277

The Capital Improvements Fund

2022 Sales Tax: \$2,763,965

In 1995, the State Legislature passed RSMo 94.890, a law authorizing municipalities to collect a 1/2 cent capital improvement sales tax. There are two possible ways for municipalities to collect this tax: they can either collect 85% of the sales tax generated within their limits and share the remaining 15% with other cities or pool all revenue from the tax with other cities to distribute it on a per capita basis.

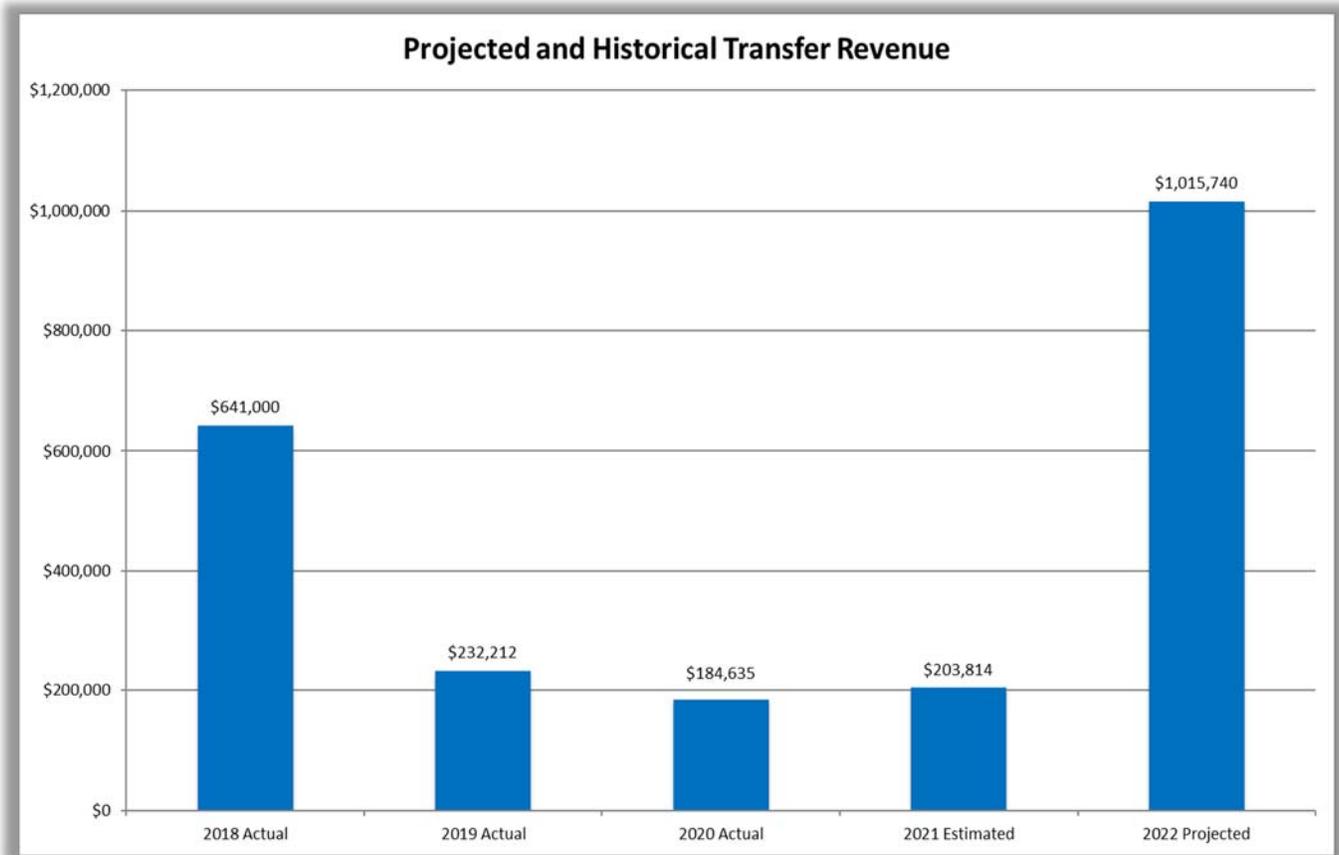
Brentwood falls into the first category (a so-called "A" city), which allows the city government to gain the maximum legal amount of revenue from its commercial areas.



The Capital Improvements Fund

2022 Transfers In: \$1,015,740

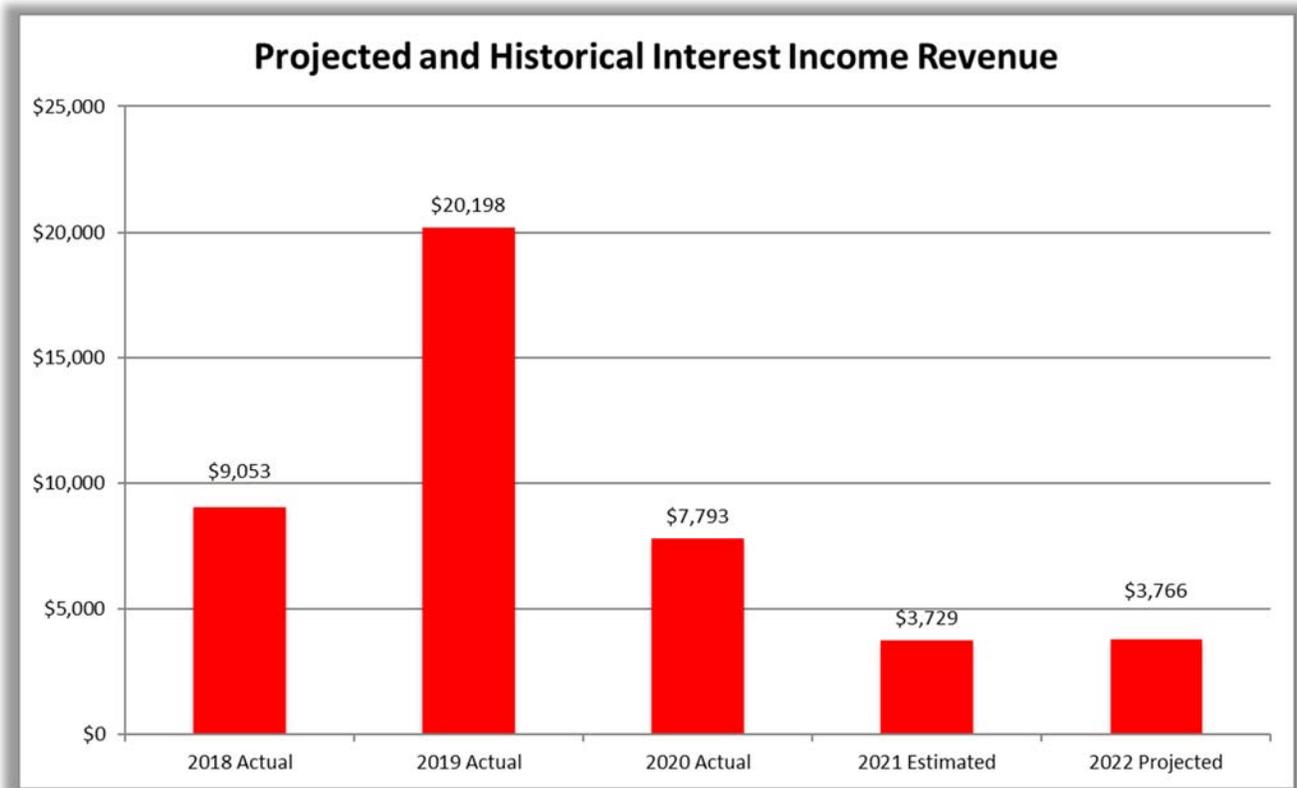
The City of Brentwood transfers revenue between funds based upon financial need. The City has the legal right to do so if it does not misuse revenue earmarked for a certain purpose. In 2020, the monies transferred into the Capital Improvements Fund came from the General Fund. For FY 2021, the entire transfer amount to the Capital Improvements Fund is strictly for the Fire and Police capital items that are earmarked as County Public Safety Tax - Prop P money in the General Fund. A portion of these monies stay in the General Fund to pay the salaries and benefits of two employees. Starting in FY 2022, the proceeds from Prop P will only be used for personnel and benefits for Public Safety (Police and Fire Departments)



The Capital Improvements Fund

2022 Interest Income: \$3,766

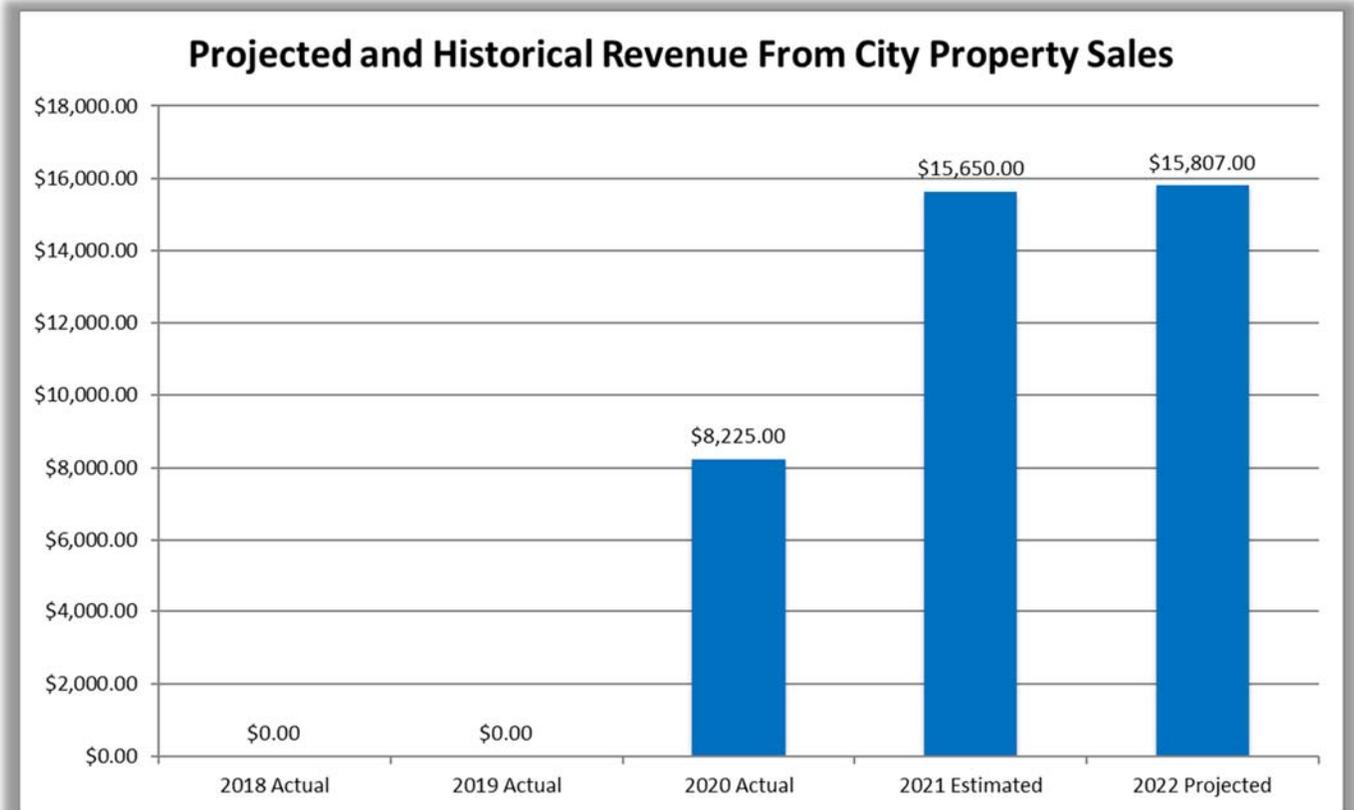
The City of Brentwood maintains low-risk investments that net annual returns. The returns from these investments are proportionately divided among three funds based on their fund balances at the end of the month. The City's legal authority to maintain such investments comes from Chapter 135 of the Brentwood Municipal Code.



The Capital Improvements Fund

2022 Sale of City Property: \$15,807

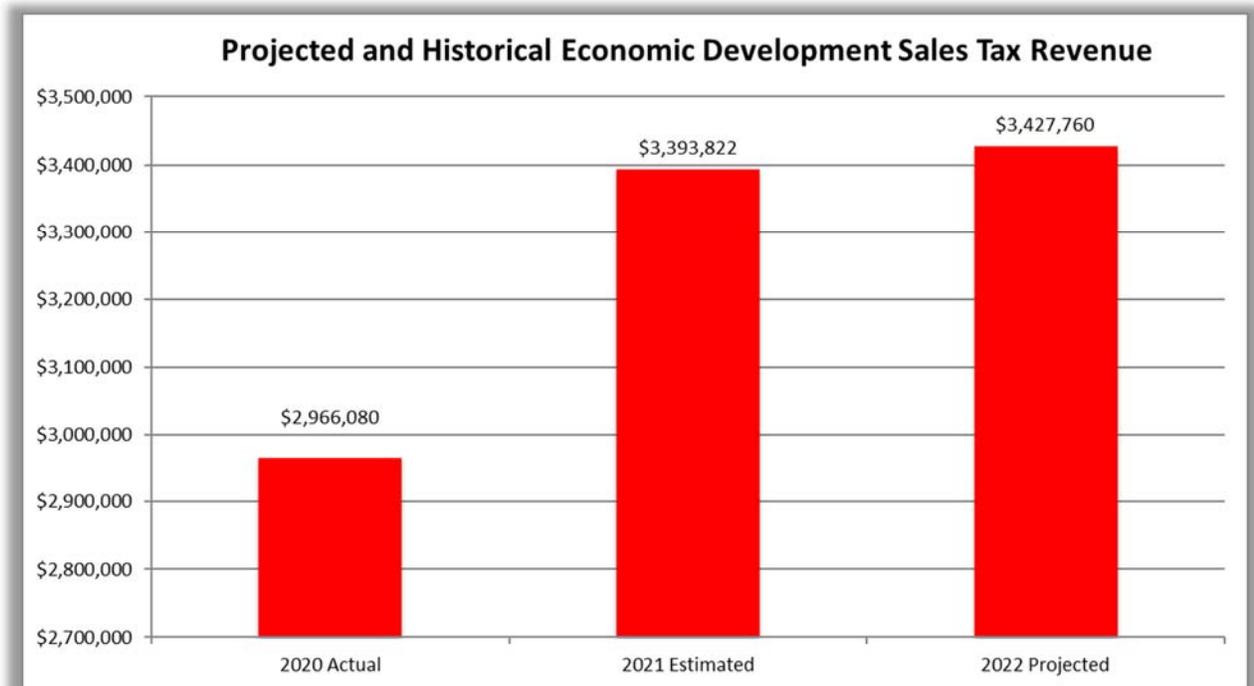
Another way the city government can raise funds is by selling property that it no longer has a use for (usually previous capital improvement projects). The funds raised from this retail vary from year to year depending on what property the City has available to sell. The City's authority to sell assets comes from Section 135 of the City of Brentwood Municipal Code.



Economic Development Sales Tax

2022 Sales Tax: \$3,427,760

The voters of the City of Brentwood approved a 0.50% (one-half of one percent) additional sales tax, which will be used to service the Certificates of Participation (COPs) debt. The 2018 and 2019 Series COPS were issued to fund the Brentwood Bound Plan. Collection of this sales tax began January 2020 and will be recorded in the Economic Development Fund.



Storm Water & Park Improvements Fund

The Storm Water and Park Improvements Fund is recorded as Fund 50. It covers the operating expenses for the Parks and Recreation Department as well as local storm water projects. Included in the Parks and Recreation Department are maintenance and upkeep of the parks, the Recreation Complex, and the various programming and activities provided in these facilities. The Storm Water and Park Improvements Fund is the second largest fund and comprises approximately 19 percent of the total budget. Brentwood Bound Plan expenditures are also recorded in this fund. Revenue associated with this project are also shown in the fund.

2022 Projected Revenue

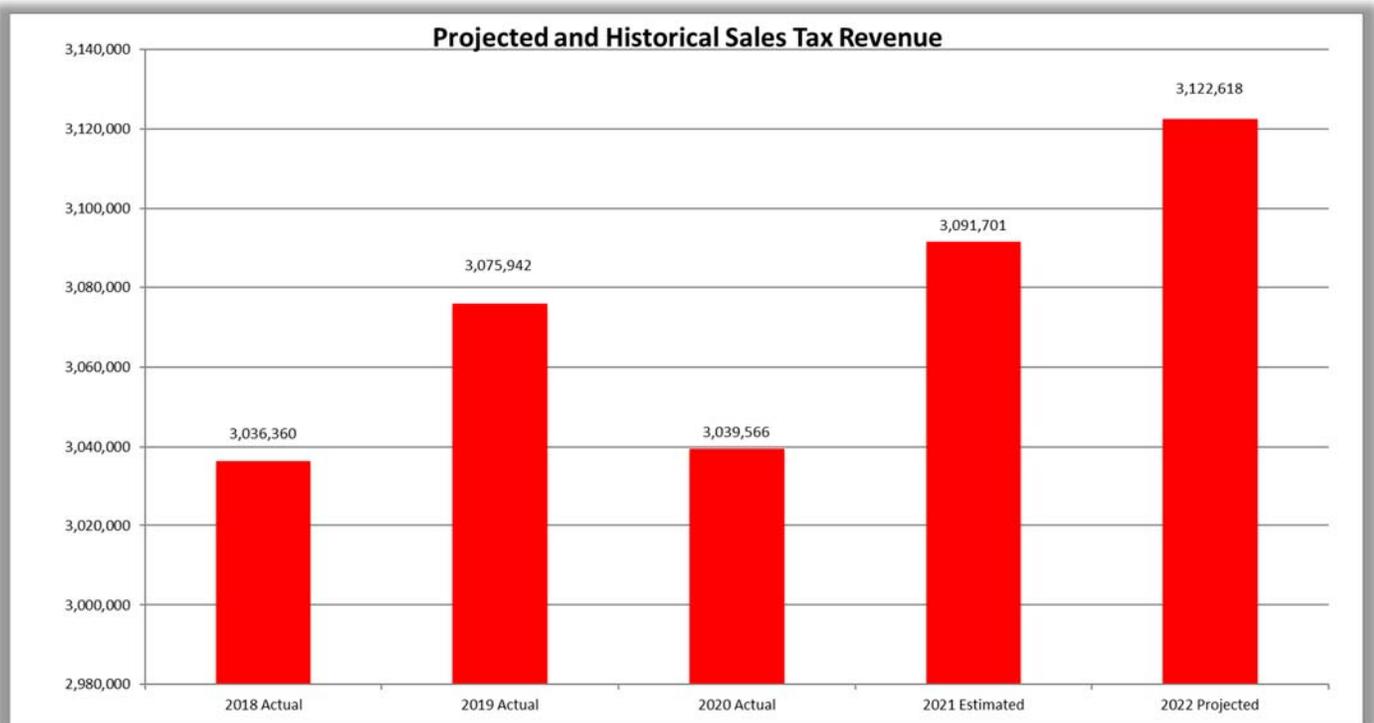
The primary source of revenue for the Storm Water and Park Improvements Fund is a one-half cent sales tax. The fund also raises money by charging for services that the Parks and Recreation Department provides.

Source	2022 Revenue
Sales Tax	\$3,122,618
Ice Rink Revenue	\$802,934
Intergovernmental/Grants/Transfers	\$1,819,995
Program Fees	\$120,602
Room Rentals	\$108,000
Park Permits	\$41,640
Minor Sources of Revenue	\$37,450
Brentwood Bound	
MSD Intergovernmental Revenue	\$25,000,000.00
Total	\$31,053,239.00

Storm Water & Park Improvements Fund

2022 Sales Tax: \$3,122,618

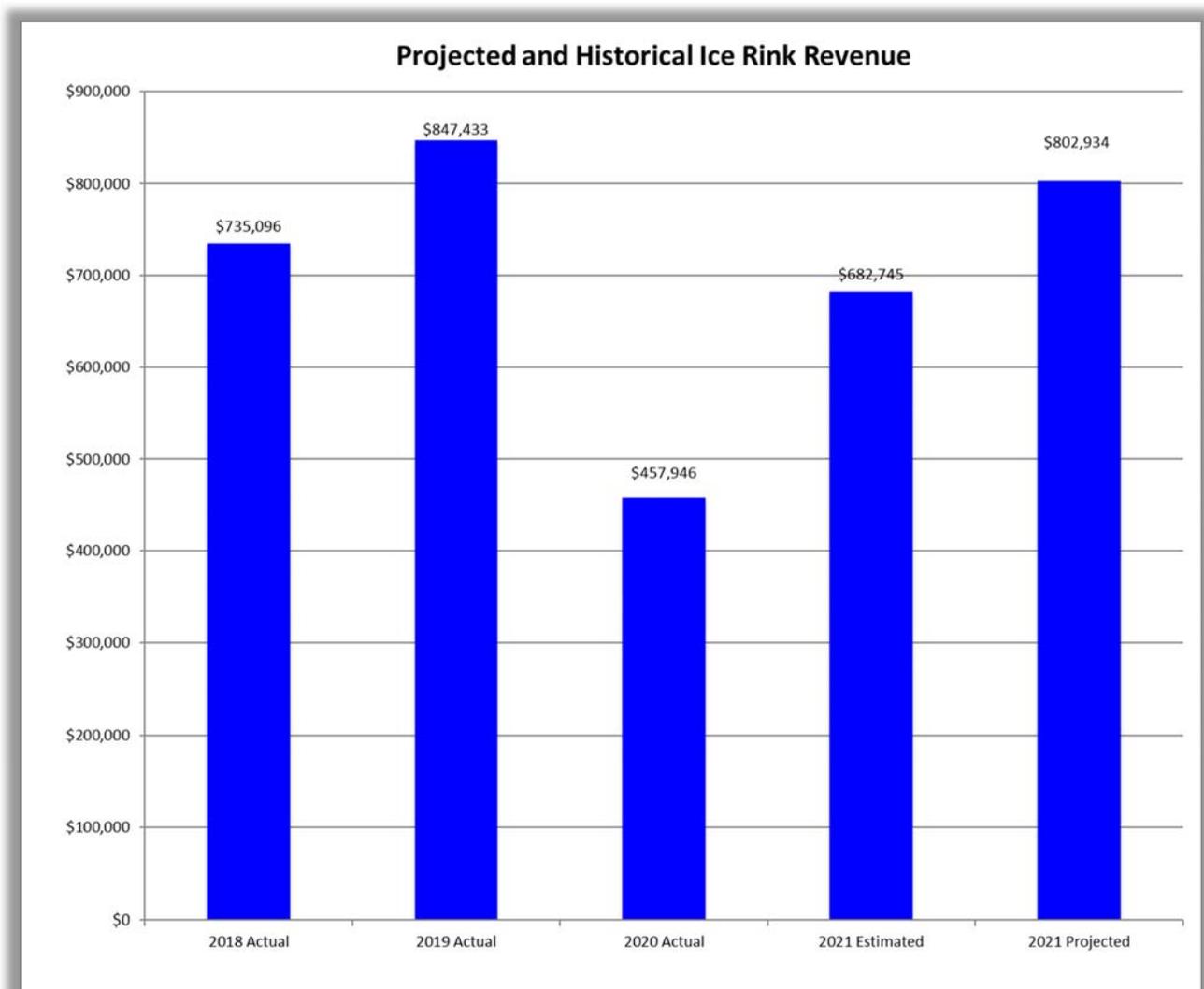
In 1995, the State Legislature authorized a sales tax of up to one-half percent for any Missouri municipality to be used for parks and/or storm water (644.032 RSMo). Cities do not pool what they earn from this revenue and keep all sales tax generated within their borders. Brentwood approved this sales tax in November 1995 and updated it in November 1997.



Storm Water & Park Improvements Fund

2022 Ice Rink Revenue: \$802,934

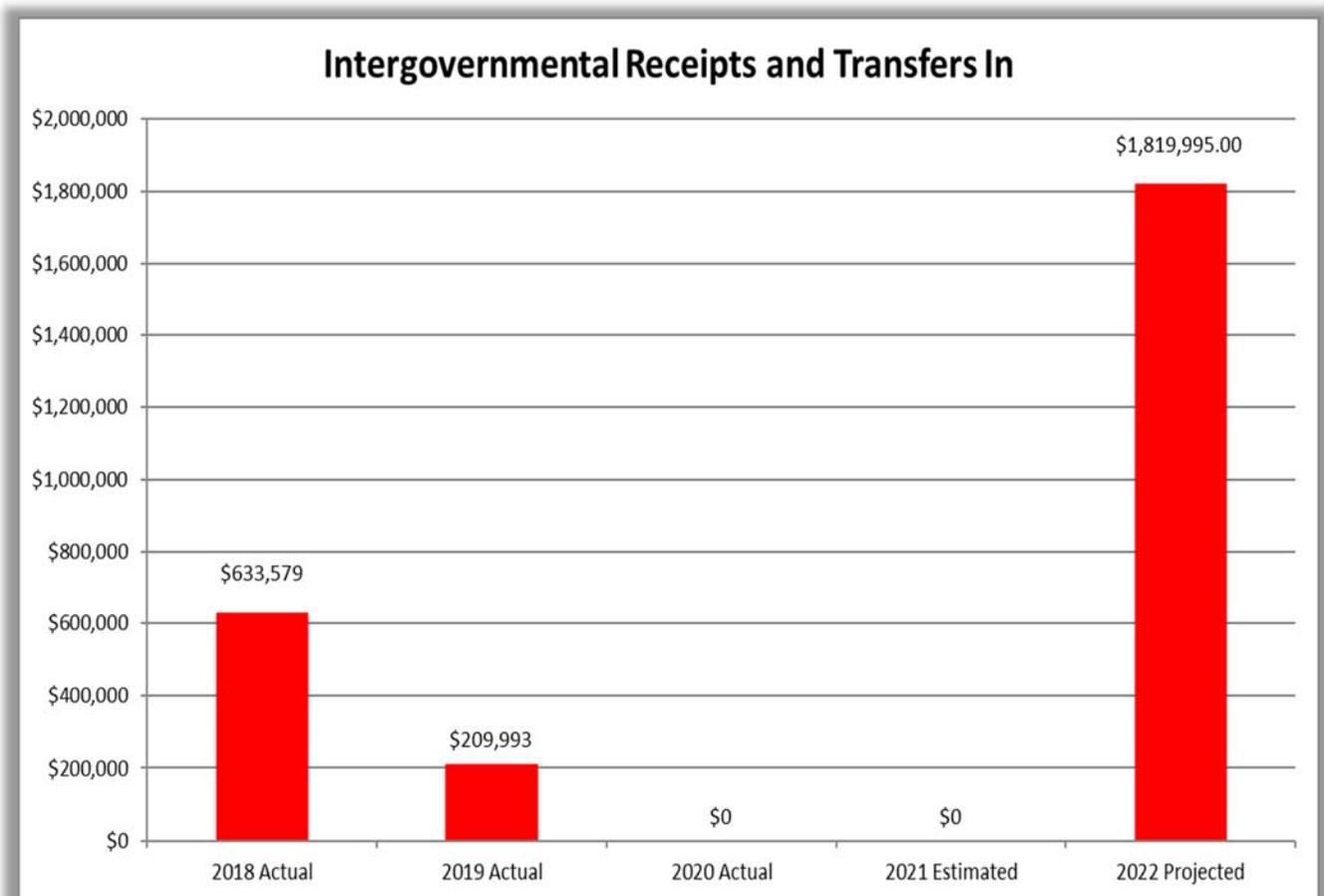
This item covers all funds raised by charging fees for use of the ice rink. This includes revenue for Ice Rink Admissions, Ice Rink Rentals, Ice Rink Program Fees, Birthday Party Rentals and Skate Rentals. The Parks and Recreation Department's authority to charge fees for each of these items stems from the City of Brentwood Municipal Code, Section 225.050.



Storm Water & Park Improvements Fund

2022 Intergovernmental Receipts and Transfers In: \$1,819,995

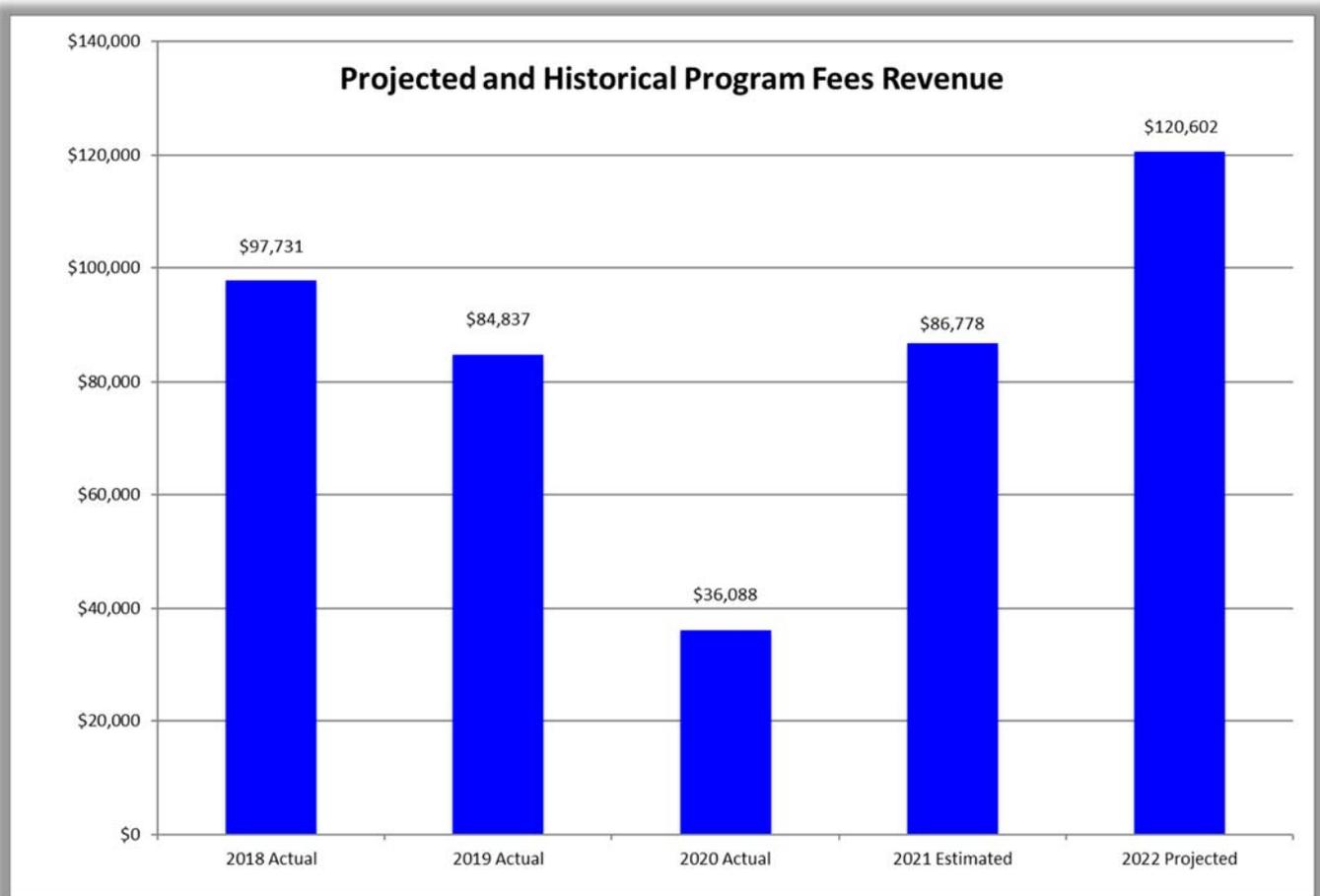
Intergovernmental Receipts are funds sourced from other governmental agencies. The City's legal authority to receive such grants comes from the federal or state law under which the grant is disbursed. The City of Brentwood transfers revenue between funds based upon financial need.



Storm Water & Park Improvements Fund

2022 Program Fees: \$120,602

The Parks and Recreation Department has the authority to charge fees for its programs from the City of Brentwood Municipal Code Section 225.050. Examples of some programs that Parks and Recreation charges fees for are Adult Volleyball Leagues and Adult Fitness Classes.

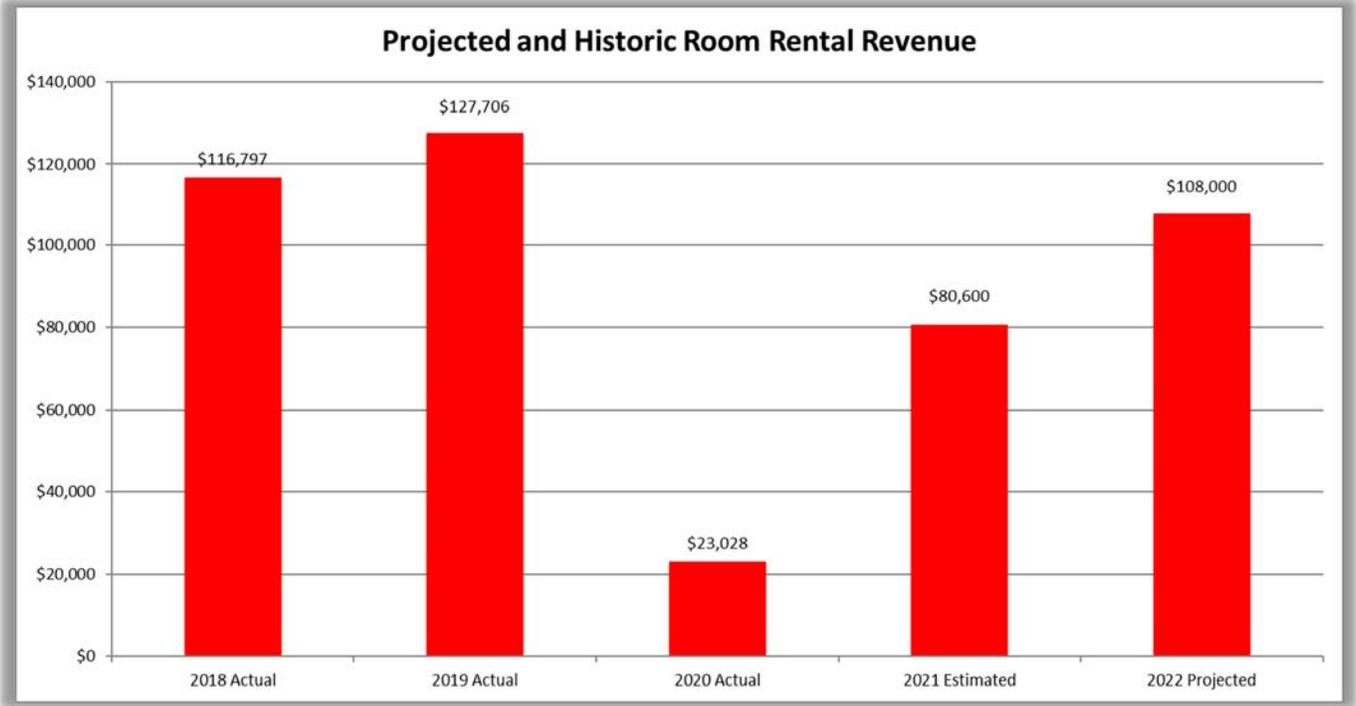


Storm Water & Park Improvements Fund

2022 Room Rentals: \$108,000

The Parks and Recreation Department's authority to charge fees for renting rooms in its facilities comes from the City of Brentwood Municipal Code Section 225.050.

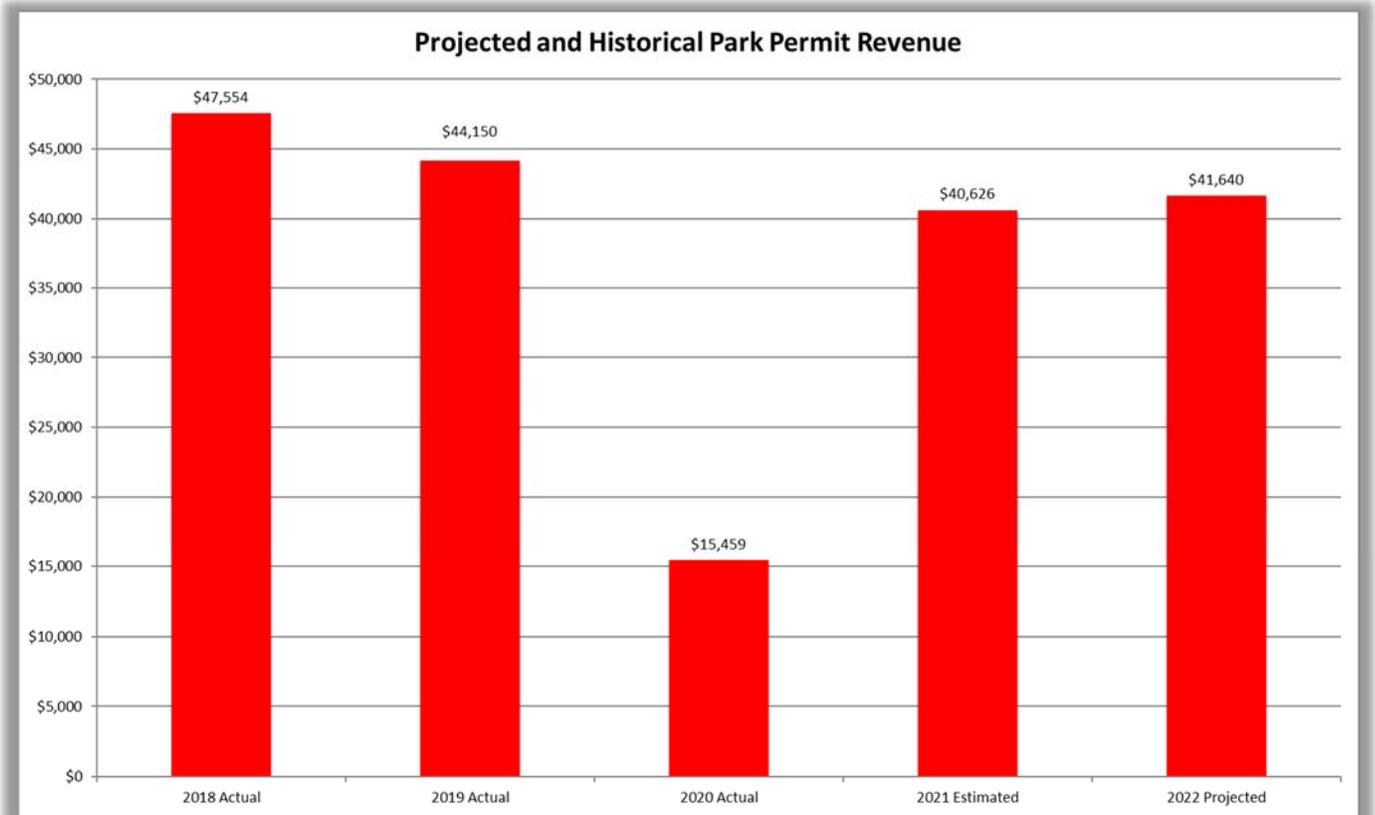
Rooms in the Recreation Complex can be used for a variety of events, such as parties, meetings, and other social gatherings.



Storm Water & Parks Improvements Fund

2022 Park Permits: \$41,640

The Parks and Recreation Department's authority to charge fees for renting its park facilities stems from the City of Brentwood Municipal Code Section 225.050. Only certain areas in the parks, such pavilions and athletic courts, can be reserved. Rates residents of Brentwood are lower than rates for non-residents.



Sewer Lateral Improvements Fund

The Sewer Lateral Improvements Fund is recorded as Fund 60. It provides for contractual services, material for sidewalk and street replacements, and replacements of equipment to operate the Brentwood City Sewer Lateral Repair Program. It is the smallest fund and comprises less than one percent of the total budget.

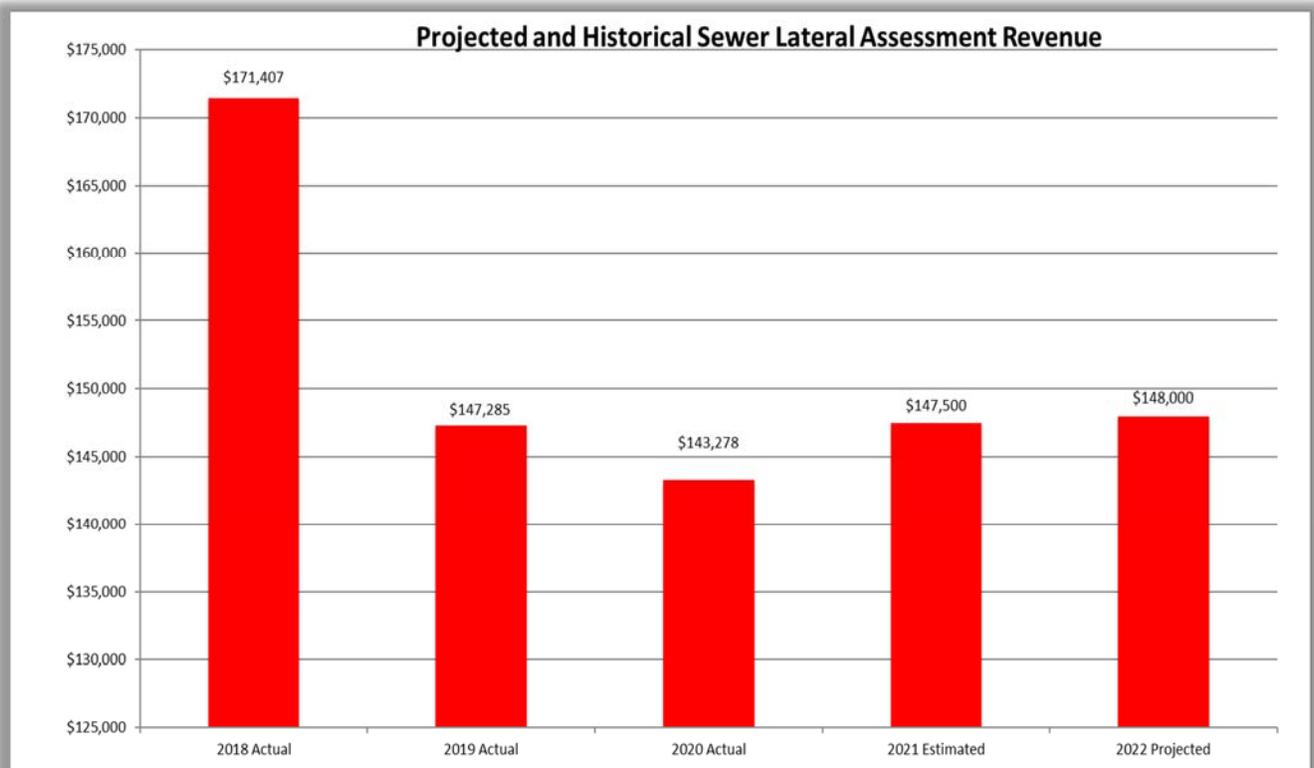
2022 Projected Revenue

There is a single source of revenue in FY 2022 for the Sewer Lateral Improvements Fund: an annual assessment fee on real estate bills. The City saw a considerable decrease in this revenue due to the elimination of fees from several Brentwood Forest Condominium units. Any building with greater than 6 units was removed from the program per the Revised State Statute of the State of Missouri.

Sewer Lateral Improvements Fund

2022 Assessments: \$148,000

In 2007, the Brentwood city government passed Sections 500.1110 and 500.1120 of the City of Brentwood Municipal Code. These sections created the Sewer Lateral Repair Program, in which the city government will repair privately-owned sewer lines connected to publicly-owned lines (these lines are known as sewer lateral). Rather than charge residents per repair, the City will instead collect an annual assessment fee of \$50 from residents whose sewer laterals serve a maximum number of individuals. In order to return the fund to a self-sustaining one, no transfers from the General Fund (i.e., loans) began in FY 2020. This will continue in FY 2022. This is possible through the policy change approved by the Board of Aldermen that limits the City's responsibilities for repairs to \$3,500.



