



2020 ANNUAL BUDGET

Mayor

Grant Mabie

Board of Aldermen

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Richard Breeding

Mimi Duncan

Ward 2

Justin Charboneau

Mary Stadter

Ward 3

Greg Hall

Scott Shipley

Ward 4

Ismaine Ayoub

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Administration

Kris Simpson, City Administrator

Ron Compton, Chief of Police

James Gillam, Director of Public Services

Donald Guilfoyle, Finance Officer

Lou Hecht, Fire Chief

Helen Ingold, City Clerk

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Budget Message

Honorable Mayor, Members of the Board of Aldermen, and Residents of Crestwood:

In accordance with the Charter of the City of Crestwood, I am submitting the proposed balanced budget for the fiscal year beginning January 1, 2020 – the year marking Crestwood’s 73rd anniversary. This budget meets all requirements of state law and the city charter, and includes a one year operating budget, five year projections for all four major funds, and a five year capital and personnel needs program. This budget provides for the continuation of all services delivered in the previous year, and will contribute to keeping Crestwood a great place to live.

Below is a summary of the FY20 Budget:

	<i>Revenues</i>	<i>Expenditures</i>	<i>Surplus (Deficit)</i>	<i>Fund Balance 1/1/20</i>	<i>Fund Balance 12/31/20</i>
<i>General</i>	10,265,738	11,395,199	(1,129,461)	7,318,361	6,188,900
<i>Parks & Stormwater</i>	2,307,452	2,267,054	40,398	978,682	1,019,080
<i>Capital Improvement</i>	1,093,216	1,170,857	(77,641)	1,338,554	1,260,913
<i>Sewer Lateral</i>	140,800	135,000	5,800	300,627	306,427

2020 Budget Overview

Fiscal Year 2020 carries a sizable deficit due to the planned expenditure of available fund balance resulting from the Government Center reconstruction and improvement projects. These projects were developed after the Government Center suffered significant damage from a flooding event in August 2019. Unrestricted fund balances in the General Fund will decrease by 15.4% from \$7.3 million at the beginning of FY20 to \$6.2 million at the end of FY20. The \$6.2 million year-end fund balance still exceeds the Board of Aldermen’s 45% fund balance policy by \$1,061,060.

Crestwood’s capital needs are significant, with aging facilities and infrastructure. The Parks and Stormwater Fund is budgeted to end the year with a modest surplus, reflecting a desire to grow the available fund balance. The Capital Improvement Fund is budgeted to end the year with a deficit. The reasoning behind recommending a deficit budget is that a large FY19 project, the Government Center Switch Gear and Breaker project, will be carried over into FY20. In the Parks and Stormwater Fund, the fund balance will increase by 4.1%. In the Capital Improvement Fund, the fund balance will decrease by 5.8%.

In the Capital Improvement Fund there are a variety of beneficial projects and purchases planned. Funds are allocated to complete the Switch Gear and Breaker project which started at the end of 2019. Also budgeted is one HVAC replacement at the Community Center. \$507,357 is allocated for Mill and Overlay road work in various neighborhoods around the City. This fund will also provide for the purchase of necessary vehicle and equipment replacements for the Police and Public Works Departments. Lastly, the City has set-aside an additional \$70,000 for the future planned purchase of a replacement fire truck, bringing the total amount of that set-aside to \$399,857. Continuing to set-aside \$70,000 per year should enable the City to purchase a replacement fire truck on schedule entirely with cash on-hand.

The Parks and Stormwater Fund supports the day-to-day operations of the City's Community Center and Aquatic Center, as well as programming and maintenance at all parks, including the historic Sappington House campus, and street sweeping. \$70,000 has been allocated for various improvements to the Sappington House. Also budgeted is the Aquatic Center Improvement Project which is scheduled to be completed in Spring 2020. The Aquatic Center project is supported by a significant grant from the Municipal Parks Grant Commission, and the City will be reimbursed from this grant upon completion of the project. Funds are allocated to replace the playground surfaces at Whitecliff and Sanders Parks. Also planned is the replacement of partition doors to rooms 106/107 in the Community Center and installing a divider curtain in the gymnasium.

Economic Factors Impacting the Budget

The decline of commercial activity along the Watson Road corridor has contributed to a significant decrease in sales tax revenue from which Crestwood has yet to recover. In 2019, the closure of Shop N Save resulted in minor declines in expected sales tax revenue, although not as significant as feared. Fortunately overall there has been modestly increasing retail performance. Additionally, the Countywide one-cent general purpose sales tax, and the Countywide half-cent public safety sales tax have bolstered revenues for the near future. Changing economic conditions have led to a decline in utility tax revenues, due to the falling price of those commodities and as products and buildings become more efficient.

Long-term, the city has prospects for economic growth. The long-vacant 47-acre site of the former Crestwood Mall has been demolished following approval of an incentive package by the Board of Aldermen. City officials await final details for the redevelopment of this site. A new developer with an exciting concept has emerged and it is hoped that construction could begin in 2020. Construction will take several years to complete, however.



A rendering of the new concept for the former Crestwood Mall site

Other Noteworthy Developments Impacting the Budget

In August 2019 the Crestwood Government Center suffered from a significant flooding event. The Public Works administrative area, some support areas for the Police Department, the Administrative area of the Fire Department, and the records archive were all impacted. The entire basement had to be cleared out. Reconstruction plans are ongoing and planned for 2020. Since the reconstruction of these lower levels will be significant, the Board of Aldermen elected to fund additional improvements to the Government Center beyond the flood repair project. All of this work will be funded from available reserves in the General Fund. A significant portion of the flood repair project will be paid for with insurance proceeds.

Crestwood continues to adapt to municipal court reforms from the state legislature and new rules provided by the state Supreme Court. The city has capped its fines and fees, separated the City Prosecutor function from the Municipal Court, and adopted numerous other practices. We are

communicating with the County Circuit Court, who is responsible for overseeing the performance of Municipal Courts, to ensure we are in compliance.

Included in this budget are some significant one-time expenses. In October 2019, City staff issued an RFP for Website Redesign and Hosting Services with a contract award date planned for January 2020. Funding of \$65,000 was included for a new City Website and a photographer to take photographs of the city for the website. The City's two local servers and Datto Siris backup equipment will be replaced in 2020, and the City plans on conducting an IT security audit. \$36,000 has been allocated for these IT expenditures. Additional one-time expenses include funding for a citywide sidewalk, biking, and traffic calming study, and repairs and improvements to the Crestwood Government Center. Lastly, the City was awarded two grants for projects in 2020: a Federal Land and Water Conservation grant to redevelop the quarry area at Whitecliff Park, and a Municipal Parks grant to improve the Crestwood Aquatic Center.

Crestwood adopted a merit-based pay plan in 2018. FY2020 represents the second year raises have been given under this system. In preparing the 2020 Budget, the Board of Aldermen established a "merit pool" of funds to be used for merit increases. These were allocated based upon employee evaluations. Additionally, the Board of Aldermen approved a 1% citywide COLA for all employees, which will be effective July 1, 2020. The COLA will also increase the starting and maximum salaries for all positions on the City's classification plan. It should be noted that union firefighters, who are still under an adopted collective bargaining agreement, will remain under the old step-and-grade pay plan for 2020. Also, in 2019 the Board of Aldermen approved a collective bargaining agreement with union police officers, and this agreement provides for a step-merit based compensation system, which is funded by the 2020 Budget. There are no significant personnel changes planned for 2020.

In 2017 Crestwood filed litigation to challenge a state law that mandates the City pay the Affton Fire Protection District for providing service to the area Crestwood annexed in 1997. Following Affton's passage of a property tax increase in April 2017, this amount grew to over \$550,000 per year. The case was sent to the Missouri State Supreme Court in 2019, and a decision is expected in 2020. Payment for contracted fire protection services to Affton Fire Protection District is included in the 2020 Budget.

Key Budget Assumptions

- 0% increase in sales and use taxes, compared to year-end 2019 estimates. It should be noted that FY2019 sales and use tax revenues outperformed budget expectations, as the loss from Shop N Save was smaller than expected.
- No change in property taxes. In 2017, property tax revenues increased significantly due to the voter-approved property tax increase. This revenue source is expected to remain stable, with modest growth going forward.
- 1.7% increase in fines and court costs compared to year-end 2019 estimates. 2018 saw uncharacteristically low collections that were attributable to staff turnover.
- 0% increase in utility taxes and intergovernmental taxes. Some of the individual revenue sources are on a multi-year declining trend.
- 0.7% increase in licenses and permits. A fee increase is planned for 2020, but not yet approved, which could result in this revenue source outperforming budget expectations.
- Step-eligible employees (which is only the union firefighters) move up a step on the pay plan.
- Implementation of the police officer's CBA pay plan.
- Health insurance is forecast as a 15% increase from 7/1/2020 to 12/31/2020.

- *Conservative, but realistic projection of revenues and expenditures.* Conservative revenue projections help ensure that adequate resources will be available to meet budgeted obligations. There is a built-in conservative bias in expenditure projections because appropriations represent legal maximum expenditures, and this budget assumes that all appropriations will be spent. In reality, history tells us that we can expect actual expenditures to be lower than the budgeted amount.
- *Service levels.* This budget maintains current service levels. Select investments are made where they are expected to increase efficiency or save money in the long run.
- *Maintain minimum cash fund balance reserves to preserve financial integrity.* This budget exceeds the 45% minimum General Fund policy set by the Board of Aldermen.



Total revenues for all funds are projected to be \$13,807,205 in 2020, a decrease of 0.8% (\$113,572) from 2019. This is attributable to significant insurance payments received in 2019 due to the flooding of the Crestwood Government Center.

Expenditures for all funds are projected to be \$14,968,110 in 2020, an increase of 17% (\$2,152,715) from 2019. The increase is attributable to the Government Center Reconstruction Project and several other one-time expenses planned in 2020.

At the end of 2020, the total unencumbered fund balance for all funds is expected to be \$8,775,319. In the General Fund, the unencumbered fund balance is expected to be \$6,188,900, or 54.3% of operational expenses. This exceeds the Board of Aldermen's 45% fund balance policy by approximately \$1 million.

2019 in Review

This past year marked my fourth year serving as Crestwood's City Administrator, and it was full of accomplishments and challenges for the City. Among the accomplishments are: the completion of Rayburn Park's improvements, which has become a popular "hidden gem" park with its gravity slide feature; completing roughly \$50,000 in sidewalk repairs, and over \$400,000 in street maintenance citywide; completing the locker room renovations at the Crestwood Community Center, which included updates to the bathroom stalls, flooring and fixtures, and made the locker rooms ADA accessible; earning the GFOA Distinguished Budget Presentation Award for the 2019 Annual Budget and receiving a clean audit; the Fire Department started Project Lifesaver, a partnership which helps bring locating technology to those who need it; significant progress updating our Zoning Code and Sign Code; continuing our Missouri Police Chief's Association Police Department accreditation process; successfully implementing new recreation management software, which included re-introducing online program registration; switching the Municipal Court's software to a new case management software mandated by the state; installing a new fire alarm system at the Crestwood Government Center, and much more.

The most significant event of the year was the flooding of the Government Center. The flood displaced a number of employees working in Public Works Administration, Fire Administration, and City Clerk offices, and has impacted many more who have had to put in special time and effort responding to the event and helping us recover. There were over 1,000 boxes of documents removed from the basement, and the City has received nearly \$500,000 in payments from our insurance company to date. One silver lining to this project is that it presents the opportunity to make significant improvements to the Government Center planned for 2020.

The Board of Aldermen approved numerous ordinances to improve the quality of life in Crestwood, and the operation of the governing body as a whole. In 2019, major legislation included the adoption of "Special Enforcement Zones" to lower the speed limits and increase the fines for speeding violations within school zones, approval of a new residential waste hauling contract with Waste Connections, revising the City's sewer lateral repair policy to make it more convenient for residents to apply, and approving an agreement with Central County to provide dispatching services for the Fire Department.



Mayor Grant Mabie participated in a "Show Me Ice Cream" event at the Crestwood Government Center.



Public safety is an area of importance for Crestwood. In 2019, overall crime remained low, and our response times were excellent. The Police Department continued our community relations efforts, and the city's "Crestwood Night Out" event had its biggest neighborhood turnout in years. Our Fire Department continued their consistent, high-level of service and public education efforts, while starting the new Project Lifesaver program.

Crestwood Parks and Recreation has continued to play a significant role in improving the quality of life for our residents. The city's recreation program offerings increased in number and variety this year, and with the implementation of new recreation management software, program registration is now available online.

Among its many services, our Public Works department provides maintenance and repair of city assets, and oversaw the completion of a variety of projects, including beginning the switch gear replacement project and finishing renovations on the Fire Department Bunkhouse. We

effectively managed several snow and ice events, and completed over \$400,000 worth of concrete slab replacements on various city streets.

Acknowledgements

This budget is the result of many hours of effort by so many people. I want to thank the department heads and program managers for developing the proposed program costs. I want to acknowledge the work of Finance Officer Don Guilfooy, and Assistant to the City Administrator Sarah Belcher for their efforts assisting with the preparation of this document. I look forward to working with the Mayor and Board of Aldermen to provide the highest level of municipal services in order to maintain Crestwood's status as a great place to live.

Respectfully submitted,

Kris Simpson
City Administrator

Budget Summary

General Fund

The General Fund provides the resources for the majority of city operations. The major revenue sources are sales taxes, utility taxes, property taxes, licenses and permits and intergovernmental revenues. Following the approval of Propositions C and P in 2017, the General Fund has seen significant growth in total revenues. The projected 12/31/20 fund balance of \$6,188,900 will cover 54.3% of annual expenditures in the General Fund, which is above the Board of Aldermen's 45% fund balance policy for the General Fund.

For 2020, the General Fund is showing a deficit due to a planned drawdown of fund balance to pay for the Government Center Reconstruction Project. Setting aside the monies budgeted for that project, the 2020 General Fund budget would show a surplus. Long-term over the next 5 years, the General Fund is projecting a modest surplus. Over time this will lead to growth in unrestricted fund balances, enabling the City to weather short-term economic fluctuations or other hardships. Changes to the financial and economic environment will impact this projection. One positive possible development is whether the former Crestwood Mall site is successfully redeveloped. If completed, that would improve the five year forecast.

Changes in the General Fund budget include:

- \$305,000 for insurance-covered reconstruction expenses for the Government Center.
- \$700,000 for city-funded renovation expenses for the Government Center.
- \$15,000 to update the Captain's bathroom in the Fire Department.
- \$34,000 for various Police Department capital equipment purchases.
- \$60,000 to complete a citywide sidewalk, biking, and traffic calming study.
- \$60,000 for pavement preservation to seal the parking lots at Whitecliff and Crestwood parks.
- \$45,000 to install power, ventilation, and plumbing to the Fire Department basement for two washers and dryers.
- \$36,500 for two server replacements and various workstation replacements around the city to ensure all workstations are updated to Windows 10 in early 2020. These will replace computers that have Windows 7.
- \$60,000 to redesign the City of Crestwood Website.
- \$10,000 to construct a new carport for police vehicles.

Park and Stormwater Fund

The Park and Stormwater Fund provides the resources for the operation and capital improvements for city parks. The major revenue sources are a half-cent sales tax dedicated for Park and Stormwater purposes, and programmatic revenues from the aquatic center, community center, recreation programs, and historic facility. Continuing a multi-year trend, these revenue sources are showing just a little growth for 2020.

The Park & Stormwater Fund is projecting a modest surplus in 2020, reflecting a desire to grow the available fund balance. The revenue forecast assumes no growth over FY19 sales taxes, that the Aquatic Center and Community Center perform similar to how they did in FY19, and Recreation Programs meet expectations for 2020. For the time being, operational expenditures within the Park and Stormwater Fund are less than recurring revenues. Should the Watson Road commercial corridor continue to struggle economically, the City will continue to remove capital spending from this Fund, placing a greater burden on the Capital Improvement Fund. Conversely, should the Watson Road commercial corridor improve, the City will have more funds available to support greater capital spending.

Changes in the Park and Stormwater Fund budget include:

- Mandatory minimum wage increases have resulted in an increased cost for the City's contracted Aquatic Center seasonal employees.
- \$11,600 to install a divider curtain in the gymnasium.
- \$25,000 to replace the partition doors to rooms 106/107.
- \$400,000 for improvements to the Aquatic Center.

Park and Stormwater Fund capital projects include:

- \$80,000 to replace the playground surfaces at Whitecliff and Sanders parks.
- \$30,000 in new pool equipment purchases.
- \$70,000 for improvements to the Sappington House.
- \$8,500 in new fitness equipment purchases.

Capital Improvement Fund

The Capital Improvement Fund provides resources for funding the maintenance, construction, and acquisition of capital assets. The fund's major revenue source is a dedicated half-cent sales tax. Other revenues include the sale of capital assets, grants, reimbursements, and interest income.

The Capital Improvement Fund is projecting a deficit for 2020 due to a large FY19 project being carried over into FY20. A major deficit forecast in 2023 is the result of expected replacement of the City's fire truck. The primary source of revenue in this fund is a sales tax, and continued economic stagnation on the Watson Road commercial corridor has depressed revenues in this fund. As a result, there are fewer resources for street maintenance, vehicle replacements, and other capital projects. The Park and Stormwater Fund's inability to shoulder a major capital project burden places more stress on the Capital Improvement Fund, as spending is shifted from the former to the latter. Economic revitalization, hopefully spurred by the redevelopment of the Crestwood Mall site, should provide relief.

Projects in the Capital Improvement Fund include:

- \$185,000 to replace the Government Center switch gear and breaker (carried over from 2019).
- \$200,000 to replace one HVAC system at the Community Center.
- \$507,357 in Mill and Overlay road work.
- \$20,000 for the grant application costs for Whitecliff Bridge.
- \$30,000 for sidewalk repairs.
- \$99,000 for two Public Works vehicle replacements.
- \$38,000 for various Public Works equipment replacement purchases
- \$91,500 for two replacement police car purchases.

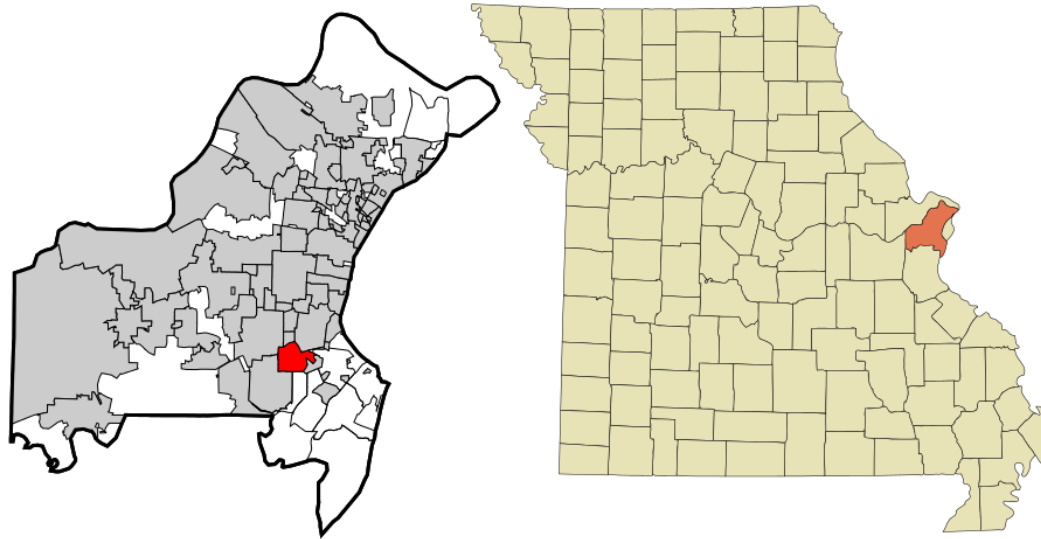
Sewer Lateral Fund

The Sewer Lateral Fund provides resources for Crestwood's sewer lateral repair program. Residents pay a \$28 fee as part of their annual property tax bill. Those funds are collected in the Crestwood sewer lateral fund and used to pay for sewer lateral repairs. The city processes repair applications and contracts with a third party to conduct the work. The city makes as many repairs as meet the guidelines of the program and can cease the program should there be insufficient fund balance. Revenues for 2020 are projected to be \$140,800 and expenditures are projected to be \$135,000. The Sewer Lateral Fund balance is expected to grow to \$306,427 by the end of 2020.

Long-term, the Sewer Lateral Fund is projecting to maintain a healthy fund balance, as the City can exercise control over expenditures from this Fund.

About Crestwood

Crestwood was incorporated as a Village on November 12, 1947. Shortly thereafter, on April 5, 1949 residents voted to become a fourth class city as defined by Missouri Statutes. During the 1970s Crestwood adopted the City Administrator form that became available to fourth class cities. Crestwood operated under that classification until 1995, when voters approved a City Charter. The Charter retained the City Administrator form of government. Crestwood is governed by a Mayor, elected at-large, and an eight member Board of Aldermen, two from each of the four wards. Crestwood occupies 3.60 square miles in St. Louis County, and is located 14 miles southwest of downtown St. Louis.



Crestwood is an inner-ring suburb that balances residential and commercial uses. The city has a population of 11,912, occupying 5,234 housing units as of the 2010 Census. Approximately 350 businesses operate within the city.

Services provided by the city include:

- Police patrol, dispatch, community relations and investigations
- EMS, fire response, and fire marshal services
- Infrastructure maintenance, snow removal and other public works functions
- Recreation and park services, including an aquatic center
- Planning, zoning and economic development
- Licensing and permitting
- Code enforcement
- Municipal court
- City clerk and public records retention

Crestwood History

Pre-U.S. History

The land comprising the area where the City of Crestwood now stands was inhabited by Native Americans of the prairie tribes, including the Dakotas, Osage, Shawnee and Missouri. The Crestwood area was notable for providing fresh water because of three active known springs. Arrowheads and spear-making and utensil-making sites have been discovered in the area.

This territory remained occupied by Native Americans until France took possession in 1682 as part of the French territory of Louisiana. The vast lands west of the Mississippi were transferred to Spain in 1763 by the Treaty of Paris, though in 1800 it was ceded back to France. In 1803 the United States bought all the territory from the Mississippi to the Rocky Mountains in the exchange known as the Louisiana Purchase.

Missouri applied for statehood in 1818 and became a State in 1821. St. Louis County was organized on October 1, 1812.

Early Pioneers

One of the earliest known landowners and settlers in the Crestwood area was John Sappington. What follows is an account of how they came to the area.

John and his brothers Hartley, James and Richard were recruited in Washington

County, Pennsylvania in 1775 to serve in the Revolutionary War. All four brothers have been identified with the 13th Virginia Regiment and John fought under Nathaniel Green in the Battle of Brandywine, and was at Valley Forge in 1778 as a bodyguard to General George Washington. John was present at the surrender of Cornwallis at Yorktown on October 10, 1781.

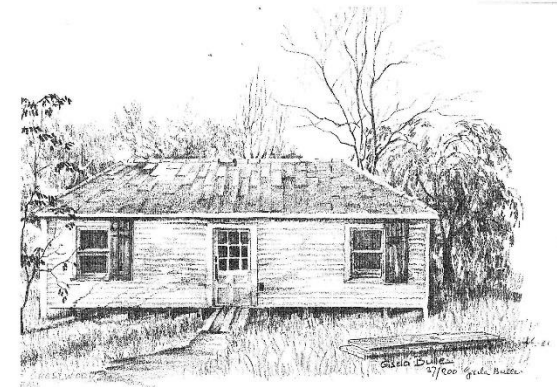
After the war, John relocated his family to the Crestwood area, and there are many versions as to exactly when and why he came. The earliest related land transaction on record was that of United States Survey No. 1936 sold to John Sappington by Peter Didier for a fee of \$800 in exchange for a total of 800 arpents (approximately 681 acres). This land purchase was confirmed April 28, 1816 by an Act of Congress one year after John died. Survey 1936 according to old township maps covers a majority of the land now incorporated in the City of Crestwood. The Thomas Sappington House, which still stands and is maintained by the City of Crestwood, was built or construction began in 1808 and lies within this survey. The house is on the National Register of Historic Places. Over time the Sappington family grew and spread, becoming notable settlers in the region.

The 1900s and Incorporation

In the early 1900s, the area which now comprises the City of Crestwood was more or less an area of truck farmers who conducted business along the Gravois after the turn of the century. By the 1930s, businesses along

Watson Road began to appear especially after the construction of Highway 66, of which Watson Road was a part. In the 1940s a couple of motels went up along Highway 66, and there was a tavern at the intersection of Sturdy Road and Highway 66.

A group of homeowners who had purchased homes in a subdivision named Crestwood during the 1920s, '30s, and '40s plus other homeowners along Big Bend Boulevard and along Sanders Drive held a meeting in January 1946 and felt they had to fight the annexation plans of the neighboring City of Oakland. The homeowners were advised by C. Wheeler Detjen (eventually, Crestwood's first city attorney) to get petitions and other papers filed with the court to stop the annexation.



Drawing of the first Crestwood City Hall

In 1947, this group of concerned citizens petitioned the court to incorporate Crestwood as a Village. The western limits at that time were approximately at Sappington Road. The eastern limits were set at 200 feet west of Grant Road (because the original trustees

could not afford to take on maintenance of the street). The trustees did want a school, and so the boundary was laid out to include Grant School, but not the homes on either side of Grant Road. The northern limit of the Village was Big Bend Boulevard and the southern limit went to Highway 66.

The name of Crestwood was decided upon because of the residents who lived in Crestwood subdivision. The subdivision was so named because of a tree standing at the crest of the hill on a street named Crestwood, later renamed Diversey Drive. In 1976 this white oak tree was certified as being 220 years old, and as of 2016 it still stands.

An election was held on April 5, 1949 for residents to vote on the Village becoming a fourth class city and to elect a Board of Aldermen. Ivan E. Thompson was elected (by tie-breaking vote of the Aldermen) as the first Mayor of Crestwood. A special election was held June 21, 1949 to annex the territory to the west and adjacent to the original boundary of Crestwood, because of concerns that the City of Kirkwood was going to build a sewage disposal plant there. The annexation was successful. On July 26, 1949 the City set the tax rate at 40 cents per \$100 valuation. By 1950, the Census showed the population of Crestwood at 1,645.

In the beginning the City had no funds to hire staff for fire or police services, aside from a part-time deputy sheriff. The Aldermen were deputized to patrol. The City of Crestwood, still feeling growing pains, successfully

annexed the territory south of Highway 66 in 1951. At this time, many early residents remember nothing but taverns and motels on Watson Road.

Route 66

Crestwood's Watson Road was part of the Route 66 highway and is responsible for generating much of the commercial development along that corridor. Of note are the Sixty-six Park In Theatre, Crestwood's McDonald's (the first west of the Mississippi), Tobey's Drive-In Restaurant (today the building houses Imo's Pizza), and Crestwood Bowl – still busy with bowling leagues.



The popular "66" Park In Theatre

In 1954 the Crestwood Fire Department began with 30 volunteer residents, who were the proud operators of a brand new 500-gallon pumper, which cost \$11,098. There was no building to house the pumper, so the Wuellner Service Station on Highway 66 and Sappington Road became the city's first fire

house. By 1957, the need for a full-time professional Fire Department was realized due to both residential and commercial growth. This need was addressed by the early 1960s. During the 1960s city residents overwhelmingly supported a bond issue to acquire several parcels of land for public parks. This support established most of the parks Crestwood residents enjoy today.

Crestwood Plaza Era

The biggest boon to the City of Crestwood and its residents was the development of one of the first shopping centers in St. Louis County in the mid-1950s. The location was ideal thanks to its access to shoppers living in the established cities nearby, with plenty of room for population growth to the south.

This growth did occur: by 1960 the Crestwood population grew to 11,106, and by 1970 it reached 15,398. In accordance, city services professionalized and expanded to meet the needs of the growing community. In 1972, with a budget of over two million dollars, city officials hired their first city administrator to handle day-to-day operations. In 1973 the Crestwood Government Center was completed, which housed the majority of city departments to present day.



Stix Baer & Fuller at Crestwood Plaza

In the early 1970s the city purchased 72 acres of land and began to build the centerpiece park of the city – known as Whitecliff Park. First came tennis courts in 1974, a lighted athletic field in 1975, an Olympic-size pool opened in 1976, culminating with the groundbreaking for the 20,000 square foot Crestwood Community Center in 1977.

In 1978 Crestwood elected its first female mayor, Pat Killoren. She would be re-elected eight times and become the longest-serving mayor in the City's history. In the 1980s she formed the Watson Road Development Committee which led to the development of several new retail centers as Crestwood Plaza underwent a major renovation.

Parks and recreation and other community events became a major focus for the city during this time. Christmas House decorating contests, picnics, fairs and the establishment of the Whitecliff Summer Playhouse theater

program all emerged thanks to a renewed commitment to recreation programs.

1990 to Present

During the 90s, under Mayor Killoren's continued leadership Crestwood continued to thrive. There was little land left for residential construction. The City enjoyed a low property tax rate due to the sales taxes provided by the Watson Road commercial corridor.

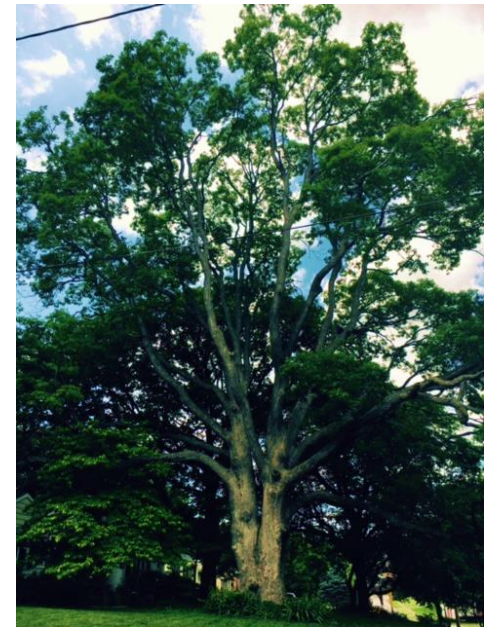
In 1994 an election was held to decide whether to adopt Charter City status, which was approved by voters. A year later, 88% of voters decided in favor of the Crestwood City Charter. In 1997, votes were favorably cast by residents to annex a 290 acre area, populated by 1,601 residents. By 2000, the city's population was 11,868. Population would remain stable through the 2000s, reaching 11,912 in 2010.

In the early 2000s, Crestwood Plaza, the significant generator of sales tax revenues for Crestwood, began to decline. Eventually the mall would close completely. The loss of the mall represented a significant blow to city finances – revenues declined by 20%. The city staff, which just a few years earlier consisted of approximately 130 employees, shrank to 89.

In 2016, Crestwood officials approved a redevelopment plan and financial incentives that provide for the demolition of the old mall

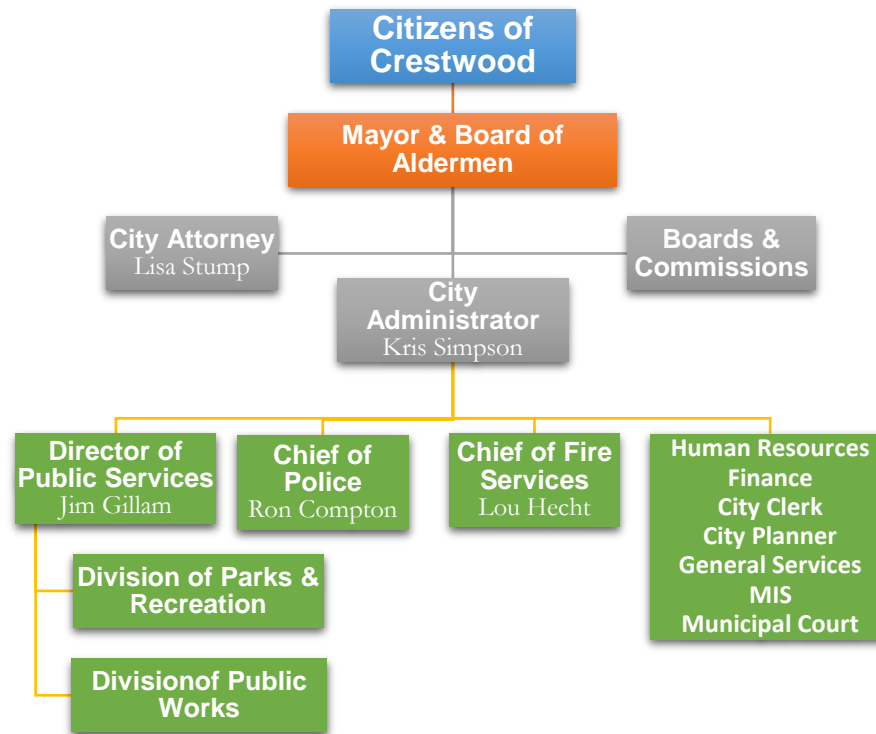
and a multi-use project to be constructed on the site.

The city is proud of its past, and the future looks promising. Crime is not a serious problem. The Lindbergh school district, which covers Crestwood, is highly rated. Together these factors have made Crestwood an attractive community, recognized in 2015 as one of the hottest zip codes in America. Many young families, looking for an affordable, attractive community have made Crestwood their home.



The Crestwood tree, as of 2016

Our Organization



Personnel by Department

	2018	2019	2020
Administration	9.05	8.80	8.80
Fire Services	24.50	24.50	24.50
Police Services	33.50	33.50	33.50
Public Services:			
Public Works	14.45	14.45	14.45
Parks & Recreation	9.80	9.00	9.00
Total Personnel (FTE)	91.30	90.25	90.25

Detailed Personnel Schedule

	2018	2019	2020
ADMINISTRATION			
City Administrator	1	1	1
Administrative Assistant	0	0	0
Assistant to the City Admin.	1	1	1
Human Resources Officer	0.80	0.80	0.80
City Planner	1	1	1
City Clerk	1	1	1
Deputy City Clerk/Pros. Asst.	1	1	1
Administrative Clerk	0.25	0	0
Finance Officer	1	1	1
Accounting Clerk	1	1	1
Court Administrator	1	1	1
TOTAL ADMINISTRATION	9.05	8.80	8.80

	2018	2019	2020
POLICE SERVICES			
Chief of Police	1	1	1
Deputy Chief	1	1	1
Lieutenant	2	2	2
Sergeant	5	6	6
Detective	2	1	1
Corporal	4	4	4
Patrol Officer	12	12	12
Coordinator	1	0	0
Lead Dispatcher	0	1	1
Dispatcher	4	4	4
Records Clerk	1	1	1
Secretary	0.50	0.50	0.50
TOTAL POLICE SERVICES	33.50	33.50	33.50

	2018	2019	2020
FIRE SERVICES			
Chief of Fire Services	1	1	1
Assistant Chief/Fire Marshal	1	1	1
Captain	4	4	4
Lieutenant	3	3	3
Firefighter/Equipment Spec.	4	4	4
Firefighter/Paramedic	11	11	11
Administrative Assistant	0.50	0.50	0.50
TOTAL FIRE SERVICES	24.50	24.50	24.50

	2018	2019	2020
PUBLIC SERVICES:			
PUBLIC WORKS			
Director of Public Services	1	1	1
Project Manager	1	1	1
Administrative Assistant I/II	1	1	1
Administrative Clerk	1	1	1
Code Enforcement Officer	1	1	1
Building Maintenance Tech I	1	1	1
Building Maintenance Tech II	0	0	0
Facilities Crew Leader	1	1	1
Custodian	0.20	0	0
Superintendent of Maintenance	1	1	1
Streets Crew Leader	1	1	1
Maintenance Worker I/II	4	4	4
Vehicle Maintenance Supervisor	0	0	0
Fleet Crew Leader	1	1	1
Mechanic	0	0	0
PT Clerical	0.25	0.25	0.25
TOTAL PUBLIC SERVICES:	14.45	14.45	14.45
PUBLIC WORKS			

	2018	2019	2020
PUBLIC SERVICES:			
PARKS AND RECREATION			
Manager of Recreation	1	1	1
Recreation Supervisor	1	1	1
Program Supervisor	2	2	2
Recreation Secretary	1	0	0
Administrative Assistant I/II	0	1	1
Custodian	1.80	1	1
Park Maintenance Crew Leader	1	1	1
Maintenance Worker	2	2	2
TOTAL PUBLIC SERVICES:	9.80	9.00	9.00
PARKS AND RECREATION			
TOTAL EMPLOYEES:	91.30	90.25	90.25

* This personnel schedule does not include seasonal or temporary employees such as those contracted to provide services for the Aquatic Center or Community Center.

Strategic Goals and Objectives

General Focus Areas

During the summer of 2019, the Crestwood Board of Aldermen updated the City's strategic plan in order to define broad operational focus areas and identify goals associated with those focus areas. While the City's specific goals and objectives will change as they are completed, the overall focus areas are designed to remain in place for several years.

The focus areas agreed upon are as follows:

Fiscally Strong City

Crestwood must carefully manage its resources to ensure taxpayers are receiving good value. It is also essential to maintaining public trust that Crestwood act as a responsible steward of public funds.

Comprehensive Plan Guides

The City of Crestwood believes in a strong Comprehensive Plan that lays out the long-term vision for the City's success. The Board of Aldermen recognizes that Crestwood is at a crossroads and the decisions made today could chart the City's course for the next 50 years.

Premier Public Safety

Crestwood is a preeminent destination for families to live, and one major reason is the high level of public safety service the city provides its residents. The Board of Aldermen remains committed to ensuring that high standard is maintained in the future.

Superior Parks and Recreation

Parks and Recreation help make Crestwood a great place to live by enhancing property values and improving public health, and offering opportunities to build community. The Board of Aldermen reaffirms their commitment to the improvements envisioned in the various park master plans.

Specific Goals and Focus Area Chart

Focus Areas ->	Fiscally Strong City	Comprehensive Plan Guides	Premier Public Safety	Superior Parks and Recreation
Balanced General Fund	X	X		
Fund Balance Policy Met	X			
Clean Audit	X			
Search for Best Practices and Efficiencies	X	X	X	X
Successful Mall Redevelopment	X	X		
Expand Sidewalk and Bicycle Network		X		
Recommend Low-Cost Traffic Calming	X	X		
Pursue Sidewalk Expansion		X		
Strong Code Enforcement		X	X	
Zoning and Sign Code Update		X		
Foster Upgrades to Industrial Parks		X		
Maintain High Quality City Services	X	X	X	X
ISO Class 1 Rated Fire Department			X	
Accredited Police Department			X	
Continue Implementing Whitecliff 2000 Plan		X		X
Continue Implementing Crestwood Park Plan		X		X
Online Recreation Program Registration				X
Renew Capital Improvement Sales Tax	X	X		X
Mutually Beneficial Relationship with Sappington House Foundation				X
Design a More User-Friendly Website		X		
Continue City Beautification Efforts		X		X
Pursue Grants to Leverage City Funds in Order to Achieve Comprehensive Plan Goals	X	X		

Detailed Discussion of Specific Goals

1. Balanced General Fund

- **Primary Divisions Involved:** City Administrator and Finance
- **Description:** Maintaining a balanced general fund means that recurring revenues, plus any available unencumbered fund balance are in excess of annual appropriations, less any nonrecurring capital expenditures. This goal is intended to preserve the long-term financial stability of the City by not unnecessarily drawing down the City's financial reserves.
- **Timeline:** Ongoing, this is a recurring annual goal.

2. Fund Balance Policy Met

- **Primary Divisions Involved:** City Administrator and Finance
- **Description:** The Board of Aldermen adopted a fund balance policy specifying that there must be a minimum unencumbered fund balance in the General Fund equal to 45% of annually appropriated General Fund expenditures. This goal is intended to preserve the long-term financial stability of the City by maintaining a minimum amount of cash on-hand in the event of emergency.
- **Timeline:** Ongoing, this is a recurring annual goal.

3. Clean Audit

- **Primary Divisions Involved:** City Administrator and Finance
- **Description:** As a measure of good government, receiving a clean audit each year from the independent auditor is a sign of continuing good financial practices.
- **Timeline:** Ongoing, this is a recurring annual goal.

4. Search for Best Practices and Efficiencies

- **Primary Divisions Involved:** All
- **Description:** The Board of Aldermen encourages all aspects of city operations to continually pursue operational excellence.
- **Timeline:** Ongoing, this is a recurring annual goal.

5. Successful Mall Redevelopment

- **Primary Divisions Involved:** Various: City Administrator, Planning, Public Works
- **Description:** It is anticipated that redevelopment plans for Crestwood Mall will be submitted this calendar year. Staff should be prepared to administer that process efficiently and effectively.
- **Timeline:** This goal will come into play when the plans are submitted, and expire when the project is completed.

6. Expand Sidewalk and Bicycle Network

- **Primary Divisions Involved:** Planning and Public Works
- **Description:** The Board of Aldermen desires to create more opportunities for the community to safely walk and bike. Expanding the sidewalk network entails studying feasible routes and developing a prioritized project list. The first step towards this goal will be to contract with a consultant to perform this study.
- **Timeline:** The “study” aspects of this goal should be completed during FY2020 with the hope that projects could be included in the CIP in time for 2021 Budget planning.

7. Recommend Low-Cost Traffic Calming

- **Primary Divisions Involved:** Planning and Public Works
- **Description:** The Board of Aldermen wishes to make residential streets safer. They would like staff to evaluate traffic calming options for various residential streets.
- **Timeline:** An initial review of traffic calming options should be presented in FY2020.

8. Strong Code Enforcement

- **Primary Divisions Involved:** Public Works
- **Description:** The Board of Aldermen continues to emphasize the importance of strong code enforcement activities. They wish to see continued high activity and utilization of all appropriate compliance tools.
- **Timeline:** Ongoing, this is a recurring annual goal.

9. Zoning and Sign Code Update

- **Primary Divisions Involved:** Planning
- **Description:** As part of implementing the City’s Comprehensive Plan, the Zoning and Sign codes should be updated accordingly. This process began in 2019 with a draft code prepared by a consultant. Adoption of the Sign Code began in late 2019 and is expected to be adopted in early 2020. The Zoning Code adoption process is expected to continue well into 2020.
- **Timeline:** Ongoing until code is fully adopted.

