



2021 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
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Ward 4

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Administration

Kris Simpson, City Administrator
Jonathan Williams, Chief of Police
James Gillam, Director of Public Services
Donald Guilfoyle, Finance Officer
Lou Hecht, Fire Chief
Helen Ingold, City Clerk

Section	Page No.	Section	Page No.
Introduction		Police Department	96
Budget Message	3	Fire Department	101
Budget Summary	9	General Fund 5 Year Projection	106
About Crestwood	12	Park and Stormwater Fund	
Crestwood History	13	Department of Public Services	107
Organization	16	Street Maintenance-Stormwater	109
Detailed Personnel Schedule	17	Park Maintenance	111
Strategic Goals and Objectives	20	Recreation Programs	114
Capital Planning	26	Aquatic Center	117
Budget Process	28	Sappington House Campus	119
Budget Policies	29	Capital Projects for Parks and Recreation	121
Performance Management	31	Park and Stormwater Fund 5 Year Capital Plan	122
User Guide	34	Park and Stormwater Fund 5 Year Projection	124
Revenue Guide	37	Capital Improvement Fund	125
All Funds Combined	63	General Public Works Capital Projects	126
Revenues and Expenditures by Fund – 5 Years	64	Maintenance Public Works Capital Projects	129
Combined Statement of Revenues & Expenditures	65	Capital Purchases – Police Department	133
Revenue & Expenditure Graphs	66	Capital Purchases – Fire Department	136
Schedule of Budgeted Expenditures by Fund	67	Capital Improvement Fund 5 Year Capital Plan	138
General Fund	69	Capital Improvement Fund 5 Year Projection	140
General Government Department	71	Sewer Lateral Fund	
Mayor	73	Sewer Lateral Program	141
Board of Aldermen	75	Sewer Lateral Fund 5 Year Projection	144
City Administrator	77	Appendix	
General Services	79	Capital Project Pages	145
Management Information Systems	81	Glossary	154
Finance	83	Demographic Data	157
Municipal Court	85	Community Data	158
City Clerk	87	Position Classification Plan	159
Department of Public Services	89		
Public Works Administration	91		
Facilities & Code Enforcement	94		
Street Maintenance			
Fleet Management			

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, 2021 – the year marking Crestwood’s 74th 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 FY21 Budget:

	Revenues	Expenditures	Surplus (Deficit)	Fund Balance 1/1/21	Fund Balance 12/31/21
General	10,377,135	10,741,259	(364,123)	7,336,201	6,972,078
Parks & Stormwater	1,667,833	1,734,338	(66,506)	896,464	829,959
Capital Improvement	995,699	1,177,500	(181,801)	1,606,915	1,425,114
Sever Lateral	138,700	134,957	3,743	339,433	343,175

2021 Budget Overview

Fiscal Year 2021 carries a deficit due to the estimated continued impact of COVID-19 on revenues, as well as significant planned capital projects, most of which is grant-supported. The Whitecliff Quarry Improvement Project, Whitecliff Bridge Construction Design, and lower pavilion at Whitecliff Quarry are all grant-supported projects budgeted in the General Fund. Unrestricted fund balances in the General Fund will decrease by 5% from \$7.3 million at the beginning of FY21 to \$6.9 million at the end of FY21. It should be noted that the FY21 Projected Fund Balance is a very healthy fund balance representing 64.9% of all General Fund expenditures and still exceeds the Board of Aldermen’s 45% fund balance policy by \$2.1 million. This strong fund balance position is what makes it possible to adopt a General Fund deficit budget in this climate without significant structural changes to the organization. Careful attention should be given to the continued impact of COVID-19 on city finances, should the fiscal impact prove to be negative and prolonged.

The Parks and Stormwater Fund is budgeted to end the year with a modest deficit, as the revenue forecast assumes a negative impact due to COVID-19. Sales taxes and charges for services are most impacted. If the pandemic situation improves by next summer, there is reason to be optimistic about revenues. The Capital Improvement Fund is budgeted to end the year with a deficit. The reasoning behind recommending a deficit budget is to complete several carryover projects, and to spend down some of the fund balance that the City has been saving over multiple years. In the Parks and Stormwater Fund, the fund balance will decrease by 7.4%. In the Capital Improvement Fund, the fund balance will decrease by 11.3%.

In the Capital Improvement Fund there are a variety of beneficial projects and purchases planned. Funds are allocated to complete one HVAC replacement at the Community Center which is a carryover project from 2020. Also budgeted is the replacement of a retaining wall at Sappington

Cemetery and the purchase of eight (8) toughbook computer replacements for the Police Patrol Cars. \$541,140 is allocated for contract Slab Replacement road work in various neighborhoods around the City and \$75,000 is allocated for sidewalk construction. This fund will also provide for the purchase of necessary vehicle and equipment replacements for the Police and Public Works Departments. Also included is a \$100,000 down payment for the purchase of a Fire Rescue Truck chassis in 2022. 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 \$469,857. 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. \$10,000 has been allocated for gutters and downspouts discharge at the Sappington House, a carryover project from 2020. Also budgeted are various maintenance items and pool equipment replacements at the Aquatic Center. \$13,500 is allocated for fitness equipment replacements at the Community Center, and \$53,000 is allocated to replace the playground surface at Whitecliff Park.

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. 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. In December 2020, the City announced that Dierbergs Markets and McBride Homes have the site under contract for the joint development of the 47-acre property. Construction will take several years to complete, however.



Photo of the vacant site of the former Crestwood Mall

Other Noteworthy Developments Impacting the Budget

Like many communities around the world, Crestwood was affected by the COVID-19 pandemic in many ways over a short period of time. Careful attention was paid to every expenditure request, and numerous items were cut or reduced. Revenues were forecasted conservatively, and if revenue performance improves, it is possible for the City to consider adding items from the list of cuts back into the 2021 Budget.

Included in this budget are some significant one-time expenses. Funding of \$125,000 was included for window replacements at the Crestwood Government Center and \$10,000 was allocated to conduct an IT security audit. Additional one-time expenses include funding to replace a retaining wall at Sappington Cemetery and \$29,000 to replace all the laptops in our Police patrol cars. Lastly, the City was awarded three grants for projects in 2021: a Federal Land and Water Conservation grant to redevelop the quarry area at Whitecliff Park, a Municipal Parks grant to construct a pavilion at the quarry area, and a Transportation Improvement Program grant for the Whitecliff Bridge Construction Design project.

Crestwood adopted a merit-based pay plan in 2018. FY2021 represents the third year raises have been given under this system. In preparing the 2021 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, 2021. 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, and the City reached agreement on a new collective bargaining agreement which went into effect January 1, 2021. That agreement includes raises and a new step/merit payplan. The fiscal impact of the new collective baragining agreement will be felt in 2021 and in future years. 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 2021 Budget. There are no significant personnel changes planned for 2021.

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 2021. Payment for contracted fire protection services to Affton Fire Protection District is included in the 2021 Budget.

Key Budget Assumptions

- 1.6% increase in sales and use taxes, compared to year-end 2020 estimates. It should be noted that FY2020 sales tax revenues underperformed budget expectations, and use tax revenues outperformed budget expectations. This can be attributed to impact of COVID-19.
- No significant 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.
- 49.6% increase in fines and court costs compared to year-end 2020 estimates. 2020 saw uncharacteristically low collections that were attributable to the impact of COVID-19 on Municipal Court and Police Department operations.
- 0.7% increase in utility taxes and intergovernmental taxes.
- 1.7% increase in licenses and permits.
- 400.8% increase in recreation program revenues, compared to year-end 2020 estimates. Parks and Recreation revenue collections suffered significantly due to COVID-19. These revenue sources are expected to improve in 2021 if the pandemic situation improves by next summer.
- 69.5% increase in Aquatic Center revenues, compared to year-end 2020 estimates. Similar to recreation program revenues, COVID-19 had a significant impact on Aquatic Center operations.
- 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 7% increase from 7/1/2021 to 12/31/2021.

- *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 \$13,179,367 in 2021, a decrease of 3.3% (\$493,247) from 2020. This is attributable to a significant grant received in 2020 through the Coronavirus Aid, Relief and Economic Security (CARES) Municipal Relief Program.

Expenditures for all funds are projected to be \$13,788,054 in 2021, an increase of 3.2% (\$429,917) from 2020. The increase is attributable to a cut in all non-essential expenditures and temporary hiring freeze implemented in 2020 in response to the COVID-19 pandemic.

At the end of 2021, the total unencumbered fund balance for all funds is expected to be \$9,570,326. In the General Fund, the unencumbered fund balance is expected to be \$6,972,078, or 64.9% of operational expenses. This exceeds the Board of Aldermen's 45% fund balance policy by approximately \$2 million.

2020 in Review

This past year marked my fifth year serving as Crestwood's City Administrator, and it was full of challenges and accomplishments for the City. The biggest challenge was navigating the fiscal and operational impacts of COVID-19. In an effort to deal with the financial repercussions, the City made significant cuts to expenditures mid-year through the implementation of a hiring freeze, reduced spending, and cancellation of certain projects. Additionally, several adjustments were made to our daily operations as many of our non-emergency personnel transitioned to modified or full-time work from home. Social distancing measures were put in place to minimize unnecessary public contact, and City Boards and Commissions held virtual meetings via Zoom, allowing us to conduct City business while maintaining social distancing. The Parks and Recreation Department was forced to cancel many of their planned programs and events, and the Aquatic Center had to comply with St. Louis County regulations in order to remain open. In spite of the challenges we faced from COVID-19, the City was able to accomplish a great deal in 2020.

One of the biggest accomplishments was the near completion of the Government Center Reconstruction Project, as staff in Fire Administration and Public Works Administration were able to move back into their newly constructed offices in Fall 2020 after being displaced from a large flooding event that occurred in 2019. Considerable progress was made on the renovations to the Government Center Lobby, Board of Aldermen Chambers, and City Clerk Offices, and the project is expected to be completed in January 2021. Other achievements include: completion of the Aquatic Center Improvement Project, which includes a new Massive Splash kiddie pool feature, new sound system, and various maintenance replacements; a redesign of the City Website that went live in July 2020; the GFOA Distinguished Budget Presentation Award for the 2020 Annual Budget and receiving a clean audit; significant progress updating our Zoning Code and the adoption of our new Sign Code; installing a new glass wall to replace the wood paneled doors to partition rooms 106/107 at the Community Center; successfully replacing over 20 computer workstations to accommodate Windows 10, and much more.

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 2020, major legislation included the adoption of the City's new Sign Code, a collective bargaining agreement with the Firefighters Union, revising the City's sewer lateral repair policy to make it more convenient for residents to apply, a grant to fund a community plan for native plantings and natural area planning in City of Crestwood parks, and approving the temporary expansion of commercial outdoor space to help support businesses around Crestwood during COVID-19.



Staff participating in the "Meet Santa" event at the Crestwood Community Center



Public safety is an area of importance for Crestwood. In 2020, overall crime remained low, and our response times were excellent. The Police Department continued our community relations efforts, and our Fire Department continued their consistent, high-level of service and public education efforts.

Crestwood Parks and Recreation has continued to play a significant role in improving the quality of life for our residents. While COVID-19 significantly impacted the city's recreation program offerings, staff implemented a "Virtual Recreation" web page and modified their communication efforts on social media by focusing on new ways to interact with people 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 the Aquatic Center Improvement Project, the installation of a new glass wall to partition rooms 106/107 at the Community Center, and completed over \$360,000 worth of Mill & Overlay road work 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 Guilfoy, 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. The projected 12/31/21 fund balance of \$6,972,078 will cover 64.9% of annual expenditures in the General Fund, which is above the Board of Aldermen's 45% fund balance policy for the General Fund.

For 2021, the General Fund is showing a deficit due to the estimated continued impact of COVID-19 on revenues, as well as significant planned capital projects, most of which is grant-supported. Every expenditure was carefully examined, and numerous items were cut or reduced. If revenue performance improves, it is possible for the City to consider adding items from this list back into the 2021 budget. Grant-supported capital projects in the General Fund include the Whitecliff Quarry Improvement Project, Whitecliff Bridge Construction Design, and a Municipal Park Grant for a lower pavilion at Whitecliff Quarry. There is, actually, quite a bit of reason for optimism in recent revenue numbers. Local sales taxes over the most recent months have significantly outperformed the same time period in 2019. However, the sample size of these recent results is small, and rather than assume such strong performance continues into 2021, I assumed modest declines from 2019 fiscal results. This is a cautious approach, however given the uncertain future and extra measure of caution is appropriate. Long-term over the next 5 years, the General Fund is projecting a modest deficit in years 2022 and 2023 and a surplus in years 2024 and 2025. The projected fund balance is expected to remain above the Board of Aldermen's 45% fund balance policy by at least 20% over the next 5 years. 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:

- \$125,000 for window replacements for the Government Center.
- \$10,000 for an IT security audit.
- \$11,000 for HP switch replacements.
- \$29,250 for various Fire Department capital equipment purchases.
- \$235,000 for improvements to the Whitecliff Quarry Area.
- \$310,897 for a new lower pavilion at the Whitecliff Quarry Area.
- \$215,000 for Whitecliff Bridge Construction Design.