Revenues

- General Fund
 - Capital Improvements Fund
 - Economic Development Fund
- Storm Water & Park Improvements Fund
 - Sewer Improvements Fund

10 - General Fund Revenues	Prior Year		Prior Year		Prior Year		Adopted Budget		Current Year		Estimated		Proposed		Projected		2021-2022 Budget	
	01/01/2018 - 12/31/2018	01/01/2019 - 12/31/2019	01/01/2020 12/31/2020	01/01/2021 12/31/2021	01/01/2021 07/31/2021	01/01/2021 12/31/2021	01/01/2021 12/31/2021	01/01/2021 12/31/2021	01/01/2021 07/31/2021	Estimated 2021	Proposed 2022	Projected 2023	Projected 2024	% Change	Projected 2023	Projected 2024	% Change	
10-100-4002	\$385,959	\$353,131	\$246,542	\$319,520	\$0	\$316,356	\$319,520	\$316,356	\$0	\$316,356	\$319,520	\$322,715	\$325,942	0.00%	\$322,715	\$325,942	0.00%	
10-100-4010	\$299,899	\$333,357	\$294,922	\$290,000	\$167,055	\$290,000	\$290,000	\$290,000	\$167,055	\$290,000	\$292,900	\$295,829	\$298,787	1.00%	\$295,829	\$298,787	1.00%	
10-100-4015	\$15,996	\$11,924	\$36,440	\$25,000	\$14,217	\$25,000	\$25,000	\$25,000	\$14,217	\$25,000	\$25,503	\$25,503	\$25,758	1.00%	\$25,503	\$25,758	1.00%	
10-100-4025	\$5,257,225	\$5,252,908	\$5,016,103	\$5,570,150	\$3,621,021	\$5,443,059	\$5,570,150	\$5,443,059	\$3,621,021	\$5,443,059	\$5,497,490	\$5,552,465	\$5,607,989	-1.30%	\$5,552,465	\$5,607,989	-1.30%	
10-100-4026	\$438,746	\$447,820	\$414,271	\$446,600	\$252,264	\$436,885	\$446,600	\$436,885	\$252,264	\$436,885	\$441,254	\$445,666	\$450,123	-1.20%	\$445,666	\$450,123	-1.20%	
10-100-4027	\$1,366,634	\$1,400,161	\$1,483,832	\$1,507,275	\$970,147	\$1,696,615	\$1,507,275	\$1,696,615	\$970,147	\$1,696,615	\$1,713,581	\$1,730,717	\$1,748,024	13.69%	\$1,730,717	\$1,748,024	13.69%	
10-100-4028	\$0	\$0	\$0	\$295,000	\$229,305	\$374,020	\$295,000	\$374,020	\$229,305	\$374,020	\$377,760	\$381,538	\$385,353	28.05%	\$381,538	\$385,353	28.05%	
10-100-4030	\$24,329	\$328,732	\$316,084	\$325,000	\$199,320	\$426,757	\$325,000	\$426,757	\$199,320	\$426,757	\$462,304	\$529,487	\$628,622	42.25%	\$529,487	\$628,622	42.25%	
10-100-4035	\$38,197	\$38,197	\$38,332	\$38,000	\$22,282	\$38,198	\$38,000	\$38,198	\$22,282	\$38,198	\$38,580	\$38,966	\$39,355	1.53%	\$38,966	\$39,355	1.53%	
10-100-4040	\$140,692	\$138,716	\$111,336	\$142,000	\$84,798	\$109,152	\$142,000	\$109,152	\$84,798	\$109,152	\$110,243	\$111,346	\$112,459	-22.36%	\$111,346	\$112,459	-22.36%	
10-100-4045	\$639,512	\$569,481	\$508,112	\$630,000	\$264,415	\$555,171	\$630,000	\$555,171	\$264,415	\$555,171	\$560,723	\$566,330	\$571,993	-11.00%	\$566,330	\$571,993	-11.00%	
10-100-4050	\$330,117	\$296,305	\$255,406	\$320,000	\$175,725	\$309,739	\$320,000	\$309,739	\$175,725	\$309,739	\$312,836	\$315,965	\$319,124	-2.24%	\$315,965	\$319,124	-2.24%	
10-100-4055	\$77,436	\$73,408	\$67,898	\$60,000	\$48,523	\$75,052	\$60,000	\$75,052	\$48,523	\$75,052	\$75,803	\$76,561	\$77,326	26.34%	\$76,561	\$77,326	26.34%	
10-100-4060	\$136,446	\$113,096	\$91,633	\$115,000	\$60,627	\$58,969	\$115,000	\$58,969	\$60,627	\$58,969	\$59,559	\$60,154	\$60,756	-48.21%	\$60,154	\$60,756	-48.21%	
10-100-4100	\$1,530,917	\$1,679,470	\$1,539,240	\$1,450,000	\$1,327,715	\$1,458,104	\$1,450,000	\$1,458,104	\$1,327,715	\$1,458,104	\$1,472,685	\$1,487,412	\$1,502,286	1.56%	\$1,487,412	\$1,502,286	1.56%	
10-100-4110	\$12,384	\$11,931	\$9,803	\$11,500	\$8,378	\$10,000	\$11,500	\$10,000	\$8,378	\$10,000	\$10,100	\$10,201	\$10,303	-12.17%	\$10,201	\$10,303	-12.17%	
10-100-4115	\$39,153	\$36,592	\$34,594	\$25,250	\$19,297	\$35,206	\$25,250	\$35,206	\$19,297	\$35,206	\$35,558	\$35,913	\$36,272	40.82%	\$35,913	\$36,272	40.82%	
10-100-4135	\$35,201	\$32,625	\$30,312	\$35,000	\$19,830	\$31,000	\$35,000	\$31,000	\$19,830	\$31,000	\$31,623	\$31,939	\$31,939	-10.54%	\$31,623	\$31,939	-10.54%	
10-100-4140	\$159,543	\$154,030	\$238,127	\$181,800	\$117,854	\$158,534	\$181,800	\$158,534	\$117,854	\$158,534	\$160,119	\$161,720	\$163,337	-11.93%	\$161,720	\$163,337	-11.93%	
10-100-4142	\$1,417	\$2,353	\$2,627	\$1,500	\$1,621	\$2,300	\$1,500	\$2,300	\$1,621	\$2,300	\$2,323	\$2,346	\$2,369	54.85%	\$2,346	\$2,369	54.85%	
10-100-4145	\$1,050	\$1,530	\$2,155	\$1,100	\$700	\$1,325	\$1,100	\$1,325	\$700	\$1,325	\$1,338	\$1,352	\$1,365	21.66%	\$1,352	\$1,365	21.66%	
10-100-4150	\$17,727	\$19,049	\$23,716	\$16,160	\$12,387	\$22,336	\$16,160	\$22,336	\$12,387	\$22,336	\$22,559	\$22,785	\$23,013	39.60%	\$22,785	\$23,013	39.60%	
10-100-4155	\$20,435	\$17,718	\$28,004	\$20,200	\$13,828	\$20,451	\$20,200	\$20,451	\$13,828	\$20,451	\$20,656	\$20,862	\$21,071	2.25%	\$20,862	\$21,071	2.25%	
10-100-4210	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4211	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4301	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4302	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4303	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4304	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4305	\$0	\$-60	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4310	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4320	\$10,968	\$11,068	\$11,096	\$11,068	\$4,570	\$11,068	\$11,068	\$11,068	\$4,570	\$11,068	\$11,179	\$11,290	\$11,403	1.00%	\$11,290	\$11,403	1.00%	
10-100-4326	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4335	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4340	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4341	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4345	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4350	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
10-100-4355	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	

	Prior Year 01/01/2018 - 12/31/2018	Prior Year 01/01/2019 - 12/31/2019	Prior Year 01/01/2020 12/31/2020	Adopted Budget 01/01/2021 12/31/2021	Current Year 01/01/2021 07/31/2021	Estimated 2021	Proposed 2022	Projected 2023	Projected 2024	2021-2022 Budget % Change
10-100-4365 VENDING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
10-100-4370 TRASH ETC. PICKUPS	\$31,504	\$22,581	\$25,421	\$30,000	\$16,233	\$26,000	\$26,260	\$26,523	\$26,788	-12.47%
10-100-4375 AMBULANCE FEES	\$214,778	\$222,409	\$295,148	\$280,000	\$192,395	\$290,000	\$290,000	\$290,000	\$290,000	3.57%
10-100-4385 INTERDEPARTMENT UTIL & MAINT.	\$7,500	\$7,500	\$7,500	\$7,500	\$4,375	\$7,500	\$7,575	\$7,651	\$7,727	1.00%
10-100-4400 POLICE REPORTS	\$2,299	\$4,130	\$4,283	\$3,000	\$1,788	\$3,075	\$3,106	\$3,137	\$3,168	3.53%
10-100-4405 CRIME VICTIMS BRENTWOOD	\$340	\$218	\$191	\$500	\$96	\$250	\$253	\$255	\$258	-49.50%
10-100-4410 FINES	\$137,021	\$91,402	\$51,721	\$100,000	\$51,797	\$74,000	\$74,740	\$75,487	\$76,242	-25.26%
10-100-4414 POLICE TRAINING	\$901	\$0	\$1,299	\$0	(\$344)	\$0	\$0	\$0	\$0	N/A
10-100-4415 TRAINING FEES BRENTWOOD	\$1,838	\$1,654	\$946	\$1,000	\$1,124	\$1,770	\$1,788	\$1,806	\$1,824	78.77%
10-100-4416 Seized Property	\$72,688	\$16,136	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
10-100-4430 INTERCITY JOINT SERVICES	\$40,990	\$69,108	\$92,241	\$45,000	\$0	\$21,211	\$21,423	\$21,637	\$21,854	-52.39%
10-100-4435 INTERGOVERNMENTAL REVENUE DEA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
10-100-4440 INTERGOVERNMENTAL REVENUE BSD	\$745	\$3,717	\$1,568	\$1,000	\$0	\$1,000	\$1,010	\$1,020	\$1,030	1.00%
10-100-4445 INTERGOVERNMENTAL REVENUE FEMA/SEMA	\$0	\$2,971	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
10-100-4450 CARES ACT STLCNTY INTERGOVTL REV	\$0	\$0	\$276,975	\$0	\$276,975	\$276,975	\$0	\$0	\$0	N/A
10-100-4454 AMERICAN RESCUE PLAN ACT (ARPA)	\$0	\$0	\$0	\$0	\$803,712	\$803,712	\$803,712	\$0	\$0	N/A
10-100-4510 SALE OF CITY PROPERTY	\$16,310	\$622	\$31,526	\$15,000	\$24,813	\$24,813	\$25,061	\$25,312	\$25,565	67.07%
10-100-4520 WEED CUTTING CLEAN UP	\$5,768	\$5,383	\$978	\$5,000	\$0	\$2,500	\$2,525	\$2,550	\$2,576	-49.50%
10-100-4525 INTEREST INCOME	\$10,250	\$26,147	\$9,514	\$12,000	\$2,512	\$4,409	\$4,453	\$4,498	\$4,543	-62.89%
10-100-4526 INTEREST INCOME PLUMBERS TRUST	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
10-100-4530 PLANNING & DEVELOPMENT MISC.	\$1,900	\$2,060	\$0	\$1,500	\$150	\$500	\$505	\$510	\$515	-66.33%
10-100-4535 INSURANCE/OTHER SETTLEMENTS	\$30,118	\$39,301	\$41,124	\$15,000	\$0	\$5,000	\$5,050	\$5,101	\$5,152	-66.33%
10-100-4540 FALSE ALARMS	\$552	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
10-100-4545 FESTIVAL REVENUE	\$17,869	\$17,641	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	-100.00%
10-100-4555 MISCELLANEOUS INCOME	\$8,861	\$1,580	\$9,076	\$1,000	\$2,281	\$1,500	\$1,515	\$1,530	\$1,545	51.50%
10-100-4560 DONATIONS MISCELLANEOUS	\$0	\$0	\$0	\$0	\$84	\$84	\$85	\$0	\$0	N/A
10-100-4565 DONATIONS POLICE & FIRE	\$1,336	\$1,160	\$1,000	\$1,400	\$84	\$1,084	\$1,095	\$1,106	\$1,117	-21.82%
10-100-4577 TODD COLLECTION FEES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
10-100-4585 SLAIT PREMIUM RETURN	\$64,317	\$56,400	\$34,985	\$35,000	\$0	\$85,130	\$85,981	\$86,841	\$87,710	145.66%
10-100-4627 TRANSFER IN SEWER FD	\$0	\$0	\$20,000	\$30,000	\$0	\$20,000	\$20,200	\$20,402	\$20,606	-32.67%
10-100-4650 TRANSFERS IN FUND 90	\$0	\$1,943	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Totals for Department(s) 100 - General:	\$11,941,869	\$11,917,607	\$11,706,080	\$12,446,023	\$9,013,869	\$13,555,808	\$13,431,965	\$12,814,109	\$13,033,190	7.92%
Total Revenues by Year	\$11,941,869	\$11,917,607	\$11,706,080	\$12,446,023	\$9,013,869	\$13,555,808	\$13,431,965	\$12,814,109	\$13,033,190	7.92%

40 - Capital Improvements Fund										
Revenues										
Prior Year	Prior Year	Prior Year	Prior Year	Adopted Budget	Current Year	Estimated	Proposed	Projected	Projected	2021-2022 Budget
01/01/2018	01/01/2019	01/01/2020	01/01/2021	01/01/2021	01/01/2021	2021	2022	2023	2024	% Change
- 12/31/2018	- 12/31/2019	12/31/2020	07/31/2021	12/31/2021	07/31/2021					
40-100-4002										
AD VALOREM TAXES	\$0	-\$40	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-100-4025	\$2,560,988	\$2,597,036	\$2,508,967	\$2,673,470	\$1,674,440	\$2,736,599	\$2,763,965	\$2,791,605	\$2,819,521	3.38%
SALES TAX										
40-100-4026	\$0	\$0	\$12,300	\$6,000	\$0	\$0	\$0	\$0	\$0	-100.00%
RECYCLE GRANT										
40-100-4029	\$0	\$15,937		\$401,438	\$0	\$401,438	\$0	\$0	\$0	-100.00%
ROSALIE AVENUE STP										
40-100-4030	\$0	\$0		\$0	\$0	\$0	\$0	\$0	\$0	N/A
LITZINGER ROAD STP										
40-100-4032	\$544,840	\$102,250		\$0	\$0	\$0	\$0	\$0	\$0	N/A
HIC PEDESTRIAN STP										
40-100-4205	\$5,950	\$1,050		\$0	\$0	\$0	\$0	\$0	\$0	N/A
GRANTS										
40-100-4510	\$0	\$0	\$8,225	\$5,000	\$0	\$15,650	\$15,807	\$15,965	\$16,124	216.13%
SALE OF CITY PROPERTY										
40-100-4525	\$9,053	\$20,198	\$7,793	\$10,353	\$1,915	\$3,729	\$3,766	\$3,804	\$3,842	-63.62%
INTEREST INCOME										
40-100-4625	\$641,000	\$232,212	\$184,635	\$203,814	\$0	\$203,814	\$1,015,740	\$214,148	\$214,148	398.37%
TRANSFER IN										
40-100-4950	\$0	\$0		\$0	\$0	\$0	\$0	\$0	\$0	N/A
INTERGOVERNMENTAL REVENUE										
Totals for Department(s) 100 - General:	\$3,761,832	\$2,968,644	\$2,721,920	\$3,300,075	\$1,676,355	\$3,361,230	\$3,799,277	\$3,025,522	\$3,053,634	15.13%
Total Revenues	\$3,761,832	\$2,968,644	\$2,721,920	\$3,300,075	\$1,676,355	\$3,361,230	\$3,799,277	\$3,025,522	\$3,053,634	15.13%

		Prior Year		Prior Year		Prior Year		Adopted Budget		Current Year		Proposed		Projected		2021-2022 Budget	
		01/01/2018	01/01/2019	01/01/2019	01/01/2020	01/01/2020	01/01/2020	01/01/2021	01/01/2021	01/01/2021	07/31/2021	2021	2022	2023	2024	% Change	
		-12/31/2018	-12/31/2019	-12/31/2019	12/31/2020	12/31/2020	12/31/2021	12/31/2021	12/31/2021	07/31/2021	2021	2022	2023	2024			
41 - Economic Development																	
Revenues																	
41-100-4025	ECONOMIC DEV SALES TAX	\$0	\$0	\$2,966,080	\$2,966,080	\$3,200,000	\$2,044,968	\$3,393,822	\$3,427,760	\$3,462,038	\$3,496,658	7.12%					
41-100-4525	INTEREST INCOME	\$0	\$0	\$30	\$30	\$3,000	\$114	\$125	\$129	\$133	\$137	-95.71%					
Totals for Department(s) 100 - General:		\$0	\$0	\$2,966,110	\$2,966,110	\$3,203,000	\$2,045,082	\$3,393,947	\$3,427,889	\$3,462,171	\$3,496,795	7.02%					
Total Revenues		\$0	\$0	\$2,966,110	\$2,966,110	\$3,203,000	\$2,045,082	\$3,393,947	\$3,427,889	\$3,462,171	\$3,496,795	7.02%					

50 - Storm Water & Parks Improvements Fund

Revenues	Prior Year	Prior Year	Prior Year	Prior Year	Adopted Budget	Current Year	Estimated	Proposed	Projected	Projected	2021-2022 Budget	
	01/01/2018 -12/31/2018	01/01/2019 -12/31/2019	01/01/2020 12/31/2020	01/01/2021 12/31/2021	01/01/2021 12/31/2021	07/31/2021	2021	2022	2023	2024	2024	% Change
50-100-4002	\$0	-\$45	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
50-100-4025	\$3,036,360	\$3,075,942	\$2,967,522	\$3,091,701	\$3,091,701	\$1,972,699	\$3,091,701	\$3,122,618	\$3,153,844	\$3,185,384	\$3,185,384	1.00%
50-100-4200	\$0	\$0	\$250	\$250	\$250	\$250	\$1,000	\$250	\$250	\$250	\$250	0.00%
50-100-4205	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
50-100-4250	\$118	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
50-100-4300	\$79,490	\$64,112	\$24,692	\$76,757	\$76,757	\$53,458	\$67,500	\$85,000	\$87,550	\$90,177	\$90,177	10.74%
50-100-4301	\$9,096	\$8,212	\$167	\$5,706	\$5,706	\$1,063	\$5,706	\$15,163	\$15,618	\$16,086	\$16,086	165.74%
50-100-4302	\$6,505	\$8,876	\$10,446	\$17,438	\$17,438	\$4,016	\$8,032	\$13,128	\$16,410	\$20,512	\$20,512	-24.72%
50-100-4303	\$1,200	\$2,137	\$783	\$1,296	\$1,296	\$5	\$1,040	\$1,608	\$1,656	\$1,706	\$1,706	24.07%
50-100-4304	\$47,554	\$44,150	\$15,459	\$30,370	\$30,370	\$1,330	\$4,500	\$5,703	\$6,374	\$7,065	\$7,065	N/A
50-100-4305	\$116,797	\$127,706	\$22,538	\$83,050	\$83,050	\$34,436	\$80,600	\$41,640	\$42,889	\$44,176	\$44,176	37.11%
50-100-4310	\$0	\$16,389	\$3,194	\$0	\$0	\$16,950	\$45,200	\$108,000	\$125,000	\$128,750	\$128,750	30.04%
50-100-4321	\$303,114	\$341,314	\$91,324	\$288,965	\$288,965	\$116,354	\$265,370	\$319,061	\$333,633	\$343,642	\$343,642	10.42%
50-100-4335	\$98,714	\$101,443	\$68,295	\$89,000	\$89,000	\$54,123	\$95,250	\$118,673	\$122,233	\$125,900	\$125,900	33.34%
50-100-4340	\$313,253	\$379,695	\$287,061	\$282,725	\$282,725	\$199,770	\$310,750	\$348,200	\$363,646	\$374,555	\$374,555	23.16%
50-100-4341	\$8,565	\$11,535	\$2,091	\$7,325	\$7,325	\$806	\$3,375	\$9,000	\$9,270	\$9,550	\$9,550	22.87%
50-100-4342	\$2,269	\$8,517	\$5,344	\$5,500	\$5,500	\$3,333	\$4,675	\$4,750	\$4,893	\$5,039	\$5,039	-13.64%
50-100-4345	\$11,450	\$13,446	\$7,590	\$8,000	\$8,000	\$4,396	\$8,000	\$8,000	\$8,240	\$8,487	\$8,487	0.00%
50-100-4350	\$1,230	\$2,422	\$1,864	\$2,100	\$2,100	\$894	\$1,800	\$1,800	\$1,854	\$1,910	\$1,910	-14.29%
50-100-4365	\$0	\$0	\$11,574	\$0	\$0	\$39,646	\$500	\$500	\$500	\$500	\$500	N/A
50-100-4510	\$336,905	\$9,677	\$3,212	\$7,000	\$7,000	\$517	\$2,500	\$3,000	\$3,000	\$3,000	\$3,000	-57.14%
50-100-4525	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
50-100-4535	\$0	\$0	\$0	\$0	\$0	\$2,500	\$0	\$0	\$0	\$0	\$0	N/A
50-100-4545	\$960	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
50-100-4555	\$4,850	\$10,365	\$7,000	\$12,000	\$12,000	\$6,500	\$9,500	\$15,000	\$17,500	\$20,000	\$20,000	25.00%
50-100-4570	\$20,582	\$18,048	\$9,633	\$12,000	\$12,000	\$0	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	0.00%
50-100-4585	\$121,876	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
50-100-4590	\$42,794,797	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
50-100-4599	\$458,408	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
50-100-4600	\$630,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
50-100-4625	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,449,995	\$1,689,097	\$2,097,310	\$2,097,310	N/A
50-100-4626	\$3,579	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
50-100-4650	\$0	\$209,993	(\$11,400)	\$370,000	\$370,000	\$10,000	\$0	\$370,000	\$370,000	\$370,000	\$370,000	0.00%
50-100-4950	\$48,409,809	\$4,455,674	\$3,528,641	\$4,391,333	\$4,391,333	\$2,548,453	\$4,059,625	\$6,053,239	\$6,385,607	\$6,496,149	\$6,496,149	37.85%
Totals for Department(s) 100												
50-711-4527	\$0	\$714,646	\$644,624	\$125,000	\$125,000	\$0	\$0	\$0	\$0	\$0	\$0	-100.00%
50-711-4950	\$0	\$0	\$20,000	\$5,189,783	\$5,189,783	\$987,645	\$7,189,783	\$25,000,000	\$0	\$0	\$0	381.72%
50-711-4955	\$0	\$0	\$1,196,896	\$0	\$0	\$54,000	\$54,000	\$0	\$0	\$0	\$0	N/A
Totals for Department(s) 711 - Brentwood Bound SRS 2018:												
50-712-4528	\$0	\$774,646	\$1,861,520	\$5,314,783	\$5,314,783	\$1,041,645	\$7,243,783	\$25,000,000	\$0	\$0	\$0	370.39%
50-712-4528	\$0	\$4,668	\$104,041	\$75,000	\$75,000	\$0	\$75,000	\$0	\$0	\$0	\$0	-100.00%
50-712-4599	\$0	\$40,922,125	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
50-712-4650	\$0	\$0	\$7,934	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Totals for Department(s) 712 - Brentwood Bound SRS 2018:												
Total Revenues	\$48,409,809	\$46,097,113	\$5,502,136	\$9,781,116	\$9,781,116	\$3,590,098	\$11,378,408	\$31,053,239	\$6,385,607	\$6,496,149	\$6,496,149	217.48%

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Administration

- **Administration Department**
 - **Community Services**
- **Municipal Operating Expenses**

ADMINISTRATION DEPARTMENT

Mission Statement

To provide leadership, management, financial planning, information and policy implementation to elected officials so they have confidence in our financial stewardship and can make informed decisions; maintain a fiscally sound organization that conforms to legal requirements and to generally accepted financial management principles; support City departments so they can efficiently and effectively deliver services. Services provided include communications, debt management and capital financing, advisory support, accounting and financial reporting, procurement of materials and services, treasury services, risk and inventory management, tax and licensing, acquisition and management of real property; and support of citizens so they can live, work, and play in a progressive community known as the "City of Warmth" for its small town charm, sense of community, low property taxes, high quality services, and high quality of life.

Goals and Objectives

1. Be responsive in an expedient manner to our citizens.
2. Provide ethical reporting and advisory services to the Board of Aldermen and departments in their decision-making process.
3. Keep the Board of Aldermen informed of important community issues.
4. Ensure quality services are delivered to the citizens of Brentwood by recruiting, developing, and retaining a skilled and effective workforce.
5. Communicate the importance of safety to all employees and attain a zero-preventable accident/injury rate.
6. Provide support on the following functional areas of the city: legislative, policy implementation, budget development, strategic planning, economic development, communication, information technology, public safety and legal service.
7. Continue to influence development patterns that will result in increased efficient delivery of core services, use of energy and resources, and demand for infrastructure.
8. Continue to monitor controls that have been established to eliminate the possibility of fraud.
9. Encourage and promote city-wide professional development and training.
10. Optimize the technology infrastructure and capabilities to provide a reliable, agile and secure environment to ensure continuous improvement and readiness for future change.
11. Align technology initiatives to effectively integrate applications and technical solutions into organizational processes.
12. Educate Brentwood constituents on sustainability.
13. Complete the City of Brentwood Sustainability Plan. Once the plan is adopted, begin implementation of the plan.
14. Implement the recommendations of the energy audit.
15. Develop a formal Sustainability page on the City's website.

Accomplishments

ADMINISTRATION:

1. Continued to monitor and report on all legislative initiatives at the State and Federal level.
2. Processed 194 Freedom of Information Act requests.
3. Continued to oversee and develop strategy for the implementation of the Brentwood Bound Project.

FINANCE:

1. Prepared the Fiscal Year 2022 Annual Budget.
2. Completed the Comprehensive Annual Financial Report for 2019 Fiscal Year.
3. Completed annual capital asset inventory process.
4. Completed the reporting of the monthly financial reports.
5. Completed the timely publication of the semi-annual statements per RSMo § 79.160.
6. Completed the timely publication of the Municipal Court and Revenues for 2019 per RSMo § 479.359, 360, and 362.

HUMAN RESOURCES:

1. Oversaw the concurrent hiring processes for Police and Fire Department resulting in hiring of two officers and three paramedics.
2. Implemented and coordinated Citywide vaccine mandate with 100% compliance/exemptions.
3. Oversaw and implemented Citywide compensation plan.
4. Implemented, maintained and updated COVID Protocols.
5. Revised and updated employee handbook.

COMMUNICATION:

1. Produced City's 2020 Annual Report.
2. Published four *Brentwood Bulletin* newsletters.
3. Managed City's website and regularly updated content and site organization.
4. Managed City's social media accounts, regularly sharing content and responding to comments and questions.
5. Facilitated Brentwood Bound citizen advisory committee.
6. Coordinated informational communications and disseminated City operational updates throughout COVID-19 pandemic to keep residents and community members aware and informed.
7. Planned, promoted and executed Brentwood Community Parade.
8. Compiled weekly news clips and event information to keep elected officials and management team members updated.
9. Regularly responded and sought answers to inquiries from members of the community.
10. Coordinated record destruction for City departments, following State of Missouri record retention guidelines.
11. Led City of Brentwood's participation in the 2021 Green Business/Green Cities Challenge.
12. Coordinated four electronics recycling events and four paper shredding events for community members.

INFORMATION TECHNOLOGY:

Infrastructure Projects

- Deployed a cooling unit in the City Hall network room.
- Replaced the City storage area network (SAN) on which all virtual servers run.
- Replaced the VMware virtual server cluster.
- Replaced the infrastructure that backs up all of the City servers.
- Replaced 2 Power Distribution Units in the main data center at the Police building

Public Safety / Security

- Performed a third-party network security audit and test.
- Continued quarterly cybersecurity awareness training for all City employees.
- Added surveillance cameras on the east side of City Hall, in front of the library.
- Replaced all tablets in the Fire Department vehicles.
- Deployed the City surveillance system in the firehouse.
- Deployed the City badge access system in the firehouse.
- Continued implementation of the Dash Camera systems in all Police vehicles.
- Continued implementation of the Body Worn Cameras in the Police Department.

Efficiencies / Collaboration

- Implemented Video Conferencing capabilities in the meeting rooms at City Hall.
- Implemented the use of BoardDocs agenda management system for the Planning & Zoning Commission and Architectural Review Board.
- Implemented a Digital Dashboard display in the Public Works building to share information and facilitate meetings.
- Deployed an asset management system for fleet and facilities in Public Works and Parks and Recreation.
- Due to the pandemic, deployed Zoom Meeting and Webinar to all departments.
- Due to the pandemic, continued to assess positions that are expected to work from a remote location if needed. For identified users, we have started to plan for a migration from desktop computers to mobile devices (i.e., laptop or Microsoft Surface Pro) in future budget years.

SUSTAINABILITY:

1. Completed a strategic planning exercise.
2. Began work on the City of Brentwood Sustainability Plan.
3. Proposed the City recommend a Green Dining Alliance Policy.
4. Recommended that the City complete an energy audit of all municipal facilities.

Performance Measures

Administration	2020 (Actual)	2021 (Estimate)	2022 (Projected)
Visits to city website	230,626	265,000	270,000
Annual training hours per department employee	48.25	48.25	51.15
Annual city-wide rate of turnover (resignations/terminations only)	6.36%	6.36%	5.95%
Employees without an on-the-job injury	91.1%	91.1%	92.25%
Workers compensation claims	16	16	18
General and auto liability claims	5	4	2
Personnel-related policy violation complaints investigated and resolved	100%	100%	100%
External auditor recommendations	2	1	1
Correcting journal entries (accuracy measure)	55	65	50

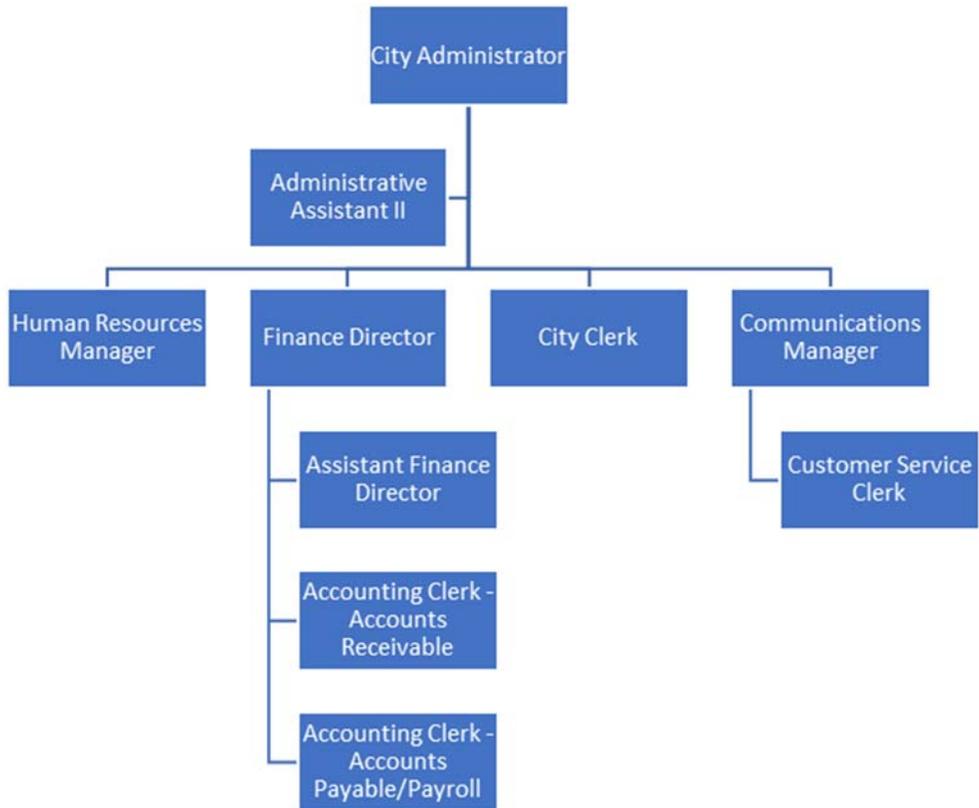
ADMINISTRATION DEPARTMENT

BUDGETED POSITIONS

Position	2021	2022
City Administrator/City Clerk	1	1
Administrative Assistant	1	1
Finance Director	1	1
Assistant Finance Director	0	1
Human Resources Manager	1	1
Communications Manager	1	1
Management Analyst	1	0
Deputy City Clerk	1	1
Accounting Clerk	1	1
Accounts Receivable Clerk	1	1
Customer Service Clerk	1	1
TOTAL	10	10

ADMINISTRATION DEPARTMENT

ORGANIZATIONAL STRUCTURE



ADMINISTRATION DEPARTMENT
ACCOUNT DESCRIPTIONS

PERSONNEL SERVICES:

Salaries & Wages Full-time 6000: This line item provides funds for ten (10) full-time employees in this department (\$688,801).

Full Time Overtime 6005: This line item provides funds for full-time non-exempt employees utilized for special projects or work that requires additional time to accomplish such as board or committee meetings (\$773).

Salaries and Wages Part-time 6010: This line item provides funds for part-time staffing to assist with special projects throughout the year (\$24,205).

Employee Benefits 6065: The City continues to offer this shared coverage as an important employee benefit in order to attract quality, skilled employees to the City. The City also provides Life Insurance, Long Term and Short-Term Disability Insurance and employee assistance service. Provides funds for employee benefits (health care, dental, vision and life insurance, LAGERS) (\$111,885).

Educational Benefits 6070: This line item provides funds for the reimbursement for full-time staff to attend work-related college classes (\$1,500).

MATERIAL AND SUPPLIES:

Supplies & Materials 6420: This line item provides funds for offices supplies for City Hall, Administration, Finance, and Human Resources (4,635).

CONTRACTUAL SERVICES:

Advertising 6160: This line item provides funds for bid notices, public hearing notices, job ads, annual budget, annual Comprehensive Annual Financial Report (\$1,030).

Travel/Meetings 6185: This line item provides funds to cover hotels, meals, airline expense for employees to attend annual Missouri Municipal League conferences (MML), Missouri City/County Management Association winter and spring conferences (MCMA), International Council of Shopping Centers, Missouri City Clerk/Finance Officers Association (MCCFOA) seminars and conferences and monthly meetings, Missouri Government Finance Officers Association (GFOA-MO) seminars, Annual National Government Finance Officers Association conferences and monthly meetings, City-County Communications & Marketing Association Annual Conference, Saint Louis City/County Management Association (SLACMA) monthly meetings, Saint Louis Area Human Resources Consortium monthly meetings, International Institute of Municipal Clerks (IIMC) conferences, International City/County Management Conference, Missouri Local Government Employees Retirement System (LAGERS) Annual Conference, and employee mileage reimbursements (\$8,500).

Petro Products 6195: This line item provides funds for fuel for the City Administrator's vehicle (\$550).

Miscellaneous Contractual 6210: This line item provides funds for compensation consultants, monitoring consultant for sales tax revenues, contractual services used for training, application fee for submission of the Comprehensive Annual Financial Report to the Government Finance Officers Association, and the cost for a FOCUS St. Louis CORO Fellow (\$100,000).

Training 6240: This line item provides funds for additional training and education for job revitalization and keeping up with current trends and practices for employees in the Administration department (\$1,500).

Dues & Subscriptions 6365: This line item provides funds for organizational dues for employees – Missouri Municipal League (MML), International City/County Management Association (ICMA), Missouri City/County Management Association (MCMA), Missouri City Clerk/Finance Officers Association (MCCFOA), International Council of Shopping Centers, National and Missouri Government Finance Officers Association (GFOA), Municipal League of Metro St. Louis (MLMST), and Saint Louis City/County Management Association (SLACMA), Society of Human Resource Management (SHRM), International Public Management Association for Human Resources (IPMA), City-County Communications & Marketing Association, International Institute of Municipal Clerks (IIMC), St. Louis Area GFOA, Mastercard annual dues, and Sam’s charge card annual dues (\$3,296).

Printing 6375: This line item provides funds for envelopes, letterhead, special projects, annual budget, CAFR, etc. (\$1,800).

Copier Lease 6460: This line item provides funds for the lease of the copiers in the Administration Department as well as toner and other supplies (\$3,011).

CAPITAL:

Administration Department Computers 6331: This line item provides funds for 1 laptop and 2 printers for Administration staff based on the IT Desktop and Printer Replacement Plan (\$2,900).

	Prior Year		2021 Adopted Budget		Current Year		Proposed		Projected		2021-2022 Budget	
	01/01/2018 -12/31/2018	01/01/2019 -12/31/2019	01/01/2020 -12/31/2020	01/01/2021 -12/31/2021	01/01/2021 -07/31/2021	Estimated 2021	2022	2023	2024	2021-2022 Budget	% Change	
Expenses												
10-101-6000	\$589,568	\$642,462	\$660,107	\$700,000	\$357,905	\$719,440	\$688,801	\$709,465	\$730,749	\$730,749	-1.60%	
10-101-6005	\$5,814	\$323	\$76	\$750	\$0	\$1,051	\$773	\$796	\$820	\$820	3.00%	
10-101-6010	\$14,207	\$26,168	\$1,932	\$23,500	\$0	\$0	\$24,205	\$24,931	\$25,679	\$25,679	3.00%	
10-101-6065	\$132,027	\$144,240	\$164,960	\$170,000	\$90,286	\$170,000	\$111,885	\$115,242	\$118,699	\$118,699	-34.19%	
10-101-6070	\$10	\$10	\$0	\$1,000	\$269	\$0	\$1,500	\$1,545	\$1,591	\$1,591	50.00%	
10-101-6160	\$663	\$171	\$1,007	\$1,000	\$561	\$1,000	\$1,030	\$1,061	\$1,093	\$1,093	3.00%	
10-101-6185	\$6,231	\$7,297	\$1,140	\$3,000	\$1,200	\$3,000	\$8,500	\$8,755	\$9,018	\$9,018	183.33%	
10-101-6195	\$197	\$123	\$122	\$200	\$241	\$525	\$550	\$567	\$583	\$583	175.00%	
10-101-6210	\$31,264	\$2,617	\$7,323	\$11,400	\$15,422	\$153,000	\$100,000	\$103,000	\$106,090	\$106,090	777.19%	
10-101-6240	\$138	\$0	\$401	\$1,000	\$490	\$1,000	\$1,500	\$1,545	\$1,591	\$1,591	50.00%	
10-101-6365	\$3,584	\$2,121	\$4,259	\$3,200	\$2,485	\$3,200	\$3,296	\$3,395	\$3,497	\$3,497	3.00%	
10-101-6375	\$1,693	\$1,471	\$1,834	\$2,244	\$1,186	\$2,244	\$1,800	\$1,800	\$1,800	\$1,800	-19.79%	
10-101-6420	\$8,970	\$7,122	\$5,885	\$4,500	\$2,045	\$4,500	\$4,635	\$4,774	\$4,917	\$4,917	3.00%	
10-101-6460	\$0	\$0	\$0	\$0	\$0	\$0	\$3,011	\$3,155	\$3,304	\$3,304	0%	
Totals for Department(s) 101 - Administration:	\$794,365	\$834,124	\$849,045	\$921,794	\$472,091	\$1,058,960	\$951,485	\$980,030	\$1,009,431	\$1,009,431	3.22%	
40 - Capital Improvements Fund												
40-101-6331	\$4,335	\$619	\$4,435	\$3,500	\$0	\$3,500	\$2,900	\$9,100	\$20,400	\$20,400	-17.14%	
40-101-6500	\$0	\$0	\$0	\$12,000	\$0	\$12,000	\$0	\$0	\$0	\$0	-100.00%	
Totals for Department(s) 101 - Administration:	\$4,335	\$619	\$4,435	\$15,500	\$0	\$15,500	\$2,900	\$9,100	\$20,400	\$20,400	-81.29%	

COMMUNITY SERVICES ACCOUNT DESCRIPTIONS -FY 2022

CONTRACTUAL SERVICES:

Community Relations 6145: This line item provides funds for City of Brentwood Annual Holiday Open House, Monthly Ads in *The Pulse* Newspaper, Employee Appreciation Luncheon, Veterans Day Celebration, Monthly Coffee with the Mayor, City Hall tours for elementary school students, Workshops, Flowers, ADA Accommodations, four (4) paper shredding events for Brentwood residents, four (4) electronics recycling collection events, sustainability initiative community education/information, Dancing Blue Sculpture in City Hall (\$23,160).

Newsletter 6147: This line item provides funds for printing and mailing of the city's quarterly newsletter (\$10,800).

Miscellaneous Contractual 6210: This line item provides funds for the ADA inclusion coordinator for the Recreational Council, public relations consultant services, third-party vendor for audio/video recording of meetings (\$36,300).

Festival Expense 6220: This line item provides funds for the annual Brentwood Days Festival (\$95,000).

	Prior Year		2021 Adopted Budget		Current Year		Proposed		Projected		2021-2022 Budget	
	01/01/2018 -12/31/2018	01/01/2019 -12/31/2019	01/01/2020 -12/31/2020	01/01/2021 -12/31/2021	01/01/2021 -07/31/2021	Estimated 2021	2022	2023	2024	Projected 2024	2021-2022 Budget	% Change
Expenses												
10-104-6145	\$34,872	\$51,526	\$36,125	\$16,260	\$26,024	\$33,290	\$23,160	\$23,855	\$24,570	\$24,570	\$24,570	42.44%
10-104-6147	\$8,721	\$8,008	\$3,218	\$9,000	\$4,876	\$4,124	\$10,800	\$11,124	\$11,458	\$11,458	\$11,458	20.00%
10-104-6210	\$9,792	\$29,405	\$20,073	\$31,528	\$10,253	\$13,000	\$36,300	\$37,389	\$38,511	\$38,511	\$38,511	15.14%
10-104-6220	\$80,497	\$93,596	\$0	\$91,332	\$0	\$42,000	\$95,000	\$97,850	\$100,786	\$100,786	\$100,786	4.02%
10-104-6222	\$11,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Totals for Department(s) 104 - Community Services:	\$145,482	\$182,525	\$59,415	\$148,120	\$41,154	\$92,414	\$165,260	\$170,218	\$175,325	\$175,325	\$175,325	11.57%

MUNICIPAL OPERATING EXPENSES
ACCOUNT DESCRIPTIONS – FY 2022

PERSONNEL SERVICES:

Employee Benefits 6065: This line item is for retiree medical, dental, vision, employee dependent and spouse medical, dental and vision and Library employees dependent and spouse medical, dental and vision (reimbursable is dependent and spousal medical, dental and vision coverages), healthcare reimbursement, healthcare flexible spending accounts, COBRA, and employee life insurance at twice the employee's annual salary. (\$122,000).

Retiree Benefits 6067: This line item is for city-wide accrued leave payouts for retirements and other employee separations per the related policies in the Employee Handbook (\$150,000).

MATERIAL, SUPPLIES AND CONTRACTUAL SERVICES:

Utilities 6115: This line item includes the yearly bill amounts for Cable, Internet and Wi-Fi, Telephones, Water, Sewer, Gas and Electric including the additional operating expenses for more street lighting, Wi-Fi, Telephones, Cable Television, and the Wide Area Network that connects City Facilities (\$325,000).

Insurance 6150: This line item includes SLAIT insurance premiums for property, liability and workers' compensation (\$602,500).

Accounting 6165: This line item provides funds for the annual audit, year-end financial accounting services, and the audit of payments made from the Series 2018 and 2019 Certificates of Participation. (\$50,000).

Legal 6170: This line item provides funds for legal services (City Attorney, Prosecutor, and Labor Attorney) and yearly updates to the Vernon Annotated Missouri Statutes (\$125,000).

Miscellaneous Contractual Expenses 6210: This line item provides funds for city-wide contractual expenses such as bank fees, document destruction, pest control, code maintenance, random drug and pre-placement testing services, post-accident testing, post-offer drug testing, fitness for duty testing, cooperative IT agreement with the City of Clayton, on-site janitorial services for City Hall, monthly fees for water coolers in City Hall, and offsite storage of computer backup tapes (\$350,000).

Repairs and Maintenance 6215: This line item provides funds for maintenance and repairs in City Hall including all IT equipment such as Uninterruptible power supplies, Server Back Up Tapes, Phones and Monitors (\$12,972).

Training 6240: This line item provides funds for city-wide employee training programs (\$0).

Printing 6375: This line item provides funds for non-departmental city-wide printing (\$1,200).

Supplies & Materials 6420: This line item provides funds for supplies and materials for city-wide training, meetings and special events, i.e. Employee Wellness and Activities Committee, Bi-Annual Benefits Fair and fitness for duty test creation (\$5,000).

Postage 6440: This line item provides funds for city-wide postage as this will no longer be budgeted within each department (\$7,500).

Safety Program 6442: This line item provides funds for the city-wide training and ongoing training on new safety manual First Aid Kits for City Buildings - monthly maintenance and restocking (\$550).

Transfers Out 7005: This line item provides funds to the Capital Improvement Fund (\$1,022,101).

	Prior Year	Prior Year	Prior Year	2021 Adopted Budget	Current Year	Estimated	Proposed	Projected	Projected	2021-2022 Budget
	01/01/2018 -12/31/2018	01/01/2019 -12/31/2019	01/01/2020 -12/31/2020	01/01/2021 -12/31/2021	01/01/2021 -07/31/2021	2021	2022	2023	2024	% Change
Expenses										
10-105-6065	\$83,225	\$82,758	\$123,085	\$85,000	\$60,784	\$85,000	\$122,000	\$125,660	\$129,430	43.53%
10-105-6067	\$66,278	\$122,152	\$107,900	\$150,000	\$0	\$150,000	\$150,000	\$154,500	\$159,135	0.00%
10-105-6115	\$302,494	\$290,628	\$253,576	\$330,000	\$153,697	\$330,000	\$325,000	\$334,750	\$344,793	-1.52%
10-105-6150	\$565,629	\$613,326	\$598,676	\$601,500	\$451,936	\$601,500	\$602,500	\$620,575	\$639,192	0.17%
10-105-6151	\$5,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
10-105-6160	\$0	\$48	\$71	\$0	\$260	\$260	\$0	\$0	\$0	0.00%
10-105-6165	\$39,074	\$45,661	\$46,800	\$50,000	\$43,800	\$50,000	\$50,000	\$51,500	\$53,045	0.00%
10-105-6170	\$142,781	\$191,487	\$159,747	\$125,000	\$58,507	\$125,000	\$125,000	\$128,750	\$132,613	0.00%
10-105-6185	\$0	\$54	\$101	\$0	(\$598)	(\$598)	\$0	\$0	\$0	0.00%
10-105-6210	\$343,350	\$352,306	\$582,922	\$350,000	\$379,703	\$525,000	\$350,000	\$360,500	\$371,315	0.00%
10-105-6215	\$4,326	\$7,112	\$5,060	\$10,714	\$10,028	\$12,714	\$12,972	\$13,029	\$13,086	21.08%
10-105-6230	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$0	\$0	0.00%
10-105-6240	\$390	\$34	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
10-105-6375	\$707	\$1,433	\$0	\$1,200	\$1,443	\$1,500	\$1,200	\$1,236	\$1,273	0.00%
10-105-6420	\$8,229	\$2,052	\$4,182	\$5,000	\$4,874	\$5,000	\$5,000	\$5,150	\$5,305	0.00%
10-105-6440	\$9,822	\$8,105	\$8,004	\$7,500	\$4,621	\$6,500	\$7,500	\$7,725	\$7,957	0.00%
10-105-6442	\$797	\$721	\$1,565	\$550	\$471	\$550	\$550	\$567	\$583	0.00%
10-105-6448	\$76,079	\$14,806	(\$18,057)	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
10-105-6460	\$10,260	\$5,599	\$4,973	\$6,500	\$1,923	\$6,500	\$0	\$0	\$0	-100.00%
Totals for Department(s) 105 - Municipal Operating:	\$1,658,491	\$1,738,512	\$1,879,902	\$1,722,964	\$1,171,649	\$1,898,926	\$1,751,722	\$1,803,942	\$1,857,726	1.67%
Transfers										
10-105-7005	\$736,000	\$322,212	\$184,635	\$203,814	\$0	\$202,214	\$1,022,101	\$220,572	\$220,572	401.49%
Totals for Department(s) 105 - Municipal Operating:	\$736,000	\$322,212	\$184,635	\$203,814	\$0	\$202,214	\$1,022,101	\$220,572	\$220,572	401.49%

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Proposition P

PROP P
ACCOUNT DESCRIPTIONS

PERSONNEL SERVICES:

Salaries & Wages Full-time/Employee Benefits (Police): This line item provides funds for two (2) full-time employees (Major Community Services and Lawn Enforcement Analyst) in the Police Department (\$208,889).

Salaries & Wages Full-time/Employee Benefits (Fire): This line item provides funds for one (1) full-time employee in (Fire Marshal) the Fire Department (\$97,798).

Miscellaneous Contractual (Police): This line item provides funds for the CALEA Accreditation Manager, Police Training Role Player, Police Training and CALEA membership (\$40,000).

Prop P Revenues/Expenditures/Transfers from General Fund		Projected 2021		Proposed 2022		Projected 2023		Projected 2024	
Budgeted Revenues		Police	Fire	Police	Fire	Police	Fire	Police	Fire
Budgeted Expenditures									
GENERAL FUND									
*Salary/benefits in GENERAL FUND - Major & Law Enforcement Analyst		\$206,644	\$0	\$208,889	\$97,798	\$215,155	\$100,732	\$221,610	\$103,754
CAPITAL FUND									
*Computers/Related IT Projects		\$38,900	\$73,500	\$0	\$0	\$0	\$0	\$0	\$0
*Miscellaneous Contractual-Annual service/maintenance contracts		\$60,351	\$20,063	\$0	\$0	\$0	\$0	\$0	\$0
*Miscellaneous Contractual-Accreditation Mgr, Role Player-Police Training, CALEA membership		\$34,474	\$0	\$40,000	\$0	\$41,200	\$0	\$42,436	\$0
*Capital									
(Fire: Ambulance Chair Stair, Technical Rescue Equipment,)		\$0	\$0		\$0		\$0		\$0
*Funding to cover Police & Fire Retro Pay Rate increase		\$32,763	\$28,344						
Additional General Fund Expenditure to fund shortfall from Prop P funding									
Total Budgeted Expenditures		\$373,132	\$121,907	\$248,889	\$97,798	\$256,355	\$100,732	\$264,046	\$103,754

2022 SUMMARY		2021		2022		2023		2024	
Total Revenues		Police	Fire	Police	Fire	Police	Fire	Police	Fire
Total Revenues		\$436,885	\$441,254	\$441,254	\$445,666	\$445,666	\$450,123	\$450,123	\$450,123
Less: General Budget		\$206,644	\$306,687	\$306,687	\$315,887	\$315,887	\$325,364	\$325,364	\$325,364
Less: Capital Budget-(Amount to transfer from GF) includes Accreditation Mgr, CALEA Manager		\$227,288	\$40,000	\$40,000	\$41,200	\$41,200	\$42,436	\$42,436	\$42,436
*Funding to cover Police & Fire Retro Pay Rate increase		\$32,763	\$28,344						
Additional General Fund Expenditure to fund shortfall from Prop P funding		\$58,154							
Balance of Prop P Money		\$0	\$94,567	\$94,567	\$88,579	\$88,579	\$82,323	\$82,323	\$82,323

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Fire Department

FIRE DEPARTMENT

Mission Statement

To prevent the loss of life and to control or reduce the loss of property by applying our professional knowledge and resources to provide for the safety and security of the citizens of Brentwood; and the highest priority to provide the best fire and EMS service to all citizens and visitors to our City.

Goals and Objectives

1. Increase authorized positions by one to include a full-time civilian Fire Marshal.
2. Continue to develop and implement a strategic plan with mission-specific goals and objectives.
3. Update our mission statement to reflect the values and vision of staff and expectations of stakeholders.
4. Continue improving health and wellness of fire department employees with the implementation of a physical fitness policy, enhance cancer screening and prevention, provide mental health awareness and support, and annual medical screenings from SSM Health.
5. Continue improving technical rescue capabilities for ice rescue operations through equipment acquisition and training.
6. Continue processes to improve the Verisk ISO rating from class 3 to class 2.
7. Enhance operational decision support through robust data analytics.
8. Improve ambulance fees revenue through improved documentation and administrative procedures.

Accomplishments

1. Fire Chief Kurten retired; Assistant Chief Cottrell promoted to Fire Chief with hiring of management level personnel and filling vacancies to authorized staffing levels.
2. Worked with FEMA to seek reimbursement of overtime expenses while providing COVID vaccinations within the region.
3. Took delivery of 2020 Ford Horton ambulance.
4. Sold 2004 GMC MedTec Ambulance.
5. Purchased additional technical rescue equipment to address identified and projected needs.
6. Replaced all firefighting PPE, including new ballistic body armor.
7. Renewed firefighter Wellness Fitness Initiative with SSM Health Executive Health.
8. Renewed training agreement with Clayton and Maplewood Fire Departments and expanded to include Richmond Heights Fire Department.

Performance Measures

Sworn Fire and EMS	2020 (Actual)	2021 (Estimate)	2022 (Proposed)
Salary & benefits without overtime pay	\$2,166,594	\$2,261,000	\$2,394,359
Personnel expenditures - overtime	\$83,574	\$90,000	\$84,000
Total expenditures	\$2,250,168	\$2,351,000	\$2,768,893

Other Operating Expenditures	2020 (Actual)	2021 (Estimate)	2022 (Proposed)
Total – other operating expenditures	\$221,924	\$235,045	\$282,484

Fire Suppression Benchmark:

For 90 percent of all fire suppression incidents located within the City of Brentwood, the total response time for the arrival of the first due unit, staffed with 3 firefighters, shall be 6 minutes and 20 seconds. The first-due unit shall be capable of providing 600 gallons of water and 1,500 gallons per minute (gpm) pumping capacity; initiating command and requesting additional resources; establishing and advancing an attack line flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with department standard operating guidelines while providing for the safety of responders and the public.

For 90 percent of all fire suppression incidents, the total response time for the arrival of the effective response force (ERF), staffed with 24 firefighters and officers, shall be 8 minutes and 14 seconds. The ERF shall be capable of continuing initial arrival goals and advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul. The ERF shall also be capable of placing elevated streams into service from aerial ladders. These operations shall be done in accordance with department standard operating guidelines while providing for the safety of responders and the public.

Emergency Medical Services Benchmark:

For 90 percent of all EMS responses located within the City of Brentwood, the total response time for the arrival of the first-due unit, staffed with 2 firefighter/paramedics shall be 6 minutes and 20 seconds. The first-due unit shall be capable of assessing scene safety and establishing command; sizing-up the situation; conducting an initial patient assessment; obtaining vitals and patient’s medical history; initiating mitigation efforts within one minute of arrival; providing first responder medical aid including automatic external defibrillation (AED); and assisting with or packaging the patient.

For 90 percent of all EMS response incidents, the total response time for the arrival of the effective response force (ERF), staffed with 5 firefighters (at least 2 of whom are paramedics), shall be 6 minutes and 50 seconds. The ERF shall be capable of providing incident command and producing related documentation; appointing a site safety officer; completing patient assessment; providing appropriate treatment; performing cardiac defibrillation; initiating cardiopulmonary resuscitation (CPR); and providing intravenous (IV) access-medication administration.

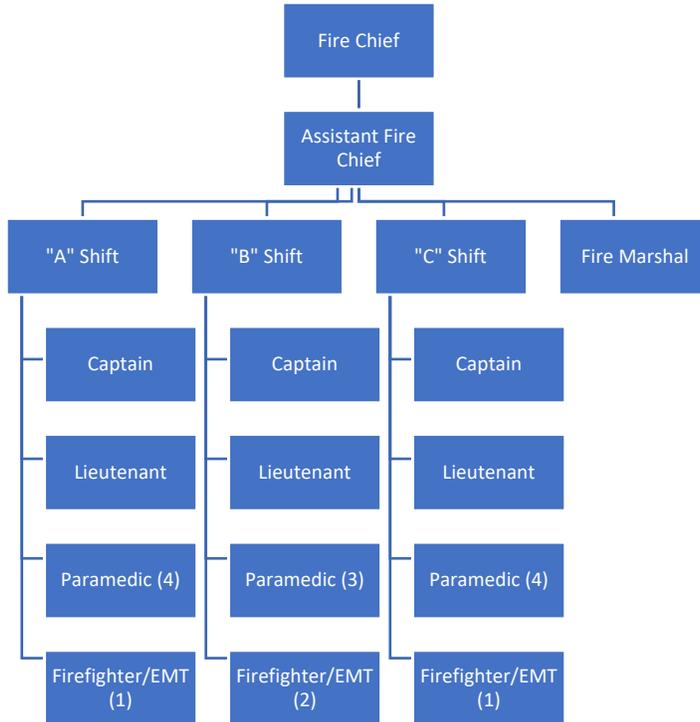
FIRE DEPARTMENT

BUDGETED POSITIONS

Position	2021	2022
Fire Chief	1	1
Assistant Fire Chief	1	1
Fire Marshal	0	1
Captain	3	3
Lieutenant	3	3
Firefighter/Paramedic	10	11
Firefighter/EMT	5	4
TOTAL	23	24

FIRE DEPARTMENT

ORGANIZATIONAL STRUCTURE



<u>FIRE DEPARTMENT</u> <u>ACCOUNT DESCRIPTIONS</u>

PERSONNEL SERVICES:

Salaries and Wages Full Time 6000: This account includes salaries for 24 full time employees (\$2,046,701).

Full Time Overtime 6005: This line item provides overtime (\$84,000).