10. Foster Upgrades to Industrial Parks

- **Primary Divisions Involved:** City Administrator
- **Description:** Several of Crestwood’s industrial parks have outmoded infrastructure, threatening their long-term stability. Working with the property owners, improvements to resolve these issues should be sought. The first step will be to discuss with property owners what improvements are desired and what funding mechanisms are appealing to them.
- **Timeline:** Conversations with the property owners should occur by mid-year 2020.

11. Maintain High-Quality City Services

- **Primary Divisions Involved:** All
- **Description:** The Board of Aldermen continues to emphasize the importance of maintaining a high level of service to residents.
- **Timeline:** Ongoing, this is a recurring annual goal.

12. ISO Class 1 Rated Fire Department

- **Primary Divisions Involved:** Fire
- **Description:** In 2018 the City learned the Fire Department earned an ISO Rating of Class 2, the second-highest rating available. Further, the Department came within a few hundredths of a point from earning the Class 1 ISO Rating. The Board of Aldermen wants the Fire Department to work toward earning a Class 1 ISO Rating.
- **Timeline:** As soon as possible.

13. Accredited Police Department

- **Primary Divisions Involved:** Police
- **Description:** Receiving accreditation will signify that the Crestwood Police Department is adhering to generally accepted best practices in policing, which should be a signifier that residents are receiving a high level of service.
- **Timeline:** Accreditation process is underway, with anticipated completion in 2021.

14. Continue Implementing Whitecliff 2000 Plan

- **Primary Divisions Involved:** Parks and City Administrator
- **Description:** The Whitecliff 2000 Master Plan sets forth several projects to make Whitecliff Park a fully-featured destination. Many of the Plan's major goals have been completed but the Board is desirous of continuing to pursue these goals as resources allow.
- **Timeline:** No specific timeline. The completion of these projects will depend upon funding availability.

15. Renew Capital Improvement Sales Tax

- **Primary Divisions Involved:** City Administrator
- **Description:** Crestwood's half-cent capital improvements sales tax is set to expire in a few years. The Board of Aldermen has placed renewal of the sales tax on the April 2020 ballot.
- **Timeline:** April, 2020.

16. Mutually Beneficial Relationship with Sappington House Foundation

- **Primary Divisions Involved:** City Administrator
- **Description:** The Foundation has been associated with the City of Crestwood for decades, yet the codes governing that relationship are outdated. The City has begun conversations with the Foundation for updating these documents.
- **Timeline:** 2020

17. Design a More User-Friendly Website

- **Primary Divisions Involved:** City Administrator
- **Description:** Crestwood's website is outdated. Funds for updating it are included in the 2020 budget and the process for selecting a website developer is complete.
- **Timeline:** 2020

18. Continue City Beautification Efforts

- **Primary Divisions Involved:** City Administrator, Parks
- **Description:** The City is involved in various beautification efforts: art sculpture rentals, supporting the activities of the beautification committee, and maintaining parks and other public spaces.
- **Timeline:** Ongoing, this is a recurring annual goal.

19. Pursue Grants to Leverage City Funds in Order to Achieve Comprehensive Plan Goals

- **Primary Divisions Involved:** City Administrator
- **Description:** The Comprehensive Plan sets forth several major goals for the City.
- **Timeline:** Ongoing, this is a recurring annual goal.

Budgeting

The Board of Aldermen set priorities for the coming year by allocating resources in this annual budget document. Advisory committees, comprised of appointed citizens and elected officials, provide guidance throughout the calendar year. That input is considered during the development of the annual budget. Additionally, the Board of Aldermen provide feedback on the proposed budget through Ways and Means committee meetings. City staff then implements the budget, which is designed to achieve the strategic priorities of the city.

Capital Planning

For capital projects, city staff developed a capital project rating system that allocates points based on different goals. The Board of Aldermen sets the point values and the various rating factors by resolution. These factors are in alignment with the long-term goals of the City. This system is detailed on the next page:

City of Crestwood CIP Ranking Score Sheet

Categories	Category Score	Category Weight	Weighted Score
Project Need (1 – 5)	<input type="text"/>	4	<input type="text"/>
External Funding (1 – 5)	<input type="text"/>	2	<input type="text"/>
Timing/Location (1 – 5)	<input type="text"/>	1	<input type="text"/>
Board/Comm Priority (1 – 5)	<input type="text"/>	3	<input type="text"/>
Comp. Plan (1 – 5)	<input type="text"/>	2	<input type="text"/>
Impact on Operational Budget (1 – 5)	<input type="text"/>	2	<input type="text"/>
Infrastructure (1 – 5)	<input type="text"/>	2	<input type="text"/>

CIP Score (1-80)

The Board of Aldermen has the authority to determine the various categories and their relative weight. City staff then apply these categories to all of our capital projects. Staff builds the capital improvement plan by funding the highest scoring projects first, and then working down the list in descending order.

The City has detailed definitions for each of these categories, what follows is a summary of each:

Project Need: Does the project address a serious risk or liability issue, and to what degree? Will the failure to complete this project result in foreseeable harm or negative consequences? Does the project address a current regulatory mandate? Does this project address a significant maintenance need? For full credit, a project needs to address a serious risk or liability issue or a high priority regulatory mandate.

External Funding: Scores are based on the percentage of external funding available for the project.

Timing/Location: When is the project needed? How many people does it affect? Do other projects require this one to be completed first? Can this project be done in conjunction with other projects to save money? Is this an existing facility or asset near the end of its useful life? For full credit, timing and location must be critical components of the project.

Board/Commission Priority: To preserve some of the legislative authority, staff invites the Board and the relevant advisory Board (Park Board or Public Works Board) to pick their top 5 highest priority projects for the coming year. The score for this category is determined by whether or not a project is rated as high priority. Full credit is awarded for projects selected by both the Board of Aldermen and the relevant advisory Board.

Comprehensive Plan/Master Plans: Is the project identified as part of the City's Comprehensive Plan, or part of an existing Master Plan? Has the proposed project been fully developed and defined in enough detail so that the specifics are known? Have adequate public discussion and an appropriate level of citizen engagement around the project transpired? Does there appear to be broad community support? Full credit is awarded for projects that are included in the Comprehensive Plan or a Master Plan, and have been well-vetted.

Impact on Operational Budget: Will the project require additional personnel and/or annual maintenance? Will the project reduce staff time/city resources currently being devoted, and thus have a positive effect on the operational budget? Does the project represent a revenue generating opportunity? If so, to what degree does the revenue offset the cost of operating/maintaining the project? Is there an economic component to the project that could generate tax revenues? For full credit, a project must have a positive effect on the budget, have significant savings in time, materials, and/or maintenance, or generate sufficient revenue to more than offset costs.

Infrastructure: This item relates to infrastructure needs of the City. Does the project extend service to support/promote new growth? Does the project foster safe and accessible modes of travel? What is the need? Full credit is awarded for projects that have a high level of need, address existing infrastructure, and have well-defined ancillary benefits.

Budget Process

An annual budget is legally adopted through passage of an appropriation ordinance by the Board of Aldermen for the General Fund, Capital Improvements Fund, Park and Stormwater Fund, and the Sewer Lateral Fund prior to the start of each fiscal year.

The below procedure outlines the process for adopting the annual budget:

August: Finance Officer prepares five year financial projection

August: Budget instructions and worksheets are distributed to department heads

Mid-to-Late September: Revenue projections complete and department head budget requests submitted to City Administrator

Mid-September to Mid-October: City Administrator and Finance Officer meet with department heads and review and revise budget requests

Late October: The budget is formally presented to the Board of Aldermen and referred to the standing Aldermanic Ways and Means Committee

November: Regular meetings of the Ways and Means Committee take place during which Board members examine and alter the budget

Late November: Public hearing and first reading of the budget

Early December: Second reading and adoption of the annual budget

Budget Policies

Annual Budget

The budget is intended to present a complete financial plan for the coming fiscal year and includes the following information:

- A budget message describing the important features of the budget and major changes from the preceding year;
- Estimated revenues to be received from all sources for the budget year with a comparative statement of actual or estimated revenues for the preceding six years, itemized by year, fund and source;
- Proposed expenditures for each department, office, commission and other classification for the budget year, together with a comparative statement of actual or estimated expenditures for the preceding six years, itemized by year, fund, activity and object;
- The amount required for the payment of interest, amortization and redemption charges on any debts of the city;
- A projected five year capital and personnel needs program;
- A general budget summary.

(Charter Section 7.2 and Code Section 2-102)

Budget Officer

The City Administrator serves as the Budget Officer and shall prepare the proposed budget annually and submit it to the ways and means committee, together with a message describing important features, the budget to be supported by appropriate schedules and analysis. (Code Section 2-53)

Balanced Budget

Total proposed expenditures from any fund shall not exceed the estimated revenues to be received, including debt issuances, transfers from other funds, and advances from other funds plus any

unencumbered balance or less any deficit estimated for the beginning of the budget year. (Charter Section 7.2 (a))

Fund Balance Policy

The Board of Aldermen adopted a fund balance policy which established a minimum unrestricted reserve requirement of 45% at the end of any fiscal year. The reserve is calculated as the amount of available unrestricted reserves (committed, assigned and unassigned fund balance categories) divided by the operating expenditures of the General Fund. (Ord. 4579)

Fiscal Year

The city's fiscal year begins January 1 and runs through December 31. (Code Section 2-3 and 2-82)

Accounting, Auditing and Reporting

The accounts of the city are organized on the basis of funds, each of which is considered a separate accounting entity with self-balancing accounts that comprise its assets, liabilities, equity, revenues and expenditures. The city produces annual financial statements in accordance with U.S. Generally Accepted Accounting Principles (GAAP).

The city's budget consists of 4 distinct major funds, all of which are in the governmental fund category. The city's funds fall within three fund types:

General (1)

General Fund

Special Revenue (2)

Parks and Stormwater and Sewer Lateral Funds

Basis of Accounting

The city uses a modified accrual basis of accounting: revenues are recorded when measurable and available. Available means collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the liability is incurred. Accrued revenues are those which have been collected on the city's behalf during the fiscal year and remitted to the city in the ensuing year. Most notably, this applies to sales taxes collected by the State in November and December but not remitted to the city until January and February.

Basis of Budgeting

Basis of budgeting refers to when revenues and expenditures or expenses are recognized in the accounts. The budget for all funds is prepared on the modified accrual basis.

Independent Audit

An independent audit of all funds is performed annually. Such audits shall be made by a certified public accountant or firm of such accountants who have no personal interest, direct or indirect, in the fiscal affairs of the city government or any of its officers. A copy of the audit is kept in the City Clerk's office and open to public inspection. No accounting firm shall conduct the audit for more than five consecutive years. (Charter Section 3.12)

Debt

Missouri authorizes cities to incur indebtedness up to 10% of the assessed value of taxable property by citizen vote to issue general obligation debt. In 2017, this would allow the city to borrow about \$26 million. No debt is current issued or authorized under this limitation.

Level of Control

The Board of Aldermen exercises control at the departmental level.

Budget Transfers

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

Budget Revisions/Amendments

The Board of Aldermen may by ordinance make supplemental appropriations if the City Administrator certifies that funds will be available for such expenditures. (Charter Section 7.2 (g))


Failure to Appropriate

If at the termination of any fiscal year the appropriations necessary for the government for the ensuing year have not been made, the several amounts appropriated in the last annual appropriation order for the objects and purposes specified shall be deemed to be reappropriated, and until the Board of Aldermen shall act the finance officer shall approve expenditures and honor warrants in payment thereof. (Code Section 2-106)

The background features a repeating pattern of the word 'CRESTWOOD' in a light gray, sans-serif font, tilted at an angle. Interspersed with the text are stylized tree icons, each consisting of a gray circle and a short vertical line representing a trunk.

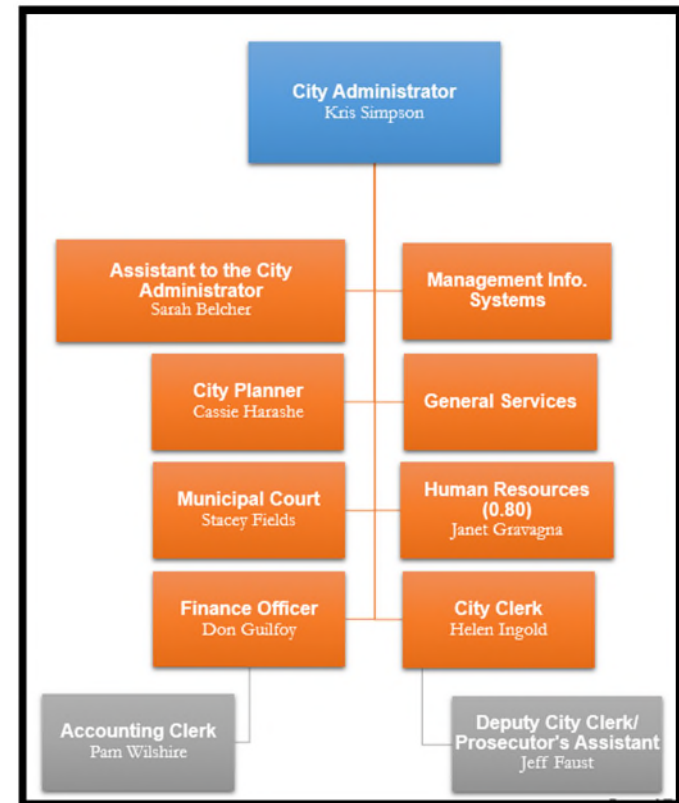
User Guide

User Guide

	
DEPARTMENTAL BUDGETS	
General Fund	
General Government Department	
In this section:	
Mayor	\$10,890
Board of Aldermen	\$38,042
City Administrator	\$369,466
General Services	\$550,322
MIS	\$250,127
Finance	\$206,477
Municipal Court	\$95,329
City Clerk	\$201,039

Each department budget has a cover page identifying the divisions with that department.

The departmental cover page is followed by an organizational chart for that department



Each division has a cover page describing the activities of that program, the relevant contact person, a budget and staffing summary, a summary of cost changes and the recent budget history.

Title of the Division

City Clerk

Division Contact Information

Helen Ingold, City Clerk
hingold@cityofcrestwood.org
314.729.4711

Division Contact

Division Summary:

The City Clerk's Office maintains and distributes official records for the City, including minutes, ordinances, contracts and various other vital documents. The City Clerk's Office administers the Oath of Office to elected officials and oversees the administration of city elections. The City Clerk's Office issues various types of licenses, such as business, liquor and vending licenses. As of 2018, the City Clerk's Office also houses the City Prosecutor, with the Deputy City Clerk also serving as the Prosecutor's Assistant.

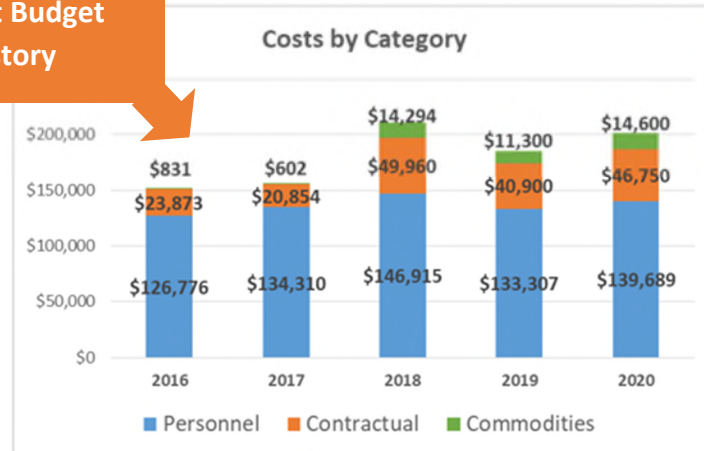
Division Activities

Budget Summary: \$201,039

Staffing: 2.0 FTE

Budget and Staffing Summary

Recent Budget History



Cost Changes

Division cost has **changed by**

8.4%

Increases

Code book
codification
funding increased
to include new
Zoning Code

Decreases

No significant
decreases

Cost Changes vs
Prior Year
Projection

Each division also has a detailed budget sheet showing recent actual budget history, the current year budget amount, the mid-year amount, the end-of-year estimate, the account number for each budget line. There is also the recommended budget for the proposed budget year, the amount recommended by the Ways and Means committee, and the final budget approved by the Board of Aldermen.

Budget History					Current Year-End Estimate			Division Title and Account Number			Proposed Budget Amounts		
City of Westwood, Missouri General Fund Expenditures Budget for the Year Ending December 31, 2020													
ACTUAL					2019			Account Description CITY CLERK 10-25-046-XXX-XXXX			2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE				Dept, City Adm.	Ways & Means Recommende	BOA Approved
138,741	83,713	84,695	92,470	98,573	95,611	66,431	97,520	505 5011	Wages, Non-Exempt Employees	103,678	103,678	103,678	
-	9,332	11,885	9,249	10,580	-	-	-	505 5013	Wages, Part-time Employees	-	-	-	
3,756	2,736	3,189	3,530	2,828	3,500	1,620	4,372	505 5015	Overtime Wages	3,000	3,000	3,000	
31,549	14,338	14,515	16,637	22,353	20,785	13,167	34,636	510 5110	Health Insurance	18,239	18,239	18,239	
1,669	978	817	1,048	819	742	470	371	510 5111	Dental Insurance	724	724	724	
761	463	444	477	454	456	340	424	510 5112	Life/AD&D/LTD Insurance	499	499	499	
83	41	41	41	52	42	21	42	510 5114	Employee Assistance Program	42	42	42	
6,860	5,150	3,862	3,134	3,107	4,361	2,366	4,361	510 5115	Retirement Plan	5,121	5,121	5,121	
253	154	184	214	263	229	147	235	510 5116	Workers' Compensation Insurance	226	226	226	
8,212	5,584	5,790	6,086	6,391	6,145	3,941	6,317	515 5210	FICA Taxes	6,614	6,614	6,614	
1,921	1,306	1,354	1,423	1,495	1,437	922	1,477	515 5211	Medicare Taxes	1,547	1,547	1,547	
193,804	123,796	126,776	134,310	146,915	133,307	89,425	149,755	Total Personnel		139,689	139,689	139,689	
732	850	1,729	2,394	2,841	3,850	4,742	5,224	605 6010	Training & Education	3,700	3,700	3,700	
-	976	2,138	3,298	4,839	4,600	2,209	2,500	605 6011	Travel & Expenses	3,000	3,000	3,000	
600	339	345	374	231	500	85	365	605 6012	Employee Memberships	400	400	400	
-	-	-	-	15,732	16,850	7,606	15,000	610 6110	Legal Services	14,500	14,500	14,500	
-	-	-	51	-	-	-	-	610 6115	Other Professional Services	-	-	-	
345	-	119	50	60	300	164	164	645 6711	Printing & Binding	350	350	350	
4,780	4,677	4,841	9,329	7,422	6,000	8,632	10,150	645 6714	Code Book Codification	16,000	16,000	16,000	
5,579	7,599	14,702	5,357	18,835	8,800	4,678	4,678	650 6813	Elections - General & Special	8,800	8,800	8,800	
12,036	14,441	23,873	20,854	49,960	40,900	28,116	38,081	Total Contractual		46,750	46,750	46,750	
842	1,187	831	602	9,494	800	406	500	710 7110	Office Supplies	600	600	600	
-	-	-	-	4,800	10,500	8,020	10,943	730 7112	Software Licensing	14,000	14,000	14,000	
842	1,187	831	602	14,294	11,300	8,426	11,443	Total Commodities		14,600	14,600	14,600	
206,682	139,425	151,480	155,766	211,169	185,507	125,967	199,279	Total Expenditures- City Clerk		201,039	201,039	201,039	
					Line Item Account Numbers			Total Expenditures for Division, by Approval Phase					

Specific Expenditures for each Line, with Subtotals for each Object: Personnel, Contractual, Commodities or Capital

The background features a repeating pattern of the word "CRESTWOOD" in a light gray, sans-serif font, tilted at an angle. Interspersed with the text are stylized tree icons, each consisting of a gray circle and a short vertical line representing a trunk.

Revenue Guide



REVENUE GUIDE

This section provides an analysis of each major revenue source. All recurring revenues in excess of \$60,000 are included. In total, approximately 90% of all revenue is covered by this section. There one revenue source, reimbursements for Grants, which is not included in the Revenue Guide. This is one-time revenue specific to 2020. Revenue is presented in descending order of projected receipts.

Each revenue source has unique characteristics. The starting point for an overall approach is certain assumptions about inflation, population change, and assessed valuation. These factors are weighed along with historical trends, economic forecasts, legislative dynamics, regulatory decisions, weather and foreseeable development within the city.

Each revenue page is divided into six sections:

Legal Authorization

This is the specific section of the Revised Statutes of Missouri (RSMo) or the City Charter that authorizes the city to levy or receive the revenue and the city ordinance that enacts or levies the tax.

Account Code

This is the specific line(s) to which the revenue source is posted in the city's accounting system.

Description

This is a brief explanation of the source, rate and calculation of the revenue source. Information on collection and distribution of the revenue is also provided.

Comments

This describes what factors were included in the city's analysis of past revenue collection and future forecast.

Financial Trend

This is a graphical chart of the last five years, the current year estimate and next year's projection of the revenue source.

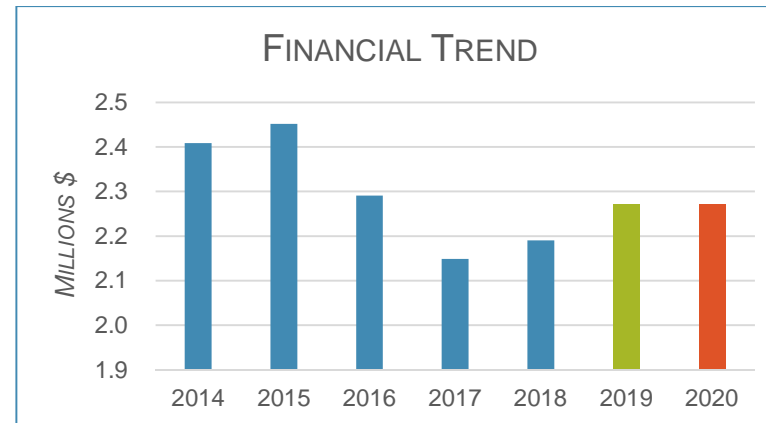
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Sales Taxes – One-Cent Countywide

Legal Authorization:	State Statute: 66.600 – 66.630, 94.857	City Ordinance: 1209	Account Code: 10-00-000-405-4010
Description			
Crestwood levies a county-wide one-cent general sales tax on retail sales. The State of Missouri collects and administers all sales tax in the state. Businesses remit on a monthly or quarterly basis in the period following the actual transaction. The state distributes the funds one month after they are collected. This sales tax is recorded in the General Fund and is used to provide a range of traditional city services.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	2,408,532	
2015 Actual	2,451,720	1.8%
2016 Actual	2,290,572	-6.6%
2017 Actual	2,148,618	-6.2%
2018 Actual	2,190,441	1.9%
2019 Estimate	2,271,270	3.7%
2020 Proposed	2,271,270	



Trend Analysis

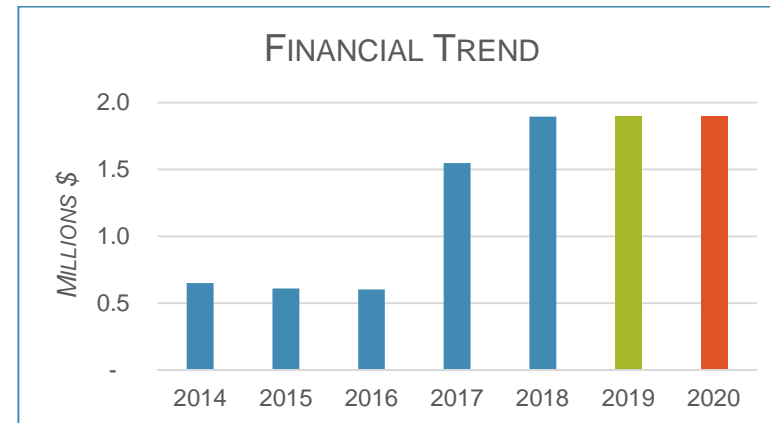
Variations are due to changing economic conditions. The closure of Crestwood Mall, once the largest source of sales tax revenue for the city, was followed by the closure of many other businesses on Crestwood's main corridor. Increased sales tax revenue in 2018 can be attributed to an improved economy and low unemployment.

Property Taxes – Real Estate Taxes

Legal Authorization:	State Statute: 94.400	City Ordinance: 525	Account Code: 10-00-000-415-4030
Description			
Crestwood levies a real estate tax on the final assessed valuation (A.V.) of all real property within the city as established by the St. Louis County Assessor. The city's current operating real estate tax levy is \$0.698 for residential property, and \$0.864 for commercial property per \$100 of assessed valuation for real property.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	651,432	
2015 Actual	609,297	-6.5%
2016 Actual	602,303	-1.1%
2017 Actual	1,548,653	157.1%
2018 Actual	1,894,868	22.4%
2019 Estimate	1,896,976	0.1%
2020 Proposed	1,896,976	



Trend Analysis

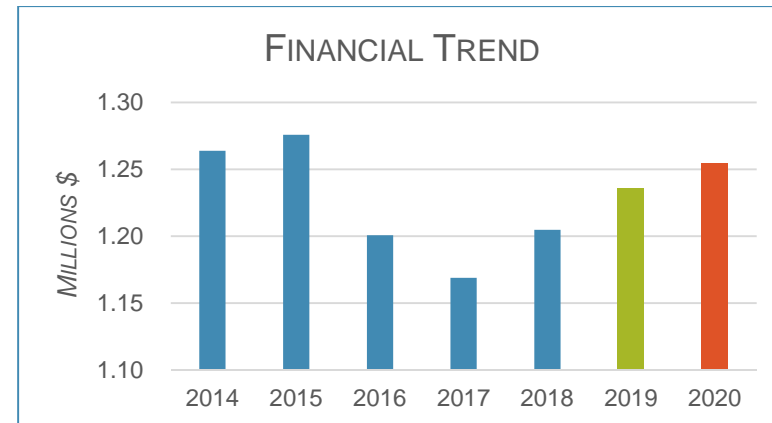
Variations are due to a change in a home's pure assessed value. The St. Louis County Assessor completes a re-assessment on the values of homes located within St. Louis County during odd number years. The re-assessed value computed in an odd numbered year accounts for the change in revenue every other year. *In 2017, Crestwood voters approved a \$0.45 property tax increase.

Sales Taxes – Half-Cent Park and Stormwater

Legal Authorization:	State Statute: 644.032-644.033	City Ordinance: 3606	Account Code: 23-00-000-405-4013
Description			
Crestwood levies a one half-cent sales tax on retail sales for stormwater control and/or park services. The State of Missouri collects and administers all sales tax in the state. Businesses remit on a monthly or quarterly basis in the period following the actual transaction. The state distributes the funds one month after they are collected. This sales tax is recorded in the Park and Stormwater Fund.			

Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
<i>2014 Actual</i>	1,263,873	
<i>2015 Actual</i>	1,275,631	0.9%
<i>2016 Actual</i>	1,200,588	-5.9%
<i>2017 Actual</i>	1,168,830	-2.6%
<i>2018 Actual</i>	1,204,627	3.1%
<i>2019 Estimate</i>	1,235,331	2.5%
<i>2020 Proposed</i>	1,253,861	1.5%



Trend Analysis

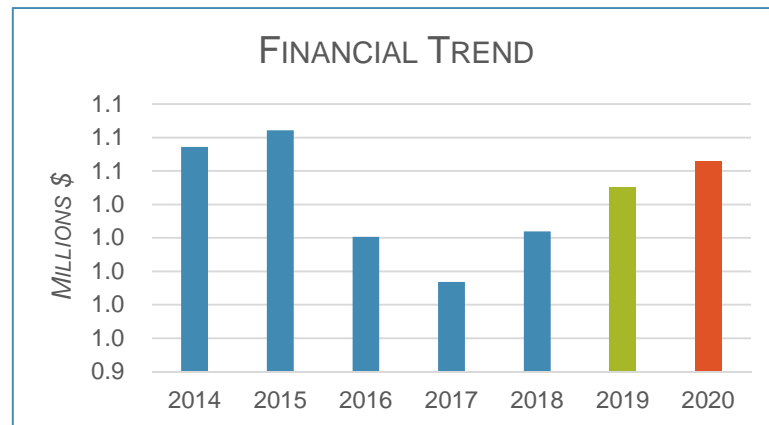
Variations are due to changing economic conditions. The closure of Crestwood Mall, once the largest source of sales tax revenue for the city, was followed by the closure of many other businesses on Crestwood's main corridor. Increased sales tax revenue in 2018 can be attributed to an improved economy and low unemployment.

Sales Taxes – Half-Cent Capital Improvement

Legal Authorization:	State Statute: 94.577	City Ordinance: 3276	Account Code: 21-00-000-405-4012
Voter Renewal: 4/7/2020			
Description			
Crestwood levies a one half-cent sales tax on retail sales for capital improvement. The State of Missouri collects and administers all sales tax in the state. Businesses remit on a monthly or quarterly basis in the period following the actual transaction. The state distributes the funds one month after they are collected. This sales tax is recorded in the Capital Improvement Fund.			

Financial Trend:

YEAR	CAPITAL IMPROVEMENT FUND	% CHANGE
2014 Actual	1,074,292	
2015 Actual	1,084,287	0.9%
2016 Actual	1,020,645	-5.9%
2017 Actual	993,675	-2.6%
2018 Actual	1,023,933	3.0%
2019 Estimate	1,050,180	2.6%
2020 Proposed	1,065,933	1.5%



Trend Analysis

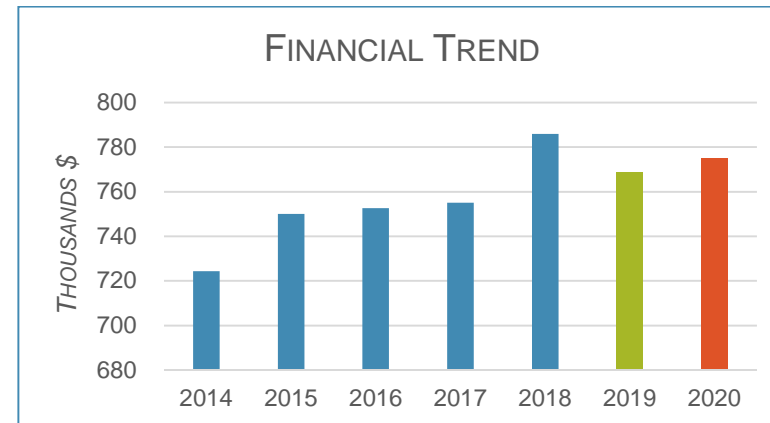
Variations are due to changing economic conditions. The closure of Crestwood Mall, once the largest source of sales tax revenue for the city, was followed by the closure of many other businesses on Crestwood's main corridor. Increased sales tax revenue in 2018 can be attributed to an improved economy and low unemployment.

Licenses and Permits – Merchant Licenses

Legal Authorization:	State Statute: 94.110	City Ordinance: 3926	Account Code: 10-00-000-425- 4210
Description			
Crestwood imposes a business license tax on all merchants located within the city which are subject to taxation by the city under the law. The tax is calculated by multiplying the amount of gross receipts made during the year by \$0.00125 or multiplying the square feet of space occupied by the business by \$0.10, whichever is greater.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
<i>2014 Actual</i>	724,266	
<i>2015 Actual</i>	749,962	3.5%
<i>2016 Actual</i>	752,684	0.4%
<i>2017 Actual</i>	755,084	0.3%
<i>2018 Actual</i>	785,944	4.1%
<i>2019 Estimate</i>	768,849	-2.2%
<i>2020 Proposed</i>	774,769	0.8%



Trend Analysis

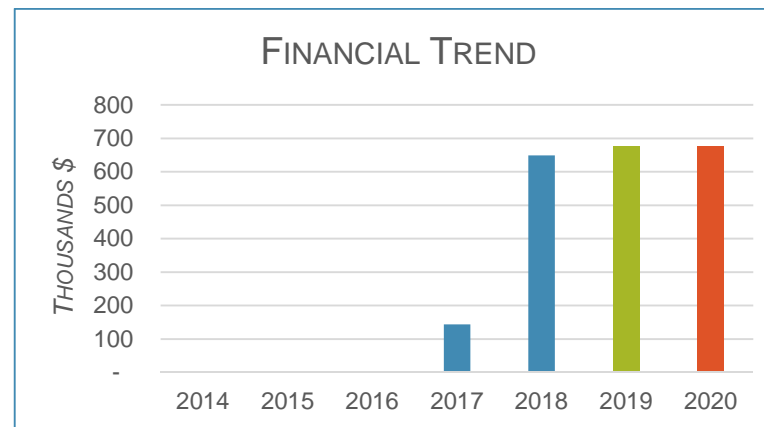
Variations are due to two (2) key factors: An increase of new businesses moving into Crestwood and/or the loss of businesses moving out of Crestwood. In March of 2016, the City Clerk's Office started charging a \$50.00 Contractors Business License Fee for all contractors doing work in the City of Crestwood. This new fee offset the loss of revenue from businesses that closed in 2015/2016.

Sales Taxes – Half-Cent Stl Co. Public Safety

Legal Authorization:	State Statute: 67.547, 94.857	City Ordinance:	Account Code: 10-00-000-405-4017
Description			
Crestwood levies a county-wide half-cent sales tax on retail sales. The State of Missouri collects and administers all sales tax in the state. Businesses remit on a monthly or quarterly basis in the period following the actual transaction. The state distributes the funds one month after they are collected. This sales tax is recorded in the General Fund and is used to provide public safety services.			

History:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	N/A	
2015 Actual	N/A	
2016 Actual	N/A	
2017 Actual	143,533	
2018 Actual	648,831	352.0%
2019 Estimate	675,385	4.1%
2020 Proposed	675,385	



Trend Analysis

Variations are due to changing economic conditions. The closure of Crestwood Mall, once the largest source of sales tax revenue for the city, was followed by the closure of many other businesses on Crestwood's main corridor.

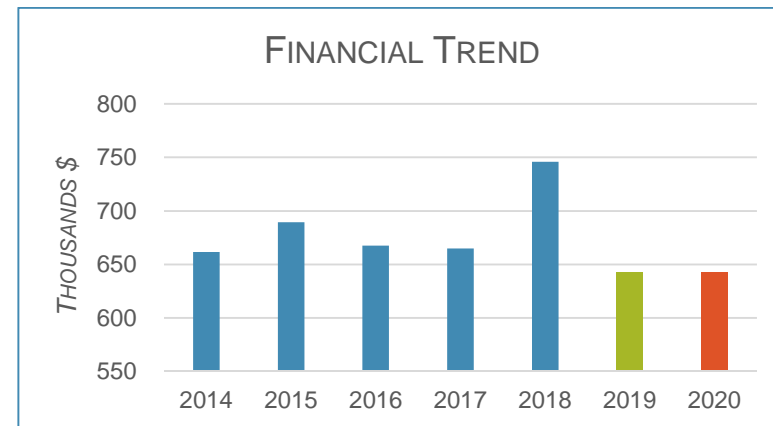
*In 2017, St. Louis County voters approved a new half-cent sales tax for public safety services.

Gross Receipts – Electric Franchise Fee

Legal Authorization:	State Statute: 94.110	City Ordinance: 3991	Account Code: 10-00-000-410-4020
Description			
Crestwood levies a 6% gross receipts tax on utilities derived from residential subscribers within the city, and a 7% gross receipts tax on utilities derived from commercial subscribers within the city. AmerenUE provides electric utility services to Crestwood. This tax is collected by the utility company and remitted to the city each subsequent month. This tax is distributed into the General Fund.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	661,680	
2015 Actual	689,294	4.2%
2016 Actual	667,553	-3.2%
2017 Actual	664,786	-0.4%
2018 Actual	745,999	12.2%
2019 Estimate	642,534	-13.9%
2020 Proposed	642,534	



Trend Analysis

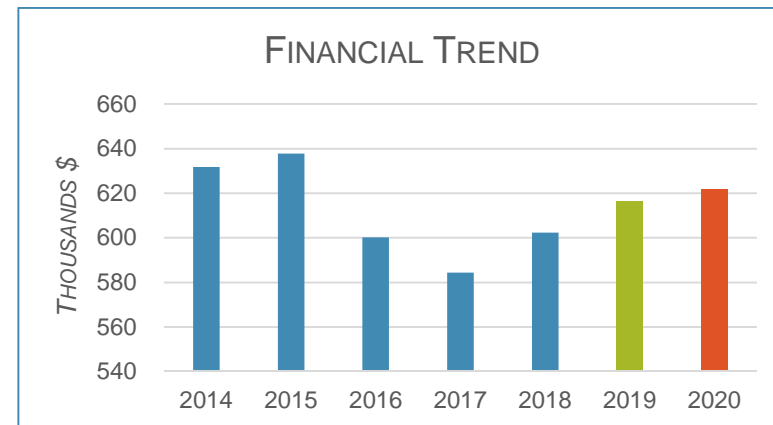
Variations are a result of two (2) key factors: Whether the key supplier (Ameren UE) experiences a rate increase and/or decrease, and the weather conditions throughout the year. Hot summers produce greater electric usage, while cold summers produce less electric usage.

Sales Taxes – One Fourth-Cent Fire Protection

Legal Authorization:	State Statute: 321.242	City Ordinance: 3779	Account Code: 10-00-000-405-4014
Description			
Crestwood levies a one-quarter of one percent sales tax on retail sales that take place within the city. This sales tax is used solely for the operation of the Crestwood Municipal Fire Department and is recorded in the General Fund.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
<i>2014 Actual</i>	631,805	
<i>2015 Actual</i>	637,815	1.0%
<i>2016 Actual</i>	600,245	-5.9%
<i>2017 Actual</i>	584,415	-2.6%
<i>2018 Actual</i>	602,313	3.1%
<i>2019 Estimate</i>	616,618	2.4%
<i>2020 Proposed</i>	621,921	0.9%



Trend Analysis

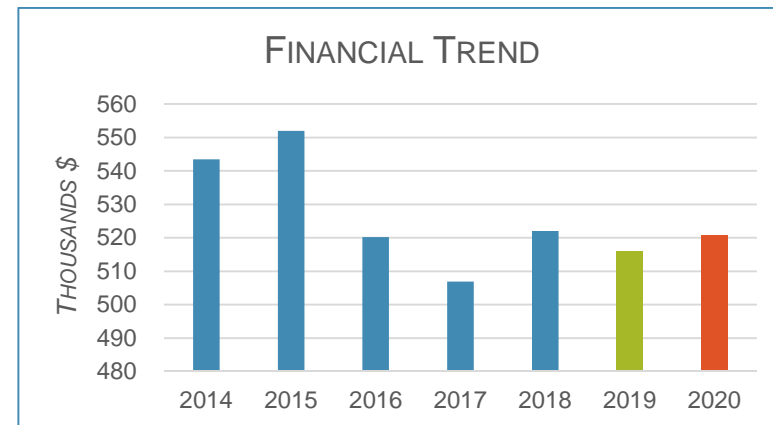
Variations are due to changing economic conditions. The closure of Crestwood Mall, once the largest source of sales tax revenue for the city, was followed by the closure of many other businesses on Crestwood's main corridor. Increased sales tax revenue in 2018 can be attributed to an improved economy and low unemployment.

Sales Taxes – One Fourth-Cent Local Options

Legal Authorization:	State Statute: 94.850	City Ordinance: 3275	Account Code: 10-00-000-405-4011
Description			
Crestwood levies a one-quarter of one percent sales tax on retail sales that take place within the city. This sales tax is recorded in the General Fund.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
<i>2014 Actual</i>	543,518	
<i>2015 Actual</i>	551,998	1.6%
<i>2016 Actual</i>	520,264	-5.7%
<i>2017 Actual</i>	506,979	-2.6%
<i>2018 Actual</i>	522,070	3.0%
<i>2019 Estimate</i>	516,193	-1.1%
<i>2020 Proposed</i>	520,839	0.9%



Trend Analysis

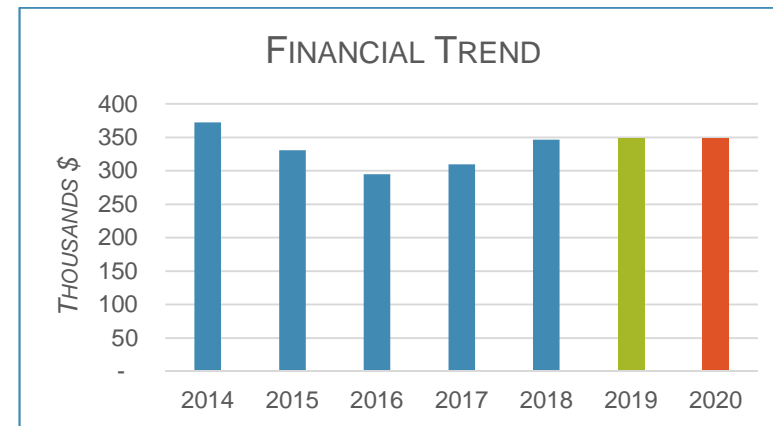
Variations are due to changing economic conditions. The closure of Crestwood Mall, once the largest source of sales tax revenue for the city, was followed by the closure of many other businesses on Crestwood's main corridor. Increased sales tax revenue in 2018 can be attributed to an improved economy and low unemployment.