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. Due to the impact of COVID-19, programmatic revenues from the aquatic center, community center, and recreation programs were significantly lower in 2020. These revenue sources are projected to increase in 2021, but at a lower rate than in previous years.

The Park & Stormwater Fund is projecting a modest deficit in 2021. The revenue forecast assumes a slight increase over FY20 sales taxes, that the Aquatic Center and Community Center perform better than they did in FY20, and Recreation Programs slowly return to expectations for 2021. For the time being, operational expenditures within the Park and Stormwater Fund are slightly greater 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:

- \$2,500 to tint the window doors to rooms 106/107.
- \$3,000 to refinish the wood floor at the Community Center.
- \$10,000 to replace the hair/lint baskets at the Aquatic Center.
- \$9,500 to paint the kiddie pool at the Aquatic Center.

Park and Stormwater Fund capital projects include:

- \$53,000 to replace the playground surface at Whitecliff Park.
- \$5,330 in pool equipment replacements.
- \$10,000 for improvements to the Sappington House (carried over from 2020).
- \$13,500 in fitness equipment replacements.

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 2021 due to completion of several carryover projects from 2020, and to spend down some of the fund balance that we have been saving over multiple years. Looking ahead, in 2023 a down payment on a Fire Department Pumper will be made, with the final payment made upon delivery in 2024. A \$70,000 set-aside action for the fire truck is included in the 2021 Budget, bringing the total amount of that set-aside to \$469,857. With the primary source of revenue in this fund being a sales tax, 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. Economic revitalization, hopefully spurred by the redevelopment of the Crestwood Mall site, should provide relief.

Projects in the Capital Improvement Fund include:

- \$175,000 to replace one HVAC system at the Community Center. (carried over from 2020).
- \$545,000 in concrete street slab replacements.

- \$50,000 for sidewalk repairs.
- \$29,000 to replace all of the toughbook laptops in our police patrol vehicles.
- \$65,000 to replace the retaining wall at Sappington Cemetery.
- \$98,000 for one Public Works vehicle replacement.
- \$42,000 for various Public Works equipment replacement purchases
- \$48,000 for two replacement police car purchases.
- \$100,000 Fire Rescue Truck chassis down payment.

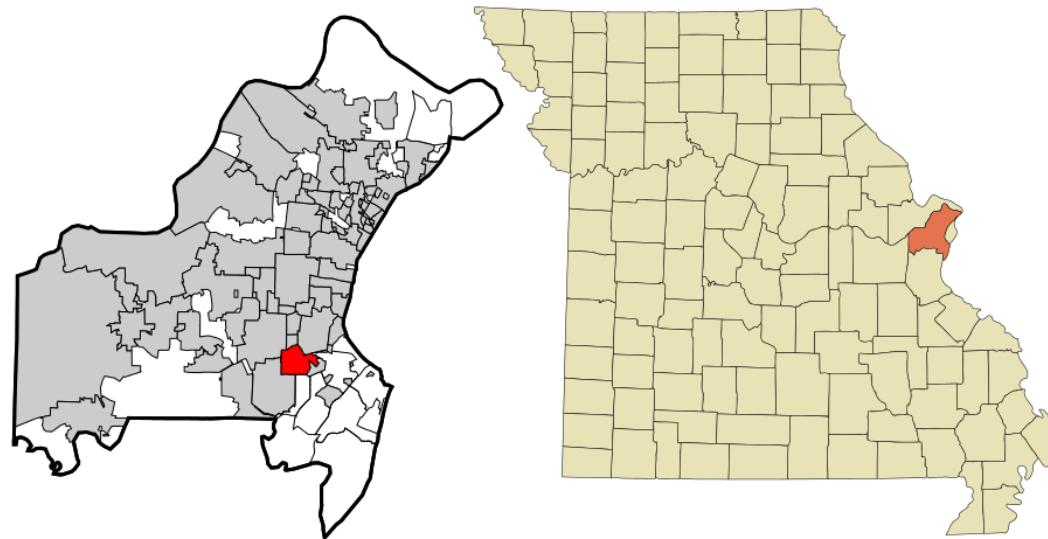
Sewer Lateral Fund

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 pause the program should there be insufficient fund balance. Revenues for 2021 are projected to be \$138,700 and expenditures are projected to be \$135,957. The Sewer Lateral Fund balance is expected to grow to \$343,175 by the end of 2021.

The only major change to the Sewer Lateral fund is that 20% of the Project Manager's personnel costs are being charged to this Fund. This was done to alleviate pressure on the General Fund, and will be reversed as soon as the financial situation improves. 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

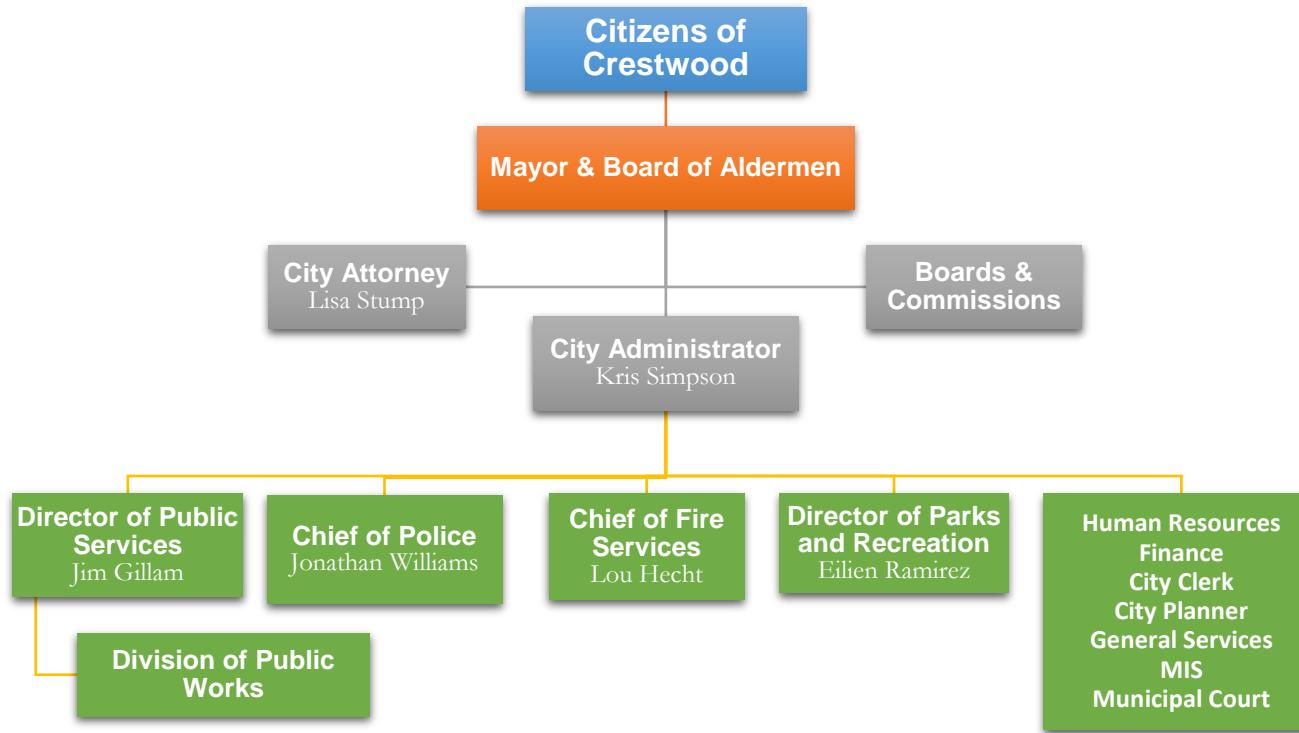
and a multi-use project to be constructed on the site.

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

	2019	2020	2021
Administration	8.80	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

	2019	2020	2021
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	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
POLICE SERVICES			
Chief of Police	1	1	1
Deputy Chief	1	1	1
Lieutenant	2	2	2
Sergeant	6	6	6
Detective	1	1	1
Corporal	4	4	4
Patrol Officer	12	12	12
Coordinator	0	0	0
Lead Dispatcher	1	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

	2019	2020	2021
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
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	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			

	2019	2020	2021
PUBLIC SERVICES:			
PARKS AND RECREATION			
Director of Parks and Recreation	0	0	1
Manager of Recreation	1	1	0
Recreation Supervisor	1	1	1
Program Supervisor	2	2	2
Recreation Secretary	0	0	0
Administrative Assistant I/II	1	1	1
Custodian	1	1	1
Park Maintenance Crew Leader	1	1	1
Maintenance Worker	2	2	2
TOTAL PUBLIC SERVICES:	9.00	9.00	9.00
PARKS AND RECREATION			
TOTAL EMPLOYEES:	90.25	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/Status:** Achieved for 2020 and 2021. 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/Status:** Achieved for 2020 and expected for 2021. 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/Status:** Achieved for 2020. 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/Status:** 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/Status:** In 2020 the City issued an RFP for redevelopment proposals, leading to a new proposal that appears to have a high likelihood of success. 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/Status:** The “study” aspects of this goal was put on hold in FY2020 due to the financial impacts of COVID-19. The 2021 Budget includes funds for a limited amount of targeted new sidewalk construction.

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/Status:** An initial review of traffic calming options was put on hold in FY2020 due to the financial impacts of COVID-19. A limited amount of traffic calming is being evaluated by staff for 2021.

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/Status:** 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 was adopted in 2020. The Zoning Code adoption process is expected to be adopted in early 2021.
- **Timeline/Status:** Significant progress made in 2020. Ongoing until code is fully adopted – anticipated in Q1 2021.

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/Status:** Conversations with the property owners are still ongoing. An engineering study is being conducted with the goal of applying for a grant in 2021.

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/Status:** 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/Status:** Several operational improvements have been made, and certain equipment upgrades are being sought. On track for achieving this with our next evaluation.

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/Status:** 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/Status:** No specific timeline. The completion of these projects will depend upon funding availability. For 2021 grant-supported funding will enable the construction of several related improvements.

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/Status:** Completed; Capital Improvements Sales Tax renewal passed in 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/Status:** Completed. The City negotiated a new agreement with the Foundation.

17. Design a More User-Friendly Website

- **Primary Divisions Involved:** City Administrator
- **Description:** Crestwood's website is outdated. Funds for updating it were included in the 2020 budget and the new Website went live in August 2020.
- **Timeline/Status:** Completed in August 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/Status:** Ongoing, this is a recurring annual goal. In 2020 the City participated in the “Sculpture on the Move” art rental program.

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

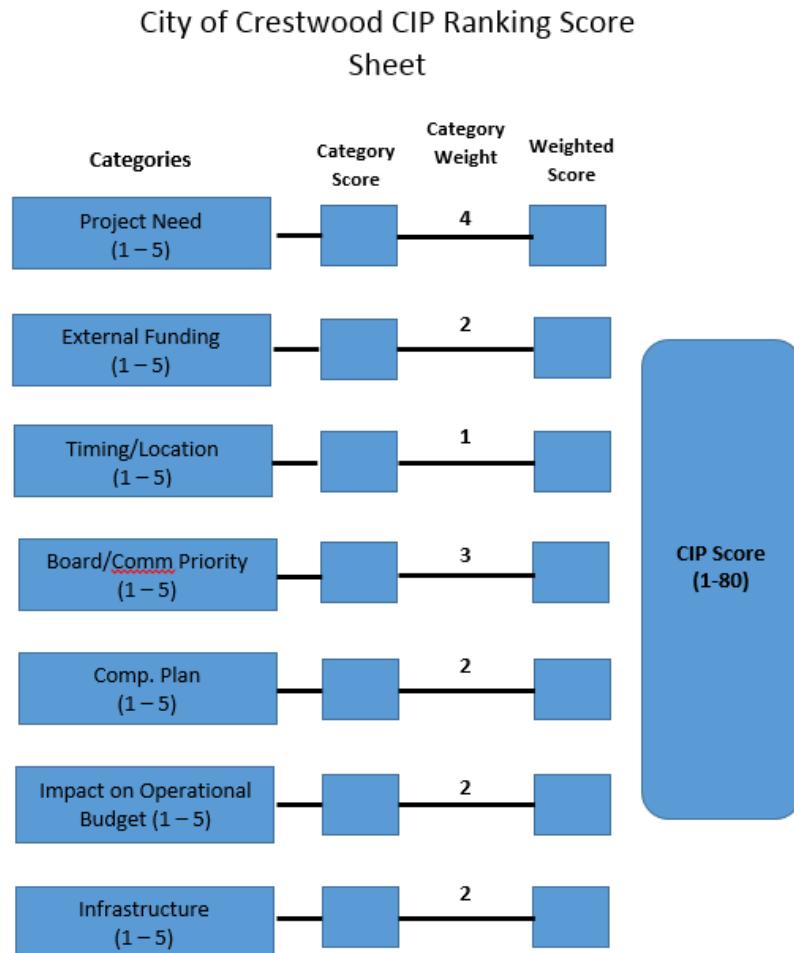
- **Primary Divisions Involved:** City Administrator
- **Description:** The Comprehensive Plan sets forth several major goals for the City.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

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:



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 public has the opportunity to provide input on the budget during the Ways and Means Committee Meetings and during the Board of Aldermen Meetings before the first and second reading of the budget.