Holiday Expense 6030: This line item provides funds for working holidays (\$65,525).

Employee Benefits 6065: The City continues to offer this shared coverage as an important employee benefit to attract and retain quality, skilled employees to the City. The City also provides Life Insurance, Long Term and Short-Term Disability Insurance and employee assistance service. This line item provides funds for employee benefits (health care, dental, vision and life insurance, Police and Firefighters pension) (\$282,133).

Clothing Allowance 6390: This line item provides a uniform allowance to purchase and maintain uniforms for all fire personnel (\$16,560).

MATERIAL & SUPPLIES:

Supplies & Materials 6420: Included in this line item are the costs of EMS supplies, office supplies, daily operational materials and supplies to operate our facility and equipment, building and janitorial supplies, Community Relations, Fire Prevention materials (\$38,000).

CONTRACTUAL SERVICES:

Educational Benefits 6070: This line item provides funding to support 4 personnel to further their education by attending colleges or universities (\$6,000).

Advertising 6160: This line item includes funding for the cost of advertising for creating a hiring list and placing RFPs in local news publications (\$1,000).

Travel & Meetings 6185: This line item includes the cost of hotels and meals for professional development and department-related travel (\$6,800).

Petro Products 6195: This line item includes an estimated usage of 3,000 gallons of diesel fuel for the fire trucks and ambulance and an estimated usage of 2,000 gallons of regular fuel for the department's staff vehicles (\$14,500).

Miscellaneous Contractual 6210: This line item includes the costs associated with hiring lists or promotion testing for new employee/s and/or promotion testing material, Medical Exams for 2 new employees, 2 New Employee Psychological Exams, Fire Service Health and Wellness Program for 23 employees, Ambulance Billing fees for EMS Management Consultants (EMS/MC) and Public Consulting Group (PCG), Self-Contained Breathing Apparatus testing, ladder testing, fire extinguisher service, Turn Out Gear maintenance, Mobile and Portable radio extended warranty, Preventative maintenance for overhead doors, Preventative maintenance for building generator, Calibration and inspection of all carbon monoxide detection equipment, Fire alarm monitoring system, Heating Ventilation Air Conditioning Preventative Maintenance Contract, Annual kitchen range hood cleaning and maintenance, Maintenance contract for heart monitors, city-wide AEDs, and ambulance stretcher, Miscellaneous - Medical Waste, Air sampling of SCBA Fill Station, IT Contractual Services and subscriptions (\$108,400).

Training 6240: Included in this line item are funds to train crews for special operations such as rope rescue training, trench collapse, advanced firefighter training and live fire events, Emergency Medical Service refresher classes provided by a variety of speakers, miscellaneous seminars, Peer fitness trainer continuing education, Indiana River Rescue School, Blue Card Command recertification for department, Fire Department Instructors' Conference, Shared Training Officer - Brentwood, Clayton, Maplewood and Richmond Heights Fire Departments (\$76,700).

Dues & Subscriptions 6365: Included in this line item are funds for dues to several professional organizations including St. Louis County Fire Chiefs' Association, St. Louis County Special Operations membership, National Fire Protection Association memberships, EMS Officers, Central Core Training Officers, 2 BackStoppers memberships, Fire Department Safety Officer Association, International Association of Fire Chiefs, Missouri EMS Association, Missouri Fire Chief Association, Professional Designation of Chief Fire Officer, Arson investigator dues (\$5,774).

Printing 6375: This line item provides funds for business cards and letterhead and envelopes (\$500).

Uniform Purchase 6400: This line item includes funds to issue personal protective equipment for new employees, for replacement and repair of departmental uniforms and structural firefighting gear due to operational damage (\$14,000).

Copier Lease & Copy Overages 6460: Lease agreement with Wells Fargo for maintenance agreement and overage charges for Ricoh copier/printer/scanner/fax equipment (\$2,300).

CAPITAL:

Fire Department Computers 6331: This line item provides funds for 1 laptop and 2 tablets for Fire Department staff based on the IT Desktop and Printer Replacement Plan (\$5,400).

Fire Department Capital Expense 6500: This line item provides capital funds for the following projects (\$68,500):

- Physio Control Monitor (\$32,000)
- Fire Helmets (\$21,500)
- Lucas Chest Compression System (\$15,000)

Ambulance Lease 6542: This line item provides funds for the four-year Ambulance lease purchased in 2020 (\$116,840).

Expenses	Prior Year		Prior Year		Adopted Budget		Current Year		Proposed		Projected		2021-2022 Budget	
	01/01/2018	12/31/2019	01/01/2020	12/31/2020	01/01/2020	12/31/2021	01/01/2021	07/31/2021	2021	2022	2023	2024	2024	% Change
10-210-6000	\$1,910,206	\$1,877,720	\$1,802,146	\$1,920,000	\$1,920,000	\$1,084,360	\$1,920,000	\$2,046,701	\$2,087,635	\$2,150,264	6.60%			
Salaries Full Time	\$46,546	\$83,528	\$83,574	\$90,000	\$90,000	\$48,748	\$90,000	\$84,000	\$84,000	\$84,000	-6.67%			
10-210-6005	\$46,195	\$72,158	\$68,767	\$76,000	\$76,000	\$40,895	\$76,000	\$65,525	\$68,500	\$74,000	-13.78%			
Full Time Overtime	\$265,402	\$269,087	\$295,681	\$295,000	\$295,000	\$155,628	\$265,000	\$282,133	\$285,000	\$290,000	-4.36%			
Holiday Expense	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$1,410	\$3,000	\$6,000	\$9,000	\$9,000	100.00%			
Employee Benefits	\$966	\$422	\$300	\$500	\$500	\$0	\$0	\$1,000	\$1,000	\$1,000	100.00%			
Educational Benefits	\$3,640	\$3,574	\$2,241	\$5,500	\$5,500	\$1,617	\$3,600	\$6,800	\$7,000	\$7,000	23.64%			
Advertising	\$18,376	\$16,809	\$14,277	\$17,500	\$17,500	\$6,220	\$12,000	\$14,500	\$15,000	\$16,000	-17.14%			
Travel/Meetings	\$78,637	\$52,394	\$51,515	\$86,148	\$86,148	\$12,072	\$72,000	\$108,400	\$111,652	\$115,002	25.83%			
Petro Products	\$61,985	\$68,730	\$72,798	\$77,300	\$77,300	\$51,901	\$75,000	\$76,700	\$81,000	\$78,750	-0.78%			
Miscellaneous Contractual	\$2,785	\$3,159	\$3,314	\$3,845	\$3,845	\$3,040	\$3,845	\$5,774	\$5,500	\$5,875	50.17%			
Miscellaneous Expense	\$2,401	\$2,441	\$3,291	\$3,100	\$2,800	\$1,336	\$2,800	\$500	\$500	\$500	-83.87%			
Training	\$16,200	\$16,200	\$16,200	\$16,560	\$16,200	\$7,920	\$16,200	\$16,560	\$16,560	\$16,560	0.00%			
Dues & Subscriptions	\$10,569	\$14,231	\$13,163	\$14,000	\$14,000	\$3,247	\$12,500	\$14,500	\$14,500	\$15,000	0.00%			
Printing	\$26,607	\$39,339	\$41,825	\$35,200	\$34,000	\$14,756	\$34,000	\$38,000	\$39,500	\$41,000	7.95%			
Clothing Allowance	\$100	\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$0	\$0	0.00%			
Uniform Purchase	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,300	\$2,300	\$2,300	0.00%			
Supplies & Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,300	\$2,300	\$2,300	0.00%			
Miscellaneous Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,300	\$2,300	\$2,300	0.00%			
Copier Lease & Copy Overages	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,300	\$2,300	\$2,300	0.00%			
Total for Department(s) 210 - Fire:	\$2,493,615	\$2,522,992	\$2,472,092	\$2,643,653	\$2,586,045	\$1,433,150	\$2,586,045	\$2,768,893	\$2,828,647	\$2,906,251	4.74%			
40 - Capital Improvements Fund														
Expenses														
40-210-6331	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,400	\$11,700	\$11,800	\$11,800	0.00%	
FIRE COMPUTER	\$421,164	\$30,272	\$284,957	\$160,000	\$160,000	\$76,500	\$160,000	\$68,500	\$27,000	\$40,000	\$40,000	\$40,000	-57.19%	
40-210-6500	\$421,164	\$30,272	\$284,957	\$160,000	\$160,000	\$76,500	\$160,000	\$73,500	\$38,700	\$51,800	\$51,800	\$51,800	-53.81%	
Totals for Department(s) 210 - Fire:														
40-212-6210	\$0	\$14,132	\$17,047	\$20,063	\$20,063	\$14,217	\$20,063	\$0	\$0	\$0	\$0	\$0	\$0	-100.00%
Prop P Fire Misc Cont	\$0	\$24,894	\$0	\$73,500	\$73,500	\$0	\$73,500	\$0	\$0	\$0	\$0	\$0	\$0	-100.00%
40-212-6331	\$0	\$43,857	\$15,888	\$11,000	\$11,000	\$0	\$11,000	\$0	\$0	\$0	\$0	\$0	\$0	-100.00%
COMP/EQUIP PROP P FIRE	\$0	\$82,883	\$32,935	\$104,563	\$104,563	\$14,217	\$104,563	\$0	\$0	\$0	\$0	\$0	\$0	-100.00%
40-212-6520	\$0	\$0	\$58,420	\$0	\$57,940	\$116,840	\$116,840	\$116,840	\$116,840	\$58,420	\$58,420	\$58,420	\$58,420	0.00%
County Tax Prop P	\$0	\$0	\$58,420	\$0	\$57,940	\$116,840	\$116,840	\$116,840	\$116,840	\$58,420	\$58,420	\$58,420	\$58,420	0.00%
Totals for Department(s) 212 - PROP P Fire:														
40-601-6542	\$0	\$0	\$58,420	\$0	\$57,940	\$116,840	\$116,840	\$116,840	\$116,840	\$58,420	\$58,420	\$58,420	\$58,420	0.00%
Ambulance Lease 3 Years	\$0	\$0	\$58,420	\$0	\$57,940	\$116,840	\$116,840	\$116,840	\$116,840	\$58,420	\$58,420	\$58,420	\$58,420	0.00%
Totals for Department(s) 212 - PROP P Fire:														

Fire Department Physio Control Monitor \$32,000



This heart monitor/defibrillator is used by our staff for all types of EMS calls. This unit will replace a monitor that is beyond its useful life. With the addition of this monitor, we will have the ability to staff our reserve ambulance without affecting the service capabilities of our frontline equipment. This piece of equipment is already in use by our department personnel.

Fire Department Fire Helmets \$21,500



The Fire Department began the replacement of all personal protective equipment (PPE) in the FY21 budget. Due to product demand, material and labor shortages, the helmets were not able to be delivered prior to the end of 2021. Funds will be used to replace all fire helmets as they are at the end of their useful life.

Fire Department Lucas Chest Compression System \$15,000



This CPR assist device is recommended per American Heart Association Guidelines and local EMS protocol with SSM Health System for patients in cardiac arrest. The Fire Department has one of these units, which needs replaced due to its service life.

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Judicial Department

JUDICIAL DEPARTMENT

Mission Statement

The Brentwood Municipal Division Court is committed to providing the independent and equitable administration of justice in an atmosphere focused on respect, community safety, and offender accountability.

Goals and Objectives

1. Preserve a professional and courteous environment
2. Provide responsive, timely, and pertinent information to all stakeholders
3. Promote staff training and professional development
4. Monitor all financial accounts and records closely
5. Maintain compliance with orders from the Missouri Supreme Court
6. Follow directives from the Office of the State Court Administrator
7. Maintain compliance with orders of the Presiding Judge of St. Louis County Circuit Court
8. Continue to streamline the Violations Bureau and court room practices and procedures to achieve the most efficiency for both staff and citizens
9. Continue to monitor and update the Judicial Department's Policy and Procedures Manual

Accomplishments

1. The judge and court administrator drafted a mandatory Continuity of Operations (COOP) Plan related to COVID-19. A certificate of approval was received from Presiding Judge Burton of St. Louis County Circuit Court – 21st Division.
2. The Municipal Division Court successfully held online virtual court dockets in lieu of traditional in-person court dockets via Zoom and Webex due to the COVID-19 pandemic.
3. The Municipal Division Court met all required reporting deadlines as follows: yearly – Court Certification of Substantial Compliance Form to the MO State Auditor Office; yearly - Minimum Operating Standards Compliance Form, DWI Statistics Report and Continuing Legal Education Form from Municipal Judge to the Presiding Judge of St. Louis County, Circuit 21; monthly – Municipal Division Summary Report to the MO Office of the Court Administrator and to the City Administrator of Brentwood.
4. The Municipal Division Court continues to migrate cases from the REJIS IMDSPlus docketing system to the State of Missouri’s docketing software, Show Me-Court as mandated by the Missouri Supreme Court and the Presiding Judge of St. Louis County.
5. The Municipal Division Court continues to provide web access via Muncourt.net and Case.net for court cases. These websites are for citizen use and transparency. The Municipal Division Court also provides an online access terminal to Case.net at the Violations Bureau for citizens to use for reference and payment.
6. The Municipal Division Court voluntarily participates each year in the Better Family Life Amnesty Program, which helps individuals lift their arrest warrants at a reduced bond amount or no bond amount as ordered by the Judge to resolve outstanding citations.
7. Maintained certification in the Criminal Justice Information Systems (CJIS) through the Regional Justice Information Systems (REJIS) and Missouri State Highway Patrol (MSHP).
8. Court Administrator (MACCA) and Deputy Court Administrator (CCA) maintained their certification designations by achieving the necessary training hours as dictated by the Missouri Association for Court Administration through the Missouri State University Office of Access and Outreach.
9. Court Administrator currently serving a two-year term on the executive board of the Metropolitan St. Louis Association for Court Administration (MSLACA) as Treasurer.
10. Deputy Court Administrator currently serving a two-year term on the executive board of the Metropolitan St. Louis Association for Court Administration (MSLACA) as Historian and Website Coordinator.
11. Court Administrator and Deputy Court Administrator voluntarily each worked 20 hours at The Heights COVID-19 Vaccine Clinic helping process citizens for vaccinations.

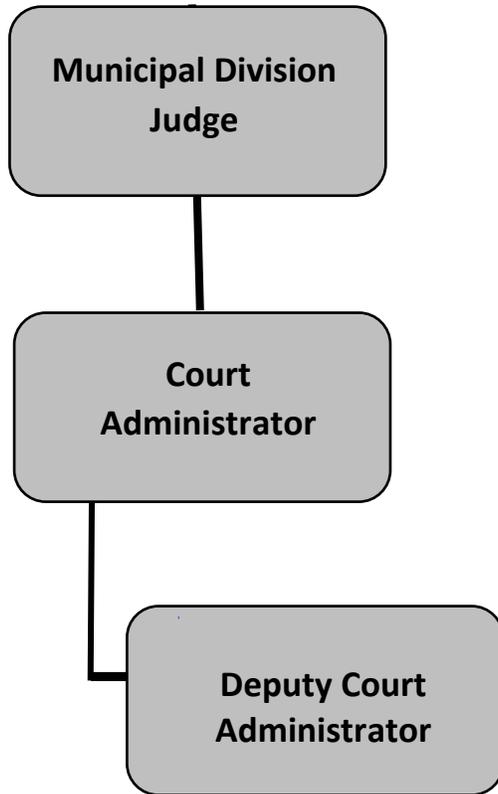
JUDICIAL DEPARTMENT

BUDGETED POSITIONS

Position	2021	2022
Court Administrator	1	1
Deputy Court Administrator	1	1
	<hr/>	
Total	2	2

JUDICIAL DEPARTMENT

ORGANIZATIONAL STRUCTURE



JUDICIAL DEPARTMENT

ACCOUNT DESCRIPTIONS

PERSONNEL SERVICES:

Salaries & Wages Full-time 6000: This line item provides funds for the positions in the judicial department (\$128,500).

Full Time Overtime 6005: This line item provides funds for full-time non-exempt employees utilized for court night (\$250).

Salaries and Wages Part-time 6010: This line item provides funds for part-time employees utilized for court night or when the Court Administrator or Deputy Court Clerk is on vacation, sick leave or professional development (\$150).

Employee Benefits 6065: The City continues to offer this shared coverage as an important employee benefit to attract quality, skilled employees to the City. The City also provides Life Insurance, Long Term and Short Term Disability Insurance and employee assistance service. This line item provides funds for employee benefits (health care, dental, vision and life insurance, LAGERS) (\$37,500).

MATERIALS & SUPPLIES:

Supplies 6420: This line item provides funds for office supplies (\$1,000).

CONTRACTUAL SERVICES:

REJIS Commission 6140: This line item provides funds for software maintenance, firewall maintenance, Charter service, server license, line fee (\$5,500).

Travel & Meetings 6185: This line item provides mileage, food, and lodging at the Missouri Association for Court Administration Spring Conference, Fall Seminar and Regional Training Event, the Missouri Municipal and Associate Circuit Judges Association Conference, monthly meetings of the Metropolitan St. Louis Association for Court Administration and all other required meetings for court personnel and judge as mandated by the Presiding Judge of St. Louis County Circuit Court, Division 21 (\$5,750).

Misc. Contractual Services 6210: This line item provides for contractual service items that are not accounted for in a special contractual services line item including photocopier monthly fee, paper overages, and repairs; shredding services; assisted services for individuals in the court room as needed, and fee for the provisional judge if elected judge is unable to preside over court (\$1,000).

Training 6240: This line item provides for professional development education training and/or certification fees for the Missouri Municipal and Associate Circuit Judges Conference, the Missouri Association for Court Administration Spring Conference and Fall Seminar, the Metropolitan St. Louis Association for Court Administration Regional Training Sessions, and any training sessions as mandated by the Presiding Judge of St. Louis County Circuit Court, Division 21 (\$1,250).

Organizational Dues 6365: This line item provides funds for the following organizational dues: Metropolitan St Louis Association for Court Administration, Missouri Association for Court Administration, National Association for Court Management, and the Missouri Municipal and Associate Circuit Judges Association (\$575).

Printing 6375: This line item provides funds for court forms, envelopes, bank checks, deposit slips, letterhead, business cards, and signage (\$1,000).

Copier Lease & Copy Overages 6460: Lease agreement with Wells Fargo for maintenance agreement and overage charges for Ricoh copier/printer/scanner/fax equipment (\$2,300).

CAPITAL:

Judicial Computers 6331: This line item provides funds for 1 printer for the Court staff based on the IT Desktop and Printer Replacement Plan (\$500).

Judicial Capital Expenses 6500: This line item provides capital funds for a paper shredder (\$1,500).

	Prior Year					Adopted Budget Current Year			2021-2022 Budget				
	01/01/2018		01/01/2019		01/01/2020		01/01/2021		01/01/2021		Projected		
	- 12/31/2018	- 12/31/2019	- 12/31/2020	- 12/31/2021	- 12/31/2021	- 07/31/2021	Estimated	Proposed	Projected	Projected	2023	2024	% Change
Expenses													
10-301-6000 SALARIES FULL TIME	\$120,460	\$126,243	\$129,507	\$132,985	\$76,655	\$132,985	\$128,500	\$132,355	\$136,326				-3.37%
10-301-6005 FULL TIME OVERTIME	\$178	\$173	\$37	\$500	\$0	\$500	\$250	\$258	\$265				-50.00%
10-301-6010 SALARIES PART TIME	\$844	\$795	\$154	\$400	\$0	\$75	\$150	\$155	\$159				-62.50%
10-301-6065 EMPLOYEE BENEFITS	\$36,798	\$36,759	\$35,924	\$40,050	\$20,854	\$40,050	\$37,500	\$38,625	\$39,784				-6.37%
10-301-6070 EDUCATIONAL BENEFITS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				0.00%
10-301-6140 REGIS COMMUNICATION	\$5,456	\$4,712	\$4,438	\$5,500	\$2,741	\$4,849	\$5,500	\$0	\$0				0.00%
10-301-6160 ADVERTISING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0				0.00%
10-301-6185 TRAVEL/MEETINGS	\$3,818	\$3,594	\$53	\$5,750	\$1,727	\$3,800	\$5,750	\$5,867	\$5,926				0.00%
10-301-6210 MISCELLANEOUS CONTRACTUAL EXP	\$2,331	\$1,712	\$2,027	\$3,300	\$1,154	\$3,300	\$1,000	\$1,033	\$1,067				-69.70%
10-301-6240 TRAINING	\$650	\$1,385	\$300	\$1,250	\$700	\$1,050	\$1,250	\$1,500	\$1,515				0.00%
10-301-6365 DUES & SUBSCRIPTIONS	\$525	\$334	\$335	\$575	\$0	\$445	\$575	\$581	\$587				0.00%
10-301-6375 PRINTING	\$646	\$281	\$929	\$1,000	\$407	\$1,000	\$1,000	\$1,500	\$1,515				0.00%
10-301-6420 SUPPLIES & MATERIALS	\$847	\$1,264	\$1,512	\$1,000	\$361	\$1,000	\$1,000	\$1,500	\$1,515				0.00%
10-301-6460 COPIER LEASE & COPY OVERAGES	\$0	\$0	\$0	\$0	\$0	\$0	\$2,300	\$2,300	\$2,300				0.00%
Totals for Department(s) 301 - Courts:	\$172,553	\$177,252	\$175,216	\$192,310	\$104,597	\$189,054	\$184,775	\$185,673	\$190,959				-3.92%
40 - Capital Improvements Fund													
Expenses													
40-301-6331 JUDICIAL COMPUTER	\$1,951	\$3,196	\$0	\$500	\$0	\$0	\$500	\$2,400	\$11,200				0.00%
40-301-6500 CAPITAL IMPROVEMENT JUDICIAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500	\$0	\$0				0.00%
Totals for Department(s) 301 - Courts:	\$1,951	\$3,196	\$0	\$500	\$0	\$0	\$2,000	\$2,400	\$11,200				300.00%

Fellowes® Powershred® 225Ci 22-Sheet Cross-Cut Shredder \$1,500



The Judicial Department may need to replace the current shredder if it no longer works. The department has had this shredder for many years and there is a good possibility it may have reached the end of its useful life. Furthermore, the current shredder is out of warranty and there is no repair service available.

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Legislative Department

LEGISLATIVE DEPARTMENT

Mission Statement

Brentwood is a thriving, progressive community; a unique premier residential community that offers a wide variety of housing options, including single family homes in a variety of desirable housing styles, upscale yet affordable condominium developments and apartments; a full service community that provides fully-staffed police and fire departments, city-owned and -operated residential trash and curbside recycling services, and one-stop shop licensing and permitting. With its housing quality and variety, beautiful neighborhoods, ample parks and walking trails, and top-notch city services, Brentwood is a sought-after community to live, work, and play.

Goals and Objectives

1. Provide leadership.
2. Treat city employees with respect, recognize their special talents and training, and listen to their advice.
3. Continue to be proactive in economic development and focus on how to continue to have a vibrant commercial and industrial sector.
4. Recognize that high quality City services are to a large extent dependent on a strong business community.
5. Provide and further enhance a strong economic base by encouraging revenue-producing, high quality, "clean" retail, commercial and industrial development that is compatible with a community of homes atmosphere.
6. Provide the highest quality municipal services, consistent with the resources available to us.
7. Allocate such resources fairly to meet the needs of the community as a whole, while recognizing the needs of various segments within the City.
8. Deliver a pleasing community atmosphere and a level of maintenance of public streets, parks, rights-of-way and other public facilities that is consistent with the level of maintenance our citizens provide to their private property.
9. Recognize and promote individual property rights while ensuring that the rights of others are not infringed upon.
10. Offer quality parks, recreation opportunities, library and other information services, senior and youth programs to our citizens.
11. Promote a positive community spirit and pride in the community.
12. Provide quality control systems for the efficient movement of traffic.
13. Provide for the alternative transportation needs of all segments of the community.
14. Assure that residents will be safe in their homes and neighborhoods.
15. Prepare for disasters and provide for the protection of life and property in such event.
16. Protect, maintain and enhance the City's public infrastructure.
17. To anticipate the long-term needs of the infrastructure and take prudent steps to provide for those needs.
18. Provide high quality public safety for all the citizens of Brentwood and our guests.
19. Develop an operational sustainability plan.

Accomplishments

1. Regular meetings of the Board of Aldermen - 20
2. Special meetings of the Board of Aldermen - 4
3. Regular meetings of the Ways and Means Committee - 13
4. Regular meetings of the Public Works Committee - 13
5. Regular meetings of the Public Safety Committee - 12
6. Regular meetings of the Sustainability Commission - 10
7. Regular meetings of the Redevelopment Corporation Board – 2
8. Regular meeting of the Economic Development Sales Tax Board – 1
9. Regular meetings of the Police and Firefighters Pension Board - 7
10. Reviewed and adopted 42 ordinances and 50 resolutions thus far in 2021.
11. **Policy Initiatives Authorized by the Board of Aldermen:**
 - Resolution approving a change order with TWM, Inc., to provide additional property research, boundary and topographic surveying services throughout the City of Brentwood - York Village streetlights
 - Ordinance approving a lease services agreement between the City Of Brentwood, Missouri and the Brentwood Public Library
 - To support the speed cushion project on McKnight Road near the crosswalk south of Sonora Avenue, pending concurrence and approval of various criteria from the City of Ladue
 - Pilot location for Electric-Assist Cargo (eCargo) bikes and include funding in future budget years for the purchase of an eCargo bike
 - Resolution authorizing the amendment of the Fiscal Year 2020 Budget
 - Appointment and swearing in of the new City of Brentwood Fire Chief – Ronnie Cottrell
 - Resolution authorizing a cooperation agreement with the Great Rivers Greenway District for construction, operation, and maintenance the Deer Creek Greenway Connector
 - Resolution authorizing the amendment of the City of Brentwood’s current employee handbook to include a recruitment policy for the police department enabling employment by the City during the completion of the police academy certification, also revising the first-year vacation policy for City employees and increasing the life insurance and accidental death & dismemberment coverage rates for City employees
 - Rezoning from PD, Planned Development Overlay District, to B, Single-Family Residential for Property Located at 8817 Powell Avenue
 - Ordinance establishing a pay classification system for all full-time City of Brentwood employee positions and establishing an accompanying pay classification system for Fiscal Year 2021 and related matters, which are contingent upon the Annual budget appropriation, 95% Uniform, 75% Non-Uniform, with standard deviation, next appropriate step, with a 1/1/21 implementation date
 - Ordinance to enter into a cooperative agreement for the provision of a Battalion Chief-Training Officer dedicated to the training and development of firefighters, paramedics, and other personnel of the fire departments of Brentwood, Clayton, Maplewood, and adding Richmond Heights
 - Resolution approving an agreement for lease purchase financial services for sanitation truck replacement purchase
 - Resolution readopting and reaffirming the code policies pursuant to conflicts of interest for elected and appointed officials
 - Rename Norm West Park to Brentwood Park
 - Change the name of the current Brentwood Park (on Russell Avenue) to Brentwood Sports Complex
 - Resolution authorizing an agreement with SSM Executive Health and the City of Brentwood, Missouri for professional services related to annual firefighter wellness and fitness medical evaluations

- Brentwood Police Department be allowed to partner with UMSL in the development and use of a new training system: The University of Missouri St. Louis is preparing a BJA grant application for the development and use of a state-of-the-art training device for law enforcement. They have requested Brentwood PD partner with them as their law enforcement agency for testing and development.
- Resolution approving an agreement between Gonzalez Companies and the City of Brentwood to perform professional services associated with a Stormwater Master Plan
- Resolution authorizing an extension to an agreement with EMS/MC for professional services related to collection of revenue from Missouri Ground Emergency Medical Transport Program
- Resolution amending the City of Brentwood, Missouri Employee Handbook to add a new policy to section 3.22 requiring Covid-19 vaccination for all employees with limited exception and authorizing other public health mitigation measures
- Resolution authorizing an agreement with Flock Group, Inc. for the installation of license plate readers within the City of Brentwood, Missouri
- Ordinance vacating a certain fifteen-foot-wide alley right-of-way owned by the City of Brentwood, Missouri between Parkridge Avenue and St. Clair Avenue, which is no longer necessary for the purposes for which it was dedicated
- Ordinance establishing the rate of property tax to be levied for the Year 2021 for general municipal purposes, police and fire retirement fund and public library purposes
- Resolution for the General Municipal Election to be held within City of Brentwood on the first Tuesday after the first Monday in April of next year, April 5, 2022
- Resolution authorizing the amendment of the City of Brentwood's Employee Handbook to include a Victims Economic Safety and Security Act (VESSA) Policy
- Ordinance amending Chapter 600 of the Brentwood City Code relating to alcoholic beverages. The Missouri General Assembly recently enacted new laws governing the permissible hours for sale of alcoholic beverages on Sundays, allowing retailers to package alcoholic beverages for off-premises consumption, and revising regulations pertaining to other employment and trade practices of licensees. Governor Parsons extended a temporary change in state liquor laws put in place last year to help restaurants weather a significant slowdown in business as a result of the pandemic. Under the new law, cocktails must be in "durable, leakproof, and sealable" containers and meet the existing minimum-size requirements in the Code of State Regulations for alcoholic beverages in their original package.

LEGISLATIVE DEPARTMENT
ACCOUNT DESCRIPTIONS

PERSONNEL SERVICES

Salaries & Wages Mayor & Board of Aldermen 6020: This line item provides funds for the compensation of the Mayor and Board of Aldermen (\$72,500).

Salaries & Wages of the Planning & Zoning Commission 6055: This line item provides funds for the compensation of the Planning & Zoning Commission members (\$6,000).

Salaries & Wages of the Board of Adjustment/ Architectural Review Board 6060: This line item provides funds for the compensation of the members of the Board of Adjustment and Architectural Review Board (\$3,250).

Employees Benefits 6065: Social Security, Medicare and LAGERS benefits for the Legislative Department (\$8,240).

MATERIALS & SUPPLIES:

Supplies & Materials 6420: This line item provides funds for supplies for the Board of Aldermen, including funds for sustainability projects (\$20,800).

CONTRACTUAL SERVICES:

Travel & Expenses 6185: This line item provides funds for costs related to travel and accompanying expenses: Missouri Municipal League (MML), International Council of Shopping Centers (ICSC), National League of Cities (NLC), Urban Land Institute (ULI), Brentwood Chamber of Commerce and Saint Louis County Municipal League (STML) (\$1,854).

Miscellaneous Contractual 6210: This line item provides funds for contractual service items that are not accounted for in a special contractual services line item (\$1,100).

Training 6240: This line item provides for continuing education training/certification for Board and Commission Members: Planning and Zoning, Architectural Review Board, Board of Adjustment (\$500).

Election Expense 6280: This line item provides funds for expenses for the elections (\$4,500).

Dues & Subscriptions 6365: This line item provides funding for membership fees: Missouri Municipal League (MML); Brentwood Chamber of Commerce; Route 66 Association of Missouri; Mayor of Small Cities; Municipal League of Metro St. Louis; International Council of Shopping Centers (ICSC); Suburban Mayors of Saint Louis County; International Council for Local Environmental Initiatives (ICLEI), Credit Card Annual Renewal Fee, and Urban Land Institute (ULI) (\$4,000).

Printing 6375: This line item provides funds for envelopes and letterhead (\$200).

	Prior Year		Prior Year		Prior Year		Current Year Budget		Current Year		Projected		Projected		% Change
	01/01/2018 -12/31/2018	01/01/2019 -12/31/2019	01/01/2020 -12/31/2020	01/01/2021 -12/31/2021	01/01/2021 -07/31/2021	Estimated 2021	Proposed 2022	Proposed 2023	Proposed 2024	2021	2022	2023	2024	2021-2022 Budget	
Expenses															
10-103-6020 SALARIES ELECTED OFFICIALS	\$72,219	\$72,947	\$71,724	\$72,500	\$41,916	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	\$72,500	0.00%
10-103-6055 SALARIES P&Z BOARD	\$7,900	\$9,050	\$5,800	\$6,000	\$4,900	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	0.00%
10-103-6060 SALARIES BOARD OF ADJUSTMENT	\$2,300	\$3,515	\$2,412	\$3,000	\$2,170	\$3,000	\$3,250	\$3,250	\$3,250	\$3,250	\$3,250	\$3,250	\$3,250	\$3,250	0.00%
10-103-6065 EMPLOYEE BENEFITS	\$8,492	\$8,186	\$6,866	\$8,000	\$3,750	\$8,000	\$8,240	\$8,240	\$8,240	\$8,240	\$8,240	\$8,240	\$8,240	\$8,240	0.00%
10-103-6185 TRAVEL/MEETINGS	\$4,784	\$4,795	\$329	\$1,800	\$0	\$1,800	\$1,854	\$1,910	\$1,910	\$1,910	\$1,910	\$1,910	\$1,910	\$1,910	3.00%
10-103-6210 MISC CONTRACTUAL EXP	\$0	\$1,407	\$134	\$1,100	\$246	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	0.00%
10-103-6240 TRAINING	\$0	\$50	\$21	\$250	\$70	\$250	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	100.00%
10-103-6280 ELECTION EXPENSE	\$5,010	\$3,312	\$13,451	\$4,000	\$4,976	\$4,000	\$4,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	12.50%
10-103-6365 DUES & SUBSCRIPTIONS	\$5,224	\$6,424	\$4,848	\$3,500	\$480	\$3,500	\$4,000	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	14.29%
10-103-6375 PRINTING	\$116	\$0	\$207	\$200	\$0	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	0.00%
10-103-6420 SUPPLIES & MATERIALS	\$427	\$799	\$252	\$20,800	\$1,279	\$20,800	\$20,800	\$20,800	\$20,800	\$20,800	\$20,800	\$20,800	\$20,800	\$20,800	0.00%
Totals for Department(s) 103 - Legislative:	\$106,471	\$110,485	\$106,042	\$121,150	\$59,787	\$121,150	\$122,944	\$124,000	\$124,057	\$121,150	\$122,944	\$124,000	\$124,057	\$124,057	1.48%
40 - Capital Improvements Fund															
Expenses															
40-103-6331 LEGISLATIVE COMPUTER	\$860	\$0	\$3,521	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,400	\$8,400	0%
Totals for Department(s) 103 - Legislative:	\$860	\$0	\$3,521	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,400	\$8,400	0%

Planning and Development Department

PLANNING AND DEVELOPMENT DEPARTMENT

Mission Statement

Deliver excellent customer service to Brentwood residents, businesses, the development community, and other City departments by providing a one-stop shop for community development, land use planning, zoning, building code administration, code enforcement, floodplain management, and economic development services. Efficient execution of these services assists the City's overall effort to maintain an exceptional quality of life for residents, attract commercial development, and protect private investment within the City.

Goals and Objectives

1. Provide superior development application processing and permitting and inspection services.
 - a. Enhance the MyGov permit tracking and reporting system to continue to improve customer service by allowing direct online access to permit and code enforcement updates.
 - b. Manage building permit, architectural review, development applications and site plan review services in an open and transparent platform.
 - c. Develop Architectural Design Guidelines for the City.
 - d. Continue to identify opportunities for all permits issued by the department to be reviewed and issued online.
2. Improve the quality of department information provided to the public.
 - a. Continue to provide an initial response to all inquiries received through MyGov Request Tracker module within 7-10 working days.
 - b. Continue development of digital files to reduce time to provide information to the public.
 - c. Continue to work with Communications Manager to inform public of department services and activities.
 - d. Work with appropriate personnel to review opportunities to utilize a Geographic Information System (GIS) and linking additional data for internal and external use.
 - e. Utilize BoardDocs to facilitate Planning and Zoning Commission, Architectural Review Board, and Board of Adjustment meetings.
3. Operate in a fiscally responsible manner.
 - a. Continue reviewing application, permit, and inspection fees, comparing with other area municipalities, and present recommendations to the Board of Aldermen for consideration.
 - b. Identify needs and seek grants for community development and capital improvement projects.
4. Attract and protect private investment in Brentwood.
 - a. Propose revisions to the Brentwood Zoning Ordinance in support of high quality, sustainable development.
 - b. Encourage the use of green technology and best management practices (BMPs) in development areas.
 - c. Propose revisions to the Brentwood Zoning Ordinance to include the applicability of Residential Design Guidelines for the architectural review process.

- d. Continue making progress and gaining support for the City's long-term floodplain management/redevelopment goals for the Manchester Road Corridor.
 - e. Continue strict enforcement of the City's floodplain regulations and maintain present, or continue to improve, the City's CRS and ISO ratings.
 - f. Continue to facilitate the City's participation in the CDBG Home Improvement Program administered by St. Louis County.
 - g. Deliver strong enforcement of all code violations and City-initiated remediation of problematic properties, to encourage continued investment in Brentwood.
5. Promote economic development opportunities within the City of Brentwood.
- a. Proactively reach out to developers and property owners to promote the City's commercial districts and redevelopment opportunities.
 - b. Foster the creation of an eco-friendly environment for present and future generations focused on green living practices including the use of solar energy.
6. Promote professional growth and certification of all department employees.
- a. Continue to require and maintain certifications through appropriate professional organizations by position (AICP, CFM and various ICC certifications).
 - b. Promote active involvement in professional organizations (APA, SEMA, MABOI).

Accomplishments

1. Coordinated the review and adoption of a new stormwater management ordinance for infill development and began implementing the plan review and permit process.
2. Advised and conducted 3,370 inspections in 2021 on the completion of residential and commercial projects, including a new hotel project. This is an increase from 2216 inspections in 2020.
3. Provided plan review services and issued 1,795 building permits in 2021, including construction, electrical, plumbing, mechanical and fire permits, an increase from 1417 permits issued in 2020.
4. Provided housing inspection services and issued 1,284 residential occupancy permits in 2021.

Performance Measures

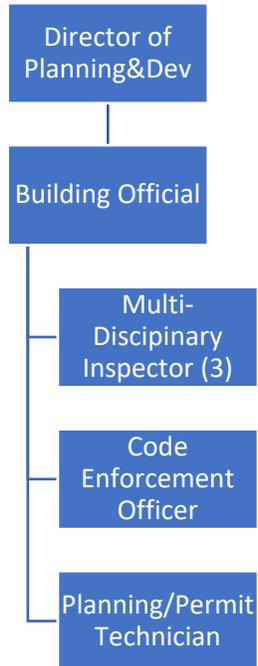
<i>Planning and Development</i>	2020 (Actual)	2021 (Estimate)	2022 (Projected)
# of days from complaint to investigation	1.5	1.5	1.5
Value of residential renovation and new construction projects	\$5,669,336	\$10,669,542	\$8,000,000
Value of commercial renovation and new construction projects	\$23,169,021	\$14,293,192	\$15,000,000
Percent of CDBG funds expended	100%	100%	100%

PLANNING AND DEVELOPMENT DEPARTMENT
BUDGETED POSITIONS

<u>Position</u>	<u>2021</u>	<u>2022</u>
Director of Planning and Development	1	1
Building Official	1	1
Multi-Disciplinary Inspector	2	3
Planning/Permit Technician	1	1
Code Enforcement Officer	1	0.5
TOTAL	6	6.5

PLANNING AND DEVELOPMENT DEPARTMENT

ORGANIZATIONAL STRUCTURE



PLANNING AND DEVELOPMENT DEPARTMENT

ACCOUNT DESCRIPTIONS

PERSONNEL SERVICES:

Salaries Full Time 6000: Funding for six (6) full-time Planning and Development Department staff for administration of the City's planning, community development, building, code enforcement and floodplain management programs (\$387,136).

Full-time Overtime 6005: Funds for full-time non-exempt employees, attendance at evening meetings and weekend/evening code enforcement (\$6,000).

Salaries and Wages Part-time 6010: This line item provides funds for one (1) part-time code enforcement officer (\$27,638).

Employee Benefits 6065: This line item provides funds for Employee benefits (health care, dental, vision and life insurance, LAGERS) Long-term and Short-term disability Insurance and employee assistance service (\$109,270).

CONTRACTUAL SERVICES:

Engineering 6155: Funding for general engineering services related to surveying, plan review, and assistance in permit review on the implementing stormwater infill development permit process, floodplain management, and permit review to aid in the turnaround of permits, while the City is seeking a full-time Chief Building Official (\$36,000).

Advertising 6160: Funding for public hearing notices for Planning and Zoning Commission and Board of Adjustment items, bid notices in St. Louis Countian and job ads (\$1,500).

Legal 6170: Funding for special counsel for zoning, land use, code enforcement and administrative hearing assistance, and Board of Adjustment and Planning and Zoning Commission matters, and board and commission training and attendance at meetings when needed (\$10,000).

Travel/Meetings 6185: Funding for department staff attendance at the International Council of Shopping Centers conference, American Planning Association conference, International Code Council conference, and attendance at professional meetings such as Missouri State Emergency Management Agency (SEMA), Missouri Floodplain and Storm Water Manager's Association, Missouri Association of Building Official and Inspectors (MABOI), St. Louis Chapter of American Planning Association (APA), and St. Louis Area City Management Association (SLACMA) (\$7,000).

Petro Products 6195: Funding for fuel for 3 department vehicles used by the Building Official and the Inspectors (\$2,000).

Miscellaneous Contractual Expenses 6210: Funding for demolition and remediation services related to property code enforcement and/or condemnation of properties including grass cutting services. This line item also includes funding for additional tasks as included in the 2018 Comprehensive Plan regarding sub-area planning graphics, signage and banners for Hanley Industrial Court branding and the development of new Architectural Design Guidelines for the City (\$53,650).

Training 6240: Funding for the necessary training for department staff to obtain and maintain various International Code Council (ICC) certifications, i.e. Building Official, Residential Building Inspector, Commercial Building Inspector, Building Plans Examiner, Fire Inspector, Property Maintenance, Housing Inspector, and Permit Technician and Certified Floodplain Manager (\$3,500).

Subscriptions & Memberships 6370: Funding for staff to have access to additional information and education for job revitalization to keep up with current trends and practices. These opportunities include American Planning Association (APA), American Institute of Certified Planners (AICP), Missouri City Management Association (MCMA), St. Louis Area City Management Association (SLACMA) memberships for Director, Missouri Association of Building Officials and Inspectors (MABOI), International Code Council (ICC) memberships for Building Official, Inspectors, Planning/Permit Technician and Missouri Floodplain and Storm Water Manager's Association, National Fire Protection Association (NFPA) subscription and ICC jurisdiction membership for department staff and notary renewal for Planning/Permit Technician (\$1,500).

Printing 6375: Funding for printing permit application forms, information brochures and meeting flyers, and printing of business cards for department staff (\$1,500).

Uniform Purchase 6400: Funding for uniforms/clothing to identify Planning and Development staff (\$1,000).

Supplies & Materials 6420: Funding for office supplies and pdf downloads of 2018 ICC Codes and Commentary Collection (\$3,500).

Copier Lease & Copy Overages 6460: This line item funds the Wells Fargo Copier lease contract and Ricoh contract. The Wells Fargo lease covers the department's copy machine including maintenance and supplies. The Ricoh contract covers copy charges and copy overages based upon metered readings (\$2,700).

CAPITAL:

Planning & Development Computers 6331: This line item provides funds for 1 desktop for the Planning and Development staff based on the IT Desktop and Printer Replacement Plan (\$2,700).

Expenses	Prior Year		Prior Year		Prior Year		Adopted Budget		Current Year		2021-2022 Budget	
	01/01/2018		01/01/2019		01/01/2020		01/01/2020		01/01/2021		2021-2022 Budget	
	12/31/2018	12/31/2019	12/31/2020	12/31/2020	12/31/2020	12/31/2021	07/31/2021	Estimated 2021	Proposed 2022	Projected 2023	Projected 2024	% Change
10-501-6000 SALARIES FULL TIME	\$292,527	\$250,523	\$321,624	\$355,000	\$181,242	\$264,618	\$387,136	\$398,750	\$410,713	9.05%		
10-501-6005 FULL TIME OVERTIME	\$1,975	\$3,676	\$0	\$500	\$2,183	\$5,622	\$6,000	\$6,180	\$6,365	1100.00%		
10-501-6010 SALARIES PART TIME	\$25,274	\$25,020	\$991	\$0	\$481	\$30,904	\$27,638	\$28,467	\$29,321	0.00%		
10-501-6015 SALARIES PART TIME OT	\$0	\$0	\$0	\$0	\$2,594	\$5,135	\$0	\$0	\$0	0.00%		
10-501-6065 EMPLOYEE BENEFITS	\$82,909	\$63,776	\$85,898	\$121,700	\$40,508	\$62,235	\$109,270	\$112,548	\$115,925	-10.21%		
10-501-6155 ENGINEERING	\$0	\$3,592	\$3,316	\$5,000	\$525	\$5,743	\$36,000	\$36,000	\$36,000	620.00%		
10-501-6160 ADVERTISING	\$1,150	\$1,666	\$930	\$1,500	\$169	\$440	\$1,500	\$1,500	\$1,500	0.00%		
10-501-6170 LEGAL	\$5,903	\$5,894	\$3,701	\$10,000	\$1,929	\$3,241	\$10,000	\$10,000	\$10,000	0.00%		
10-501-6185 TRAVEL/MEETINGS	\$7,928	\$2,994	\$1,298	\$3,500	\$0	\$0	\$7,000	\$7,210	\$7,426	100.00%		
10-501-6195 PETRO PRODUCTS	\$1,235	\$1,505	\$1,166	\$2,000	\$712	\$1,400	\$2,000	\$2,060	\$2,122	0.00%		
10-501-6210 MISC CONTRACTUAL EXPENSES	\$21,092	\$28,295	\$31,187	\$53,650	\$15,414	\$48,500	\$53,650	\$53,650	\$53,650	0.00%		
10-501-6240 TRAINING	\$2,781	\$1,514	\$1,709	\$2,500	\$691	\$1,916	\$3,500	\$3,605	\$3,713	40.00%		
10-501-6370 SUBSCRIPTIONS & MEMBERSHIPS	\$872	\$1,286	\$290	\$3,500	\$1,419	\$30	\$1,500	\$1,545	\$1,591	-57.14%		
10-501-6375 PRINTING	\$978	\$769	\$368	\$1,500	\$554	\$1,076	\$1,500	\$1,545	\$1,561	0.00%		
10-501-6400 UNIFORM PURCHASE	\$817	\$822	\$995	\$1,000	\$531	\$1,281	\$1,000	\$1,030	\$1,040	0.00%		
10-501-6420 SUPPLIES & MATERIALS	\$1,566	\$2,579	\$2,327	\$3,200	\$750	\$3,088	\$3,500	\$3,605	\$3,713	9.38%		
10-501-6440 POSTAGE	\$0	\$85	\$53	\$0	\$0	\$0	\$0	\$0	\$0	0.00%		
10-501-6445 MISCELLANEOUS EXPENSE	\$0	\$0	\$23	\$0	\$0	\$0	\$0	\$0	\$0	0.00%		
10-501-6460 COPIER LEASE & COPY COVERAGES	\$0	\$0	\$0	\$0	\$0	\$0	\$2,700	\$2,781	\$2,864	0.00%		
Totals for Department(s) 501 - Planning/Dev:	\$447,008	\$393,995	\$455,876	\$564,550	\$249,701	\$435,229	\$653,894	\$670,476	\$687,504	15.83%		
40 - Capital Improvements Fund												
Expenses												
40-501-6331 PLANNING & DEV COMPUTER	\$1,956	\$0	\$5,627	\$3,300	\$0	\$5,200	\$2,700	\$2,700	\$10,600	-18.18%		
40-501-6500 CAPITAL IMPROVEMENT P & D	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%		
Totals for Department(s) 501 - Planning/Dev:	\$1,956	\$0	\$5,627	\$3,300	\$0	\$5,200	\$2,700	\$2,700	\$10,600	-18.18%		

Police Department

POLICE DEPARTMENT

Mission Statement

The Brentwood Police Department, in partnership with the community, is committed to the delivery of the highest quality public safety services with respect, fairness, and compassion to all we serve.

Goals and Objectives

1. Revamp Wellness Program
 - a. Program designed to guide officers in wellness best practices.
 - b. Robust format including physical, psychological, and emotional wellness.
 - c. Establish virtual/in-person mental health check-ins with EAP provider.
 - d. Establish annual physical examinations with SSM Provider.
2. Establish Static LPR Cameras
 - a. Discuss public/private partnership with H.O.As.
 - b. Deploy cameras in strategic locations based on calls for service and crime stats.
3. Explore Brentwood Police Department Succession Plan
 - a. Identify potential future leaders.
 - b. Establish "Sergeant" and "Commander for a Day" program.
4. Rank Restructure
 - a. Re-establish rank of Lieutenant for current Sergeants.
 - b. Move current Corporals to rank of Sergeant.
5. Build concrete pad with pergola
 - a. Meet with Public Works for design build.
 - b. Acquire materials.
6. New Ballistic Vests
 - a. Replace ballistic vests for 15 officers.
7. Increase Station/Park Surveillance Measures
 - a. Add surveillance cameras to police department for full exterior coverage.
 - b. Add cameras to Brentwood Sports Complex for surveillance and investigation.

Accomplishments

1. Continued success/growth of the Officer Safety Role Play Training program.
2. Deployed four new vehicles in police department fleet.
3. Received approval for a 29th officer.
4. Hired three new officers.
5. Established Community Response Officer position.
6. Developed recruiting strategy allowing for hire of academy recruit prior to graduation.
7. Assisted the City with proposal for retail surveillance measures.
8. Transitioned to upgraded body-worn cameras for patrol officers.
9. Revised use of force policy to comply with federal mandates.
10. Revised internal investigations policy to comply with Missouri Police Officer Bill of Rights.
11. Achieved 100% compliance with our 2nd CALEA Client Service Member (CSM) review.