Gross Receipts – Natural Gas Franchise Fee

Legal Authorization:	State Statute: 94.110	City Ordinance: 13	Account Code: 10-00-000-410-4021
Description			
Crestwood levies a 6% gross receipts tax on utilities derived from residential subscribers within the city, and a 7% gross receipts tax on utilities derived from commercial subscribers within the city. Laclede Gas provides gas utility services to Crestwood. This tax is collected by the utility company and remitted to the city each subsequent month. This tax is distributed into the General Fund.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	372,233	
2015 Actual	330,877	-11.1%
2016 Actual	294,651	-10.9%
2017 Actual	309,851	5.2%
2018 Actual	346,401	11.8%
2019 Estimate	349,359	0.9%
2020 Proposed	349,359	



Trend Analysis

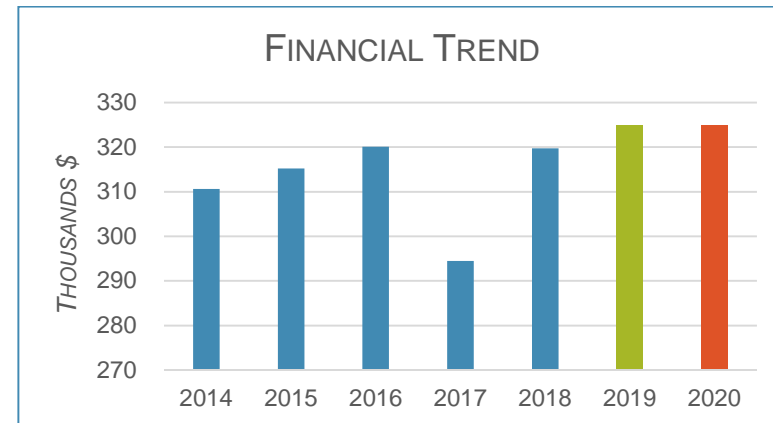
Variations are a result of two (2) key factors: Whether the key supplier (Laclede Gas) experiences a rate increase and/or decrease and the weather conditions throughout the year. Hot summers produce greater gas usage, while cold summers produce less gas usage.

Intergovernmental Taxes – Motor Fuel Tax

Legal Authorization:	State Statute: 142.345	City Ordinance:	Account Code:10-00-000- 420-4110
Description			
The State of Missouri levies and collects a \$0.17 per gallon tax on motor fuel. The state distributes the funds to cities and counties on a per capita basis as indicated by the most recent decennial census. The state distributes the funds one month after they are collected. This tax is recorded in the General Fund.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	310,629	
2015 Actual	315,235	1.5%
2016 Actual	320,075	1.5%
2017 Actual	294,500	-8.0%
2018 Actual	319,724	8.6%
2019 Estimate	324,858	1.6%
2020 Proposed	324,858	



Trend Analysis

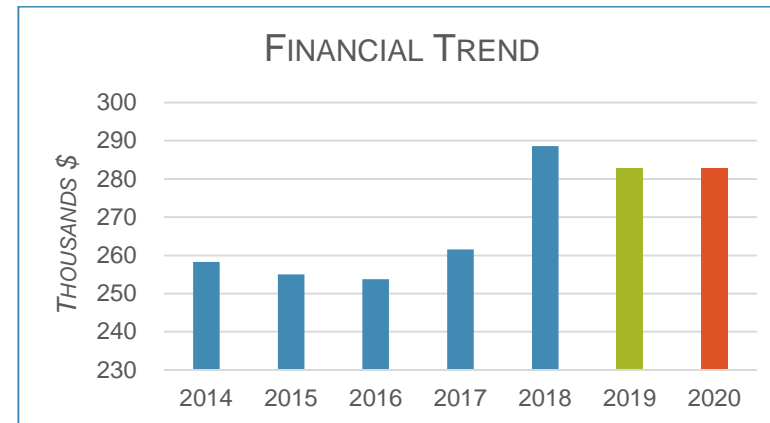
Variations are a result of the number of gallons purchased in a given year. Motor fuel tax revenues are derived from amount of gallons consumed as opposed to the price per gallon; however, the price of gasoline indirectly effects the number of gallons purchased due to supply and demand. Price goes up, demand goes down.

Property Taxes – County Road Fund Countywide

Legal Authorization:	State Statute:	City Ordinance:	Account Code: 10-00-000-415-4033
Description			
St. Louis County levies a \$0.105 per \$100 assessed valuation of both real and personal property within the city. St. Louis County collects and administers this tax. The funds are recorded in the General Fund and must be used for road and bridge maintenance.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
<i>2014 Actual</i>	258,275	
<i>2015 Actual</i>	255,047	-1.2%
<i>2016 Actual</i>	253,782	-0.5%
<i>2017 Actual</i>	261,544	3.1%
<i>2018 Actual</i>	288,594	10.3%
<i>2019 Estimate</i>	282,618	-2.1%
<i>2020 Proposed</i>	282,618	



Trend Analysis

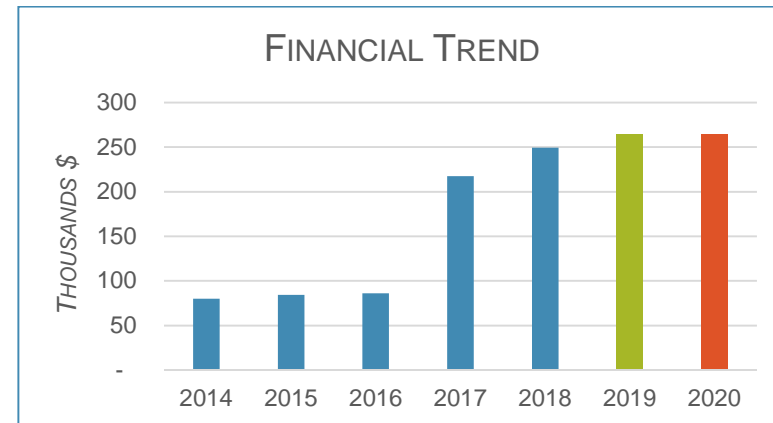
Variations are due to a change in both real and personal property's pure assessed value. The St. Louis County Assessor completes a re-assessment on the property values located within St. Louis County during odd number years. The re-assessed value computed in an odd numbered year accounts for the change in revenue every other year.

Property Taxes – Personal Property Taxes

Legal Authorization:	State Statute: 94.400	City Ordinance: 525	Account Code: 10-00-000-415-4031
Description			
Crestwood levies a personal property tax on the assessed valuation (A.V.) of all personal property within the city as established by the St. Louis County Assessor. The city's current operating personal property tax levy is \$0.743 per \$100 of assessed valuation for real property.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	79,965	
2015 Actual	84,196	5.3%
2016 Actual	86,234	2.4%
2017 Actual	217,494	152.2%
2018 Actual	249,308	14.6%
2019 Estimate	264,299	6.0%
2020 Proposed	264,299	



Trend Analysis

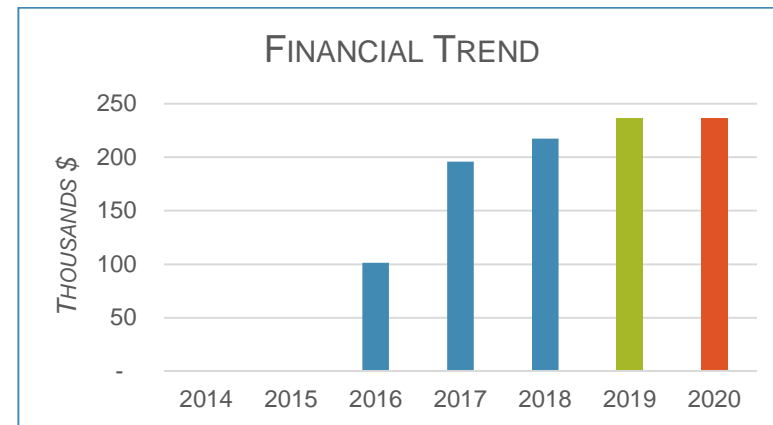
Variations are a due to a change in the number and/or amount of personal property purchased by Crestwood residents in a given year. *In 2017, Crestwood voters approved a \$0.45 property tax increase.

Sales Taxes – One & One Half-Cent Use Tax

Legal Authorization:	State Statute: 144.757	City Ordinance: 4613	Account Code: 10-00-000-405-4019
Description			
Crestwood levies a one and one-half cent local use tax on transactions that Crestwood residents and businesses conduct with out-of-state vendors. If the out-of-state vendor has a facility in Missouri, the vendor will collect the local and state use tax and remit both to the State of Missouri. If the out-of-state vendor does not have a facility in Missouri, the purchaser must file a use tax return with Missouri Department of Revenue. The State of Missouri collects and administers the local use tax and distributes the amount of tax collected from residents and businesses located in the city.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	N/A	
2015 Actual	N/A	
2016 Actual	101,444	
2017 Actual	195,875	93.1%
2018 Actual	217,257	10.9%
2019 Estimate	236,748	9.0%
2020 Proposed	236,748	



Trend Analysis

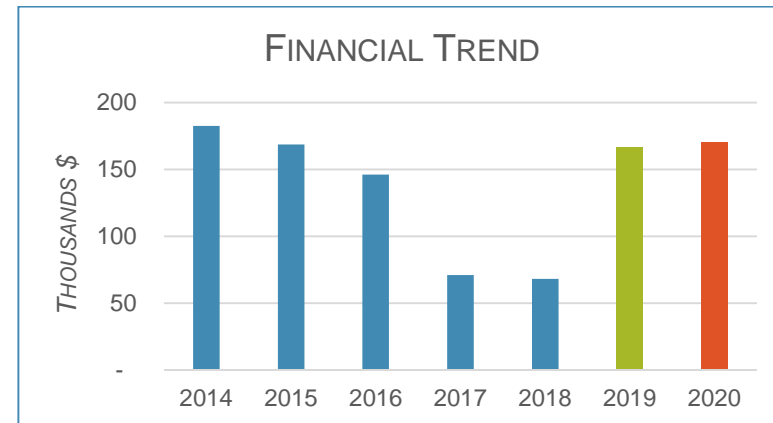
On April 5, 2016, Crestwood voters approved Proposition U on the General Municipal Election ballot. The passage of Prop U allowed the city to impose a local use tax at 1.5%. Increased tax revenue in 2018 can be attributed to an improved economy and low unemployment.

Fines and Court Cost – Traffic Fines

Legal Authorization:	State Statute:	City Ordinance: 20	Account Code: 10-00-000-430-4250
Description			
Crestwood Municipal Court levies various fines for the violation of local traffic laws and other City Ordinances. Fines collected by the Crestwood Municipal Court are recorded in the General Fund. Court Costs and Fines only account for approximately 2% of General Fund revenues.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	182,523	
2015 Actual	168,518	-7.7%
2016 Actual	146,228	-13.2%
2017 Actual	70,972	-51.5%
2018 Actual	68,134	-4.0%
2019 Estimate	166,765	144.8%
2020 Proposed	170,000	1.9%



Trend Analysis

Variations after 2014 are a result of Senate Bill 5 which put greater restrictions on fines and fees for traffic violations.

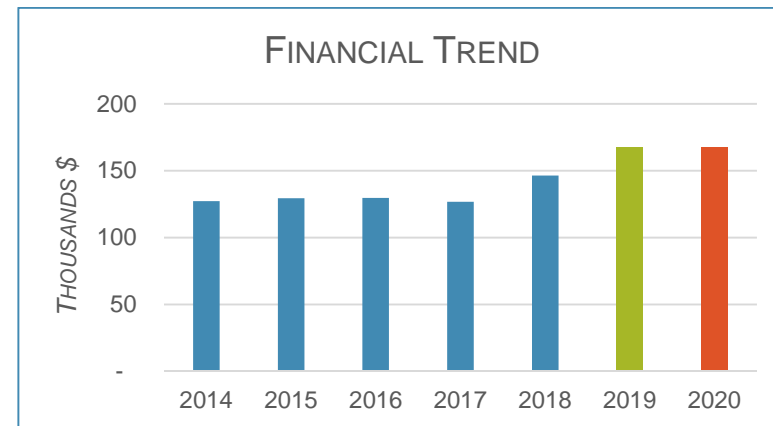
*In 2017 and 2018 the Police Department was frequently understaffed.

Gross Receipts – Water Franchise Fee

Legal Authorization:	State Statute: 94.110	City Ordinance: 12	Account Code: 10-00-000-410-4024
Description			
Crestwood levies a 6% gross receipts tax on utilities derived from residential subscribers within the city, and a 7% gross receipts tax on utilities derived from commercial subscribers within the city. Missouri-American Water Company provides water to Crestwood. This tax is collected by the utility company and remitted to the city each subsequent month. This tax is distributed into the General Fund.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	127,255	
2015 Actual	129,583	1.8%
2016 Actual	129,609	0.0%
2017 Actual	126,760	-2.2%
2018 Actual	146,584	15.6%
2019 Estimate	167,514	14.3%
2020 Proposed	167,514	



Trend Analysis

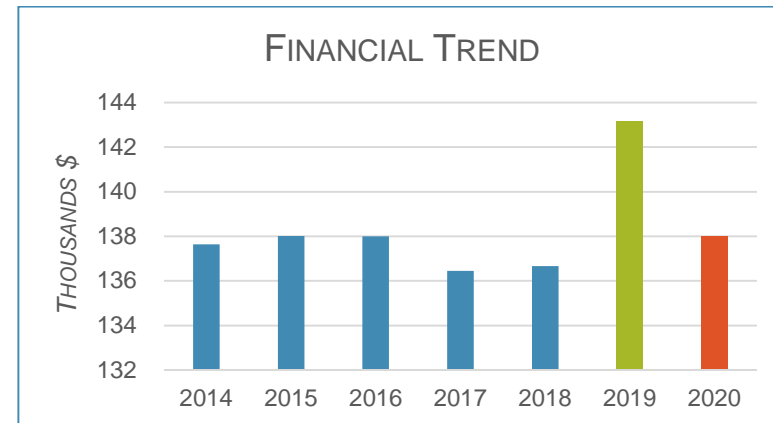
Variations are a result of two (2) key factors: Whether the key supplier (Missouri American Water) experiences a rate increase and/or decrease and the weather conditions throughout the year. Hot summers produce greater water usage, while cold summers produce less water usage.

Sewer Lateral Fees

Legal Authorization:	State Statute: 249.422	City Ordinance: 3529	Account Code: 415-4032
Description			
Crestwood receives an annual fee of \$28 per residential unit with six (6) dwellings or less to fund a sewer lateral repair program. The fees are collected by St. Louis County and paid concurrent with the individual tax bill, due by December 31 st each year. The funds are recorded in the Sewer Lateral Fund.			

Financial Trend:

YEAR	SEWER LATERAL FUND	% CHANGE
<i>2014 Actual</i>	137,634	
<i>2015 Actual</i>	138,013	0.3%
<i>2016 Actual</i>	138,002	0.0%
<i>2017 Actual</i>	136,449	-1.1%
<i>2018 Actual</i>	136,665	0.2%
<i>2019 Estimate</i>	143,172	4.8%
<i>2020 Proposed</i>	138,000	-3.6%



Trend Analysis

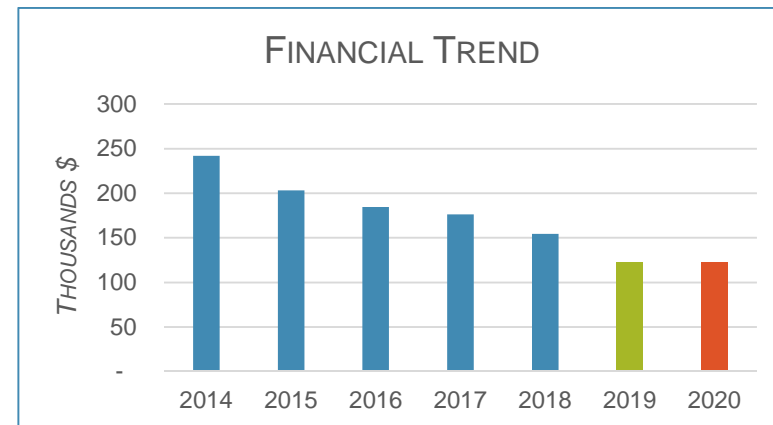
Variations are a result of the number of single-family residences occupied within the city boundaries. Sewer lateral fee revenues are based on the number of single-family residences connected and using the sewer.

Gross Receipts – Wireless Franchise Fee

Legal Authorization:	State Statute: 94.110	City Ordinance: 3463	Account Code: 10-00-000-410-4026
Description			
Crestwood collects a 7% franchise fee on the gross receipts of wireless providers providing service to the residents of Crestwood. The city is paid on a quarterly basis and the funds are recorded in the General Fund.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
<i>2014 Actual</i>	242,189	
<i>2015 Actual</i>	203,360	-16.0%
<i>2016 Actual</i>	184,571	-9.2%
<i>2017 Actual</i>	176,523	-4.4%
<i>2018 Actual</i>	154,585	-12.4%
<i>2019 Estimate</i>	123,113	-20.4%
<i>2020 Proposed</i>	123,113	



Trend Analysis

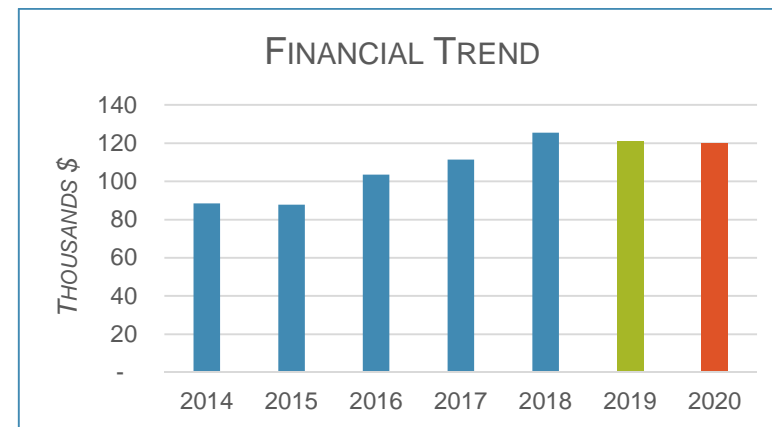
Flat and/or declining variations are a result of carriers focusing on equipment as opposed to usage. Wireless franchise fee revenues are based on usage, which has seen a recent decline due to consumers being charged higher on equipment and less on usage.

Aquatic Center – Aquatic Center Pass

Legal Authorization:	State Statute: N/A	City Ordinance: 3664	Account Code: 23-00-000-435-4310
Description			
<p>The Crestwood Aquatic Center in Whitecliff Park opened on Thursday, July 4, 2002. It features a 25 yard x 25 meter multi-purpose lap pool with two (2) diving boards, lazy river, zero depth beach area, young children's area, climbing wall, big slide and family pool with three (3) slides and play features. The Aquatic Center is open Memorial Day through Labor Day. Residents and non-residents can purchase a season pass for \$80 and \$150 respectively.</p>			

Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
<i>2014 Actual</i>	88,532	
<i>2015 Actual</i>	87,861	-0.8%
<i>2016 Actual</i>	103,539	17.8%
<i>2017 Actual</i>	111,483	7.7%
<i>2018 Actual</i>	125,395	12.5%
<i>2019 Estimate</i>	121,212	-3.3%
<i>2020 Proposed</i>	120,000	-1.0%



Trend Analysis

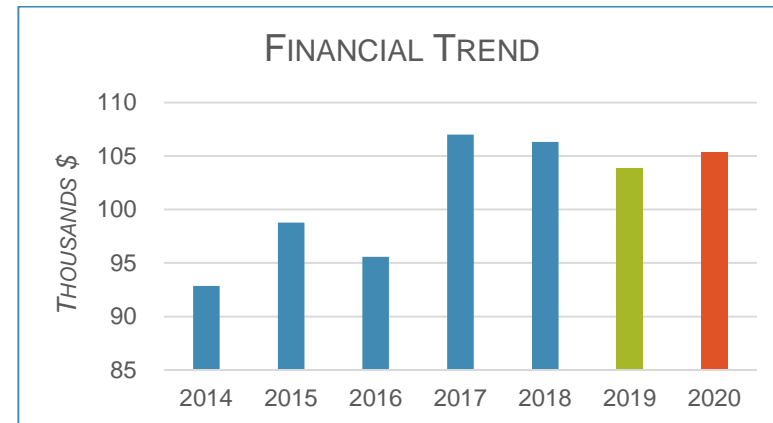
Variations are a result of weather conditions for a given year. The Aquatic Center Daily Admissions revenue increases during hot/sunny summers and decreases during cold/wet summers. The summer of 2018 was particularly hot. This explains the large increase in 2018.

Intergovernmental Taxes – Motor Vehicle Sales Tax

Legal Authorization:	State Statute: 144.020	City Ordinance:	Account Code: 10-00-000-420-4111
Description			
The State of Missouri levies a 3 % motor vehicle sales tax on all new vehicles purchased in the state. The state retains a portion of the tax revenue and distributes the rest of the funds to Missouri counties and cities on a per capita basis as indicated by the most recent decennial census. This tax is recorded in the General Fund.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	92,874	
2015 Actual	98,773	6.4%
2016 Actual	95,593	-3.2%
2017 Actual	107,013	11.9%
2018 Actual	106,308	-0.7%
2019 Estimate	103,804	-2.4%
2020 Proposed	105,361	1.5%



Trend Analysis

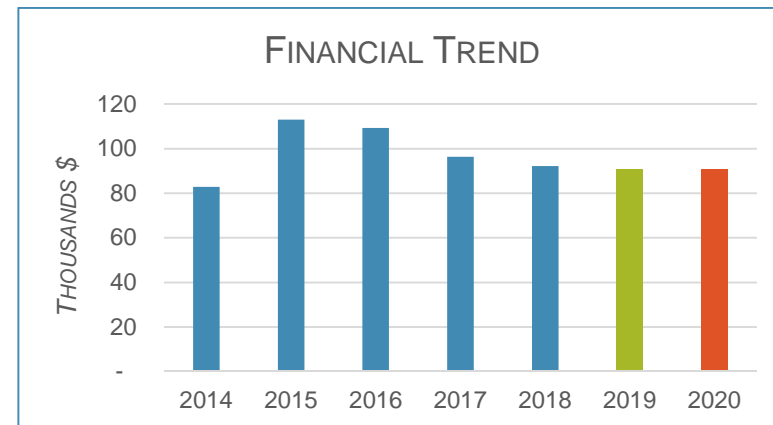
Variations are a result of the number of new vehicles purchased by Crestwood residents. Motor Vehicle Sales Tax revenues come from the sales tax derived on a new vehicle purchased by a person living in Crestwood, regardless of where the vehicle was purchased. This tax is based on the purchaser's home address.

Gross Receipts – Cable Franchise Fee

Legal Authorization:	State Statute: 94.110	City Ordinance: 1789	Account Code: 10-00-000-410-4025
Description			
Crestwood collects a 5% franchise fee on the gross receipts of cable television providers providing service to the residents of Crestwood. The city is paid on a quarterly basis and the funds are recorded in the General Fund.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	82,899	
2015 Actual	113,044	36.4%
2016 Actual	109,354	-3.3%
2017 Actual	96,404	-11.8%
2018 Actual	92,175	-4.4%
2019 Estimate	90,969	-1.3%
2020 Proposed	90,969	



Trend Analysis

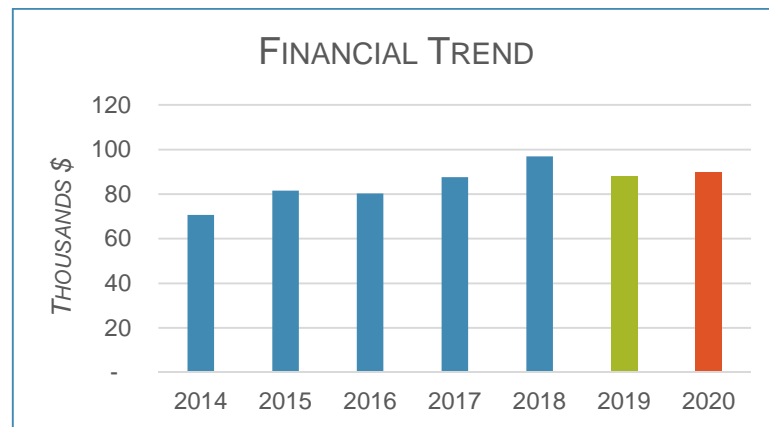
Variations prior to 2016 are a result of an increase in the amount of video telecommunications being used by the consumer. Cable franchise fee revenues historically came from Charter Cable as the main supplier; however, in recent years more competition has entered the marketplace, primarily the AT&T provider UVerse. Variations after 2016 are a result of a growing number of consumers switching to streaming devices.

Aquatic Center – Aquatic Center Daily Admissions

Legal Authorization:	State Statute: N/A	City Ordinance: 3664	Account Code: 23-00-000-435-4312
Description			
<p>The Crestwood Aquatic Center in Whitecliff Park opened on Thursday, July 4, 2002. It features a 25 yard x 25 meter multi-purpose lap pool with two (2) diving boards, lazy river, zero depth beach area, young children's area, climbing wall, big slide and family pool with three (3) slides and play features. The Aquatic Center is open Memorial Day through Labor Day. Residents and non-residents can pay a daily admission fee for \$5 and \$8 respectively.</p>			

Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
<i>2014 Actual</i>	70,682	
<i>2015 Actual</i>	81,579	15.4%
<i>2016 Actual</i>	80,223	-1.7%
<i>2017 Actual</i>	87,615	9.2%
<i>2018 Actual</i>	96,859	10.6%
<i>2019 Estimate</i>	88,121	-9.0%
<i>2020 Proposed</i>	90,000	2.1%



Trend Analysis

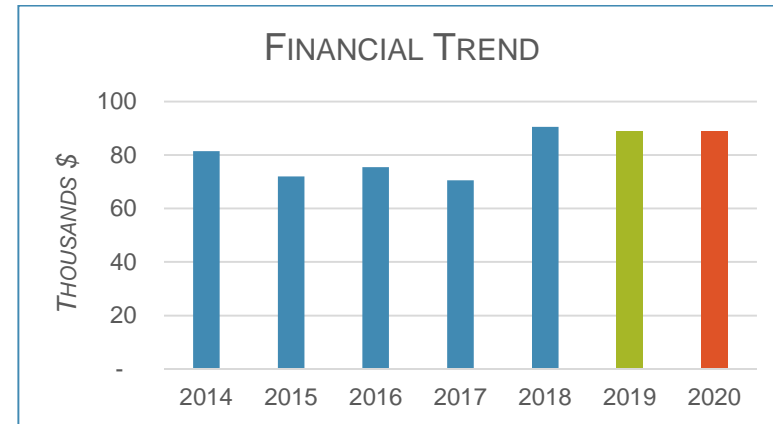
Variations are a result of weather conditions for a given year. The Aquatic Center Daily Admissions revenue increases during hot/sunny summers and decreases during cold/wet summers. The summer of 2018 was particularly hot. This explains the large increase in 2018.

Property Taxes – Penalty Surcharge Countywide

Legal Authorization:	State Statute: 139.600	City Ordinance:	Account Code: 10-00-000-415-4034
Description			
St. Louis County levies an additional countywide tax on subclass 3 property to replace revenue lost because of the exemption from taxation of merchants' and manufacturers inventory. The county collector distributes this replacement tax based upon revenue lost by each taxing authority.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	81,491	
2015 Actual	72,032	-11.6%
2016 Actual	75,477	4.8%
2017 Actual	70,611	-6.4%
2018 Actual	90,588	28.3%
2019 Estimate	88,867	-1.9%
2020 Proposed	88,867	



Trend Analysis

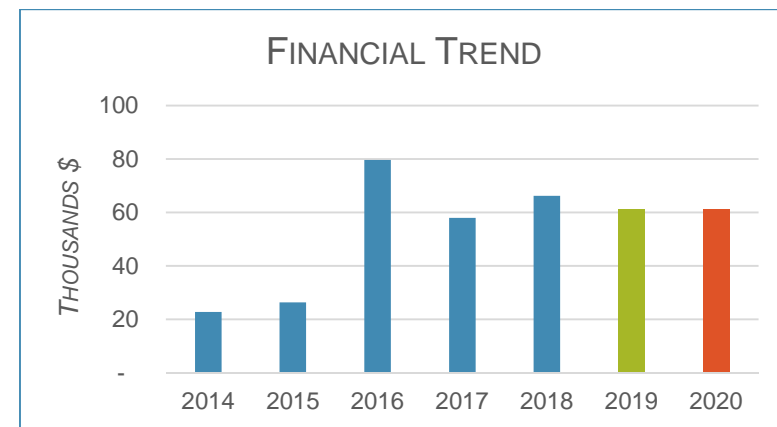
Variations are due to a change in city revenue lost from the exempt taxation on merchants' and manufacturers' inventory. Penalty surcharge revenue is distributed based upon each taxing authority's loss in revenue; therefore, the county collector examines the percentage of lost revenue for every municipality located in St. Louis County that has taxing authority.

Licenses and Permits – Permits & Inspections

Legal Authorization:	State Statute: 67.451	City Ordinance: 4895	Account Code: 10-00-000-425-4225
Description			
Crestwood imposes a fee for services and activities performed during the processing and issuance of City permits and inspections. The fee amounts are derived from a Fee Schedule, which is approved and adopted by the Crestwood Board of Aldermen.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	22,774	
2015 Actual	26,337	15.6%
2016 Actual	79,612	202.3%
2017 Actual	57,979	-27.2%
2018 Actual	66,261	14.3%
2019 Estimate	61,229	-7.6%
2020 Proposed	61,229	



Trend Analysis

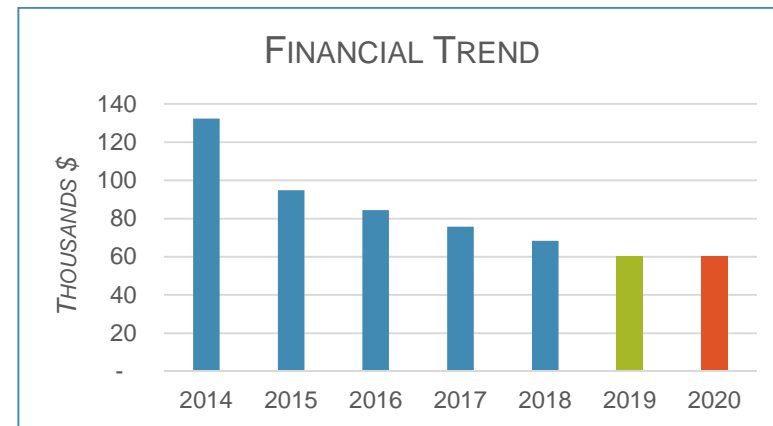
Variations are the result of a change in the number of permits and inspections processed by the City in a given year.
 *In 2016 the City approved an increase to the fee schedule for permits and licenses and processed an influx of permits related to the Crestwood Mall redevelopment project.

Gross Receipts – Telephone Franchise Fee

Legal Authorization:	State Statute: 94.110	City Ordinance: 1158	Account Code: 10-00-000-410-4023
Description			
Crestwood levies a 6% gross receipts tax on utilities derived from residential subscribers within the city, and a 7% gross receipts tax on utilities derived from commercial subscribers within the city. Multiple telephone companies provide local service to Crestwood. This tax is collected by the utility company and remitted to the city each subsequent month. This tax is distributed into the General Fund.			

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2014 Actual	132,403	
2015 Actual	94,900	-28.3%
2016 Actual	84,412	-11.1%
2017 Actual	75,687	-10.3%
2018 Actual	68,319	-9.7%
2019 Estimate	60,434	-11.5%
2020 Proposed	60,434	



Trend Analysis

Variations are a result of declining land line usage due to a consumer to switch to wireless. Telephone franchise fee revenues are based on usage of telecommunication services.

The background features a repeating pattern of the word "CRESTWOOD" in a light gray, sans-serif font, tilted at an angle. Interspersed with the text are stylized tree icons, each consisting of a gray circle and a short vertical line representing a trunk.

All Funds

All Funds Summary

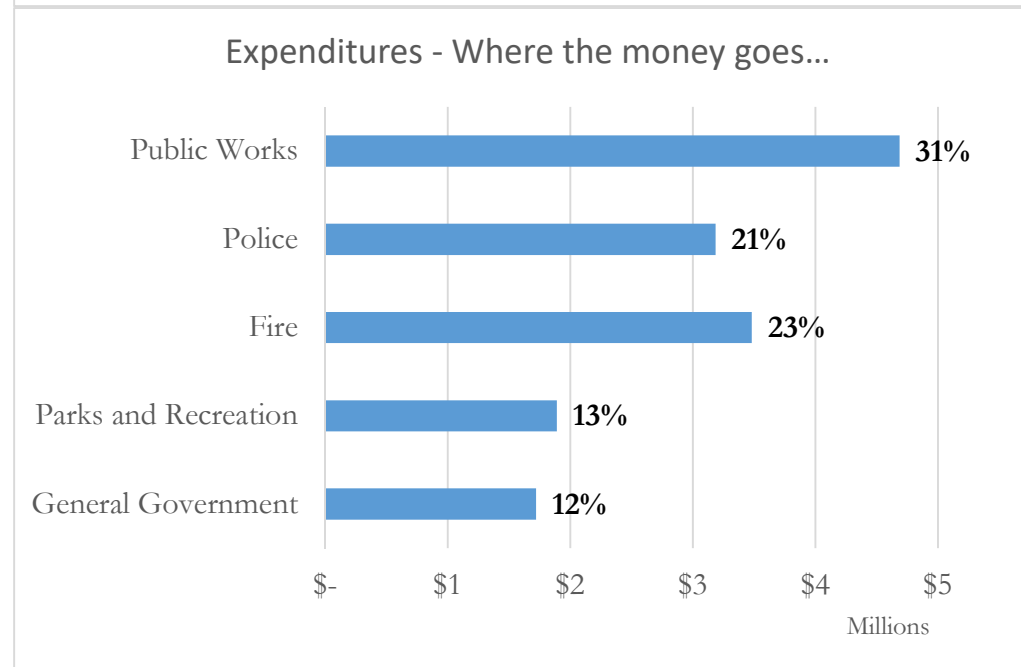
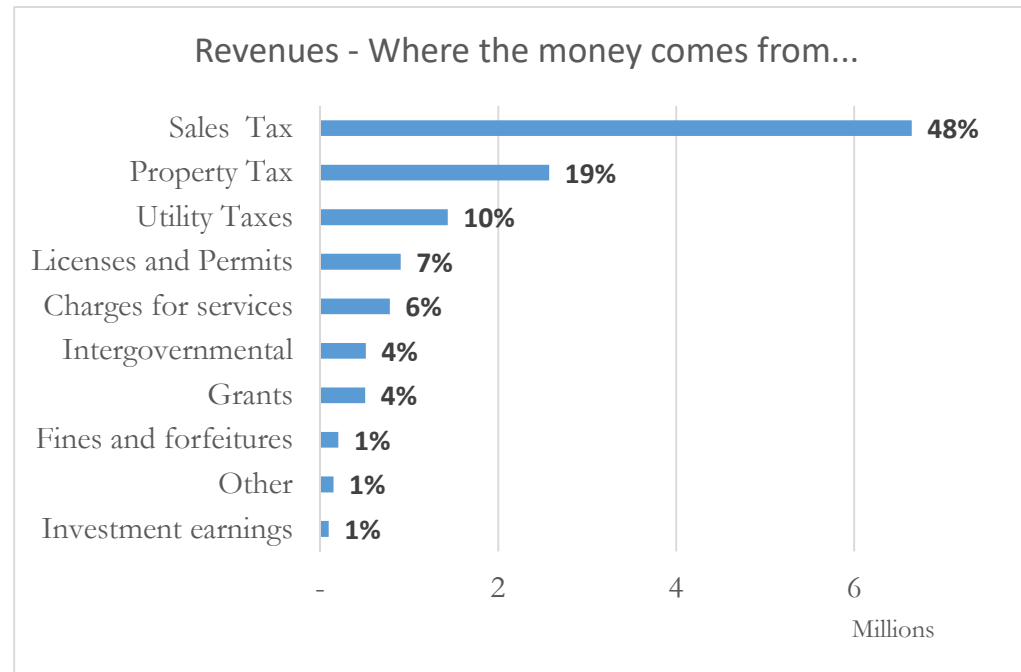
Revenues and Expenditures

By Fund 2014-2020	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Estimated	2020 Proposed
REVENUES:							
General	8,012,188	7,994,562	7,700,391	8,703,596	9,948,850	10,379,094	10,265,738
Park & Stormwater	1,809,261	1,841,855	1,875,178	1,790,084	1,871,579	1,870,257	2,307,452
Capital Improvement	2,671,403	2,613,213	1,320,769	4,447,169	1,190,978	1,525,408	1,093,216
Sewer Lateral	137,711	138,083	138,151	137,610	138,576	146,018	140,800
TOTAL	12,630,563	12,587,713	11,034,489	15,078,459	13,149,983	13,920,777	13,807,206
EXPENDITURES:							
General	7,440,202	7,574,897	7,912,252	8,088,596	9,014,449	9,310,139	11,395,199
Park & Stormwater	1,746,393	1,788,393	1,658,679	1,901,335	1,807,575	1,862,478	2,267,054
Capital Improvement	2,288,475	2,852,299	1,200,539	3,549,645	2,738,541	1,340,998	1,170,857
Sewer Lateral	162,152	101,191	119,313	132,920	113,947	129,207	135,000
TOTAL	11,637,222	12,316,780	10,890,783	13,672,496	13,674,512	12,642,822	14,968,110

Combined Statement of Budgeted Revenues, Expenditures and Changes in Fund Balances		MAJOR FUNDS				Total		
		General	Capital Improvement	Park & Stormwater	Sewer Lateral			
REVENUES								
Taxes:								
Sales Tax	\$	4,326,163	\$	1,065,933	\$ 1,253,861	-	\$ 6,645,956	
Utilities		1,433,923		-	-	-	1,433,923	
Property		2,572,591		-	-	-	2,572,591	
Intergovernmental		513,215		-	-	-	513,215	
Licenses and permits		905,519		-	-	-	905,519	
Charges for services		-		-	646,050	\$ 138,000	784,050	
Fines and forfeitures		202,428		-	-	-	202,428	
Investment earnings		75,000		7,283	10,541	2,800	95,624	
Grants		134,999		-	370,000	-	504,999	
Other		101,900		20,000	27,000	-	148,900	
Total estimated revenues		\$	10,265,738	\$	1,093,216	\$ 2,307,452	\$ 140,800	\$ 13,807,205
EXPENDITURES								
General Government	\$	1,721,692	\$	-	-	-	\$ 1,721,692	
Public Works		3,097,112		1,079,357	375,893	135,000	4,687,362	
Public Safety:								
Police		3,094,887		91,500	-	-	3,186,387	
Fire		3,481,508		-	-	-	3,481,508	
Parks & Recreation		-		-	1,891,161	-	1,891,161	
Debt Service		-		-	-	-	-	
Total estimated expenditures		\$	11,395,199	\$	1,170,857	\$ 2,267,054	\$ 135,000	\$ 14,968,110
REVENUES OVER (UNDER)								
EXPENDITURES		<u>\$ (1,129,461)</u>		<u>\$ (77,641)</u>	<u>\$ 40,398</u>	<u>\$ 5,800</u>	<u>\$ (1,160,905)</u>	
Transfers:								
Transfer in		-		-	-	-	-	
Transfer out		-		-	-	-	-	
CHANGES IN FUND BALANCES		<u>\$ (1,129,461)</u>	<u>\$ (77,641)</u>	<u>\$ 40,398</u>	<u>\$ 5,800</u>	<u>\$ (1,160,905)</u>		
BEGINNING FUND BALANCE (estimated)		<u>\$ 7,318,361</u>	<u>\$ 1,338,554</u>	<u>\$ 978,682</u>	<u>\$ 300,627</u>	<u>\$ 9,936,224</u>		
ENDING FUND BALANCE		<u>6,188,900</u>	<u>\$ 1,260,913</u>	<u>\$ 1,019,080</u>	<u>\$ 306,427</u>	<u>8,775,320</u>		
Fund Balance Reserve as % of Expenditures		54.3%						

	CASH RESERVE ACCOUNT BALANCES	
	General	Capital Improvement
General Reserves	\$ 571,033	\$ -
Fire Truck Purchase	-	399,857
TOTAL	571,033	\$ 399,857

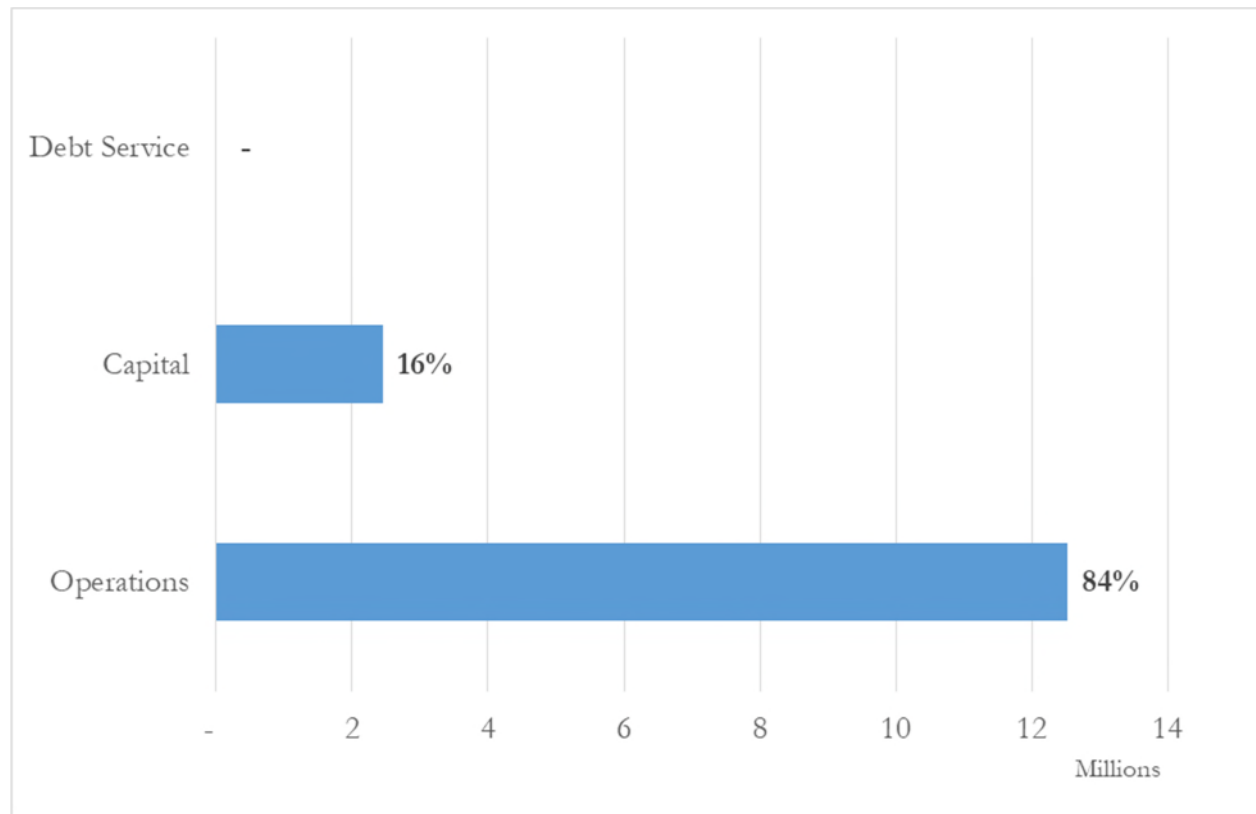
All Funds Summary - 61



**Schedule of Budgeted Expenditures by Fund: Operations, Debt Service and Capital Improvements
2020**

Fund	Operations	Capital	Debt Service	TOTAL
General	9,880,813	1,514,386		11,395,199
Park & Stormwater	2,079,227	187,827		2,267,054
Capital Improvement	557,357	613,500		1,170,857
Sewer Lateral		135,000		135,000
TOTAL	12,517,397	2,450,713	-	14,968,110

* Operations is defined as expenditures needed to provide for the on-going service level of the city's operations. This includes personnel, contractual and commodity expenditures.