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 (Public input)

Late November: Public hearing and first reading of the budget (Public input)

Early December: Second reading and adoption of the annual budget (Public input)

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

Capital Projects (1)
Capital Improvement Fund

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 2020, this would allow the city to borrow about \$32 million. No debt is currently 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)

Performance Management

What is Performance Management?

Performance management includes identifying, collecting, analyzing, and reporting on indicators that show how well the organization performs, both internally and in the delivery of services to the public, and how that performance compares with its targets or peer organizations. More importantly, as a management tool, performance data is intended not as an end result, but rather as a means to more informed decision making and a more engaged community.

Principals of Performance Management

The National Performance Measurement Advisory Committee has seven principles of Performance Management:

1. A focus on results permeates strategies, processes, organizational culture and decisions.
2. Measures, data, and goals are relevant to the priorities and the well-being of the government and community.
3. Information relating to performance, decision making, and processes are transparent.
4. Goals, programs, activities, and resources are aligned with priorities and intended results.
5. Decision making is driven by timely, reliable, and meaningful data.
6. Performance measurement practices are sustainable over time and through organizational changes.
7. Performance measurement has the ability to transform an organization, its management, and the policy-making process.

Overview of Performance Management in Crestwood

For Crestwood, performance management is an ongoing assessment of how well the organization performs internally and in the delivery of services to the public. The City's performance metrics are consistent to the goals and priorities of the organization. The measures, data, and goals are used a tool to help guide the decision making process, track the quality of our services, and evaluate the organization's overall performance.

The performance data presented in the 2021 annual budget document relate to the following key service areas:

- Public Safety
- Public Works
- Code Enforcement
- Parks and Recreation
- Human Resources

CITY PERFORMANCE METRICS

FIRE/EMS

**3:27**
2019 ACTUALAverage response time
to scene**3:39**
2020 YTD*
3:33
2021 GOAL

POLICE

**2:58**
2019 ACTUALAverage response time for
emergency calls**2:57**
2020 YTD*
2:55
2021 GOAL

FIRE/EMS

**0:55**
2019 ACTUALAverage chute time (call
received to responding)**1:03**
2020 YTD*
0:59
2021 GOAL

POLICE

**80%**
2019 ACTUALUCR Part 1 violent crime
clearance rate**52.9%**
2020 YTD*
66%
2021 GOAL

FIRE/EMS

**\$263**
2019 ACTUALFire/EMS expenditures
per capita**\$268**
2020 ESTIMATE
\$281
2021 PROJECTED

POLICE

**\$246**
2019 ACTUALPolice expenditures
per capita**\$244**
2020 ESTIMATE
\$264
2021 PROJECTED

FIRE/EMS

**249**
2019 ACTUALAnnual training hours
per employee**140**
2020 ESTIMATE
200
2021 GOAL

CODE ENFORCEMENT

**19**
2019 ACTUALAverage calendar days,
contact date to compliance**25**
2020 ESTIMATE
20
2021 GOAL

CITY PERFORMANCE METRICS CONT.

ROAD MAINTENANCE



\$5,703
2019 ACTUAL

Cost of street maintenance
per lane mile

\$5,709
2020 ESTIMATE

\$6,350
2021 PROJECTED

PARKS AND RECREATION



\$2,763
2019 ACTUAL

Cost of park maintenance
per acre

\$2,301
2020 ESTIMATE

\$3,166
2021 PROJECTED

HUMAN RESOURCES



75%
2019 ACTUAL

Percentage of new full-time
employees completing
probationary period

70%
2020 ESTIMATE

80%
2021 GOAL

HUMAN RESOURCES



18%
2019 ACTUAL

Turnover rate: All full-time
employees

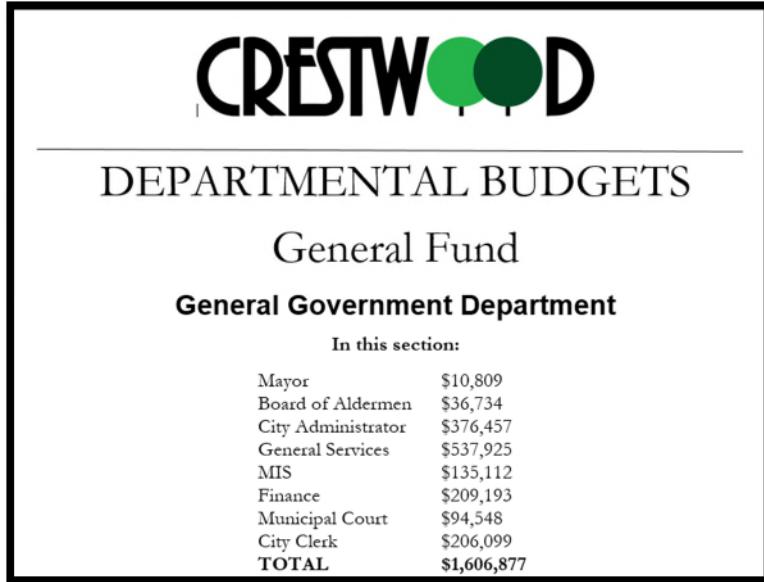
16%
2020 ESTIMATE

15%
2021 GOAL

*YTD is based on stats from January - November 2020

User Guide

User Guide

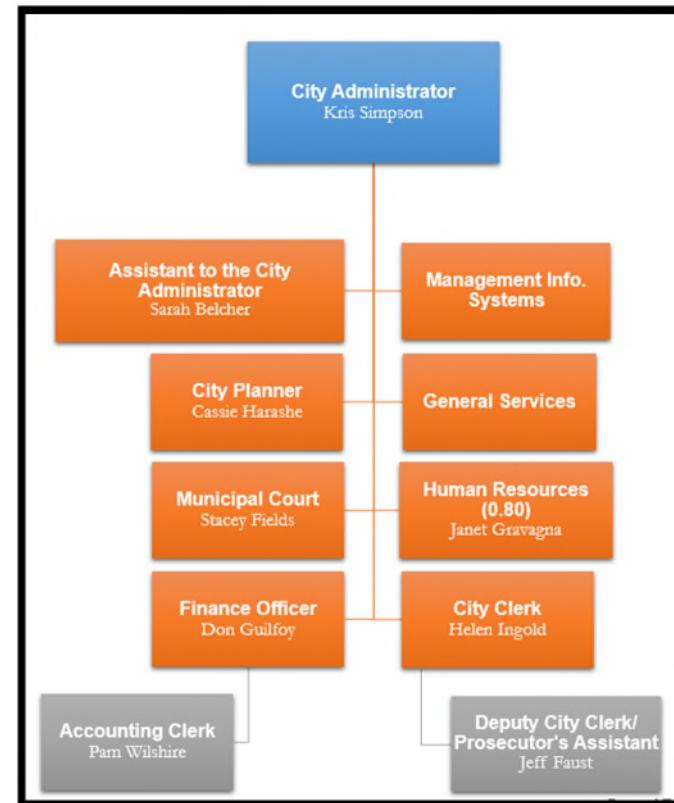


CRESTWOOD
DEPARTMENTAL BUDGETS
General Fund
General Government Department
In this section:

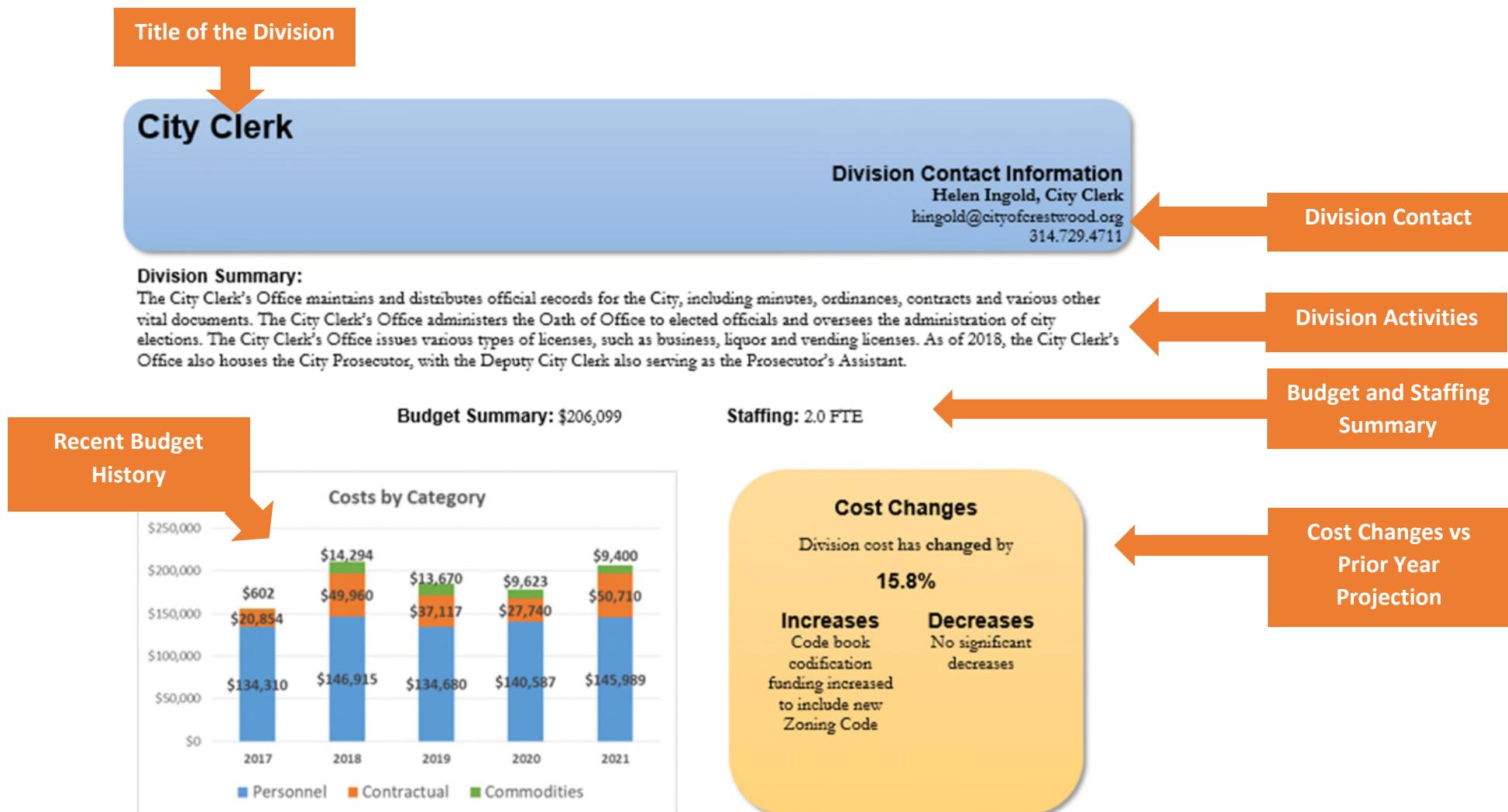
Mayor	\$10,809
Board of Aldermen	\$36,734
City Administrator	\$376,457
General Services	\$537,925
MIS	\$135,112
Finance	\$209,193
Municipal Court	\$94,548
City Clerk	\$206,099
TOTAL	\$1,606,877