Performance Measures

Police Personnel Salary and Benefit Expenditures	2020 (Actual)	2021 (Estimated)	2022 (Projected)
Sworn police officers	\$2,657,560	\$2,817,287	\$2,986,324
Civilian	\$78,325	\$80,675	\$85,515
Total	\$2,735,885	\$2,897,962	\$3,071,839

UCR Part I Violent Crimes	2020 (Actual)	2021 (Estimated)	2022 (Projected)
# reported	49	36	35
# of unfounded reports	0	0	-0-
# assigned to investigators	49	36	35
# cleared	37	32	33

UCR Part I Property Crimes	2020 (Actual)	2021 (Estimated)	2022 (Projected)
# reported	314	304	300
# of unfounded reports	2	2	-1-
# assigned to investigators	314	304	300
# cleared	94	76	75

Dispatched Police Calls	2020 (Actual)	2021 (Estimated)	2022 (Projected)
Police calls for service resulting in a police unit being dispatched	6468	6470	7916
Police initiated actions in the field resulting in a police unit making a contact, including all traffic, person or pedestrian stops	18808	6652	6272
Police initiated actions in the field resulting in a police unit making only a traffic stop (a subset of the response immediately above)	1311	2883	2502
Number of dispatched police calls that are top priority	1284	1352	1319

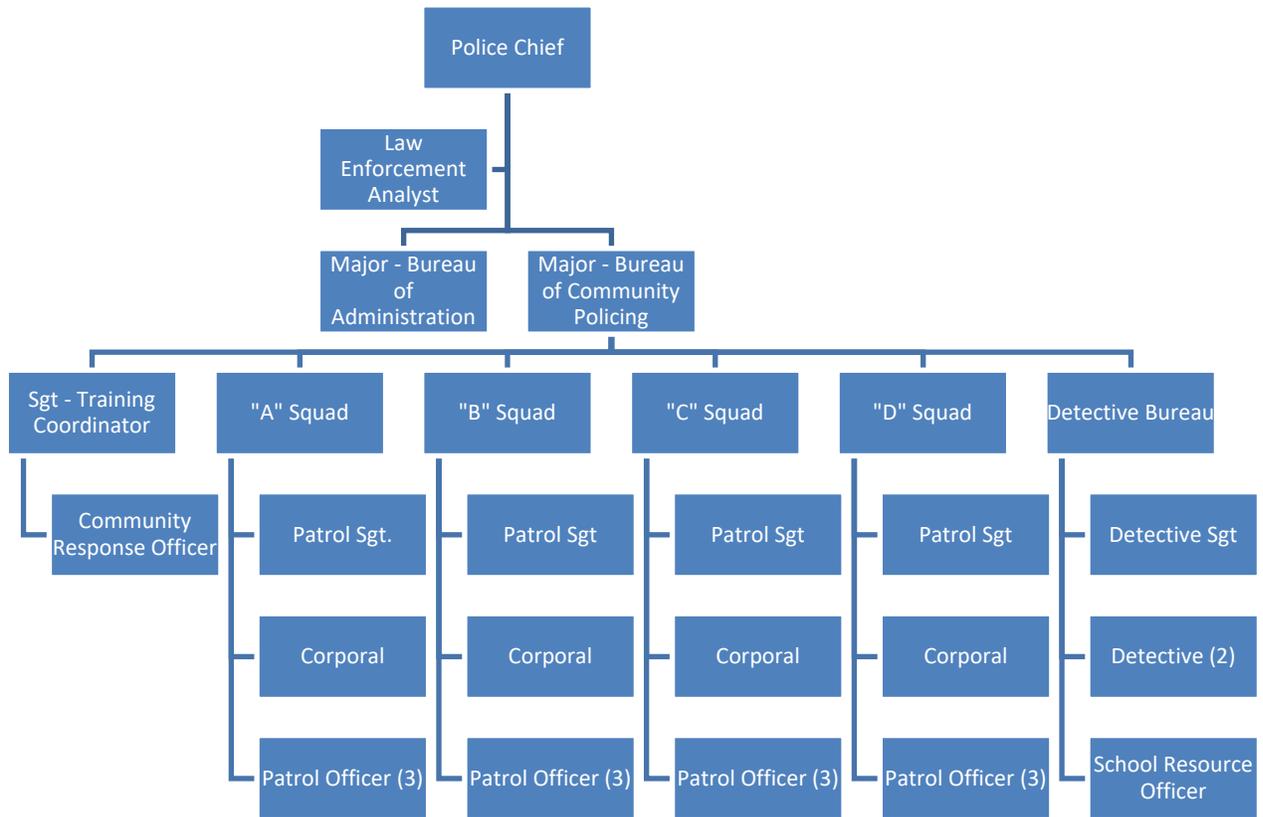
POLICE DEPARTMENT

BUDGETED POSITIONS

Position	2021	2022
Chief	1	1
Major	2	2
Lieutenant	0	0
Sergeant	6	6
Corporal	4	4
Patrolman	13	13
Detective	3	3
Administrative Assistant	0	0
Records Clerk	0	0
Law Enforcement Analyst	1	1
TOTAL	30	30

POLICE DEPARTMENT

ORGANIZATIONAL STRUCTURE



POLICE DEPARTMENT

ACCOUNT DESCRIPTIONS

PERSONNEL SERVICES:

Salaries and Wages Full Time 6000: This line item includes salaries for 30 full-time employees, which is one higher than last budget cycle (\$2,572,454).

Full Time Overtime 6005: This line item provides funds for overtime for manpower requirements, late calls, special details, training, sickness, injury and other unexpected shortages. This item has increased in the event of another major incident such as a homicide or civil unrest. (\$72,000).

Salaries Part Time 6010: This line item provides funds for crossing guards, compensatory time off, illness, training and FMLA absences (\$5,200).

Holiday Expense 6030: This line item provides funds for the Public Safety personnel who receive compensation for working holidays (\$77,000).

Shift Officer Pay 6040: This line item provides funds for police officers who are compensated for being the on-duty watch commander when command staff is absent due to vacation, compensatory time, illness, injury, training and FMLA absences (\$7,650).

Employee Benefits 6065: The City continues to offer this shared coverage as an important employee benefit to attract quality, skilled employees. The City also provides Life Insurance, Long Term and Short-Term Disability Insurance and employee assistance service. This line item provides funds for employee benefits (health care, dental, vision and life insurance, LAGERS and Police and Firefighters pension (\$370,456).

Clothing Allowance 6390: This line item provides funds for uniform allowance to buy and maintain uniforms for all sworn personnel (\$20,160).

MATERIALS AND SUPPLIES:

Supplies and Materials 6420: This line item provides funds for building supplies, equipment supplies, office supplies, Officer Safety Role Play training supplies, firearms training and qualifications supplies and ammunition, and miscellaneous supplies. This item has increased to account for the purchase of ammunition (\$24,725).

Miscellaneous Expense 6445: This line item provides funds for miscellaneous costs for the department (\$1,500).

CONTRACTUAL SERVICES:

REJIS 6140: This line item provides funds for the communication software contract and includes an additional \$4,500 for costs associated with court administration (\$60,000).

Community Relations 6145: This line item provides funds for department promotional items and National Night Out (\$1,000).

Advertising 6160: This line item provides funds for job posting ads for police, dispatcher and civilian employees, listed with the local newspaper (\$500).

Travel and Meetings 6185: This line item provides funds for the CALEA conference for Accreditation Manager and Command Staff, IACP Conference for Chief, Officer Safety conferences for four officers, as well as professional and civic meetings. This item increased with the opening of training courses and availability since COVID (\$15,000).

Petro Products 6195: This line item provides funds for fuel for 15 police vehicles (\$48,835).

Miscellaneous Contractual Expenses 6210: This line item provides funds for contract expenses such as the ECDC contract, the building operation maintenance, police investigative systems, janitorial services, car wash service, evidence tracking, license plate recognition, training, investigations (LeadsOnline), and GPS tracking. This item is difficult to measure accurately as the largest expense (ECDC) does not operate on the same budget cycle as the City (\$437,700).

Training 6240: This line item provides funds for Police Legal Services, St. Louis County Municipal Academy, and miscellaneous training opportunities for the year (i.e., DWI programs, firearms training, specialized training for patrol and detectives, etc.), Street Survival Officer Safety training for four officers, Webster Groves Police Department indoor firearms range for new hire officers, and Arnold Rifle and Pistol Club for annual departmental firearms qualification. This item increased with the opening of training courses and availability since COVID (\$15,000).

Dues and Subscriptions 6365: This line item provides funds for membership to the Missouri Police Chiefs Association, the F.B.I. National Academy, the St. Louis Police Chief's Association, the Major Case Squad, and the I.A.C.P for detectives and command staff. This item increased with the addition of a subscription to I.A.C.P. (\$1,000).

Printing 6375: This line item provides funds for business cards, holiday cards, legal documents, sunshine requests, envelopes and police department letterhead (\$800).

Uniform Purchase 6400: This line item provides funds for purchasing ballistic vests, as well as uniforms and equipment for new hire employees and defective/destroyed items. (\$5,000).

Copier Lease & Copy Overages 6460: This line item funds the Wells Fargo Copier lease contract and Ricoh contract. The Wells Fargo lease covers the department's copy machine including maintenance and supplies. The Ricoh contract covers copy charges and copy overages based upon metered readings (\$2,300).

Jail 6475: This line item provides funds related to the housing of prisoners at the Richmond Heights Police Department and the St. Louis County Justice Center, including prisoner van maintenance (\$5,790).

ASSET FORFIETURE SEIZURE:

Travel Meetings 6185: This line item provides funds for the CALEA conference, IACP Conference, FBI National Academy conference, Officer Safety conferences for officers (\$5,000).

Miscellaneous Contractual 6210: This line item provides funds contract expenses (\$5,000).

Training 6240: This line item provides funds additional training for officers (\$5,000).

Supplies and Materials 6420: This line item provides funds for building, equipment and office supplies (\$5,000).

Capital Expense 6485: This line item provides funds additional capital expenditures for the department (\$5,000).

CAPITAL:

Police Computers 6331: This line item provides funds for 2 rugged laptops, 7 laptops, and 2 printers for Police Department staff based on the IT Desktop and Printer Replacement Plan (\$23,000).

Police Capital Expense 6500: This line item provides capital funds for the following projects (\$148,462):

- Ballistic Vests (\$15,300)
- Cameras at Police Department (\$7,500)
- Dodge Durango Pursuit Vehicles – three vehicles (\$120,000)
- Motorola Radio (\$5,662)

Proposition P – Police Miscellaneous Contractual 6210: This line item provides funds for the Evidence Custodian and for the CALEA Accreditation Manager (\$40,000).

	Prior Year				Current Year				2021-2022 Budget		
	01/01/2018		01/01/2019		01/01/2020		01/01/2021		Projected	Projected	% Change
	- 12/31/2018	- 12/31/2019	- 12/31/2020	- 12/31/2021	- 12/31/2021	- 07/31/2021	Estimated	Proposed	2023	2024	
Expenses											
10-220-6000 SALARIES FULL TIME	\$2,265,194	\$2,277,545	\$2,303,430	\$2,460,000	\$1,401,494	\$2,620,170	\$2,572,454	\$2,588,599	\$2,652,020	4.57%	
10-220-6005 FULL TIME OVERTIME	\$94,594	\$90,940	\$77,773	\$79,000	\$58,599	\$90,000	\$72,000	\$72,000	\$72,000	-8.86%	
10-220-6010 SALARIES PART TIME	\$3,963	\$6,930	\$3,378	\$5,000	\$3,068	\$5,000	\$5,200	\$5,500	\$5,635	4.00%	
10-220-6015 PART TIME OVERTIME	\$0	\$0	\$85	\$0	\$398	\$398	\$0	\$0	\$0	0.00%	
10-220-6030 HOLIDAY EXPENSE	\$54,913	\$86,744	\$89,551	\$76,946	\$46,630	\$76,946	\$77,000	\$78,925	\$80,859	0.07%	
10-220-6040 SHIFT OFFICER PAY	\$3,697	\$9,163	\$10,098	\$5,000	\$7,399	\$5,000	\$7,650	\$7,650	\$7,650	53.00%	
10-220-6065 EMPLOYEE BENEFITS	\$316,770	\$323,323	\$354,353	\$368,331	\$203,405	\$368,331	\$370,456	\$373,583	\$382,736	0.58%	
10-220-6070 EDUCATIONAL BENEFITS	\$520	(\$666)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	
10-220-6140 REGIS COMMUNICATION	\$40,538	\$50,442	\$55,244	\$61,000	\$25,319	\$25,293	\$60,000	\$61,000	\$62,495	-1.64%	
10-220-6145 COMMUNITY RELATIONS	\$712	\$1,742	\$499	\$1,000	\$225	\$225	\$1,000	\$500	\$500	0.00%	
10-220-6160 ADVERTISING	\$1,083	\$1,804	\$498	\$1,000	\$0	\$0	\$500	\$500	\$500	-50.00%	
10-220-6185 TRAVEL/MEETINGS	\$3,193	\$14,020	\$2,904	\$14,000	\$7,299	\$14,000	\$15,000	\$15,000	\$15,000	7.14%	
10-220-6195 PETRO PRODUCTS	\$55,593	\$45,371	\$52,063	\$50,000	\$31,585	\$51,000	\$48,835	\$46,679	\$47,823	-2.33%	
10-220-6210 MISCELLANEOUS CONTRACTUAL EXP	\$379,346	\$438,725	\$431,939	\$408,720	\$183,720	\$153,691	\$437,700	\$442,700	\$422,868	7.09%	
10-220-6240 TRAINING	\$603	\$4,446	\$13,689	\$20,000	\$10,925	\$20,000	\$15,000	\$15,000	\$15,000	-25.00%	
10-220-6365 DUES & SUBSCRIPTIONS	\$1,485	\$1,633	\$1,415	\$2,000	\$1,704	\$1,704	\$1,000	\$1,000	\$1,000	-50.00%	
10-220-6375 PRINTING	\$1,305	\$1,703	\$987	\$800	\$344	\$344	\$800	\$800	\$800	0.00%	
10-220-6390 CLOTHING ALLOWANCE	\$19,431	\$17,435	\$19,080	\$20,160	\$9,360	\$10,800	\$20,160	\$20,160	\$20,654	0.00%	
10-220-6400 UNIFORM PURCHASE	\$19,354	\$12,871	\$7,970	\$2,500	\$3,975	\$6,963	\$5,000	\$3,000	\$3,000	100.00%	
10-220-6420 SUPPLIES & MATERIALS	\$19,175	\$25,293	\$30,427	\$24,000	\$12,603	\$25,000	\$24,725	\$25,331	\$25,331	3.02%	
10-220-6440 POSTAGE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	
10-220-6445 MISCELLANEOUS EXPENSE	\$1,810	\$862	\$1,994	\$1,500	\$782	\$1,500	\$1,500	\$1,500	\$1,500	0.00%	
10-220-6460 COPIER LEASE & COPY COVERAGES	\$0	\$0	\$0	\$0	\$0	\$0	\$2,300	\$2,300	\$2,300	0.00%	
10-220-6475 JAIL	\$5,479	\$13,309	\$3,823	\$8,000	\$4,376	\$3,546	\$5,790	\$5,932	\$5,932	-27.63%	
Totals for Department(s) 220 - Police:	\$3,288,755	\$3,423,637	\$3,461,202	\$3,608,957	\$2,013,211	\$3,479,911	\$3,744,070	\$3,767,659	\$3,825,603	3.74%	
Expenses - Police Seizure											
10-221-6185 Travel Meetings	\$0	\$1,502	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$3,307	0.00%	
10-221-6210 MISCELLANEOUS CONTRACTUAL EXP	\$5,250	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$3,307	0.00%	
10-221-6240 TRAINING	\$29,907	\$18,611	\$5	\$0	\$2,240	\$2,730	\$5,000	\$5,000	\$3,307	0.00%	
10-221-6420 SUPPLIES & MATERIALS	\$2,770	\$2,438	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$3,307	0.00%	
10-221-6485 CAPITAL EXPENSE	\$18,359	\$34,000	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$3,307	0.00%	
Totals for Department(s) 221 - Police Seizure:	\$56,286	\$56,551	\$5	\$0	\$2,240	\$2,730	\$25,000	\$25,000	\$16,535	0.00%	
40 - Capital Improvements Fund											
Expenses											
40-220-6331 POLICE COMPUTER	\$18,653	\$0	\$0	\$0	\$0	\$0	\$23,000	\$9,600	\$42,200	0.00%	
40-220-6500 CAPITAL IMPROVEMENT POLICE	\$23,445	\$112,746	\$173,220	\$160,000	\$173,018	\$174,364	\$148,462	\$0	\$0	-7.21%	
Totals for Department(s) 220 - Police:	\$42,098	\$112,746	\$173,220	\$160,000	\$173,018	\$174,364	\$171,462	\$9,600	\$42,200	7.16%	
40-222-6210 PROP P POLICE MISC CONT.	\$0	\$44,063	\$42,074	\$60,351	\$34,856	\$60,351	\$40,000	\$41,200	\$42,436	-33.72%	
40-222-6331 COMP/EQUIP POLICE PROP P	\$0	\$51,376	\$105,440	\$38,900	\$22,993	\$37,300	\$0	\$0	\$0	-100.00%	
40-222-6521 Prop Police Capital	\$0	\$9,952	\$5,859	\$0	\$0	\$0	\$0	\$0	\$0	N/A	
Totals for Department(s) 222 - PROP P Police:	\$0	\$105,391	\$153,374	\$99,251	\$57,849	\$97,651	\$40,000	\$41,200	\$42,436	-59.70%	

Police Department Soft Body Armor Ballistic Vests \$15,300



Replacement of 18 Point Blank brand soft body armor ballistic vests. The current vests were purchased in October 2016 and have a five-year expiration date.

Police Department Cameras at Police Department \$7,500



This will fund the cost of adding additional cameras to the Police Department Building. Additional cameras will provide better video coverage of the building, parking lot and surrounding grounds.

Police Department Dodge Durango Pursuit Vehicles (3) \$120,000



This will fund the cost of replacing three police vehicles. The amount includes the purchase of the vehicle and the cost to be outfitted with Brentwood markings, computers, prisoner transport systems and emergency equipment

Police Department Motorola Radio \$5,662



This will fund the cost of replacing a Motorola APX 8500 mobile radio for the Police Chief's vehicle.

Public Works Department

- **Streets Division**
- **Sanitation Division**
- **Sewer Lateral Program**

PUBLIC WORKS DEPARTMENT

Mission Statement

To provide courteous and quality service for our residents and all City departments. We will strive to ensure that our streets, sidewalks, curbs, and buildings are safe for public use; use trained staff and outside vendors for vehicle, building, and sewer lateral maintenance in a viable and economical manner; keep our city streets clear and passable during all types of weather; preserve existing street pavements; improve obsolete street pavements and sidewalks; and maintain quality sanitation collections services as well as provide general information and awareness regarding public works services.

Goals & Objectives

1. Utilize new street and sidewalk inventories.
 - a. Determine, access, and prioritize street repair needs.
 - b. Develop action plan for asphalt preservation/sealant applications of mill and overlay streets as needed.
 - c. Identify and prioritize street projects.
 - d. Develop action plan for sidewalk corrective action using both in-house and outside staff.
2. Improve sanitation services throughout the city.
 - a. Reject unacceptable materials placed for recycling, refuse, and yard waste and provide “Oops” stickers to residents to inform of any problematic conditions.
 - b. Encourage non-recyclers to join the city’s efforts through notifications and provide custom receptacles based on space limitations and recycled quantities generated per resident.
 - c. Coordinate special citywide recycling events such as electronics.
 - d. Investigate and encourage sustainability projects citywide.
 - e. Work with the Communications Manager to educate Brentwood constituents on sustainability.
 - f. Coordinate compost tumbler and kitchen pail program delivery for compost project.
4. Revise the sewer lateral program to provide improved balance between revenues and expenses.
 - a. Monitor and report the financial conditions of the annual program; seek to reduce existing sewer lateral program debt.
 - b. Maintain sewer repair spreadsheet and associated costs per address.
5. Zero preventable accidents and injuries.
 - a. Continue employee safety training on all equipment and procedures.
 - b. All Public Works employees attend periodic safety meetings.
 - c. Use outside vendors to assist with training topics and help reduce injuries through educational information.

Accomplishments

1. Completed more than 1,000 LF of sidewalk replacements citywide using conventional methods of removal and replacement. Utilized concrete planer to reduce slight vertical defects with sidewalk slabs to reduce the downtime associated with full slab sidewalk replacements.
2. Completed mill and overlay improvements on Strassner Drive from Brentwood Boulevard to Urban Drive, Urban Drive north of Strassner Drive, Wrenwood Lane from Brentwood Boulevard to the Brentwood Forest entrance, and Parkridge Avenue alley. Additionally, completed five bid alternates for concrete pavement improvements in Hanley Industrial Court, which included locations near Ice Cream Specialties, Brentwood School District, Metro Lighting/Dobbs, Little Fishes Swim School, and other locations.
3. Installed LED lights in Fire Department building and replaced carpet in foyer to building and at City Hall.
4. Applied for and received \$758 rebate from Ameren's BizSavers rebate program for energy efficiency improvements.
5. Completed installation of the replacement HVAC system roof-top unit at the Police Department to provide reliable heating and cooling equipment to replace the original unit.
6. Monitored the Sewer Lateral Policy to ensure that expenses were minimized. Approximately 18 sewer laterals were repaired in 2021. The sewer lateral fund surplus generated was used to transfer funds back to the general fund and reduce the sewer lateral loan value.
7. Received \$7,000 grant from St. Louis County Department of Public Health for the purchase of compost tumblers and stainless steel collection pails. Received approval of similar grant for FY 2022.
8. Completed installation of five decorative Ameren street lights in Brentwood Forest Condominiums and two solar powered street lights in York Village.
9. Completed construction of the decorative street lighting and sidewalk improvements for Rosalie Avenue STP project from Brentwood Boulevard to Swim Club Lane.
10. Completed installation of new concrete pad, bicycle rack, and bicycle repair station at the library.
11. Purchased replacement sanitation truck #2 to provide a new truck for sanitation services routes. Implemented a lease program over a three-year period to spread out purchase costs.
12. As part of the traffic calming program, staff purchased and installed one speed cushion on Rosalie Avenue between Brentwood Boulevard and Swim Club Lane. Additionally, staff purchased and installed two speed cushions on Pine Avenue between Brentwood Boulevard and High School Drive. Staff used the data collectors on several other streets to investigate traffic calming requests.
13. Commenced work on the stormwater master plan to investigate and prioritize water run-off issues citywide and determine construction expenses for future budget cycles.
14. Coordinated with the Parks and Recreation Department on the Surveying Services project to determine ownership and future maintenance responsibilities for city-owned properties. Worked with Parks to replace the obsolete trail between Bridgeport Avenue and White Avenue east of Brentwood Boulevard, which included a segment of Rubberway flexible pavement near mature trees.
15. Received approval from East West Gateway for Russell Avenue pedestrian improvements (Brentwood Blvd. to Bremerton Road), which includes up to \$1 million in STP reimbursement funds.

Performance Measures

<i>Streets</i>	2020 (Actual)	2021 (Estimate)	2022 (Projected)
Total road reconstruction expenditures	\$172,706	\$650,000	\$904,211
Contracted amount of road reconstruction expenditures	\$82,656	\$562,000	\$804,211
% of lane miles assessed as being in satisfactory or better condition	99%	99%	99.5%

PUBLIC WORKS DEPARTMENT

BUDGETED POSITIONS

STREETS

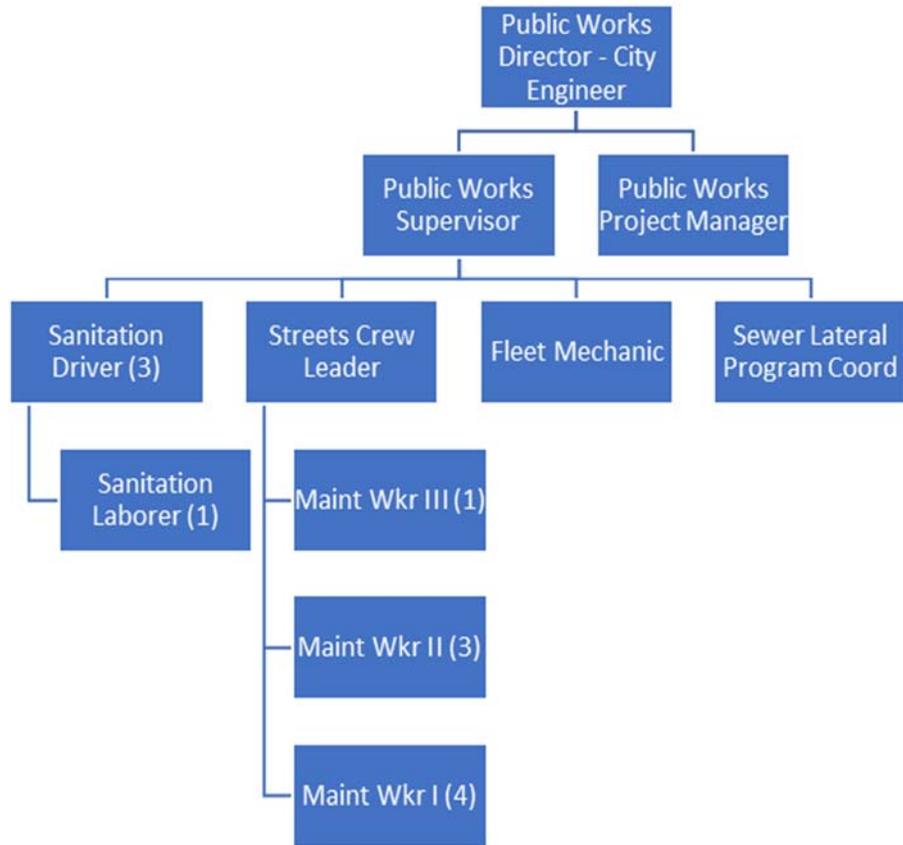
Position	2021	2022
Director/City Engineer	1	1
Supervisor	1	1
Project Manager	1	1
Mechanic	1	1
Maintenance Worker I- Assistant to Mechanic	1	1
Crew Leader	1	1
Sewer Lateral Program Coordinator	1	1
Maintenance III	0	1
Maintenance II	2	3
Maintenance I	6	4
TOTAL	15	15

PUBLIC WORKS DEPARTMENT
BUDGETED POSITIONS

SANITATION

Position	2021	2022
Route Driver	3	3
Laborer	1	1
<hr/>		
TOTAL	4	4

PUBLIC WORKS DEPARTMENT
ORGANIZATIONAL STRUCTURE



PUBLIC WORKS DEPARTMENT-STREETS
ACCOUNT DESCRIPTIONS

PERSONNEL SERVICES:

Salaries Full-time 6000: This line item provides funds for the full-time positions in streets and fleet maintenance (\$823,559).

Full-time Overtime 6005: This line item provides funds for staff overtime as needed to maintain adequate staffing for all public works services including snow removal (\$5,000).

Employee Benefits 6065: The City continues to offer this shared coverage as an important employee benefit to attract quality, skilled employees. The City also provides Life Insurance, Long Term and Short- Term Disability Insurance and employee assistance service. This line item provides funds for employee benefits (health care, dental, vision and life insurance, LAGERS and Police and Firefighters pension (\$184,283).

MATERIALS AND SUPPLIES:

Supplies and Materials 6420: This line item provides funds for supplies and materials for use by the Public Works Department, such as purchases from Home Depot including fasteners and nails; Cintas Corporation for first aid supplies, fire extinguishers, etc.; supplies/materials for specialized equipment/rentals such as man-lifts, front end loaders, etc.; and office supplies such as copier paper, toner, paper towels, etc. (\$30,000).

Supplies and Materials Streets 6425: This line item provides funds to fix pot holes, forms, and expansion joints. Such purchases include concrete and asphalt purchased from Fred Weber, Incorporated, Ango-Kernan (concrete yard cart), and Brentwood Building Supply (topsoil, gravel, etc.), which are required for street maintenance repairs (\$10,000).

Supplies and Maintenance Snow 6430: This line item provides funds for snow supplies including bulk salt, and calcium chloride for sidewalks and city pathways. Cost decreased due to declining salt cost and purchasing power of salt consortium (\$30,000).

CONTRACTUAL SERVICES:

Advertising 6160: This line item provides funds for advertising for job openings and other Public Works information such as the street mill/overlay/sealant RFP documents (\$1,500).

Travel/Meetings 6185: This line item provides funds for the APWA, technical seminars, MSD events such as Trash Bash, and mileage reimbursement for personal vehicle usage (\$2,500).

Petro Products 6195: This line item provides funds for diesel fuel and gasoline and is anticipated to continue to trend at historical rates (\$25,000).

Miscellaneous Contractual Expense 6210: This line item provides funds for Missouri 1 call, security, yearly inspections of garage doors, fire extinguishers, and building sprinkler system, as well as cleaning services for buildings (\$22,700).

Repairs and Maintenance – City Hall 6230: This line item is used for expenses to repair and maintain City Hall. Costs are anticipated to trend on the high side due to life cycle of materials such as furnaces and air conditioners for both city hall and the library, and other mechanical systems including electrical/plumbing which require more frequent repairs due to system age/deterioration (\$25,000).

Training 6240: This line item provides funds for staff training such as mechanical, computer, sewer lateral, safety, equipment/materials training, and public works safety-related topics (\$3,000).

Solid Waste Disposal 6290: This line item provides funds for dump fees (\$7,500).

Dues & Subscriptions 6365: This line item provides funds for Sam’s Club fees and professional dues such as APWA (\$300).

Printing 6375: This line item provides funds for printing expenses such as business cards (\$150).

Uniform Rental 6395: This line item provides funds for employee uniforms, which is rental of pants or shorts via Aramark. Damaged pants or pants that do not fit are replaced as part of the service (\$4,000).

Uniform Purchase 6400: This line item provides funds for purchasing boots, shirts, winter wear, gloves, coats, safety vests, hearing protection, respirators, and safety glasses (\$6,500).

Mosquito Control 6435: This line item provides funds to pay St. Louis County Department of Public Health for larvicides, which are used annually from May through September to reduce mosquito population and municipal chemicals for adulticides for special events. Weekly fogging of adulticides was discontinued for FY 2019 (\$2,000).

Copier Lease & Copy Overages 6460: This line item funds the Wells Fargo Copier lease contract and Ricoh contract. The Wells Fargo lease covers the department’s copy machine including maintenance and supplies. The Ricoh contract covers copy charges and copy overages based upon metered readings (\$2,300).

Forestry 6470: This line item provides funds for stump grinder rental, some small equipment, and removals that Public Works/Parks are not equipped to handle. In addition, this line item provides funds for tree replacements (\$277,480).

CAPITAL:

Repairs and Maintenance 6215: This line item provides funds to repair all City vehicles and equipment: Parks & Recreation, Public Works, Police, Fire, Administration and Planning & Development (\$111,000).

Public Works Computers 6331: This line item provides funds for 2 iPads for the Public Works staff based on the IT Desktop and Printer Replacement Plan (\$1,600).

Capital Improvements Building Maintenance 6505: This line items provides funds to cover miscellaneous repairs to all City buildings (\$31,200).

Capital Improvements 6530: This line item provides funds for the replacement of equipment and tools, street signs, capital projects at City Hall, traffic calming devices, streetlights, and a sanitation truck, as well as funds for surveying, design, and other tasks (\$37,000).

Street Signs	\$15,000
Equipment (chain saws, pressure washer, hoses, etc.)	\$2,000
Traffic Calming Devices	\$20,000
Total	\$37,000

- Street Signs - replacement cost includes posts, hardware, and respective signage
- Equipment - chain saws and other purchases needed for creek clearing and tree limb removal from streets; washing streets prior to crack sealing
- Traffic calming devices include radar-enabled speed limits signs, and any devices deemed necessary to

Streets & Sidewalks 6535: This line item includes funds for sidewalk work, street engineering studies, street assessment report (postponed from FY 2021), three concrete slab projects in Hanley Industrial Court, Promenade, and Parkridge Avenue locations. Funds are budgeted for proposed street/traffic engineering studies as needed such as STP applications (538,957).

Russell Avenue STP Shared Use Path 6621: This line item provides funds for the pedestrian improvements project from Bremerton Rd. to Brentwood Blvd. to provide shared-use path on north side of road. The total project cost is approximately \$1.4 million, with \$1M from the Brentwood Bound budget and the remainder from Public Works. This Surface Transportation Program (STP) project is up to 80% federal reimbursement-funded with reimbursement scheduled for FY 2023 (\$400,000)

Sanitation Truck 2 (VIN #7508) 6540: This line item provides funds for the lease payments, which continue into FY 2022, for the purchase in FY 2021 of the new Peterbilt trash truck. Lease payments are over a three-year period from FY 2021 through FY 2023 (\$71,896).

	Prior Year		Prior Year		Prior Year		Current Year		Current Year		2021-2022		
	01/01/2018		01/01/2019		01/01/2020		Adopted Budget		01/01/2021		Budget		
	- 12/31/2018	- 12/31/2019	- 12/31/2020	01/01/2020	01/01/2021	01/01/2021	01/01/2021	07/31/2021	Estimated	Proposed	Projected	Projected	% Change
Expenses													
10-401-6000 SALARIES FULL TIME	\$712,603	\$724,474	\$752,109	\$775,000	\$427,926	\$775,000	\$823,559	\$848,265	\$873,713	6.27%			
10-401-6005 FULL TIME OVERTIME	\$7,762	\$7,527	\$563	\$15,000	\$1,481	\$4,500	\$5,000	\$5,150	\$5,305	-66.67%			
10-401-6010 SALARIES PART TIME	\$6,250	\$3,153	\$0	\$0	\$765	\$843	\$0	\$0	\$0	0.00%			
10-401-6065 EMPLOYEE BENEFITS	\$204,392	\$201,043	\$231,407	\$247,000	\$128,948	\$203,000	\$184,283	\$189,811	\$195,506	-25.39%			
10-401-6160 ADVERTISING	\$273	\$1,040	\$3,279	\$1,500	\$2,284	\$2,500	\$1,500	\$1,500	\$1,500	0.00%			
10-401-6185 TRAVEL/MEETINGS	\$15,539	\$2,364	\$2,256	\$2,200	\$298	\$2,600	\$2,500	\$2,500	\$2,500	13.64%			
10-401-6195 PETRO PRODUCTS	\$19,893	\$20,448	\$16,033	\$25,000	\$13,797	\$21,000	\$25,000	\$26,000	\$26,000	0.00%			
10-401-6210 MISCELLANEOUS CONTRACTUAL EXP	\$32,886	\$23,987	\$30,389	\$25,000	\$11,864	\$20,000	\$22,700	\$22,700	\$22,700	-9.20%			
10-401-6230 REPAIRS & MAINTENANCE BLDG	\$20,223	\$20,155	\$23,444	\$25,000	\$10,897	\$24,000	\$25,000	\$25,000	\$25,000	0.00%			
10-401-6240 TRAINING	\$3,033	\$770	\$1,788	\$4,000	\$42	\$1,042	\$3,000	\$3,000	\$3,000	-25.00%			
10-401-6290 SOLID WASTE DISPOSAL	\$11,825	\$425	\$14,357	\$8,000	\$0	\$2,000	\$7,500	\$7,500	\$7,500	-6.25%			
10-401-6365 DUES & SUBSCRIPTIONS	\$30	\$15	\$76	\$300	\$0	\$0	\$300	\$300	\$300	0.00%			
10-401-6375 PRINTING	\$0	\$0	\$0	\$150	\$292	\$335	\$150	\$150	\$150	0.00%			
10-401-6395 UNIFORM RENTAL	\$2,074	\$2,336	\$2,724	\$9,000	\$1,273	\$2,100	\$4,000	\$4,000	\$4,000	-55.56%			
10-401-6400 UNIFORM PURCHASE	\$6,509	\$8,643	\$7,107	\$6,500	\$1,641	\$3,000	\$6,500	\$6,500	\$6,500	0.00%			
10-401-6420 SUPPLIES & MATERIALS	\$44,537	\$31,789	\$27,935	\$30,000	\$14,682	\$25,000	\$30,000	\$30,000	\$30,000	0.00%			
10-401-6425 SUPPLIES & MAINT STREETS	\$13,546	\$7,703	\$14,921	\$10,000	\$4,197	\$9,000	\$10,000	\$10,000	\$10,000	0.00%			
10-401-6430 SUPPLIES & MAINT SNOW	\$20,222	\$36,604	\$23,190	\$30,000	\$20,970	\$30,970	\$30,000	\$30,000	\$30,000	0.00%			
10-401-6435 MOSQUITO CONTROL	\$2,783	\$1,315	\$1,203	\$2,500	\$1,447	\$1,447	\$2,000	\$2,000	\$2,000	-20.00%			
10-401-6460 COPIER LEASE & COPY COVERAGES	\$0	\$0	\$0	\$0	\$0	\$0	\$2,300	\$2,300	\$2,300	N/A			
10-401-6470 FORESTRY	\$329,847	\$287,487	\$237,966	\$208,900	\$97,292	\$200,000	\$277,480	\$142,000	\$146,260	32.83%			
Totals for Department(s) 401 - Streets:	\$1,440,228	\$1,381,279	\$1,390,747	\$1,425,050	\$740,097	\$1,328,337	\$1,462,772	\$1,358,677	\$1,394,233	2.65%			
40 - Capital Improvements Fund													
Expenses													
40-401-6331 PUB WKS COMPUTER	\$0	\$592	\$2,139	\$3,600	\$0	\$3,600	\$1,600	\$3,100	\$10,200	-55.56%			
40-401-6530 CAPITAL IMPROVEMENT P.W.	\$308,912	\$745,740	\$612,529	\$367,630	\$56,211	\$240,000	\$37,000	\$32,000	\$32,000	-89.94%			
40-401-6535 STREETS & SIDEWALKS	\$900,392	\$348,094	\$172,706	\$693,560	\$37,484	\$556,487	\$538,957	\$120,000	\$85,000	-22.29%			
40-401-6618 LITZINGER ROAD STP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%			
40-401-6619 HIC PEDESTRIAN STP	\$665,911	\$119	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%			
40-401-6620 ROSALEE STP	\$0	\$19,921	\$3,051	\$401,438	\$25,907	\$198,682	\$0	\$0	\$0	-100.00%			
40-401-6621 RUSSELL AVE STP	\$0	\$0	\$0	\$0	\$0	\$54,772	\$400,000	\$0	\$0	0.00%			
Totals for Department(s) 401 - Streets:	\$1,875,214	\$1,114,466	\$790,425	\$1,466,228	\$119,602	\$1,053,541	\$977,557	\$155,100	\$127,200	-33.33%			
40-601-6505 CAPITAL IMPROVEMENT BLDG MINT	\$43,722	\$54,654	\$74,262	\$40,000	\$30,849	\$40,000	\$31,200	\$35,000	\$30,000	-22.00%			
40-601-6540 LEASE SANITATION TRUCK 2	\$0	\$0	\$0	\$86,250	\$35,948	\$86,250	\$71,896	\$71,896	\$0	-16.64%			
40-601-6541 LEASE SANITATION TRUCK 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%			
Totals for Department(s) 601 - Capital:	\$43,722	\$54,654	\$74,262	\$126,250	\$66,797	\$126,250	\$103,096	\$106,896	\$30,000	-18.34%			

Public Works Department

Street Signs: \$15,000



This line item provides funds for street signs to replace signs that are damaged or obsolete or new signs for safety and visibility improvements as well as meeting the Manual on Uniform Traffic Control Devices (MUTCD) needs as sign standards are modified.

Public Works Department Miscellaneous Equipment Replacement: \$2,000



This line item covers the equipment necessary for the Public Works Department to effectively function in FY 2022. It contains miscellaneous tools such as pavement saws to cut concrete as well as a pressure washer or hoses used for power washing or crack sealing of pavement surfaces. The total for requested funds is based on past use and what equipment is currently in need of replacement or repair. This is a recurring item with a total that fluctuates from year to year based on the department's need.

Public Works Department Traffic Calming Devices: \$20,000



Driver feedback signs such as radar-enabled speed limits signs, speed cushions, and other traffic calming devices are budgeted citywide on as needed basis.

Public Works Department Russell Ave. STP Pedestrian Improvements: \$400,000



Sidewalk improvements are planned for Russell Avenue from Brentwood Blvd. to Bremerton Road. This project is linked to federal project TAP-5577 (638), with a total project cost of approximately \$1,400,000 and approximate federal funds up to \$1,000,000. Funds up to \$1,000,000 from the Brentwood Bound budget will fund construction in FY 2022 with fund reimbursement in FY 2023.

PUBLIC WORKS DEPARTMENT-SANITATION
ACCOUNT DESCRIPTIONS

PERSONNEL SERVICES:

Salaries & Wages Full-time 6000: This line item provides funds for four full time positions (\$188,974).

Full-time Overtime 6005: This line item provides funds for overtime costs including sanitation collection on holidays for full-time employees (\$10,300).

Salaries Part-time 6010: This line item provides funds for part-time positions as sanitation laborers to assist during heavy collections periods (\$15,450).

Employee Benefits 6065: The City continues to offer this shared coverage as an important employee benefit to attract quality, skilled employees. The City also provides Life Insurance, Long Term and Short- Term Disability Insurance and employee assistance service. This line item provides funds for employee benefits (health care, dental, vision and life insurance, LAGERS and Police and Firefighters pension (\$48,060).

MATERIALS & SUPPLIES:

Supplies & Materials 6420: This line item provides funds for carts for rear yard pickups, brooms, shovels, and heavy-duty electric cords for block heaters (\$1,950).

CONTRACTUAL SERVICES:

Advertising 6160: This line item provides funds for recycling information and job ads in local newspapers (\$750).

Petro Products 6195: This line item provides funds for fuel for five sanitation trucks (\$32,000).

Miscellaneous Contractual Expense 6210: This line item provides funds for a rental sanitation truck in the event an existing sanitation truck is out of service for an extended time period, up to one month (\$4,000).

Repairs & Maintenance 6215: This line item provides funds for equipment maintenance. Increase due to additional equipment wear and replacement parts associated with Sanitation Truck 1 & 2 (\$35,000).

Solid Waste Disposal 6290: This line item provides funds for solid waste disposal. This line item includes yard waste, refuse, and recycling processing fees, which are up to \$115/ton with Republic Services per the recycling contract terms (\$223,000).

Printing 6375: This line item provides funds for printing recycling information brochures and educational stickers applied to receptacles containing unacceptable materials (\$1,500).

Uniform Rental 6395: This line item provides funds for employee uniforms, which includes rental of pants and shorts typically via Aramark (\$1,500).

Uniform Purchase 6400: This line item provides funds for boots, rain and winter wear, safety vests, and other protective equipment such as gloves for employees (\$2,500).

CAPITAL:

Sanitation 6554: This line item provides funds for recycle carts, recycle bins and trash dumpsters for new residents and replacement of old units (\$14,000).

	Prior Year		Prior Year		Prior Year		Adopted Budget		Current Year		Proposed		Projected		2021-2022 Budget	
	01/01/2018		01/01/2019		01.01/2020		01/01/2020		01/01/2021		2022		2023		2021-2022 Budget	
	12/31/2018	12/31/2019	12/31/2020	12/31/2020	12/31/2021	12/31/2021	01/01/2021	07/31/2021	Estimated	2021	2022	2023	2024	2024	% Change	
Expenses																
10-402-6000 SALARIES FULL TIME	\$197,238	\$185,882	\$188,245	\$188,000	\$108,446	\$188,000	\$188,000	\$188,974	\$194,643	\$200,483	0.52%					
10-402-6005 FULL TIME OVERTIME	\$14,077	\$11,008	\$10,125	\$10,000	\$4,411	\$10,000	\$10,000	\$10,300	\$10,609	\$10,927	3.00%					
10-402-6010 SALARIES PART TIME	\$0	\$4,503	\$23,567	\$15,000	\$9,840	\$15,000	\$15,000	\$15,450	\$15,914	\$16,391	3.00%					
10-402-6065 EMPLOYEE BENEFITS	\$58,626	\$56,854	\$56,703	\$57,500	\$31,983	\$57,500	\$57,500	\$48,060	\$49,502	\$50,987	-16.42%					
10-402-6160 ADVERTISING	\$182	\$0	\$0	\$1,000	\$0	\$1,000	\$0	\$750	\$750	\$750	-25.00%					
10-402-6195 PETRO PRODUCTS	\$34,681	\$32,602	\$30,328	\$32,000	\$17,535	\$30,100	\$30,100	\$32,000	\$32,000	\$32,000	0.00%					
10-402-6210 Misc Contractual	\$0	\$4,102	\$100	\$4,000	\$100	\$4,000	\$100	\$4,000	\$4,000	\$4,000	0.00%					
10-402-6215 EQUIPMENT MAINTENANCE	\$38,043	\$55,706	\$52,113	\$36,000	\$18,561	\$31,200	\$31,200	\$35,000	\$36,000	\$36,000	-2.78%					
10-402-6290 SOLID WASTE DISPOSAL	\$190,220	\$264,766	\$264,128	\$223,000	\$112,953	\$202,000	\$202,000	\$223,000	\$223,000	\$223,000	0.00%					
10-402-6375 PRINTING	\$150	\$647	\$1,439	\$1,750	\$327	\$654	\$654	\$1,500	\$1,500	\$1,500	-14.29%					
10-402-6395 UNIFORM RENTAL	\$778	\$993	\$942	\$1,500	\$611	\$1,000	\$1,000	\$1,500	\$1,500	\$1,500	0.00%					
10-402-6400 UNIFORM PURCHASE	\$2,364	\$4,364	\$2,500	\$2,500	\$819	\$1,800	\$1,800	\$2,500	\$2,500	\$2,500	0.00%					
10-402-6420 SUPPLIES & MATERIALS	\$1,625	\$1,867	\$1,199	\$1,950	\$418	\$700	\$700	\$1,950	\$1,950	\$1,950	0.00%					
10-402-6445 MISCELLANEOUS EXPENSE	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%					
Totals for Department(s) 402 - Sanitation:	\$537,983	\$623,359	\$631,388	\$574,200	\$306,005	\$538,054	\$564,984	\$573,867	\$581,987	\$581,987	-1.61%					
40 - Capital Improvements Fund																
Expenses																
40-402-6554 SANITATION	\$14,901	\$1,260	\$6,130	\$15,000	\$9,144	\$11,000	\$11,000	\$14,000	\$0	\$0	\$0	\$0	\$0	\$0	-6.67%	
Totals for Department(s) 402 - Sanitation:	\$14,901	\$1,260	\$6,130	\$15,000	\$9,144	\$11,000	\$11,000	\$14,000	\$0	\$0	\$0	\$0	\$0	\$0	-6.67%	

PUBLIC WORKS DEPARTMENT-SEWER LATERAL
ACCOUNT DESCRIPTIONS

CONTRACTUAL SERVICES:

Advertising 6160: This line item provides for publication fees associated with advertising for sewer lateral equipment purchases (\$200).

Misc. Contractual Expense 6210: This line item provides funds for repairing defective sewer laterals. The cost ceiling is \$3,500/property owner/calendar year (\$126,000).

Capital Equipment 6488: This line item provides funds for small equipment used in sewer lateral repairs such as the reel and camera for CCTV inspection work (\$1,000).

Streets and Sidewalks 6535: This line item provides funds for Public Works staff to purchase materials for sidewalk and street replacement impacted by sewer lateral repairs (\$1,000).

Debt Service to General Fund 6555: This is a new line item that provides surplus fund transfers to reduce existing sewer lateral loan from the General Fund (\$18,300).

	Prior Year	Prior Year	Prior Year	Adopted Budget	Current Year	2021-2022 Budget				
	01/01/2018 -12/31/2018	01/01/2019 -12/31/2019	01/01/2020 12/31/2020	01/01/2021 12/31/2021	01/01/2021 07/31/2021	Estimated 2021	Proposed 2022	Projected 2023	Projected 2024	% Change
60 - Sewer Improvements Fund										
Revenues										
60-100-4510	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
60-100-4525	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
60-100-4585	\$171,407	\$147,285	\$143,278	\$147,500	\$0	\$147,500	\$148,000	\$148,000	\$148,000	0.34%
60-100-4625	\$95,000	\$90,000	\$0	\$0	\$0	0	0	0	0	N/A
	\$266,407	\$237,285	\$143,278	\$147,500	\$0	\$147,500	\$148,000	\$148,000	\$148,000	0.34%
Totals for Department(s) 100 - General:	\$266,407	\$237,285	\$143,278	\$147,500	\$0	\$147,500	\$148,000	\$148,000	\$148,000	0.34%
Total Revenues										
Expenses										
60-403-6000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
60-403-6005	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
60-403-6025	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
60-403-6065	\$557	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
60-403-6160	\$0	\$0	\$0	\$200	\$200	\$200	\$200	\$200	\$200	0.00%
60-403-6210	\$293,337	\$151,145	\$132,178	\$126,000	\$40,199	\$126,000	\$126,000	\$126,000	\$126,000	0.00%
60-403-6420	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
60-403-6445	\$35	\$12	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
60-403-6488	\$0	\$0	\$0	\$1,000	\$0	\$1,000	\$1,000	\$1,000	\$1,000	0.00%
60-403-6535	\$1,507	\$0	\$0	\$2,500	\$0	\$1,000	\$1,000	\$1,000	\$1,000	-60.00%
60-403-6555	\$0	\$0	\$20,000	\$30,000	\$0	\$30,000	\$18,300	\$18,300	\$18,300	-39.00%
	\$295,436	\$151,157	\$152,178	\$159,700	\$40,399	\$158,200	\$146,500	\$146,500	\$146,500	-8.27%
Totals for Department(s) 403 - Sewer:	\$295,436	\$151,157	\$152,178	\$159,700	\$40,399	\$158,200	\$146,500	\$146,500	\$146,500	-8.27%
Total Expenses										
BEGINNING FUND BALANCE										
	\$32,121	\$3,091	\$89,220	\$89,520	\$80,320	\$80,320	\$69,620	\$71,120	\$72,620	-22.23%
NET SURPLUS/(DEFICIT)										
	-\$29,030	\$86,128	-\$8,900	-\$12,200	-\$40,399	-\$10,700	\$1,500	\$1,500	\$1,500	-112.30%
ENDING FUND BALANCE										
	\$3,091	\$89,220	\$80,320	\$77,320	\$39,921	\$69,620	\$71,120	\$72,620	\$74,120	-8.02%

Capital Improvements Fund

CAPITAL IMPROVEMENTS FUND

ACCOUNT DESCRIPTIONS – FY 2022

Administration Department Computers 40-101-6331: This line item provides funds for 1 laptop and 2 printers for Administration staff based on the IT Desktop and Printer Replacement Plan (\$2,900).

Fire Department Computers 40-210-6331: This line item provides funds for 1 laptop and 2 tablets for Fire Department staff based on the IT Desktop and Printer Replacement Plan (\$5,400).

Fire Department Capital Expense 40-210-6500: This line item provides capital funds for the following projects (\$68,500):

- Physio Control Monitor (\$32,000)
- Fire Helmets (\$21,500)
- Lucas Chest Compression System (\$15,000)

Police Department Computers 40-220-6331: This line item provides funds for 2 rugged laptops, 7 laptops, and 2 printers for Police Department staff based on the IT Desktop and Printer Replacement Plan (\$23,000).

Police Capital Expense 40-220-6500: This line item provides capital funds for the following projects (\$148,462):

- Ballistic Vests (\$15,300)
- Cameras at Police Department (\$7,500)
- Dodge Durango Pursuit Vehicles – three vehicles (\$120,000)
- Motorola Radio (\$5,662)

Proposition P – Police Miscellaneous Contractual 40-222-6210: This line item provides funds for the CALEA Accreditation Manager, Police Training Role Player, Police Training and CALEA membership (\$40,000).

Judicial Computers 40-301-6331: This line item provides funds for 1 printer for the Court staff based on the IT Desktop and Printer Replacement Plan (\$500).

Judicial Capital Expenses 40-301-6500: This line item provides capital funds for a paper shredder (\$1,500).