General Fund



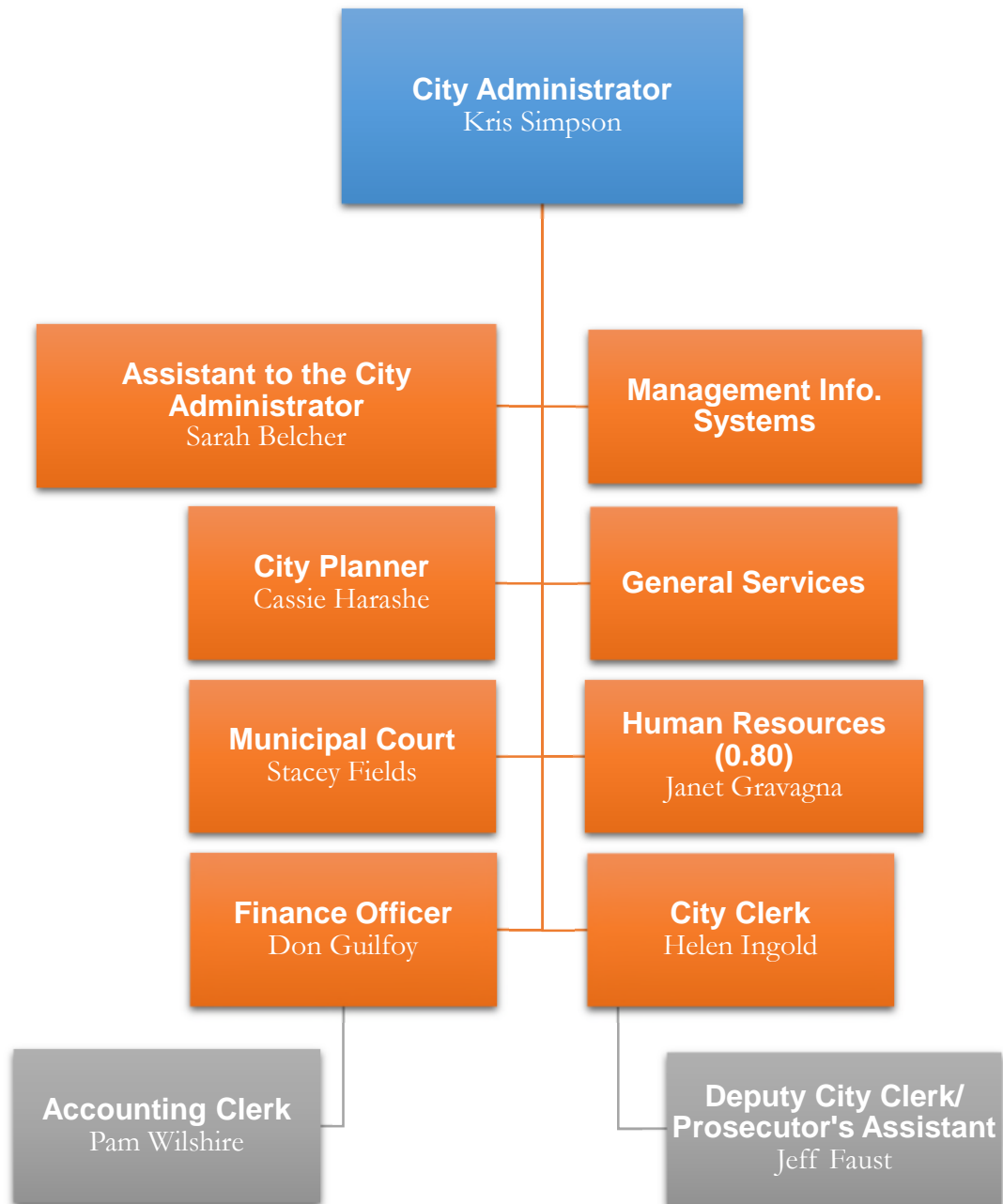
DEPARTMENTAL BUDGETS

General Fund

General Government Department

In this section:

Mayor	\$10,890
Board of Aldermen	\$38,042
City Administrator	\$369,466
General Services	\$550,322
MIS	\$250,127
Finance	\$206,477
Municipal Court	\$95,329
City Clerk	\$201,039
TOTAL	\$1,721,692



Mayor

Division Contact Information

Sarah Belcher, Assistant to the City Administrator

sbelcher@cityofcrestwood.org

314.729.4712

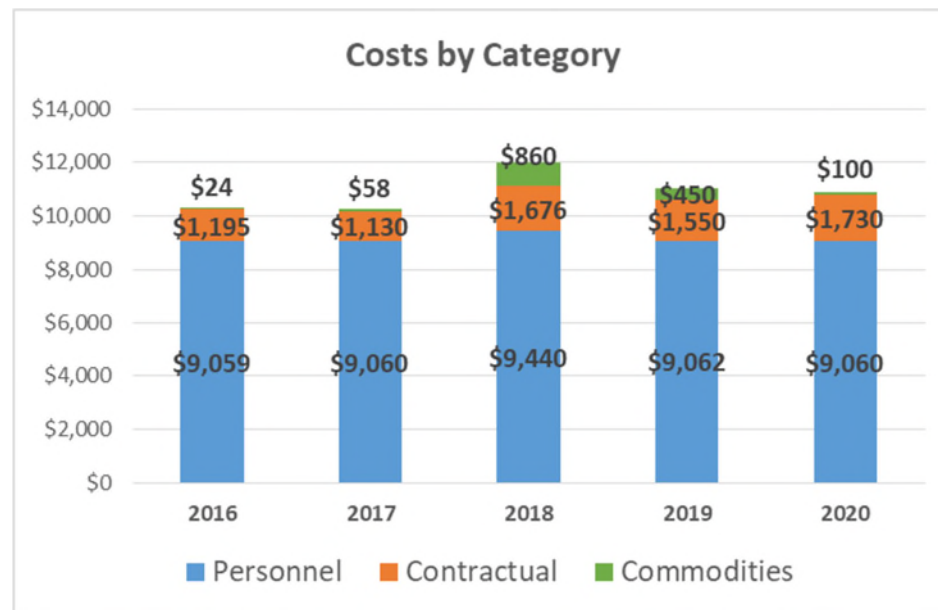
Division Summary:

The Mayor, with the Board of Aldermen, establishes goals and objectives and adopts policies and ordinances to meet the community's needs. The Mayor is elected at-large to 3 year terms, with a three term limit.

Mayor Grant Mabie first served on the Board of Aldermen before being elected Mayor in November 2018.

Budget Summary: \$10,890

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

-1.6%

Increases

No significant
decreases

Decreases

No significant
decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description MAYOR 10-10-010-XXX-XXXX		2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE			Dept, City Adm. Recommended	Ways & Means Recommend	BOA Approved
2,800	8,400	8,400	8,400	8,750	8,400	5,600	8,400	505	5012 Wages, Elected Officials	8,400	8,400	8,400
5	13	16	17	20	19	13	19	510	5116 Workers' Compensation Ins.	18	18	18
174	521	521	521	543	521	347	521	515	5210 FICA Taxes	521	521	521
41	122	122	122	127	122	81	122	515	5211 Medicare Taxes	122	122	122
3,019	9,056	9,059	9,060	9,440	9,062	6,041	9,062	Total Personnel		9,060	9,060	9,060
-	-	-	-	-	-	-	-	605	6011 Travel & Expenses	180	180	180
475	350	350	350	350	350	350	350	605	6012 Employee Memberships	350	350	350
2,374	1,083	845	780	1,326	1,200	1,079	1,079	645	6710 Public Relations & Promotion	1,200	1,200	1,200
2,849	1,433	1,195	1,130	1,676	1,550	1,429	1,429	Total Contractual		1,730	1,730	1,730
35	50	24	58	860	450	633	633	710	7110 Office Supplies	100	100	100
35	50	24	58	860	450	633	633	Total Commodities		100	100	100
5,903	10,538	10,278	10,248	11,976	11,062	8,103	11,124	Total Expenditures- Mayor		10,890	10,890	10,890

Board of Aldermen

Division Contact Information

Sarah Belcher, Assistant to the City Administrator

sbelcher@cityofcrestwood.org

314.729.4712

Division Summary:

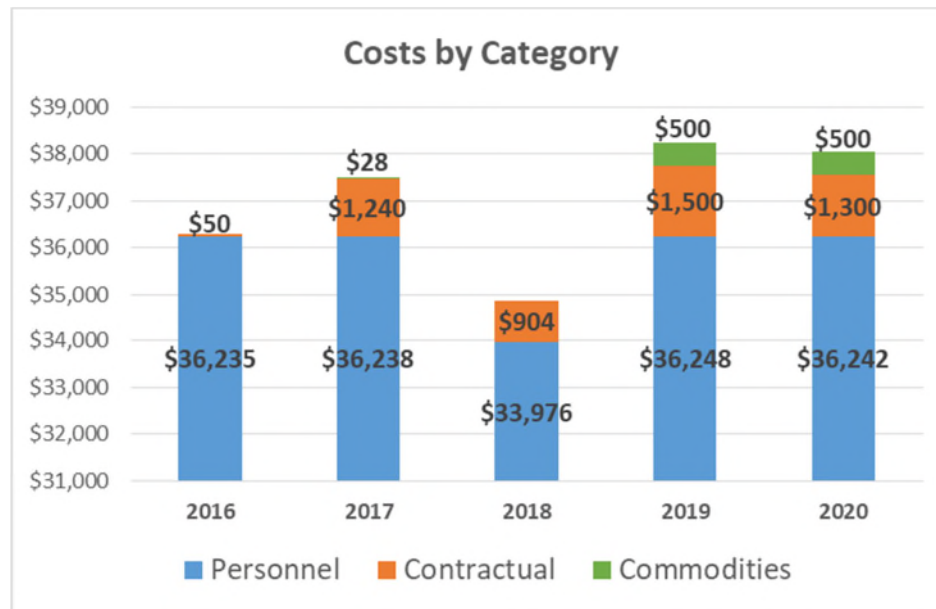
The Board of Aldermen establish goals and objectives, adopt public policies and ordinances, and approve the annual budget to meet the community's needs. Board members are elected by ward to 3 year terms, with a three term limit.

Ward I: Richard Breeding, Mimi Duncan
Ward III Greg Hall, Scott Shipley

Ward II: Justin Charboneau, Mary Stadter
Ward IV: Ismaine Ayouaz, Tony Kennedy

Budget Summary: \$38,042

Staffing: 0.00 Full-time employees



Cost Changes

Division cost has **changed** by

-0.5%

Increases

No significant
increases

Decreases

No significant
decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description BOARD OF ALDERMEN 10-10-011-XXX-XXXX	2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE		Dept, City Adm. Recommended	Ways & Means Recommend	BOA Approved
32,900	33,425	33,600	33,600	31,500	33,600	22,400	33,600	505 5012 Wages, Elected Officials	33,600	33,600	33,600
63	53	64	68	66	78	43	78	510 5116 Workers' Compensation Insurance	71	71	71
2,040	2,072	2,083	2,083	1,953	2,083	1,389	2,083	515 5210 FICA Taxes	2,083	2,083	2,083
477	485	487	487	457	487	325	487	515 5211 Medicare Taxes	487	487	487
35,479	36,035	36,235	36,238	33,976	36,248	24,157	36,248	Total Personnel	36,242	36,242	36,242
-	-	-	35	180	500	20	20	605 6010 Training & Education	300	300	300
-	232	-	-	268	1,000	-	-	605 6011 Travel & Expenses	1,000	1,000	1,000
-	-	-	1,069	-	-	-	-	610 6115 Other Professional Services	-	-	-
-	-	-	-	321	-	606	606	645 6710 Public Relations & Promotions	-	-	-
-	-	50	136	135	-	-	-	645 6711 Printing & Binding	-	-	-
-	232	50	1,240	904	1,500	626	626	Total Contractual	1,300	1,300	1,300
-	-	-	28	-	500	1,181	1,181	710 7110 Office Supplies	500	500	500
-	-	-	-	-	-	79	80	740 7400 Misc Exp	-	-	-
-	-	-	28	-	500	1,260	1,261	Total Commodities	500	500	500
35,479	36,266	36,285	37,506	34,880	38,248	26,043	38,135	Total Expenditures- BOA	38,042	38,042	38,042

City Administrator

Division Contact Information

Kris Simpson, City Administrator

ksimpson@cityofcrestwood.org

314.729.4780

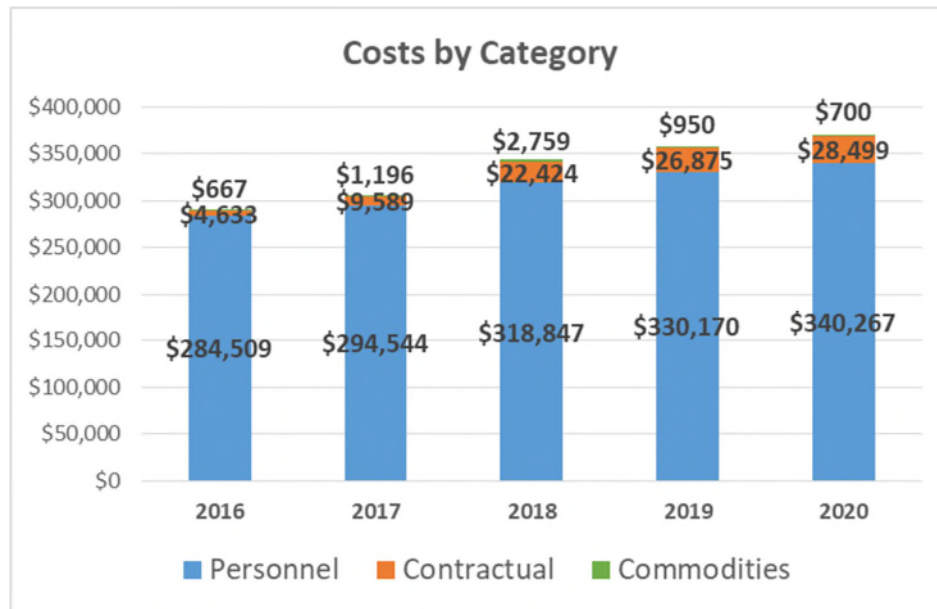
Division Summary:

The City Administrator is appointed by the Mayor and Board of Aldermen and is responsible for the day-to-day operations of the city. The City Administrator directly supervises the other department heads, and serves as department head of the General Government department. This division also contains the City Planner and Human Resources activities. The City Planner oversees planning and economic development functions and the Human Resources Officer is responsible for most HR functions.

City Administrator Kris Simpson has served the City of Crestwood since 2016

Budget Summary: \$369,466

Staffing: 3.80 Full-time employees



Cost Changes

Division cost has **changed** by

3.2%

Increases

Personnel costs increased due to merit raises

Travel & Expenses budget slightly increased

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description CITY ADMINISTRATOR 10-25-040-XXX-XXXX		2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE			Dept, City Adm.	Ways & Means Recommende	BOA Approved
98,377	141,076	155,559	161,368	173,450	179,360	119,458	195,360	505	5010 Salaries, Exempt Employees	224,936	224,936	224,936
-	24,684	35,316	54,431	40,758	42,074	25,762	25,074	505	5011 Wages, Non-Exempt Employees	-	-	-
-	37,660	38,885	22,773	43,165	41,074	28,860	41,074	505	5013 Wages, Part-time	42,315	42,315	42,315
-	-	1,614	0	0	-	-	-	505	5015 Wages, Overtime	-	-	-
-	14,131	22,498	26,109	29,909	32,747	19,545	30,856	510	5110 Health Insurance	36,478	36,478	36,478
515	1,248	1,515	2,096	1,637	1,484	884	1,355	510	5111 Dental Insurance	1,449	1,449	1,449
389	888	1,049	1,119	1,194	1,107	728	971	510	5112 Life/AD&D/LTD Insurance	1,166	1,166	1,166
21	72	83	83	103	84	41	84	510	5114 Employee Assistance Program	84	84	84
4,957	8,313	10,229	8,111	8,800	11,550	7,500	11,130	510	5115 Retirement Plan	12,828	12,828	12,828
178	374	432	482	581	606	379	584	510	5116 Workers' Compensation Insurance	567	567	567
5,953	12,293	14,046	14,566	15,601	16,276	10,614	15,683	515	5210 FICA Taxes	16,570	16,570	16,570
1,392	2,875	3,285	3,406	3,649	3,806	2,482	3,668	515	5211 Medicare Taxes	3,875	3,875	3,875
111,782	243,615	284,509	294,544	318,847	330,170	216,253	325,839	Total Personnel		340,267	340,267	340,267
1,551	2,426	1,479	4,065	2,374	3,490	1,906	2,276	605	6010 Training & Education	3,860	3,860	3,860
789	2,450	1,104	2,999	3,868	3,900	3,231	3,531	605	6011 Travel & Expenses	4,419	4,419	4,419
125	324	1,453	1,403	1,453	1,935	1,178	1,634	605	6012 Employee Memberships	2,100	2,100	2,100
-	150	595	700	951	2,100	747	831	610	6114 Computer Services	2,270	2,270	2,270
-	-	(71)	-	-	-	-	-	640	6611 Periodicals & Books	-	-	-
-	-	-	-	7,496	7,800	4,275	7,255	645	6710 Public Relations & Promotion	8,350	8,350	8,350
-	158	73	422	120	650	-	-	645	6711 Printing & Binding	500	500	500
-	-	-	-	6,162	7,000	4,458	6,654	650	6810 Postage	7,000	7,000	7,000
2,465	5,508	4,633	9,589	22,424	26,875	15,795	22,181	Total Contractual		28,499	28,499	28,499
490	660	667	1,196	308	700	386	587	710	7110 Office Supplies	700	700	700
-	-	-	-	-	250	-	-	730	7110 Computer Parts	-	-	-
-	-	-	-	795	-	-	-	730	7112 Software Licensing	-	-	-
-	-	-	-	1,656	-	-	-	730	7517 Street Supplies	-	-	-
490	660	667	1,196	2,759	950	386	587	Total Commodities		700	700	700
114,736	249,783	289,809	305,329	344,030	357,995	232,434	348,607	Total Expenditures- City Administrator		369,466	369,466	369,466

General Services

Division Contact Information

Kris Simpson, City Administrator

ksimpson@cityofcrestwood.org

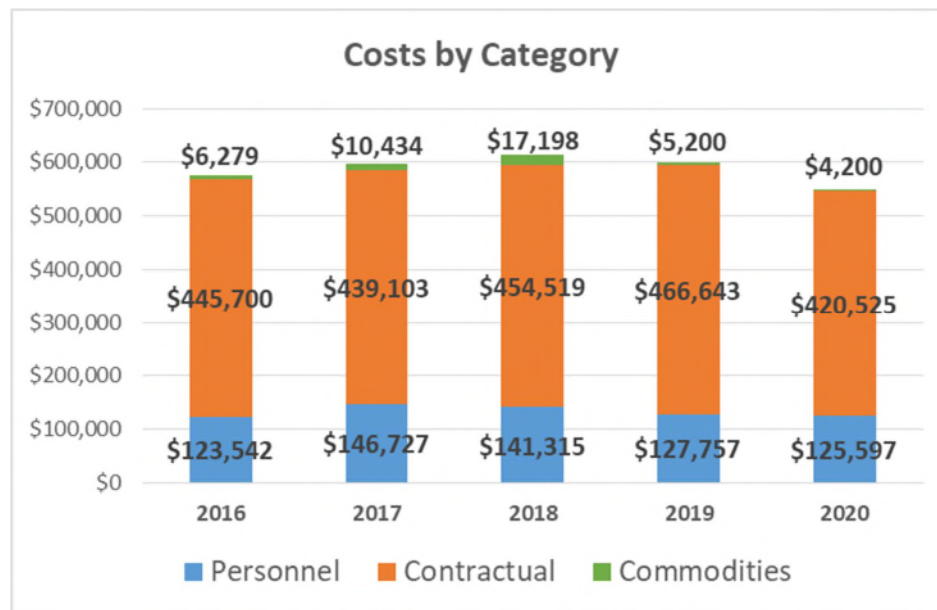
314.729.4780

Division Summary:

The General Services division is the financial “catch all” for most of the expenses that keep the city operating – legal services, property and general liability insurance and other insurance products, city memberships, printing and binding, the health insurance deductible reimbursement program, and more.

Budget Summary: \$550,322

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

-8.2%

Increases

No significant
increases

Decreases

Legal services
budget decreased

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description GENERAL SERVICES 10-25-041-XXX-XXXX		2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE			Dept, City Adm.	Ways & Means Recommende	BOA Approved
82,415	67,667	56,210	53,719	64,850	47,757	31,189	39,003	510	5110 Health Insurance (retirees)	45,597	45,597	45,597
7,070	-	2,240	8,320	9,663	5,000	-	-	510	5119 Employment Security Benefit Payments	5,000	5,000	5,000
43,440	39,037	65,092	84,688	66,802	75,000	52,049	75,000	510	5120 Deductible reimbursement	75,000	75,000	75,000
132,924	106,704	123,542	146,727	141,315	127,757	83,238	114,003	Total Personnel		125,597	125,597	125,597
-	-	-	150	11,283	15,250	8,556	12,556	605	6010 Training & Education	17,250	17,250	17,250
-	-	-	518	873	-	460	726	605	6011 Travel & Expenses	500	500	500
144,363	156,845	198,061	188,509	187,786	195,000	127,943	207,740	610	6110 Legal Services	129,000	129,000	129,000
26,616	29,973	30,655	28,041	28,806	28,800	29,468	29,468	610	6112 Auditing Services	30,000	30,000	30,000
11,863	12,127	17,184	17,104	23,433	23,025	15,273	23,344	610	6115 Other Professional Services	29,025	29,025	29,025
23,630	28,043	23,451	17,705	16,556	18,000	21,598	29,335	615	6215 Telephone/Telecommunications	29,335	29,335	29,335
-	-	6,546	15,455	14,922	14,500	-	-	615	6216 Telecommunications Internet	-	-	-
-	-	1,875	2,417	3,818	2,800	2,796	4,450	615	6218 Cable TV	4,450	4,450	4,450
-	-	862	1,183	1,490	1,900	710	1,748	620	6315 Solid Waste Disposal	1,900	1,900	1,900
-	-	15,026	19,664	19,475	18,688	5,653	23,201	620	6316 Maintenance Agreements	22,000	22,000	22,000
-	-	1,440	1,515	1,515	1,515	757	1,515	630	6451 Equipment Leases	1,515	1,515	1,515
1,843	1,910	120	-	-	-	-	-	630	6452 Other Rentals/Leases	-	-	-
46,404	48,259	47,442	46,626	50,745	51,000	70,517	53,236	635	6510 Property Policy	55,000	55,000	55,000
52,332	54,411	53,782	50,244	50,645	53,000	53,088	53,088	635	6511 General/Auto/Police Liability (SLAIT)	55,000	55,000	55,000
12,982	14,065	13,815	13,815	14,220	14,500	-	14,505	635	6512 Public Officials Liability	14,500	14,500	14,500
1,351	1,385	1,385	1,858	1,936	2,000	-	1,936	635	6513 City Insurance	2,000	2,000	2,000
-	2,619	2,605	2,605	2,578	2,600	-	2,776	635	6514 Cyber Liability Insurance	3,000	3,000	3,000
1,134	-	1,000	500	5,673	2,500	7,015	7,015	635	6515 Other Insurance Expense	5,000	5,000	5,000
7,556	7,586	7,402	7,141	7,241	7,500	7,482	7,482	640	6610 City Memberships	7,500	7,500	7,500
7,829	2,228	9,850	4,083	3,772	5,250	2,095	4,736	645	6710 Public Relations & Promotion	5,250	5,250	5,250
693	275	478	1,250	787	600	945	1,302	645	6711 Printing & Binding	800	800	800
2,910	2,463	6,309	13,332	1,959	3,000	902	1,598	645	6712 Advertising and Publication	2,000	2,000	2,000
9,678	5,252	5,286	5,263	5,006	5,200	3,944	5,747	650	6810 Postage	5,500	5,500	5,500
5,497	5,564	1,127	125	-	15	9	9	650	6811 Interest Expense	-	-	-
356,681	373,006	445,700	439,103	454,519	466,643	359,211	487,513	Total Contractual		420,525	420,525	420,525
4,592	3,778	4,496	10,434	17,150	5,200	5,145	8,116	710	7110 Office Supplies	4,200	4,200	4,200
-	-	5,724	-	48	-	1,867	1,867	740	7400 Miscellaneous Expenditure	-	-	-
121	-	60	-	-	-	2	2	740	7713 Other Supplies	-	-	-
14,500	7,500	(4,000)	-	-	-	-	-	740	7714 Senior Trash Program	-	-	-
19,213	11,278	6,279	10,434	17,198	5,200	7,014	9,985	Total Commodities		4,200	4,200	4,200
508,818	490,988	575,521	596,264	613,032	599,600	449,463	611,501	Total Expenditures- General Services		550,322	550,322	550,322

Management Information Systems (MIS)

Division Contact Information

Kris Simpson, City Administrator

ksimpson@cityofcrestwood.org

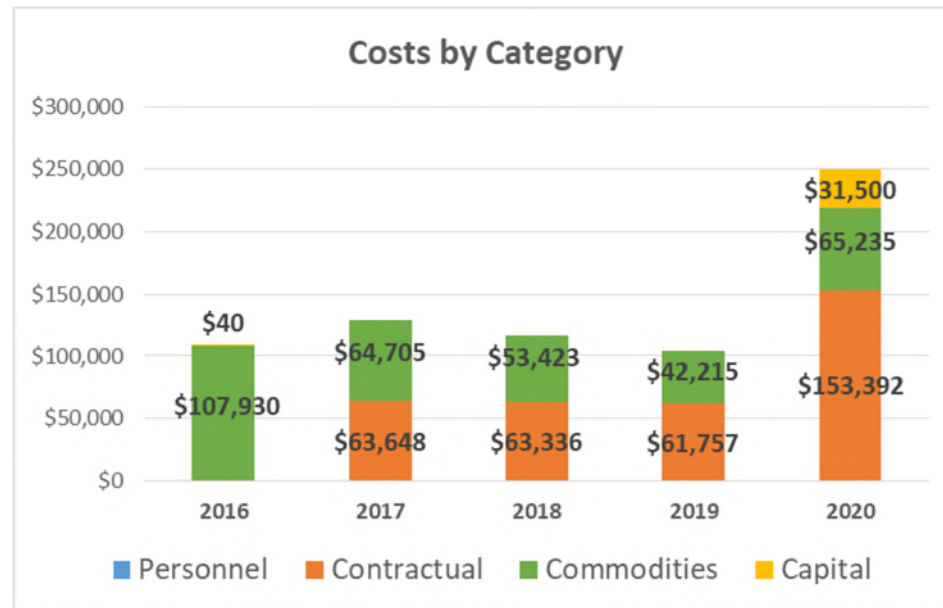
314.729.4780

Division Summary:

The city's MIS services are contracted out to a private service provider. This division budget contains funds for that service, as well as the software and computer equipment needs for the city that fall below the threshold for being considered a capital project.

Budget Summary: \$250,127

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

140.6%

Increases

Increased computer parts budget due to the replacement of 2 servers, several computers, and Windows 10 upgrades

Funding for a new City Website

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description	2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	MANAGEMENT INFORMATION SYSTEMS 10-25-042-XXX-XXXX	Dept, City Adm.	Ways & Means Recommend	BOA Approved
-	-	-	-	-	-	-	-	505 5010 Wages, Exempt Employees	-	-	-
-	-	-	-	-	-	-	-	510 5110 Health Insurance	-	-	-
-	-	-	-	-	-	-	-	510 5111 Dental Insurance	-	-	-
-	-	-	-	-	-	-	-	510 5112 Life/AD&D/LTD Insurance	-	-	-
-	-	-	-	-	-	-	-	510 5114 Employee Assistance Program	-	-	-
-	-	-	-	-	-	-	-	510 5115 Retirement Plan	-	-	-
-	-	-	-	-	-	-	-	510 5116 Workers' Compensation Ins.	-	-	-
-	-	-	-	-	-	-	-	515 5210 FICA Taxes	-	-	-
-	-	-	-	-	-	-	-	515 5211 Medicare Taxes	-	-	-
-	-	-	-	-	-	-	-	Total Personnel	-	-	-
85,415	68,342	-	-	2,552	-	-	-	610 6115 Other Professional Services	75,000	75,000	75,000
-	-	-	-	-	-	-	-	615 6216 Telecommunications Internet	-	-	-
-	-	-	-	-	-	-	-	615 6217 Mobile Phones	-	-	-
7,303	8,798	-	63,648	60,784	61,757	37,397	59,183	620 6316 Maintenance Agreements	78,392	78,392	78,392
-	-	-	-	-	-	-	-	625 6410 REJIS Services	-	-	-
92,718	77,140	-	63,648	63,336	61,757	37,397	59,183	Total Contractual	153,392	153,392	153,392
-	-	-	-	-	-	-	-	710 7110 Office Supplies	-	-	-
981	-	22,610	14,269	24,734	11,215	15,270	24,383	730 7110 Computer Parts	23,235	23,235	23,235
840	778	50,834	-	-	-	-	-	730 7111 Network Maintenance	-	-	-
824	-	34,486	50,436	28,689	31,000	21,475	31,912	730 7112 Software License	42,000	42,000	42,000
2,645	778	107,930	64,705	53,423	42,215	36,745	56,295	Total Commodities	65,235	65,235	65,235
-	2,604	40	-	-	-	-	-	820 8310 Computer Parts	21,500	21,500	21,500
-	23,743	-	-	-	-	-	-	820 8313 Software License	10,000	10,000	10,000
-	26,347	40	-	-	-	-	-	Total Capital	31,500	31,500	31,500
95,364	104,265	107,970	128,353	116,759	103,972	74,142	115,478	Total Expenditures- MIS	250,127	250,127	250,127

Finance

Division Contact Information

Donald Guilfooy, Finance Officer

dguilfooy@cityofcrestwood.org

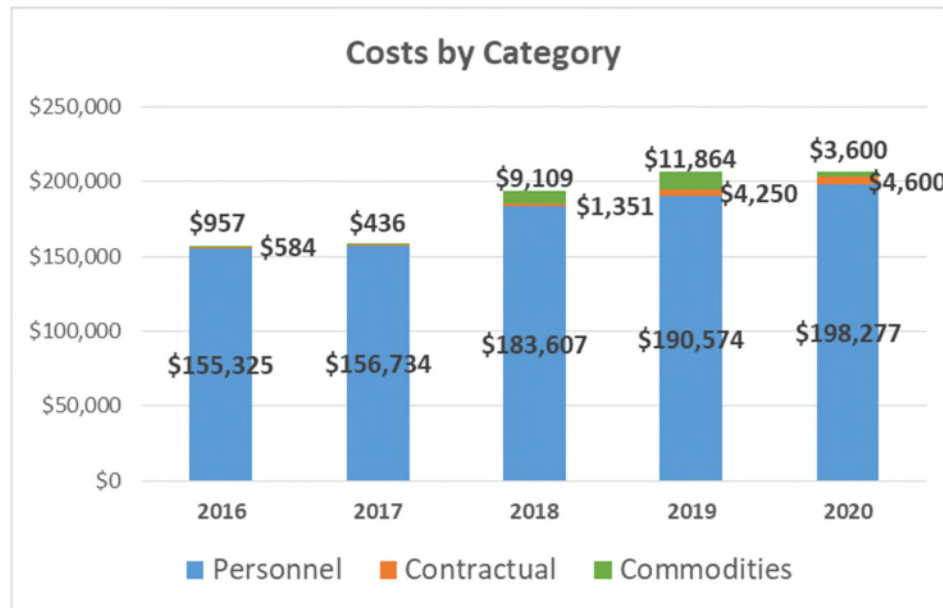
314.729.4792

Division Summary:

The Finance Office is responsible for the accounting functions of the City. Core operations include budget preparation, budget monitoring, financial reporting, audit preparation, internal controls, cash disbursements, and receipts/revenues.

Budget Summary: \$206,477

Staffing: 2.00 FTE



Cost Changes

Division cost has **changed** by

-0.1%

Increases

No significant
increases

Decreases

No significant
decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description FINANCE 10-25-044-XXX-XXXX		2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE			Dept, City Adm.	Ways & Means Recommendde	BOA Approved
18,660	67,256	86,239	83,586	92,652	94,679	65,281	94,679	505	5010 Salaries, Exempt Employees	97,538	97,538	97,538
37,602	37,171	38,940	40,737	42,892	44,046	30,368	44,046	505	5011 Wages, Non-Exempt Employees	45,492	45,492	45,492
36,203	-	-	-	3,371	-	-	-	505	5013 Wages, Part-time Employees	-	-	-
15,509	9,913	13,729	17,793	30,086	33,454	21,104	32,193	510	5110 Health Insurance	35,760	35,760	35,760
900	712	765	924	819	742	471	707	510	5111 Dental Insurance	724	724	724
487	486	511	447	561	574	387	537	510	5112 Life/AD&D/LTD Insurance	609	609	609
46	41	41	41	52	42	21	42	510	5114 Employee Assistance Program	42	42	42
4,581	6,107	5,635	4,070	3,344	6,104	4,209	6,096	510	5115 Retirement Plan	6,865	6,865	6,865
170	168	231	251	314	320	208	320	510	5116 Workers' Compensation Insurance	303	303	303
5,456	6,152	7,483	7,200	7,712	8,601	5,300	8,590	515	5210 FICA Taxes	8,868	8,868	8,868
1,276	1,439	1,750	1,684	1,804	2,012	1,239	2,009	515	5211 Medicare Taxes	2,074	2,074	2,074
120,890	129,445	155,325	156,734	183,607	190,574	128,588	189,219	Total Personnel		198,277	198,277	198,277
311	125	369	199	797	1,050	173	300	605	6010 Training & Education	1,300	1,300	1,300
-	489	538	273	364	2,800	99	300	605	6011 Travel & Expenses	2,850	2,850	2,850
-	50	50	190	190	350	190	300	605	6012 Employee Memberships	350	350	350
420	420	-	-	-	-	-	-	610	6115 Other Professional Services	-	-	-
-	-	-	25	-	50	-	-	645	6711 Printing & Binding	100	100	100
731	1,084	957	687	1,351	4,250	462	900	Total Contractual		4,600	4,600	4,600
846	417	584	436	420	400	114	300	710	7110 Office Supplies	400	400	400
-	-	-	-	8,689	11,464	3,175	3,175	730	7112 Software Licensing	3,200	3,200	3,200
846	417	584	436	9,109	11,864	3,289	3,475	Total Commodities		3,600	3,600	3,600
122,467	130,946	156,866	157,857	194,067	206,688	132,339	193,594	Total Expenditures- Finance		206,477	206,477	206,477

Municipal Court

Division Contact Information

Stacey Fields, Court Administrator

sfields@cityofcrestwood.org

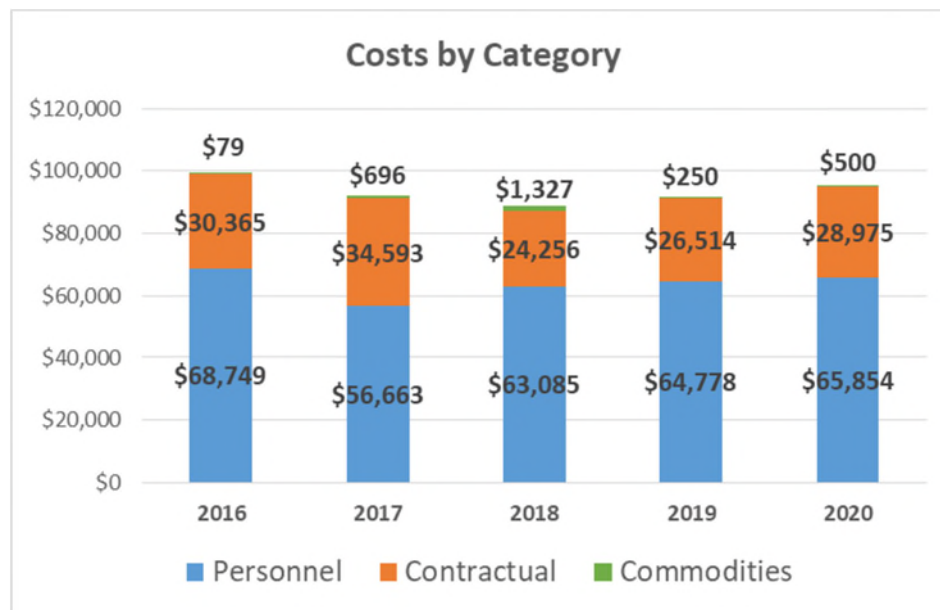
314.729.4776

Division Summary:

The Municipal Court, led by the Board-appointed Municipal Judge, includes a Provisional Judge and Court Administrator. Court is held on three evenings each month and court offices are open during regular business hours. As required by law, the Court maintains a separate bank account for bonds.

Budget Summary: \$95,329

Staffing: 1.0 FTE



Cost Changes

Division cost has **changed** by

4.1%

Increases

Personnel cost increased due to merit raises

Legal services budget slightly increased

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description MUNICIPAL COURT 10-25-045-XXX-XXXX	2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE		Dept, City Adm.	Ways & Means Recommend	BOA Approved
36,454	36,128	42,332	41,577	43,870	44,416	31,533	45,359	505 5011 Wages, Non-Exempt Employees	45,376	45,376	45,376
-	-	-	1,798	2,982	1,500	-	-	505 5013 Wages, Part-time Employees	1,500	1,500	1,500
3,117	9,178	8,612	2,594	3,186	4,000	1,358	2,816	505 5015 Overtime Wages	3,000	3,000	3,000
13,234	10,775	11,905	5,489	7,271	8,187	5,249	8,077	510 5110 Health Insurance	9,119	9,119	9,119
535	526	418	458	409	371	237	355	510 5111 Dental Insurance	362	362	362
222	217	207	182	(10)	219	160	221	510 5112 Life/AD&D/LTD Insurance	231	231	231
21	21	21	21	26	21	10	21	510 5114 Employee Assistance Program	21	21	21
1,993	2,374	1,853	1,068	1,623	2,130	1,447	2,120	510 5115 Retirement Plan	2,322	2,322	2,322
73	72	93	89	104	115	70	111	510 5116 Workers' Compensation Insurance	106	106	106
2,130	2,420	2,681	2,745	2,937	3,095	1,965	2,987	515 5210 FICA Taxes	3,092	3,092	3,092
498	566	627	642	687	724	460	699	515 5211 Medicare Taxes	723	723	723
58,277	62,275	68,749	56,663	63,085	64,778	42,489	62,766	Total Personnel	65,854	65,854	65,854
467	865	725	2,168	1,020	1,630	1,298	1,385	605 6010 Training & Education	1,590	1,590	1,590
724	1,028	1,045	912	2,399	3,634	2,855	2,950	605 6011 Travel & Expenses	3,850	3,850	3,850
90	90	90	212	200	200	159	159	605 6012 Employee Memberships	435	435	435
-	-	22,641	24,706	14,821	13,200	9,600	13,000	610 6110 Legal Services	14,200	14,200	14,200
26,056	29,325	140	-	82	300	926	926	610 6115 Other Professional Services	300	300	300
-	300	300	300	-	600	-	300	610 6120 Municipal Court Mental Health Docket	600	600	600
1,320	240	330	720	-	600	-	-	610 6121 Prisoner Services	600	600	600
-	-	4,515	4,515	4,515	4,600	3,010	4,106	625 6410 Rejis Services	4,400	4,400	4,400
613	1,942	174	453	575	1,000	748	1,250	645 6711 Printing & Binding	1,500	1,500	1,500
664	780	676	607	644	750	1,367	1,892	650 6815 Municipal Court Bank Fees	1,500	1,500	1,500
29,934	34,569	30,635	34,593	24,256	26,514	19,963	25,968	Total Contractual	28,975	28,975	28,975
488	81	79	696	1,327	250	580	790	710 7110 Office Supplies	500	500	500
488	81	79	696	1,327	250	580	790	Total Commodities	500	500	500
88,698	96,925	99,464	91,951	88,668	91,542	63,032	89,524	Total Expenditures- Municipal Court	95,329	95,329	95,329

City Clerk

Division Contact Information

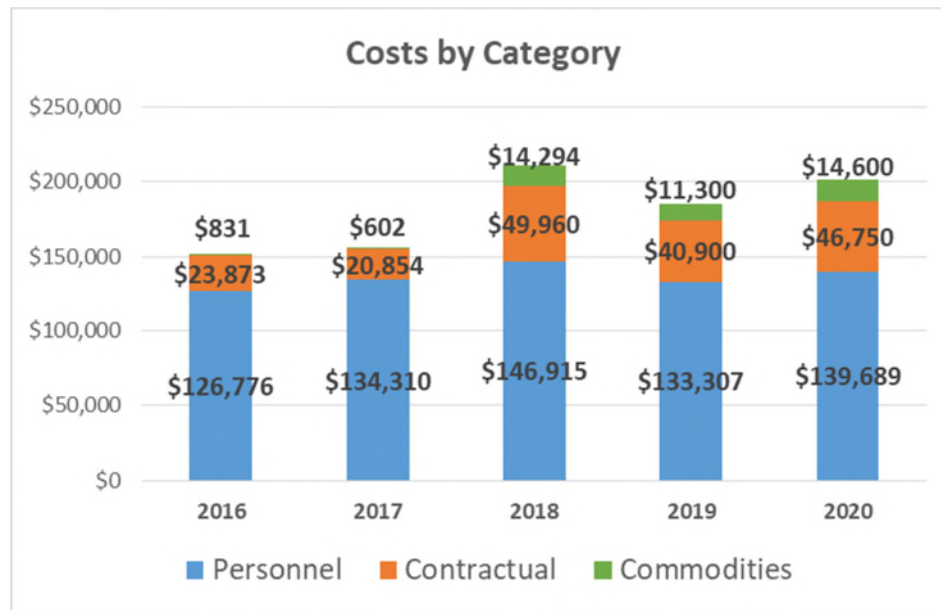
Helen Ingold, City Clerk
hingold@cityofcrestwood.org
314.729.4711

Division Summary:

The City Clerk's Office maintains and distributes official records for the City, including minutes, ordinances, contracts and various other vital documents. The City Clerk's Office administers the Oath of Office to elected officials and oversees the administration of city elections. The City Clerk's Office issues various types of licenses, such as business, liquor and vending licenses. As of 2018, the City Clerk's Office also houses the City Prosecutor, with the Deputy City Clerk also serving as the Prosecutor's Assistant.