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

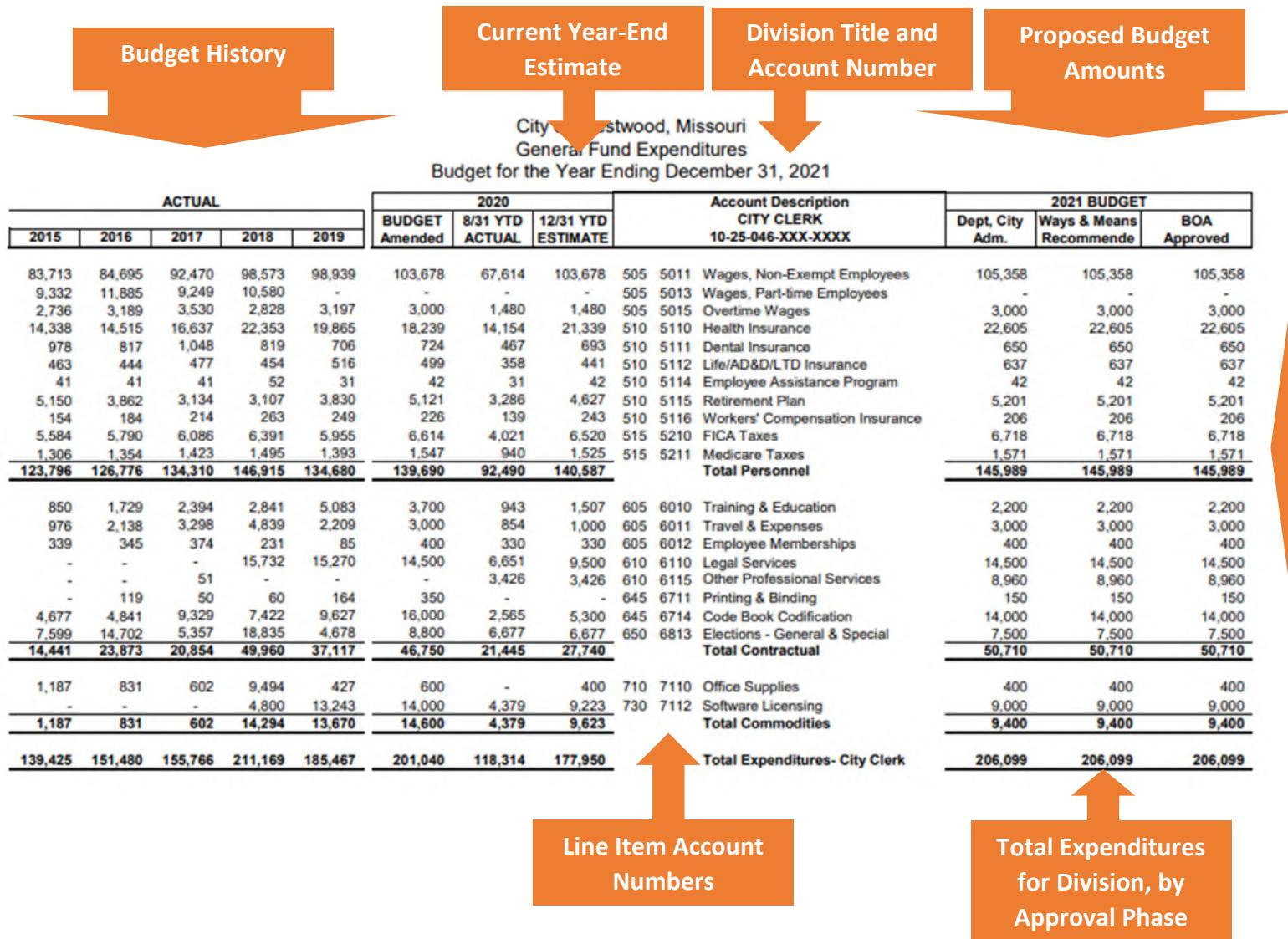
The departmental cover page is followed by an organizational chart for that department



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.



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.



Revenue Guide



REVENUE GUIDE

This section provides an analysis of each major revenue source. All recurring revenues in excess of \$65,000 are included. In total, approximately 90% of all revenue is covered by this section. There is one revenue source, reimbursements for Grants, which is not included in the Revenue Guide. This is a one-time revenue specific to 2021. 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.

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
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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
2015 Actual	2,451,720	
2016 Actual	2,290,572	-6.6%
2017 Actual	2,148,618	-6.2%
2018 Actual	2,190,441	1.9%
2019 Actual	2,122,401	-3.1%
2020 Estimate	2,130,108	0.4%
2021 Proposed	2,151,409	1.4%



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
<i>2015 Actual</i>	609,297	
<i>2016 Actual</i>	602,303	-1.1%
<i>2017 Actual</i>	1,548,653	157.1%
<i>2018 Actual</i>	1,894,868	22.4%
<i>2019 Actual</i>	1,882,549	-0.7%
<i>2020 Estimate</i>	1,902,463	1.1%
<i>2021 Proposed</i>	1,906,268	0.2%



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

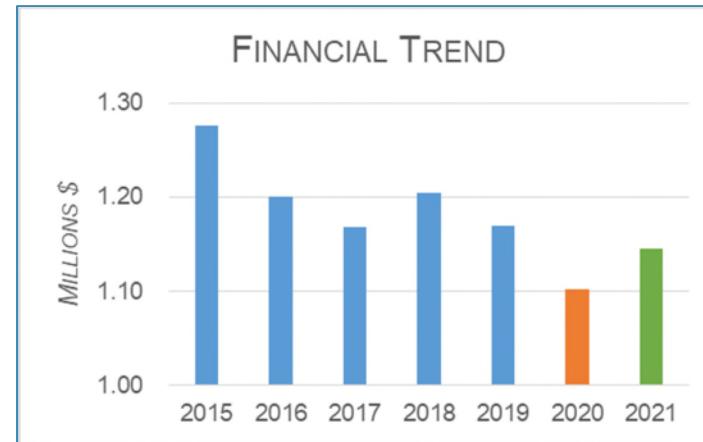
Legal Authorization:	State Statute: 644.032-644.033	City Ordinance: 3606	Account Code: 23-00-000-405-4013
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Description

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
2015 Actual	1,275,631	
2016 Actual	1,200,588	-5.9%
2017 Actual	1,168,830	-2.6%
2018 Actual	1,204,627	3.1%
2019 Actual	1,169,159	-2.9%
2020 Estimate	1,101,702	-5.8%
2021 Proposed	1,145,776	4.0%



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. Decreased revenue in 2020 can be attributed to the impact of COVID-19.

Sales Taxes – Half-Cent Capital Improvement

Legal Authorization: State Statute: 94.577 City Ordinance: 3276 Account Code: 21-00-000-405-4012

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
2015 Actual	1,084,287	
2016 Actual	1,020,645	-5.9%
2017 Actual	993,675	-2.6%
2018 Actual	1,023,933	3.0%
2019 Actual	993,897	-2.9%
2020 Estimate	936,672	-5.8%
2021 Proposed	974,019	4.0%



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. Decreased revenue in 2020 can be attributed to the impact of COVID-19.

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>2015 Actual</i>	749,962	
<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 Actual</i>	777,343	-1.1%
<i>2020 Estimate</i>	760,000	-2.2%
<i>2021 Proposed</i>	775,000	2.0%



Trend Analysis

Variations are due to three (3) 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. Decreased revenue in 2020 can be attributed to the impact of COVID-19.

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
<i>2015 Actual</i>	N/A	
<i>2016 Actual</i>	N/A	
<i>2017 Actual</i>	143,533	
<i>2018 Actual</i>	648,831	352.0%
<i>2019 Actual</i>	661,871	2.0%
<i>2020 Estimate</i>	620,821	-6.2%
<i>2021 Proposed</i>	628,776	1.3%



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. Decreased revenue in 2020 can be attributed to the impact of COVID-19. *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
2015 Actual	689,294	
2016 Actual	667,553	-3.2%
2017 Actual	664,786	-0.4%
2018 Actual	745,999	12.2%
2019 Actual	634,143	-15.0%
2020 Estimate	597,070	-5.8%
2021 Proposed	627,801	5.1%



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
2015 Actual	637,815	
2016 Actual	600,245	-5.9%
2017 Actual	584,415	-2.6%
2018 Actual	602,313	3.1%
2019 Actual	584,579	-2.9%
2020 Estimate	550,850	-5.8%
2021 Proposed	578,733	5.1%



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. Decreased revenue in 2020 can be attributed to the impact of COVID-19.

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
2015 Actual	551,998	
2016 Actual	520,264	-5.7%
2017 Actual	506,979	-2.6%
2018 Actual	522,070	3.0%
2019 Actual	505,888	-3.1%
2020 Estimate	476,314	-5.8%
2021 Proposed	500,829	5.1%



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. Decreased revenue in 2020 can be attributed to the impact of COVID-19.

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>2015 Actual</i>	255,047	
<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 Actual</i>	300,471	4.1%
<i>2020 Estimate</i>	327,669	9.1%
<i>2021 Proposed</i>	340,776	4.0%



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.

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
<i>2015 Actual</i>	N/A	
<i>2016 Actual</i>	101,444	
<i>2017 Actual</i>	195,875	93.1%
<i>2018 Actual</i>	217,257	10.9%
<i>2019 Actual</i>	261,845	20.5%
<i>2020 Estimate</i>	357,578	36.6%
<i>2021 Proposed</i>	340,398	-4.8%



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. Increased tax revenue in 2020 can be attributed to a spike in transactions with out-of-state vendors through online purchases as a result of COVID-19.

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
<i>2015 Actual</i>	330,877	
<i>2016 Actual</i>	294,651	-10.9%
<i>2017 Actual</i>	309,851	5.2%
<i>2018 Actual</i>	346,401	11.8%
<i>2019 Actual</i>	336,305	-2.9%
<i>2020 Estimate</i>	307,972	-8.4%
<i>2021 Proposed</i>	329,579	7.0%



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
2015 Actual	315,235	
2016 Actual	320,075	1.5%
2017 Actual	294,500	-8.0%
2018 Actual	319,724	8.6%
2019 Actual	322,497	0.9%
2020 Estimate	297,141	-7.9%
2021 Proposed	299,922	0.9%



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. Decreased revenue in 2020 can be attributed to the impact of COVID-19.

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
2015 Actual	84,196	
2016 Actual	86,234	2.4%
2017 Actual	217,494	152.2%
2018 Actual	249,308	14.6%
2019 Actual	265,533	6.5%
2020 Estimate	261,150	-1.7%
2021 Proposed	261,933	0.3%



Trend Analysis

Variations are 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.

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
<i>2015 Actual</i>	129,583	
<i>2016 Actual</i>	129,609	0.0%
<i>2017 Actual</i>	126,760	-2.2%
<i>2018 Actual</i>	146,584	15.6%
<i>2019 Actual</i>	135,954	-7.3%
<i>2020 Estimate</i>	137,349	1.0%
<i>2021 Proposed</i>	141,392	2.9%



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 31st each year. The funds are recorded in the Sewer Lateral Fund.

Financial Trend:

YEAR	SEWER LATERAL FUND	% CHANGE
2015 Actual	138,013	
2016 Actual	138,002	0.0%
2017 Actual	136,449	-1.1%
2018 Actual	136,665	0.2%
2019 Actual	139,563	2.1%
2020 Estimate	138,000	-1.1%
2021 Proposed	138,000	0.0%



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.

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
2015 Actual	98,773	
2016 Actual	95,593	-3.2%
2017 Actual	107,013	11.9%
2018 Actual	106,308	-0.7%
2019 Actual	108,991	2.5%
2020 Estimate	109,555	0.5%
2021 Proposed	110,081	0.5%



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.

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
<i>2015 Actual</i>	72,032	
<i>2016 Actual</i>	75,477	4.8%
<i>2017 Actual</i>	70,611	-6.4%
<i>2018 Actual</i>	90,588	28.3%
<i>2019 Actual</i>	90,633	0.0%
<i>2020 Estimate</i>	106,310	17.3%
<i>2021 Proposed</i>	107,374	1.0%



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.

Aquatic Center – Aquatic Center Pass

Legal Authorization:

State Statute: N/A

City Ordinance: 3664

Account Code: 23-00-000-435-4310

Description

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 \$130 and \$150 respectively.

Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
2015 Actual	87,861	
2016 Actual	103,539	17.8%
2017 Actual	111,483	7.7%
2018 Actual	125,395	12.5%
2019 Actual	122,167	-2.6%
2020 Estimate	54,894	-55.1%
2021 Proposed	95,000	73.1%



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. Decreased revenue in 2020 can be attributed to the impact of COVID-19 on Aquatic Center Operations.

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
2015 Actual	168,518	
2016 Actual	146,228	-13.2%
2017 Actual	70,972	-51.5%
2018 Actual	68,134	-4.0%
2019 Actual	128,046	87.9%
2020 Estimate	55,608	-56.6%
2021 Proposed	90,000	61.8%



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. Decreased revenue in 2020 can be attributed to the impact of COVID-19 on Police Department and Municipal Court operations.

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
2015 Actual	203,360	
2016 Actual	184,571	-9.2%
2017 Actual	176,523	-4.4%
2018 Actual	154,585	-12.4%
2019 Actual	113,477	-26.6%
2020 Estimate	92,326	-18.6%
2021 Proposed	83,093	-10.0%



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.

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
2015 Actual	94,900	
2016 Actual	84,412	-11.1%
2017 Actual	75,687	-10.3%
2018 Actual	68,319	-9.7%
2019 Actual	70,588	3.3%
2020 Estimate	73,531	4.2%
2021 Proposed	76,235	3.7%



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.