Public Works Computers 40-401-6331: This line item provides funds for 2 iPads for the Public Works staff based on the IT Desktop and Printer Replacement Plan (\$1,600).

Capital Improvements 40-401-6530: This line item provides funds for the replacement of equipment and tools, street signs, capital projects at City Hall, traffic calming devices, streetlights, and a sanitation truck, as well as funds for surveying, design, and other tasks (\$37,000).

Street Signs	\$15,000
Equipment (chain saws, pressure washer, hoses, etc.)	\$2,000
Traffic Calming Devices	\$20,000
Total	\$37,000

- Street Signs - replacement cost includes posts, hardware, and respective signage
- Equipment - chain saws and other purchases needed for creek clearing and tree limb removal from streets; washing streets prior to crack sealing
- Traffic calming devices include radar-enabled speed limits signs, and any devices deemed necessary to mitigate speed issues and improve safety

Streets & Sidewalks 40-401-6535: This line item includes funds for sidewalk work, street engineering studies, street assessment report (postponed from FY 2021), three concrete slab projects in Hanley Industrial Court, Promenade, and Parkridge Avenue locations. Funds are budgeted for proposed street/traffic engineering studies as needed such as STP applications (538,957).

Russell Avenue STP Shared Use Path 40-401-6621: This line item provides funds for the pedestrian improvements project from Bremerton Rd. to Brentwood Blvd. to provide shared-use path on north side of road. The total project cost is approximately \$1.4 million, with \$1M from the Brentwood Bound budget and the remainder from Public Works. This Surface Transportation Program (STP) project is up to 80% federal reimbursement-funded with reimbursement scheduled for FY 2023. (\$400,000)

Sanitation 40-402-6554: This line item provides funds for recycle carts, recycle bins and trash dumpsters for new residents and replacement of old units (\$14,000).

Planning & Development Computers 40-501-6331: This line item provides funds for 1 desktop for the Planning and Development staff based on the IT Desktop and Printer Replacement Plan (\$2,700).

Miscellaneous Contractual Expenses 40-601-6210: This line item includes funds for maintenance, support, and subscription contracts on all IT related systems through all departments in the City. (\$285,391)

- Administration – Time Tracking and Financial Systems, Social Media Management and Archiving Systems, Email Marketing system, Adobe Subscriptions for the Communications Manager and Administrative Assistant, the subscription for the City Website, Employee Fraud Monitoring, Visio for the Human Resource Manager, Microsoft Visio for the Human Resources Manager, a subscription to Survey Monkey, and the BoardDocs agenda management system.
- Fire Department: All Fire and EMS systems, CAD Interfaces, Training software, Emergency Notification display, and the Code Red Alert and Notification system.
- Police Department: Systems related to Evidence Tracking, License Plate Recognition, Training, Investigations (LeadsOnline), GPS Tracking, Radios, and Body Worn Camera Auditing software.
- Planning and Development – MyGov modules for Code Enforcement, Business Licensing, Request Tracking, Permits, Inspections, and Contractor Registration.
- Public Works – Microsoft Visio for Public Works Director, Traffic Sensors, Radar Signs, Fleet and Facility maintenance system, , Message Boards, and the Public Works Digital Dashboard Display (Reach).
- Information Technology - All infrastructure systems used to support all departments city wide. This includes VoIP / Phone, Servers, Storage, Networking, Security, Data Center power and cooling, Backups / Disaster Recovery, Desktops, Printers, Microsoft licensing, SSL Certificates, Domain Names, Surveillance, and Badge Access Systems.

Repairs and Maintenance 40-601-6215: This line item provides funds to repair all city vehicles and equipment: Parks and Recreation, Streets, IT, Fire, Police, Administration, and Planning and Development (\$111,000).

Data Systems 40-601-6330: This line item provides funds for city-wide IT system upgrades and project implementations (\$135,260).

- Administration Department – Implement the ability to take online payments through the City Website, and to redesign the City website.
- Judicial Department – Required upgrade of the REJIS firewall
- Fire Department – External surveillance camera to cover east side of the building
- Police Department – Required upgrade of the REJIS firewall, and 2 external surveillance cameras
- Public Works Department – Surveillance camera at the front door of the Public Works building and connecting the City Hall Network Room to the building generator for redundancy.
- Information Technology – Annual network security audit, adding second cooling unit to the City data center in the PD building, Disaster Recovery planning and implementation for City servers, and replacing 6 network switches based on the equipment replacement lifecycle.

Capital Improvements Building Maintenance 40-601-6505: This line items provides funds to cover miscellaneous repairs to all City buildings (\$31,200).

Sanitation Truck 2 (VIN #7508) 40-601-6540: This line item includes funds for the annual debt service payment on the 2021 lease/purchase issue \$258,750 for Sanitation Truck #2 (\$71,896).

Ambulance Lease 40-601-6542: This line item includes funds for the annual debt service payment on the 2020 lease/purchase issue of \$348,120 used to purchase a new ambulance. (116,840).

Debt Service – Series 2017 Refunding 2017 COP 40-601-6547: This line item includes funds for the annual debt service payment on the series 2017 COP of \$5,105,000 for the advance refunding of the 2009 issue which refunded the 2002 COP issue used for construction of the firehouse and city hall renovation (principal only) (\$20,000).

Debt Service - Series 2014 COP (refunded 2003) 40-601-6553: This line item includes funds for the annual debt service payment on the series 2014 COP issue of \$690,000 used for the advance refunding of the 2003 COP issue which was to renovate, improve, furnish and equip the existing library and city hall but does not include the library's share of debt (\$46,400).

Debt Service – Interest and Fiscal Charges 40-601-6556: This line items funds interest and fiscal charges for related debt services for lease/purchases (\$157,689).

**5-YEAR CAPITAL IMPROVEMENT PLAN
(REVENUES and EXPENDITURES)**

		Estimated	Proposed	Projected	Projected	Projected	Projected
REVENUES		2021	2022	2023	2024	2025	2026
4025	Sales Tax	\$2,736,599	\$2,763,965	\$2,791,605	\$2,819,521	\$2,833,619	\$2,847,787
4030	Litzinger Road STP						
4026	Recyle Grant						
4029	Rosalie Ave STP	\$401,438					
4510	Sale of City Property	\$15,650	\$15,807	\$15,965	\$16,124	\$16,285	\$16,448
4525	Interest Income	\$3,729	\$3,766	\$3,804	\$3,842	\$3,880	\$3,919
4599	Debt Proceeds						
4625	Transfers In	\$203,814	\$1,015,740	\$214,148	\$214,148	\$214,148	\$214,148
TOTAL REVENUES		\$3,361,230	\$3,799,277	\$3,025,522	\$3,053,634	\$3,067,932	\$3,082,302
40-101-6331 CAPITAL IMPROVEMENT COMPUTER-ADMINISTRATION							
		Estimated	Proposed	Projected	Projected	Projected	Projected
COMPUTERS		2021	2022	2023	2024	2025	2026
ADMIN	COUNCILCHAMBERP	\$1,600.00					
ADMIN	NEW SURFACE PRO-FINANCE DIRECTOR OFFICE	\$1,900.00					
ADMIN	ASSTFINDIRLPTP		\$1,900.00				
ADMIN	FIN-DIRECTOR-FIN DIRECTOR OFFICE						
ADMIN	COUNCILCHAMBERS			\$1,200.00			
ADMIN	CH-CONF01-CITY HALL CONFERENCE ROOM			\$1,200.00			
ADMIN	AD-DEPCLERKNB			\$1,600.00			
ADMIN	FIN-CLERK			\$1,200.00			
ADMIN	FIN-APCLERK			\$1,200.00			
ADMIN	FIN-ARCLERK			\$1,200.00			
ADMIN	ADCOMMGR-S19-COMMUNICATIONS MANAGER				\$1,900.00		
ADMIN	AD-CITYMGR01-S - CITY ADMINISTRATOR OFFICE					\$1,900.00	
ADMIN	BW-COUNCIL01-COUNCIL CHAMBERS LAPTOP					\$1,600.00	
ADMIN	BW-HR-015-HR MANAGER						\$1,900.00
ADMIN							
PRINTERS							
ADMIN	HP Laserjet P3010 Series--AP/PAYROLL OFFICE		\$500.00				
	HP Laserjet M402dn-COMMUNICATIONS MGR OFFICE			\$500.00			
ADMIN	Color Laserjet M477 fdw-HR MANAGER OFFICE			\$500.00			
ADMIN	HP Laserjet M402dn-AR CLERK OFFICE			\$500.00			
ADMIN	HP Laserjet M402n-ADMIN ASSISTANT OFFICE				\$500.00		
ADMIN	HP Laserjet Pro M454dw-CITY ADMINISTRATOR OFFICE						
ADMIN	HP Laserjet Pro MFP M428fdn-RECEPTION DESK						
ADMIN	CMCOPIER-CITY CLERK OFFICE (RICOH)				\$9,000.00		
ADMIN	FINCOPIER-FINANCE COPY ROOM (RICOH)				\$9,000.00		
ADMIN	HP Laserjet Professional P1606dn-FINANCE DIRECTOR OFFICE		\$500.00				
40-101-6331 TOTAL - CAPITAL IMPROVEMENT COMPUTER - ADMINISTRATION		\$3,500.00	\$2,900.00	\$9,100.00	\$20,400.00	\$3,500.00	\$1,900.00
		Estimated	Proposed	Projected	Projected	Projected	Projected
6500 CAPITAL IMPROVEMENT - ADMINISTRATION		2021	2022	2023	2024	2025	2026
ADMIN	Repaint, recarpet, remodel for new office, new office furniture	\$12,000	\$0	\$0	\$0	\$0	\$0
6500 TOTAL CAPITAL IMPROVEMENT- ADMINISTRATION		\$12,000	\$0	\$0	\$0	\$0	\$0
40-103-6331 CAPITAL IMPROVEMENT COMPUTER - LEGISLATIVE							
LEG	CH-MAYOR				\$1,200		
LEG	Mayor iPad				\$800		
LEG	BOA iPad				\$800		
LEG	BOA iPad				\$800		
LEG	BOA iPad				\$800		
LEG	BOA iPad				\$800		
LEG	BOA iPad				\$800		
LEG	BOA iPad				\$800		
LEG	BOA iPad				\$800		
LEG	BOA iPad				\$800		
40-103-6331 TOTAL - CAPITAL IMPROVEMENT COMPUTER - LEGISLATIVE		\$0	\$0	\$0	\$8,400	\$0	\$0

40-210-6331	CAPITAL IMPROVEMENT - FIRE COMPUTER	Estimated	Proposed	Projected	Projected	Projected	Projected
	COMPUTERS	2021	2022	2023	2024	2025	2026
FD	FDCAP1						
FD	FDCAP2						
FD	Brentwood 2514						
FD	Brentwood 2517						
FD	Asst Chief's iPad						
FD	Chief's iPad						
FD	Inspections 1 Keeping 2 of the iPad Pro's replaced in FY21, and will replace them in FY22		\$1,500				
FD	Inspections 2 Keeping 2 of the iPad Pro's replaced in FY21, and will replace them in FY22		\$1,500				
FD	Fire Marshall - New Device		\$1,900				
FD	AD-ADMINASSTTB			\$1,900			
FD	FD-ASSTCHIEFTB			\$1,900			
FD	FD-CHIEFTB			\$1,900			
FD	FD-TRAININGRM			\$1,200			
FD	FD-TRAININGTV			\$1,200			
FD	FD-OFFICER01			\$1,200			
FD	FD-OFFICER02			\$1,200			
FD	FD-OFFICER03			\$1,200			
FD	FDMEDOFF - SurfacePro				\$1,900		
FD	BFD Ambulance - Surface Pro				\$1,900		
FD	FD-Joker					\$1,200	
	PRINTERS						
FD	ChefPRN (purchased 2009)						
FD	Rip and Run		\$500				
FD	FDCOPIER				\$8,000		
FD	Spare						\$500
40-210-6331	TOTAL - CAPITAL IMPROVEMENT - FIRE COMPUTER	\$0	\$5,400	\$11,700	\$11,800	\$1,200	\$500
40-210-6500	CAPITAL IMPROVEMENT - FIRE	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
FD	Building- TOG cleaning and decon room const. and equip.						
FD	Building- Tube heaters for engine bay						
FD	Building- Engine room floor						
FD	Building- ADA- elevator, parking, new entrance						
FD	Building- Fire Station alerting	\$10,000					
FD	Ballistic Helmets			\$12,000			
FD	Ballistic Vests	\$25,000					
FD	Physical Fitness Equipment						
FD	Replace 26 two way radios						
FD	23 sets of Turnout Gear	\$125,000					
FD	Thermal Imaging Cameras					\$30,000	\$35,000
FD	Basement multi purpose room furniture						
FD	SCBA Compressor						
FD	ADA Barrier Removal Project						
FD	Brentwood Bound UTV						
FD	Building Gear storage/cleaning					\$75,000	
FD	Total Radio Replacement					\$60,000	\$80,000
FD	Technical Rescue Equipment				\$25,000		
FD	Lucas Device		\$15,000	\$15,000			
FD	Physio Control Monitor		\$32,000				
FD	PPE Fire Helmets		\$21,500				
FD	Station Furniture - mattresses/chairs				\$15,000		
FD	PPE Replacement 23 sets Turnout gear						\$130,000
FD	SCBA Compressor					\$90,000	
FD	New Parking Lot						\$350,000
FD	2020 Tahoe - 2501					\$68,750	
40-210-6500	TOTAL - CAPITAL IMPROVEMENT FIRE	\$160,000	\$68,500	\$27,000	\$40,000	\$255,000	\$595,000

40-212-6210		PROP P FIRE MISC CONTRACTUAL	Estimated	Proposed	Projected	Projected	Projected	Projected
			2021	2022	2023	2024	2025	2026
FD	CAD Interface (Global) for ESO		\$1,337					
FD	FD Emergency Reporting Software		\$3,390					
FD	CAD Interface (Global) for FD Emergency Reporting		\$649					
FD	Public Safety Information System for Displays in FD (FirstArriving)		\$1,067					
FD	Active 911 Subscription - Department Wide		\$348					
FD	Target Solutions - Training Software Department Wide		\$3,823					
FD	StreetWise CAD (4 tablets and Global Interface)		\$923					
FD	ESO - Bi-directional connection for an ESO HER customer for Health Data Exchange (HDE) - For Patient Care Reports for Billing		\$525					
FD	Code Red Emergency Alert and Notification System (w/ Weather Warn)		\$8,000					
40-212-6210 (Prop P Fire)		TOTAL - PROP P FIRE MISC CONTRACTUAL	\$20,063	\$0	\$0	\$0	\$0	\$0
40-212-6331		COMP /EQUIP PROP P FIRE	Estimated	Proposed	Projected	Projected	Projected	Projected
			2021	2022	2023	2024	2025	2026
FD	FDCAP1		\$1,400					
FD	FDCAP2		\$1,400					
FD	Brentwood 2514		\$2,400					
FD	Brentwood 2517		\$2,400					
FD	Asst Chief's iPad		\$2,400					
FD	Chief's iPad		\$2,400					
FD	AD-ADMINASSTTB							
FD	FD-ASSTCHIEFTB							
FD	FD-CHIEFTB							
FD	FD-JOKER							
FD	FD-TRAININGRM							
FD	FD-TRAININGTV							
FD	FD-OFFICER01							
FD	FD-OFFICER02							
FD	FD-OFFICER03							
FD	FDMEDOFF - SurfacePro							
		PRINTERS						
FD	ChiefPRN (purchased 2009)		\$500					
FD	FDRIPANDRUN (HPLJ M402n)							
FD	AsstChiefPRN							
FD	Spare							
FD	FDCOPIER							
		PROJECTS						
FD	Deploy City Door Access System in the Fire Department (11 doors)		\$50,600					
FD	Deploy City Surveillance System in the Fire Department (6 cameras / 8 lenses)		\$10,000					
40-212-6331		TOTAL - COMP /EQUIP PROP P FIRE	\$73,500	\$0	\$0	\$0	\$0	\$0
40-212-6520		FIRE COUNTY TAX-PROP P	Estimated	Proposed	Projected	Projected	Projected	Projected
			2021	2022	2023	2024	2025	2026
FD	TECHNICAL RESCUE EQUIPMENT		\$7,000					
FD	STAIR CHAIR FOR NEW AMBULANCE		\$4,000					
40-212-6520		TOTAL - FIRE COUNTY TAX-PROP P	\$11,000	\$0	\$0	\$0	\$0	\$0
40-220-6331		CAPITAL IMPROVEMENT - POLICE COMPUTER	Estimated	Proposed	Projected	Projected	Projected	Projected
			2021	2022	2023	2024	2025	2026
PD	PDPDFSTDS							
PD	BrentwoodPD10							
PD	PDADMIN							
PD	BW-PD09-14			\$4,500				
PD	BRENTWOODPD5			\$4,500				
PD	TRAFFIC-COUNT			\$1,600				
PD	PD-CHIEF			\$1,900				
PD	PD-DET01			\$1,900				
PD	PD-DET02			\$1,900				
PD	PD-DET03			\$1,900				
PD	PD-DETSRGT			\$1,900				

40-222-6210	PROP P. POLICE MISC CONTRACTUAL	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
PD	ITI (Omni) / Tracker Evidence Management	\$6,386					
PD	Vigilant LPR Annual Maintenance - 1 Vehicle (3 cameras) and 1 Messaging Trailer (2 Cameras) - \$775 per camera	\$3,991					
PD	US Fleet Tracking (GPS) - 15 Units and 1 "bait" tracker (\$310 / mo)	\$3,832					
PD	Gaurdian Tracking	\$1,660					
PD	PowerDMS (qty 40) - \$61 each	\$2,440					
PD	McAfee (REJIS MDT's) - Qty 16 @ \$24 each	\$384					
PD	REJIS / ENTRUST Tokens (4 - Spiess, McIntyre, Hawkins, Boshert)	\$108					
PD	Leads Online - TotalTrack Investigation System	\$2,305					
PD	BatchGeo (PIN Mapping Software) - Sr Analyst (qty 1)	\$180					
PD	Accreditation Manager	\$20,000	\$20,000	\$20,600	\$21,218	\$21,218	\$21,218
PD	Role Players for Training Program	\$15,000					
PD	CALEA membership	\$4,065					
PD	Evidence Technician		\$20,000	\$20,600	\$21,218	\$21,218	\$21,218
40-222-6210	TOTAL - PROP P. POLICE MISC CONTRACTUAL	\$60,351	\$40,000	\$41,200	\$42,436	\$42,436	\$42,436
40-222-6331	COMP/EQUIP POLICE PROP P	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
	PROJECTS						
PD	Upgrades required for Panasonic MK4 Body Camera upgrades - 8 bay charging docks (3) and common pair docks (7) for the vehicles	\$13,500					
PD	Patrol Dash Cameras - 2 new vehicles	\$20,000					
PD	PDPROFSTDS	\$1,900					
PD	BrentwoodPD10						
PD	PDADMIN	\$1,900					
PD	BW-PD09-14						
PD	BRENTWOODPD5						
PD	TRAFFIC-COUNT						
PD	PD-CHIEF						
PD	PD-DET01						
PD	PD-DET02						
PD	PD-DET03						
PD	PD-DETSRGT						
PD	PD-MAJOR01						
PD	PD-DETDISP						
PD	PD-EVIDENCE						
PD	PD-ANALYST						
PD	PD-EVIDTECH						
PD	PD-ROLLCALL01						
PD	PD-ROLLCALL02						
PD	PD-ROLLCALL03						
PD	PD-TRAINING						
PD	PD-CONFERENCE01						
PD	BRTPD-30-18						
PD	BW-PD01-19						
PD	BW-PD02-19						
PD	BRTPD-35-19						
PD	BRTPD-31-19						
PD	BRTPD-44-19						
PD	BRTPD-33-19						
PD	BW-PD07-19						
PD	Brentwood PD 34						
PD	PD-JUVENILE						
PD	PD-WATCHCOM01						
PD	PD-WATCHCOM02						
PD	PD-WATCHCOM03						
PD	PD-ANALYST-L						
PD	PD-TRAINING-L						
PD	PD-TRAILER-L						

		Printers					
PD	AsstChiefPRN (purchased 2006)						
PD	PDBOOKING						
PD	RollCallScanner (Scansnap ix500)						
PD	Aficio SP 5210SR - PDMAILROOMCOPIER						
PD	PDCHIEFPRN						
PD	Fujitsu Scansnap ix1500						
PD	PDADMINPRN						
PD	PDROLLCALLPRN						
PD	PDDETRPRN						
40-222-6331	TOTAL - PROP P POLICE COMPUTERS	\$37,300	\$0	\$0	\$0	\$0	\$0
40-301-6331	CAPITAL IMPROVEMENT COMPUTER JUDICIAL	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
	COMPUTERS						
JUD	CT-ADMIN			\$1,200			
JUD	CT-DEPCLERK			\$1,200			
JUD	CT-LAPTOP1				\$1,600		
JUD	CT-LAPTOP2				\$1,600		
	PRINTERS						
JUD	COURT-COPIER				\$8,000		
JUD	CourtsDirPRN		\$500				
40-301-6331	TOTAL COMPUTERS-JUDICIAL	\$0	\$500	\$2,400	\$11,200	\$0	\$0
40-301-6500	CAPITAL IMPROVEMENT - JUDICIAL	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
JUD	Fellowed Powershred 225Ci- 22 Sheet Cross-Cut Shredder		\$1,500				
40-301-6500	TOTAL CAPITAL IMPROVEMENT-JUDICIAL	\$0	\$1,500	\$0	\$0	\$0	\$0
40-401-6331	COMPUTERS-PUBLIC WORKS	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
	COMPUTERS						
PW	PWCLERK						
PW	PW-PROJECTMAN						
PW	PWKIOSK	\$1,400					
PW	Public Works iPad2 (with Cell)	\$800					
PW	MECHANIC	\$1,400					
PW	Public Works iPad1		\$800				
PW	Public Works iPad3 (with Cell)		\$800				
PW	PW-SUPERVISOR			\$1,200			
PW	PW-Director-S18			\$1,900			
PW	PW-Lunchroom				\$1,200		
PW	PW-PROJECTMAN					\$1,900	
	PRINTERS						
PW	Aficio SP 5210SR				\$9,000		
PW	PWDIRPRN						\$500
40-401-6331	TOTAL COMPUTERS-PUBLIC WORKS	\$3,600	\$1,600	\$3,100	\$10,200	\$1,900	\$500

40-401-6530	CAPITAL IMPROVEMENT - PUBLIC WORKS	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
PW	Street Signs	\$15,000	\$15,000	\$10,000	\$10,000	\$10,000	\$10,000
PW	Equipment (chainsaws, pressure washer, hoses, etc.)	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
PW	Traffic Calming Devices (signs, speed cushions, etc.)	\$50,000	\$20,000	\$20,000	\$20,000	\$20,000	\$10,000
PW	Floor Scrubber					\$10,000	
PW	Bobcat Mini-Excavator & Trailer						\$65,000
PW	Backhoe						\$75,000
PW	Miscellaneous Mechanic Tools- Diagnostic Machine						\$2,500
PW	Tire Changer					\$16,629	
PW	Wheel Balancer					\$13,989	
PW	DuraPatcher P1- Pot Hole Patch/Crack Sealer Trailer					\$62,100	
PW	Vinyl Banners for Decorative Street Light Posts					\$4,800	
PW	City Hall- Parking Lot Resurfacing Project					\$81,750	\$53,200
PW	City Hall- Roof Replacement Phases					\$130,000	\$115,000
PW	City Hall- Conversion to LED Interior Lights for Sustainability	\$6,000					
PW	City Hall- Replacement of North Entrance Steps/Gutters (shifted to 2023)					\$25,000	
PW	PW Bldg Fence Improvements- Replacement Chainlink & Privacy Slats						\$10,000
PW	PW Bldg Parking Lot Improvements						\$20,000
PW	Strassner Yard- Fence Removal & Replacement	\$10,000				\$10,000	\$10,000
PW	PD- HVAC System Replacement	\$85,000					
PW	Surveying City Properties (in conjunction with Parks Surveying Project)	\$22,000					
PW	PW Design Services for Proposed Breckenridge Industrial Ct Parks/PW Campus					\$55,000	\$55,000
PW	Construction of Breckenridge Ind. Ct Parks/PW- Offices, Out Buildings- \$1.611M postponed indefinitely		\$0	\$0			
PW-Streets	Ameren Street Light Additions & Private Solar Lights- Use ARPA funds for FY 2022	\$50,000	\$0	\$0	\$0	\$50,000	\$50,000
40-401-6530	TOTAL CAPITAL IMPROVEMENT- PUBLIC WORKS	\$240,000	\$37,000	\$32,000	\$32,000	\$491,268	\$477,700

40-401-6535	TOTAL CAPITAL IMPROVEMENT- STREETS & SIDEWALKS	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
	Sidewalk Work	\$100,000	\$75,000	\$100,000	\$75,000	\$75,000	\$75,000
	Street Engineering Studies		\$20,000	\$20,000	\$10,000	\$10,000	\$1,000
	Street Inventory & Pavement Assessment (shifted to FY 2022)		\$12,000				
	Mill & Overlay Wrenwood Ln (west of Brentwood Blvd)	\$62,980					
	Mill & Overlay Strassner Dr (Brentwood Blvd to Urban Ave)	\$58,625					
	Mill & Overlay Urban Ave (north of Strassner Dr)	\$32,964					
	Mill & Overlay Parkridge Alley (north of Litzinger)	\$20,559					
	Surface Sealant AnnaLee Ave (Manchester to Litzinger)						
	Surface Sealant High School Dr (Eager Rd to Wrenwood Ln)						
	Surface Sealant High School Dr (Wrenwood Ln to West Swan Circle)						
	Surface Sealant High School Dr (West Swan Circle to Moritz Ave)						
	Surface Sealant High School Dr (Moritz Ave to Bridgeport Ave)						
	Surface Sealant High School Dr (Bridgeport Ave to White Ave)						
	Surface Sealant High School Dr (White Ave to Harrison Ave)						
	Surface Sealant High School Dr (Harrison Ave to Litzinger Rd)						
	Surface Sealant High School Dr (Litzinger Rd to Powell Ave)						
	Surface Sealant High School Dr (Powell Ave to divide north of Manchester Rd)						
	Surface Sealant Louis Ave (Manchester Rd to dead-end north of Florence Ave)	\$22,398					
	Surface Sealant Pine Ave (Brentwood Blvd to east to Woodsey Dr)	\$10,547					
	Surface Sealant Spanish Dr	\$4,399					
	Surface Sealant Tilles Dr	\$6,994					
	Surface Sealant Urban Dr (Pine Ave to Lawn Ave)	\$5,217					
	Surface Sealant Urban Dr (Lawn Ave to Strassner Dr)	\$1,027					
	Surface Sealant Urban Dr (Strassner Dr north to dead-end)	\$4,143					
	Surface Sealant Wrenwood Ln (Swallow Dr to Eager Rd)	\$3,276					
	Surface Sealant Woodsey Dr	\$4,000					
	Remove & Replace Concrete- Ice Cream Specialties	\$100,000	\$220,165				
	Remove & Replace Concrete- 1336 Strassner	\$65,010					
	Remove & Replace Concrete- Little Fishes	\$54,348					
	Remove & Replace Concrete- Parkridge Ave (Litzinger Rd to White Ave)		\$74,992				
	Mill & Overlay- Evans Ave (Brentwood Blvd east to Villas)					\$18,090	
	Remove & Replace Concrete- Promenade south entrance near Total Wine		\$136,800				
	FY 2022 Streets- Sealants & Other Work Total					\$237,863	
	FY 2023 Streets- Sealants & Other Work Total					\$796,479	
	FY 2024 Streets- Sealants & Other Work Total						\$643,380
	FY 2025 Streets- Sealants & Other Work Total					\$521,906	
	FY 2026 Streets- Sealants & Other Work Total						\$522,392
40-401-6505	TOTAL CAPITAL IMPROVEMENT- STREETS & SIDEWALKS	\$556,487	\$538,957	\$120,000	\$85,000	\$1,659,338	\$1,241,772
40-401-6620	ROSALIE STP CAPITAL IMPROVEMENT	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
		\$198,682					
40-401-6620	TOTAL CAPITAL IMPROVEMENT- ROSALIE STP	\$198,682	\$0	\$0	\$0	\$0	\$0
40-401-6621	RUSSELL AVE STP CAPITAL IMPROVEMENT	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
		\$54,772	\$400,000				
40-401-6620	TOTAL CAPITAL IMPROVEMENT- RUSSELL AVENUE STP	\$54,772	\$400,000	\$0	\$0	\$0	\$0
40-402-6554	SANITATION CAPITAL IMPROVEMENT	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
	Recycle Carts, Bins, Trash Dumpsters	\$11,000	\$14,000	\$0	\$0	\$0	\$0
40-401-6620	TOTAL CAPITAL IMPROVEMENT- SANITATION	\$11,000	\$14,000	\$0	\$0	\$0	\$0

40-501-6331	CAPITAL IMPROVEMENT COMPUTER-PLANNING/DEV	Estimated	Proposed	Projected	Projected	Projected	Projected
	COMPUTERS	2021	2022	2023	2024	2025	2026
P/D	PLPROJECTOR	\$1,200					
P/D	CUST-SERV	\$1,600					
P/D	New Surface Pro	\$1,900					
P/D	PL-CODEENFORCE		\$1,200				
P/D	New Position in FY22		\$1,500				
P/D	PL-CLERK			\$1,200			
P/D	PL-DIRECTOR			\$1,500			
P/D	iPad				\$800		
P/D	iPad				\$800		
P/D	iPad					\$800	
P/D	iPad					\$800	
P/D	PL-INSPECTOR1-5					\$1,900	
P/D	PL-INSPECTOR2					\$1,400	
P/D	PL-INSPECTOR3					\$1,400	
	PRINTERS						
P/D	PLLeadPrn	\$500					
P/D	PLCOPIER				\$9,000		
P/D	PLPlotter						\$6,000
P/D	PLDIRPRN						
40-501-6331	TOTAL - CAPITAL IMPROVEMENT COMPUTER-PLANNING/DEV	\$5,200	\$2,700	\$2,700	\$10,600	\$6,300	\$6,000
	CAPITAL IMPROVEMENT	Estimated	Proposed	Projected	Projected	Projected	Projected
40-601-6210	MISCELLANEOUS CONTRACTUAL	2021	2022	2023	2024	2025	2026
ADMIN	ADP - Time Tracking	\$31,143	\$32,077	\$33,039	\$34,030	\$35,051	\$36,103
ADMIN	Zobrio / Blackbaud Hosted Financial System	\$11,645	\$11,995	\$12,354	\$12,725	\$13,107	\$13,500
ADMIN	Social media management platform (Sprout Social)	\$1,080	\$1,112	\$1,146	\$1,180	\$1,216	\$1,252
ADMIN	Email marketing software (Mail Chimp)	\$800	\$824	\$849	\$874	\$900	\$927
ADMIN	Archive Social - Social Media Archiving Service	\$2,988	\$3,078	\$3,170	\$3,265	\$3,363	\$3,464
ADMIN	Adobe Creative Cloud - Communications	\$868	\$894	\$921	\$949	\$977	\$1,007
ADMIN	Adobe InDesign - Admin Assistant	\$369	\$380	\$391	\$403	\$415	\$428
ADMIN	CivicPlus - City Website Hosting	\$13,475	\$17,150	\$17,665	\$18,194	\$18,740	\$19,302
ADMIN	Lighthouse Services - Employee Fraud Monitoring	\$567	\$583	\$601	\$619	\$638	\$657
ADMIN	Zoom Meeting and Webinar (qty 1 - billed under IT)						
ADMIN	Visio for HR Manager (billed under IT)						
ADMIN	Board Docs	\$12,360	\$12,731	\$13,113	\$13,506	\$13,911	\$14,329
ADMIN	Survey Monkey - 1 subscription of "Advantage Annual"		\$400	\$412	\$424	\$437	\$450
FD	CAD Interface (Global) for ESO		\$1,430	\$1,473	\$1,517	\$1,562	\$1,609
FD	FD Emergency Reporting Software		\$3,573	\$3,680	\$3,791	\$3,904	\$4,022
FD	CAD Interface (Global) for FD Emergency Reporting		\$649	\$668	\$688	\$709	\$730
FD	Public Safety Information System for Displays in FD (FirstArriving)		\$1,067	\$1,099	\$1,132	\$1,166	\$1,201
FD	Active 911 Subscription - Department Wide		\$348	\$359	\$369	\$380	\$392
FD	Target Solutions - Training Software Department Wide		\$4,020	\$4,140	\$4,264	\$4,392	\$4,524
FD	StreetWise CAD (4 tablets and Global Interface)		\$224				
FD	Zoom Meeting and Webinar (qty 1 - billed under IT)						
FD	ESO - Bi-directional connection for an ESO HER customer for Health Data Exchange (HDE) - For Patient Care Reports for Billing		\$541	\$557	\$574	\$591	\$609
FD	Code Red Emergency Alert and Notification System (w/ Weather Warn)		\$8,240	\$8,487	\$8,742	\$9,004	\$9,274

PD	Tracker Evidence Management		\$6,578	\$6,775	\$6,978	\$6,978	\$7,187
PD	Vigilant LPR Annual Maintenance - 1 Vehicle (3 cameras) and 1 Messaging Trailer (2 Cameras) - \$775 per camera		\$3,991	\$4,111	\$4,234	\$4,234	\$4,361
PD	US Fleet Tracking (GPS) - 15 Units and 1 "bait" tracker (\$310 / mo)		\$3,832	\$3,947	\$4,065	\$4,065	\$4,187
PD	Gaurdan Tracking		\$1,660	\$1,710	\$1,761	\$1,761	\$1,814
PD	PowerDMS (qty 40) - \$61 each		\$2,800	\$5,100	\$5,253	\$5,411	\$5,573
PD	McAfee (REJIS MDT's) - Qty 16 @ \$24 each		\$396	\$407	\$420	\$420	\$432
PD	REJIS / ENTRUST Tokens (qty 7)		\$108	\$111	\$115	\$115	\$118
PD	Leads Online - TotalTrack Investigation System		\$2,305	\$2,374	\$2,446	\$2,446	\$2,519
PD	Zoom Meeting and Webinar (qty 1 - billed under IT)						
PD	BatchGeo (PIN Mapping Software) - Sr Analyst (qty 1)		\$185	\$191	\$197	\$197	\$203
PD	Frontline / BWC Audit and Quality Improvement Software		\$2,000	\$2,060	\$2,122	\$2,122	\$2,185
PD	Flock LPR Annual Subscription - 7 devices		\$17,500	\$18,025	\$18,566	\$18,566	\$19,123
PD	Police Radios Maintenance (qty 44)		\$2,700	\$2,781	\$2,864	\$2,864	\$2,950
PL	HDL Business Licensing - READ ONLY	\$824	\$849	\$874	\$900	\$927	\$955
PL	MyGov (CR, RT, BL, PL, CE)	\$20,400	\$24,960	\$25,709	\$26,480	\$27,274	\$28,093
PL	Zoom Meeting and Webinar (qty 1 - billed under IT)						
PL	GIS Mapping / Layers					\$8,000	\$8,240
PW	GIS Mapping / Layers / Asset Maintenance					\$8,000	\$8,240
PW	Zoom Meeting and Webinar (qty 1 - billed under IT)						
PW	Visio for Public Works Director (billed under IT)						
PW	All Traffic Solutions - Traffic Sensor Data Collectors (qty 2)	\$1,957	\$2,016	\$2,076	\$2,138	\$2,203	\$2,269
PW	Tapco - Radar Feedback Signs (qty 4)	\$3,800	\$3,914	\$4,031	\$4,152	\$4,277	\$4,405
PW	Public Works Digital Dashboard Display (REACH)	\$350	\$361	\$371	\$382	\$394	\$406
PW	Asset Essentials (subscription)- Facility and Fleet Maintenance	\$5,590	\$5,758	\$6,046	\$6,227	\$6,414	\$6,606
PW	Message Boards Annual Subscription (qty 2)		\$1,000	\$1,050	\$1,082	\$1,114	\$1,147

IT	Shoretel / Convergent Communications - Maint and Support	\$4,550	\$4,687	\$4,827	\$4,972	\$5,121	\$5,275
IT	DR Site - Veeam - Annual Subscription		\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
IT	Veeam Backup and Replication	\$3,988	\$2,850	\$2,936	\$3,024	\$3,114	\$3,208
IT	VMware vSphere Essentials Plus Bundle	\$1,106	\$1,140	\$1,174	\$1,209	\$1,245	\$1,283
IT	FortiNet Firewall - Annual Support - City HA Pair (2 total)	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637
IT	FortiClient Anti Virus - Annual Support - 150 seats	\$2,406	\$2,478	\$2,553	\$2,629	\$2,708	\$2,790
IT	APC Data Center Equipment - cooling and power	\$4,793	\$4,937	\$5,085	\$5,237	\$5,394	\$5,556
IT	Surveillance Upgrades - Avigilon	\$4,000	\$4,000	\$4,000	\$4,120	\$4,244	\$4,371
IT	Badge Access System (PD, CH, PR, PW) - RS1	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
IT	Access / Compovault - Offsite Storage - Backup Tapes	\$1,545	\$1,591	\$1,639	\$1,688	\$1,739	\$1,791
IT	SumnerOnePrinter Maintenance Agreement	\$195	\$201	\$207	\$213	\$219	\$226
IT	LogMe In (Remote Support) - qty 100 Central Basic	\$1,660	\$1,710	\$1,761	\$1,814	\$1,868	\$1,924
IT	KnowBe4 - End User Training	\$2,152	\$2,216	\$2,283	\$2,351	\$2,422	\$2,494
IT	Cisco SmartNet for Internet Switch	\$425	\$438	\$451	\$464	\$478	\$493
IT	Zoom Webinar Subscriptions (qty 6 @ \$55/mo)	\$3,960	\$4,079	\$4,201	\$4,327	\$4,457	\$4,591
IT	Microsoft EA Agreement - Microsoft Office365 Subscription Office, Exchange, OneDrive, SharePoint, Skype - 47 G3, 79 G1 CAL Bridge 126 Windows Server User CALS 126 End Point Protection 126 SCCM Clients (For End Point Protection?) StandAlone 4 CPU Sockets of Core Infrastructure Suite - Entitles us to Windows Server Data Center Edition (Used for the 2 HyperV hosts) and System Center DataCenter (for managing End Point Protection in a VM) Planet Technology 5 ProPlus 2 Audio Conference (Shelly Todd and Eric Gruenfelder) 2 Visio (Jason Kotz and Dan Gummershiemer)	\$24,401	\$25,133	\$25,887	\$26,663	\$27,463	\$28,287
IT	HP INFRASTRUCTURE Switches - S500 (2), S120 48 port (2), S120 24 port (5), 2920 48 port (1), 2920 24 port (1), 2530 (3), 2530 24 port (1)	\$6,457	\$6,651	\$6,850	\$7,056	\$7,268	\$7,486
IT	SSL CERTIFICATES www.brentwoodmo.org (Digitcert WildCard SSL)	\$788	\$812	\$836	\$861	\$887	\$914
IT	DOMAINS brentwoodmo.org (Network Solutions)		\$113		\$120		\$127
IT	brentwoodbound.com, org, .net (Dotster)			\$225			
IT	thelinkdistrict.com, org, and .net (Network Solutions)		\$210		\$223		\$236
IT	Professional Services Convergent - Shortel Phone System Professional Services - 4hrs per month @ \$145/hr	\$3,500	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
IT	REJIS (Networking assistance) - 4hrs per month @ \$89/hr	\$2,150	\$4,300	\$4,300	\$4,300	\$4,300	\$4,300
IT	Microsoft Phone Support (2 incidents)	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
IT	IT Technical Consulting (Unknown)	\$1,750	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
40-401-6210	TOTAL - MISCELLANEOUS CONTRACTUAL	\$184,541	\$285,391	\$294,282	\$302,687	\$325,568	\$335,165
		Estimated	Proposed	Projected	Projected	Projected	Projected
40-601-6215	CAPITAL IMPROVEMENT - EQUIPMENT REPAIRS	2021	2022	2023	2024	2025	2026
		\$141,000	\$111,000	\$109,000	\$83,000	\$85,490	\$88,055
	TOTAL - CAPITAL IMPROVEMENT EQUIPMENT REPAIRS	\$141,000	\$111,000	\$109,000	\$83,000	\$85,490	\$88,055

40-601-6330	CAPITAL IMPROVEMENT - DATA SYSTEMS	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
ADMIN	New Finance System	\$24,568					
ADMIN	Integration between ADP/MyGov/RecTrac and the New Finance System	\$10,000					
ADMIN	3-head camera to cover lower City Hall/Library parking lot	\$2,033					
ADMIN	Logitech Meetup in 2 City Hall Meeting Rooms	\$1,869					
ADMIN	Add ability to accept online payments on the City Website		\$3,000				
ADMIN	City Website Re-Design		\$20,900				
COURT	REJIS Cisco ASA Firewall Replacement		\$1,510				
FD	1 Surveillance Camera - Coverage on East Side of Facility		\$2,750				
PD	2 New Surveillance Cameras		\$5,000				
PD	REJIS Cisco ASA Firewall Replacement		\$1,510				
PD	Avigilon Surveillance Server Replacement			\$7,750			
PL	BoardDocs for P&Z and ARB Meetings	\$14,858					
PW	Geo Locating of City Assets			\$12,500	\$12,500	\$12,500	\$12,500
PW	Public Works Digital Dashboard Display (REACH)	\$2,000					
PW	City Hall IT Closet Cooling Unit	\$4,900					
PW	Asset Essentials (Implementation and training) - Facility and Fleet Maintenance	\$5,040					
PW	Surveillance Camera at Front Door of Public Works - 3 head		\$2,750				
PW	City Hall Data Center UPS on Building Generator		\$2,000				
PW	Avigilon Surveillance Server Replacement					\$2,500	
IT	AV Equipment Upgrades - City Wide	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
IT	Network Security Audit (Part of Clayton Agreement)	\$800	\$840	\$10,000	\$926	\$954	\$10,927
IT	Infrastructure - Shared Data Storage	\$41,131					
IT	Infrastructure - VMWare ESXi Hosts (Virtual Servers) - 3	\$43,358					
IT	Data Center A5700 iSCSI Storage Switches (replacing 5800's) - qty. 2 - 24 port Stacked	\$31,135					
IT	Infrastructure - VEEAMSRV (Backup Server)	\$14,880					
IT	Infrastructure - Backup Tape Drive	\$17,678					
IT	Infrastructure - Data Center APC Smart PDU's (qty 2 - 7830)	\$886					
IT	2nd Cooling Unit at Brentwood PD Data Center		\$25,000				
IT	Disaster Recover Planning		\$5,000				
IT	Disaster Recover Implementation - Veeam		\$25,000				
IT	(4) 24-Port HPE 5120 Switches and (2) 48-Port HPE 5120 Switches		\$38,000				
IT	(1) APC PDU 8841			\$850			
IT	KVM Switch and Consoles			\$4,200			
IT	(2) 48-Port HPE 5500 Switches				\$23,000		
IT	Data Center APC InRow SC Cooling unit				\$25,000		
IT	Data Center APC Symetra LX 16000 UPS				\$50,000		
IT	APC Service bypass panel and PDU extender				\$6,000		
IT	Data Center APC Smart PDU's (qty 2 - 8841)				\$1,700		
IT	Replace Physical ShoreTel Server (SHORETEL)				\$10,000		
IT	Phone System Replacement				\$90,711		
IT	Fortinet Firewalls - Scheduled Replacements (qty 2)					\$12,000	
IT	(1) 24-Port HPE 2530 Switch - Public Works						\$1,400
IT	Avigilon Surveillance Server Replacement at City Hall						\$2,500
IT	Wireless Access Points - City Wide (qty 31)						\$5,425
40-601-6330	TOTAL - CAPITAL IMPROVEMENT - DATA SYSTEMS	\$217,137	\$135,260	\$37,300	\$221,837	\$29,954	\$34,752
40-601-6505	CAPITAL IMPROVEMENT BUILDING MAINTENANCE	Estimated	Proposed	Projected	Projected	Projected	Projected
		2021	2022	2023	2024	2025	2026
		\$40,000	\$31,200	\$35,000	\$30,000	\$40,000	\$40,000
40-601-6505	TOTAL - CAPITAL IMPROVEMENT BUILDING MAINTENANCE	\$40,000	\$31,200	\$35,000	\$35,000	\$40,000	\$40,000

DEBT SERVICE						
		Estimated	Proposed	Projected	Projected	Projected
		2021	2022	2023	2024	2025
						2026
40-601-6540	LEASE SANITATION TRUCK 2	\$86,250	\$71,896	\$71,896	\$0	\$0
40-601-6541	LEASE SANITATION TRUCK 1	\$0	\$0	\$0	\$0	\$68,250
40-601-6542	AMBULANCE LEASE 3 YEARS	\$116,840	\$116,840	\$58,420	\$0	\$0
40-601-6543	3 YEAR FIRE TRUCK LEASE	\$0	\$0	\$0	\$0	\$190,000
40-601-6544	LEASE STREET SWEEPER TRUCK 72	\$0	\$0	\$0	\$0	\$87,000
40-601-6547	SERIES 2017 REF COPS	\$10,000	\$20,000	\$15,000	\$0	\$0
40-601-6549	DEBT SVC 2014 LEASE/PURCH	\$0	\$0	\$0	\$0	\$0
40-601-6550	PARK DEBT SERVICE 1993	\$0	\$0	\$0	\$0	\$0
40-601-6551	DEBT SVC 2013 LEASE/PURCH	\$0	\$0	\$0	\$0	\$0
40-601-6552	DEBT SERVICE PUB SAFETY BLDG	\$0	\$0	\$0	\$0	\$0
40-601-6553	SERIES 2003 COP	\$49,300	\$46,400	\$49,300	\$0	\$0
40-601-6556	INTEREST & FISCAL CHGS	\$156,000	\$157,689	\$149,000	\$0	\$0
40-601-6610	PROPERTY ACQUISITION	\$0	\$0	\$0	\$0	\$0
	TOTAL - DEBT SERVICE	\$418,390	\$412,825	\$343,616	\$0	\$345,250

40 - Capital Improvements Fund		Prior Year		Prior Year		Prior Year		Adopted Budget		Current Year		Proposed		Projected		2021-2022 Budget	
Revenues		01/01/2018	01/01/2019	01/01/2020	01/01/2021	01/01/2021	01/01/2021	01/01/2021	01/01/2021	07/31/2021	07/31/2021	07/31/2021	2022	2023	2024	% Change	
		-12/31/2018	-12/31/2019	12/31/2020	12/31/2021	12/31/2021	12/31/2021	12/31/2021	12/31/2021	12/31/2021	12/31/2021	12/31/2021	2022	2023	2024		
40-100-4002	AD VALOREM TAXES	\$0	-\$40		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-100-4025	SALES TAX	\$2,560,988	\$2,597,036	\$2,508,967	\$2,673,470	\$2,673,470	\$2,673,470	\$2,673,470	\$2,673,470	\$1,674,440	\$1,674,440	\$2,736,599	\$2,763,965	\$2,791,605	\$2,819,521	\$2,819,521	3.38%
40-100-4026	RECYCLE GRANT	\$0	\$0	\$12,300	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-100.00%
40-100-4029	ROSALIE AVENUE STP	\$0	\$15,937		\$401,438	\$401,438	\$401,438	\$401,438	\$401,438	\$0	\$0	\$401,438	\$0	\$0	\$0	\$0	-100.00%
40-100-4030	LITZINGER ROAD STP	\$0	\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-100-4032	HIC PEDESTRIAN STP	\$544,840	\$102,250		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-100-4205	GRANTS	\$5,950	\$1,050		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-100-4510	SALE OF CITY PROPERTY	\$0	\$0	\$8,225	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$0	\$15,650	\$15,807	\$15,965	\$16,124	\$16,124	216.13%
40-100-4525	INTEREST INCOME	\$9,053	\$20,198	\$7,793	\$10,353	\$10,353	\$10,353	\$10,353	\$10,353	\$1,915	\$1,915	\$3,729	\$3,766	\$3,804	\$3,842	\$3,842	-63.62%
40-100-4625	TRANSFER IN	\$641,000	\$232,212	\$184,635	\$203,814	\$203,814	\$203,814	\$203,814	\$203,814	\$0	\$0	\$203,814	\$1,015,740	\$214,148	\$214,148	\$214,148	398.37%
40-100-4950	INTERGOVERNMENTAL REVENUE	\$0	\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Totals for Department(s) 100 - General:		\$3,761,832	\$2,968,644	\$2,721,920	\$3,300,075	\$3,300,075	\$3,300,075	\$3,300,075	\$3,300,075	\$1,676,355	\$1,676,355	\$3,361,230	\$3,799,277	\$3,025,522	\$3,053,634	\$3,053,634	15.13%
Total Revenues		\$3,761,832	\$2,968,644	\$2,721,920	\$3,300,075	\$3,300,075	\$3,300,075	\$3,300,075	\$3,300,075	\$1,676,355	\$1,676,355	\$3,361,230	\$3,799,277	\$3,025,522	\$3,053,634	\$3,053,634	15.13%