Budget Summary: \$201,039

Staffing: 2.0 FTE



Cost Changes

Division cost has **changed** by

8.4%

Increases

Code book
codification
funding increased
to include new
Zoning Code

Decreases

No significant
decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description CITY CLERK 10-25-046-XXX-XXXX			2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE				Dept, City Adm.	Ways & Means Recommend	BOA Approved
138,741	83,713	84,695	92,470	98,573	95,611	66,431	97,520	505	5011	Wages, Non-Exempt Employees	103,678	103,678	103,678
-	9,332	11,885	9,249	10,580	-	-	-	505	5013	Wages, Part-time Employees	-	-	-
3,756	2,736	3,189	3,530	2,828	3,500	1,620	4,372	505	5015	Overtime Wages	3,000	3,000	3,000
31,549	14,338	14,515	16,637	22,353	20,785	13,167	34,636	510	5110	Health Insurance	18,239	18,239	18,239
1,669	978	817	1,048	819	742	470	371	510	5111	Dental Insurance	724	724	724
761	463	444	477	454	456	340	424	510	5112	Life/AD&D/LTD Insurance	499	499	499
83	41	41	41	52	42	21	42	510	5114	Employee Assistance Program	42	42	42
6,860	5,150	3,862	3,134	3,107	4,361	2,366	4,361	510	5115	Retirement Plan	5,121	5,121	5,121
253	154	184	214	263	229	147	235	510	5116	Workers' Compensation Insurance	226	226	226
8,212	5,584	5,790	6,086	6,391	6,145	3,941	6,317	515	5210	FICA Taxes	6,614	6,614	6,614
1,921	1,306	1,354	1,423	1,495	1,437	922	1,477	515	5211	Medicare Taxes	1,547	1,547	1,547
193,804	123,796	126,776	134,310	146,915	133,307	89,425	149,755	Total Personnel			139,689	139,689	139,689
732	850	1,729	2,394	2,841	3,850	4,742	5,224	605	6010	Training & Education	3,700	3,700	3,700
-	976	2,138	3,298	4,839	4,600	2,209	2,500	605	6011	Travel & Expenses	3,000	3,000	3,000
600	339	345	374	231	500	85	365	605	6012	Employee Memberships	400	400	400
-	-	-	-	15,732	16,850	7,606	15,000	610	6110	Legal Services	14,500	14,500	14,500
-	-	-	51	-	-	-	-	610	6115	Other Professional Services	-	-	-
345	-	119	50	60	300	164	164	645	6711	Printing & Binding	350	350	350
4,780	4,677	4,841	9,329	7,422	6,000	8,632	10,150	645	6714	Code Book Codification	16,000	16,000	16,000
5,579	7,599	14,702	5,357	18,835	8,800	4,678	4,678	650	6813	Elections - General & Special	8,800	8,800	8,800
12,036	14,441	23,873	20,854	49,960	40,900	28,116	38,081	Total Contractual			46,750	46,750	46,750
842	1,187	831	602	9,494	800	406	500	710	7110	Office Supplies	600	600	600
-	-	-	-	4,800	10,500	8,020	10,943	730	7112	Software Licensing	14,000	14,000	14,000
842	1,187	831	602	14,294	11,300	8,426	11,443	Total Commodities			14,600	14,600	14,600
206,682	139,425	151,480	155,766	211,169	185,507	125,967	199,279	Total Expenditures- City Clerk			201,039	201,039	201,039



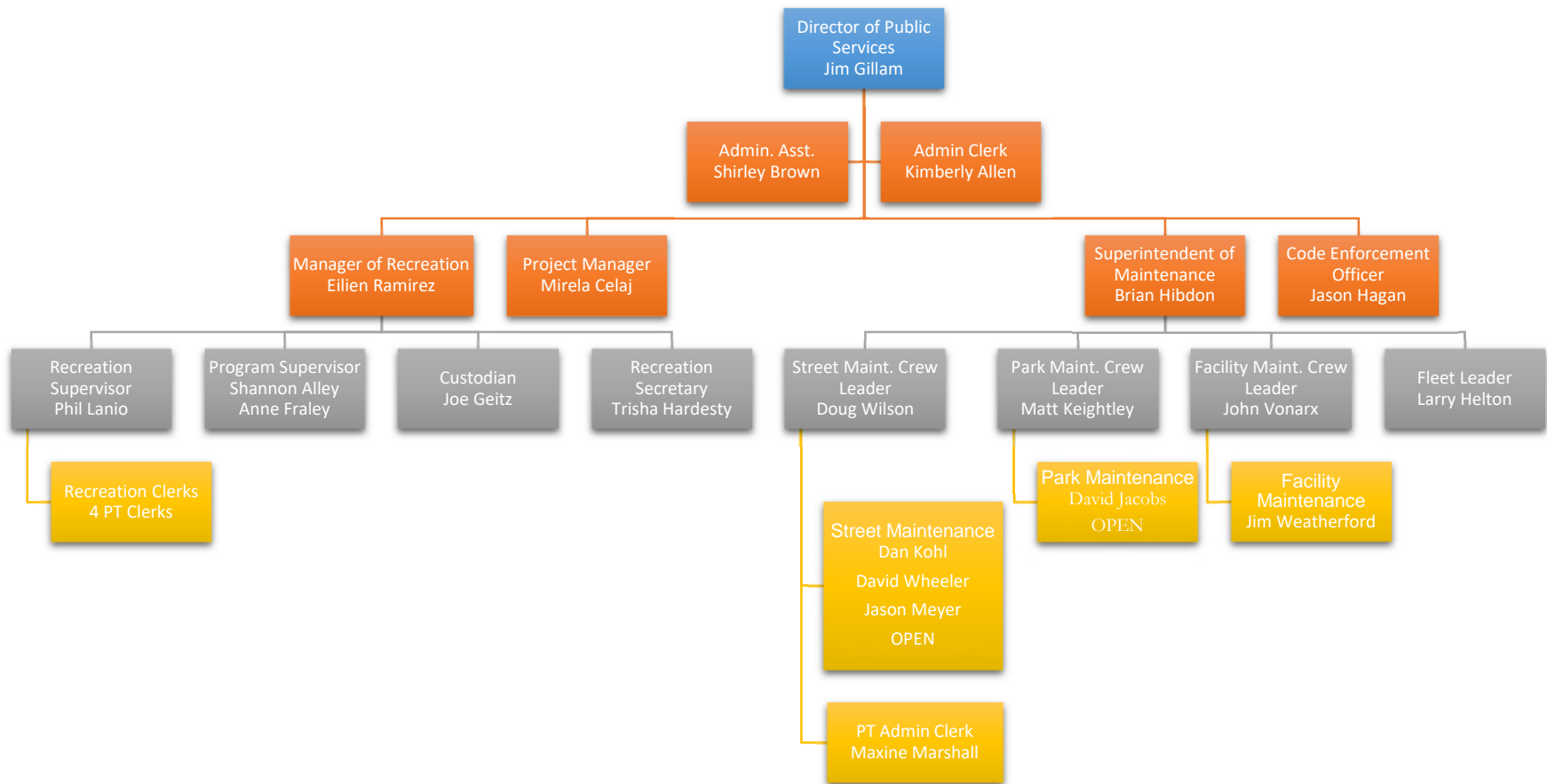
DEPARTMENTAL BUDGETS

General Fund

Public Services

In this Section:

Public Works Administration	\$402,207
Facilities and Code Enforcement	\$1,900,089
Street Maintenance	\$642,246
Fleet Management	\$152,570
TOTAL	\$3,097,112



Public Works Administration

Division Contact Information

Jim Gillam, Director of Public Services

jgillam@cityofcrestwood.org

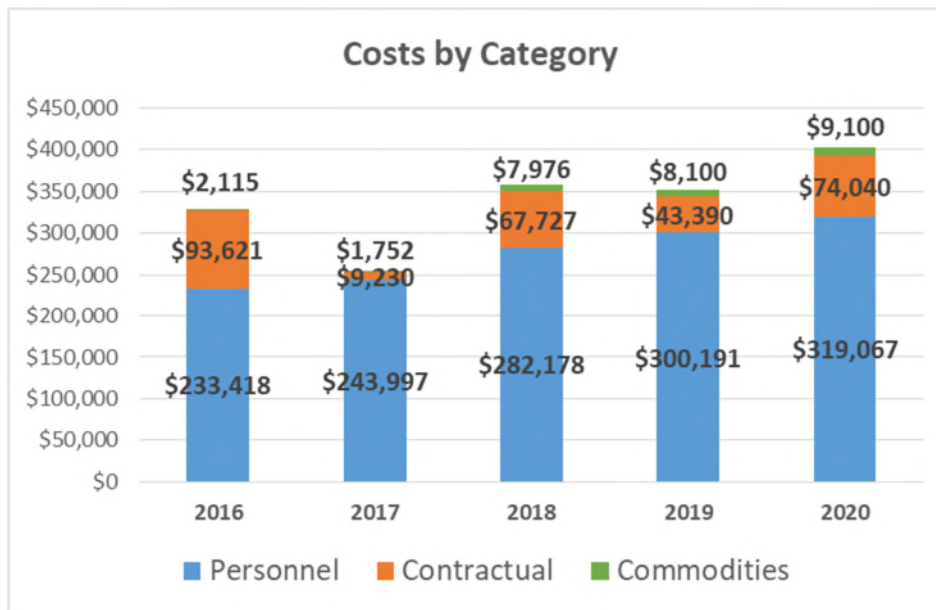
314.729.4722

Division Summary:

Public Works Administration is responsible for overseeing the operation of the Department of Public Services. This division contains the personnel costs for the department head, a project manager, and administrative support staff. The Department of Public Services handles code enforcement, permitting, sewer lateral, the solid waste contract, snow removal, building maintenance, capital project management, the maintenance of the city fleet and all streets, bridges and parks in Crestwood.

Budget Summary: \$402,207

Staffing: 4.00 FTE



Cost Changes

Division cost has **changed** by

14.4%

Increases

Salary increases
due to merit raises

Funding for a
Citywide sidewalk
study.

Decreases

No significant
decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description PUBLIC WORKS ADMINISTRATION 10-35-061-XXX-XXXX	2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE		Dept, City Adm.	Ways & Means Recommende	BOA Approved
70,306	89,696	89,696	92,088	97,671	100,050	69,135	100,050	505 5010 Salaries, Exempt Employees	104,052	104,052	104,052
67,162	82,669	86,078	95,441	122,573	126,055	88,942	126,055	505 5011 Wages, Non-Exempt Employees	129,054	129,054	129,054
1,521	13,994	15,304	8,060		-	-	-	505 5013 Wages, Part-Time	-	-	-
1,895	1,257	1,878	4,285	1,328	2,250	905	1,369	505 5015 Overtime Wages	1,750	1,750	1,750
13,920	15,634	15,762	19,887	33,922	40,981	27,452	43,133	510 5110 Health Insurance	51,550	51,550	51,550
725	929	1,016	1,572	1,575	1,484	957	354	510 5111 Dental Insurance	1,449	1,449	1,449
587	782	750	809	1,022	1,007	717	902	510 5112 Life/AD&D/LTD Insurance	1,070	1,070	1,070
62	62	62	62	77	84	36	84	510 5114 Employee Assistance Program	84	84	84
4,353	8,789	7,934	6,492	7,209	10,048	6,567	10,091	510 5115 Retirement Plan	11,273	11,273	11,273
509	589	584	617	715	763	517	530	510 5116 Workers' Compensation Insurance	817	817	817
8,420	11,306	11,633	11,901	13,037	14,158	9,315	14,219	515 5210 FICA Taxes	14,561	14,561	14,561
1,969	2,644	2,721	2,783	3,049	3,311	2,178	3,325	515 5211 Medicare Taxes	3,405	3,405	3,405
171,430	228,351	233,418	243,997	282,178	300,191	206,721	300,112	Total Personnel	319,067	319,067	319,067
1,075	3,884	1,449	600	2,072	2,000	1,044	1,600	605 6010 Training & Education	2,000	2,000	2,000
21	1,622	2,061	487	998	1,750	108	1,700	605 6011 Travel & Expenses	2,000	2,000	2,000
394	425	734	871	671	800	777	1,000	605 6012 Employee Memberships	1,000	1,000	1,000
5,820	10,778	86,080	3,323	58,750	35,000	2,643	5,000	610 6115 Other Professional Services	65,000	65,000	65,000
455	840	840	840	840	840	560	840	615 6217 Mobile Phones	840	840	840
-	149	16	-	-	800	-	500	640 6611 Periodicals & Books	500	500	500
-	-	-	-	-	-	107	250	645 6710 Public Relations & Promotions	-	-	-
473	312	1,633	776	1,718	1,000	462	1,800	645 6711 Printing & Binding	1,500	1,500	1,500
-	-	809	2,332	2,605	1,200	583	800	645 6712 Advertising and Publications	1,200	1,200	1,200
-	-	-	-	73	-	-	-	650 6810 Postage	-	-	-
8,238	18,011	93,621	9,230	67,727	43,390	6,284	13,490	Total Contractual	74,040	74,040	74,040
1,573	1,931	1,822	1,341	844	1,000	365	1,000	710 7110 Office Supplies	1,000	1,000	1,000
12	-	49	411	67	100	40	200	715 7210 Household Supplies	100	100	100
185	-	-	-	65	-	-	-	725 7411 Small Tools & Equipment	-	-	-
-	-	-	-	7,000	7,000	41	7,850	730 7112 Software Licensing	8,000	8,000	8,000
585	169	244	-	-	-	-	-	740 7713 Other Supplies	-	-	-
2,354	2,100	2,115	1,752	7,976	8,100	446	9,050	Total Commodities	9,100	9,100	9,100
182,022	248,462	329,154	254,979	357,881	351,681	213,451	322,652	Total Expenditures- PW Administration	402,207	402,207	402,207

Facilities and Code Enforcement

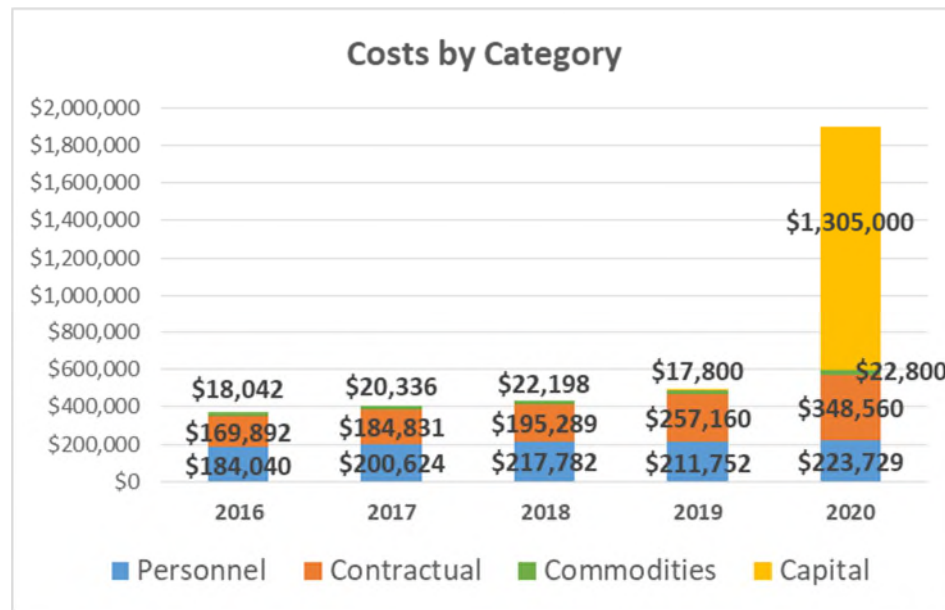
Division Contact Information
 Shirley Brown, Administrative Assistant
 sbrown@cityofcrestwood.org
 314.729.4726

Division Summary:

Facilities and Code Enforcement is the division responsible for the maintenance of city facilities and the enforcement of city building and property maintenance codes.

Budget Summary: \$1,900,089

Staffing: 3.20 FTE



Cost Changes

Division cost has **changed** by

282.5%

Increases

Funding for the Government Center reconstruction project

Salary increases due to merit raises

Decreases

Street lighting savings due to reduced costs for LED lights

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description		2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS FACILITIES AND CODE ENFORCEMENT 10-35-060-XXX-XXXX		Dept, City Adm. Recommended	Ways & Means Recommende	BOA Approved
107,559	115,667	122,585	134,220	135,825	136,170	94,579	138,101	505 5011	Wages, Non-Exempt Employees	144,998	144,998	144,998
5,723	5,879	6,460	2,560	(5)	-	2,086	3,328	505 5013	Wages, Part-Time Employees	-	-	-
9,400	6,930	8,862	11,971	21,298	13,000	13,160	16,935	505 5015	Overtime Wages	13,000	13,000	13,000
25,951	23,625	23,815	28,365	35,275	35,636	22,595	34,636	510 5110	Health Insurance	38,831	38,831	38,831
1,307	1,336	1,200	1,612	1,228	1,113	707	371	510 5111	Dental Insurance	1,087	1,087	1,087
618	618	606	662	730	664	494	596	510 5112	Life/AD&D/LTD Insurance	719	719	719
62	62	62	62	77	63	31	63	510 5114	Employee Assistance Program	63	63	63
5,660	6,499	5,893	4,832	5,425	6,564	4,623	6,564	510 5115	Retirement Plan	7,584	7,584	7,584
4,037	3,380	4,728	5,659	6,617	7,130	4,618	7,233	510 5116	Workers' Compensation Insurance	5,361	5,361	5,361
7,119	7,442	7,966	8,655	9,168	9,249	6,481	9,818	515 5210	FICA Taxes	9,796	9,796	9,796
1,665	1,741	1,863	2,024	2,144	2,163	1,516	2,296	515 5211	Medicare Taxes	2,291	2,291	2,291
169,101	173,180	184,040	200,624	217,782	211,752	150,890	219,941	Total Personnel		223,729	223,729	223,729
175	80	250	-	1,040	1,000	87	600	605 6010	Training and Education	1,000	1,000	1,000
2,109	1,769	-	-	3,999	53,200	39,723	59,600	610 6115	Other Professional Services	50,000	50,000	50,000
16,628	18,826	15,117	16,908	17,025	17,000	10,035	16,000	610 6117	Rental Inspections	17,000	17,000	17,000
-	2,353	2,569	1,690	4,933	7,500	4,170	7,500	612 6150	Contract Mowing	12,000	12,000	12,000
-	-	-	-	-	-	-	-	612 6157	Pavement Preservation	60,000	60,000	60,000
41,439	44,156	43,236	38,204	42,849	43,000	26,925	43,000	615 6210	Electric	43,000	43,000	43,000
10,967	8,183	6,701	6,849	9,774	9,000	5,982	8,500	615 6211	Natural Gas	9,000	9,000	9,000
2,610	2,400	2,936	3,117	3,070	2,500	1,642	2,600	615 6212	Sewer	2,500	2,500	2,500
2,246	2,098	2,323	2,070	2,296	2,200	1,161	3,000	615 6213	Water	2,500	2,500	2,500
75,707	78,527	78,690	79,217	79,533	80,000	42,861	74,000	615 6214	Street Lighting	75,000	75,000	75,000
1,313	1,260	1,260	1,225	1,411	1,260	956	1,260	615 6217	Mobile Phones	1,560	1,560	1,560
-	-	-	-	-	-	-	-	615 6218	Cable TV	-	-	-
1,264	495	-	-	-	500	-	-	620 6311	Maint/Repair Communication Equipment	500	500	500
26,280	26,146	16,742	35,329	29,359	40,000	43,884	57,000	620 6312	Maint/Repair Buildings / Facilities	45,000	45,000	45,000
222	-	-	221	-	-	759	759	620 6313	Maint/Repair Other Equipment	-	-	-
1,634	1,562	68	-	-	-	-	23,200	630 6452	Other Rentals/Leases	29,500	29,500	29,500
182,593	187,856	169,892	184,831	195,289	257,160	178,185	297,019	Total Contractual		348,560	348,560	348,560
4,615	3,698	4,666	5,136	4,050	5,000	3,362	5,000	715 7211	Janitorial Supplies	5,000	5,000	5,000
9,560	10,278	13,356	14,186	15,272	12,500	7,305	12,500	715 7212	Building Maint. Supplies	17,500	17,500	17,500
148	-	-	65	22	50	-	50	725 7411	Small Tools & Equipment	50	50	50
-	-	-	949	2,840	250	-	5,600	725 7413	Machinery & Equipment	250	250	250
330	480	20	-	14	-	-	-	740 7713	Other Supplies	-	-	-
14,652	14,455	18,042	20,336	22,198	17,800	10,667	23,150	Total Commodities		22,800	22,800	22,800
-	-	-	-	-	10,000	-	-	805 8011	Building & Improvements	1,030,000	1,030,000	1,030,000
-	-	-	-	-	-	-	-	805 8010	Park Improvements	125,000	125,000	250,000
-	-	-	-	-	-	-	-	810 8110	Motor Vehicles	25,000	25,000	25,000
-	-	-	-	-	10,000	-	-	Total Capital		1,180,000	1,180,000	1,305,000
366,346	375,491	371,974	405,791	435,269	496,712	339,742	540,110	Total Expenditures- PW Facilities/Code		1,775,089	1,775,089	1,900,089

Street Maintenance

Division Contact Information

Brian Hibdon, Superintendent of Maintenance

bhibdon@cityofcrestwood.org

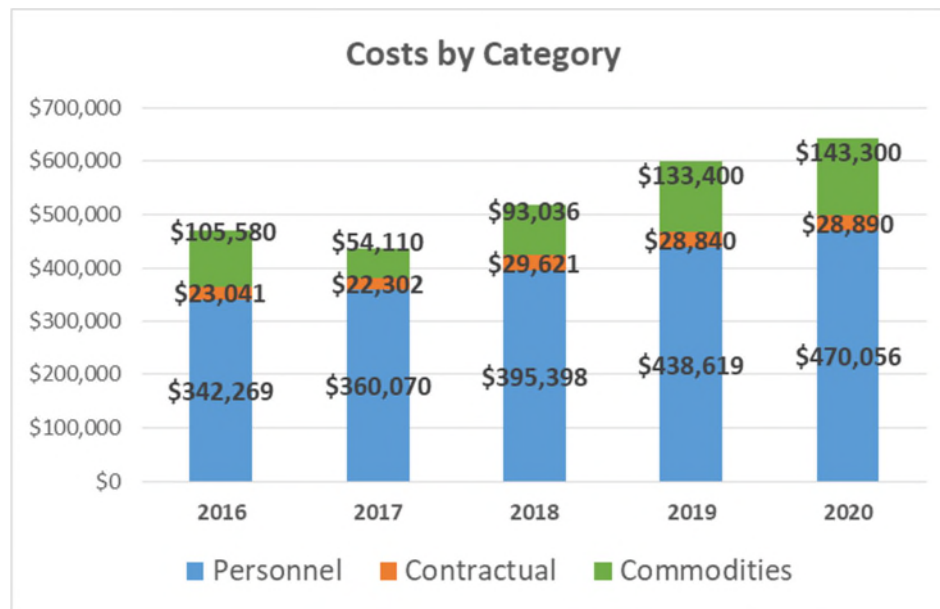
314.729.4730

Division Summary:

The division of Street Maintenance is responsible for the maintenance of all streets and bridges in Crestwood. This division also provides snow removal services to the City.

Budget Summary: \$642,246

Staffing: 6.25 FTE



Cost Changes

Division cost has **changed** by

6.9%

Increases

Health insurance
cost increases due
to individual
employee
selections

Salary increases
due to merit raises

Salt budget
increased to
replenish stock

Decreases

No significant
decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description		2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS STREET MAINTENANCE 10-35-062-XXX-XXXX		Dept, City Adm. Recommended	Ways & Means Recommende	BOA Approved
58,314	-	-	-	-	-	-	-	505 5010	Wages, Exempt Employees	-	-	-
170,902	242,246	243,372	251,891	263,817	281,040	191,206	267,308	505 5011	Wages, Non-Exempt Employees	287,138	287,138	287,138
-	-	-	5,812	11,243	13,000	8,107	12,079	505 5013	Wages, Part-Time	13,460	13,460	13,460
19,442	19,976	14,541	11,042	14,639	18,000	18,850	23,737	505 5015	Overtime Wages	18,750	18,750	18,750
41,574	34,604	37,760	41,672	49,876	59,537	37,876	48,942	510 5110	Health Insurance	83,710	83,710	83,710
2,176	2,318	2,010	2,916	2,366	2,226	1,355	1,930	510 5111	Dental Insurance	2,173	2,173	2,173
1,266	1,322	1,231	1,372	1,387	1,351	948	1,130	510 5112	Life/AD&D/LTD Insurance	1,429	1,429	1,429
119	124	124	124	155	126	62	128	510 5114	Employee Assistance Program	126	126	126
11,206	15,628	9,761	7,000	8,471	13,158	8,886	12,806	510 5115	Retirement Plan	14,683	14,683	14,683
14,276	11,669	14,392	18,274	22,139	26,310	16,555	25,056	510 5116	Workers' Compensation Insurance	24,157	24,157	24,157
14,965	15,826	15,462	16,181	17,267	19,346	12,979	18,794	515 5210	FICA Taxes	19,800	19,800	19,800
3,500	3,701	3,616	3,784	4,038	4,525	3,035	4,395	515 5211	Medicare Taxes	4,631	4,631	4,631
337,739	347,413	342,269	360,070	395,398	438,619	299,859	416,305	Total Personnel		470,056	470,056	470,056
475	1,719	1,169	1,705	2,135	2,000	346	1,500	605 6010	Training & Education	2,000	2,000	2,000
597	1,229	363	1,735	1,148	1,500	-	1,400	605 6011	Travel & Expenses	1,500	1,500	1,500
292	465	480	495	495	850	535	800	605 6012	Employee Memberships	850	850	850
942	864	412	822	599	600	101	500	610 6111	Medical Services	500	500	500
530	100	88	25	304	200	-	200	610 6115	Other Professional Services	200	200	200
5,447	5,453	5,635	5,337	7,629	7,500	5,134	7,500	615 6210	Electric	8,000	8,000	8,000
5,809	4,626	4,379	4,471	4,421	5,000	2,783	4,000	615 6211	Natural Gas	4,000	4,000	4,000
557	496	538	856	1,545	600	449	600	615 6212	Sewer	600	600	600
751	782	779	854	1,191	1,100	410	800	615 6213	Water	1,000	1,000	1,000
-	-	384	59	-	200	-	-	615 6215	Telephone	200	200	200
805	840	840	840	840	840	560	840	615 6217	Mobile Phones	840	840	840
-	4,478	1,129	1,242	425	1,500	-	1,500	615 6218	Cable TV	1,500	1,500	1,500
2,901	1,867	5,198	1,943	3,935	3,000	4,034	6,000	620 6312	Maint/Repair Building/Facilities	4,000	4,000	4,000
-	-	175	-	1,859	750	-	300	620 6313	Maint/Repair Other Equipment	500	500	500
909	-	644	553	1,327	700	375	550	620 6315	Solid Waste Disposal	600	600	600
-	125	829	893	1,690	2,000	750	1,800	630 6450	Equipment Rental	2,000	2,000	2,000
5,583	4,480	-	473	-	300	-	700	630 6452	Other Rentals/Leases	400	400	400
-	-	-	-	78	200	-	200	640 6611	Periodicals & Books	200	200	200
-	-	-	-	-	-	90	-	645 6710	Public Relations & Promotions	-	-	-
25,599	27,524	23,041	22,302	29,621	28,840	15,567	29,190	Total Contractual		28,890	28,890	28,890

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description		2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS STREET MAINTENANCE 10-35-062-XXX-XXXX		Dept, City Adm. Recommended	Ways & Means Recommende	BOA Approved
1,508	1,068	4,652	4,959	4,584	6,500	3,747	6,500	705	7010 Uniforms/Clothing	8,000	8,000	8,000
-	-	-	-	6,561	3,000	47	1,500	710	7110 Office Supplies	2,000	2,000	2,000
732	598	575	996	677	1,200	385	1,200	715	7210 Household Supplies	1,200	1,200	1,200
391	366	390	497	649	800	891	1,000	715	7211 Janitorial Supplies	1,000	1,000	1,000
414	475	289	862	2,907	2,500	1,407	2,200	715	7212 Building Maint. Supplies	2,200	2,200	2,200
1,091	308	1,148	217	419	800	180	500	715	7213 General Maint. Supplies	500	500	500
5,090	459	441	374	630	500	404	700	725	7411 Small Tools & Equipment	700	700	700
-	-	828	1,534	9,703	2,000	153	2,000	725	7413 Machinery & Equipment	2,000	2,000	2,000
-	5,231	8,618	10,760	17,819	20,000	14,906	20,000	730	7510 Concrete	20,000	20,000	20,000
11,243	10,937	12,216	8,727	4,424	20,000	11,261	20,000	730	7511 Asphalt	20,000	20,000	20,000
666	1,448	1,364	1,022	1,704	1,200	1,102	1,700	730	7512 Rock	1,500	1,500	1,500
39,943	55,630	54,253	3,011	21,214	50,000	22,108	45,000	730	7513 Salt	60,000	60,000	60,000
10,787	9,058	8,995	9,863	7,631	10,000	-	10,000	730	7514 Crack Sealant	10,000	10,000	10,000
4,867	5,516	5,768	5,472	5,498	5,500	2,052	4,500	730	7516 Signs	4,500	4,500	4,500
2,450	3,910	4,335	4,397	5,857	6,500	5,205	7,500	730	7517 Street Supplies	7,000	7,000	7,000
221	294	297	167	263	300	96	300	735	7611 Medical Supplies	300	300	300
954	1,202	1,104	1,108	1,010	1,200	640	1,200	735	7612 Safety Equipment & Supplies	1,200	1,200	1,200
-	-	-	144	1,486	1,400	511	1,200	740	7711 Agricultural Supplies	1,200	1,200	1,200
117	29	306	-	-	-	-	-	740	7713 Other Supplies	-	-	-
80,474	96,530	105,580	54,110	93,036	133,400	65,095	127,000	Total Commodities		143,300	143,300	143,300
443,812	471,467	470,890	436,482	518,055	600,859	380,521	572,495	Total Expenditures- PW Maintenance		642,246	642,246	642,246

Fleet Management

Division Contact Information

Larry Helton, Fleet Leader

lhelton@cityofcrestwood.org

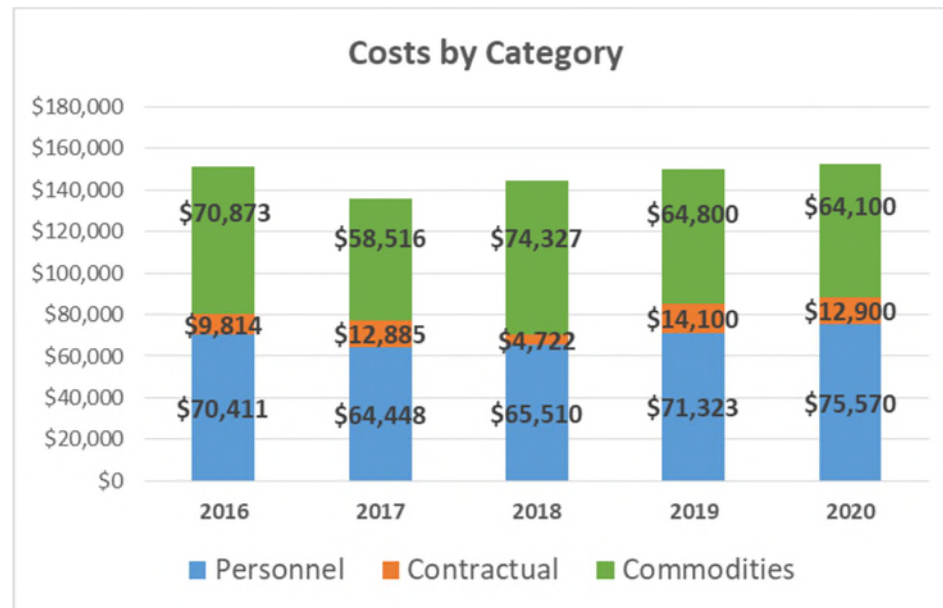
314.729.4731

Division Summary:

Fleet Management is responsible for maintaining the city's vehicles and motorized equipment.

Budget Summary: \$152,570

Staffing: 1.00 FTE



Cost Changes

Division cost has **changed** by

1.6%

Increases

Salary increases
due to merit raises

Decreases

No significant
decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description		2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS FLEET MANAGEMENT 10-35-063-XXX-XXXX		Dept, City Adm.	Ways & Means Recommende	BOA Approved
49,202	50,254	52,067	50,411	48,888	52,459	36,167	52,581	505	5011 Wages, Non-Exempt Employees	55,102	55,102	55,102
-	1,322	2,654	-	-	-	-	-	505	5013 Wages, Part-Time Employees	-	-	-
3,539	1,628	1,393	1,313	1,272	1,508	2,108	2,611	505	5015 Overtime Wages	1,750	1,750	1,750
-	5,859	5,676	5,044	7,271	8,187	5,222	8,049	510	5110 Health Insurance	9,119	9,119	9,119
400	407	382	369	409	371	236	371	510	5111 Dental Insurance	362	362	362
241	256	245	212	258	241	179	241	510	5112 Life/AD&D/LTD Insurance	259	259	259
21	21	21	21	26	21	10	21	510	5114 Employee Assistance Program	21	21	21
2,658	3,081	2,369	1,739	1,740	2,375	1,478	2,428	510	5115 Retirement Plan	2,729	2,729	2,729
1,251	1,183	1,505	1,569	1,780	2,034	1,326	2,080	510	5116 Workers' Compensation Insurance	1,879	1,879	1,879
3,279	3,224	3,322	3,056	3,133	3,346	2,342	3,422	515	5210 FICA Taxes	3,525	3,525	3,525
767	754	777	715	733	783	548	800	515	5211 Medicare Taxes	824	824	824
61,358	67,989	70,411	64,448	65,510	71,323	49,616	72,604	Total Personnel		75,570	75,570	75,570
433	239	225	-	1,069	600	45	300	605	6010 Training & Education	400	400	400
-	-	-	-	231	400	-	-	605	6011 Travel & Expenses	400	400	400
24,296	16,101	6,191	10,895	1,232	8,000	961	3,000	620	6310 Maintenance/Repair Motor Vehicles	7,000	7,000	7,000
3,351	13,750	3,398	1,989	2,190	5,000	709	4,000	620	6313 Maintenance/Repair Other Equipment	5,000	5,000	5,000
47	-	-	-	-	100	-	100	640	6611 Periodicals & Books	100	100	100
28,127	30,090	9,814	12,885	4,722	14,100	1,715	7,400	Total Contractual		12,900	12,900	12,900
34,020	20,138	16,353	14,492	23,078	21,000	14,434	20,000	720	7310 Motor Vehicle Fuel	21,000	21,000	21,000
4,333	4,245	5,142	2,856	3,851	3,500	758	3,300	720	7311 Motor Vehicle Fluids	3,500	3,500	3,500
18,998	15,198	16,098	15,311	12,211	11,000	5,952	8,000	720	7312 Motor Vehicle Parts	10,000	10,000	10,000
5,166	3,505	5,744	7,303	1,861	3,000	1,533	2,500	720	7313 Motor Vehicle Tools	2,500	2,500	2,500
6,323	5,071	9,887	5,778	6,582	7,000	1,200	5,000	720	7314 Motor Vehicle Tires	6,000	6,000	6,000
77	173	849	268	316	400	-	400	725	7410 Welding Supplies	400	400	400
3,875	1,248	1,467	329	1,774	700	129	700	725	7411 Small Tools	700	700	700
4,415	5,355	9,084	10,442	14,149	10,000	7,889	13,500	725	7412 Equipment Parts	12,000	12,000	12,000
-	5,523	4,515	855	7,366	5,500	285	4,500	725	7413 Machinery & Equipment	5,500	5,500	5,500
-	-	650	-	2,079	1,800	650	1,600	730	7112 Software Licensing	1,800	1,800	1,800
1,265	1,227	858	881	1,060	900	88	700	735	7612 Safety Equipment & Supplies	700	700	700
58	118	224	-	-	-	-	-	740	7713 Other Supplies	-	-	-
78,529	61,802	70,873	58,516	74,327	64,800	32,918	60,200	Total Commodities		64,100	64,100	64,100
168,015	159,882	151,098	135,849	144,559	150,223	84,249	140,204	Total Expenditures- PW Fleet Mnmt		152,570	152,570	152,570



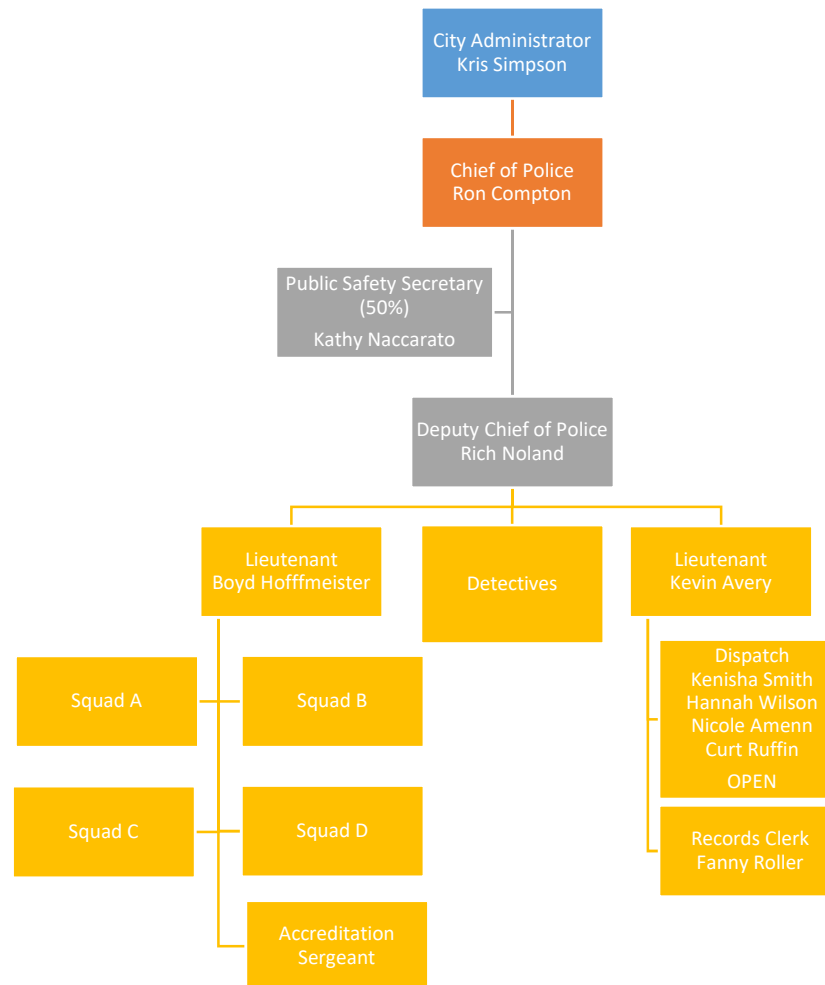
DEPARTMENTAL BUDGETS

General Fund

Police Department

In this Section:

Police Department	\$3,094,887
TOTAL	\$3,094,887



Police Department

Division Contact Information

Ron Compton, Chief of Police

rcompton@cityofcrestwood.org

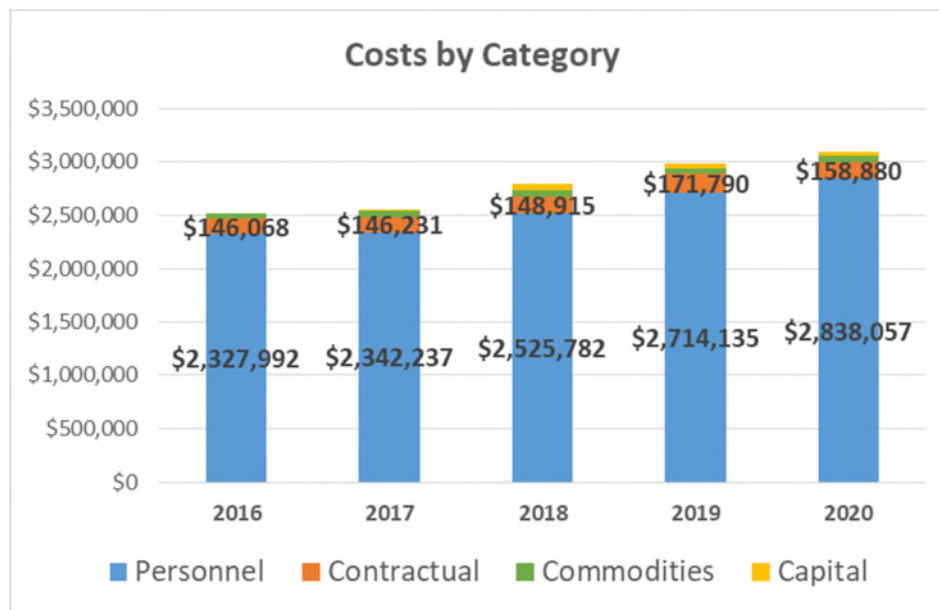
314.729.4832

Division Summary:

The Police Department strives to provide the highest level of public safety services to residents. The department is proud of its emergency response time, averaging around 3 minutes. All officers are state certified and up-to-date with 48-hour continuing education requirements.