Aquatic Center – Aquatic Center Daily Admissions

Legal Authorization:

State Statute: N/A

City Ordinance: 3664

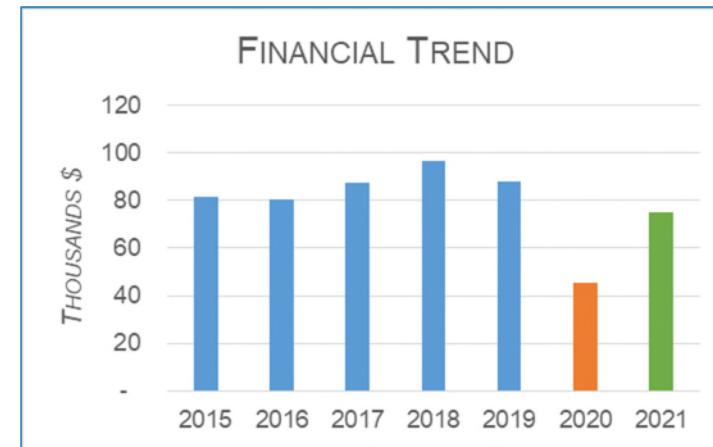
Account Code: 23-00-000-435-4312

Description

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.

Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
<i>2015 Actual</i>	81,579	
<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 Actual</i>	88,121	-9.0%
<i>2020 Estimate</i>	45,357	-48.5%
<i>2021 Proposed</i>	75,000	65.4%



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. Decreased revenue in 2020 can be attributed to the impact of COVID-19 on Aquatic Center operations.

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
2015 Actual	113,044	
2016 Actual	109,354	-3.3%
2017 Actual	96,404	-11.8%
2018 Actual	92,175	-4.4%
2019 Actual	81,505	-11.6%
2020 Estimate	70,080	-14.0%
2021 Proposed	70,094	



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.

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
<i>2015 Actual</i>	26,337	
<i>2016 Actual</i>	79,612	202.3%
<i>2017 Actual</i>	57,979	-27.2%
<i>2018 Actual</i>	66,261	14.3%
<i>2019 Actual</i>	61,488	-7.2%
<i>2020 Estimate</i>	66,000	7.3%
<i>2021 Proposed</i>	65,000	-1.5%



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.



All Funds

All Funds Summary

Revenues and Expenditures

By Fund 2015-2021	2015	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Actual	Actual	Estimated	Proposed
REVENUES:							
General	7,994,562	7,700,391	8,703,596	9,948,850	10,402,474	10,812,656	10,377,135
Park & Stormwater	1,841,855	1,875,178	1,790,084	1,871,579	1,819,507	1,707,408	1,667,833
Capital Improvement	2,613,213	1,320,769	4,447,169	1,190,978	1,505,713	966,750	995,699
Sewer Lateral	138,083	138,151	137,610	138,576	142,654	140,800	138,700
TOTAL	12,587,713	11,034,489	15,078,459	13,149,983	13,870,348	13,627,614	13,179,367
EXPENDITURES:							
General	7,574,897	7,912,252	8,088,596	9,014,449	9,428,748	10,709,672	10,741,259
Park & Stormwater	1,788,393	1,658,679	1,901,335	1,807,575	1,770,658	1,830,699	1,734,338
Capital Improvement	2,852,299	1,200,539	3,549,645	2,738,541	1,336,398	683,294	1,177,500
Sewer Lateral	101,191	119,313	132,920	113,947	93,365	134,472	134,957
TOTAL	12,316,780	10,890,783	13,672,496	13,674,512	12,629,169	13,358,137	13,788,054

Combined Statement of Budgeted Revenues, Expenditures and Changes in Fund Balances	MAJOR FUNDS				
	General	Capital Improvement	Park & Stormwater	Sewer Lateral	Total

REVENUES

Taxes:					
Sales Tax	\$ 4,200,145	\$ 974,019	\$ 1,145,776	-	\$ 6,319,940
Utilities	1,328,194	-	-	-	1,328,194
Property	2,659,863	-	-	-	2,659,863
Intergovernmental	492,063	-	-	-	492,063
Licenses and permits	923,248	-	-	-	923,248
Charges for services	-	-	504,400	\$ 138,000	642,400
Fines and forfeitures	111,525	-	-	-	111,525
Investment earnings	10,000	1,680	1,757	700	14,137
Grants	582,597	-	6,400	-	588,997
Other	69,500	20,000	9,500	-	99,000
Total estimated revenues	\$ 10,377,135	\$ 995,699	\$ 1,667,833	\$ 138,700	\$ 13,179,367

EXPENDITURES

General Government	\$ 1,606,877	\$ -	-	-	\$ 1,606,877
Public Works	2,595,391	1,000,500	386,437	134,957	4,117,286
Public Safety:					
Police	3,161,932	77,000	-	-	3,238,932
Fire	3,377,058	100,000	-	-	3,477,058
Parks & Recreation	-	-	1,347,901	-	1,347,901
Debt Service	-	-	-	-	-
Total estimated expenditures	\$ 10,741,259	\$ 1,177,500	\$ 1,734,338	\$ 134,957	\$ 13,788,054

**REVENUES OVER (UNDER)
EXPENDITURES**

\$ (364,123)	\$ (181,801)	\$ (66,506)	\$ 3,743	\$ (608,687)
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Transfers:

Transfer in	-	-	-	-
Transfer out	-	-	-	-

CHANGES IN FUND BALANCES

\$ (364,123)	\$ (181,801)	\$ (66,506)	\$ 3,743	\$ (608,687)
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BEGINNING FUND BALANCE (estimated)

\$ 7,336,201	\$ 1,606,915	\$ 896,464	\$ 339,433	\$ 10,179,013
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ENDING FUND BALANCE

\$ 6,972,078	\$ 1,425,114	\$ 829,958	\$ 343,176	\$ 9,570,326
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Fund Balance Reserve as % of Expenditures

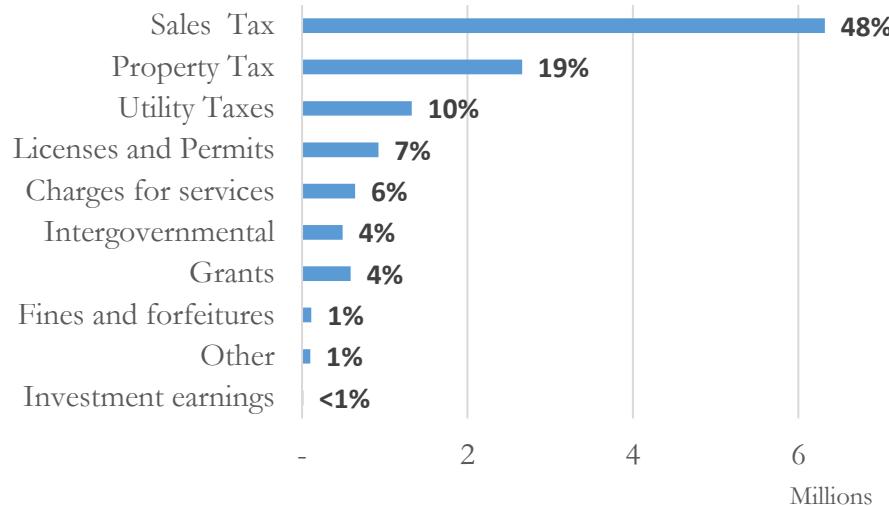
64.9%

CASH RESERVE ACCOUNT BALANCES

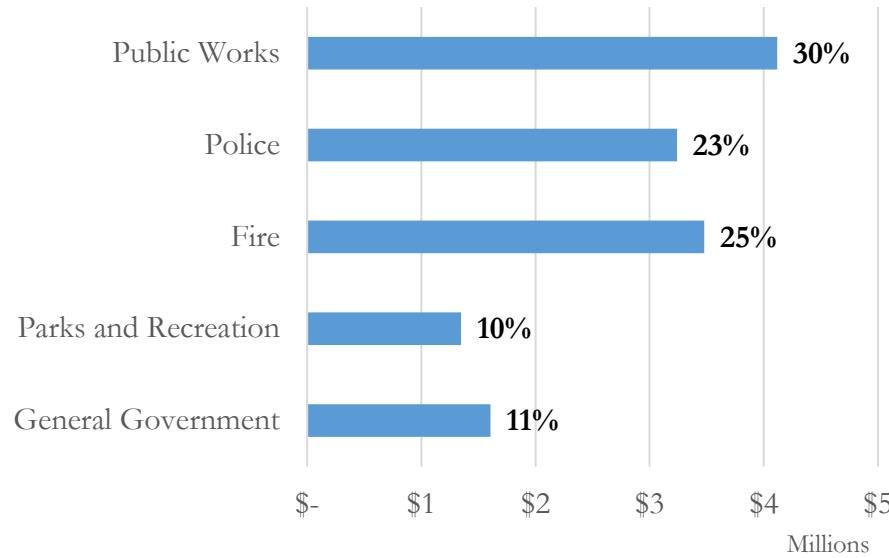
General	Capital Improvement
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General Reserves	\$ 571,033	\$ -
Fire Truck Purchase	-	469,857
TOTAL	\$ 571,033	\$ 469,857

Revenues - Where the money comes from...



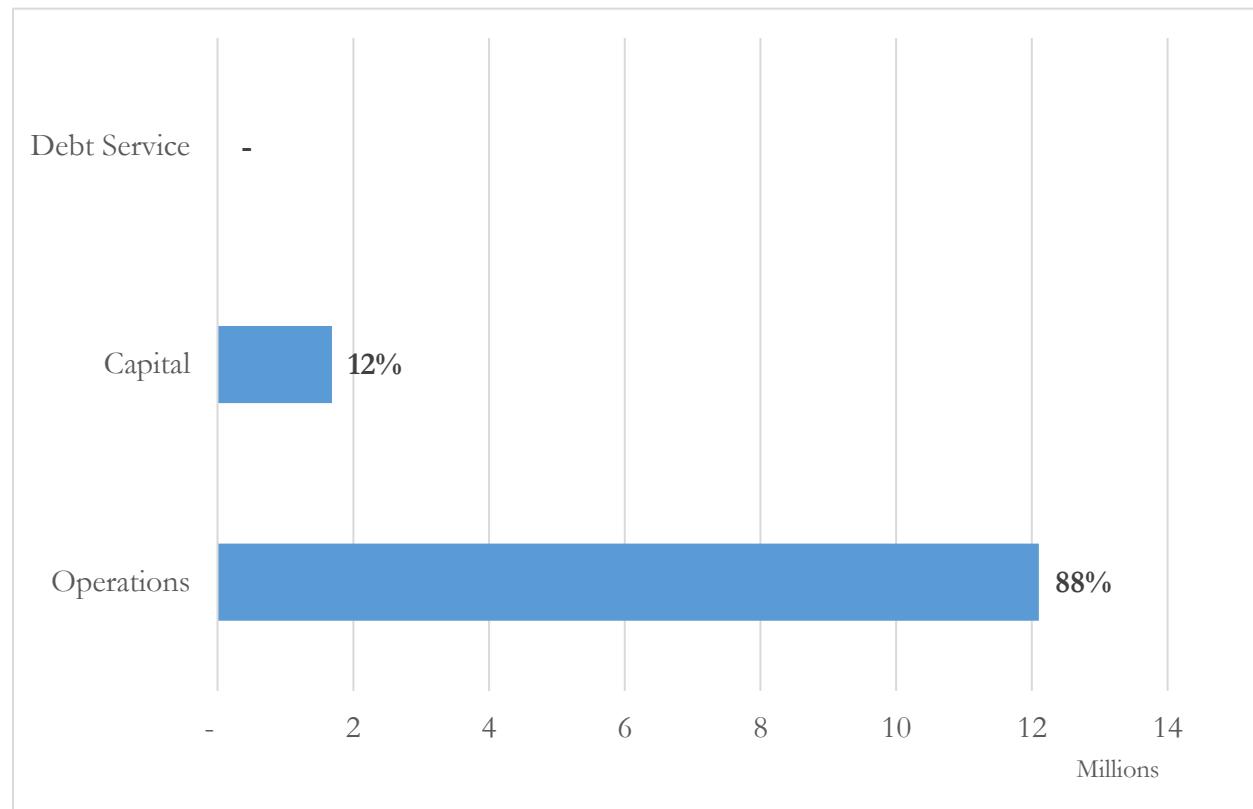
Expenditures - Where the money goes...