	Prior Year		Prior Year		Prior Year		Current Year		Proposed		Projected		2021-2022 Budget	
	01/01/2018 -12/31/2018	01/01/2019 -12/31/2019	01/01/2020 12/31/2020	Adopted Budget 01/01/2021 12/31/2021	01/01/2021 07/31/2021	Estimated 2021	2022	Projected 2023	Projected 2024	% Change				
Expenses														
40-101-6331 ADMINISTRATION COMPUTER	\$4,335	\$619	\$4,435	\$3,500	\$0	\$3,500	\$2,900	\$9,100	\$20,400	-17.14%				
40-101-6500 CAPITAL IMPROVEMENT ADMIN	\$0	\$0	\$0	\$12,000	\$0	\$12,000	\$0	\$0	\$0	-100.00%				
Totals for Department(s) 101 - Administration:	\$4,335	\$619	\$4,435	\$15,500	\$0	\$15,500	\$2,900	\$9,100	\$20,400	-81.29%				
40-103-6331 LEGISLATIVE COMPUTER	\$860	\$0	\$3,521	\$0	\$0	\$0	\$0	\$0	\$8,400	N/A				
Totals for Department(s) 103 - Legislative:	\$860	\$0	\$3,521	\$0	\$0	\$0	\$0	\$0	\$8,400	N/A				
40-210-6331 FIRE COMPUTER	\$0	\$0	\$0	\$0	\$0	\$0	\$5,400	\$11,700	\$11,800	N/A				
40-210-6500 FIRE CAPITAL IMPROVEMENT	\$421,164	\$30,272	\$284,957	\$160,000	\$76,500	\$160,000	\$68,500	\$27,000	\$40,000	-57.19%				
Totals for Department(s) 210 - Fire:	\$421,164	\$30,272	\$284,957	\$160,000	\$76,500	\$160,000	\$73,900	\$38,700	\$51,800	-53.81%				
40-212-6210 Prop P Fire Misc Cont	\$0	\$14,132	17,047	20,063	\$14,217	\$20,063	\$0	\$0	\$0	-100.00%				
40-212-6331 COMP/EQUIP PROP P FIRE	\$0	\$24,894	0	\$73,500	\$0	\$73,500	\$0	\$0	\$0	-100.00%				
40-212-6520 County Tax Prop P	\$0	\$43,857	15,888	11,000	\$0	\$11,000	\$0	\$0	\$0	-100.00%				
Totals for Department(s) 212 - PROP P Fire:	\$0	\$82,883	\$32,935	\$104,563	\$14,217	\$104,563	\$0	\$0	\$0	-100.00%				
40-220-6331 POLICE COMPUTER	\$18,653	\$0	\$0	\$0	\$0	\$0	\$23,000	\$9,600	\$42,200	N/A				
40-220-6500 CAPITAL IMPROVEMENT POLICE	\$23,445	\$112,746	\$173,220	\$160,000	\$173,018	\$174,364	\$148,462	\$0	\$0	-7.21%				
Totals for Department(s) 220 - Police:	\$42,098	\$112,746	\$173,220	\$160,000	\$173,018	\$174,364	\$171,462	\$9,600	\$42,200	7.16%				
40-221-6331 POLICE SEIZURE COMPUTER	\$7,929	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A				
Totals for Department(s) 221 - Police Seizure:	\$7,929	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A				
40-222-6210 PROP P POLICE MISC CONT.	\$0	\$44,063	\$42,074	\$60,351	\$34,856	\$60,351	\$40,000	\$41,200	\$42,436	-33.72%				
40-222-6331 COMP/EQUIP POLICE PROP P	\$0	\$51,376	\$105,440	\$38,900	\$22,993	\$37,300	\$0	\$0	\$0	-100.00%				
40-222-6521 Prop Police Capital	\$0	\$9,952	\$5,859	\$0	\$0	\$0	\$0	\$0	\$0	N/A				
Totals for Department(s) 222 - PROP P Police:	\$0	\$105,391	\$153,374	\$99,251	\$57,849	\$97,651	\$40,000	\$41,200	\$42,436	-59.70%				
40-301-6331 JUDICIAL COMPUTER	\$1,951	\$3,196	\$0	\$500	\$0	\$0	\$500	\$2,400	\$11,200	0.00%				
40-301-6500 CAPITAL IMPROVEMENT JUDICIAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500	\$0	\$0	N/A				
Totals for Department(s) 301 - Courts:	\$1,951	\$3,196	\$0	\$500	\$0	\$0	\$2,000	\$2,400	\$11,200	300.00%				

	Prior Year		Prior Year		Prior Year		Adopted Budget		Current Year		Proposed		Projected		2021-2022 Budget	
	01/01/2018	01/01/2019	01/01/2020	12/31/2019	01/01/2021	12/31/2020	01/01/2021	12/31/2021	07/31/2021	01/01/2021	Estimated	2022	2023	2024	2021	% Change
40-401-6331	\$0	\$592	\$2,139	\$3,600	\$3,600	\$0	\$0	\$3,600	\$1,600	\$3,100	\$10,200	\$3,100	\$10,200	\$3,100	\$10,200	-55.56%
40-401-6530	\$308,912	\$745,740	\$612,529	\$367,630	\$56,211	\$56,211	\$56,211	\$240,000	\$37,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	-89.94%
40-401-6535	\$900,392	\$348,094	\$172,706	\$693,560	\$37,484	\$37,484	\$37,484	\$558,957	\$120,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	-22.29%
40-401-6618	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-401-6619	\$665,911	\$119	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-401-6620	\$0	\$19,921	\$3,051	\$401,438	\$25,907	\$25,907	\$25,907	\$198,682	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-100.00%
40-401-6621	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$54,772	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Totals for Department(s) 401 - Streets:	\$1,875,214	\$1,114,466	\$790,425	\$1,466,228	\$119,602	\$119,602	\$119,602	\$977,557	\$155,100	\$127,200	\$127,200	\$127,200	\$127,200	\$127,200	\$127,200	-33.33%
40-402-6554	\$14,901	\$1,260	\$6,130	\$15,000	\$9,144	\$9,144	\$9,144	\$11,000	\$14,000	\$0	\$0	\$0	\$0	\$0	\$0	-6.67%
Totals for Department(s) 402 - Sanitation:	\$14,901	\$1,260	\$6,130	\$15,000	\$9,144	\$9,144	\$9,144	\$11,000	\$14,000	\$0	\$0	\$0	\$0	\$0	\$0	-6.67%
40-501-6331	\$1,956	\$0	\$5,627	\$3,300	\$0	\$0	\$0	\$5,200	\$2,700	\$2,700	\$10,600	\$2,700	\$10,600	\$2,700	\$10,600	-18.18%
40-501-6500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Totals for Department(s) 501 - Planning/Dev:	\$1,956	\$0	\$5,627	\$3,300	\$0	\$0	\$0	\$5,200	\$2,700	\$2,700	\$10,600	\$2,700	\$10,600	\$2,700	\$10,600	-18.18%
40-601-6210	\$206,465	\$157,255	\$154,171	\$208,262	\$110,448	\$110,448	\$110,448	\$184,541	\$285,391	\$294,282	\$302,687	\$294,282	\$302,687	\$294,282	\$302,687	37.03%
40-601-6215	\$128,292	\$159,655	\$115,323	\$141,000	\$80,261	\$80,261	\$80,261	\$141,000	\$111,000	\$109,000	\$83,000	\$109,000	\$83,000	\$109,000	\$83,000	-21.28%
40-601-6330	\$143,717	\$94,748	\$55,026	\$250,283	\$166,578	\$166,578	\$166,578	\$217,137	\$135,260	\$37,300	\$221,837	\$37,300	\$221,837	\$37,300	\$221,837	-45.96%
40-601-6505	\$43,722	\$54,654	\$74,262	\$40,000	\$30,849	\$30,849	\$30,849	\$40,000	\$31,200	\$35,000	\$30,000	\$35,000	\$30,000	\$35,000	\$30,000	-22.00%
40-601-6540	\$0	\$0	\$0	\$86,250	\$35,948	\$35,948	\$35,948	\$86,250	\$71,896	\$71,896	\$0	\$71,896	\$0	\$0	\$0	-16.64%
40-601-6541	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-601-6542	\$0	\$0	\$38,420	\$0	\$57,940	\$57,940	\$57,940	\$116,840	\$116,840	\$58,420	\$0	\$58,420	\$0	\$0	\$0	N/A
40-601-6543	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-601-6544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-601-6547	\$0	\$1,935	\$15,000	\$10,000	\$0	\$0	\$0	\$10,000	\$20,000	\$15,000	\$0	\$15,000	\$0	\$0	\$0	100.00%
40-601-6549	\$41,706	\$41,706	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-601-6550	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-601-6551	\$84,114	\$84,114	\$82,039	\$116,840	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-100.00%
40-601-6552	\$5,971	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
40-601-6553	\$0	\$0	\$46,400	\$49,300	\$0	\$0	\$0	\$49,300	\$46,400	\$49,300	\$0	\$49,300	\$0	\$0	\$0	-5.88%
40-601-6556	\$0	\$0	\$152,472	\$156,000	\$24,627	\$24,627	\$24,627	\$156,000	\$157,689	\$149,000	\$0	\$149,000	\$0	\$0	\$0	1.08%
40-601-6610	\$198,434	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Totals for Department(s) 601 - Capital:	\$852,420	\$594,066	\$753,112	\$1,057,935	\$506,650	\$506,650	\$506,650	\$1,001,068	\$975,676	\$819,198	\$637,524	\$819,198	\$637,524	\$819,198	\$637,524	-7.78%
Total Expenses	\$3,222,828	\$2,044,899	\$2,207,735	\$3,082,277	\$956,979	\$956,979	\$956,979	\$2,622,887	\$2,260,195	\$1,077,998	\$951,760	\$1,077,998	\$951,760	\$1,077,998	\$951,760	-26.67%

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Economic Development Fund

ECONOMIC DEVELOPMENT FUND

ACCOUNT DESCRIPTIONS – FY 2022

Debt Service Series 2019 COPs Principal: This line item accounts for the debt service payments to be made for the Series 2019 COPs that will be used to fund the Brentwood Bound Plan (\$1,125,000).

Debt Service Series 2019 COPs Interest: This line item accounts for the interest payments to be made for the Series 2019 COPs that will be used to fund the Brentwood Bound Plan (\$1,446,000).

	Prior Year		Prior Year		Adopted Budget		Current Year		Estimated		Proposed		Projected		2021-2022 Budget	
	01/01/2018 - 12/31/2018	01/01/2019 - 12/31/2019	01/01/2020 - 12/31/2020	01/01/2021 - 12/31/2021	01/01/2021 - 12/31/2021	01/01/2021 - 07/31/2021	01/01/2021 - 07/31/2021	2021	2022	2023	2024	2023	2024	2023	2024	% Change
41 - Economic Development																
Revenues																
41-100-4025	\$0	\$0	\$2,966,080	\$3,200,000	\$3,200,000	\$2,044,968	\$3,393,822	\$3,427,760	\$3,462,038	\$3,496,658						7.12%
41-100-4525	\$0	\$0	\$30	\$3,000	\$3,000	\$114	\$125	\$129	\$133	\$137						-95.71%
Totals for Department(s) 100 - General:	\$0	\$0	\$2,966,110	\$3,203,000	\$3,203,000	\$2,045,082	\$3,393,947	\$3,427,889	\$3,462,171	\$3,496,795						7.02%
Total Revenues	\$0	\$0	\$2,966,110	\$3,203,000	\$3,203,000	\$2,045,082	\$3,393,947	\$3,427,889	\$3,462,171	\$3,496,795						7.02%
Expenses																
41-601-6550	\$0	\$0	\$455,000	\$1,095,000	\$1,095,000	\$455,000	\$1,095,000	\$1,125,000	\$1,160,000	\$1,195,000						2.74%
41-601-6556	\$0	\$0	\$744,449	\$1,478,850	\$1,478,850	\$1,258,533	\$1,478,850	\$1,446,000	\$1,412,250	\$1,377,450						-2.22%
Totals for Department(s) 601 - Capital:	\$0	\$0	\$1,199,449	\$2,573,850	\$2,573,850	\$1,713,533	\$2,573,850	\$2,571,000	\$2,572,250	\$2,572,450						-0.11%
Total Expenses	\$0	\$0	\$1,199,449	\$2,573,850	\$2,573,850	\$1,713,533	\$2,573,850	\$2,571,000	\$2,572,250	\$2,572,450						-0.11%
Transfers																
41-601-7005	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0						N/A
Totals for Department(s) 601 - Capital:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0						N/A
Total Transfers	\$0	\$0	\$0	\$0						N/A						
			\$1,199,449	\$2,573,850	\$2,573,850	\$1,713,533	\$2,573,850	\$2,571,000	\$2,572,250	\$2,572,450						-0.11%
BEGINNING FUND BALANCE	\$0	\$0	\$0	\$587,468	\$1,766,661	\$1,766,661	\$1,766,661	\$2,586,758	\$3,443,647	\$4,333,568						340.32%
NET SURPLUS/(DEFICIT)	\$0	\$0	\$1,766,661	\$629,150	\$629,150	\$331,549	\$820,097	\$856,889	\$889,921	\$924,345						36.20%
ENDING FUND BALANCE	\$0	\$0	\$1,766,661	\$1,216,618	\$1,216,618	\$2,098,211	\$2,586,758	\$3,443,647	\$4,333,568	\$5,257,913						183.05%

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Parks and Recreation Department

PARKS AND RECREATION DEPARTMENT

Mission Statement

Provide exceptional spaces and opportunities for a sustainable future that best serves the evolving needs of our community.

Goals and Objectives

1. Prepare for the opening of the new Brentwood Park in 2023.
 - a. Work with construction manager and contractors on park amenity projects.
 - b. Continue to update the community on Brentwood Bound and how it will positively impact the City.
 - c. Create at least four new community events using the amenities in Brentwood Park.
 - d. Use the Operation and Maintenance Manual, developed for Brentwood Bound, to add Brentwood Park into the Park Maintenance Work Procedure Manual.
2. Continue to rebuild Brentwood Parks & Recreation Department programming after the pandemic.
 - a. Offer more family-oriented programming.
 - b. Increase program offerings and participation in Senior programming.
 - c. Continue to rebuild ice rink programming.
 - d. Expand on virtual health and fitness initiatives for youth and families.
 - e. Continue to offer STEM programs and activities.
3. Expand the marketing efforts of the Parks & Recreation Department.
 - a. Review and revise the marketing plan.
 - b. Increase social media posts highlighting department achievements and using customer-created content.
 - c. Increase the use of traditional marketing and other platforms outside social media.
 - d. Develop a sponsorship/donor program for local organizations to assist with new programs and events.
4. Investigate and implement sustainable practices to benefit both the department and the Brentwood community.
 - a. Work with the Sustainability Commission to ensure Parks & Recreation facilities are incorporated into the Sustainability Plan.
 - b. Ensure that planned sustainable practices for Brentwood Bound are completed, maintained and celebrated.
 - c. Offer at least one environmental educational opportunity in each brochure for youth and adult.
5. Complete the National Recreation and Park Association Accreditation Process for the Department.
 - a. Complete the Accreditation Report.
 - b. Submit report to NRPA for review.
 - c. Schedule Visitation Visit to coincide after the opening of Brentwood Park to showcase Brentwood Bound.

Accomplishments

1. Hosted Brentwood Backyard Bash, a community and family-friendly event attended by over 2,500 people, as a pandemic alternative for Brentwood Days.
2. Completed a mill and overlay of the Brentwood Sports Complex parking lot and pathways.
3. Coordinated City-wide storm debris clean up after multiple severe storms throughout the summer.
4. Coordinated the City's composting program by handling all registration for the program and hosting "Composting at Home," discussing the best composting practices, which was a precursor for residents receiving their composting devices.
5. Launched the department's online registration website, allowing the Brentwood community to easily register for programs, activities and events from their home computer or phone. The department processed close to \$100,000 in revenue since launching in February.
6. Began the removal of honeysuckle and other invasive species in the wooded natural area in Oak Tree Park. This multi-year project will yield similar results to the efforts underway at Memorial Park.
7. Installed two EV pedestal mount charging stations at the Brentwood Recreation Complex. Use of the stations help avoid over 2,700 kg of greenhouse gas emissions, the equivalent of planting 74 trees and letting them grow for ten years.
8. Upgraded the lighting at the Gateway Fountain with high efficiency, LED bulbs.
9. Enhanced the Hanley Park Dog Park by installing an all-weather crushed granite surface.
10. Planted 1,300 bare-root whips in Memorial Woods as part of ongoing efforts to restore natural woodland habitat. These species, all native to Missouri, include blackberry, buttonbush, arrowwood viburnum, false indigo, wild plum, aromatic sumac, and ninebark.
11. Assisted the Public Works Department with the installation of a new pathway between Bridgeport Ave. and White Ave., while ensuring the safety of the trees located in the walkway.
12. Installed "Dashes" in Memorial Park. This sculpture by local artist Jessie Cargas will be on loan to the City of Brentwood until 2023 as part of the Sculpture on the Move program, at which time the City can choose to purchase the sculpture from the artist.
13. Awarded \$370,000 from the Municipal Park Grant Commission for the construction of the new pavilion and event lawn for Brentwood Park.
14. A staff member received their Certified Parks & Recreation Professional (CPRP) certification. A separate staff member earned their Ice Maintenance & Equipment Operation (IMEO) certification.
15. Installed LiveBarn, providing online live and on-demand replay broadcasts of hockey games, at the Brentwood Ice Rink.
16. Increased followers on the Brentwood Parks & Recreation Facebook page by 17%.
17. Hosted St. Louis Cardinals 3rd Baseman Nolan Arenado at the Brentwood Sports Complex for a segment he was filming for the Bleacher Report website.

Performance Measures

<i>Parks and Recreation</i>	2020 (Actual)	2021 (Estimate)	2022 (Projected)
Percentage of parks properly maintained per park inspection index	78.23%	79.87%	80.00%
Cost of park maintenance per acre maintained	\$9,669.34	\$12,038.12	\$13,237.56
Operating revenue per capita	\$67.01	\$111.42	\$134.06
Operating expenditures per capita	\$273.05	\$307.81	\$339.69
Percentage of cost recovery for the Brentwood Recreation Complex	45.39%	64.21%	72.84%
Percentage of cost recovery for all programs	48.12%	108.05%	100.57%
Average annual training hours per full-time equivalent employee	10.23	18.00	20.00

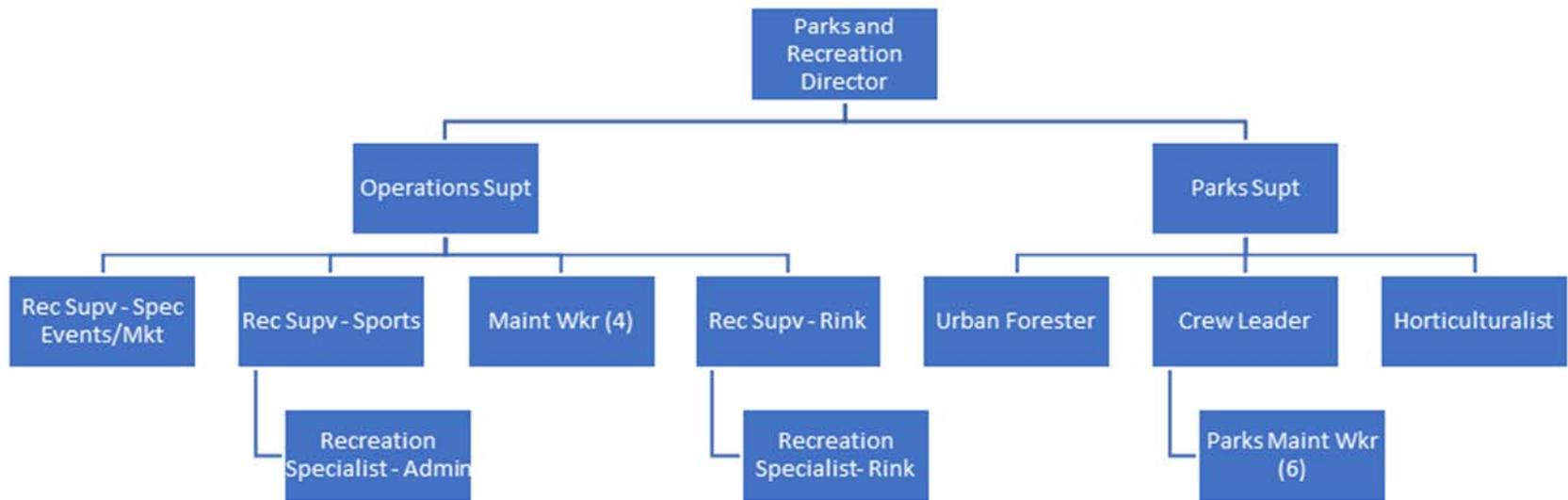
PARKS AND RECREATION DEPARTMENT

BUDGETED POSITIONS

Position	2020	2021
Parks and Recreation Director	1	1
Superintendent	2	2
Recreation Supervisor	3	3
Program Coordinator	2	2
Urban Forester	1	1
Horticulturalist	1	1
Crew Leader	1	1
Maintenance III	1	1
Maintenance II	4	4
Maintenance I	5	5
Total	21	21

PARKS AND RECREATION DEPARTMENT

ORGANIZATIONAL STRUCTURE



PARKS AND RECREATION DEPARTMENT

ACCOUNT DESCRIPTIONS

PERSONNEL SERVICES:

Salaries & Wages Full-time 6000: This line item provides funds for the full-time recreation positions in the Parks & Recreation department (\$578,484).

Full-time Overtime 6005: This line item provides funds for Brentwood Recreation Complex maintenance staff who work overtime and holidays (\$5,500).

Salaries Part-time Parks 6009: This line item provides funds for part-time and seasonal park employees (\$30,000).

Salaries Part-time Administration 6010: This line item provides funds for part-time employees: Building Managers working at the Community Center and Interns (\$60,977).

Salaries Part-time Ice Rink 6011: This line item provides funds for the part-time employees: Skate Guards and Learn to Skate Assistants (\$35,476).

Salaries Part-time Rink Programming 6012: This line item provides funds for the part-time employees: Hockey Scorekeepers and Skating Instructors (\$39,239).

Salaries Part-time Sports 6013: This line item provides funds for part-time employees: Softball Umpires, Softball Field Supervisors, Volleyball Referees and Sand Volleyball Referees (\$36,768).

Part-time Overtime Administration 6015: This line item provides funds for part-time employees (Building Managers working at the Community Center) working on holidays (\$1,840).

Part-time Overtime Ice Rink 6016: This line item provides funds for part-time rink employees (Building Managers working at the Ice Rink and Skate Guards) working on holidays (\$6,902).

Part-time Overtime Rink Program 6017: This line item provides funds for part-time rink program employees (Hockey Scorekeepers and Skating Instructors) working on holidays (\$2,187).

Salaries Part-time Magic Bus Drivers 6018: This line item provides funds for part-time Magic Bus Drivers (\$20,639).

Part-time Rink Administration 6019: This line item provides funds for the part-time employees: Building Manager working at the Ice Rink (\$74,262).

Salaries & Wages Full-time Parks 6020: This line item provides funds for the full-time park maintenance positions in the Parks and Recreation Department (\$487,794).

Salaries Part-time General Programming 6021: This line item provides funds for part-time employees to assist with general program such as Parents' Night Out (\$1,254).

Full-time Overtime Parks 6022: This line item provides funds for full-time park maintenance employees working overtime for special events such as Brentwood Days or snow removal (\$6,000).

Part-time Overtime Parks 6024: This line item provides funds for part-time and seasonal park employees working overtime and working on Holidays (\$3,000).

Employee Benefits 6065: The City continues to offer this shared coverage as an important employee benefit to attract quality, skilled employees. The City also provides Life Insurance, Long Term and Short-Term Disability Insurance and Employee Assistance Service. This line item provides funds for employee benefits (health care, dental, vision and life insurance, LAGERS) (\$327,550).

Educational Benefits 6070: This line item provides funds for the reimbursement for full-time staff to attend work-related college classes (\$500).

Insurance Workers Compensation 6150: This line item provides funds to cover worker's compensation insurance for employees (\$157,714).

MATERIALS & SUPPLIES:

Supplies & Materials 6420: This line item provides funds for supplies for the Community Center including custodial supplies, office equipment and miscellaneous expenditures (\$32,300).

Supplies & Materials Parks 6421: This line item provides funds for supplies related specifically to parks including landscaping materials such as plants, flowers and mulch, materials for turf and athletic field maintenance and materials to maintain park facilities (\$100,000).

Supplies & Materials Ice Rink 6422: This line item provides funds for supplies for the Ice Rink including replacement skates and skate aides, materials for hockey goals and ice rink materials such as paint, lines and glass (\$35,000).

Supplies & Materials Fitness 6423: This line item provides funds for supplies for fitness programs (\$250).

Supplies & Materials General Programming 6424: This line item provides funds for supplies for general programs including craft and snack supplies for youth programs and miscellaneous supplies for youth and adult programs (\$2,944).

Supplies & Materials Special Events 6425: This line item provides funds for supplies for the Sweetheart Dance, Adult Egg Hunt, Eggstravaganza, Music on the Menu and Halloween Event (\$2,700).

Supplies & Materials Sports 6426: This line item provides funds for supplies for the Adult Softball Leagues, Volleyball Leagues, as well as other youth and adult sports programs (\$6,742).

Supplies & Materials Senior Programming 6427: This line item provides funds for supplies for the Adult Softball Leagues, Volleyball Leagues, as well as other youth and adult sports programs (\$5,385).

Miscellaneous Expense 6445: This line item provides funds for miscellaneous expenses within the Parks and Recreation Department (\$1,000).

CONTRACTUAL SERVICES:

Utilities 6115: This line item includes the yearly bill amounts for Cable, Internet and Wi-Fi, Telephones, Water, Sewer and Electric usage at the Recreation Complex (\$140,000).

Utilities Parks 6116: This line item includes the yearly bill amounts for Water, Sewer, Electric and Natural Gas (Norm West Park) usage in the parks (\$90,000).

Recreation Program Sports 6122: This line item provides funds for contractual program expenses related to instructing youth soccer, T-Ball and sports camps (\$3,906).

Rink Program Expense 6123: This line item provides funds for contractual program expenses related to the Brentwood Hockey League, Basic Skills Class, Summer Boot Camp and the Spring Ice Show (\$85,814).

Recreation Program General Programming 6124: This line item provides funds for contractual program expenses related to instructing youth art, dance, babysitting classes, Santa visits and various adult programs (\$3,888).

Recreation Program Fitness 6125: This line item provides funds for contractual program expenses related to instructing Fit Diva, Mixed Fit, Total Strength, Zumba and various other fitness programs (\$3,744).

Recreation Program Special Events 6126: This line item provides funds for contractual expenses related to the Sweetheart Dance, Music on the Menu, Movie at the Firehouse and other department special events (\$7,400).

Memorial Tree & Bench Program 6130: This line item provides funds for expenses related to the Memorial Tree & Bench Program (\$210).

Advertising 6160: This line item provides funds for departmental advertising including promotional products, postings for jobs, RFP and RFQ, meeting room rental and ice rink promotional materials and Reach Board membership fee (\$8,170).

Travel/Meetings 6185: This line item provides funds for the National Conference, State Conference and expenditures related to staff holding Missouri Parks & Recreation Association State Office (\$5,900).

Petro Products 6195: This line item provides funds including propane for the Ice Resurfacer, as well as fuel for the Magic Bus and Parks and Recreation vehicle (\$5,572).

Petro Products - Parks 6196: This line item provides funds for fuel for park maintenance vehicles (\$11,000).

Miscellaneous Contractual Expenses Administration 6210: This line item provides funds for contractual services for the Community Center including security system, fire alarm, Cintas Cleaning services, monthly pest control, floor mat cleaning, fire extinguisher/hood inspections, document destruction, Philibert Security System and the railroad lease (\$44,580).

Miscellaneous Contractual Expenses Ice Rink 6212: This line item provides funds for contractual services for the Ice Arena including HVAC maintenance, Ice Resurfacer blade sharpening, cooling tower chemical maintenance and backflow testing (\$66,400).

Miscellaneous Contractual Expenses Parks 6213: This line item provides funds for contractual services for Park Maintenance (\$75,000).

Training 6240: This line item provides funds for employees to attend the National Conference, State Conference, Local Seminars and specific training on the department's recreation software system (\$6,850).

Training Parks 6241: This line item provides funds for park maintenance employees to attend trainings specific to the maintenance, preservation and beautification of the park system and tree maintenance (\$3,600).

Birthday Party Expense 6280: This line item provides funds for pizza, beverage supplies, and paper products (\$1,305).

Concessions 6285: This line item provides funds for payment to MPRA for consignment ticket sales (\$150).

Administration Expense 6300: This line item provides funds for office supplies (\$3,500).

Richmond Heights Cooperative 6310: This line item provides funds for a program that allows residents to purchase memberships to The Heights at Richmond Heights resident rates (\$35,000).

Dues & Subscriptions 6365: This line item provides funds for membership dues to the National Recreation and Park Association, Missouri Parks and Recreation Association, Sam's Club, as well as yearly subscription to ASCAP, BMI, SESAC and Sirius (\$5,775).

Printing 6375: This line item provides funds for business cards, letterhead, maps, forms, signs and brochures (\$8,750).

Uniform Purchase 6400: This line item provides funds for shirts and outerwear for full-time administration staff as well as part-time welcome desk staff (\$4,450).

Uniform Purchase Parks 6401: This line item provides funds for staff shirts and outerwear for park maintenance staff (\$5,000).

Postage 6440: This line item includes funds for postage (\$4,100).

Copier Supplies 6460: This line item provides funds for the lease of the copiers in the Community Center and Ice Arena as well as toner and other supplies (\$5,900).

Forestry – Park Trees 6470: This line item provides funds for equipment for staff to maintain the City’s park trees, maintain the tree inventory software and for forestry related equipment (\$35,000). See Public Works budget, account number 10.03.05.6470, for street tree related expenditures.

CAPITAL:

Storm water Expense 6480: This line item provides funds for stormwater-related projects (\$40,000).

Brentwood Bound: This line item provides funds for expenditures related to Brentwood Bound. (Pages 208 - 214)

2022 Budget will include:

- Construction Costs - \$22,303,411
- Soft Costs - \$2,428,527
- Property Acquisitions - \$0
- Contingency - \$4,009,732

Park Capital Expense 6500: This line item provides capital funds for the following projects (\$611,160):

- Brentwood Sports Complex Storm Creek Repair (\$205,889)
- Hanley Park Comfort Station Design* (\$57,665)
- IT Equipment and Contractual Expenditures (\$47,606)
- Memorial Park Bridge Replacement (\$90,000)
- Park Maintenance – Benches, Picnic Tables, Trash Can Replacement (\$60,000)
- Park Maintenance – Bunker Cart (\$25,000)
- Park Maintenance – Electric Lawn Mower (\$35,000)
- Park Maintenance – Truck #56 Replacement (\$75,000)
- Park Maintenance – Utility Vehicle (\$15,000)

* Denotes Parks System Master Plan Project

Debt Service Principal – Series 2015 & Series 2018 COP 6555: This line item includes funds for the annual debt service principal payment on the series 2014 COP issue of \$5,070,000 used for the Recreation Center renovation project and the 2018 COP issue of \$43,390,000 used for Brentwood Bound (\$930,000).

Interest and Fiscal Charges 6556: This line item provides funds for debt issuance costs and the first interest payment on the debt related to the Recreation Center renovation project and Brentwood Bound (\$1,614,025).

	Current Year					2021-2022 Budget % Change				
	Prior Year 01/01/2018 -12/31/2018	Prior Year 01/01/2019 -12/31/2019	Prior Year 01/01/2020 -12/31/2020	Adopted Budget 01/01/2021 12/31/2021	Current Year 01/01/2021 -07/31/2021		Current Year Estimated 2021	Proposed 2022	Projected 2023	Projected 2024
50 - Storm Water & Parks Improvements Fund										
Revenues										
50-100-4002 AD VALOREM	\$0	(\$45)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
50-100-4025 SALES TAX	\$3,036,360	\$3,075,942	\$2,967,522	\$3,091,701	\$1,972,699	\$3,091,701	\$3,122,618	\$3,153,844	\$3,185,384	1%
50-100-4200 MEMORIAL TREE & BENCH PROGRAM	\$0	\$0	\$250	\$250	\$250	\$1,000	\$250	\$250	\$250	0%
50-100-4250 CO IACT 2018 COP INVT STMT	\$118	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
50-100-4300 RECREATION FEES SPORTS	\$79,490	\$64,112	\$24,692	\$76,757	\$53,458	\$67,500	\$85,000	\$87,550	\$90,177	11%
50-100-4301 RECREATION FEES FITNESS	\$9,036	\$8,212	\$167	\$5,706	\$1,063	\$5,706	\$15,163	\$15,618	\$16,086	166%
50-100-4302 RECREATION FEES GENERAL PROG	\$6,505	\$8,876	\$10,446	\$17,438	\$4,016	\$8,032	\$13,128	\$16,410	\$20,512	-25%
50-100-4303 RECREATION FEES SPECIAL EVNT	\$1,200	\$2,137	\$783	\$1,296	\$5	\$1,040	\$1,608	\$1,656	\$1,706	24%
50-100-4304 RECREATION FEES SENIOR PROG	\$1,500	\$1,500	\$0	\$0	\$1,330	\$4,500	\$5,703	\$6,374	\$7,065	0%
50-100-4305 PARK PERMITS	\$47,554	\$44,150	\$15,459	\$30,370	\$25,409	\$40,626	\$41,640	\$42,889	\$44,176	37%
50-100-4310 ROOMI RENTALS	\$116,797	\$127,706	\$22,558	\$83,050	\$34,436	\$80,600	\$108,000	\$125,000	\$128,750	30%
50-100-4321 BW BOUND RENTAL INCOME	\$0	\$16,389	\$3,194	\$0	\$16,950	\$45,200	\$0	\$0	\$0	0%
50-100-4326 RINK FEES	\$303,114	\$341,314	\$91,324	\$288,965	\$116,354	\$265,370	\$319,061	\$333,633	\$343,642	10%
50-100-4335 ICE RINK ADMISSIONS	\$98,714	\$101,443	\$68,295	\$89,000	\$54,123	\$95,250	\$118,673	\$122,233	\$125,900	33%
50-100-4340 ICE RINK RENTALS	\$313,253	\$379,695	\$287,061	\$282,725	\$199,770	\$310,750	\$348,200	\$363,646	\$374,555	23%
50-100-4341 BIRTHDAY PARTY FEES	\$8,565	\$11,535	\$2,091	\$7,325	\$806	\$3,375	\$9,000	\$9,270	\$9,550	23%
50-100-4342 DOG PARK MEMBERSHIP	\$2,269	\$8,517	\$5,344	\$5,500	\$3,333	\$4,675	\$4,750	\$4,893	\$5,039	-14%
50-100-4345 RINK CONCESSIONS	\$698	\$240	\$0	\$150	\$0	\$0	\$150	\$150	\$150	0%
50-100-4350 SKATE RENTALS	\$11,450	\$13,446	\$7,590	\$8,000	\$4,396	\$8,000	\$8,000	\$8,240	\$8,487	0%
50-100-4365 VENDING	\$1,230	\$2,422	\$1,864	\$2,100	\$894	\$1,800	\$1,800	\$1,854	\$1,910	-14%
50-100-4510 SALE OF CITY PROPERTY	\$0	\$0	\$11,574	\$0	\$39,646	\$500	\$500	\$500	\$500	0%
50-100-4525 INTEREST INCOME	\$336,905	\$9,677	\$3,212	\$7,000	\$517	\$2,500	\$3,000	\$3,000	\$3,000	-57%
50-100-4535 INSURANCE/OTHER SETTLEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
50-100-4545 FESTIVAL REVENUE	\$0	\$0	\$0	\$0	\$2,500	\$0	\$0	\$0	\$0	0%
50-100-4555 MISCELLANEOUS INCOME	\$960	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
50-100-4570 SPONSORSHIPS/DONATIONS	\$4,850	\$10,365	\$7,000	\$12,000	\$6,500	\$9,500	\$15,000	\$17,500	\$20,000	25%
50-100-4585 SLAIT PREMIUM RETURN	\$20,582	\$18,048	\$9,633	\$12,000	\$0	\$12,000	\$12,000	\$12,000	\$12,000	0%
50-100-4590 UNREALIZED GAIN/LOSS	\$121,876	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
50-100-4599 DEBT PROCEEDS	\$42,794,797	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
50-100-4600 DEBT PREMIUM	\$458,408	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
50-100-4625 TRANSFER IN	\$630,000	\$0	\$0	\$0	\$0	\$0	\$1,449,995	\$1,689,097	\$2,097,310	0%
50-100-4626 TRANSFER IN ECON DEV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
50-100-4650 TRANSFERS IN	\$3,579	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
50-100-4950 INTERGOVERNMENTAL REVENUE	\$0	\$209,993	(\$11,400)	\$370,000	\$10,000	\$0	\$370,000	\$370,000	\$0	0%
Totals for Department(s) 100 - General:	\$48,409,809	\$4,455,674	\$3,528,641	\$4,391,333	\$2,548,453	\$4,059,625	\$6,053,239	\$6,385,607	\$6,496,149	38%
50-711-4527 SRS 2018 PROJ FUND INVESTMENT INC	\$0	\$714,646	\$644,624	\$125,000	\$0	\$0	\$0	\$0	\$0	-100%
50-711-4950 MSD BBOUND INTERGOV'T REV	\$0	\$0	\$20,000	\$5,189,783	\$987,645	\$7,189,783	\$25,000,000	\$0	\$0	382%
50-711-4955 MO DOT INTERGOV'T REV	\$0	\$0	\$1,196,896	\$0	\$54,000	\$54,000	\$0	\$0	\$0	0%
Totals for Department(s) 711 - BRENTWOOD BOUND SRS 2018:	\$0	\$714,646	\$1,861,520	\$5,314,783	\$1,041,645	\$7,243,783	\$25,000,000	\$0	\$0	370%
50-712-4528 SRS 2018 PROJ FUND INTEREST INC	\$0	\$4,668	\$104,041	\$75,000	\$0	\$75,000	\$0	\$0	\$0	-100%
50-712-4599 SRS 2019 DEBT PROCEEDS	\$0	\$40,922,125	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%
50-712-4650 TRANSFER IN	\$0	\$0	\$7,934	\$0	\$0	\$0	\$0	\$0	\$0	0%
Totals for Department(s) 712 - BRENTWOOD BOUND SRS 2019:	\$0	\$40,926,793	\$111,975	\$75,000	\$0	\$75,000	\$0	\$0	\$0	-100%
TOTAL REVENUES	\$48,409,809	\$46,097,113	\$5,502,136	\$9,781,116	\$3,590,098	\$11,378,408	\$31,053,239	\$6,385,607	\$6,496,149	217%

	Current Year										2021-2022 Budget	% Change	
	Prior Year	Prior Year	Prior Year	Adopted Budget	Current Year	Current Year	Proposed	Projected	Projected	Projected			
	01/01/2018 - 12/31/2018	01/01/2019 - 12/31/2019	01/01/2020 - 12/31/2020	01/01/2021 12/31/2021	01/01/2021 - 07/31/2021	Estimated	2022	2023	2024	2024			
Expenses													
50-701-6000 SALARIES FULL TIME	\$476,706	\$478,245	\$501,821	\$566,002	\$297,638	\$552,663	\$578,484	\$595,839	\$613,714	2%			
50-701-6005 FULL TIME OVERTIME	\$4,359	\$2,956	\$5,863	\$10,260	\$2,199	\$4,900	\$5,500	\$5,665	\$7,426	-46%			
50-701-6010 SALARIES PART TIME ADMIN	\$46,285	\$57,950	\$64,455	\$56,963	\$32,199	\$54,250	\$60,977	\$62,806	\$64,691	7%			
50-701-6015 PART TIME OVERTIME ADMIN	\$179	\$2,566	\$1,142	\$1,610	\$415	\$1,000	\$1,840	\$1,895	\$1,952	14%			
50-701-6018 SALARIES PART TIME MAGIC BUS	\$16,456	\$16,836	\$12,738	\$18,383	\$9,399	\$16,750	\$20,639	\$21,258	\$21,896	12%			
50-701-6065 EMPLOYEE BENEFITS	\$303,030	\$303,352	\$308,493	\$396,953	\$182,084	\$318,010	\$327,550	\$337,377	\$347,498	-17%			
50-701-6070 EDUCATIONAL BENEFITS	\$0	\$0	\$0	\$1,000	\$0	\$0	\$500	\$500	\$500	-50%			
50-701-6115 UTILITIES	\$137,003	\$126,799	\$93,901	\$140,000	\$85,864	\$126,000	\$140,000	\$147,000	\$154,350	0%			
50-701-6130 MEMORIAL TREE & BENCH PROGRAM	\$30	\$0	\$148	\$360	\$110	\$200	\$210	\$210	\$210	-42%			
50-701-6150 INSURANCE	\$144,285	\$158,873	\$153,120	\$171,822	\$139,696	\$139,696	\$157,714	\$162,445	\$167,319	-8%			
50-701-6160 ADVERTISING	\$3,866	\$8,607	\$3,491	\$7,470	\$1,019	\$5,000	\$8,170	\$8,415	\$8,668	9%			
50-701-6185 TRAVEL/MEETINGS	\$1,750	\$4,123	\$1,707	\$4,550	\$1,140	\$5,000	\$5,900	\$6,018	\$6,138	30%			
50-701-6195 PETRO PRODUCTS	\$4,615	\$5,084	\$5,167	\$5,020	\$3,717	\$5,000	\$5,572	\$5,683	\$5,797	11%			
50-701-6210 MISC CONTRACTUAL EXP ADMIN	\$32,672	\$31,011	\$28,314	\$43,675	\$13,640	\$43,000	\$44,580	\$45,472	\$46,381	2%			
50-701-6215 EQUIPMENT REPAIRS	\$708	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%			
50-701-6220 FESTIVAL EXPENSE	\$0	\$0	\$0	\$0	\$875	\$0	\$0	\$0	\$0	0%			
50-701-6240 TRAINING	\$2,472	\$5,866	\$2,689	\$6,100	\$2,709	\$6,850	\$6,850	\$6,987	\$7,127	12%			
50-701-6300 ADMINISTRATION EXP	\$3,347	\$2,899	\$1,989	\$3,500	\$950	\$3,500	\$3,500	\$3,570	\$3,641	0%			
50-701-6310 REC SERVICES COOPERATIVE AGRMT	\$91,742	\$114,296	\$35,702	\$43,000	\$23,404	\$23,404	\$35,000	\$36,050	\$37,132	-19%			
50-701-6365 DUES & SUBSCRIPTIONS	\$3,232	\$4,243	\$5,432	\$5,045	\$1,550	\$5,045	\$5,775	\$5,891	\$6,008	14%			
50-701-6375 PRINTING	\$4,453	\$4,528	\$7,593	\$9,000	\$1,042	\$6,000	\$8,750	\$8,925	\$9,104	-3%			
50-701-6400 UNIFORM PURCHASE	\$2,382	\$3,836	\$1,228	\$3,950	\$2,271	\$3,800	\$4,450	\$4,539	\$4,630	13%			
50-701-6420 SUPPLIES & MATERIALS	\$17,938	\$32,224	\$22,915	\$35,300	\$5,541	\$31,150	\$32,300	\$32,946	\$33,604	-8%			
50-701-6440 POSTAGE	\$4,317	\$1,713	\$1,911	\$5,100	\$242	\$3,000	\$4,100	\$4,182	\$4,266	-20%			
50-701-6445 MISCELLANEOUS EXPENSE	\$604	\$896	\$963	\$1,000	\$325	\$750	\$1,000	\$1,000	\$1,000	0%			
50-701-6460 COPIER SUPPLIES	\$5,539	\$7,342	\$5,354	\$5,900	\$2,165	\$5,500	\$5,900	\$6,077	\$6,529	0%			
Totals for Department(s) 701 - Administration (SW&PI):	\$1,307,969	\$1,374,245	\$1,266,135	\$1,541,963	\$810,192	\$1,360,468	\$1,465,261	\$1,510,750	\$1,559,581	-5%			
50-702-6125 RECREATION PROG FITNESS	\$6,751	\$5,849	\$466	\$3,995	\$466	\$4,740	\$3,744	\$3,819	\$2,895	-6%			
50-702-6423 SUPPLIES & MATERIALS FITNESS	\$427	\$0	\$0	\$150	\$0	\$150	\$250	\$350	\$750	67%			
Totals for Department(s) 702 - Fitness Programming:	\$7,178	\$5,849	\$466	\$4,145	\$466	\$4,890	\$3,994	\$4,169	\$3,645	-4%			

	Current Year										2021-2022 Budget	% Change
	Prior Year 01/01/2018 - 12/31/2018	Prior Year 01/01/2019 - 12/31/2019	Prior Year 01/01/2020 - 12/31/2020	Adopted Budget 01/01/2021 12/31/2021	Current Year 01/01/2021 - 07/31/2021	Current Year Estimated 2021	Proposed 2022	Projected 2023	Projected 2024	2021-2022 Budget		
50-703-6021 SALARIES PART TIME GENL PROG	\$0	\$100	\$54	\$1,000	\$0	\$750	\$1,254	\$1,279	\$1,305	\$1,305	25%	
50-703-6124 RECREATION PROG GENL PROG	\$2,767	\$4,530	\$4,577	\$5,930	\$1,472	\$4,550	\$3,888	\$3,966	\$4,045	\$4,045	-34%	
50-703-6424 SUPPLIES & MATERIALS GENL PROG	\$1,088	\$2,805	\$938	\$3,460	\$610	\$1,500	\$2,944	\$3,003	\$3,063	\$3,063	-15%	
Totals for Department(s) 703 - General Programming:	\$3,855	\$7,435	\$5,570	\$10,390	\$2,082	\$6,800	\$8,086	\$8,248	\$8,413	\$8,413	-22%	
50-704-6011 SALARIES PART TIME RINK	\$17,816	\$23,538	\$20,375	\$40,856	\$15,601	\$31,269	\$35,476	\$36,540	\$37,637	\$37,637	-13%	
50-704-6012 SALARIES PART TIME RINK PROGRAM	\$75,891	\$54,165	\$20,327	\$37,511	\$15,891	\$32,623	\$39,239	\$37,326	\$38,445	\$38,445	5%	
50-704-6016 PART TIME OVERTIME RINK	\$1,456	\$3,809	\$4,320	\$3,965	\$3,552	\$5,500	\$6,902	\$7,110	\$7,323	\$7,323	74%	
50-704-6017 PART TIME OT RINK PROGRAM	\$1,454	\$3,053	\$1,984	\$1,510	\$688	\$1,500	\$2,187	\$2,253	\$2,320	\$2,320	45%	
50-704-6019 SALARIES PART TIME RINKBLDGMGR	\$66,730	\$63,000	\$52,876	\$66,571	\$30,646	\$56,750	\$74,262	\$76,490	\$78,785	\$78,785	12%	
50-704-6123 RINK PROGRAM	\$17,116	\$61,500	\$28,495	\$87,132	\$16,908	\$55,028	\$85,814	\$87,388	\$90,010	\$90,010	-2%	
50-704-6212 MISC CONTRACTUAL EXP ICE RINK	\$57,468	\$68,382	\$103,895	\$65,900	\$41,531	\$65,900	\$66,400	\$67,769	\$69,802	\$69,802	1%	
50-704-6280 BIRTHDAY PARTY EXPENSE	\$1,277	\$2,259	\$230	\$1,550	\$75	\$600	\$1,305	\$1,345	\$1,385	\$1,385	-16%	
50-704-6285 CONGRESSIONS	\$596	\$732	\$0	\$150	\$0	\$0	\$150	\$150	\$150	\$150	0%	
50-704-6422 SUPPLIES & MATERIALS ICE RINK	\$33,213	\$36,324	\$37,708	\$33,000	\$12,927	\$33,000	\$35,550	\$35,550	\$36,617	\$36,617	6%	
Totals for Department(s) 704 - Ice Rink:	\$273,016	\$316,762	\$270,410	\$338,145	\$137,819	\$282,170	\$346,735	\$351,921	\$362,474	\$362,474	3%	
50-705-6009 SALARIES PART TIME PARKS	\$5,003	\$17,008	\$20,538	\$35,000	\$13,744	\$29,000	\$30,000	\$30,900	\$31,827	\$31,827	-14%	
50-705-6020 SALARIES FULL TIME PARKS	\$416,218	\$416,584	\$386,220	\$468,330	\$245,119	\$450,858	\$487,794	\$673,956	\$694,174	\$694,174	4%	
50-705-6022 FULL TIME OVERTIME PARKS	\$4,461	\$3,301	\$1,013	\$6,000	\$1,520	\$6,000	\$6,000	\$6,180	\$6,365	\$6,365	0%	
50-705-6024 PART TIME OVERTIME PARKS	\$0	\$58	\$0	\$6,300	\$0	\$2,500	\$3,000	\$3,090	\$3,183	\$3,183	-52%	
50-705-6116 UTILITIES PARK	\$49,270	\$50,449	\$80,768	\$62,250	\$41,028	\$85,000	\$90,000	\$92,000	\$94,000	\$94,000	45%	
50-705-6196 PETRO PRODUCTS PARK	\$10,284	\$9,330	\$6,680	\$10,500	\$5,883	\$9,500	\$11,000	\$11,330	\$11,670	\$11,670	5%	
50-705-6213 MISC CONTRACTUAL EX P PARKS	\$53,343	\$79,469	\$29,207	\$71,843	\$17,343	\$65,000	\$75,000	\$150,000	\$154,500	\$154,500	4%	
50-705-6216 EQUIPMENT REPAIRS PARK	\$0	\$657	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	
50-705-6241 TRAINING PARKS	\$4,437	\$1,191	\$353	\$3,600	\$224	\$2,000	\$3,600	\$3,600	\$3,600	\$3,600	0%	
50-705-6401 UNIFORM PURCHASE MAINT	\$3,714	\$3,159	\$6,627	\$5,000	\$1,661	\$5,000	\$5,000	\$5,250	\$5,500	\$5,500	0%	
50-705-6421 SUPPLIES & MATERIALS PARKS	\$85,374	\$97,181	\$66,513	\$100,000	\$37,884	\$95,000	\$100,000	\$202,000	\$208,060	\$208,060	0%	
50-705-6470 FORESTRY	\$37,150	\$38,901	\$36,860	\$30,000	\$5,341	\$25,000	\$35,000	\$36,050	\$37,132	\$37,132	17%	
Totals for Department(s) 705 - Park Maintenance:	\$669,254	\$717,287	\$634,779	\$798,823	\$369,746	\$774,858	\$846,394	\$1,214,356	\$1,250,011	\$1,250,011	6%	
50-706-6127 REC PROG SR PROG	\$0	\$0	\$0	\$0	\$36	\$100	\$0	\$0	\$0	\$0	0%	
50-706-6427 SUPPLIES & MATERIALS SR PROG	\$0	\$0	\$0	\$0	\$132	\$3,500	\$5,385	\$5,547	\$5,714	\$5,714	0%	
Totals for Department(s) 706 - Senior Programming:	\$0	\$0	\$0	\$0	\$168	\$3,600	\$5,385	\$5,547	\$5,714	\$5,714	0%	
50-707-6126 RECREATION PROG SPEC EVENT	\$5,800	\$25,081	\$5,753	\$6,074	\$4,045	\$4,550	\$7,400	\$7,622	\$7,850	\$7,850	22%	
50-707-6425 SUPPLIES & MATERIALS SPEC EVNT	\$2,388	\$7,123	\$927	\$4,880	\$142	\$4,550	\$2,700	\$2,781	\$2,864	\$2,864	-45%	
Totals for Department(s) 707 - Special Events:	\$8,188	\$32,205	\$6,679	\$10,954	\$4,187	\$9,100	\$10,100	\$10,403	\$10,714	\$10,714	-8%	

	Prior Year		Current Year				Current Year		Current Year		2021-2022	
	01/01/2018 -12/31/2018	01/01/2019 -12/31/2019	Prior Year 01/01/2020 -12/31/2020	Adopted Budget 01/01/2021 12/31/2021	Current Year 01/01/2021 -07/31/2021	Current Year Estimated 2021	Proposed 2022	Projected 2023	Projected 2024	Projected 2024	% Change	
50-708-6013 SALARIES PART TIME SPORTS	\$35,196	\$26,456	\$11,475	\$34,000	\$20,254	\$31,000	\$36,768	\$37,871	\$39,007	\$39,007	8%	
50-708-6122 RECREATION PROG SPORTS	\$1,645	\$337	\$4,131	\$3,556	\$956	\$1,200	\$3,906	\$4,023	\$4,144	\$4,144	10%	
50-708-6426 SUPPLIES & MATERIALS SPORTS	\$4,960	\$4,466	\$167	\$5,520	\$1,089	\$5,520	\$6,742	\$6,994	\$7,153	\$7,153	22%	
Totals for Department(s) 708 - Sports Programming:	\$41,801	\$31,258	\$15,774	\$43,076	\$22,300	\$37,720	\$47,416	\$48,888	\$50,304	\$50,304	10%	
50-709-6500 PARK CAPITAL EXPENSE	\$178,124	\$657,843	\$412,010	\$713,666	\$66,986	\$670,841	\$611,160	\$303,486	\$122,256	\$122,256	-14%	
50-709-6555 DEBT SVC PRIN 2014/2018 COPS	\$0	\$0	\$790,000	\$905,000	\$0	\$905,000	\$930,000	\$960,000	\$1,385,000	\$1,385,000	3%	
50-709-6556 INTEREST COPS	\$0	\$5,327	\$1,651,499	\$1,652,350	\$772,938	\$1,643,800	\$1,614,025	\$1,586,125	\$1,561,245	\$1,561,245	-2%	
50-709-6557 DEBT ISSUANCE COSTS	\$210,174	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	
Totals for Department(s) 709 - Capital (SW&P):	\$388,298	\$663,170	\$2,853,509	\$3,271,016	\$839,923	\$3,219,641	\$3,155,185	\$2,849,611	\$3,068,501	\$3,068,501	-4%	
50-710-6480 STORM WATER EXPENSE	\$0	\$0	\$0	\$50,000	\$291	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	-20%	
Totals for Department(s) 710 - Stormwater:	\$0	\$0	\$0	\$50,000	\$291	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	-20%	
50-711-5900 SRS 2018 UNREALIZED GAIN/LOSS ON INVESTMENT	\$0	(\$300,782)	\$396,976	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	
50-711-6447 SRS 2018 FINANCIAL FEES	\$0	\$2,677	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	
50-711-6482 BW BOUND PLAN SRS 2018 CAP EXP	\$3,269,540	\$13,314,775	\$16,220,187	\$3,899,964	\$25,963,704	\$31,899,964	\$0	\$0	\$0	\$0	-100%	
Totals for Department(s) 711 - Brentwood Bound SRS 2018:	\$3,269,540	\$13,016,670	\$16,617,163	\$3,899,964	\$25,963,704	\$31,899,964	\$0	\$0	\$0	\$0	-100%	
50-712-5900 SRS 2019 UNREALIZED GAIN/LOSS ON INVESTMENT	\$0	\$0	(\$2,593)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	
50-712-6482 BW BOUND PLAN SRS 2019 CAP EXP	\$0	\$7,691,956	\$0	\$0	\$1,358,483	\$6,679,775	\$28,741,670	\$0	\$0	\$0	0%	
Totals for Department(s) 712 - Brentwood Bound SRS 2019:	\$0	\$7,691,956	(\$2,593)	\$0	\$1,358,483	\$6,679,775	\$28,741,670	\$0	\$0	\$0	0%	
Total Expenses	\$5,969,099	\$23,856,838	\$21,667,891	\$37,968,476	\$29,509,362	\$44,318,986	\$34,670,226	\$6,043,893	\$6,359,357	\$6,359,357	-9%	
Transfers												
50-701-7005 TRANSFER OUT	\$587,575	\$1,728,724.64	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	
50-701-7090 TRANSFER OUT	\$4,538,731	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	
Totals for Department(s) 701 - Administration (SW&P):	\$5,126,306	\$1,728,725	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	
50-709-7801 COI 2018 COP	(595,203)	522,125	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	
Totals for Department(s) 709 - Capital (SW&P):	(595,203)	\$522,125	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	
Total Transfers	\$4,531,103	\$2,250,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	
BEGINNING FUND BALANCE	\$2,442,433	\$40,352,230	\$60,341,467	\$47,542,452	\$44,175,711	\$44,175,741	\$11,235,133	\$7,816,146	\$7,959,860	\$7,959,860	-8%	
NET SURPLUS/(DEFICIT)	\$37,882,797	\$19,989,237	(\$16,165,754)	(\$28,187,360)	(\$25,919,263)	(\$32,940,578)	(\$3,616,987)	\$341,714	\$136,792	\$136,792	-87%	
ENDING FUND BALANCE	\$40,325,230	\$60,341,467	\$44,175,711	\$19,355,092	\$18,256,448	\$11,235,133	\$7,618,146	\$7,959,860	\$8,096,652	\$8,096,652	-61%	

Brentwood Bound

Project Descriptions

Deer Creek Flood Mitigation

The Deer Creek Flood Mitigation project includes improvements to Deer Creek that will create more flow capacity along the creek to alleviate frequent widespread flooding, including streambank stabilization, natural floodplain restoration and native vegetation planting.