Budget Summary: \$3,094,887

Staffing: 34.50 FTE



Cost Changes

Division cost has **changed** by

3.6%

Increases

Salary increases due to merit raises

Decreases

Decreased Rejis Global Software lease due to records system switch

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description POLICE 10-40-070-XXX-XXXX	2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE		Dept, City Adm. Recommended	Ways & Means Recommend	BOA Approved
81,196	82,962	88,036	92,101	180,071	176,515	121,835	176,515	505 5010 Salaries, Exempt Employees	183,607	183,607	183,607
1,552,249	1,590,879	1,622,177	1,612,759	1,675,172	1,785,837	1,210,949	1,765,533	505 5011 Wages, Non-Exempt Employees	1,826,058	1,826,058	1,826,058
-	-	-	-	-	-	2,872	4,168	505 5013 Wages, Part-Time Employees	-	-	-
40,993	27,909	47,040	48,497	41,981	41,500	24,305	32,017	505 5015 Overtime Wages	41,000	41,000	41,000
-	-	-	-	-	-	-	-	505 5019 Overtime Wages - The Alternative*	-	-	-
-	-	-	-	-	3,500	-	1,117	505 5020 Overtime-BOA	3,000	3,000	3,000
5,897	6,034	5,946	7,530	7,710	5,000	5,358	7,246	505 5021 Overtime Wages - Court	6,000	6,000	6,000
259,009	227,900	275,405	292,048	306,487	348,653	210,833	328,798	510 5110 Health Insurance	401,556	401,556	401,556
14,188	14,705	15,063	15,995	13,243	12,616	7,645	11,622	510 5111 Dental Insurance	12,316	12,316	12,316
7,840	8,219	6,932	8,070	9,270	8,671	6,121	7,407	510 5112 Life/AD&D/LTD Insurance	9,174	9,174	9,174
671	681	681	686	872	715	351	716	510 5114 Employee Assistance Program	715	715	715
118,250	98,812	68,761	58,531	60,240	78,141	49,507	75,332	510 5115 Retirement Plan	98,864	98,864	98,864
42,620	45,708	53,337	59,154	71,117	80,563	51,540	91,571	510 5116 Workers' Compensation Ins.	77,022	77,022	77,022
17,132	17,270	17,458	16,962	20,712	18,480	7,055	18,480	510 5117 Uniform/Clothing Allowance	21,180	21,180	21,180
99,379	101,870	103,056	105,281	112,580	124,766	81,327	123,169	515 5210 FICA Taxes	127,699	127,699	127,699
23,242	23,824	24,102	24,623	26,327	29,179	18,992	28,806	515 5211 Medicare Taxes	29,865	29,865	29,865
2,262,666	2,246,772	2,327,992	2,342,237	2,525,782	2,714,135	1,798,690	2,672,497	Total Personnel	2,838,057	2,838,057	2,838,057
6,653	10,667	8,523	9,398	7,186	15,335	3,985	12,500	605 6010 Training & Education	15,250	15,250	15,250
1,425	1,569	(446)	1,690	(1,543)	4,000	602	3,900	605 6011 Travel & Expenses	4,000	4,000	4,000
925	1,075	1,090	1,450	828	1,100	425	800	605 6012 Employee Memberships	1,100	1,100	1,100
2,017	3,209	1,435	2,306	339	2,000	-	1,000	605 6015 Training & Education (POST)	2,000	2,000	2,000
-	-	408	618	458	400	192	175	605 6016 Testing	400	400	400
173	174	1,933	3,825	3,470	2,175	1,269	2,540	610 6111 Medical Services	2,700	2,700	2,700
2,768	5,691	3,714	5,371	3,690	7,500	5,318	5,500	610 6115 Other Professional Services	5,800	5,800	5,800
-	-	-	-	-	-	-	-	610 6118 Other Prof. Srv- The Alternative*	-	-	-
355	525	645	716	590	500	155	450	610 6121 Prisoner Services	500	500	500
2,508	2,853	2,995	2,820	2,483	3,200	1,822	3,000	615 6217 Mobile Phones	3,600	3,600	3,600
-	-	166	1,292	155	150	410	888	620 6310 Maint/Repair Motor Vehicles	200	200	200
11,966	6,757	1,192	1,422	5,643	4,850	549	12,100	620 6311 Maint/Repair Communications Eq.	4,850	4,850	4,850
300	-	-	-	-	-	-	-	620 6312 Maint/Repair Buildings / Facilities	-	-	-
149	663	56	-	115	500	-	400	620 6313 Maint/Repair Other Equipment	500	500	500
15,876	15,858	16,243	10,768	10,465	17,000	14,988	16,500	620 6316 Maintenance Agreements	17,000	17,000	17,000
1,787	888	567	1,763	408	2,150	75	1,150	620 6318 Maint/Repair Emerg. Equipment	2,000	2,000	2,000
65,886	64,812	64,006	59,012	74,075	66,965	40,948	66,965	625 6410 Rejis Services	68,250	68,250	68,250
34,030	35,595	35,595	35,595	35,595	35,595	23,730	35,595	625 6411 Rejis Global Software Lease	23,310	23,310	23,310
1,908	1,908	1,908	1,908	1,908	2,000	1,908	1,950	630 6452 Other Rentals/Leases	2,000	2,000	2,000
36	67	899	657	-	675	660	675	640 6611 Periodicals & Books	675	675	675
2,102	1,559	1,541	1,369	964	1,650	449	1,400	645 6710 Public Relations & Promotion	1,500	1,500	1,500
2,360	466	2,603	3,403	1,320	3,000	276	2,000	645 6711 Printing & Binding	2,000	2,000	2,000
-	-	790	-	-	-	-	100	645 6712 Advertising & Publication	200	200	200
-	-	191	849	715	1,000	109	800	645 6715 D.A.R.E. Program Expense	1,000	1,000	1,000
-	-	16	-	51	45	6	40	650 6810 Postage	45	45	45
153,224	154,336	146,068	146,231	148,915	171,790	97,876	170,428	Total Contractual	158,880	158,880	158,880

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description POLICE 10-40-070-XXX-XXXX	2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE		Dept, City Adm. Recommended	Ways & Means Recommend	BOA Approved
1,366	1,034	2,050	6,784	536	1,750	315	1,700	705 7010 Uniform/Clothing	1,500	1,500	1,500
1,968	1,973	1,480	1,357	1,646	2,300	1,181	2,250	710 7110 Office Supplies	2,300	2,300	2,300
15	-	117	-	654	350	-	250	710 7112 Photographic Supplies	350	350	350
-	-	-	634	1,670	500	68	300	710 7114 Accreditation Supplies	700	700	700
805	613	676	702	499	1,200	395	1,200	715 7210 Household Supplies	1,200	1,200	1,200
49,852	34,096	28,141	27,199	31,824	34,000	18,604	34,000	720 7310 Motor Vehicle Fuel	36,000	36,000	36,000
-	-	-	891	-	-	-	-	730 7112 Software Licensing	-	-	-
4,129	2,917	5,146	4,786	8,987	5,000	3,344	4,900	735 7610 Ammunition	5,000	5,000	5,000
2,243	2,245	775	4,650	3,100	2,325	1,550	3,875	735 7613 Bullet Proof Vest Program	6,200	6,200	6,200
4,114	5,971	3,021	1,783	7,270	9,700	477	9,700	740 7713 Other Supplies	9,700	9,700	9,700
630	527	425	1,032	279	1,200	304	800	740 7714 Prisoner Supplies	1,000	1,000	1,000
-	-	-	-	-	-	-	-	740 7720 Other Supplies- The Alternative*	-	-	-
-	-	-	-	24	-	-	-	750 7500 Donation Expenditures	-	-	-
65,121	49,376	41,830	49,817	56,489	58,325	26,238	58,975	Total Commodities	63,950	63,950	63,950
-	-	-	-	60,000	10,000	-	-	805 8011 Building & Improvements	-	-	-
-	-	-	-	-	33,700	23,487	27,000	830 8211 Other Equipment & Machinery	34,000	34,000	34,000
-	3,562	-	5,509	9,775	-	1,441	1,441	899 8211 Grant Equipment & Machinery	-	-	-
-	3,562	-	5,509	69,775	43,700	24,928	28,441	Total Capital	34,000	34,000	34,000
2,481,011	2,454,045	2,515,889	2,543,794	2,800,961	2,987,950	1,947,732	2,930,341	Total Expenditures- Police	3,094,887	3,094,887	3,094,887



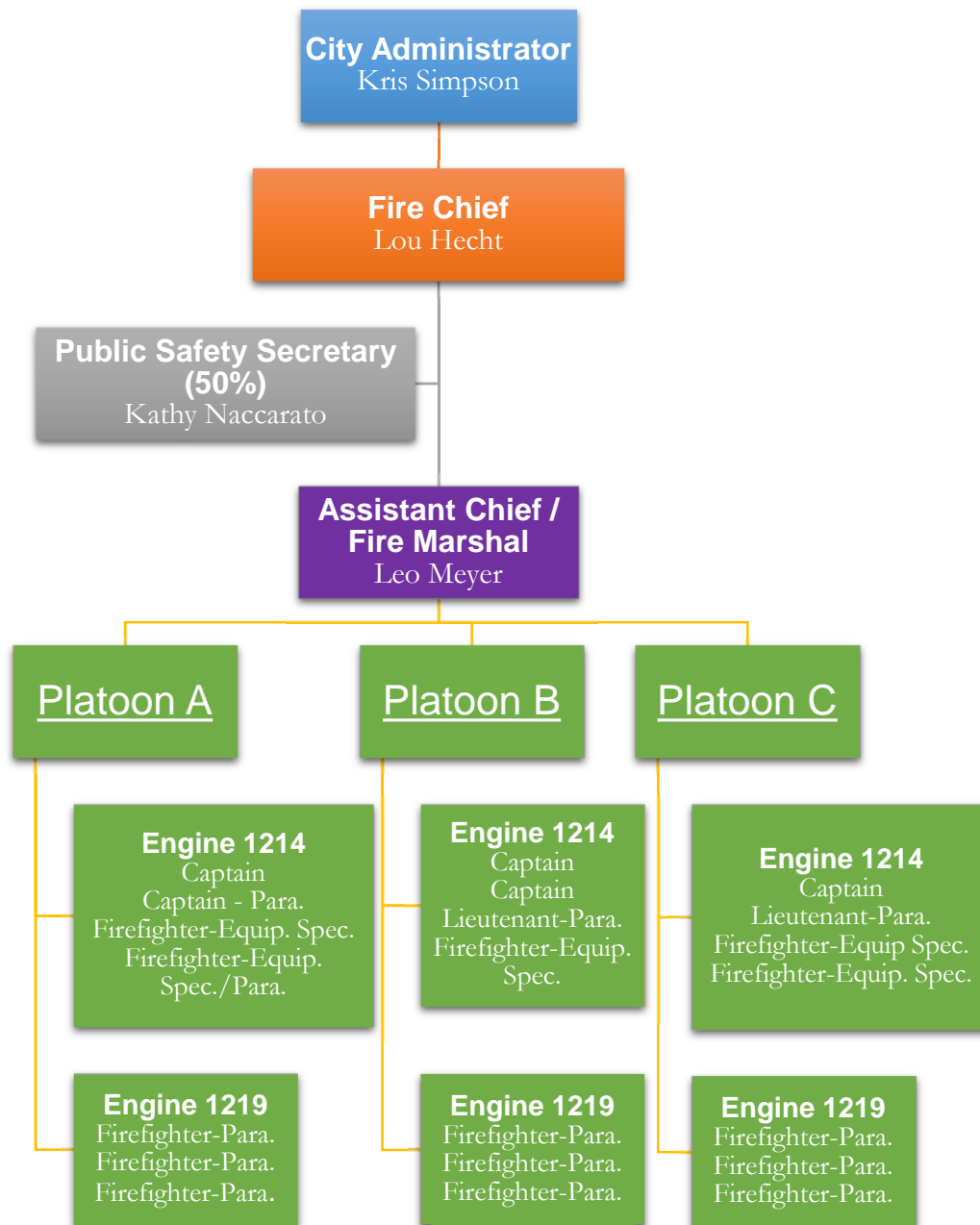
DEPARTMENTAL BUDGETS

General Fund

Department of Fire Services

In this section:

Fire Department	\$3,481,508
TOTAL	\$3,481,508



Department of Fire Services

Division Contact Information

Lou Hecht, Fire Chief
lhecht@cityofcrestwood.org
314.729.4740

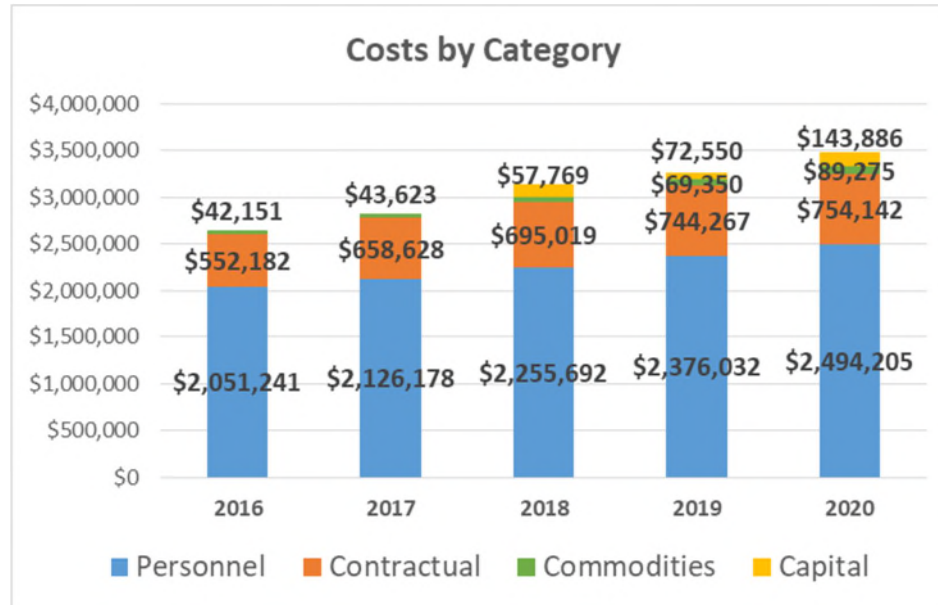
Division Summary:

The Fire Department provides fire suppression, prevention and EMS services. All firefighters are certified by the state through the St. Louis County Fire Academy. All paramedics have completed 900 hours of training and are state certified. By state law, Crestwood must pay Affton Fire Protection District to provide fire and EMS services to the portion of Crestwood annexed in 1997.

Chief Lou Hecht was promoted to Fire Chief in 2018.

Budget Summary: \$3,481,508

Staffing: 24.50 FTE



Cost Changes

Division cost has **changed** by

6.7%

Increases

Salary increases
due to pay plan

Personal
protective
equipment
replacements

Fire vehicle
replacement

Decreases

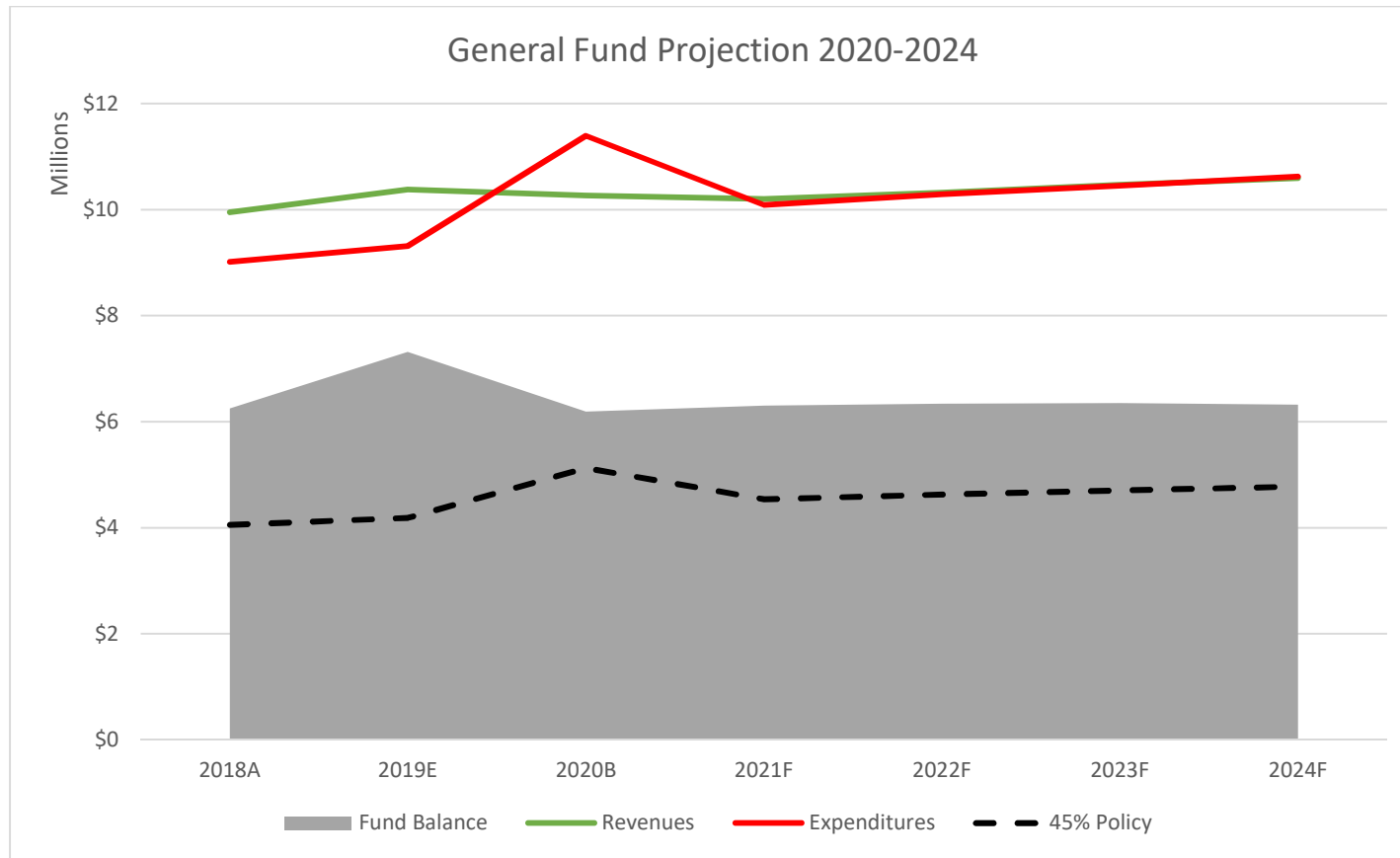
No significant
decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description FIRE 10-45-080-XXX-XXXX	2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE		Dept, City Adm. Recommended	Ways & Means Recommend	BOA Approved
86,331	88,057	89,981	138,671	166,406	180,214	117,714	167,638	505 5010 Salaries, Exempt Employees	188,309	188,309	188,309
1,223,046	1,239,493	1,225,730	1,245,908	1,308,158	1,345,935	895,471	1,293,187	505 5011 Wages, Non-Exempt Employees	1,399,740	1,399,740	1,399,740
96,819	110,853	155,821	141,774	88,844	85,000	66,276	120,917	505 5015 Overtime Wages	85,000	85,000	85,000
19,272	18,542	18,842	16,402	21,705	20,000	12,247	18,920	505 5017 FLSA Overtime Wages	20,000	20,000	20,000
47,340	49,333	54,181	38,206	58,020	59,532	37,463	60,637	505 5018 Wages, Holiday pay	61,636	61,636	61,636
215,955	173,992	177,467	211,815	251,627	295,459	182,586	287,144	510 5110 Health Insurance	355,864	355,864	355,864
10,733	10,892	9,218	11,758	9,344	8,535	5,392	8,220	510 5111 Dental Insurance	9,056	9,056	9,056
6,302	6,321	5,890	6,292	7,283	6,508	4,759	5,484	510 5112 Life/AD&D/LTD Insurance	7,267	7,267	7,267
475	475	464	475	635	504	248	584	510 5114 Employee Assistance Program	525	525	525
119,990	119,886	103,099	80,404	96,590	109,894	60,016	107,927	510 5115 Retirement Plan	96,508	96,508	96,508
90,062	102,329	85,379	103,768	111,215	120,715	74,919	118,553	510 5116 Workers' Compensation Insurance	121,669	121,669	121,669
13,800	13,825	13,325	13,600	16,377	14,400	6,972	14,400	510 5117 Uniform/Clothing Allowance	14,400	14,400	14,400
86,501	89,238	90,644	94,908	96,840	104,822	66,302	102,946	515 5210 FICA Taxes	108,790	108,790	108,790
20,230	20,870	21,199	22,196	22,648	24,515	15,478	24,076	515 5211 Medicare Taxes	25,443	25,443	25,443
2,036,856	2,044,107	2,051,241	2,126,178	2,255,692	2,376,032	1,545,843	2,330,633	Total Personnel	2,494,205	2,494,205	2,494,205
6,522	4,115	5,009	10,165	11,335	13,150	12,657	14,000	605 6010 Training & Education	14,315	14,315	14,315
754	2,556	1,176	2,295	2,833	4,500	3,533	4,500	605 6011 Travel & Expenses	5,000	5,000	5,000
290	1,484	988	1,107	2,686	3,250	2,595	4,100	605 6012 Employee Memberships	4,210	4,210	4,210
-	-	725	(95)	1,080	750	147	750	605 6016 Testing	1,000	1,000	1,000
5,850	3,032	15,000	17,750	19,315	18,000	16,205	18,000	610 6111 Medical Services	20,000	20,000	20,000
5,489	4,255	230	282	-	6,500	-	1,500	610 6115 Other Professional Services	6,500	6,500	6,500
436,984	440,406	444,605	540,518	558,654	565,000	-	565,000	610 6116 Contracted Fire Protection	565,000	565,000	565,000
1,249	1,244	876	2,019	3,172	4,000	2,378	4,000	615 6217 Mobile Phones	4,000	4,000	4,000
8,088	2,086	1,367	3,856	15,370	8,600	7,542	11,000	620 6310 Maint/Repair Motor Vehicles	12,000	12,000	12,000
1,418	1,810	2,448	1,324	1,086	3,800	-	3,800	620 6311 Maint/Repair Communications Equip.	3,800	3,800	3,800
911	549	4,632	5,528	3,234	5,000	737	5,000	620 6313 Maint/Repair Other Equipment	5,000	5,000	5,000
-	992	-	-	-	-	-	-	620 6314 Software Maintenance	-	-	-
4,310	4,610	3,001	1,318	1,768	6,600	5,346	6,600	620 6316 Maintenance Agreement	6,600	6,600	6,600
70,000	70,000	70,000	70,000	70,912	99,517	69,088	69,088	625 6413 Central County Dispatch	99,517	99,517	99,517
485	25	209	950	1,670	1,750	1,825	1,825	640 6610 City Memberships	2,000	2,000	2,000
306	59	29	259	61	1,150	280	1,150	640 6611 Periodicals & Books	2,000	2,000	2,000
2,618	659	1,406	409	1,698	1,500	1,222	1,500	645 6710 Public Relations & Promotion	2,000	2,000	2,000
511	364	454	929	125	1,000	243	1,000	645 6711 Printing & Binding	1,000	1,000	1,000
-	-	-	-	-	100	-	100	645 6712 Advertising & Publication	100	100	100
-	-	27	15	20	100	15	100	650 6810 Postage	100	100	100
545,784	538,245	552,182	658,628	695,019	744,267	123,813	713,013	Total Contractual	754,142	754,142	754,142

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description FIRE 10-45-080-XXX-XXXX	2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE		Dept, City Adm. Recommended	Ways & Means Recommend	BOA Approved
-	-	1,570	3,615	15	1,000	934	1,000	705 7010 Uniform/Clothing	1,000	1,000	1,000
-	445	4,747	3,897	18,891	20,000	29,716	30,000	705 7011 Personal Protective Equipment	37,400	37,400	37,400
600	162	290	598	1,303	1,000	697	1,000	710 7110 Office Supplies	1,000	1,000	1,000
-	23	-	-	-	100	-	100	710 7112 Photographic Supplies	100	100	100
1,148	1,216	1,271	1,971	1,212	1,750	1,319	1,750	715 7210 Household Supplies	1,750	1,750	1,750
158	153	302	1,690	1,144	1,300	122	1,300	715 7211 Janitorial Supplies	1,300	1,300	1,300
10,981	8,569	6,474	8,195	11,881	12,500	6,619	12,500	720 7310 Motor Vehicle Fuel	12,500	12,500	12,500
-	-	1,838	324	365	750	431	750	720 7311 Motor Vehicle Fluids	750	750	750
1,266	1,789	8,114	6,279	3,913	6,000	444	6,000	720 7312 Motor Vehicle Parts	6,000	6,000	6,000
819	1,204	1,339	2,563	3,529	3,000	1,849	3,000	720 7314 Motor Vehicle Tires	3,000	3,000	3,000
3,350	1,297	3,301	4,131	1,827	3,000	2,638	3,000	725 7411 Small Tools & Equipment	3,000	3,000	3,000
-	-	-	-	2,250	5,450	6,567	7,000	730 7112 Software Licensing	7,975	7,975	7,975
7,138	5,147	5,809	4,211	5,394	8,000	3,329	8,000	735 7611 Medical Supplies	8,000	8,000	8,000
216	314	1,995	2,657	1,776	2,000	307	2,000	740 7712 Chemical Supplies	2,000	2,000	2,000
10,406	1,234	1,812	964	768	1,500	15	1,500	740 7713 Other Supplies	1,500	1,500	1,500
750	769	821	363	977	500	13	500	740 7715 Appliances	500	500	500
191	1,740	2,468	2,165	2,524	1,500	998	1,500	750 7500 Donation Exp	1,500	1,500	1,500
37,022	24,063	42,151	43,623	57,769	69,350	55,998	80,900	Total Commodities	89,275	89,275	89,275
-	-	-	-	-	-	-	-	810 8111 Motor Vehicles	50,000	50,000	50,000
-	-	-	-	134,663	72,550	56,283	72,550	830 8211 Other Equipment & Machinery	93,886	93,886	93,886
1,185	-	-	-	-	-	-	-	899 8211 Grant Equipment & Machinery	-	-	-
1,185	-	-	-	134,663	72,550	56,283	72,550	Total Capital	143,886	143,886	143,886
2,620,847	2,606,414	2,645,574	2,828,428	3,143,143	3,262,199	1,781,937	3,197,096	Total Expenditures- Fire	3,481,508	3,481,508	3,481,508



	<i>2018A</i>	<i>2019E</i>	<i>2020B</i>	<i>2021F</i>	<i>2022F</i>	<i>2023F</i>	<i>2024F</i>
<i>Revenues</i>	9,948,850	10,379,094	10,265,738	10,200,511	10,322,917	10,467,438	10,593,047
<i>Expenditures</i>	9,014,449	9,310,139	11,395,199	10,087,235	10,287,303	10,453,595	10,623,031
<i>Surplus (Deficit)</i>	934,401	1,068,955	(1,129,461)	113,276	35,614	13,843	(29,983)
<i>Transfer In</i>	0	0	0	0	0	0	0
<i>Fund Balance</i>	6,249,406	7,318,361	6,188,900	6,302,176	6,337,790	6,351,633	6,321,650
<i>Reserve %</i>	69.3%	78.6%	54.3%	62.5%	61.6%	60.8%	59.5%



Park & Stormwater Fund



DEPARTMENTAL BUDGETS

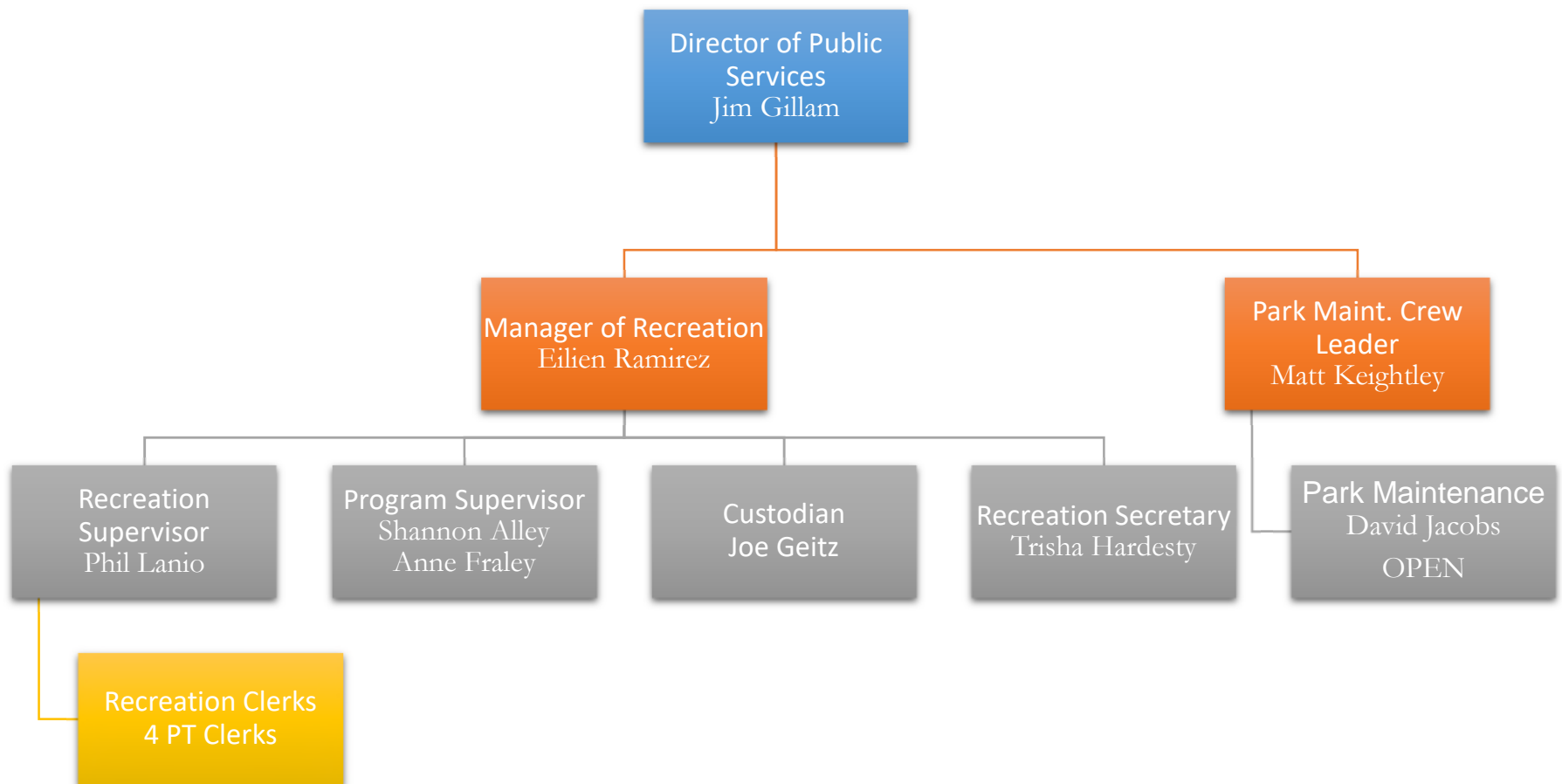
Park and Stormwater Fund

Public Services

In This Section:

Street Maintenance-Stormwater	\$6,500
Park Maintenance	\$369,393
Recreation Programs	\$879,050
Aquatic Center	\$891,631
Sappington House Campus	\$120,480
Capital Projects for Parks and Recreation	\$589,770*
TOTAL	\$2,267,054

*Funds are allocated to the various other divisions in the Public Services, Parks and Stormwater Fund.



Street Maintenance-Stormwater

Division Contact Information

Brian Hibdon, Superintendent of Maintenance

bhibdon@cityofcrestwood.org

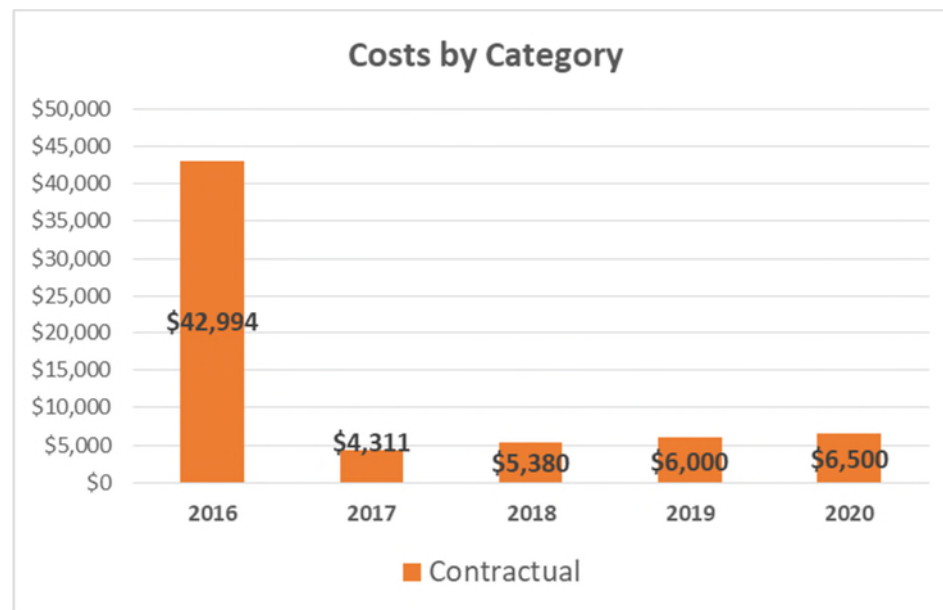
314.729.4730

Division Summary:

The Street Maintenance division funded by the Park and Stormwater fund contains resources for the city's contracted street sweeping services. Occasionally, stormwater projects such as curb and gutter improvements are funded in this division.

Budget Summary: \$6,500

Staffing: 0.00 Full-time employees



Cost Changes

Division cost has **changed** by

8.3%

Increases

Street Sweeping
budget slightly
increased

Decreases

No significant
decreases

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description			2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS STREET MAINTENANCE 23-35-062-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
5,018	4,946	5,694	4,311	5,380	6,000	2,595	6,200	612	6151	Street Sweeping	6,500	6,500	6,500
-	-	37,300	-	-	-	-	-	612	6153	Curb & Gutter	-	-	-
5,018	4,946	42,994	4,311	5,380	6,000	2,595	6,200	Total Contractual			6,500	6,500	6,500
5,018	4,946	42,994	4,311	5,380	6,000	2,595	6,200	Total Expenditures- PW Street Maint			6,500	6,500	6,500

Park Maintenance

Division Contact Information

Brian Hibdon, Superintendent of Maintenance

bhibdon@cityofcrestwood.org

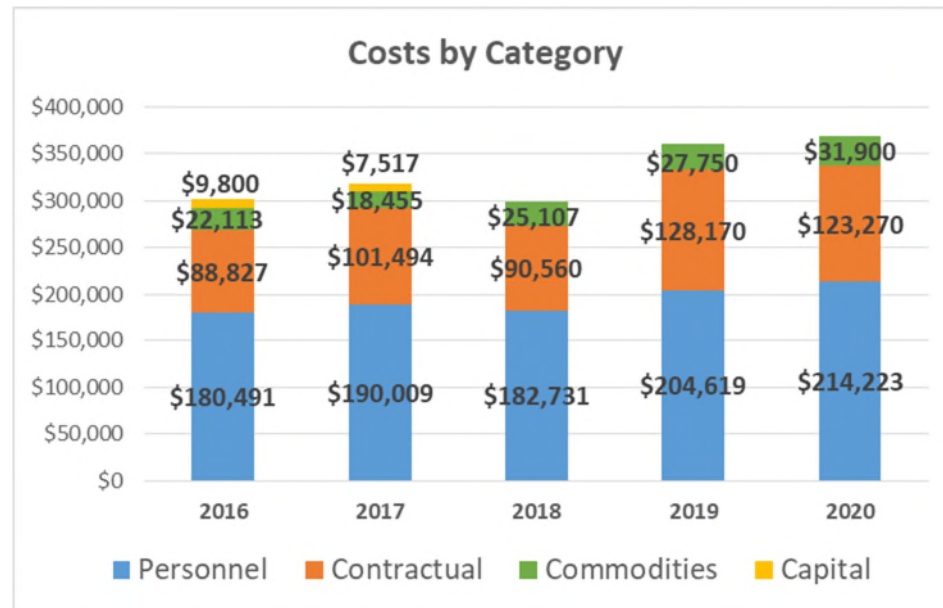
314.729.4730

Division Summary:

This division is responsible for the maintenance of Crestwood's parks and other city-owned properties. Crestwood is responsible for maintaining the Father Dickson and Sappington Cemeteries.

Budget Summary: \$369,393

Staffing: 3.00 FTE



Cost Changes

Division cost has **changed** by

2.5%

Increases

Salary increases
due to pay plan

Equipment Parts
budget slightly
increased

Decreases

No significant
decreases

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description			2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS PARK MAINTENANCE 23-35-064-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
107,774	109,094	120,073	128,797	121,722	134,751	92,665	135,145	505	5011	Wages, Non-Exempt Employees	138,821	138,821	138,821
				333	-	4,812	-	505	5013	Wages, Part-Time Employees	-	-	-
3,792	5,604	6,287	5,102	7,667	5,500	-	4,812	505	5014	Wages, Seasonal	5,500	5,500	5,500
13,785	8,484	8,677	6,705	6,568	9,000	7,285	8,964	505	5015	Overtime Wages	10,000	10,000	10,000
20,644	17,941	24,120	26,716	25,015	28,972	18,386	28,268	510	5110	Health Insurance	31,870	31,870	31,870
1,288	1,343	1,180	1,572	1,136	1,113	707	1,061	510	5111	Dental Insurance	1,087	1,087	1,087
644	655	639	706	669	660	491	588	510	5112	Life/AD&D/LTD Insurance	701	701	701
62	62	62	62	77	63	31	63	510	5114	Employee Assistance Program	63	63	63
5,412	6,202	5,047	4,623	3,860	6,325	4,291	6,341	510	5115	Retirement Plan	7,143	7,143	7,143
3,357	4,598	4,605	5,376	5,797	6,817	4,521	6,802	510	5116	Workers' Compensation Ins	7,232	7,232	7,232
7,609	7,541	7,943	8,388	8,013	9,254	6,204	9,233	515	5210	FICA Taxes	9,568	9,568	9,568
1,780	1,764	1,858	1,962	1,874	2,164	1,451	2,159	515	5211	Medicare Taxes	2,238	2,238	2,238
166,147	163,290	180,491	190,009	182,731	204,619	140,844	203,436	Total Personnel			214,223	214,223	214,223
1,068	1,011	932	692	705	1,200	220	1,200	605	6010	Training & Education	1,200	1,200	1,200
248	-	281	292	439	400	-	400	605	6011	Travel & Expenses	400	400	400
361	150	155	160	395	400	170	395	605	6012	Employee Memberships	400	400	400
164	128	429	101	170	500	202	400	610	6111	Medical Services	500	500	500
12	67	23	17	31	200	30	100	610	6115	Other Professional Services	200	200	200
43,200	43,200	41,400	44,950	26,400	56,000	30,294	56,000	612	6150	Contract Mowing	56,000	56,000	56,000
10,000	18,613	15,975	15,500	22,704	25,000	6,704	25,000	612	6160	Contractual Tree Service	25,000	25,000	25,000
8,884	7,712	7,353	6,691	7,792	7,500	4,062	7,000	615	6210	Electric	7,500	7,500	7,500
3,449	1,957	2,123	2,284	2,675	2,500	1,912	2,800	615	6212	Sewer	2,800	2,800	2,800
1,855	588	1,095	942	1,098	1,000	784	3,000	615	6213	Water	1,500	1,500	1,500
3,985	4,181	4,477	4,608	4,554	4,500	2,514	4,000	615	6214	Street Lighting	4,000	4,000	4,000
245	420	420	420	420	420	280	420	615	6217	Mobile Phones	420	420	420
-	-	-	-	-	-	-	-	615	6218	Pagers	-	-	-
8	-	-	-	-	200	2	200	620	6311	Maint/Repair Communications Equip.	200	200	200
4,706	5,441	3,273	14,126	10,671	15,000	3,833	8,000	620	6312	Maint/Repair Buildings/Facilities	11,000	11,000	11,000
1,341	1,405	1,289	1,338	1,415	1,600	811	1,600	620	6315	Solid Waste Disposal	1,600	1,600	1,600
5,749	12,622	9,456	8,501	10,848	11,000	5,386	10,000	620	6317	Maint/Repair Grounds	10,000	10,000	10,000
604	681	-	750	190	600	-	200	630	6452	Other Rentals/Leases	400	400	400
130	-	145	122	53	150	-	150	640	6611	Periodical & Books	150	150	150
86,009	98,178	88,827	101,494	90,560	128,170	57,204	120,865	Total Contractual			123,270	123,270	123,270
337	253	1,770	1,556	1,844	2,200	1,407	2,600	705	7010	Uniform/Clothing	2,600	2,600	2,600
1,486	1,412	1,304	1,525	1,690	1,750	599	1,750	715	7211	Janitorial Supplies	1,750	1,750	1,750
3,365	6,460	3,508	4,239	5,004	3,500	2,613	3,500	715	7212	Building Maint. Supplies	3,500	3,500	3,500
2,253	1,342	1,278	1,100	2,063	1,250	563	1,100	725	7411	Small Tools & Equipment	1,100	1,100	1,100
-	-	-	53	-	2,000	36	600	725	7412	Equipment Parts	1,500	1,500	1,500
-	-	2,025	1,627	2,754	2,000	280	2,000	725	7413	Machinery & Equipment	2,000	2,000	2,000
-	-	-	437	296	500	-	500	730	7510	Concrete	500	500	500
-	-	1,547	149	-	400	311	800	730	7512	Rock	800	800	800
-	114	-	-	152	200	-	200	735	7611	Medical Supplies	200	200	200

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description			2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS PARK MAINTENANCE 23-35-064-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
3,539	4,128	5,142	5,870	5,244	6,000	5,405	6,500	740	7711	Agricultural Supplies	6,500	6,500	6,500
653	727	714	424	649	750	170	750	740	7712	Chemical Supplies	750	750	750
85	26	74	104	98	200	43	200	740	7713	Other Supplies	200	200	200
2,286	4,045	4,752	1,371	5,313	7,000	8,898	10,500	745	7905	Recreation Supplies	10,500	10,500	10,500
14,003	18,506	22,113	18,455	25,107	27,750	20,325	31,000			Total Commodities	31,900	31,900	31,900
-	-	9,800	-	-	-	-	-	805	8011	Building & Improvements	-	-	-
-	-	-	7,517	-	-	-	-	805	8015	Park Improvements	-	-	-
-	-	9,800	7,517	-	-	-	-			Total Capital	-	-	-
266,159	279,974	301,231	317,475	298,398	360,539	218,373	355,301			Total Expenditures- PW Park Maint	369,393	369,393	369,393

Recreation Programs

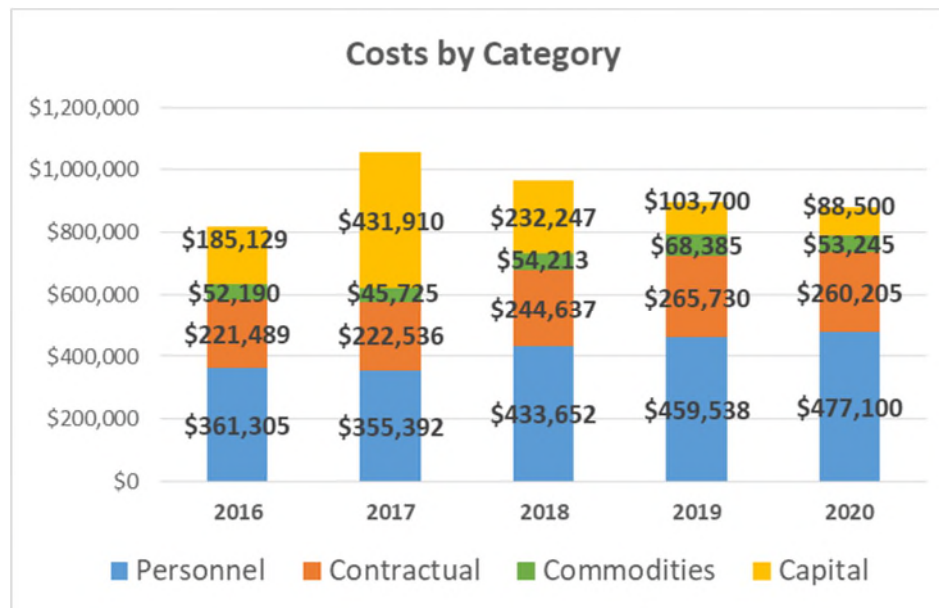
Division Contact Information
 Eilien Ramirez, Manager of Recreation
 eramirez@cityofcrestwood.org
 314.729.4861

Division Summary:

This division contains the expenditures for all city recreation programming, including the operation of the Crestwood Community Center at Whitecliff Park.