Schedule of Budgeted Expenditures by Fund: Operations, Debt Service and Capital Improvements
2021

Fund	Operations	Capital	Debt Service	TOTAL
General	9,813,413	927,846		10,741,259
Park & Stormwater	1,652,508	81,830		1,734,338
Capital Improvement	620,000	557,500		1,177,500
Sewer Lateral	17,457	117,500		134,957
TOTAL	12,103,378	1,684,676	-	13,788,054

* 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



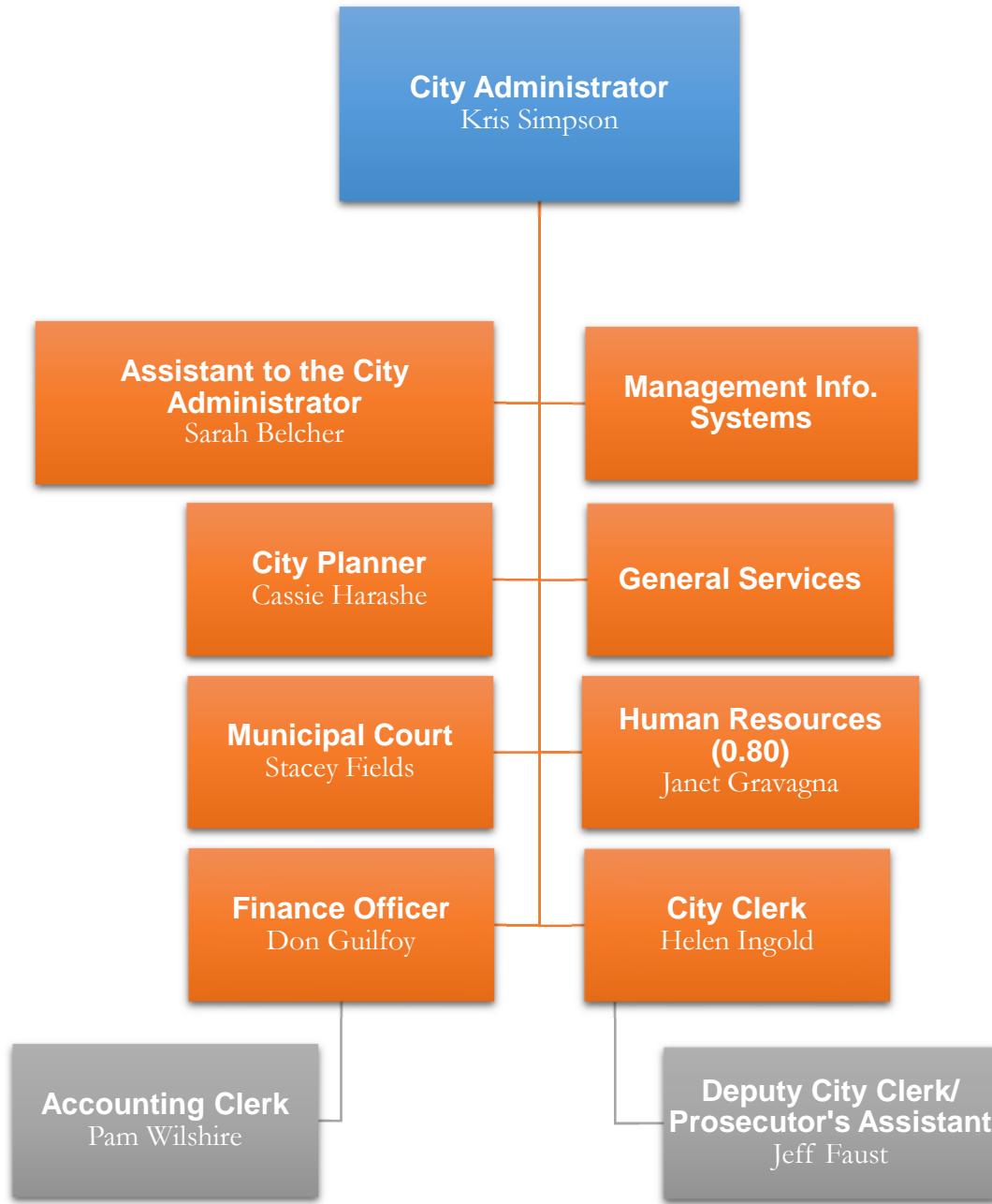
DEPARTMENTAL BUDGETS

General Fund

General Government Department

In this section:

Mayor	\$10,809
Board of Aldermen	\$36,734
City Administrator	\$376,457
General Services	\$537,925
MIS	\$135,112
Finance	\$209,193
Municipal Court	\$94,548
City Clerk	\$206,099
TOTAL	\$1,606,877



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

Costs by Category



Cost Changes

Division cost has **changed** by

6.9%

Increases

No significant cost increases

Decreases

No significant decreases

*Percent change can be attributed to mid-year spending cuts in 2020 due to COVID-19

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description		2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	MAYOR 10-10-010-XXX-XXXX	Dept, City Adm. Recommended	Ways & Means Recommendde	BOA Approved	
8,400	8,400	8,400	8,750	8,400	8,400	5,600	8,400	505 5012 Wages, Elected Officials	8,400	8,400	8,400	
13	16	17	20	20		18	11	510 5116 Workers' Compensation Ins.	16	16	16	
521	521	521	543	521	521	347	521	515 5210 FICA Taxes	521	521	521	
122	122	122	127	122		122	81	515 5211 Medicare Taxes	122	122	122	
9,056	9,059	9,060	9,440	9,063	9,061	6,039	9,062	Total Personnel	9,059	9,059	9,059	
-	-	-	-	70	-	-	-	605 6010 Training & Education	-	-	-	
-	-	-	-	-	180	-	-	605 6011 Travel & Expenses	-	-	-	
350	350	350	350	350	350	450	450	605 6012 Employee Memberships	450	450	450	
1,083	845	780	1,326	1,080	1,200	600	600	645 6710 Public Relations & Promotion	1,200	1,200	1,200	
1,433	1,195	1,130	1,676	1,500	1,730	1,050	1,050	Total Contractual	1,650	1,650	1,650	
50	24	58	860	633	100	-	-	710 7110 Office Supplies	100	100	100	
50	24	58	860	633	100	-	-	Total Commodities	100	100	100	
10,538	10,278	10,248	11,976	11,196	10,891	7,089	10,112	Total Expenditures- Mayor	10,809	10,809	10,809	

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: \$36,734

Staffing: 0.00 Full-time employees



Cost Changes

Division cost has **changed** by

-3.6%

Increases

No significant increases

Decreases

Office Supply budget slightly decreased

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description			2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	BOARD OF ALDERMEN 10-10-011-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommend	BOA Approved
33,425	33,600	33,600	31,500	33,600	33,600	22,400	33,600	505	5012 Wages, Elected Officials	33,600	33,600	33,600	
53	64	68	66	70	71	41	78	510	5116 Workers' Compensation Insurance	64	64	64	
2,072	2,083	2,083	1,953	2,083	2,083	1,389	2,083	515	5210 FICA Taxes	2,083	2,083	2,083	
485	487	487	457	487	487	325	487	515	5211 Medicare Taxes	487	487	487	
36,035	36,235	36,238	33,976	36,241	36,241	24,155	36,248	Total Personnel			36,234	36,234	36,234
-	-	35	180	20	300	-	20	605	6010 Training & Education	-	-	-	
232	-	-	268	-	1,000	-	-	605	6011 Travel & Expenses	-	-	-	
-	-	1,069	-	-	-	-	-	610	6115 Other Professional Services	-	-	-	
-	-	-	321	606	-	581	581	645	6710 Public Relations & Promotions	200	200	200	
-	50	136	135	-	-	-	-	645	6711 Printing & Binding	-	-	-	
232	50	1,240	904	626	1,300	581	601	Total Contractual			200	200	200
-	-	28	-	1,181	500	-	1,181	710	7110 Office Supplies	300	300	300	
-	-	-	-	80	-	-	80	740	7400 Misc Exp	-	-	-	
-	-	28	-	1,261	500	-	1,261	Total Commodities			300	300	300
36,266	36,285	37,506	34,880	38,128	38,041	24,736	38,110	Total Expenditures- BOA			36,734	36,734	36,734

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: \$376,457

Staffing: 3.80 Full-time employees



Cost Changes

Division cost has **changed** by

4.7%

Increases

Personnel costs increased due to merit raises

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL						2020			Account Description				2021 BUDGET		
2014	2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	CITY ADMINISTRATOR 10-25-040-XXX-XXXX				Dept, City Adm.	Ways & Means Recommande	BOA Approved
98,377	141,076	155,559	161,368	173,450	167,698	224,936	147,289	225,565	505	5010	Salaries, Exempt Employees	232,355	232,355	232,355	
-	24,684	35,316	54,431	40,758	42,981	-	-	-	505	5011	Wages, Non-Exempt Employees	-	-	-	
37,660	38,885	22,773	43,165	42,476	-	42,315	28,100	42,823	505	5013	Wages, Part-time	43,593	43,593	43,593	
-	1,614	0	0	-	-	-	-	-	505	5015	Wages, Overtime	-	-	-	
-	14,131	22,498	26,109	29,909	30,322	36,478	22,803	34,476	510	5110	Health Insurance	36,244	36,244	36,244	
515	1,248	1,515	2,096	1,637	1,355	1,449	924	1,357	510	5111	Dental Insurance	1,300	1,300	1,300	
389	888	1,049	1,119	1,194	1,142	1,166	840	1,050	510	5112	Life/AD&D/LTD Insurance	1,518	1,518	1,518	
21	72	83	83	103	62	84	62	84	510	5114	Employee Assistance Program	84	84	84	
4,957	8,313	10,229	8,111	8,800	10,895	12,828	8,417	11,809	510	5115	Retirement Plan	13,245	13,245	13,245	
178	374	432	482	581	630	567	358	620	510	5116	Workers' Compensation Insurance	524	524	524	
5,953	12,293	14,046	14,566	15,601	15,567	16,570	10,724	16,640	515	5210	FICA Taxes	17,109	17,109	17,109	
1,392	2,875	3,285	3,406	3,649	3,641	3,875	2,508	3,892	515	5211	Medicare Taxes	4,001	4,001	4,001	
111,782	243,615	284,509	294,544	318,847	316,768	340,268	222,024	338,316	Total Personnel				349,973	349,973	349,973
1,551	2,426	1,479	4,065	2,374	1,770	3,860	735	735	605	6010	Training & Education	2,200	2,200	2,200	
789	2,450	1,104	2,999	3,868	4,834	4,419	581	581	605	6011	Travel & Expenses	2,750	2,750	2,750	
125	324	1,453	1,403	1,453	1,178	2,100	1,767	1,767	605	6012	Employee Memberships	2,229	2,229	2,229	
-	150	595	700	951	878	2,270	304	1,912	610	6114	Computer Services	2,305	2,305	2,305	
-	-	(71)	-	-	-	-	675	675	610	6115	Other Prof Svcs	-	-	-	
-	-	-	-	7,496	7,718	8,350	4,148	8,350	640	6611	Periodicals & Books	-	-	-	
-	-	-	-	120	-	500	-	645	6710	Public Relations & Promotion	8,350	8,350	8,350		
-	158	73	422	6,162	6,530	7,000	4,290	7,000	645	6711	Printing & Binding	500	500	500	
2,465	5,508	4,633	9,589	22,424	22,908	28,499	12,499	21,020	Total Contractual				25,334	25,334	25,334
490	660	667	1,196	308	488	700	4	100	710	7110	Office Supplies	550	550	550	
				-	-	-	50	50	730	7110	Computer Parts	600	600	600	
				795	-	-	-	-	730	7112	Software Licensing	-	-	-	
				1,656	-	-	-	-	730	7517	Street Supplies	-	-	-	
490	660	667	1,196	2,759	488	700	54	150	Total Commodities				1,150	1,150	1,150
114,736	249,783	289,809	305,329	344,030	340,163	369,467	234,577	359,486	Total Expenditures- City Administrator				376,457	376,457	376,457

General Services

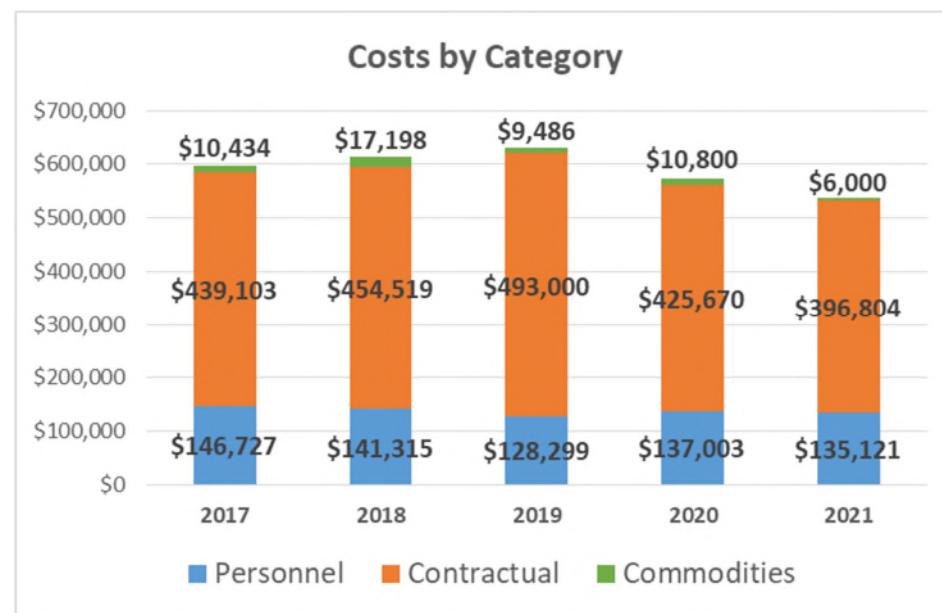
Division Contact Information
Kris Simpson, City Administrator
ksimpson@cityofcrestwood.org
314.729.4780