Manchester Road Improvements

The City of Brentwood is working with the Missouri Department of Transportation (MoDOT) to update the roadway, improve pedestrian access and safety, and enhance the overall appearance of Manchester Road from Hanley Road to Bremerton Road while making the area safer for pedestrians.

Deer Creek Greenway Connector

The Deer Creek Greenway Connector involves the planning, design and construction of a connection between the City of Brentwood's Rogers Parkway and the Deer Creek Greenway. The City is partnering with Great Rivers Greenway to connect residents to the surrounding communities with the enhanced greenway.

Event Lawn/Comfort Station Building

A new park building and event lawn will be located along the Deer Creek Greenway Connector within the new Brentwood Park. This building will house restrooms, electrical and water utilities and a small maintenance area for Brentwood Park. In addition, the building will include an event space that can be used for various types of events. The event lawn will have an area for food trucks, plus other spaces that can be used for various types of events like concerts.

Destination Playground and Water Play Area

A Destination Playground and Water Play area is under design and will have various adventure play areas for all age groups. This will include areas for adults to congregate and watch their kids, along with a water play area that all can enjoy.

Brentwood Bound

Funding Categories Definitions

Construction Costs

The estimated costs to build the Deer Creek Flood Mitigation, Manchester Road Improvements, and Deer Creek Greenway Connector projects, plus the Event Lawn/Comfort Station.

Soft Costs

Soft costs include fees for consultants, permits, communications, printing, and legal.

Property Acquisitions

Property acquisition costs include fees for property, business relocations, court and commissioners, and property closings.

Contingency

Funds set aside for unexpected or unforeseen costs.

Brentwood Bound

2022 Projected Budget

Previous Expenses & End of Year Projections		2022
Construction Costs		\$22,303,411
Soft Costs		\$ 2,428,527
Property Acquisitions		\$ 0
Contingency		\$ 4,009,732
Total	\$61,385,148	\$28,741,670
GRAND TOTAL		\$90,126,818

Funding Sources Update:

This table was presented to the Board of Aldermen on November 1, 2021. This table presents the latest overall project costs, the funding sources, and which funding sources have received funds at of November 1, 2021. The “Additional Funding Sources” are not needed for the current scope of the project. If the Board of Aldermen decides to use a portion or all of these funds for the Destination Playground, a budget update will be needed.

The 2018 COP was completely used in 2021, and it is projected that the 2019 COP Fund will be out of funds in Spring 2022. This means that the City will rely on other funding sources (listed below) to reimburse the City for payments made.

Categories of Funding	Funding Source	Amount	Funds Received
2018 and 2019 COPs Net Amount	Brentwood	\$ 79,625,000.00	\$ 79,625,000.00
Expanded Scope: MSD CSO Mary Avenue	MSD	\$ 1,645,679.00	\$ 411,419.75
Expanded Scope: MSD Horseshoe Sewer	MSD	\$ 2,650,000.00	\$ 662,500.00
Expanded Scope: MSD Hampton Creek - Ph 2	MSD	\$ 2,956,140.00	\$ 739,035.00
MSD Grant - Property Acquisition	MSD	\$ 800,000.00	
GRG Reimbursement - Up to \$3mm - Part 1	GRG	\$ 1,780,000.00	\$ 377,516.00
Muny Grant - Comfort Station/ Event Lawn	MML	\$ 370,000.00	
Phase 2 Trails	319	\$ 100,000.00	
319 Grant - Water Quality Improvements to Phase 2	319	\$ 200,000.00	
Total		\$ 90,126,819.00	\$ 81,815,470.75
Additional Funding Sources			
EWG and MoDOT Grant	Grant	\$ -	
Great Rivers Habitat Alliance	Grant	\$ 20,000.00	
MSD Grant	Grant	\$ 861,000.00	\$ 183,976.00
COP Investment Income to Date - Can Be Spent on Project	Brentwood	\$ 1,573,171.44	\$ 1,573,171.44
Surco Parcels - Refund on Property Taxes	Surco	\$ 11,604.30	\$ 11,604.30
Property Rent Through April 2020	Property Owners	\$ 3,247.00	\$ 3,247.00
MoDOT Payment For Roger's Parkway Property Acquisition	MoDOT	\$ 36,400.00	\$ 36,400.00
Bauser Haus Rent	Bauser Haus	\$ 28,250.00	\$ 28,250.00
MAWC Frederic Roofing Parcel Easement	MAWC	\$ 2,800.00	\$ 2,800.00
MoDOT Payment For FR Easement	MoDOT	\$ 54,000.00	\$ 54,000.00
MSD Dorothy Avenue Playground Reimbursement	MSD	\$ 40,000.00	\$ 40,000.00
GRG Reimbursement - Up to \$3mm - Part 2	GRG	\$ 1,220,000.00	
EWG Grant - Norm West Park to Brentwood Park Connection	EWG	\$ 1,000,000.00	
Muny Grant - Playground	MML	\$ 370,000.00	
Excess EDST in 2021	Brentwood	\$ 800,000.00	
Excess EDST in 2022	Brentwood	\$ 800,000.00	
Excess EDST in 2023	Brentwood	\$ 800,000.00	
Total Additional Funding Sources		\$ 7,620,472.74	
Total Funding		\$ 97,747,291.74	\$ 83,748,919.49

Brentwood Bound

2021 Key Activities

- Brentwood Bound
 - It is anticipated that all property acquisitions will be completed in 2021, except any properties that may be tied to court dates.
 - The City executed a partnership agreement with Great Rivers Greenway and started getting reimbursed.
 - Norm West Park was renamed Brentwood Park.
 - The 2018 COP funds were completely exhausted, leaving the 2019 COP funds along with the other funding sources that will be used to complete the project.
- Flood Mitigation
 - Flood Mitigation Phase 1, Demo Package 1C – Project completed ahead of schedule and below budget.
 - Flood Mitigation Phase 1 – Mass grading and construction of underground utilities took place.
 - Flood Mitigation Phase 2 – The design was completed, bid out, and L. Keely was selected as contractor.
 - Flood Mitigation Phase 2 – Construction began on underground utilities at the former Frederic Roofing site.
- Deer Creek Greenway Connector
 - The project was split up in 2 phases:
 - A – Work in Brentwood Park
 - B – Work along Brentwood Blvd. and Russel Ave.
 - Phase A – The design was completed, bid out, and Ideal Landscape Construction was selected as contractor.
 - Phase A – Construction started and demolition and retaining walls constructed.
 - Phase B – The City received the East West Gateway grant in the amount of \$1,000,000 for this Phase of the project.
 - Phase B – Coordination with Great Rivers Greenway, St. Louis County, Union Pacific, MoDOT, MSD, and BSD was completed.
 - Phase B – Design completed and submitted for permit.
- Manchester Road Improvements
 - The Design Team completed their construction documents, and the project was bid out.
 - The KCI was the selected contractor and demolition of the three buildings at Mary Ave./Dorthey & Manchester was completed for the tunnel.
 - MoDOT is anticipating they will complete their property acquisitions for all the right-of-way work.

Brentwood Bound

2022 Anticipated Key Activities

- Brentwood Bound
 - Continue to work with potential developers on the redevelopment of the Brentwood Bound area.
 - The City and their consultants will continue to submit for grants and partnership opportunities.
- Deer Creek Flood Mitigation
 - Flood Mitigation Phase 1 – Construction will progress throughout the year with a Winter 2022 anticipated completion.
 - Flood Mitigation Phase 2 – Construction will progress throughout the year with a Winter 2022 anticipated completion.
- Deer Creek Greenway Connector
 - Part A – Construction will progress throughout the year with a Winter 2022 anticipated completion.
 - Park B – The project will be bid out and construction will start. It is anticipated the project will be completed Winter 2022.
- Manchester Road Improvements
 - Construction of the bridge adjacent to Hanley will occur Spring and Summer 2022.
 - Construction of the pedestrian tunnel will occur Spring and Summer 2022.
 - KCI will be working on remaining construction project improvements starting at Lindbergh Boulevard and working toward Hanley Road.
- Event Lawn/Comfort Station Building
 - Construction will progress throughout the year, with a Spring 2022 anticipated completion.
- Destination Playground
 - Design will be completed.
 - Design fees are funded as part of 2021 Budget.
 - If the Board of Aldermen approve the project to go into construction, the construction will begin Spring 2022.

Brentwood Sports Complex Storm Sewer & Creek Bank Repair \$205,889



The Parks & Recreation Department will repair the creek bank in the Brentwood Sports Complex at the end parking lot, adjacent to Deer Creek. The creek bank is vitally important for the Brentwood Sports Complex, as it prevents Deer Creek from overflowing into the park during heavy rain events. The resulting flood water causes damage to ballfield fencing, creates large amount of debris clean up, and degrades the surface quality of the adjacent sports fields.

Hanley Park Comfort Station and Parking Lot Expansion Design

\$57,665



Resolution #1309, approved by the Board of Aldermen on August 16, 2021, authorized the City to enter into a contract with SWT to provide design services for the preparation of construction documents for bidding the construction of the Hanley Park Comfort Station and parking lot expansion. Funding included in FY 2022 is for SWT to provide bidding and construction related services as well as permitting coordination. Both projects are contained within the Brentwood Parks System Master Plan.

Memorial Park Bridge Replacement \$90,000



The Parks & Recreation Department is recommending the replacement of the pedestrian bridge in the southwest quadrant of Memorial Park, adjacent to the park area next to Woodsey Drive. Due to the continual rising levels in Black Creek, the bridge is rapidly approaching the end of its usual life.

Park Maintenance Bunker Cart \$25,000



The Parks & Recreation Department needs to replace the bunker cart. The bunker cart is utilized to prepare the field surfaces for baseball and softball games at the Brentwood Sports Complex and is essential to “drying out” the fields following rain events. The current piece of equipment is over 10 years old and in need of replacement.

Park Maintenance Electric Lawn Mower \$35,000



Explanation

The Parks & Recreation Department needs to replace one of the lawnmowers. Staff is recommending the purchase of an electric mower to assist the City with its sustainability goals. With the exception of sharpening blades, the electric mower is virtually maintenance-free. The battery packs use 220-volt wall outlets and provide 7 to 8 hours of operation between charges. This mower is quieter than traditional gas-powered mowers and does not produce any exhaust emissions.

Park Maintenance Truck #59 Replacement \$75,000



The Parks & Recreation Department needs to replace truck #59 this year, which serves as the truck that captures woodchips as limbs are chipped. This vehicle will also serve as the primary vehicle that will be used to pull the bandwagon. The vehicle evaluation form lists the vehicle in poor condition in need of priority replacement. The current truck is over 20 years old and continues to experience a multitude of mechanical issues. This truck was scheduled to be replaced in 2021, but due to supply chain issues had to be delayed until FY 2022.

Park Maintenance Utility Vehicle \$15,000



The Parks & Recreation Department recommended the purchase of multiple utility vehicles for maintenance of Brentwood Park. Staff is recommending spreading the cost of capital purchases for Brentwood Bound over the next few years to reduce the impact to the capital budget and the equipment replacement plan.

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CITY OF BRENTWOOD

FINANCIAL POLICIES AND

PROCEDURES MANUAL

INTRODUCTION

Brentwood is a full-service community that provides fully staffed police and fire departments, city-owned and operated residential trash and curbside recycling services, parks and recreation, street maintenance and one-stop shop licensing and permitting. With its housing quality and variety, beautiful neighborhoods, parks and walking trails, top notch city services and great central location, the quality of life in Brentwood is unsurpassed in the region.

The City consists of the following departments: Administration, Fire, Judicial, Legislative, Parks & Recreation, Planning & Development, Police and Public Works. The mission of each department is to provide the citizenry high quality public services.

The City promotes transparency and sound fiscal policies. This manual elicits the financial policies the City employs and the accounting procedures for each department.

FUND BALANCE POLICY

Purpose

The purpose of this policy is to establish a key element of the financial stability of the City of Brentwood by setting guidelines for fund balance. Unassigned fund balance in the General Fund is an important measure of economic stability. It is essential that the City maintain adequate levels of unassigned fund balance in the General Fund to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstances. The fund balance also provides cash flow liquidity for the City's general operations. It is also very important to maintain adequate levels of assigned fund balances in the City's Capital Improvements, Storm Water and Park Improvements and Sewer Improvements funds for operations, equipment replacement and future capital improvements.

Definitions

Fund Balance – The excess of assets over liabilities in a governmental fund. Fund balance can be made up of five separate categories defined as follows:

- 1) **Nonspendable fund balance** – includes amounts that are not in a spendable form or are required to be maintained intact. Examples are inventory or permanent funds.
- 2) **Restricted fund balance** – includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants and child safety fees.
- 3) **Committed fund balance** – includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally.
- 4) **Assigned fund balance** – comprises amounts *intended* to be used by the government for specific purposes. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.
- 5) **Unassigned fund balance** – is the residual classification of the **General Fund** and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

Policy

Committed Fund Balance

The Board of Aldermen is the City's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is an ordinance or resolution approved by the Board at a City of Brentwood Board of Aldermen meeting. The ordinance or resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.

Assigned Fund Balance

The Board of Aldermen has authorized the City Administrator as the official authorized to assign fund balance to a specific purpose as approved by this fund balance policy.

Minimum Operating Reserves - Unassigned Fund Balance Goals (General Fund)

It is the goal of the City of Brentwood to achieve and maintain an Operating unassigned fund balance in the General Fund equal to 50% of budgeted operating expenditures. The City considers a balance of less than 10% to be cause for concern, barring unusual or deliberate circumstances.

If unassigned fund balance falls below the goal or has a deficiency, the City will plan to adjust the budget in the subsequent fiscal years to restore the balance.

Appropriation from the unassigned General Fund balance shall require a majority approval of the Board of Aldermen and shall be only for one-time expenditures, such as an extraordinary or emergency circumstance, and not for ongoing expenditures unless a viable plan designated to sustain the expenditures is simultaneously adopted.

Minimum Operating Reserves - Assigned Fund Balance Goals

It is the goal of the City of Brentwood to achieve and maintain an Operating Reserves assigned fund balances in the Storm Water and Park Improvements and Sewer Improvements funds equal to 15% of budgeted operating expenditures. The City considers a balance of less than 10% to be cause for concern, barring unusual or deliberate circumstances.

If the assigned fund balance falls below the goal or has a deficiency, the City will plan to adjust the budget in the subsequent fiscal years to restore the balance.

Appropriation from the assigned Storm Water and Park Improvements or Sewer Improvements Fund balance shall require a majority approval of the Board of Aldermen and shall be only for one-time expenditures, such as an extraordinary or emergency circumstance, and not for ongoing expenditures unless a viable plan designated to sustain the expenditures is simultaneously adopted.

Equipment Replacement Reserves - Assigned Fund Balance Goals

In addition to the minimum fund balance goals above, it is the goal of the City of Brentwood to achieve and maintain Equipment Replacement Reserves assigned fund balances in the Capital Improvements, Storm Water and Park Improvements and Sewer Improvements funds in an amount required such that all city equipment can be replaced at the end of their designated useful lives. An equipment replacement schedule will be maintained in order to determine the level required to be maintained each budget year.

If the assigned fund balance falls below the goal or has a deficiency, the City will plan to adjust the budget in the subsequent fiscal years to restore the balance.

Appropriation from the Equipment Replacement Reserves assigned Capital Improvements, Storm Water and Park Improvements or Sewer Improvements funds fund balance shall require a majority approval of the Board of Aldermen and shall be only for one-time expenditures, such as an extraordinary or emergency circumstance, and not for ongoing expenditures unless a viable plan designated to sustain the expenditures is simultaneously adopted.

Capital Reserves - Assigned Fund Balance Goals

Finally, it is the goal of the City of Brentwood to achieve and maintain Capital Reserves assigned fund balances in the Capital Improvements and Storm Water and Park Improvements funds equal to 5% of the value of the related capital assets excluding machinery and equipment (See Equipment Replacement Reserves section above). Appropriations from the capital reserves will be to fund major capital costs. The City will have a 5-year capital improvement plan (CIP) as part of the annual budget that lists all upcoming capital projects and the funding sources for those projects.

If the assigned fund balance falls below the goal or has a deficiency, the City will plan to adjust the budget in the subsequent fiscal years to restore the balance.

Appropriation from the Capital Reserves assigned Capital Improvements or Storm Water and Park Improvements funds fund balance shall require the approval of the Board of Aldermen and shall be only for one-time expenditures, such as capital purchases, and not for ongoing expenditures unless a viable plan designated to sustain the expenditures is simultaneously adopted.

Order of Expenditure of Funds

When multiple categories of fund balance are available for expenditure (for example, a construction project is being funded partly by a grant, funds set aside by the Board of Aldermen, and unassigned fund balance), the City will start with the most restricted category and spend those funds first before moving down to the next category with available funds.

Revenue Policy

Overview

The revenue goals for the City of Brentwood are diversified in nature to assist the City in meeting its mission of providing services to its citizens. Major sources of revenues consist of sales, property, gross receipts and utility taxes, charges for services and grants and contributions. Other revenue sources contributing to the City's mission include assessments, fines and forfeitures, investment income, building permits, certificates of inspection and miscellaneous income.

Governmental Funds - Modified Accrual

Governmental funds recognize revenue in the accounting period in which they become susceptible to accrual. Susceptible to accrual means that revenues are both measurable and available to finance expenditures of the fiscal period. Financial resources are available only to the extent that they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. The availability period used for revenue recognition is generally 60 days.

Revenue Sources

A. Sales

Revenue is recorded when the underlying exchange occurs. Cash is received in the following month. Amounts collected in January subsequent to year-end are subject to accrual and are recognized as revenues in December. Derived tax revenues result from assessments imposed by the City on exchange transactions. Examples include taxes on food, liquor, groceries, cigarettes and retail sales of goods and services. The principal characteristics of these transactions are (1) the City imposes the provision of resources on the provider (the entity that acquires the income, goods, or services) and (2) the City's assessment is on an exchange transaction, such as the exchange of motor fuel for the market price of the fuel. Periodically, enabling legislation may require a particular source of derived tax revenues to be used by the City for a specific purpose or purposes such as revenues resulting from a motor fuel tax being required to be used for road and street repairs.

In contrast to time requirements, purpose restrictions do not affect the timing of recognition for any class of non-exchange transactions for the City. Rather, purpose restrictions report resulting net position or fund balance (as appropriate) as restricted until the resources are used for the specified purpose or for as long as the provider requires the resources to be maintained intact (for example, endowment principal).

B. Ad Valorem

Property taxes are recognized as revenues when they become measurable and available to finance expenditures of the current period. Taxes levied in a given year are recorded as revenue in that fiscal year at the time that cash is received. Property taxes attach as an enforceable lien on property as of January 1 based on the assessed value of the property.

Taxes are levied in October and are due and payable on or before December 31.

Taxes are typically remitted during the year for which they are levied. Delinquent taxes are determined to be taxes remaining uncollected at the end of the year for which the taxes were levied. Delinquent taxes are recognized as revenue in the government-wide statements of net assets and activities subject to an allowance for uncollectible amounts. Delinquent taxes are reported as deferred inflows of resources in the fund statements.

Property tax revenue is recognized in the fiscal year for which taxes have been levied, provided the "available" criteria are met. The property tax assessment is made to finance the budget of a particular period and the revenue produced from any property tax assessment is recognized in the period for which it was levied. When property taxes receivable are recognized, or when property taxes are collected in advance of the year for which they are levied, they are recorded as deferred inflows of resources and

recognized as revenue in the year for which they are levied. Property tax revenues are recognized when they become available. Available means then due, or past due and receivable within the current period and collected within the current period or expected to be collected soon enough thereafter to be used to pay liabilities of the current period. Such time thereafter shall not exceed 60 days. If, because of unusual circumstances, the facts justify a period greater than 60 days, the City will disclose the period being used and the facts that justify it.

All property tax assessment, billing and collection functions are handled by St. Louis County government. Taxes collected are remitted to the City by the St. Louis County Collector in the month subsequent to the actual collection date. Taxes held by the County Collector, if any, are recorded as property tax receivable.

C. Utility Tax

It is a tax on public service businesses, including businesses that engage in communications and the supply of energy, natural gas, and water.

Revenue is recorded when the underlying exchange occurs. Cash is received in the following month. Amounts collected in January subsequent to year-end are subject to accrual and are recognized as revenues in December.

D. Gross Receipts Tax (Business Licenses)

The gross receipts tax is a tax on the total gross revenues of a company, regardless of their source, conducting business within the confines of the Brentwood city limits. These taxes are recognized in the fiscal year for which taxes have been imposed on transactions and are payable to the City annually. Revenue is recognized under the modified accrual basis of accounting.

E. Charges for Services

Charges for services includes fees generated for user fees for the recreation, center ice rink, fees collected by the Library and fees imposed by the Police and Fire Departments. Revenue is recognized under the modified accrual basis of accounting. Citizens or others pay user fees as charges for specific goods or services. Revenues from user fees are recognized in the period earned, regardless of when cash is received. Revenues from some user fees (for example, ice-skating fees) are earned at the time they are collected. In other cases, the entity may provide the service before the fee is charged, for example, ambulance services provided by the fire department. In these cases, the City recognizes fee revenue and receivables when the service is performed.

F. Intergovernmental

Intergovernmental revenue includes grant revenue and other payments from governmental entities. Revenue is recognized when eligible expenditures have been incurred against a fully executed grant agreement. For the timing requirement of revenue recognition for grants to occur on the modified accrual basis, the criteria established for accrual-basis recognition is met and the revenues are available. "Available" means that the City has collected the revenues in the current period or expects to collect them soon enough after the end of the period (within 60 days) to use them to pay liabilities of the current period when all eligibility requirements have been met.

Advance receipts or payments for use in the following period are reported as deferred in flows of resources.

G. Assessments Assessment revenue is received for the City's Sewer Lateral Program. Revenue recognized in the period for which the assessment is payable. These assessments are billed and collected by St. Louis County through the property tax collection process. Taxes collected are remitted to the City by the St. Louis County Collector in the month subsequent to the actual collection date. Assessments held by the Collector, if any, are recorded as assessments receivable.

H. Fines and Forfeitures

For municipal court fines and forfeitures, Revenue from fines should be recognized in the period the City has an enforceable legal claim to the amounts, regardless of when cash is received. Conditions that constitute an enforceable legal claim for fines include (a) the date by which an individual may contest a court summons expires and the fine is automatically imposed, (b) the offender pays the fine before the municipal court date, or (c) the municipal court imposes the fine. Appropriate allowances should be made for uncollectible fines and fines expected to be waived through an appeals process

Expenditure Policy

Overview

As a major public institution, the City of Brentwood is held to a high level of accountability for its business practices. Numerous constituencies (including taxpayers, the state of Missouri, the federal government and other entities) have an interest in how the City spends its money. Accordingly, every reasonable effort is made to ensure that funds are used in a responsible and appropriate manner.

Every expenditure transaction is expected to be supported by a documented business purpose. When the choice is present, the City expends restricted funds to all appropriate expenditures before committing unassigned funds to City expenditures (i.e. capital improvements, storm water and park improvements, etc).

Department officials with approval authority for expenditure transactions are expected to exercise judgment and make a good-faith attempt to follow both the letter and the spirit of the expenditure policy. When dealing with ambiguous circumstances or budget overruns, department officials are directed to seek guidance from the Finance Director and document the reasoning behind their approval decisions.

The City's Expenditure Policy is in accordance with Section 135.000 through 135.210 of the City's Municipal Code. Purchases are made by department heads or designee within approved budget constraints. A budget to actual report is consulted when large purchases will be made particularly when the City fiscal year is approaching year-end. Anticipated over-expenditures of budget line items must be approved by the Board of Aldermen prior to the purchase being initiated.

Expenditure reimbursements are processed with the City's expense reimbursement form. Guidance regarding those forms can be found in the employee manual.

Department officials are required to assemble an invoice with appropriate account coding, supporting documentation and an authorizing signature. These invoices are presented by the department head to the Finance Director whom approves the invoices for payment.

Operating Budget Policy

Overview

The City of Brentwood is accountable to its citizens for the use of public dollars. A balance must be struck between sources and uses of public dollars so the public can realize the full benefits of a fiscally sound government. All activities supported by the City must function within the limits of the financial resources provided to them. The City recognizes that our financial policies are applied over periods of time extending well beyond the current budget period. Thus, expenditures cannot exceed available resources over the long term. The City exists to provide high quality services. This cannot be accomplished if the City allows long-term deficits or chooses to support on-going needs through one-time revenues.

To ensure that financial stability is maintained, a budget showing that revenues and other financing resources meet or exceed expenditures/expenses will be prepared and adopted by the Board of Aldermen.

It is the City's intention to produce a fiscally sound budget in accordance with Section 130.070 through 130.100 of the City's Municipal Code. A fiscally sound budget includes the following:

1. An adopted budget which funds recurring operating expenditures/expenses with recurring operating revenues.
2. Reasonable cash reserves to ensure against and mitigate the effects of an economic downturn or other unanticipated events that impact revenue growth. A weak economy will slow revenue growth relative to expenditures/expenses.

In order to effectively promote the fiscally sound budget, the following events are required on an annual basis:

1. Each department head shall prepare a departmental budget to be submitted to the city administrator in accordance with the established budget calendar.
2. All budgets shall be balanced and provide for sufficient revenues to cover expenditures.
3. Large equipment purchases should be budgeted annually with a five-year rolling period to ensure sufficient City resources are available to secure purchases.
4. Budgets shall initially be reviewed by the city administrator and financial director with feedback provided to department heads. The process shall be completed in accordance with the established budget calendar.

5. Revised budgets shall be submitted to the city administrator and financial director, approved and submitted to the Board of Aldermen no later than the first regularly scheduled meeting in December of the City's current fiscal year.
6. The Ways and Means Committee will review the proposed budget with department heads present to answer inquiries of the Board.
7. If budgetary revisions are required, the revisions will be submitted no later than the first regularly scheduled meeting in December of the City's current fiscal year.
8. All budgets shall be approved at said meeting.
9. All budgets shall be posted for public feedback and commentary no later than the first regularly scheduled meeting in December of the City's current fiscal year.
10. Public commentary will be discussed at the Board's first regularly scheduled meeting in December of the City's current fiscal year.
11. The budget shall be approved for the upcoming fiscal year no later than the first regularly scheduled meeting in December of the City's current fiscal year.
12. The Board will review budget to actual results on a monthly basis.
13. When necessary, the Board will amend the budget to reflect the City's current economic condition.

Capital Asset Management Policy

Purpose

This accounting policy establishes the capitalization requirements and minimum cost (capitalization amount) that shall be used to determine the capital assets that are to be recorded in the City of Brentwood's annual financial statements. All of the City's capital assets are maintained by Asset Works through the Finance Director.

Capital Asset Definition

Capital Assets must be capitalized and depreciated for financial statement purposes. A capital asset is defined as a unit of property that:

1. Has an economic useful life that extends beyond one year;
2. The asset must be acquired for use in operations and not be held for sale;
3. And was acquired or produced for a cost of \$5,000 or more. Any items costing below this amount should be expensed.

Tangible assets costing below the aforementioned threshold amount are recorded as an expense for the City of Brentwood's annual financial statements. Alternatively, assets with an economic useful life of one year or less are required to be expensed for financial statement purposes, regardless of the acquisition or production cost.

Renewals and betterments are capitalized. These expenditures include the cost for renovations, betterments, or improvements that add to the permanent value of the asset, make the asset better than it was when purchased, or materially extend its life beyond the original useful life. To capitalize these costs, the improvements must fulfill at least one of the following three criteria:

1. The useful life of the asset is materially increased;
2. The productive capacity of the asset is improved;
3. The quality of units/services produced from the asset is enhanced. The total project cost must also exceed \$5,000.

The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend assets' lives are not capitalized.

Valuation

Fixed assets are recorded at historic cost or, if the cost is not readily determined, at estimated historic costs. Cost shall include applicable ancillary costs. All costs shall be documented, including methods and sources used to establish any estimated costs. In the case of gifts, the fixed asset should be recorded at estimated fair market value at the date of receipt.

a) Purchased Assets – The recording of purchased assets shall be made on the basis of actual costs, including all ancillary costs, based on vendor invoice or other supporting documentation.

b) Constructed Assets – All direct costs (including labor) associated with the construction project shall be included in establishing the asset valuation. Bond issuance costs including underwriting costs, legal and accounting fees, etc., as well as administrative overhead charges associated with the bond issuance and/or the project will also be capitalized.

c) Donated Assets – Fixed assets acquired by gift, donation, or payment of a nominal sum not reflective of the asset's market value shall be assigned cost equal to the estimated fair market value at the time of receipt.

Definition and Classification of Capitalized Costs

a) Land and Right of Way. This category of asset classification is used for all costs connected with the acquisition or improvement of land. This includes purchase price, appraisals, professional services, and title insurance. If land is purchased as a building site, certain expenses may be added to the cost: razing and removal, land or site improvements, utilities to site, and landscaping activity associated with new construction.

b) Buildings and other Improvements. This category of asset classification is used for all costs related to the acquisition, or construction of a building if over \$5,000, including the purchase price, professional services, appraisals, test borings, site preparation, materials, labor, and overhead as a direct result of the project during construction. Also included are all costs associated with projects involving significant alterations, renovations, or structural changes (i.e., gutting a building and completely rebuilding the interior) that exceed \$5,000 and that increase or amend the usefulness of the asset, enhance its efficiency, or prolong its useful life by at least three years. Building improvements may include interior or exterior construction of a building or building systems, such as electrical or plumbing.

c) Machinery and Equipment. This category of asset classification is used for all costs associated with the purchase of tangible property that has a useful life of more than one year and cost in excess of \$5,000 in total. All bulk purchases of tangible property are included in this category. Charges may also include the cost of installation, transportation, taxes, duty, or in-transit insurance. Tangible property includes furniture, fixtures, computer equipment and software. In addition to the net invoice price of an asset, all costs associated with modifications, attachments, accessories, or auxiliary apparatus necessary to make the property usable for its intended purpose may also be capitalized, only if incurred at the time of initial equipment purchase. All subsequent costs of this nature, to maintain the equipment, will be expensed. This category also includes all costs per unit related to the external

purchase of software applications and the associated implementation costs (including initial licensing fees) that have a useful life of one year. (Fees paid for the renewal of software licensing and maintenance will not be capitalized and will be expensed.)

d) Vehicles. This category of asset classification is used for all costs associated with the purchase of vehicles that have a useful life of more than one year and cost in excess of \$5,000 in total. This category includes fire trucks, ambulances, police cruisers and other vehicles the City may acquire to be utilized in conducting official city business. In addition to the net invoice price of an asset, all costs associated with modifications, attachments, accessories, or auxiliary apparatus necessary to make the vehicle usable for its intended purpose may also be capitalized, only if incurred at the time of initial equipment purchase. All subsequent costs of this nature, to maintain the equipment, will be expensed.

e) Infrastructure. This category of asset classification is used for long-lived capital assets that normally are stationary in nature and normally can be preserved. Infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, dams, and lighting systems.

f) Construction-In-Progress (CIP). CIP is the cost of buildings or other capital projects that are under construction as of the balance sheet date. CIP represents a temporary capitalization of labor, materials, and equipment of a construction project. When the constructed asset is substantially complete, costs in the CIP account are classified to one or more of the major asset categories and corresponding reductions must be made to the CIP account.

Depreciation, Amortization and Depreciable Lives

In accounting terms, depreciation and amortization are the process of allocating the cost of tangible property over a period of time – the estimated useful life. Estimated useful life is the approximate numbers of months or years that an asset will be able to be used for its intended purpose for which it was purchased or constructed. Rather than deducting the asset's cost as an expenditure in the year of acquisition, the asset is depreciated or amortized.

The City utilizes the straight-line method of depreciation and amortization which is a methodology allocating the asset cost evenly over the months or years of the asset's estimated useful life.

The city utilizes the following guide for each category of assets

<u>Category</u>	<u>Useful Life (Years)</u>
• Land	N/A
• Construction in progress	N/A
• Infrastructure	20
• Buildings & improvements	20 - 50
• Machinery & equipment	5 - 30

Disposition of Assets

The Finance Director is responsible for changing the status of records when the disposition of assets occurs. In general, surplus or obsolete equipment may be disposed of by transferring to another department, discarding/scraping, trading-in, donating, or selling the asset.

Notification should be sent to the Finance Director thus notifying the Finance Office of the department's intent to dispose of the asset. The Finance Office will provide the approvals necessary to proceed with the disposition of the asset.

Once the Finance Director had provided approval of the asset disposition, the asset may be listed on GovDeals.com. Departments disposing of assets on GovDeals.com must notify the Finance Department of when the sale takes place. The Finance Director will remove the asset from the City's official listing in Asset Works.

Further guidelines related to disposition of surplus property can be found in Section 135.180 of the municipal code.

Recordkeeping

Invoice substantiating an acquisition cost of each unit of property shall be retained for a minimum of six years.

Long-Term Financial Planning Policy

Overview

The City of Brentwood's Long-range Financial Plan (LRFP) provides a "road map" for where the City wants to go financially and its plans to get there by combining financial forecasting with financial strategizing. The underlying goal being that the plan can be used as a tool to identify problems, opportunities, and provide an avenue for the Board of Aldermen, citizens and staff to discuss policy.

The LRFP is needed as a communication aide to citizens, staff and rating agencies. When Council and staff receive questions from constituents, the LRFP will: 1) help provide an answer, 2) provide documentation to support the answer and 3) provide consistency.

The LRFP clarifies the City's financial strategic intent and imposes discipline on decision makers by magnifying the cumulative effects of poor decisions. The LRFP includes the following documents: Financial Policies and Procedures; Comprehensive Plan; Parks Master Plan; Compensation Study; and Five-Year Capital Improvement Plan

Policy Scope

The blueprint for the City's LRFP contains the following characteristics in its scope to achieve the goal of long-range stability for the City and its constituents:

1. Trust – the policy will enhance the citizenry's trust in City government
2. Transparency – the policy will be transparent revealing the complex decision-making processes and strategies required to deliver City services
3. Responsiveness - the policy will encourage responsiveness by building a plan that considers the community's diverse needs and priorities
4. Sustainability - the policy will promote sustainability by maintaining the long-term financial health of the City while investing in the City's core service areas.

Policy Elements

The elements of the City's LRFPP can be broken down into four major phases which will be used to determine imbalances and seek to promote long-term balance:

1. The mobilization phase puts in place the cornerstones for financial planning: resources needed to undertake planning, preliminary financial analysis, definition of the underlying purpose of the planning process, the City's service-level preferences, financial policies, and define the scope for the planning effort.
2. The analysis phase focuses on the City's financial position, making long-term projections, and then analyzing the City's probable future financial position.
3. The decision phase is where strategies, plans, and adjustments are created and agreed upon.
4. The execution phase carries the plan forward into action.

Debt Policy

Overview

The City of Brentwood has adopted the following Debt Policies which are intended to apply to all forms of long-term debt including voted bonds, non-voted bonds, revenue bonds and leasehold obligations. The intent of the Board of Aldermen is that the City shall manage its longterm debt in a manner designed to utilize its credit to optimize City services while balancing overall debt levels and annual debt service obligations. The City recognizes that prudent use of its credit can both facilitate construction of essential capital improvements and serve as a method for sharing the costs of those improvements between current and future beneficiaries.

General Policies

Authority: All debt issuances must be initiated with the Board of Aldermen. Where necessary, the Board of Aldermen will subject an issue to a vote of the public.

Debt not to be used for Operating Expenses: When considered necessary, long-term debt may be used to provide for capital acquisitions and construction. Long-term debt will not be used to fund operating expenses except in extraordinary circumstances as authorized by the Board of Aldermen. This policy recognizes that some City staff costs such as project engineers are integral to the capital project and are reasonably chargeable to bond fund proceeds.

Term of Debt: Long-term debt will be structured in a manner so that the life of the debt does not exceed the expected useful life of the asset being funded by the debt. To the maximum extent possible, the City will fund its capital needs on a pay-as-you-go basis.

Method of Sale of Bonds and Notes: It is the City's policy to sell debt through a competitive sale unless there are clearly expressed reasons for selling debt through a negotiated process. This policy does recognize that a negotiated sale may be in the City's best interests when refunding an existing bond issue or when unusual conditions exist that may make it difficult for the marketplace to reasonably evaluate the risks of the bonds being sold. Whenever a negotiated method of sale is being recommended to the City Council, the justification and rationale for not using a competitive sale must be clearly explained.

Refunding Bonds: As a general rule, existing bonds will not be refunded through the issuance of refunding bonds unless the refunding plan will achieve a net present value savings of at least 5%. As an exception to this general rule, bonds may be refunded to obtain more favorable covenants when it is clearly in the City's interests to do so.

Details specific to financing are discussed further in the policy. Types of financing include general obligation bonds, revenue bonds and lease financing. Lease financing does not typically require voter approval.

Types of Financing & Limitations

General Obligation Bonds:

Missouri municipalities are authorized to issue general obligation bonds pursuant to Article VI, Section 26(b), (c), (d) and (e) of the Missouri Constitution and Sections 95.115 to 95.130, RSMo. General obligation bonds are secured by the full faith and credit, and taxing power of the municipality. This means that a court can compel the municipality to increase property taxes if needed to repay the bonds. The owner of a general obligation bond may look for repayment to all legally available sources of revenue that Brentwood is entitled to receive.

Brentwood may issue general obligation bonds for any municipal purpose authorized by charter or Missouri law. Section 26(f) of the Missouri Constitution and Section 95.135 RSMo require that, before issuing general obligation bonds, Brentwood must provide for the levy of an annual property tax that will be sufficient to pay the principal and interest on the bonds. To satisfy this requirement, the levy will be included in the ordinance authorizing the issuance of the bonds. Brentwood may use other revenue sources (such as sales tax proceeds) to pay debt service on the bonds, in which case the property tax levy may be unnecessary, and Brentwood may choose not to collect the tax in a particular year.

New Money Bonds. Article VI, Sections 26 of the Missouri Constitution governs the amount of general obligation bonds that may be issued by a city. The debt limit is tested at the time of the election to authorize the issuance of the bonds. Sections 26(b) and (c) permit Brentwood to incur general obligation debt in an amount not to exceed 10 percent of the City’s assessed valuation. Section 26(d) permits Brentwood to incur general obligation debt for an additional 10 percent of the Brentwood's assessed valuation for the purpose of street and sewer improvements. Section 26(e) permits Brentwood to incur general obligation debt for an additional 10 percent of the Brentwood's assessed valuation (so long as the total indebtedness does not exceed 20 percent) for the purpose of water, electric or light plant improvements. Brentwood does not currently provide these services

Section 108.170, RSMo, imposes limits on the interest rate and the sale price of the bonds, depending upon whether the sale is a negotiated sale or a competitive public sale.

Refunding Bonds. Article VI, Section 28 of the Missouri Constitution, and Section 108.140, RSMo, authorize the issuance by a municipality of general obligation bonds for the purpose of “refunding, extending, and unifying” all or any part of its validly issued general obligation bonds. The principal amount of the refunding bonds may not exceed the principal amount of the bonds being refunded, plus the accrued interest on those bonds to the date of the refunding bonds. The interest rate on the refunding bonds may not exceed the interest rate on the bonds being refunded – meaning that the refunding must result in debt service savings. The interest rate and sale price limits under Section 108.170, RSMo, apply equally to general obligation bonds issued to provide new money for project financing, or to refund bonds previously issued.

Final Maturity Limitation. In accordance with Section 26(f) of the Missouri Constitution and Section 95.135 RSMo, the final maturity of an issue of general obligation bonds must not be later than 20 years from the date of their issuance. Refunding bonds may extend the final maturity of the refunded bonds, as long as it does not exceed 20 years from the date of issuance of the refunding bonds. (Extending the maturity of the bonds through a refunding is generally limited by the requirement that the refunding must result in debt service savings. The longer the maturity, the more interest is paid.)

Voter Approval Requirements. Cities may only issue general obligation bonds after obtaining approval of four-sevenths or two-thirds (depending on the date the election is held) of the qualified voters of the municipality voting on the question. The table below shows the available election dates and the super-majority approval required for approving of general obligation bond questions on each date:

Election Date (1st Tuesday after the 1st Monday)	Voter Approval Requirements for General Obligation Bonds
February	2/3-majority in all years
April	4/7-majority in all years
June	2/3-majority in all years
August	4/7-majority in even-numbered years 2/3-majority in odd-numbered years
November	4/7-majority in even-numbered years 2/3-majority in odd-numbered years

Filing Notice of the Election with the Election Authority. Section 115.125, RSMo, requires that notice of the election be filed with the proper election authority (i.e., county clerk(s) or elections board) not later than 5 p.m. on the 10th Tuesday prior to the election. The notice must include a certified copy of the ballot question and the legal notice required to be published by the election authority pursuant to Section 115.127, RSMo.

Revenue Bonds:

Revenue bonds are issued to finance facilities that have a definable user or revenue base. Generally, specific statutory authority is required for the issuance of revenue bonds. Some commonly used sources of authority include Chapter 91, RSMo, for waterworks system revenue bonds; Chapter 250, RSMo, for combined waterworks and sewerage system revenue bonds; Section 71.360, RSMo, for parking facility revenue bonds; Section 94.577, RSMo, for capital improvement sales tax revenue bonds; and Section 94.700, RSMo, for transportation sales tax revenue bonds. Revenue bonds are payable from and secured by the pledge of a specific source of funds from the facility or project that is financed.

New Money Bonds. Any limitation on the principal amount of revenue bonds issued is generally a contractually-imposed limit. The ordinance or trust indenture pursuant to which any outstanding revenue bonds were issued will likely include restrictions on the issuance of additional bonds that are payable from the same source of funds. This is typically referred to as an “additional bonds” test or covenant. Section 108.170, RSMo, imposes limits on the interest rate and the sale price of the bonds, depending upon whether the sale is a negotiated sale or a competitive public sale.

Refunding Bonds. Section 108.140(2), RSMo, authorizes the issuance by a municipality of revenue bonds for the purpose of refunding outstanding revenue bonds, so long as the refunding revenue bonds are payable from the same sources as were pledged to the payment of the bonds being refunded. There is no interest savings requirement, as there is for bonds issued to refund general obligation bonds. The interest rate and sale price limitations under Section 108.170, RSMo, also apply to refunding bonds.

Limit on Final Maturity. The maximum term for revenue bonds varies depending on the statutory authority. A common maximum term is 35 years. Sales tax revenue bonds, because they are considered “indebtedness”, are limited to a maximum term of 20 years.

Voter Approval Requirements. Nearly all revenue bonds, other than sales tax revenue bonds, require only simple majority voter approval for passage. Sales tax revenue bonds constitute "indebtedness" under the Missouri Constitution. The Missouri Supreme Court has held that Article VI, Section 26 of the Missouri Constitution applies to all obligations payable from taxes. Consequently, sales tax revenue bonds constitute "indebtedness", and require the same super-majority voter approval as general obligation bonds. Election dates and the majority/super- majority voter approval requirements are applicable according to the table listed on the previous page.

Filing Notice of the Election with the Election Authority. Section 115.125, RSMo, requires that notice of the election be filed with the proper election authority (i.e., county clerk(s) or elections board) not later than 5 p.m. on the 10th Tuesday prior to the election. The notice must include a certified copy of the ballot question and the legal notice required to be published by the election authority pursuant to Section 115.127, RSMo.

Lease/Purchase Obligations:

The City uses lease/purchase obligations to finance equipment and facility acquisitions. Legal authority for a lease-purchase financing is found in statutes authorizing municipalities to lease property. Under a lease-purchase transaction, Brentwood leases the equipment and/or real property to be acquired and constructed from a lessor, which may be an investor, a trustee bank, a leasing company, a nonprofit corporation or other entity. Brentwood makes rental payments over a series of annually renewable one-year terms, and has the option to purchase the leased property at the end of the term. Brentwood’s obligation to make rental payments in any subsequent year is subject to appropriation of funds each year for that purpose by the municipality.

Because the lease-purchase agreement is not a voted obligation, Brentwood does not have the ability to put into place a debt service levy or to legally pledge revenues to repay the bonds. Nonetheless, Brentwood must be able to identify sufficient funds that will be available to make the rental payments. A common source of funds is revenue generated from sales taxes that may legally be used for the purpose for which the lease-purchase proceeds will be spent.

There are three methods by which Missouri governmental entities may finance equipment and facility acquisitions using lease financing. The methods are:

1. Direct financing through a leasing company or bank
2. Certificates of Participation (COPs)
3. Leasehold Revenue Bonds.

The City generally does not engage in Leasehold Revenue Bond

Investment Policy

I. AUTHORITY

The local ordinances of the City of Brentwood authorize the City Administrator and Director of Finance to have custody of all City monies and to invest said monies not needed for the daily operations of the City. The Board of Aldermen has assigned responsibility for the day-to-day administration of this policy to the City Administrator and Director of Finance.

II. WAYS AND MEANS COMMITTEE

The Ways and Means Committee shall be responsible for developing and reviewing the investment process of the City of Brentwood within the framework provided by the local ordinances and the Constitution and laws of the State of Missouri. The Ways and Means Committee shall set and monitor policies, set general strategies and implement necessary monitoring mechanisms as indicated in this policy and the internal controls over investments for the City. The Committee will meet regularly to review performance, policy and procedures.

III. INVESTMENT ADVISORY COMMITTEE

The Ways and Means committee, the City Administrator and the Director of Finance will make up the Investment Advisory Committee. The purpose of the Investment Advisory Committee is to allow appropriate input and insight into the various investment opportunities the City has at its disposal.

IV. PRUDENCE

All participants in the investment process shall act responsibly as custodians of the public trust. The standard of prudence to be applied by the personnel of the Investment Advisory Committee is the “prudent investor” rule, which states, “Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.”