Budget Summary: \$879,050

Staffing: 6.00 Full-time employees



Cost Changes

Division cost has **changed** by

-2%

Increases

No significant increases

Decreases

Reduced Software Licensing costs after first year of implementation

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description			2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET	8/31 YTD	12/31 YTD	PARKS AND RECREATION			Dept, City Adm.	Ways & Means	BOA
					Amended	ACTUAL	ESTIMATE	23-50-090-XXX-XXXX			Recommended	Recommended	Approved
-	-	-	26,995	63,339	70,350	48,473	70,350	505	5010	Salaries, Exempt Employees	72,475	72,475	72,475
230,046	230,992	223,584	200,138	207,538	204,274	130,655	190,047	505	5011	Wages, Non-Exempt Employees	199,561	199,561	199,561
13,977	14,832	29,786	19,519	29,913	35,000	33,023	42,103	505	5013	Wages, Part-Time Employees	42,500	42,500	42,500
1,985	1,560	232	2,097	-	-	3,039	-	505	5014	Wages, Seasonal	2,500	2,500	2,500
5,527	4,842	4,357	5,643	5,387	6,000	2,108	3,768	505	5015	Overtime Wages	6,000	6,000	6,000
25,679	34,478	31,208	29,649	41,014	42,000	28,883	31,922	505	5016	Wages, Day Camp Employees	50,293	50,293	50,293
4,897	3,385	2,384	3,235	4,180	4,335	1,967	2,436	505	5019	Overtime Wages - The Alternative*	4,400	4,400	4,400
43,837	34,343	31,003	31,081	36,671	46,712	23,264	37,910	510	5110	Health Insurance	47,950	47,950	47,950
2,113	2,144	1,783	2,016	1,840	1,484	913	1,385	510	5111	Dental Insurance	1,449	1,449	1,449
1,333	1,318	1,205	1,145	1,405	1,333	953	1,111	510	5112	Life/AD&D/LTD Insurance	1,386	1,386	1,386
124	124	124	124	155	126	62	126	510	5114	Employee Assistance Program	126	126	126
11,891	13,793	9,045	7,383	9,037	12,538	6,862	11,730	510	5115	Retirement Plan	13,269	13,269	13,269
3,342	5,798	5,497	5,621	7,383	7,504	5,120	2,171	510	5116	Workers' Compensation Ins	6,294	6,294	6,294
16,322	16,975	17,098	16,815	20,902	22,596	14,967	21,119	515	5210	FICA Taxes	23,419	23,419	23,419
3,817	3,970	3,999	3,932	4,888	5,285	3,500	4,939	515	5211	Medicare Taxes	5,477	5,477	5,477
364,889	368,555	361,305	355,392	433,652	459,538	303,789	421,117			Total Personnel	477,100	477,100	477,100
737	565	1,704	1,292	2,324	2,000	1,588	2,000	605	6010	Training & Education	2,500	2,500	2,500
329	150	110	3,011	2,826	3,000	1,798	3,000	605	6011	Travel & Expenses	4,000	4,000	4,000
1,062	1,664	1,495	1,532	610	1,000	665	750	605	6012	Employee Memberships	750	750	750
-	-	-	-	-	-	-	-	610	6111	Medical Services	-	-	-
7,706	7,760	8,380	9,591	11,624	12,500	12,613	12,613	610	6115	Other Professional Services	10,735	10,735	10,735
6,343	6,861	5,334	4,575	2,750	6,900	1,345	1,345	610	6118	Other Prof. Srv- The Alternative *	5,000	5,000	5,000
-	-	-	-	-	-	-	-	610	6125	Other Prof. Friends/Animals	-	-	-
-	9,254	2,501	8,712	7,236	9,500	3,681	7,500	610	6126	City Beautification	9,500	9,500	9,500
45,911	47,498	45,604	33,842	57,081	50,000	34,270	50,000	615	6210	Electric	50,000	50,000	50,000
9,990	11,436	13,970	12,784	13,945	10,000	2,233	10,000	615	6212	Sewer	10,000	10,000	10,000
10,680	12,538	13,800	10,790	12,280	12,000	3,714	12,000	615	6213	Water	12,000	12,000	12,000
-	-	355	776	920	910	475	900	615	6215	Telephone	910	910	910
-	-	-	-	-	-	-	-	615	6216	Telecommunications Internet	-	-	-
420	385	420	420	420	420	280	420	615	6217	Mobile Phones	420	420	420
-	-	712	958	1,145	1,140	798	1,140	615	6218	Cable TV	1,140	1,140	1,140
10,601	26,436	29,751	31,836	11,903	39,000	27,956	39,000	620	6312	Maint/Repair Buildings / Facilities	57,500	57,500	57,500
1,972	4,361	495	400	1,449	1,000	1,896	2,250	620	6313	Maint/Repair Other Equipment	2,300	2,300	2,300
-	86	344	258	344	360	166	360	630	6451	Equipment Leases	300	300	300
24	1,500	546	871	1,057	1,500	4,152	4,152	645	6710	Public Relations & Promotions	7,500	7,500	7,500
4,027	3,616	3,157	4,498	5,871	6,250	1,576	1,576	645	6711	Printing & Binding	-	-	-
-	-	691	229	907	600	447	600	645	6712	Advertising & Publication	1,000	1,000	1,000
2,255	2,772	2,785	3,544	2,234	5,000	1,335	2,250	650	6810	Postage	2,000	2,000	2,000
6,036	6,500	7,497	7,813	8,859	7,500	9,380	11,000	650	6811	Interest Expense/Penalty/Fees	7,500	7,500	7,500
300	58	(21)	(11)	85	150	(76)	150	650	6817/18	Cash Over/ Short	150	150	150
32,894	32,104	29,438	26,649	34,965	35,000	7,238	15,000	655	6910	Fitness Contractual Services	25,500	25,500	25,500
10,108	9,585	9,645	7,879	8,171	9,500	4,075	7,500	655	6914	Performing Arts/Dance Cont Svc	9,500	9,500	9,500
491	123	126	455	1,266	1,000	1,307	1,500	655	6918	Arts Instructors	1,000	1,000	1,000
22,316	21,003	16,431	17,305	13,070	14,000	4,790	6,500	655	6922	Gen Sports & Leagues Cont Svc	10,000	10,000	10,000
-	2,881	2,315	2,788	4,203	3,500	-	3,173	655	6930	Day Camp Contractual	3,500	3,500	3,500
12,664	19,822	18,449	19,611	19,792	20,000	-	20,000	655	6934	Swim Program Contractual Svc	13,000	13,000	13,000
-	500	800	3,460	8,580	5,000	4,190	6,800	655	6938	Special Event Contractual Svc	5,500	5,500	5,500
2,241	3,748	3,748	3,853	4,311	1,500	736	1,500	655	6942	Day Trip Contractual Services	1,500	1,500	1,500

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description			2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET	8/31 YTD	12/31 YTD	PARKS AND RECREATION			Dept, City Adm.	Ways & Means	BOA
					Amended	ACTUAL	ESTIMATE	23-50-090-XXX-XXXX			Recommended	Recommended	Approved
11,754	8,175	58	320	2,559	3,000	400	3,000	655	6946	YTP/WSP Contractual Services	3,000	3,000	3,000
-	-	850	2,495	1,850	2,500	550	1,500	655	6950	Free Summer Concert Contract Svcs	2,500	2,500	2,500
200,859	241,379	221,489	222,536	244,637	265,730	133,578	229,479			Total Contractual	260,205	260,205	260,205
284	289	299	291	422	600	337	600	705	7010	Uniform/Clothing	600	600	600
1,210	1,433	1,288	2,546	1,667	1,600	1,118	1,600	710	7110	Office Supplies	1,600	1,600	1,600
450	-	-	-	250	450	-	-	710	7112	Photographic Supplies	450	450	450
146	211	86	82	10	125	9	125	715	7210	Household Supplies	125	125	125
3,001	3,515	3,688	3,609	3,893	3,500	3,211	4,500	715	7211	Janitorial Supplies	4,000	4,000	4,000
6,881	4,547	6,163	6,045	6,622	5,500	3,729	5,000	715	7213	General Maint. Supplies	5,000	5,000	5,000
30	96	120	773	50	2,000	1,712	2,000	725	7411	Small Tools & Equipment	500	500	500
-	-	14,956	7,063	1,935	1,500	40	1,500	725	7413	Machinery & Equipment	1,500	1,500	1,500
-	-	-	-	-	2,000	2,347	2,347	730	7110	Computer Parts	750	750	750
-	-	3,182	3,276	11,489	20,910	17,288	18,000	730	7112	Software Licensing	10,720	10,720	10,720
58	-	304	5	7	150	24	100	735	7611	Medical Supplies	200	200	200
26	541	318	631	963	250	1,090	1,100	740	7713	Other Supplies	500	500	500
-	-	408	0	0	-	-	-	740	7715	Appliances	-	-	-
5,925	5,830	5,877	4,701	1,662	3,000	2,143	2,500	740	7717	Consignment Expense	2,500	2,500	2,500
-	-	-	-	-	-	-	-	740	7719	Other supplies - Friends/Animals	-	-	-
4,583	3,624	2,868	2,849	2,341	4,500	385	385	740	7720	Other Supplies- The Alternative*	3,500	3,500	3,500
165	314	1,311	226	586	4,000	332	2,500	745	7905	Recreation Supplies	4,000	4,000	4,000
130	364	118	482	490	500	-	500	745	7910	Fitness Supplies	500	500	500
1,042	1,053	867	1,028	911	1,200	200	500	745	7914	Performing Arts/Dance Supplies	1,200	1,200	1,200
68	159	200	113	98	300	73	150	745	7918	Arts Supplies	300	300	300
647	3,607	806	661	4,731	1,250	768	1,000	745	7922	Gen. Sports & League Supplies	1,250	1,250	1,250
21	23	30	-	-	50	-	50	745	7926	Club Supplies	50	50	50
4,313	3,009	3,793	3,273	3,147	4,000	4,611	5,339	745	7930	Day Camp Supplies	5,000	5,000	5,000
2,427	2,178	1,355	2,793	4,238	2,000	1,300	1,300	745	7934	Swim Program Supplies	1,500	1,500	1,500
4,112	4,332	2,388	5,277	8,426	8,000	1,760	8,000	745	7938	Special Event Supplies	7,000	7,000	7,000
2,708	532	1,263	-	275	1,000	-	250	745	7942	Day Trip Supplies	500	500	500
2,352	1,036	-	-	-	-	-	-	745	7946	YTP/WSP Supplies	-	-	-
900	1,526	500	-	-	-	-	-	745	7950	Summer Concert	-	-	-
41,477	38,217	52,190	45,725	54,213	68,385	42,477	59,346			Total Commodities	53,245	53,245	53,245
-	-	77,483	419,304	209,371	95,000	87,783	175,898	805	8011	Building and Improvements	-	-	-
2,070	25,974	30,450	6,048	10,331	0	-	-	805	8020	Park Improvements	80,000	80,000	80,000
-	-	-	-	-	-	-	-	825	8410	Furniture	-	-	-
4,150	3,900	-	6,558	11,545	8,700	10,509	10,509	825	8460	Fitness Equipment	8,500	8,500	8,500
-	6,144	77,196	-	1,000	-	-	-	899	8020	Grants - Park Improvements	-	-	-
6,220	36,018	185,129	431,910	232,247	103,700	98,292	186,407			Total Capital	88,500	88,500	88,500
613,445	684,169	820,113	1,055,563	964,749	897,353	578,136	896,349			Total Expenditures- Parks & Rec.	879,050	879,050	879,050

Aquatic Center

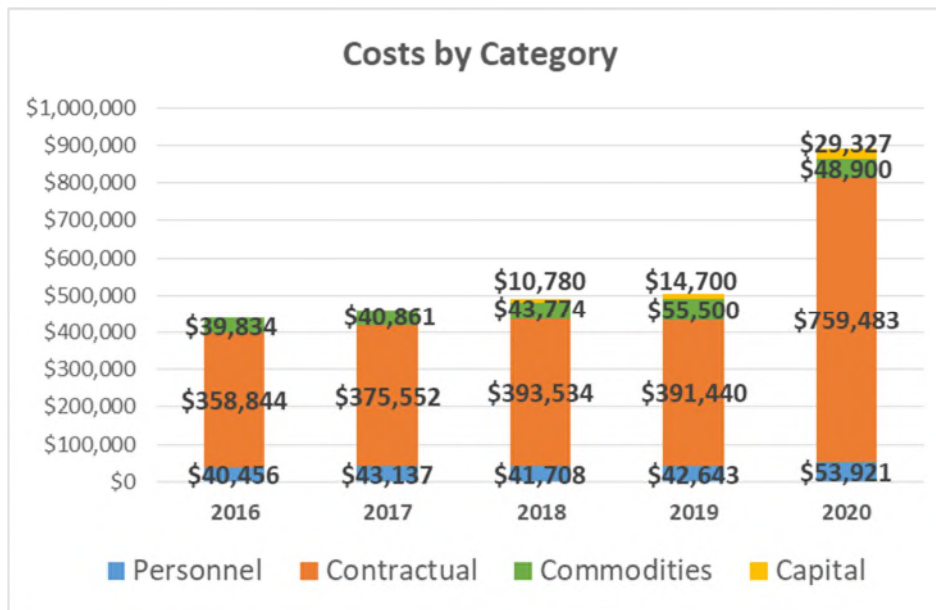
Division Contact Information
 Eilien Ramirez, Manager of Recreation
 eramirez@cityofcrestwood.org
 314.729.4861

Division Summary:

Crestwood's aquatic center is located at Whitecliff Park, adjacent to the community center. The city contracts with a private company for many maintenance and operational needs of the facility.

Budget Summary: 891,631

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

76.8%

Increases

Funding for the Municipal Parks Grant for the Aquatic Center Project.

Increased personnel costs due to the increased minimum wage.

Decreases

No significant decreases

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description AQUATIC CENTER 23-50-091-XXX-XXXX		2020 BUDGET			
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE			Dept, City Adm. Recommended	Ways & Means Recommended	BOA	Approved
-	-	-	9,863		-	-	-	505	5011	Wages, Non-Exempt Employees	-	-	-
-	-	-	328	2,251	-	-	-	505	5013	Wages, Part-Time	-	-	-
27,610	33,923	36,377	28,194	34,933	38,000	36,857	38,744	505	5014	Wages, Seasonal Employees	48,000	48,000	48,000
-	-	-	459	163	-	-	-	505	5015	Overtime Wages	-	-	-
688	1,234	1,296	1,321	1,503	1,736	946	1,770	510	5116	Workers' Compensation Insurance	2,249	2,249	2,249
1,713	2,103	2,256	2,408	2,316	2,356	2,267	2,402	515	5210	FICA Taxes	2,976	2,976	2,976
401	492	528	563	542	551	530	562	515	5211	Medicare Taxes	696	696	696
30,412	37,752	40,456	43,137	41,708	42,643	40,600	43,478			Total Personnel	53,921	53,921	53,921
214,279	212,802	207,827	217,509	225,965	249,000	228,255	249,000	610	6115	Other Professional Services	272,000	272,000	272,000
32,803	34,643	36,314	34,695	34,798	34,000	27,161	34,000	615	6210	Electric	34,000	34,000	34,000
19,979	22,871	27,940	25,569	27,891	16,500	4,466	16,500	615	6212	Sewer	16,500	16,500	16,500
21,296	25,318	27,824	21,873	24,813	22,000	7,946	28,000	615	6213	Water	25,000	25,000	25,000
12,207	29,049	50,281	66,175	74,282	60,000	54,185	116,584	620	6312	Maint/Repair Buildings / Facilities	401,943	401,943	401,943
765	2,748	1,488	1,727	-	500	-	500	620	6313	Maint/Repair Other Equipment	1,000	1,000	1,000
263	-	-	-	-	900	-	500	620	6317	Maint/Repair Grounds	500	500	500
-	-	-	700	840	840	840	840	630	6451	Equipment Leases	840	840	840
840	840	840	-	-	-	-	-	630	6452	Other Rentals/Leases	-	-	-
1,036	941	900	1,130	-	1,000	584	584	645	6711	Printing & Binding	1,000	1,000	1,000
(93)	(22)	30	(3)	(94)	200	15	200	650	6817	Cash Over/Short	200	200	200
5,308	5,357	5,399	6,176	5,039	6,500	5,398	5,398	655	6995	Swim & Dive Officials	6,500	6,500	6,500
308,685	334,548	358,844	375,552	393,534	391,440	328,850	452,106			Total Contractual	759,483	759,483	759,483
536	135	359	353	221	400	354	354	705	7010	Uniform/Clothing	400	400	400
87	382	121	128	128	250	179	179	710	7110	Office Supplies	250	250	250
-	-	-	-	-	100	-	-	710	7112	Photographic Supplies	-	-	-
-	-	2,710	2,823	3,082	3,000	2,487	2,891	715	7211	Janitorial Supplies	3,000	3,000	3,000
-	-	416	178	142	1,500	20	1,000	715	7212	Building Maint. Supplies	1,000	1,000	1,000
5,772	6,963	4,607	5,022	2,215	4,500	2,670	3,500	715	7213	General Maint. Supplies	4,000	4,000	4,000
-	-	542	-	-	500	-	500	725	7412	Equipment Parts	500	500	500
-	-	2,396	-	5,181	5,000	-	-	725	7413	Machinery & Equipment	500	500	500
-	-	-	1,487	2,257	500	-	-	730	7110	Computer Parts	500	500	500
703	183	168	397	429	750	381	381	740	7713	Other Supplies	750	750	750
7,008	-	8,338	6,498	6,069	9,000	7,098	7,098	745	7718	Swim & Dive Supplies	8,000	8,000	8,000
19,612	19,968	20,177	23,976	24,050	30,000	23,188	25,736	745	7950	Concession Supplies	30,000	30,000	30,000
33,718	27,631	39,834	40,861	43,774	55,500	36,377	41,639			Total Commodities	48,900	48,900	48,900
17,448	5,080	-	-	10,780	14,700	13,625	13,625	825	8470	Pool Equipment	29,327	29,327	29,327
17,448	5,080	-	-	10,780	14,700	13,625	13,625			Total Capital	29,327	29,327	29,327
390,262	405,010	439,135	459,550	489,796	504,283	419,452	550,848			Total Expenditures- Aquatic Center	891,631	891,631	891,631

Sappington House Campus

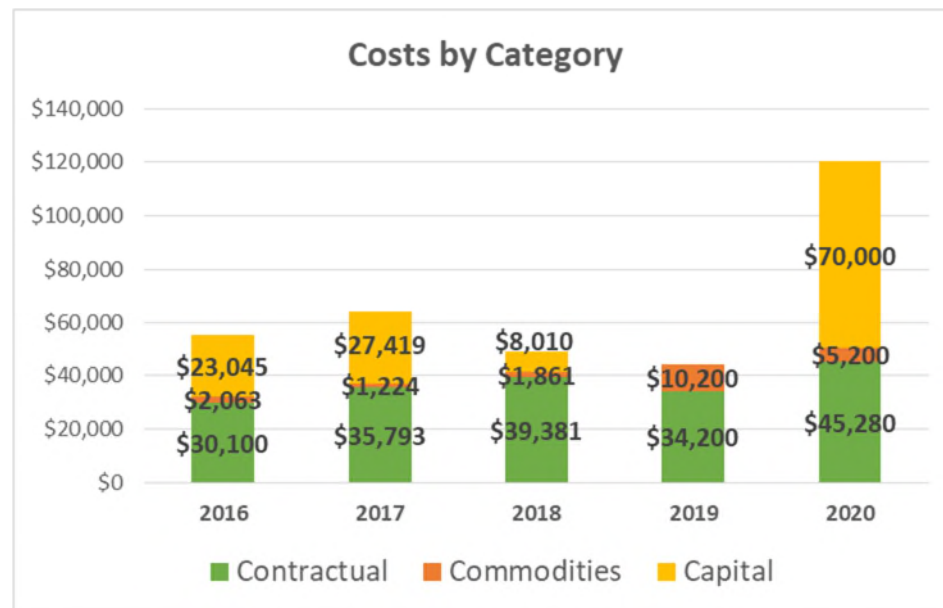
Division Contact Information
Jim Gillam, Director of Public Services
jgillam@cityofcrestwood.org
314.729.4722

Division Summary:

Crestwood owns the Sappington House property, a site with buildings of historic importance. They include the Sappington House, the Sappington House Barn, and the Library of Americana. The Sappington House was the home of a prominent early settler, and volunteers curate the house and operate it as a museum, offering tours. The House also has a Resident Manager, an unpaid position. The Barn is operated as a restaurant, and the city contracts with a private entity to operate it. The Library of Americana is overseen by a not-for-profit group. The City of Crestwood maintains the systems and exterior portions of the buildings, as well as the grounds of the entire site.

Budget Summary: 120,480

Staffing: 0.00 Full-time employees



Cost Changes

Division cost has **changed** by

171.4%

Increases

Funding for various repairs and improvements to the Sappington House Facility.

Decreases

No significant decreases

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description SAPPINGTON HOUSE CAMPUS 23-50-092-XXX-XXXX	2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE		Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
-	-	-	-	-	-	-	-	610 6115 Other Professional Services	-	-	-
12,971	9,598	7,853	8,826	9,719	10,500	6,255	10,500	615 6210 Electric	10,500	10,500	10,500
3,500	2,605	2,542	2,907	2,901	3,000	1,487	3,000	615 6211 Natural Gas	3,000	3,000	3,000
3,893	3,920	5,064	8,124	7,960	4,500	5,138	8,500	615 6212 Sewer	8,500	8,500	8,500
3,988	1,450	3,707	5,636	7,063	5,000	2,638	7,000	615 6213 Water	7,000	7,000	7,000
-	305	(92)	130	174	200	(305)	200	615 6215 Telephone	200	200	200
-	-	1,320	602	870	1,000	623	1,080	615 6216 Telecommunications Internet	1,080	1,080	1,080
2,539	11,893	9,368	9,568	10,694	10,000	14,793	17,000	620 6312 Maint/Repair Buildings / Facilities	15,000	15,000	15,000
-	592	46	-	-	-	-	-	620 6313 Maint/Repair Other Equipment	-	-	-
-	-	292	-	-	-	-	-	645 6710 Public Relations & Promotions	-	-	-
26,891	30,363	30,100	35,793	39,381	34,200	30,629	47,280	Total Contractual	45,280	45,280	45,280
-	-	-	-	-	100	-	-	715 7211 Janitorial Supplies	100	100	100
618	932	2,063	1,224	1,738	10,000	2,803	6,500	715 7212 Building Maint. Supplies	5,000	5,000	5,000
-	-	-	-	123	100	-	-	730 7110 Office Supplies	100	100	100
618	932	2,063	1,224	1,861	10,200	2,803	6,500	Total Commodities	5,200	5,200	5,200
-	-	23,045	24,369	-	-	-	-	805 8011 Building and Improvements	70,000	70,000	70,000
-	-	-	3,050	8,010	-	-	-	899 8020 Grants - Improvements	-	-	-
-	-	23,045	27,419	8,010	-	-	-	Total Capital	70,000	70,000	70,000
27,509	31,295	55,207	64,436	49,252	44,400	33,432	53,780	Total Expenditures- Historic Fac.	120,480	120,480	120,480

Capital Projects – Park & Stormwater

Division Contact Information
Jim Gillam, Director of Public Services
jgillam@cityofcrestwood.org
314.729.4722

What follows is a list of planned capital projects for 2020 funded by the Park & Stormwater Fund.

Aquatic Center Improvement Project **\$401,943**

Funds are allocated for various improvements and maintenance items at the Crestwood Aquatic Center. The project will be primarily funded by a \$366,270 Municipal Parks Grant.

Playground Resurfacing at Whitecliff and Sanders Parks **\$80,000**

The playground surfaces at Whitecliff and Sanders Parks are outdated and worn. Replacing the surfaces will improve the user experience at the park.

Improvements to the Sappington House **\$70,000**

Funds are allocated for various maintenance projects at the Sappington House. These repairs include improvements to the drainage systems, replacement of deteriorated bricks, and roof inspection and repair.

Pool Equipment **\$29,327**

Funds the rest of the Aquatic Center grant-funded improvements, as well as other pool equipment replacements.

Fitness Equipment for Community Center **\$8,500**

Funds are allocated for the rotational replacement of fitness equipment.

TOTAL **\$589,770**



ANNUAL BUDGET
Park and Stormwater Fund Capital Plan
2020-2024

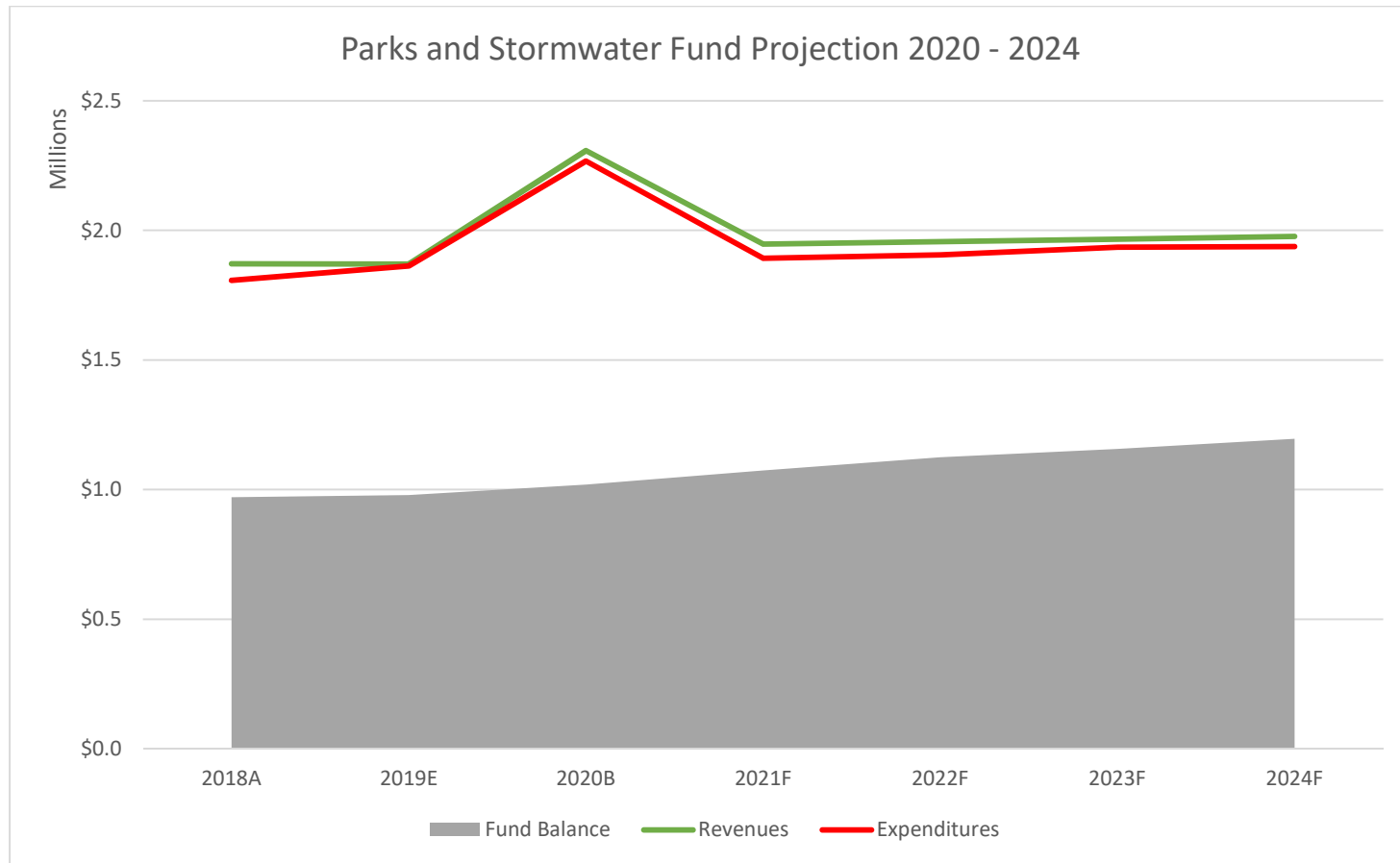
Capital Projects / Purchases – 2020-2024, Park Fund

Contact Information

Jim Gillam, Director of Public Services
 jgillam@cityofcrestwood.org
 314.729.4722

A list of 2020 Capital Projects and Purchases is provided in the preceding sections. 2020-2024 Capital Projects for the Park and Stormwater Fund are as follows:

2020	Cost	2019 CIP Rank
Aquatic Center Improvement Project	\$401,943	1
Whitecliff Park & Sanders Park Playground Resurfacing	\$80,000	21
Sappington House - Various Maintenance Projects	\$70,000	2
Aquatic Center Pool Equipment	\$29,327	1
Fitness Equipment	\$8,500	N/A
TOTAL PSW Capital - 2020	\$589,770	
2021		
Replace HVAC at Community Center - Offices, Lockers	\$155,000	5
TOTAL PSW Capital - 2021	\$155,000	
2022		
Replace lower Whitecliff Park pavilion	\$95,000	4
TOTAL PSW Capital - 2022	\$95,000	
2023		
Replace Retaining Wall at Sappington Cemetary	\$50,000	22
TOTAL PSW Capital - 2023	\$50,000	
2024		
Replace Electric Cabinet Heaters	\$35,000	31
TOTAL PSW Capital - 2024	\$35,000	



	2018A	2019E	2020B	2021F	2022F	2023F	2024F
Revenues	1,871,579	1,870,257	2,307,452	1,947,139	1,956,875	1,966,659	1,976,493
Expenditures	1,807,575	1,862,478	2,267,054	1,892,224	1,905,786	1,934,721	1,937,128
Surplus (Deficit)	64,004	7,779	40,398	54,915	51,089	31,939	39,365
Transfer Out	0	0	0	0	0	0	0
Fund Balance	970,903	978,682	1,019,080	1,073,995	1,125,084	1,157,023	1,196,387



Capital Improvement Fund



ANNUAL BUDGET

Capital Improvement Fund

In This Section:

General Public Works Capital Projects	\$385,000
Maintenance Public Works Capital Projects	\$694,357
Parks and Recreation Capital Projects	\$0
Capital Purchases – Police Department	\$91,500
Capital Purchases – Fire Department	\$0
TOTAL	\$1,170,857

General Public Works Capital Projects

Contact Information

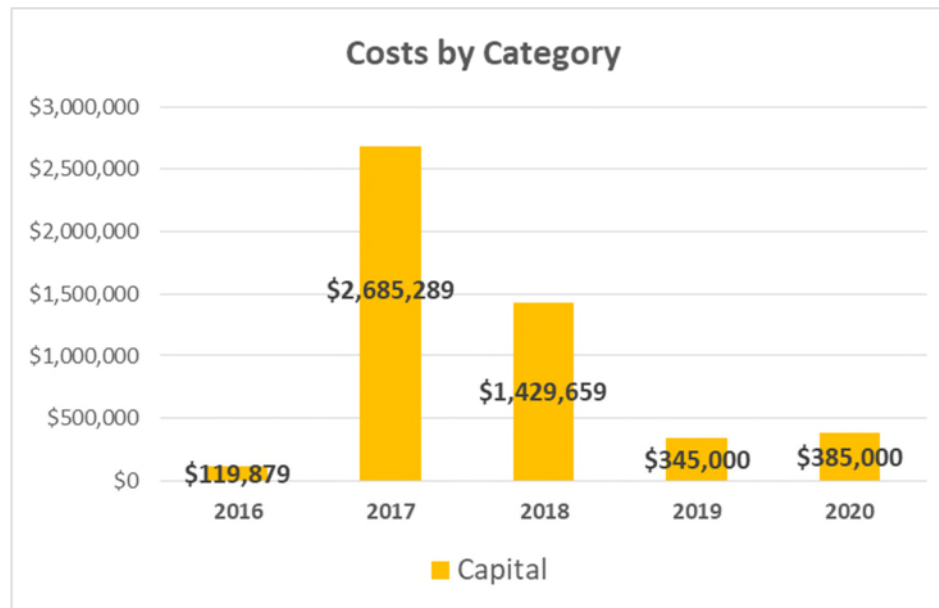
Jim Gillam, Director of Public Services
jgillam@cityofcrestwood.org
314.729.4722

Summary:

General Public Works capital projects fund repairs and improvements to city facilities.

Budget Summary: \$385,000

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

11.6%

Increases

Increase is due to the Switch Gear and Breaker project being carried over into FY20

Decreases

No significant decreases

Capital Projects – General Public Works

Contact Information

Jim Gillam, Director of Public Services
jgillam@cityofcrestwood.org
314.729.4722

What follows is a list of planned general PW capital projects for 2020 funded by the Capital Improvement Fund.

Replace HVAC at the Community Center	\$200,000
--------------------------------------	-----------

Replacing the HVAC system that serves the weight room, bathrooms, and rooms 105-107 at the Crestwood Community Center.

Replace switch gear, add outlets to generator	\$185,000
---	-----------

Updating the Government Center's switch gear and generator equipment to ensure functionality.

*This project is being carried over from FY19 after just getting under way at the end of 2019. Project cost was budgeted at \$200,000, with an estimated \$15,000 of associated expenses being incurred in 2019.

TOTAL	\$385,000
--------------	------------------

City of Crestwood, Missouri
Capital Improvements Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description General PUBLIC WORKS 21-35-060-XXX-XXXX	2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE		Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
87,624	360,613	119,879	2,685,289	1,429,659	345,000	151,360	255,185	805 8011 Building and Improvements	385,000	385,000	385,000
87,624	360,613	119,879	2,685,289	1,429,659	345,000	151,360	255,185	Total Capital	385,000	385,000	385,000
87,624	360,613	119,879	2,685,289	1,429,659	345,000	151,360	255,185	Total Expenditures - PW General	385,000	385,000	385,000

Maintenance Public Works Capital Projects

Contact Information

Brian Hibdon, Superintendent of Maintenance
bhibdon@cityofcrestwood.org
314.729.4730

Summary:

Maintenance Public Works projects are for ongoing maintenance of city infrastructure, as well as capital asset needs for the city maintenance division.

Budget Summary: \$694,357

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

-10.2%

Increases

No significant increases

Decreases

Less funding needed for Motor Vehicles and Heavy Equipment.

Capital Projects – Public Works Maintenance

Contact Information

Brian Hibdon, Director of Public Services

bhibdon@cityofcrestwood.org

314.729.4730

What follows is a list of planned maintenance capital projects for 2020 funded by the Capital Improvement Fund.

Mill & Overlay Road Work

\$507,357

The city has identified streets for Mill and Overlay road work. Needs are prioritized using a pavement rating system. Below is a cost breakdown:

Acorn	1,300 SY, at \$13.50/SY	\$17,550
Attucks	309 SY at \$13.50/SY	\$4,172
Banyon	1,199 SY at \$13.50/SY	\$16,187
Capri	2,747 SY at \$13.50/SY	\$37,085
Dalcrest & Dallwood	3,750 SY at \$13.50/SY	\$50,625
Fieldcrest	2,698 SY at \$13.50/SY	\$36,423
Foxpark	4,827 SY at \$13.50/SY	\$65,165
General Grant	6,003 SY at \$13.50/SY	\$81,041
Greencrest	462 SY at \$13.50/SY	\$6,237
High	1,345 SY at \$13.50/SY	\$18,158
Pinellas	3,264 SY at \$13.50/SY	\$44,064
Rayburn	9,678 SY at \$13.50/SY	\$130,653

2008 Ford Ranger Replacement	\$24,000
2002 GMC Dump Truck Replacement	\$75,000
Ball Field Dresser/Drag Replacement	\$18,000
CASE Asphalt Milling Machine Attachment	\$20,000
Sidewalk Construction	\$30,000
Grant Application for Whitecliff Bridge	\$20,000
TOTAL	\$694,357

City of Crestwood, Missouri
Capital Improvements Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description		2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS MAINTENANCE 21-35-062-XXX-XXXX		Dept. City Adm. Recommended	Ways & Means Recommended	BOA Approved
52,136	16,032	1,100	-	-	-	-	-	610	6115 Other Professional Services	-	-	-
1,419,148	938,915	54,692	-	-	-	-	-	612	6152 Street Reconstruction	20,000	20,000	20,000
-	-	612,694	480,379	-	472,932	438,036	438,036	612	6154 Contracted Slab Replacement	-	-	-
540,245	446,604	-	-	618,453	-	-	-	612	6155 Mill & Overlay	507,357	507,357	507,357
-	-	-	-	-	29,500	-	10,264	612	6157 Pavement Preservation	-	-	-
-	-	-	-	240,897	30,000	50,078	50,550	612	6170 Sidewalk Construction	30,000	30,000	30,000
-	-	-	-	-	-	-	-	615	6214 Street Lighting	-	-	-
-	-	-	-	-	-	-	-	620	6312 Maint/Repair Buildings	-	-	-
-	-	-	-	-	-	-	-	620	6315 Solid Waste Disposal	-	-	-
2,011,528	1,401,551	668,486	480,379	859,350	532,432	488,114	498,850	Total Contractual		557,357	557,357	557,357
-	-	-	-	-	-	-	-	730	7510 Concrete	-	-	-
-	-	-	-	-	-	-	-	730	7512 Rock	-	-	-
-	-	-	-	-	-	-	-	730	7518 Street Supplies	-	-	-
-	-	-	-	-	-	-	-	Total Commodities		-	-	-
23,227	237,012	115,065	130,809	-	165,000	20,200	161,523	810	8110 Motor Vehicles	99,000	99,000	99,000
-	47,428	140,772	108,979	116,410	76,000	71,568	71,568	815	8211 Heavy Equipment	38,000	38,000	38,000
-	94,425	-	-	-	-	-	-	830	8211 Other Equipment &	-	-	-
23,227	378,865	255,837	239,788	116,410	241,000	91,768	233,091	Total Capital		137,000	137,000	137,000
2,034,755	1,780,416	924,322	720,167	975,760	773,432	579,882	731,941	Total Expenditures - PW Maint		694,357	694,357	694,357

Capital Projects – Parks and Recreation

Contact Information

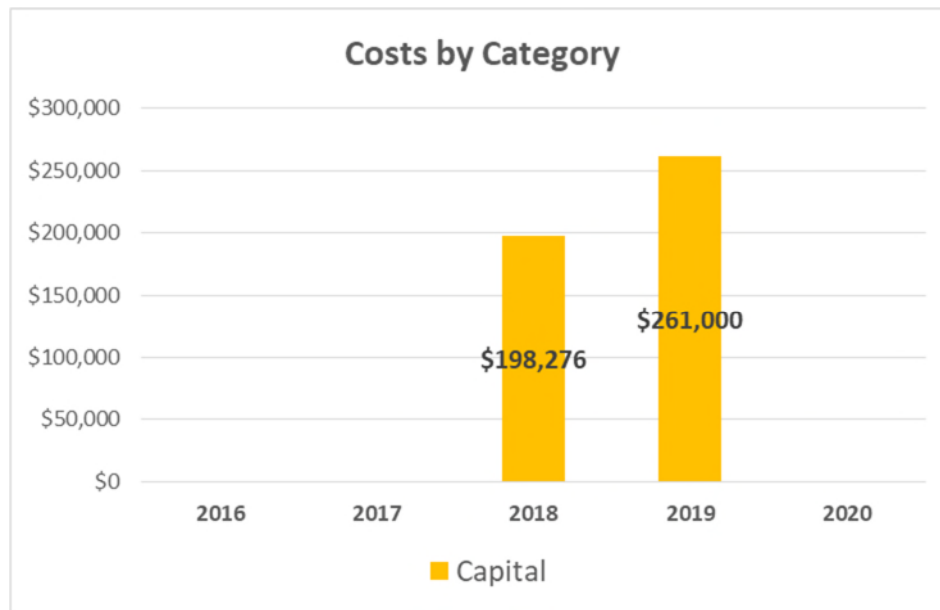
Jim Gillam, Public Services Director
jgillam@cityofcrestwood.org
314.729.4722

Summary:

This account funds capital projects related to Parks and Recreation.