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: \$537,925

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

-6.2%

Increases

No significant increases

Decreases

Legal Services budget decreased

Office Supply budget decreased

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description				2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	GENERAL SERVICES 10-25-041-XXX-XXXX				Dept, City Adm.	Ways & Means Recommendde	BOA Approved
67,667	56,210	53,719	64,850	44,481	45,597	35,776	59,122	510	5110	Health Insurance (retirees)	55,121	55,121	55,121	
-	2,240	8,320	9,663	3,894	5,000	357	2,881	510	5119	Employment Security Benefit Payments	5,000	5,000	5,000	
39,037	65,092	84,688	66,802	79,924	75,000	54,959	75,000	510	5120	Deductible reimbursement	75,000	75,000	75,000	
106,704	123,542	146,727	141,315	128,299	125,597	91,092	137,003	Total Personnel				135,121	135,121	135,121
-	-	150	11,283	8,767	17,250	5,100	5,100	605	6010	Training & Education	11,250	11,250	11,250	
-	-	518	873	676	500	54	100	605	6011	Travel & Expenses	300	300	300	
156,845	198,061	188,509	187,786	211,307	129,000	73,788	129,000	610	6110	Legal Services	112,000	112,000	112,000	
29,973	30,655	28,041	28,806	29,588	30,000	20,000	20,000	610	6112	Auditing Services	22,000	22,000	22,000	
12,127	17,184	17,104	23,433	24,428	29,025	28,858	39,000	610	6115	Other Professional Services	27,000	27,000	27,000	
28,043	23,451	17,705	16,556	34,052	29,335	18,186	29,335	615	6215	Telephone/Telecommunications	29,335	29,335	29,335	
-	6,546	15,455	14,922	-	-	-	-	615	6216	Telecommunications Internet	-	-	-	
-	1,875	2,417	3,818	4,583	4,450	3,081	4,750	615	6218	Cable TV	4,750	4,750	4,750	
-	862	1,183	1,490	2,381	1,900	351	1,100	620	6315	Solid Waste Disposal	1,900	1,900	1,900	
-	15,026	19,664	19,475	22,674	22,000	17,300	22,000	620	6316	Maintenance Agreements	22,000	22,000	22,000	
-	1,440	1,515	1,515	1,515	1,515	1,289	1,719	630	6451	Equipment Leases	1,719	1,719	1,719	
1,910	120	-	-	-	-	-	-	630	6452	Other Rentals/Leases	-	-	-	
48,259	47,442	46,626	50,745	53,400	55,000	67,514	67,514	635	6510	Property Policy	65,000	65,000	65,000	
54,411	53,782	50,244	50,645	53,088	55,000	56,974	56,974	635	6511	General/Auto/Police Liability (SLAIT)	55,000	55,000	55,000	
14,065	13,815	13,815	14,220	14,505	14,500	15,158	15,158	635	6512	Public Officials Liability	15,000	15,000	15,000	
1,385	1,385	1,858	1,936	1,936	2,000	1,720	1,720	635	6513	City Insurance	2,000	2,000	2,000	
2,619	2,605	2,605	2,578	2,776	3,000	3,346	3,346	635	6514	Cyber Liability Insurance	3,000	3,000	3,000	
-	1,000	500	5,673	7,015	5,000	11,054	11,054	635	6515	Other Insurance Expense	5,000	5,000	5,000	
7,586	7,402	7,141	7,241	7,395	7,500	6,779	7,000	640	6610	City Memberships	7,500	7,500	7,500	
2,228	9,850	4,083	3,772	4,169	5,250	2,861	3,000	645	6710	Public Relations & Promotion	4,250	4,250	4,250	
275	478	1,250	787	1,492	800	614	800	645	6711	Printing & Binding	800	800	800	
2,463	6,309	13,332	1,959	1,685	2,000	902	1,500	645	6712	Advertising and Publication	1,500	1,500	1,500	
5,252	5,286	5,263	5,006	5,560	5,500	2,928	5,500	650	6810	Postage	5,500	5,500	5,500	
5,564	1,127	125	-	9	-	-	-	650	6811	Interest Expense	-	-	-	
373,006	445,700	439,103	454,519	493,000	420,525	337,858	425,670	Total Contractual				396,804	396,804	396,804
3,778	4,496	10,434	17,150	7,617	4,200	10,099	10,800	710	7110	Office Supplies	6,000	6,000	6,000	
-	5,724	-	48	1,867	-	-	-	740	7400	Miscellaneous Expenditure	-	-	-	
-	60	-	-	2	-	32	-	740	7713	Other Supplies	-	-	-	
7,500	(4,000)	-	-	-	-	-	-	740	7714	Senior Trash Program	-	-	-	
11,278	6,279	10,434	17,198	9,486	4,200	10,131	10,800	Total Commodities				6,000	6,000	6,000
490,988	575,521	596,264	613,032	630,785	550,322	439,081	573,473	Total Expenditures- General Services				537,925	537,925	537,925

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: \$135,112

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

-22.1%

Increases

No significant increases

Decreases

Decrease due to significant one-time expenditures in 2020 for the Capital Computer Parts budget and Other Professional Services budget.

City of Crestwood, Missouri
 General Fund Expenditures
 Budget for the Year Ending December 31, 2021

ACTUAL						2020			Account Description		2021 BUDGET		
2014	2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	MANAGEMENT INFORMATION SYSTEMS 10-25-042-XXX-XXXX	Dept, City Adm.	Ways & Means Recommendation	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	-	75,000	16,480	16,480	- 610 6115 Other Professional Services - 615 6216 Telecommunications Internet - 615 6217 Mobile Phones	-	10,000	10,000	
-	-	-	-	-	-	-	-	-	-	-	-		
7,303	8,798	-	63,648	60,784	63,467	78,392	47,520	73,000	- 620 6316 Maintenance Agreements - 625 6410 REJIS Services	72,500	72,500	72,500	
92,718	77,140	-	63,648	63,336	63,467	153,392	64,000	89,480	Total Contractual	72,500	82,500	82,500	
-	-	-	-	-	-	-	-	-	- 710 7110 Office Supplies - 730 7110 Computer Parts	-	-	-	
981	-	22,610	14,269	24,734	31,106	23,235	23,563	28,000	- 730 7111 Network Maintenance	21,000	21,000	21,000	
840	778	50,834	-	-	-	-	-	-	- 730 7112 Software License	-	-	-	
824	-	34,486	50,436	28,689	31,214	42,000	23,748	34,000	- 820 8310 Computer Parts	31,612	31,612	31,612	
2,645	778	107,930	64,705	53,423	62,320	65,235	47,311	62,000	Total Commodities	52,612	52,612	52,612	
-	2,604	40	-	-	-	21,500	21,979	21,979	- 820 8313 Software License	-	-	-	
-	23,743	-	-	-	-	10,000	-	-	Total Capital	-	-	-	
-	26,347	40	-	-	-	31,500	21,979	21,979	-	-	-	-	
95,364	104,265	107,970	128,353	116,759	125,787	250,127	133,290	173,459	Total Expenditures- MIS	125,112	135,112	135,112	

Finance

Division Contact Information

Donald Guilfoy, Finance Officer

dguilfoy@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: \$209,193

Staffing: 2.00 FTE



Cost Changes

Division cost has changed by

4.6%

Increases

No significant increases

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description			2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FINANCE 10-25-044-XXX-XXXX			Dept, City Adm.	Ways & Means Recommendation	BOA Approved
67,256	86,239	83,586	92,652	95,518	97,538	63,607	97,538	505	5010 Salaries, Exempt Employees	100,484	100,484	100,484	
37,171	38,940	40,737	42,892	44,374	45,492	29,664	45,490	505	5011 Wages, Non-Exempt Employees	46,866	46,866	46,866	
-	-	-	3,371	-	-	-	-	505	5013 Wages, Part-time Employees	-	-	-	
9,913	13,729	17,793	30,086	31,622	35,760	22,354	33,797	510	5110 Health Insurance	35,531	35,531	35,531	
712	765	924	819	707	724	462	679	510	5111 Dental Insurance	650	650	650	
486	511	447	561	582	609	398	586	510	5112 Life/AD&D/LTD Insurance	794	794	794	
41	41	41	52	31	42	31	42	510	5114 Employee Assistance Program	42	42	42	
6,107	5,635	4,070	3,344	6,130	6,865	4,393	6,293	510	5115 Retirement Plan	7,073	7,073	7,073	
168	231	251	314	345	303	190	330	510	5116 Workers' Compensation Insurance	280	280	280	
6,152	7,483	7,200	7,712	7,776	8,868	5,143	8,868	515	5210 FICA Taxes	9,136	9,136	9,136	
1,439	1,750	1,684	1,804	1,819	2,074	1,203	2,074	515	5211 Medicare Taxes	2,137	2,137	2,137	
129,445	155,325	156,734	183,607	188,903	198,275	127,445	195,697	Total Personnel			202,993	202,993	202,993
125	369	199	797	224	1,300	112	300	605	6010 Training & Education	900	900	900	
489	538	273	364	99	2,850	249	300	605	6011 Travel & Expenses	850	850	850	
50	50	190	190	190	350	50	300	605	6012 Employee Memberships	350	350	350	
420	-	-	-	-	-	-	-	610	6115 Other Professional Services	-	-	-	
-	-	25	-	-	100	-	-	645	6711 Printing & Binding	100	100	100	
1,084	957	687	1,351	513	4,600	411	900	Total Contractual			2,200	2,200	2,200
417	584	436	420	263	400	87	300	710	7110 Office Supplies	400	400	400	
-	-	-	8,689	3,175	3,200	3,398	3,175	730	7112 Software Licensing	3,600	3,600	3,600	
417	584	436	9,109	3,438	3,600	3,485	3,475	Total Commodities			4,000	4,000	4,000
130,946	156,866	157,857	194,067	192,854	206,475	131,341	200,072	Total Expenditures- Finance			209,193	209,193	209,193

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: \$94,548

Staffing: 1.0 FTE



Cost Changes

Division cost has changed by
9.0%

Increases

No significant cost increases

Decreases

No significant decreases

*Percent change can be attributed to mid-year spending cuts in 2020 due to COVID-19.

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description			2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	MUNICIPAL COURT 10-25-045-XXX-XXXX			Dept, City Adm.	Ways & Means Recommendation	BOA Approved
36,128	42,332	41,577	43,870	46,000	45,376	30,169	45,954	505	5011 Wages, Non-Exempt Employees	46,747	46,747	46,747	
-	-	1,798	2,982	-	1,500	-	-	505	5013 Wages, Part-time Employees	1,500	1,500	1,500	
9,178	8,612	2,594	3,186	5,584	3,000	2,043	2,524	505	5015 Overtime Wages	3,000	3,000	3,000	
10,775	11,905	5,489	7,271	7,935	9,119	5,701	8,619	510	5110 Health Insurance	9,061	9,061	9,061	
526	418	458	409	355	362	231	339	510	5111 Dental Insurance	325	325	325	
217	207	182	(10)	242	231	169	223	510	5112 Life/AD&D/LTD Insurance	296	296	296	
21	21	21	26	15	21	15	21	510	5114 Employee Assistance Program	21	21	21	
2,374	1,853	1,068	1,623	2,184	2,322	1,546	2,133	510	5115 Retirement Plan	2,460	2,460	2,460	
72	93	89	104	119	106	64	112	510	5116 Workers' Compensation Insurance	97	97	97	
2,420	2,681	2,745	2,937	2,984	3,092	1,931	3,006	515	5210 FICA Taxes	3,177	3,177	3,177	
566	627	642	687	698	723	452	703	515	5211 Medicare Taxes	743	743	743	
62,275	68,749	56,663	63,085	66,115	65,852	42,321	63,634	Total Personnel			67,428	67,428	67,428
865	725	2,168	1,020	1,340	1,590	337	337	605	6010 Training & Education	1,740	1,740	1,740	
1,028	1,045	912	2,399	2,938	3,850	386	386	605	6011 Travel & Expenses	1,605	1,605	1,605	
90	90	212	200	159	435	275	275	605	6012 Employee Memberships	475	475	475	
-	22,641	24,706	14,821	12,750	14,200	9,375	14,200	610	6110 Legal Services	14,200	14,200	14,200	
29,325	140	-	82	1,466	300	411	411	610	6115 Other Professional Services	300	300	300	
300	300	300	-	300	600	-	-	610	6120 Municipal Court Mental Health Docket	500	500	500	
240	330	720	-	-	600	-	-	610	6121 Prisoner Services	300	300	300	
-	4,515	4,515	4,515	4,473	4,400	2,570	3,898	625	6410 Rejis Services	4,400	4,400	4,400	
1,942	174	453	575	947	1,500	589	1,000	645	6711 Printing & Binding	1,500	1,500	1,500	
780	676	607	644	2,102	1,500	1,466	1,500	650	6815 Municipal Court Bank Fees	1,500	1,500	1,500	
34,569	30,635	34,593	24,256	26,474	28,975	15,409	22,007	Total Contractual			26,520	26,520	26,520
81	79	696	1,327	799	500	1,102	1,102	710	7110 Office Supplies	600	600	600	
81	79	696	1,327	799	500	1,102	1,102	Total Commodities			600	600	600
96,925	99,464	91,951	88,668	93,389	95,327	58,832	86,743	Total Expenditures- Municipal Court			94,548	94,548	94,548