V. ETHICS AND CONFLICT OF INTEREST

Individuals involved in the investment process shall refrain from personal business activity that could create an appearance of impropriety, conflict with proper execution of the investment program, or impair their ability to make impartial investment decisions. Investment Advisory Committee members shall disclose to the Board of Aldermen any material financial interests in financial institutions that conduct business within Brentwood, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the portfolio. Investment Advisory Committee members shall refrain from undertaking personal investment transactions with the same individual or entity with which business is conducted on behalf of the City of Brentwood.

VI. DELEGATION OF AUTHORITY

Authority and responsibility for the management and daily operation of the investment program is hereby delegated to the City Administrator and Director of Finance, whom shall act in accordance with the established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Only the City Administrator and Director of Finance are authorized to make investments and to order the receipt and delivery of investment securities among custodial security clearance accounts. The City Administrator and Director of Finance will be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate staff.

VII. OBJECTIVES

The primary objectives of investment activities shall be legality, safety, liquidity, and yield.

Legality The City Administrator and Director of Finance will invest the City's excess funds only within the legal guidelines set forth by the Constitution and Laws of the State of Missouri and the ordinances of the City of Brentwood. Any investment alternative outside these guidelines is not permissible.

Furthermore, the Investment Advisory Committee seeks to promote and support the objectives of US foreign policy regarding terrorism. Accordingly, investments in companies or their subsidiaries or affiliated entities that are known to sponsor terrorism or aid the government in countries that are known to sponsor terrorism are prohibited.

Safety

Safety of principal is the primary objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

a. Credit Risk

The City of Brentwood will minimize credit risk, the risk of loss due to the failure of the security issuer or backer, by:

- Establishing a pre-approved list of financial institutions and companies that the City of Brentwood will be restricted to when purchasing commercial paper • Conducting regular credit monitoring and due diligence of these issuers.
- Pre-qualifying the financial institutions and broker/dealers with which the City of Brentwood will do business for broker services and repurchase agreements.
- Diversifying the portfolio so potential losses on individual securities will be minimized.

b. Interest Rate Risk

The City of Brentwood will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates, by:

- Maintaining an effective duration of less than 3 years
- Holding at least 25% of the portfolio's total market value in securities with a maturity of 12 months or less

Liquidity

The investment portfolio will remain sufficiently liquid to meet all reasonably anticipated operating requirements. This will be accomplished by structuring the portfolio so securities mature concurrent with cash necessary to meet anticipated demand. Furthermore, because all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets.

Yield

The investment portfolio will be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is the least important objective.

VIII. PERFORMANCE

Active management should produce, over a period of time, book yields in excess of a low risk passive benchmark. For management purposes, and for Investment Advisory Committee review, both the book yield and total rate of return will be calculated for the portfolio and compared to the appropriate security market indexes as established by the Committee.

IX. BROKER/DEALER REQUIREMENTS

Investments will be made through banks or securities dealers who have been approved by the Investment Advisory Committee. Such securities dealers and banks will have been subjected to an appropriate investigation by the staff of the City of Brentwood, including but not limited to, a review of the firm's financial statements and the background of the sales representative. All approved dealers must be fully licensed and registered NASD Broker/Dealers or exempt banks.

Criteria used to select securities dealers will include:

- Financial strength and capital adequacy of firm;
 - Services provided by firm;
 - Research services available;
 - Resume, reputation and qualifications of sales representative; • Due diligence and firm references;
- and,
- City government expertise.

X. REPORTING

The City Administrator and Director of Finance shall report monthly to the Investment Advisory Committee on the present status of the investment portfolio. Each monthly investment report will, at a minimum, include the following:

- The market value of the portfolio, including realized and unrealized gains or losses resulting from appreciation or depreciation.
- Average weighted yield to maturity and duration of all portfolios as compared to applicable benchmarks.
- Percentage of the total portfolio represented by each type of investment.
- The rating levels for commercial paper and bankers' acceptances. The City Administrator and Director of Finance should also recommend to the committee if the commercial paper or bankers' acceptances should be held or sold in the event of a rating downgrade below the minimum acceptable rating levels.
- Listing of individual securities held at the end of the reporting period.
- The realized and unrealized gains or losses resulting from appreciation or depreciation by listing the cost and market value of securities over one-year duration in accordance with Government Accounting Standards Board (GASB) 31 requirements, reported annually

XI. PERMISSIBLE INVESTMENTS AND GUIDELINES

A. Investment Types

In accordance with, and subject to restrictions imposed by the Constitution and the laws of the State of Missouri and the local ordinances of the City of Brentwood, the following list represents the entire range of permissible investments.

1. Time Deposits

1. Financial institutions with a physical location in the State of Missouri will be selected as depositories based on, but not limited to, the following: financial stability, funds availability, loan-to-deposit ratio, community involvement and other relevant economic criteria.
2. Pursuant to state law, the maximum maturity of a deposit will be five years.
3. The rate of interest to be earned on monies placed in time deposits with Missouri financial institutions will be determined pursuant to state law and Brentwood ordinances.
4. A financial institution will be eligible to receive total deposits in an amount not to exceed their equity capital. The City of Brentwood may, from time to time, limit the dollar amount of deposits a financial institution may receive due to lack of availability.
5. A financial institution's loan-to-deposit ratio must be in excess of 50% at the time of deposit unless a specific need can be shown by the financial institution for the funds.
6. Time deposits (principal and interest) must be collateralized at least 100% with approved securities. The market value of all time deposit collateral will be reviewed on an ongoing, periodic basis to determine collateral adequacy.

2. Linked Deposits

1. Financial institutions with a physical location in the State of Missouri will be selected based upon financial stability and funds availability.
2. Maturity of the deposits will be based upon the statutes' language for maximum maturities of deposit, the borrower's needs, the liquidity requirements and interest rate risk considerations of the City of Brentwood along with any other relevant economic considerations. This can vary by category of linked deposits.
3. The rate of interest to be charged follows the statute language regarding the loan rate to the borrower that is below the normal borrowing rate.
4. The minimum and maximum amounts of the linked deposit to be placed in each category will be determined by the Investment Advisory Committee when these amounts are not specifically stated in the statutes or local ordinances.
5. Linked deposits (principal and interest) must be collateralized at least 100% with approved securities. The market value of all linked deposit collateral will be reviewed on an ongoing, periodic basis to determine collateral adequacy.

3. U. S. Treasury and Federal Agency Securities

1. Treasury and Agency securities with final maturities of five years or less as stated in the statutes may be purchased.
2. Treasury and Agency securities must be purchased through approved broker/dealers.
3. Agency securities include those specific obligations that are issued or guaranteed by any agency or instrumentality of the United States Government.

4. Commercial Paper

1. Commercial paper which has received the highest letter and numeral ranking (i.e., A1 / P1) by at least two nationally recognized statistical rating organizations (NRSRO's).
2. Eligible paper is further limited to issuing corporations that have a total commercial paper program size in excess of \$250,000,000 and have long term debt ratings, if any, of "A" or better from at least one NRSRO.
3. Purchases of commercial paper may not exceed 180 days to maturity.
4. Approved commercial paper programs should provide some diversification by industry. Additionally, purchases of commercial paper in industry sectors that may from time to time be subject to undue risk and potential illiquidity should be avoided.
5. The only asset-backed commercial paper programs that are eligible for purchase are fully supported programs that provide adequate diversification by asset type (trade receivables, credit card receivables, auto loans, etc.) No securities arbitrage programs or commercial paper issued by Structured Investment Vehicles (SIV's) shall be considered.
6. No more than 5% of the total market value of the portfolio may be invested in the commercial paper of any one issuer.

5. Bankers' Acceptances

1. Definition - Bills of exchange or time drafts on and accepted by a commercial bank, otherwise known as bankers' acceptances.
2. An issuing bank must have received the highest letter and numeral ranking (i.e., A1 / P1) by at least two nationally recognized statistical rating organizations (NRSRO's).
3. Must be issued by domestic commercial banks
4. Purchases of bankers' acceptances may not exceed 180 days to maturity.
5. No more than 5% of the total market value of the portfolio may be invested in the bankers' acceptances of any one issuer.

6. Repurchase Agreements

1. Repurchase agreements may be entered into for periods of 90 days or less.
2. Repurchase agreements must be purchased through approved broker/dealers. All approved broker/dealers must have a signed Bond Market Association Master Repurchase Agreement on file with

the City of Brentwood, and in the case of tri-party repurchase agreements, a tri-party agreement is also required.

3. All collateral will either be delivered to the City's Account at the City's depository bank, or to an approved third-party custodian.
4. Repurchase agreements must be collateralized 102% with approved securities.
5. No more than 15% of the total market value of the portfolio may be invested in repurchase agreements with any one issuer.

7. Reverse Repurchase Agreements

1. Reverse repurchase agreements may be entered into for periods of 90 days or less.
2. Reverse repurchase agreements must be executed through approved broker/dealers. The City of Brentwood will assign reverse repurchase agreement trading limits for each broker/dealer.
3. All collateral will be delivered to dealers versus payment.
4. Collateral will be priced at market plus accrued interest. All term trades will be reviewed weekly to determine pricing adequacy.
5. The City of Brentwood will enter into reverse repurchase agreements only to cover unexpected shortcomings in the City's demand account(s).

B. Security Selection

The following list represents the entire range of United States Agency Securities that the City of Brentwood will consider, and which shall be authorized for the investment of funds. Additionally, the following definitions and guidelines will be used in purchasing the instruments:

1. U.S. Govt. Agency Coupon and Zero Coupon Securities. Bullet coupon bonds with no embedded options and with final maturities of five (5) years or less.
2. U.S. Govt. Agency Discount Notes. Purchased at a discount with a maximum maturity of one (1) year.
3. U.S. Govt. Agency Callable Securities. Restricted to securities callable at par or above with a final maturity of five (5) years or less.
4. U.S. Govt. Agency Step-Up and Step-Down Securities. The coupon rate is fixed for an initial term. At specific future rate reset dates, the coupon rate changes to a new pre-determined rate, for a specific period of time, restricted to securities with a final maturity of five (5) years or less.
5. U.S. Govt. Agency Floating Rate Securities. The coupon rate floats off one index and resets at least quarterly with a final maturity of five (5) years or less.
6. U.S. Govt. Agency Mortgage Backed Securities. Restricted to securities with stated final maturities of five (5) years or less.

C. Additional Investment Restrictions and Prohibited Transactions

To provide for the safety and liquidity of the City of Brentwood's funds, the investment portfolio will be subject to the following restrictions in addition to those listed elsewhere in this policy:

1. Borrowing for investment purposes ("Leverage") is prohibited.
2. Instruments known as inverse floaters, leveraged floaters, equity-linked securities, option contracts, futures contracts and swaps are prohibited.
3. Contracting to sell securities not yet acquired in order to purchase other securities for purposes of speculating on developments or trends in the market is prohibited.
4. Hedging and derivative investments are specifically disallowed.

D. Collateralization

The City of Brentwood will maintain collateralization, which will be consistent with the Constitution and Laws of the State of Missouri and the local ordinances of the City of Brentwood and approved by the Board of Aldermen. All deposits placed in financial institutions must be at least 100% collateralized with securities listed in this policy. The Investment Advisory Committee shall periodically review and may make changes to the collateralization margins for collateral asset classes based on changes in market conditions or other events.

All securities, which serve as collateral against the deposits of a depository institution, must be safe kept at a non-affiliated custodial facility. Depository institutions pledging collateral against deposits must, in conjunction with the custodial agent, furnish the necessary custodial receipts.

The City of Brentwood must have a depository contract and pledge agreement with each safekeeping bank that will comply with the Financial Institutions, Reform, Recovery, and Enforcement Act of 1989 (FIRREA). This will ensure that the City of Brentwood's security interest in collateral pledged to secure deposits is enforceable against the receiver of a failed financial institution.

E. Securities Lending

1. The City Administrator or Director of Finance may temporarily exchange securities held in the portfolio for cash or other authorized securities of at least equal value with no maturity more than one year beyond the maturity of any of the traded obligations.
2. Securities lending may be transacted through the City of Brentwood's custodial bank, through a third party lender, or directly with approved broker/dealers. Direct broker/dealers must have a signed Bond Market Association Securities Lending Agreement on file with the City of Brentwood.
3. All securities being transferred must be delivered versus payment.
4. Securities lending transactions may be entered into for periods of 90 days or less.
5. The City Administrator and Director of Finance shall develop collateral investment guidelines for the reinvestment of any collateral made by the City of Brentwood's securities lending agent and is responsible for periodic monitoring of these investments for compliance.

XII. ASSET ALLOCATION

The investment portfolio will be diversified to minimize the risk of loss resulting from excess concentration into a specific maturity, issuer or class of securities. Diversification strategies will be implemented through investments identified in Section XI-A. Target allocations indicate general objectives under steady market conditions; however, targets may fluctuate throughout the year based on cash flows and market conditions.

XIII. SAFEKEEPING AND CUSTODY

All securities will be held by a third-party custodian designated by the City of Brentwood and evidenced by safekeeping receipts. All trades where applicable will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in eligible financial institutions prior to the release of funds. All non-Fed eligible securities will be held at the financial institution holding the City of Brentwood's custodial account.

XIV. INTERNAL CONTROLS

The City of Brentwood has established a system of internal controls designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets or imprudent actions by employees of the City of Brentwood. Controls deemed most important include: separation of duties, separation of transaction authority from accounting and record keeping, custodial safekeeping, clear delegation of authority, minimizing the number of authorized investment officials, documentation of transaction strategies and a code of ethics. These policies are contained in the accounting policies manual.

Accounting, Auditing, and Financial Reporting Policy

Overview

The City of Brentwood is accountable to its citizens for the use of public dollars and transparency related to the usage of those dollars. The Board of Aldermen desires excellence in financial reporting and practices.

The accounting, financial reporting and auditing policy is the appropriate mechanism for the Board of Aldermen to achieve appropriate oversight of the City's financial records. The policy achieves the Aldermen's objective of promoting excellence in financial reporting and transparency of the financial records.

Accounting and Financial Reporting Policies:

These policies are in accordance with Sections 130.070, 130.080 and 135.000 through 135.210 of the City's Municipal Code. The City will maintain its accounting records in accordance with state and federal law and regulations. Budgetary reporting will be in accordance with Missouri state budget laws and regulations. The City will annually report its financial condition and results of operations in accordance with state regulations and generally accepted accounting principles (GAAP).

As an additional, independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association (GFOA) Certificate of Achievement in Excellence for Financial Reporting for the City's Comprehensive Annual Financial report (CAFR). The CAFR will be presented in a manner designed to clearly communicate to citizens about the financial affairs of the City.

Reports outlining the status of revenues, expenditures/expenses, cash and investment balances and other significant fund balances shall be done monthly and will be distributed to the Board of Aldermen, City Administrator, department heads, and any interested party.

Auditing Policies:

The City's CAFR will be audited annually by an external auditor. The Board of Aldermen are charged with the selection of the auditor.

Audit advisory, oversight and liaison functions are the responsibility of the Ways and Means Committee. The Committee engages the auditor for the City's annual audit. On an annual basis, the Committee meets with the auditor prior to the inception of the audit, maintains communication with the auditor throughout the audit and reviews the City's audited CAFR. The committee makes a recommendation to the Board of Aldermen to approve the annual audit.

Internal Control and Risk Management Policy

Overview

The City will maintain a system of internal control to safeguard its assets against loss, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed managerial policies.

INTERNAL CONTROL

1. The City shall maintain an environment conducive to good internal control.

2. Definitions -

Internal Control comprises the plan of organization and all of the coordinated methods and measures adopted within the City to safeguard its assets; check the accuracy and reliability of its assets; check the accuracy and reliability of its accounting data; promote operational efficiency; and encourage adherence to prescribed managerial policies. This is the broad definition, recognizing that a “system” of internal control extends beyond those matters which relate directly to the accounting and finance functions.

This broad definition can be subdivided into two components; accounting and administrative, as follows:

- a. Accounting controls comprise the plan of organization and all the methods and procedures that are concerned mainly with, and relate directly to, the safeguarding of assets and the reliability of the financial records.
- b. Administrative controls comprise the plan of organization and all the methods and procedures that are concerned mainly with operational efficiency and adherence to managerial policies and usually relate only indirectly to the financial records. This policy is concerned primarily with the “Accounting Controls” and when the terms “internal controls” or “controls” are used, it is meant as Accounting Controls.

3. Responsibilities -

The Accounting Department is responsible for designing appropriate controls for the departments and the departments are responsible for implementation. Inherent in these responsibilities is the recognition that the cost of internal control should not exceed the benefits expected to be derived. Also, internal controls may become inadequate as conditions change, thus requiring review and modification.

4. Objectives-

To provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of general purpose financial statements in accordance with generally accepted accounting principles.

5. Basic Elements of Internal Control -

a. Personnel-

Objectives are dependent on competence and integrity of personnel, independence of assigned functions, and their understanding of prescribed procedures.

b. Computer Data Processing-

Control over development, modification, and maintenance of computer programs; control over use and changes to data maintained on computer files; application controls, for example, edits that verify vendor numbers for check writing.

c. Segregation of Duties-

The organizational plan should separate functional responsibilities. In general, when the work of one employee is checked by another, and when the responsibility for custody of assets is separate from the responsibility for maintaining the records relating to those assets, then there is appropriate segregation of duties. Procedures designed to detect errors and irregularities should be performed by persons other than those who are in a position to perpetrate them.

d. Execution of Transactions-

There is reasonable assurance that transactions are executed as authorized.

e. Recording of Transactions-

Transactions are recorded in the proper period, amounts, and classification.

f. Access to Assets-

Both direct physical access and indirect access through preparation/processing of documents that authorize the use or disposition of assets be limited to authorized personnel as directed by management.

g. Comparison of Recorded Accountability with Assets-

Periodic comparison of actual assets with the recorded accountability, such as bank reconciliations and physical inventories shall take place. The records should be checked against the assets by someone other than the persons responsible for the records or the assets. Accounting will utilize these basic elements of internal control in formulating departmental plans suitable to each department's needs. An annual review of the plans will be performed, and modifications made as required (or as a result of internal or external audits).

h. Authorization-

All transactions are properly authorized by management: 1) to permit preparation of financial statements in conformance to statutory requirements and accounting principles generally accepted in the United States, and (2) to maintain accountability for assets.

6. Written Procedures-

Written procedures will be maintained by the Finance Director for all functions involving the handling of cash and securities. These procedures shall embrace sound internal control principles.

7. Audit-

The City will prepare its accounting records in accordance with accounting principles generally accepted in the United States. A Comprehensive Annual Financial Report (CAFR) will be prepared annually. The City shall have an annual financial audit conducted by an independent public accounting firm of its CAFR. The audit shall be conducted in accordance with auditing standards generally accepted in the United States of America and standards applicable to financial audits contained in Governmental Auditing Standards issued by the Comptroller General of the United States.

Local Economic Development Finance Policy

Overview

The objective of the Local Development Finance Policy is to provide public assistance to community development efforts in a manner that balances costs against benefits. In addition to the City's Financial Management Policies, detailed guidelines have been adopted by the City to manage specific development resources and programs.

To the greatest extent possible, all development activities shall be self-supporting. Sufficient public and private resources shall be identified at the time a project is approved to ensure feasible completion and operation of the project. All development financing proposals shall be reviewed to ensure that the proposed finance plan is reasonable, balanced, and the best means by which to achieve City objectives, while adequately protecting citywide financial interests.

General Policy

1. It is the policy of the City and the Board of Aldermen to consider judicious use of Economic development financing tools (Economic tools) for those projects that demonstrate a substantial and significant public benefit by constructing public improvements in support of developments that will eliminate blight, strengthen the economic and employment base of the City, positively impact surrounding areas and tax revenues, create economic stability, facilitate economic self-sufficiency and create new jobs and retain existing employment.
2. Care will be exercised in the use of economic tools to thoroughly evaluate each project to ensure that the benefits that will accrue from the approval of the project are appropriate, in relation to the incentive provided to and the costs that will result from the project, and that the project, viewed from this prospective, benefits the City as a whole.
3. Each project, and the location at which it is proposed, is unique and, therefore, every proposal shall be evaluated on its individual merit, including its potential impact on the City's service levels, its overall contribution to the City's economy and its consistency with the City's goals and objectives.
4. Each project should be evaluated as to potential economic benefit.

5. As a general principle, a project requesting economic tool assistance should have a ratio of a minimum of three (3) to one (1) in comparing potential increased revenue to the City from all sources to the value of the incentives provided, measured over the term of the TIF project.
6. Economic tools will generally be reserved for projects that do not qualify for alternative methods of financing or where assistance is deemed by the City and the Board of Aldermen to be the preferred method of providing economic development incentives to the project.
7. All economic tool applications must clearly comply with the requirements of the Missouri TIF Statute.
8. All projects must be consistent with the City's goals and objectives.

B. Policy Guidelines

The following criteria are used by the City and the Board of Aldermen to evaluate economic tool applications:

1. Each application must demonstrate that "but for" the use of the economic tool, the project is not feasible and would not be completed without the proposed assistance.
2. Applications for projects that will be using assistance for only public infrastructure will be favored. In any event, assistance shall be used to complete all required public infrastructure prior to consideration of assistance for any other portion of project costs. This limitation may be modified if the project is determined to be a vital contribution to the attainment of a substantial and significant public benefit identified in this policy.
3. All applications requesting the issuance of bonds or notes shall be required to demonstrate that the payments in lieu of taxes and/or the economic activity taxes expected to be generated will be sufficient to provide a conservative debt coverage factor based upon the projected debt service on any tax increment bonds or notes. This limitation may be modified for projects that involve the redevelopment of existing structures or the assembly and clearance of land upon which existing structures are located.
4. The Board of Aldermen will determine the total amount of assistance provided for a project as a percentage of the total project costs.
5. Each application shall include evidence that the applicant:
 - a. Has thoroughly explored alternative financing methods.
 - b. Has the financial and technical ability to complete and operate the project.
 - c. Will be liable for, or contribute equity to the total cost of the project or provide a performance bond for the completion of the project in an amount determined by the Board of Aldermen. Projects with greater equity contributions from the developer will be viewed more favorably.

6. In evaluating the employment potential of a given enterprise, the following shall be taken into consideration:
 - a. number of additional employees that will be hired as a result of the project and whether they are likely to be hired from the local population;
 - b. skill and education levels required for the jobs expected to be created by the project;
 - c. range of salary and compensation for jobs expected to be created by the project;
 - d. potential for executive relocation. TIF projects that create jobs with wages that exceed the community average will be encouraged.
7. Economic tool applications for the redevelopment of vacant property, in areas where the project will further the goals and policies of the City, and/or reasonable evidence is presented that the project will serve as a catalyst for further high quality development or redevelopment, will be viewed favorably.
8. Economic tool applications for retail and service commercial projects should be limited to those projects that encourage an inflow of new customers from outside the City or that will provide services or fill retail markets that are currently unavailable or in short supply in the City. New or expanded industrial and manufacturing projects will be given more favorable consideration than new or expanded warehouse type uses based upon the projected employment per square foot.
9. Economic tool applications for the development of commercial, office and industrial projects that would stabilize existing commercial, office and industrial areas that have or will likely experience deterioration will be favored.
10. Economic tool applications for new residential development projects (other than a limited number of residential units which are creatively integrated into commercial or retail projects) will be strongly disfavored. Applications for the redevelopment of existing residential areas will be generally disfavored.
11. Economic tool applications that include the development of business areas, or the redevelopment of existing business areas, shall include information as to the business type of the major tenants of the Economic tool area. In addition, a thorough market analysis should be completed that identifies: (1) the population areas from which the project will draw; and (2) the businesses of similar types that would be competing with the Economic tool area businesses.
12. Generally, Economic tool applications that encompass a project area of less than five (5) acres will not be favorably considered.
13. Notwithstanding the foregoing, Economic tool applications that, based upon the above guidelines, would not otherwise be favorably considered or do not meet any of the above referenced criteria, shall be viewed favorably by the City and the Board of Aldermen if the application clearly demonstrates that the project as a whole or a portion of it is of vital interest to the City and will significantly assist the City by eliminating blight, financing desirable public improvements, strengthening the economic and employment base of the City, positively impacting surrounding areas, creating economic stability, facilitating economic self-sufficiency, and implementing the economic development strategy of the City.

C. Accountability

Economic tool applications shall include the following:

1. If the application is being recommended based upon specifically delineated benefits that are projected to flow to the City as a result of the development, such as increased employment opportunities, increased ad valorem or economic activity taxes, or construction of public infrastructure, language will be included in the development agreement that stipulates that the City's assistance to the developer may be reduced if satisfactory evidence is not shown that the degree, nature and/or quality of the benefits have been generated to the City by the project.
2. If businesses are to be relocated from other areas of the City, the base year activity for purposes of determining the tax increments for both real property and economic activity taxes shall be the last twelve (12) month period at the business' current location, immediately preceding the relocation. To accomplish this intent, a surplus will be declared that will have the same effect as if the previous level of taxes in the last year at the previous location continued to be available to all taxing jurisdictions after the relocation.

D. Method of Financing

Economic tool applications may request that assistance be provided in one of two forms:

1. Special obligation bond or note financing; or
2. Direct reimbursement of project costs.

In deciding which method of financing to use, the prevailing factors in making the determination shall be the total costs and the security for the bonds. The City will not guarantee special obligation bonds or notes. Credit enhancement on any bonds or notes will be viewed favorably. The City will have the final decision on the method of financing. The arrangement of bond financing shall be the responsibility of the applicant. The City's full cost of reviewing and processing the application shall be paid by the applicant, pursuant to a funding agreement executed by the City and the developer of the project, but a portion of such costs may be reimbursable from proceeds prior to funding improvement costs. The City generally requires that all bonds be sold at competitive sale although a negotiated sale is also acceptable.

Economic Activity Taxes

1. The applicant must provide adequate documentation to determine the economic activity taxes collected within the project area for each year during the term of the project.
2. Economic activity taxes shall not include, to the extent such exclusion is permitted by law, franchise fees paid by utilities or other utility taxes collected either from private utilities or as payments in lieu of taxes from publicly owned utilities.

F. Term

1. The maximum period for which an economic tool can be established is twenty-three (23) years.
2. The projected term of the economic tool shall be a factor. Shorter terms will be more favorably viewed than longer terms. Applications that provide for complete payout in less than twelve (12) years will be preferred.

G. Monitoring

Each project should be monitored on an annual basis to determine compliance with the performance standards included in the development agreement. A copy of all written monitoring reports shall be provided to all of the other taxing jurisdictions.

H. Application

The policy specifies economic tool assistance/projects. It is also deemed to cover all financial assistance requested from the City, such as Community Improvement Districts, excepting those items, which by state statute pertain only to an Economic tool.

Fleet Replacement Policy

Mission Statement:

To establish efficient and effective delivery of municipal services by providing customer departments with safe, reliable, economical and environmentally sound transportation and related support services that are responsive to their needs and that preserve vehicle value and equipment investment.

Objectives:

The primary objective is to control the overall cost of operating and maintaining the City of Brentwood's fleet of vehicles and equipment, to maintain vehicles and equipment in a manner that extends their useful life, to control the growth in size of the fleet, to standardize the composition of the fleet and to accurately budget for maintenance and replacement costs. All new purchases for vehicles and equipment are coordinated through Fleet Management Team and department heads for recommendation to the City Administrator.

The purpose of this document is to provide a written vehicle replacement plan, and the specific vehicle and equipment needs and requirements of the fleet. Since each municipality's fleet and usage is unique, a universal management guide does not exist that can be applied to all types of fleets for every locality. This is a living document that will be modified and updated annually to reflect changes in the City of Brentwood's organizational climate, the changing needs of our internal customers, and changes in the automotive and equipment industry.

Key Customers:

- Police
- Fire
- Public Works
- Planning & Development
- Park & Recreations
- Administration

Background:

The City of Brentwood Public Works and Fire Departments are assigned the overall responsibility for managing the City's fleet of vehicles and construction/maintenance equipment.

The Public Works Department works in conjunction with the Police, Fire, Finance, Planning & Development and Parks & Recreation departments (representatives from these departments make up the Fleet Management Team) to: develop vehicle and equipment replacement schedules; acquire vehicles and equipment; and reassign and dispose of vehicles and equipment. The vehicle and equipment maintenance functions are assigned to the Public Works and Fire Departments. The public works maintenance garage is located at 8330 Manchester Road with one full-time mechanic to maintain Public Works, Parks & Recreation, Police, Planning and Development Departments and Administration vehicles and equipment units. The fire department garage is located at 8756 Eulalie Avenue with one external mechanic to maintain Fire Department vehicles and equipment units. A complete listing of the vehicles and equipment maintained by the public works mechanics is listed as an attachment to this report.

Maintenance:

The goal of the Public Works and Fire Department vehicle and equipment maintenance practices is to keep vehicles and equipment in sound operating condition. Preventive maintenance routines and intervals followed by our mechanics and are based on local driving conditions and manufacturer's recommendations, for each type of vehicle or equipment and each type of maintenance service. Maintenance costs represent a significant portion of the total cost to own and operate a vehicle or piece of heavy equipment and tend to increase as a vehicle or equipment ages. Escalating maintenance costs are a key factor in determining when to replace a fleet vehicle. In addition to the added cost of maintenance as a vehicle ages, there is an additional cost to the municipality when a vehicle is in the garage receiving maintenance and not available for use. Preventive maintenance is the key to avoiding the repair or replacement of costly major vehicle components such as engines, transmissions and drive trains. Our mechanics make adjustments to the manufacturer's recommendations based on the specific vehicle's use. For example, a police vehicle may idle for an extended period of time while an officer monitors a high-risk area. When an engine idles, it incurs wear and tear that will require future maintenance. So the maintenance schedule for a vehicle that runs idle 50 percent of the time may be as frequent as that of a comparable one that drives more miles.

Accurate and complete vehicle maintenance records are a key tool for making fleet management decisions. Vehicle maintenance costs are variable and distinct to each vehicle. Pertinent records maintained for each vehicle are:

- vehicle maintenance logs
- fuel usage logs
- Cumulative costs of parts, labor, and overhead by a vehicle over its life.

Replacement:

Replacement standards are based on American Public Works Association (APWA), industry guidelines and years of experience in operating and maintaining vehicles and equipment. This policy takes a responsible approach to vehicle management. Its focus is fleet management, of which vehicle replacements is just one part of the process. Many factors will be considered before a vehicle is confirmed for replace; any one factor can initiate the vehicle review process, but each is independent of the others. Since each vehicle is assessed on many elements besides age, this policy allows much greater flexibility for vehicle replacement. A vehicle may not have reached a fixed age replacement requirement to be eligible for replacement under this policy.

Development of Guidelines/Procedures

The Fleet Management Team has inventoried existing vehicles and equipment and has prepared a replacement schedule for all City vehicles and equipment. The schedule will be updated annually and will be used as the basis for planning for the replacement of vehicles and equipment. The vehicle and equipment replacement schedule will include the following information for each vehicle or unit of capital equipment:

- a. Age in years also known as life.
- b. Usage in hours or miles.
- c. Useful life (based on commonly used standards for municipal vehicles and equipment)
- d. Reliability (down time for repairs not related to preventative maintenance)
- e. Cost of Maintenance and Repairs.
- f. Overall condition: mechanical, operating, safety, or appearance.
- g. Vehicle/equipment year, mileage/hour thresholds
- h. Funding

A vehicle maintenance evaluation will be conducted a minimum of once a year per vehicle or equipment, unless conditions change due to an accident or large repair then an immediate evaluation should be completed. The vehicle maintenance evaluation is performed by the mechanics of the Public Works Department or Fire Department (Evaluation Form attached).

The Evaluation Forms will be provided to the Fleet Management Team for further review and consideration. If the evaluation proves the vehicle would be economical to retain for an additional year, the vehicle will be targeted for retention in as-is service or be refurbished and returned to service in the same assignment or reassigned. In some cases, it may be reassigned to other departments with "low usage" requirements.

Depending on the availability of funds, vehicles and equipment will be replaced when they are at the end of their economic life, no longer safe to operate, not reliable enough to perform their intended function, or there is a demonstrated cost saving to the City of Brentwood.

All vehicles acquired and maintained by the City of Brentwood are recommended for replacement in accordance with adopted guidelines/procedures and all departments are responsible for complying with these guidelines/procedures.

Reassignment and Disposal of Vehicles and Equipment:

The vehicle and equipment fleet is sized to meet the current needs of the City. Fleet vehicles and heavy equipment can be reassigned to replace units currently assigned to other departments. In those instances, the older units will be disposed. Annually, the Fleet Management Team will meet to review the vehicle and equipment replacement schedule, and plan for the reassignment or disposal of vehicles and equipment that have qualified to be replaced. Trade in, sealed bids, internet auctions, trade journal advertisements, and public auctions will be utilized for the disposal of vehicles and heavy equipment.

Checks received for payment of disposed vehicles and equipment will be restrictively endorsed upon receipt and forwarded to Finance for deposit.

The Finance office will be notified of all disposals of vehicles and heavy equipment in order to remove from insurance, if applicable.

VEHICLE / EQUIPMENT EVALUATION FORM

Vehicle or Equipment VIN or Serial# _____

Vehicle or Equipment# _____ Department Assigned to: _____

Make: _____ Model: _____ Year: _____

Mileage: _____ Hours of Operation: _____

Date of Evaluation: _____ Evaluator: _____

Factor	Points
Age	
Mileage/ Hours	
Reliability	
M&R Costs	
Condition	
Total Points	

Point Ranges	Condition	Description
0-23	Excellent	Do Not Replace
24-28	Very Good	Re-evaluate for next year's budget
29-33	Good	Qualifies for replacement this year if M/R cost exceed 60% of cost
34-38	Fair	Qualifies for replacement this year if budget allows
39+	Poor	Needs priority replacement

Evaluator Comments:

Evaluator Signature: _____

VEHICLE/EQUIPMENT EVALUATION SUMMARY REPORT

Vehicle or Equipment VIN or Serial# _____

Vehicle or Equipment# _____ Department Assigned to: _____

Make: _____ Model: _____ Year: _____

Description of use: _____

Summary of values

Years of Service: _____ Useful life: _____ Years over or under: _____

Current Mileage: _____ Mileage threshold: _____ Miles over or under: _____

Current Hours: _____ Hours threshold: _____ Hours over or under: _____

Maintenance/Repairs Cost to Date: _____

Purchase Cost: _____ Repair Cost: _____

Replacement Cost: _____ Current Value: _____

Can this vehicle be reassigned if necessary: (circle one) YES / NO Comments and Other Considerations:

Recommendations:

**Point Range Details for Sedans, SUV's, Trucks (1 Ton or Less)
Replacement Guidelines**

Factor	Points	Description
Age/Hours Usage Type of Service	1	Each year of Chronological Age
	1	Each 10,000 miles or 250 hours
	1	Standard Sedans, SUV's, Pickups
	2	Standard vehicles with occasional off-road use
	3	Any vehicle that pulls, trailers, hauls heavy loads and has continued off-road usage
	4	Any vehicle involved in snow removal
	5	Police Units
Reliability PM Work Not Included	1	In shop one time within 3 month time period, no major breakdowns or road calls
	2	In shop one time within 3 month time period, with 1 breakdown or road call
	3	In shop more than once within 3 month time period, with 1 breakdown or road call
	4	In shop more than twice within one month time period, with 1 or more breakdown or road calls in the same time period
	5	In shop more than twice monthly, 2 or more breakdowns within one month time period
M&R Costs Incident Repair Not Included	1	Maintenance costs are less than or equal to 20% of replacement cost
	2	Maintenance costs are 21-40% of replacement cost
	3	Maintenance costs are 41-60% of replacement cost
	4	Maintenance costs are 61-80% of replacement cost
	5	Maintenance costs are greater than or equal to 81% of replacement costs
Condition	1	No visual damage or rust, good drive train
	2	Minor imperfections in body & paint, interior fair (no rips, tears, burns), good drive train
	3	Noticeable imperfections in body & paint surface, minor rust, minor damage for add-on equipment, worn interior (one or more rips, tears, burns) and weak or noisy drive train.
	4	Previous accident damage, poor paint & body condition, rust (holes), bad interior (rips, tears, cracked dash), major damage for add-on equipment and drive train component bad
	5	Previous accident damage, poor paint & body condition, rust (holes), bad interior (rips, tears, cracked dash), drive train is damaged or inoperative and major damage from add-on equipment
Point Ranges	Condition	Description
0-23	Excellent	Do Not Replace
24-28	Very Good	Re-evaluate for next year's budget
29-33	Good	Qualifies for replacement this year if M/R cost exceed 60% of cost
34-38	Fair	Qualifies for replacement this year if budget allows
39+	Poor	Needs priority replacement

**Point Range Details for Heavy Equipment and Vehicles
Replacement Guidelines**

Factor	Points	Description
Age/Hours Usage Type of Service	1	Each year of Chronological Age
	1	Each 10,000 miles or 250 hours
	1	Standard duties as equipped
	2	Standard duties when used with attachments
	3	Multiple duties on seasons
	4	Extreme duties in harmful atmosphere (dust, salt, water, waste solids)
	5	Heavy Construction work including snow removal
Reliability PM Work Not Included	1	In shop one time within 3 month time period, no major breakdowns or road calls
	2	In shop one time within 3 month time period, with 1 breakdown or road call
	3	In shop more than once within 3 month time period, with 1 breakdown or road call
	4	In shop more than twice within one month time period, with 1 or more breakdown or road calls in the same time period
	5	In shop more than twice monthly, 2 or more breakdowns within one month time period
M&R Costs Incident Repair Not Included	1	Maintenance costs are less than or equal to 20% of replacement cost
	2	Maintenance costs are 21-40% of replacement cost
	3	Maintenance costs are 41-60% of replacement cost
	4	Maintenance costs are 61-80% of replacement cost
	5	Maintenance costs are greater than or equal to 81% of replacement costs
Condition	1	Good condition, fully functional
	2	Fair body, functional
	3	Minor body damage, weak operating system
	4	Severe damage, components not functional
	5	Extreme damage, inoperable.
Point Ranges	Condition	Description
0-23	Excellent	Do Not Replace
24-28	Very Good	Re-evaluate for next year's budget
29-33	Good	Qualifies for replacement this year if M/R cost exceed 60% of cost
34-38	Fair	Qualifies for replacement this year if budget allows
39+	Poor	Needs priority replacement

Vehicle / Equipment Thresholds

Vehicle Category	Life Cycle	Mileage/ Eval Points
Police Cars	4	50,000
Police SUV's	5	65,000
Sedans / SUV's	7	75,000
Light Trucks (1/2 - 3/4 ton)	7	65,000
Medium Trucks (3/4 - 2 Ton)	10	150,000
Heavy Trucks (over 2 ton)	12	175,000
Fire SUV's	5	65,000
Fire Apparatus - Front Line	10	150,000
Fire Apparatus - Back Up	20	250,000
Ambulance - Front Line	7	100,000
Ambulance - Back Up	14	200,000
Light Duty Shuttle	7	100,000
Street Sweeper	15	200,000
Boat	15	34+
Ice Resurfacer - Front Line	10	34+
Ice Resurfacer - Back up	20	34+
Tractor	20	34+
Mini Excavator	15	34+
Backhoe	15	34+
Skid Steer	15	34+
Wood Chipper	20	34+
Portable Air Compressor	20	34+

Basis of Budgeting

The City of Brentwood's accounts are organized on the basis of fund and account groups each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liability, fund equity, revenues and expenditures or expenses.

The budgets of governmental fund (for example, the General Fund, Capital Improvements Fund, Storm Water and Parks Improvements Fund, Sewer Improvements Fund, and Economic Development Sales Tax Fund) are prepared on a modified accrual basis. Briefly, this means that obligations of the City (for example, outstanding invoices) are budgeted as expenditures, but revenues are recognized only when they are available and measurable.

The City of Brentwood's proposed budget has a General Fund, Capital Improvements Fund, Storm Water and Parks Improvements Fund, Sewer Improvements Fund and Economic Development Sales Tax Fund. The capital project fund is used to account for general capital improvements projects in the City which are not specifically required to be accounted for separately because of long-term financing. The budgets for these funds are also prepared on a modified accrual basis.

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of generally accepted accounting principles (GAAP). In the most cases, this conforms to the way the City prepares its budgets. The only exception is compensated absences that are expected to be liquidated with expendable available financial resources which are accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget). In addition, gains or losses on investments, depreciation and amortization are not considered budgetary accounts and are excluded from the budgeting system.

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Budget Process

The annual budget process is designed to meet the requirements of the Brentwood Municipal Code and ordinances of the City of Brentwood and the statutes of the State of Missouri.

During the beginning of July through August of each year, the Finance Director prepares a budget calendar, a copy of which is included in this document. This calendar outlines the process through budget adoption and implementation.

As part of the Budget Review, the final budget calendar is presented at a Ways and Means Committee meeting. Additionally, a budget workshop is held during this meeting where specific goals and priorities for the Budget are discussed.

The budget worksheets and other related documents and instructions are distributed by the Finance Director to all the departments. Each of the departments prepares their individual budgets while the Finance Director prepares revenue estimates for the upcoming year. Preliminary year-end expenditures are completed by departments for all funds. Next fiscal year projected departmental and capital expenditures are prepared, modified and completed by departments for all funds. Departmental Goals, Objectives, Accomplishments (narratives) and line-item expenditure descriptions are completed and returned to the finance department for inclusion in the budget document. The Finance Director will prepare personnel services budget (salaries, medical, dental, other benefits, merits and Cost of Living Adjustments (if any is proposed). Department Heads work in coordination with the Finance Director to prepare department operating budget requests referred to as the "Current Service Level" (CSL). The Current Service Level Budget reflects the current year cost of providing the same level of service as provided in the prior year. In addition to preparing a Current Service Level budget, departments who intend to request new items will prepare proposals which describe policy and the organizational changes with financial implications. The Current Service Levels and proposals form the basis for the Ways and Means Committee budget meetings with departments in October.

The City Clerk/Administrator meets with the Chair of the Ways and Means Committee and all Board of Aldermen to set parameters and goals for next year's budget. Strengths, Weaknesses, Opportunities and Threats (SWOT) of priorities will be discussed with Ways and Means Committee by City Clerk/Administrator. This same information will be shared with the Management Team.

The Department Heads submit budgets requests to the Finance Director who reviews them and requests additional information, if necessary.

In September, a Citizen's Budget Forum is held at the Ways and Means Committee. The City places an article in the fall newsletter, that seeks to educate, inform and encourage residents to participate in the annual budget process. During the month of September, the City Administrator and the Finance Director update the Ways and Means Committee on the budget process. The Ways and Means Committee considers the Preliminary Tax Rate and make a recommendation to the Board of Aldermen to set the tax rate.

The Mayor and Board of Aldermen hold public hearings on the tax rate. The Mayor and Board of Aldermen adopt the tax rate.

The City Administrator and the finance department review and compile a budget summary.

The City Clerk/Administrator and the Finance Director meet with individual department heads to review budgets.

Department Heads will finalize Goals, Objectives, Accomplishments (narratives) to reflect any changes made during the meetings with the City Administrator. The completed documents will be completed within 48 hours of this meeting and returned to the Finance Director for inclusion in the budget document.

In November, the Ways and Means Committee hold work sessions to review the budget.

The City Clerk/Administrator and the Finance Director present the recommended budget to the Ways and Means Committee. All department directors are present for these work sessions.

Following departmental budget work sessions, the Ways and Means Committee approves and moves forward a final recommended budget to the Board of Aldermen. The Committee recommended budget includes any and all changes that are made to the City Clerk/Administrator's recommended Budget.

The Mayor and Board of Aldermen hold a public hearing on the budget.

Citizen Budget Forum

In September, a Citizen's Budget Forum is held at the Ways and Means Committee. The City places an article in the fall newsletter, that seek to educate, inform and encourage residents to participate in the annual budget process. There will be preliminary budget discussions with the Ways and Means Committee and the Board of Aldermen to set parameters and goals that will guide staff in the development of the budget. In August, a budget workshop for the Board of Aldermen and a Citizen Budget Forum will provide staff with additional information to develop the goals and priorities for this year's budget. Department Heads have already begun developing their departmental and capital budgets, but the formal process starts In August and September when they will submit them to the City Administrator. Also, in September, the Board of Aldermen will hold a public hearing and adopt by ordinance the 2022 property tax rates that must be submitted to St. Louis County by October 1st. In October, the City Administrator and Finance Director will then meet with department heads to review budget submittals and put together the proposed budget document that is presented to the Ways and Means Committee at their November meeting. The proposed budget will reflect a balanced budget for all funds and will provide city reserve levels compared to policy requirements and 2021 year-end budget projections. The Ways and Means Committee may have multiple meetings to discuss the proposed budget and must ultimately forward a final recommended budget to the Board of Aldermen for adoption. The Board of Aldermen must hold a public hearing and adopt the 2022 Annual Budget by ordinance on or before their first meeting in December.

Look for information on the date and time of the Citizen Budget Forum on the City's website at www.brentwoodmo.org and give us your ideas for the 2022 Annual Budget. We welcome your suggestions and hope everyone will get involved in the process!

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City of Brentwood 2022 Annual Budget Process

July 1 – September 3, 2021– PRELIMINARY BUDGET DISCUSSIONS

Update the Budget Calendar.

Citizen Budget Forum.

Develop budget parameters for the 2022 Budget.

Discussion on Revenue Projections – Five-Year History, including Current and Proposed Year

Strengths, Weaknesses, Opportunities and Threats (SWOT) of priorities and goals for 2022 Budget.

Discussion on Operating Expenditures.

Strengths, Weaknesses, Opportunities and Threats (SWOT) of priorities and goals for 2022 Budget.

Discussion on Capital Expenditures.

Strengths, Weaknesses, Opportunities and Threats (SWOT) of priorities and goals for 2022 Budget.

Discussion on Preparation of the Budget Document.

2022 Preliminary Property Tax Rate.

Strengths, Weaknesses, Opportunities and Threats (SWOT) of priorities and goals for 2022 Budget.

Property Tax Summary Information - The info from the state auditor's office (directions/forms) does not get released until the very end of July.

August 10 – September 11, 2021 – DEPARTMENTAL AND CAPITAL BUDGET DEVELOPMENT

Budget worksheets distributed to department heads.

Preliminary year-end expenditures are completed by departments for all funds.

Next fiscal year projected departmental and capital expenditures are prepared, modified, and completed by departments for all funds.

Departmental Goals, Objectives, Accomplishments (narratives) and line-item expenditure descriptions are completed for inclusion in the budget document.

Finance Director will prepare personnel services budget (salaries, medical, dental, merits, and other related expenses).

Department Heads work in coordination with the Finance Director to prepare department operating budget requests referred to as the "Current Service Level" (CSL). The Current Service Level Budget reflects the current year cost of providing the same level of service as provided in the prior year.

In addition to preparing a Current Service Level budget, departments who intend to request New Items (programs, position and services) will prepare proposals which describe policy and the organizational changes with financial implications. The Current Service Levels and requests for New Items form the basis for the Ways and Means Committee budget work session meetings with departments in November.

September 3, 2021 – WAYS AND MEANS COMMITTEE MEETING 5:30 P.M.

Citizen's Budget Forum.

Monthly Financial Report.

2022 Budget Calendar

Update on 2022 Budget Process.

Set Preliminary 2022 Property Tax Rate.

- General – Residential, Commercial and Personal Property
- Library – Residential, Commercial and Personal Property
- Pension – Residential, Commercial and Personal Property

Presentation of the 2021 Proposed Budget Revenue

Presentation Schedule:

- All Funds Overview
 - General Operating Revenue Overview
 - Sewer Lateral Improvement Fund Overview
 - Capital Improvement Fund Overview
 - Stormwater and Parks Improvement Overview
 - Fund Balance - vs Fund Balance Policy

Presentation by City Clerk/Administrator, Finance Director & Department Directors

September 7, 2021 – BOARD OF ALDERMEN MEETING 7:00 P.M.

Public hearing on setting the Preliminary 2022 Property Tax Rate.

Adopt 2022 Property Tax Rate – First Reading.

- General – Residential, Commercial and Personal Property
- Library – Residential, Commercial and Personal Property
- Pension – Residential, Commercial and Personal Property

September 20, 2021 – BOARD OF ALDERMEN MEETING 7:00 P.M.

Public hearing on setting the Preliminary 2022 Property Tax Rate.

Adopt 2022 Property Tax Rate – Second Reading.

- General – Residential, Commercial and Personal Property
- Library – Residential, Commercial and Personal Property
- Pension – Residential, Commercial and Personal Property

September 20 – October 1, 2021 - REVIEW OF ALL BUDGET SUBMITTALS

The City Clerk/Administrator and the Finance Director review and compile budget summary.

October 7, 2021 – WAYS AND MEANS COMMITTEE MEETING 5:30 P.M.

Monthly Financial Report.

Update on 2022 Budget Process.

October 4 – 15, 2021 - BUDGET MEETINGS WITH DEPARTMENT HEADS

City Clerk/Administrator and Finance Director meet with individual department heads to review budgets.

Department Heads will finalize Goals, Objectives, Accomplishments (narratives) to reflect any changes made during the meetings with the City Administrator.

The completed documents will be completed within 48 hours of this meeting for inclusion in the budget document.

November 4, 2021 – WAYS AND MEANS COMMITTEE MEETINGS 5:30 P.M.

Monthly Financial Report.

Work sessions to review the Proposed Fiscal Year Budget.

- Proposed Budget (Expenditure) Overview
 - Department Heads present their Proposed Budgets.
 - Parks and Maintenance Department
 - Public Works Department

Presentation by City Clerk/Administrator, Finance Director & Department Director

November 18, 2021 – WAYS AND MEANS COMMITTEE MEETINGS 5:30 P.M. SPECIAL MEETING

Monthly Financial Report.

Work sessions to review the Proposed Fiscal Year Budget.

- Proposed Budget (Expenditure) Overview
 - Department Heads present their Proposed Budgets.
 - Police Department
 - Fire Department
-

Presentation by City Clerk/Administrator, Finance Director & Department Directors

Following departmental budget work session, the Ways and Means Committee approves and moves forward a final recommended budget to the Board of Aldermen.

December 2, 2021 – WAYS AND MEANS COMMITTEE MEETING 5:30 P.M.

Monthly Financial Report.

Work sessions to review the Proposed Fiscal Year Budget.

- Proposed Budget (Expenditure) Overview
- Department Heads present their Proposed Budgets.

Presentation by City Clerk/Administrator, Finance Director & Department Directors

Following departmental budget work session, the Ways and Means Committee approves and moves forward a final recommended budget to the Board of Aldermen.

December 6, 2021 – BOARD OF ALDERMEN MEETING 7:00 P.M.

Public Hearing on the Proposed Fiscal Year Budget.

Presentation of Proposed Fiscal Year Budget.

- Adoption of Fiscal Year Budget – First Reading.

December 20, 2021 – BOARD OF ALDERMEN MEETING 7:00 P.M.

Presentation of Proposed Fiscal Year Budget - Continued.

- Adoption of the Fiscal Year Budget – Second Reading.