Budget Summary: \$0

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

-100%

Increases

No significant increases

Decreases

Some capital purchases shifted to Parks and Stormwater Fund

City of Crestwood, Missouri
Capital Improvements Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description PARKS 21-50-090-XXX-XXX		2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE			Dept, City Adm.	Ways & Means Recommended	BOA Approved
-	228,387	-	-	198,276	261,000	305,089	309,872	899	8020	Grants - Park Improvements	-	-
-	228,387	-	-	198,276	261,000	305,089	309,872			Total Expenditures - Parks	-	-

Capital Purchases - Police Department

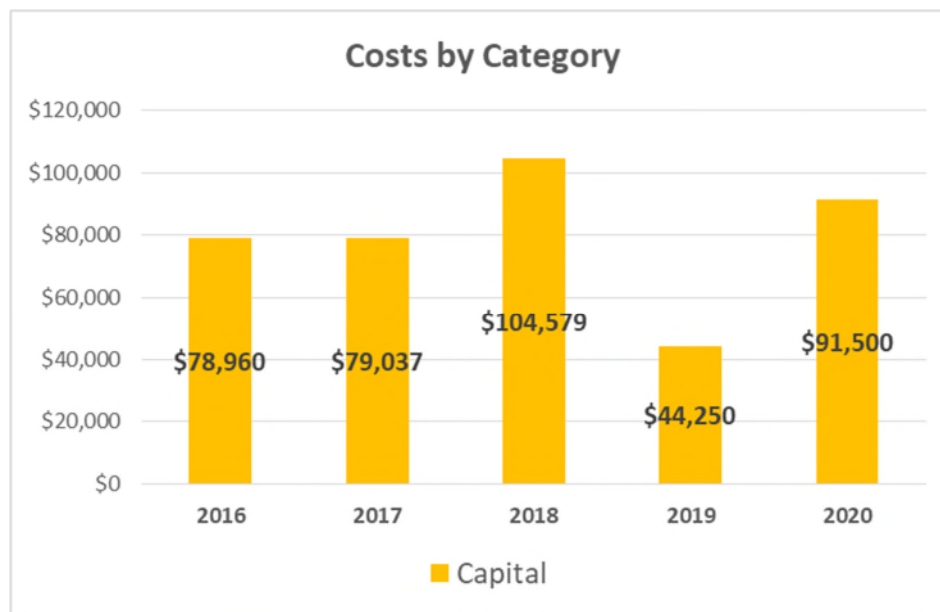
Contact Information
Ron Compton, Chief of Police
rcompton@cityofcrestwood.org
314.729.4810

Summary:

Police department capital vehicle and equipment replacements are charged to this account.

Budget Summary: \$91,500

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

106.8%

Increases

Increased funding
for the purchase
of two new
replacement police
vehicles

Decreases

No significant
decreases

Capital Purchases – Police Department

Contact Information
Ron Compton, Chief of Police
rcompton@cityofcrestwood.org
314.729.4832

What follows is a list of planned capital purchases for the Police Department.

Police Vehicle Replacements (x2)	\$91,500
TOTAL	\$91,500

City of Crestwood, Missouri
Capital Improvements Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description POLICE 21-40-070-XXX-XXXX	2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE		Dept, City Adm.	Ways & Means Recommended	BOA Approved
-	-	-	-	-	-	-	-	610 6115 Other Professional Services	-	-	-
-	-	-	-	-	-	-	-	620 6312 Maint/Repair Buildings	-	-	-
-	-	-	-	-	-	-	-	Total Contractual	-	-	-
-	-	-	-	-	-	-	-	805 8020 Improvements	-	-	-
99,674	55,060	63,137	69,303	104,579	44,250	-	44,000	810 8111 Motor Vehicles	91,500	91,500	91,500
19,875	188,302	15,823	9,734	-	-	-	-	830 8211 Other Equipment and Machinery	-	-	-
119,549	243,362	78,960	79,037	104,579	44,250	-	44,000	Total Capital	91,500	91,500	91,500
119,549	243,362	78,960	79,037	104,579	44,250	-	44,000	Total Expenditures - Police	91,500	91,500	91,500

Capital Purchases - Fire Department

Contact Information

Lou Hecht, Chief of Fire Services

lhecht@cityofcrestwood.org

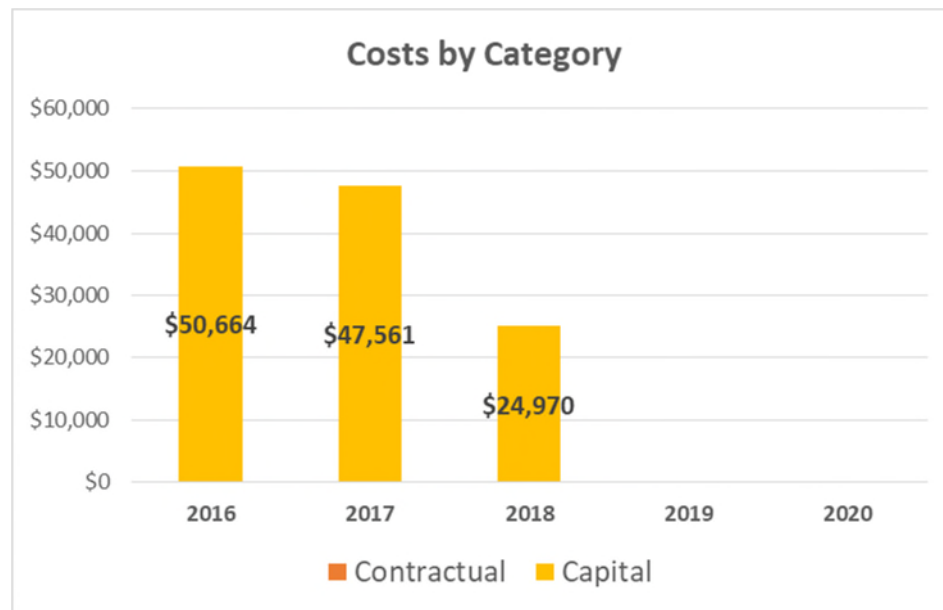
314.729.4740

Division Summary:

Fire department capital equipment and vehicle purchases are charged to this account.

Budget Summary: \$0

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

0%

Increases

No significant
increases

Decreases

No significant
decreases

City of Crestwood, Missouri
Capital Improvements Fund Expenditures
Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description FIRE 21-45-080-XXX-XXXX		2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE			Dept, City Adm.	Ways & Means Recommended	BOA Approved
-	19,391	-	-	-	-	-	-	620	6312	Maint/Repair Buildings	-	-
-	19,391	-	-	-	-	-	-			Total Contractual	-	-
-	31,571	33,585	-	24,970	-	-	-	810	8111	Motor Vehicles	-	-
-	3,350	-	-	-	-	-	-	810	8120	Capital Outlay Expense	-	-
-	147,100	17,079	47,561	-	-	-	-	830	8211	Other Equipment and Machinery	-	-
-	182,021	50,664	47,561	24,970	-	-	-			Total Capital	-	-
-	201,412	50,664	47,561	24,970	-	-	-			Total Expenditures- Fire	-	-



ANNUAL BUDGET

Capital Improvement Plan 2021-2024

Capital Projects / Purchases – 2021-2024

Contact Information

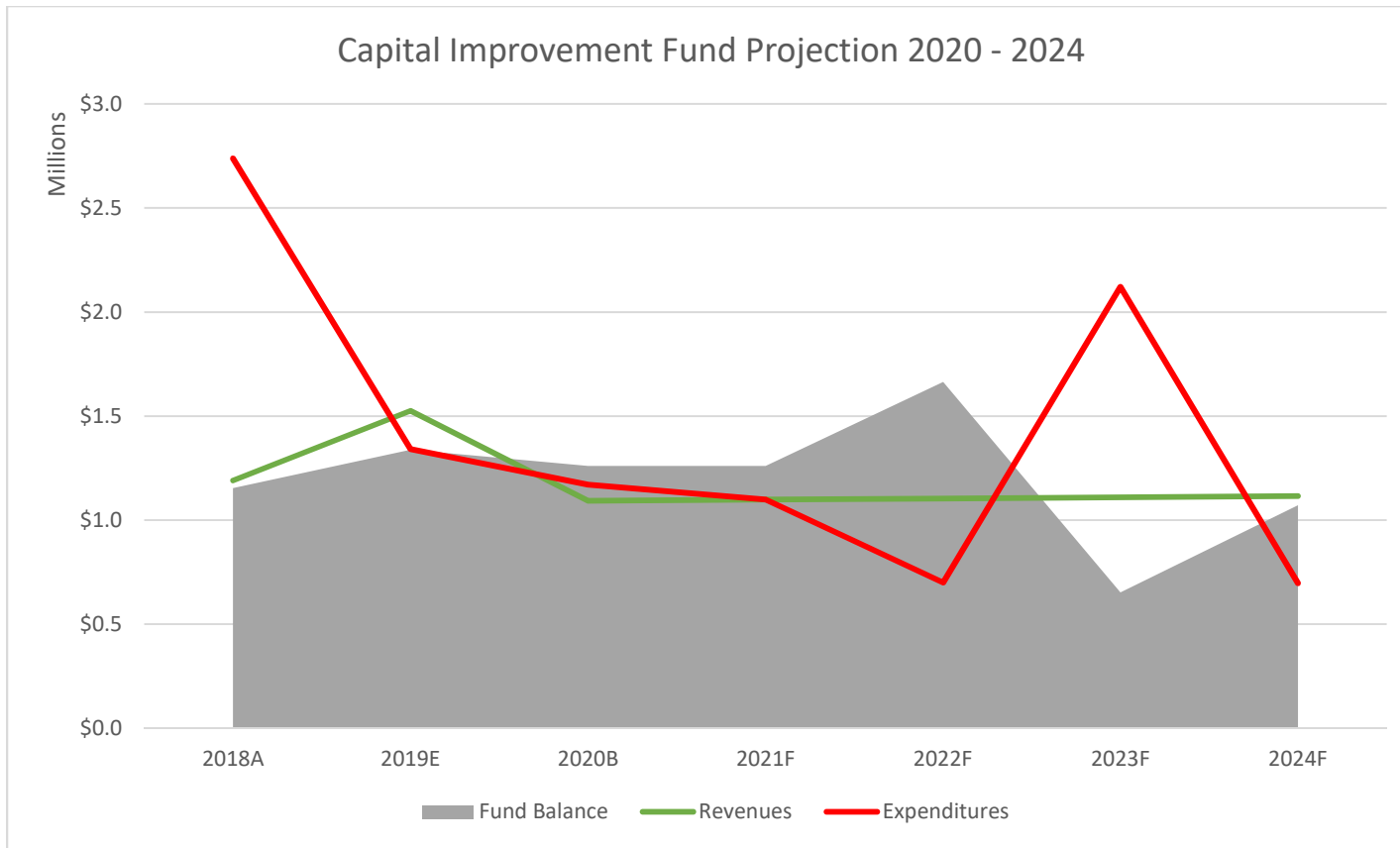
Jim Gillam, Director of Public Services

jgillam@cityofcrestwood.org

314.729.4722

2021-2024 Capital Projects are as follows:

2021		2019 CIP Rank	2022		2019 CIP Rank
Whitecliff Bridge - Construction Design	\$32,000	11	Whitecliff Bridge - Easement Acquisition	\$4,000	11
TOTAL Projects	\$32,000		TOTAL Projects	\$4,000	
Slab Replacements, TBD	\$500,000		Mill & Overlay, TBD	\$500,000	
Sidewalk Maintenance	\$30,000		Sidewalk Maintenance	\$30,000	
TOTAL Maintenance	\$530,000		TOTAL Maintenance	\$530,000	
PD Vehicle Replacements x2	\$91,500		PD Vehicle Replacements x2	\$91,500	
2 1/2 Ton Dump Truck	\$145,000		Misc Equipment	\$75,000	
Fire Rescue Truck	\$225,000		TOTAL Vehicles/Equipment	\$166,500	
Misc Equipment	\$75,000				
TOTAL Vehicles/Equipment	\$536,500				
TOTAL CI FUND - 2021	\$1,098,500		TOTAL CI FUND - 2022	\$700,500	
2023		2019 CIP Rank	2024		2019 CIP Rank
Whitecliff Bridge - Construction	\$276,000	17	Slab Replacements, TBD	\$500,000	
Whitecliff Bridge - Material Inspection	\$4,000	17	Sidewalk Maintenance	\$30,000	
TOTAL Projects	\$280,000		TOTAL Maintenance	\$530,000	
Slab Replacements, TBD	\$500,000		PD Vehicle Replacements x2	\$91,500	
Sidewalk Maintenance	\$30,000		Misc Equipment	\$75,000	
TOTAL Maintenance	\$530,000		TOTAL Vehicles/Equipment	\$166,500	
New Fire Truck	\$1,000,000				
PD Vehicle Replacements x2	\$91,500				
2 1/2 Ton Dump Truck	\$145,000				
Misc Equipment	\$75,000				
TOTAL Vehicles/Equipment	\$1,311,500				
TOTAL CI FUND - 2023	\$2,121,500		TOTAL CI FUND - 2024	\$696,500	



	2018A	2019E	2020B	2021F	2022F	2023F	2024F
Revenues	1,190,978	1,525,408	1,093,216	1,098,682	1,104,175	1,109,696	1,115,245
Expenditures	2,738,541	1,340,998	1,170,857	1,098,500	700,500	2,121,500	696,500
Surplus (Deficit)	(1,547,563)	184,410	(77,641)	182	403,675	(1,011,804)	418,745
Transfer In	0	0	0	0	0	0	0
Fund Balance	1,154,144	1,338,554	1,260,913	1,261,095	1,664,771	652,967	1,071,712



Sewer Lateral Fund



ANNUAL BUDGET

Sewer Lateral Fund

In This Section:

Sewer Lateral Program	\$135,000
TOTAL	\$135,000

Sewer Lateral

Contact Information

Jim Gillam, Director of Public Services
jgillam@cityofcrestwood.org
314.729.4722

Summary:

Crestwood voters approved a \$28 flat fee dedicated to sewer lateral repairs. This fund accounts for the expenditures resulting from that program. The Department of Public Services administers the program, receiving applications and authorizing projects. Crestwood contracts the repair work to a private company. Expenditures in this fund are easy to control as repair applications can be denied for lack of funds.

Budget Summary: \$135,000

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

0%

Increases

No significant
increases

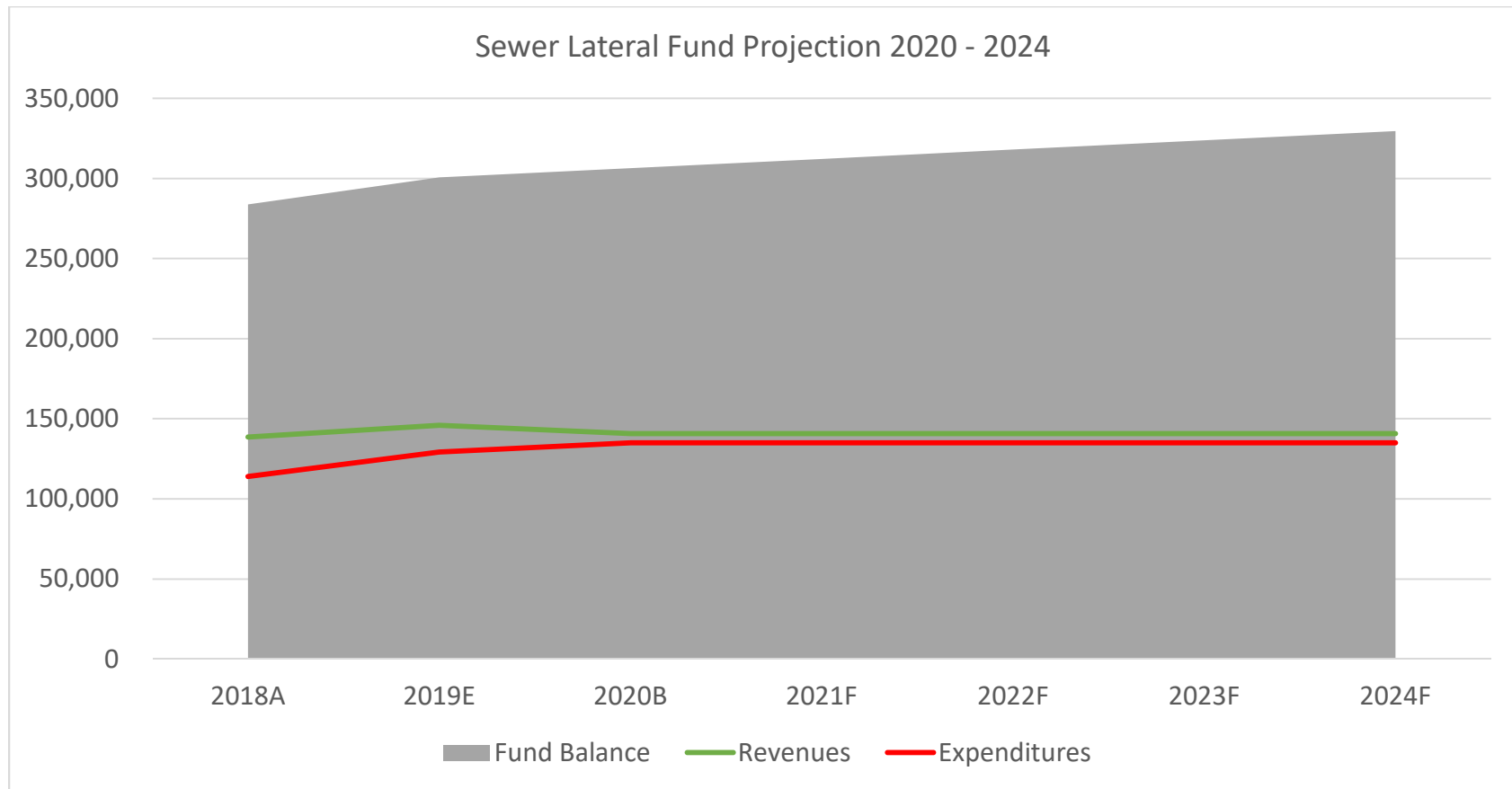
Decreases

No significant
decreases

City of Crestwood, Missouri
Sewer Lateral Fund Expenditures

Budget for the Year Ending December 31, 2020

ACTUAL					2019			Account Description SEWER LATERAL 30-35-065-XXX-XXXX			2020 BUDGET		
2014	2015	2016	2017	2018	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE				Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
162,153	101,191	119,313	132,920	113,947	135,000	60,847	129,207	610	6115	Other Professional Services	135,000	135,000	135,000
162,153	101,191	119,313	132,920	113,947	135,000	60,847	129,207	Total Expenditures - General Services			135,000	135,000	135,000



	<i>2018A</i>	<i>2019E</i>	<i>2020B</i>	<i>2021F</i>	<i>2022F</i>	<i>2023F</i>	<i>2024F</i>
<i>Revenues</i>	138,576	146,018	140,800	140,800	140,800	140,800	140,800
<i>Expenditures</i>	113,947	129,207	135,000	135,000	135,000	135,000	135,000
<i>Surplus (Deficit)</i>	24,629	16,811	5,800	5,800	5,800	5,800	5,800
<i>Fund Balance</i>	283,816	300,627	306,427	312,227	318,027	323,827	329,627

The background features a repeating pattern of the word 'CRESTWOOD' in a light gray, sans-serif font, tilted at an angle. Interspersed with the text are stylized tree icons, each consisting of a gray circle and a short vertical line representing a trunk.

Appendix



Project: Replace HVAC Unit at Community Center

Project Department: Parks and Recreation

Account Number: 21-35-060-805-8011

Project Description:

This project is the replacement of the HVAC system that serves the weight room, rooms 105-107, and bathrooms in the Crestwood Community Center.

Project Justification:

This project is part of the BRiC Partnership report issued in 2015, which provided a priority and cost for electrical and mechanical systems in need of replacement. This project was ranked as priority number eleven from the original BRiC Partnership report.

Financial Implications:

The new HVAC unit will require less maintenance and will be more energy efficient.

Capital Improvement Project Summary

Budget: \$200,000

Status: Active

Sources	FY 2020	Total
Federal Grants		
State & Local Grants		
City Funding	\$200,000	\$200,000
Other		
Total	\$200,000	\$200,000





Project: Grant Application for Whitecliff Bridge

Project Department: Public Works

Account Number: 21-35-060-805-8011

Project Description:

This project covers the application and consulting fee for an East-West Gateway grant to replace the Whitecliff Park Bridge.

Project Justification:

The Missouri Department of Transportation (MoDOT) inspects all bridges and culverts in the State of Missouri with a total span of twenty feet or more on a bi-annual basis. The results of the 2019 inspection of the Whitecliff Park Bridge was that the deck and superstructure were deemed deficient by the MoDOT. Those bridges that have a structural component that is deemed deficient must have an action plan developed so that they may be repaired or replaced. The plan will be a multi-year plan that will include application for a grant, design, and construction.

Financial Implications:

This is the first step in a multi-year process to apply for a design, construction, and inspection grant. If the grant application is successful, then Crestwood would be eligible for eighty (80) percent reimbursement of expenses for design, construction, and material inspection in future years.

Capital Improvement Project Summary

Budget: \$20,000

Status: Active

Sources	FY 2020	Total
Federal Grants		
State & Local Grants		
City Funding	\$20,000	\$20,000
Other		
Total	\$20,000	\$20,000





Project: Replace Switch Gear

Project Department: Public Works

Account Number: 21-35-060-805-8011

Project Description: This project is to replace the original switch gear equipment that is in place and add power to critical rooms such as the Board of Alderman chambers, City Administrator's office, and Fire Chief's office to the emergency backup generator.

Project Justification: The current equipment in place is the original equipment that was manufactured by Federal Pacific. There have been multiple failures of this equipment brand and the manufacturer is no longer in business. Crestwood has had infrared testing of the equipment and there has been no indication that the equipment is subject to catastrophic failure, but replacement parts are difficult to procure. This equipment needs to be replaced and power needs to be supplied to the appropriate personnel and locations in the event of power loss or natural disaster.

Financial Implications: There should not be any significant financial implication after the equipment has been replaced.

Capital Improvement Project Summary

Budget: \$200,000

Status: Active

Sources	FY 2019	FY 2020	Total
Federal Grants			
State & Local Grants			
City Funding	\$15,000	\$185,000	\$200,000
Other			
Total	\$15,000	\$185,000	\$200,000





Project: Replace 2008 Chevrolet 3/4 Ton Cargo Van

Project Department: Public Works

Account Number: 21-35-062-810-8110

Project Description:

This is the replacement of a 2008 Chevrolet cargo van.

Project Justification:

This replaces the current cargo van used by the facilities team leader, the current cargo van will be shifted to the building technician I, who is currently using a pickup truck.

Financial Implications:

The purchase of a cargo van will allow both facilities personnel to work out of vans, which will provide increased productivity of the department.

Capital Improvement Project Summary

Budget: \$25,000

Status: Active

Sources	FY 2020	Total
Federal Grants		
State & Local Grants		
City Funding	\$25,000	\$25,000
Other		
Total	\$25,000	\$25,000





Project: Mill and Overlay

Project Department: Public Works

Account Number: 21-35-062-612-6155

Project Description:

This project consists of the milling off and overlaying two inches of asphalt for the following streets: Acorn, Attcuks, Banyon, Capri, Dalcrest, Dalwood, Fieldcrest, Foxpark, General Grant, Greengcrest, High, Pinellas, and Rayburn.

Project Justification:

This project will improve the pavement condition of the streets and is part of the overall pavement management of the Crestwood street system.

Financial Implications:

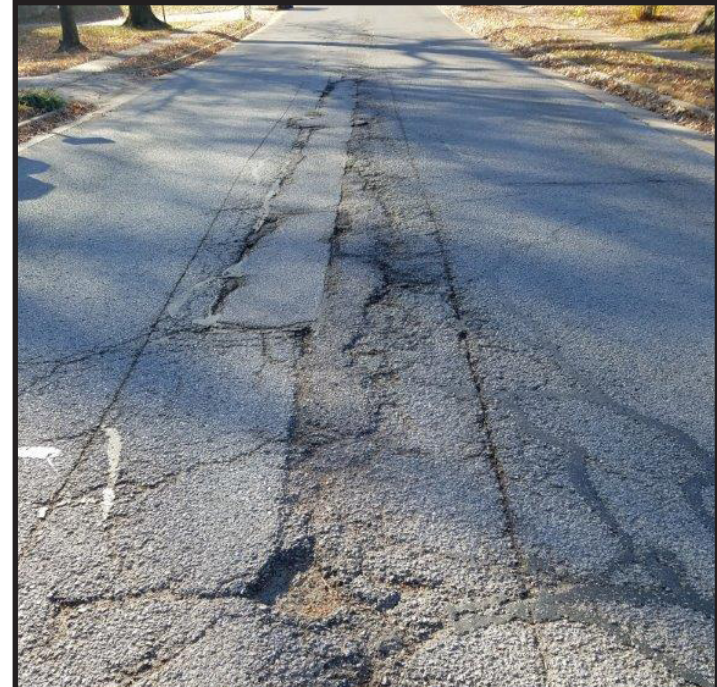
The short term maintenance costs for these streets will be reduced, but it will not reduce the overall maintenance costs for streets.

Capital Improvement Project Summary

Budget: \$507,357

Status: Active

Sources	FY 2020	Total
Federal Grants		
State & Local Grants		
City Funding	\$507,357	\$507,357
Other		
Total	\$507,357	\$507,357





Project: Sidewalk Improvements

Project Department: Public Works

Account Number: 21-35-062-612-6170

Project Description:

This project is the replacement and stabilization of sidewalks in the residential zones in Crestwood. Trees that have caused issues with the adjacent sidewalks will be removed.

Project Justification:

The sidewalks in the right-of-way in Crestwood are currently being maintained by the adjacent property owner. The sidewalks in the residential zones are not being maintained properly and present a liability to Crestwood.

Financial Implications:

All of the costs will be borne by Crestwood for the initial repairs and additional monies will be required annually to maintain the sidewalks in the residential zones.

Capital Improvement Project Summary

Budget: \$30,000

Status: Active

Sources	FY 2020	Total
Federal Grants		
State & Local Grants		
City Funding	\$30,000	\$30,000
Other		
Total	\$30,000	\$30,000





Project: Two Police Vehicle Replacements

Project Department: Police Department

Account Number: 21-40-070-810-8111

Project Description:

This is the replacement of two older model Police pursuit vehicles.

Project Justification:

The new vehicles will replace an older model vehicles.

Financial Implications:

The newer vehicles will require less maintenance and will be under factory warranty.

Capital Improvement Project Summary

Budget: \$91,500

Status: Active

Sources	FY 2020	Total
Federal Grants		
State & Local Grants		
City Funding	\$91,500	\$91,500
Other		
Total	\$91,500	\$91,500





Project: Replace 2008 Ford Ranger

Project Department: Public Works Department

Account Number: 21-35-062-810-8110

Project Description:

This is the replacement of a 2008 Ford Ranger with a Ford F-150.

Project Justification:

The 2008 Ford Ranger is not a full sized pickup and does not accommodate the needs of the department. Hauling space and weight is limited and this truck is not capable of pulling a trailer.

Financial Implications:

The purchase of a full-size F-150 will provide reliability and enhance the productivity of the department.

Capital Improvement Project Summary

Budget: \$24,000

Status: Active

Sources	FY 2020	Total
Federal Grants		
State & Local Grants		
City Funding	\$24,000	\$24,000
Other		
Total	\$24,000	\$24,000





Project: Replace 2002 GMC Dump Truck

Project Department: Public Works Department

Account Number: 21-35-062-810-8110

Project Description:

This is the replacement of a 2002 GMC Dump truck with a Ford F-550.

Project Justification:

This is the replacement of an eighteen year old vehicle that is at the end of its useful service life. Its primary use will be in park maintenance.

Financial Implications:

The purchase of this vehicle will provide reliability, improved productivity, and reduced maintenance costs.

Capital Improvement Project Summary

Budget: \$75,000

Status: Active

Sources	FY 2020	Total
Federal Grants		
State & Local Grants		
City Funding	\$75,000	\$75,000
Other		
Total	\$75,000	\$75,000





Project: Ball Field Dresser/ Drag

Project Department: Public Works Department

Account Number: 21-35-062-815-8211

Project Description:

This is the replacement of a 1999 John Deere tractor with a ball field dresser/groomer.

Project Justification:

This is the replacement of a twenty year old piece of equipment, with a piece of equipment that is designed for the care, grooming, and maintenance of softball infields.

Financial Implications:

The purchase of this piece of equipment, which is designed for this specific activity, will provide reliability, improved productivity, and reduced maintenance costs.

Capital Improvement Project Summary

Budget: \$18,000

Status: Active

Sources	FY 2020	Total
Federal Grants		
State & Local Grants		
City Funding	\$18,000	\$18,000
Other		
Total	\$18,000	\$18,000





Project: CASE Asphalt Milling Machine Attachment

Project Department: Public Works Department

Account Number: 21-35-062-815-8211

Project Description:

This is the purchase of a milling attachment for the 2015 CASE track steerer.

Project Justification:

This attachment for the current track steerer will allow staff to perform small scale milling and overlay operations.

Financial Implications:

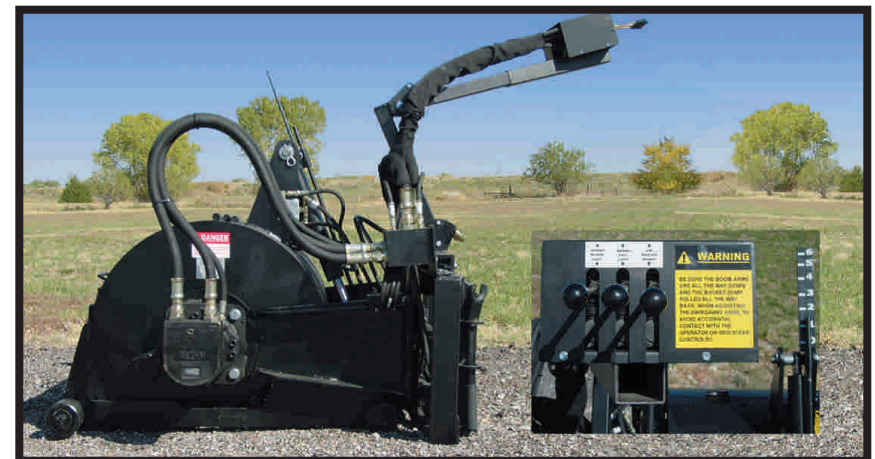
The attachment will mean that staff can perform small scale milling and overlay projects rather than renting the equipment or contracting the work.

Capital Improvement Project Summary

Budget: \$20,000

Status: Active

Sources	FY 2020	Total
Federal Grants		
State & Local Grants		
City Funding	\$20,000	\$20,000
Other		
Total	\$20,000	\$20,000



Glossary

Account Number - A numerical code identifying revenues and expenditures by fund, department, activity, type, and object.

Activity - A specific and distinguishable service or effort of a departmental program.

Advance - A loan between funds for the purpose of providing budgetary resources on a temporary basis with the expectation of repayment.

Appropriation - An authorization granted by the Board of Aldermen to make expenditures and to incur obligations for purposes specified in the budget.

Assessed Valuation - The value set on real estate or other property as a basis for levying a tax.

Asset - A resource which has monetary value and is owned or held by the city.

Audit - An examination made to determine whether the city's financial statements are presented fairly in accordance with GAAP.

Balanced Budget - A financial plan that appropriates funds no more than the total of all resources that are expected to be available for a specific period of time.

Bond - A contract to pay a specified sum of money (the principal or face value) at a specified future date or dates (maturity) plus interest paid at an agreed percentage of the principal. Maturity is usually longer than one year.

Budget - A comprehensive plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Capital - An expenditure for a good that has an expected life of more than one year and the cost of which is in excess of \$5,000. Capital items include real property, office equipment, furnishings and vehicles.

Capital Improvement Program (CIP) - A fiscal and planning device which provides a tool for monitoring all capital project costs, funding sources, impact on future operating costs, and departmental responsibilities.

Carryover - That part of the fund balance which may be utilized as a source of funds in the current budget. (See "Fund Balance")

Cash Reserves - Unreserved, undesignated fund balances representing expendable available financial resources.

Commodities - Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment and asphalt.

Contingency - An appropriation of funds to cover unforeseen circumstances that occur during the fiscal year such as flood emergencies, extraordinary snowstorms, etc. Also used to meet revenue shortfalls.

Contractual Services - An expenditure for services performed by private firms or other governmental agencies. Examples include legal services, utilities and insurance.

Debt - An obligation of the city resulting from the borrowing of money, including bonds and notes.

Deficit - The amount a specific fund's expenditures (including outgoing operating transfers) exceed revenues in a given year.

Department - The primary administrative unit in city operations. Each is directed by a department head. Departments are generally composed of divisions and programs that share a common purpose.

Designated Fund Balance - Management's intended use of available expendable financial resources in governmental funds reflecting future plans.

Division - A subunit within a Department that contains one or more specific programs or functions carried out by that Department.

Encumbrance - Budget authority that is set aside when a purchase order or contract is approved.

Expenditure - Current operating expenses requiring the present or future use of current assets or the incurrence of debt.

Full-Time Equivalent (FTE) - An employee position converted to the decimal equivalent of a full-time position based on 2080 hours per year.

Fund - A fiscal accounting entity with a self-balancing set of accounts recording cash and other financial resources that are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance - The equity of a fund. Oftentimes incorrectly referred to as "surplus." Each fund begins the fiscal year with a positive or negative fund balance.

GAAP - Generally Accepted Accounting Principles, uniform minimum standards of state and local governmental accounting and financial reporting set by the Governmental Accounting Standards Board (GASB).

Geographic Information System (GIS) - A visualization technology, which provides a way to electronically plot data from a database onto a digital map. A GIS allows users to see a graphical representation of a database query on a map, or overlay on an aerial photo which is easier to interpret than raw data.

Grant - A payment of money from one governmental unit to another for a specific service or program.

Incremental Revenues - The increase of revenues from the base year of a specific redevelopment district.

Line Item - The uniform identifications of goods or services purchased; sub-unit of objects of expenditure. For example: salaries, postage, equipment rental.

Note - A written promise to pay a specified amount to a specific person at a specific time, usually less than one year.

Object of Expenditure - Category of items to be purchased. The unit of budgetary accountability and control (personnel services, contractual services, commodities, and capital).

Operating Transfer - A transfer of equity between funds as a means of paying for current year services provided by one fund to another. For example, the city's General Fund provides management services for capital improvements to the Stormwater and Capital Improvement Funds. Those funds transfer assets to the General Fund for their share of the cost.

Personnel Services - All costs associated with employee compensation. For example: salaries, pension, health insurance.

Position - A job title authorized by the city's classification plan and approved for funding by the budget.

Revenue - Sources of income financing the operations of the city. An increase in fund balance caused by an inflow of assets, usually cash.

Surplus - The amount that a specific fund's revenues (and incoming operating transfers) exceeds expenditures in a given year.

TIF - Tax Increment Financing; a statutorily defined program to provide financial incentives to developers of blighted land using the net incremental taxes produced by new development to pay for public improvements in a designated district.

Transfer - A movement of monies from one fund, department, activity, or account to another. This includes budgetary funds and/or movement of assets. (See "Operating Transfer" and "Advances")

Undesignated Fund Balance - Available expendable financial resources in a governmental fund that are not the object of tentative management plans (i.e. designations).

Unencumbered Funds - That portion of a budgeted fund which is not expended or encumbered.

User Charge - The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Demographic Data

Population

Year	Pop.
1970:	15,123
1980:	12,815
1990:	11,234
2000:	11,863
2010:	11,912

Gender

Male:	47.1%
Female:	52.9%

Age Distribution (as a percent)

0-5 years	4.8%
5-9 years	5.4%
10-14 years	7.3%
15-19 years	6.3%
20-24 years	3.7%
25-29 years	4.0%
30-34 years	5.9%
35-39 years	6.1%
40-44 years	5.4%
45-49 years	8.3%
50-54 years	7.5%
55-59 years	7.5%
60-64 years	7.0%
65-69 years	4.6%
70-74 years	5.2%
75-79 years	4.5%
80-84 years	3.3%
85 years+	3.1%
Median	45.6 years

Race and Hispanic Origin (as a percent)

White alone	93.8%
Black or African American alone	1.6%
American Indian and Alaska Native alone	0.2%
Asian alone	2.4%
Native Hawaiian and Other Pacific Islander alone	0.1%
Two or More Races	1.7%
Hispanic or Latino	1.9%

Housing

Housing units	5,452
Owner-occupied housing rate	87.5%
Median value of owner-occupied housing units	\$182,000

Educational Attainment

High school graduate (or equivalency)	18.3%
Some college, no degree	24.2%
Associate's degree	6.6%
Bachelor's degree	28.7%
Graduate or professional degree	16.8%

Community Data

Land Use

<i>Office & Medical</i>	1.5%
<i>General Commercial</i>	6.1%
<i>Light Industrial</i>	3.6%
<i>Public Open Space</i>	0.3%
<i>Park</i>	6.6%
<i>Public/ Semi-Public</i>	16.8%
<i>Vacant</i>	3.3%
<i>Single-Family Detached</i>	58.7%
<i>Single Family Attached</i>	2.2%
<i>Multi-Family</i>	0.9%

City-Maintained Streets

<i>Lane Miles</i>	100
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Business Licenses

<i>Total Licensed Businesses</i>	350
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Assessed Valuation (in dollars)

<i>2007</i>	\$320,201,003
<i>2008</i>	\$302,394,075
<i>2009</i>	\$278,861,259
<i>2010</i>	\$275,044,219
<i>2011</i>	\$261,346,430
<i>2012</i>	\$262,066,869
<i>2013</i>	\$251,826,537
<i>2014</i>	\$253,082,875
<i>2015</i>	\$263,095,124
<i>2016</i>	\$262,024,815
<i>2017</i>	\$283,646,609
<i>2018</i>	\$284,334,725
<i>2019</i>	\$327,268,805

Position Classification Plan

Function	Job Title	Starting	Hiring Max (5)%	Maximum
Support Services	Clerk	25,500	26,775	38,000
	Secretary	32,825	34,466	43,410
	Administrative Assistant	35,000	36,750	48,000
	Assistant to the C.A.	41,000	43,050	53,430
Public Services	Custodian	25,500	26,775	38,000
	Maintenance Worker I	37,000	38,850	50,000
	Maintenance Worker II	41,500	43,575	56,500
	Building Maint. Tech I	38,000	39,900	51,000
	Code Enforcement Officer	41,000	43,050	53,430
	Streets Leader	49,000	51,450	64,120
	Facilities Leader	49,000	51,450	64,120
	Park Maintenance Leader	49,000	51,450	64,120
	Fleet Leader	49,000	51,450	64,120
	Project Manager	60,600	63,630	86,160
Recreation Services	Program Supervisor	38,500	40,425	51,500
	Recreation Supervisor	49,000	51,450	64,120
Fire Services	Firefighter/Equip. Spec.	45,632	47,913	66,060
	Firefighter/Paramedic	50,252	52,764	72,748
	Lieutenant	FFPM + 3,500	FFPM + 3,500	FFPM + 3,500
	Captain	70,000	73,500	83,000
Administrative Services	Accounting Clerk	41,000	43,050	53,430
	Deputy City Clerk / Prosecutor's Assistant	41,000	43,050	53,430
	Court Administrator	44,500	46,725	57,450
	Human Resources Officer	46,460	48,783	61,450
	City Clerk	50,500	53,025	73,470
	City Planner	60,600	63,630	86,160

Police Services	Records Clerk	35,000	36,750	48,000
	Dispatcher	38,000	39,900	51,000
	Coordinator	41,000	43,050	53,430
	Patrol Officer	53,000	55,650	72,000
	Detective	53,000	55,650	72,000
	Corporal	PO + 1,200	PO + 1,200	PO + 1,200
	Sergeant	63,000	66,150	80,800
	Lieutenant	73,000	76,650	93,930
Management Services	Recreation Manager	70,000	73,500	90,900
	Superintendent of Maintenance	70,000	73,500	90,900
	Finance Officer	82,000	86,100	106,050
	Assistant Chief of Fire Services/Fire Marshal	82,000	86,100	106,050
	Deputy Chief of Police	82,000	86,100	106,050
	Chief of Police	94,000	98,700	119,180
	Chief of Fire Services	94,000	98,700	119,180
	Director of Public Services	94,000	98,700	119,180