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: \$206,099

Staffing: 2.0 FTE



Cost Changes

Division cost has **changed** by
15.8%

Increases

Code book codification funding to include new Zoning Code is a carryover expense from 2020

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description				2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	CITY CLERK 10-25-046-XXX-XXXX				Dept, City Adm.	Ways & Means Recomende	BOA Approved
83,713	84,695	92,470	98,573	98,939	103,678	67,614	103,678	505	5011	Wages, Non-Exempt Employees	105,358	105,358	105,358	
9,332	11,885	9,249	10,580	-	-	-	-	505	5013	Wages, Part-time Employees	-	-	-	
2,736	3,189	3,530	2,828	3,197	3,000	1,480	1,480	505	5015	Overtime Wages	3,000	3,000	3,000	
14,338	14,515	16,637	22,353	19,865	18,239	14,154	21,339	510	5110	Health Insurance	22,605	22,605	22,605	
978	817	1,048	819	706	724	467	693	510	5111	Dental Insurance	650	650	650	
463	444	477	454	516	499	358	441	510	5112	Life/AD&D/LTD Insurance	637	637	637	
41	41	41	52	31	42	31	42	510	5114	Employee Assistance Program	42	42	42	
5,150	3,862	3,134	3,107	3,830	5,121	3,286	4,627	510	5115	Retirement Plan	5,201	5,201	5,201	
154	184	214	263	249	226	139	243	510	5116	Workers' Compensation Insurance	206	206	206	
5,584	5,790	6,086	6,391	5,955	6,614	4,021	6,520	515	5210	FICA Taxes	6,718	6,718	6,718	
1,306	1,354	1,423	1,495	1,393	1,547	940	1,525	515	5211	Medicare Taxes	1,571	1,571	1,571	
123,796	126,776	134,310	146,915	134,680	139,690	92,490	140,587	Total Personnel				145,989	145,989	145,989
850	1,729	2,394	2,841	5,083	3,700	943	1,507	605	6010	Training & Education	2,200	2,200	2,200	
976	2,138	3,298	4,839	2,209	3,000	854	1,000	605	6011	Travel & Expenses	3,000	3,000	3,000	
339	345	374	231	85	400	330	330	605	6012	Employee Memberships	400	400	400	
-	-	-	15,732	15,270	14,500	6,651	9,500	610	6110	Legal Services	14,500	14,500	14,500	
-	-	51	-	-	-	3,426	3,426	610	6115	Other Professional Services	8,960	8,960	8,960	
-	119	50	60	164	350	-	-	645	6711	Printing & Binding	150	150	150	
4,677	4,841	9,329	7,422	9,627	16,000	2,565	5,300	645	6714	Code Book Codification	14,000	14,000	14,000	
7,599	14,702	5,357	18,835	4,678	8,800	6,677	6,677	650	6813	Elections - General & Special	7,500	7,500	7,500	
14,441	23,873	20,854	49,960	37,117	46,750	21,445	27,740	Total Contractual				50,710	50,710	50,710
1,187	831	602	9,494	427	600	-	400	710	7110	Office Supplies	400	400	400	
-	-	-	4,800	13,243	14,000	4,379	9,223	730	7112	Software Licensing	9,000	9,000	9,000	
1,187	831	602	14,294	13,670	14,600	4,379	9,623	Total Commodities				9,400	9,400	9,400
139,425	151,480	155,766	211,169	185,467	201,040	118,314	177,950	Total Expenditures- City Clerk				206,099	206,099	206,099



DEPARTMENTAL BUDGETS

General Fund

Public Services

In this Section:

Public Works Administration	\$334,472
Facilities and Code Enforcement	\$1,476,054
Street Maintenance	\$634,868
Fleet Management	\$149,998
TOTAL	\$2,595,391



Public Works Administration

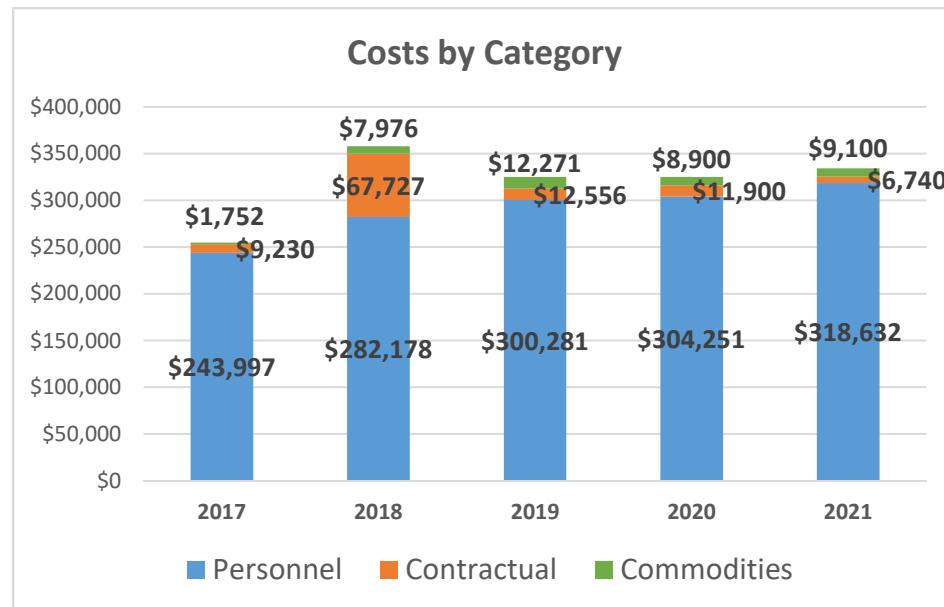
Division Contact Information
Jim Gillam, Director of Public Services
jgillam@cityofcrestwood.org
314.729.4722

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: \$334,472

Staffing: 4.00 FTE



Cost Changes

Division cost has changed by
2.9%

Increases

No significant cost increases

Decreases

No significant decreases

*Percent change can be attributed to mid-year spending cuts in 2020 due to COVID-19.

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description					2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS ADMINISTRATION 10-35-061-XXX-XXXX					Dept, City Adm.	Ways & Means Recommende	BOA Approved
89,696	89,696	92,088	97,671	101,348	104,052	72,497	108,515	505	5010	Salaries, Exempt Employees	107,174	107,174	107,174		
82,669	86,078	95,441	122,573	125,675	129,054	73,753	115,837	505	5011	Wages, Non-Exempt Employees	124,297	124,297	124,297		
13,994	15,304	8,060	-	-	-	-	-	505	5013	Wages, Part-Time	-	-	-		
1,257	1,878	4,285	1,328	2,150	1,750	175	175	505	5015	Overtime Wages	1,750	1,750	1,750		
15,634	15,762	19,887	33,922	41,677	51,550	32,781	49,849	510	5110	Health Insurance	52,995	52,995	52,995		
929	1,016	1,572	1,575	1,399	1,449	875	1,287	510	5111	Dental Insurance	1,235	1,235	1,235		
782	750	809	1,022	1,060	1,070	679	929	510	5112	Life/AD&D/LTD Insurance	1,337	1,337	1,337		
62	62	62	77	57	84	62	84	510	5114	Employee Assistance Program	80	80	80		
8,789	7,934	6,492	7,209	9,489	11,273	7,118	9,879	510	5115	Retirement Plan	11,195	11,195	11,195		
589	584	617	715	878	817	509	519	510	5116	Workers' Compensation Insurance	729	729	729		
11,306	11,633	11,901	13,037	13,412	14,561	8,433	13,921	515	5210	FICA Taxes	14,460	14,460	14,460		
2,644	2,721	2,783	3,049	3,137	3,405	1,972	3,256	515	5211	Medicare Taxes	3,382	3,382	3,382		
228,351	233,418	243,997	282,178	300,281	319,065	198,855	304,251	Total Personnel					318,632	318,632	318,632
3,884	1,449	600	2,072	1,171	2,000	617	1,000	605	6010	Training & Education	2,000	2,000	2,000		
1,622	2,061	487	998	2,544	2,000	338	500	605	6011	Travel & Expenses	400	400	400		
425	734	871	671	1,504	1,000	619	900	605	6012	Employee Memberships	1,000	1,000	1,000		
10,778	86,080	3,323	58,750	2,643	65,000	632	5,000	610	6115	Other Professional Services	-	-	-		
840	840	840	840	840	840	497	840	615	6217	Mobile Phones	840	840	840		
149	16	-	-	-	-	-	910	640	6611	Periodicals & Books	-	-	-		
-	-	-	-	392	-	231	250	645	6710	Public Relations & Promotions	-	-	-		
312	1,633	776	1,718	1,613	1,500	862	1,000	645	6711	Printing & Binding	1,000	1,000	1,000		
-	809	2,332	2,605	753	1,200	946	1,500	645	6712	Advertising and Publications	1,500	1,500	1,500		
-	-	-	73	-	-	-	650	6810	Postage	-	-	-			
18,011	93,621	9,230	67,727	12,556	74,040	5,651	11,900	Total Contractual					6,740	6,740	6,740
1,931	1,822	1,341	844	3,323	1,000	625	750	710	7110	Office Supplies	1,000	1,000	1,000		
-	49	411	67	1,107	100	120	150	715	7210	Household Supplies	100	100	100		
-	-	-	65	-	-	-	-	725	7411	Small Tools & Equipment	-	-	-		
-	-	-	7,000	7,841	8,000	7,961	8,000	730	7112	Software Licensing	8,000	8,000	8,000		
169	244	-	-	-	-	-	-	740	7713	Other Supplies	-	-	-		
2,100	2,115	1,752	7,976	12,271	9,100	8,706	8,900	Total Commodities					9,100	9,100	9,100
248,462	329,154	254,979	357,881	325,108	402,205	213,212	325,051	Total Expenditures- PW Administration					334,472	334,472	334,472

Facilities and Code Enforcement

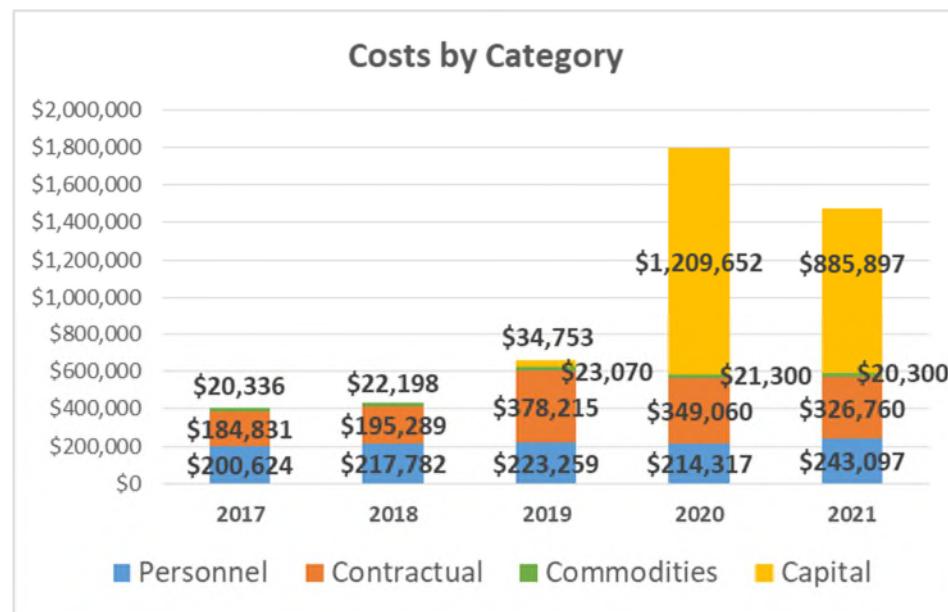
Division Contact Information
Shirley Brown, Administrative Assistant
sbrown@cityofcrestwood.org
314.729.4726

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: \$1,476,054

Staffing: 3.20 FTE



Cost Changes

Division cost has **changed** by

-17.7%

Increases

No significant increases

Decreases

Decreased Building & Improvements budget due to completion of the Government Center Reconstruction project in 2020

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description			2021 BUDGET		
2015	2016	2017	2018	2019	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 Recomende	BOA Approved
115,667	122,585	134,220	135,825	139,815	144,998	94,496	144,937	505 5011 Wages, Non-Exempt Employees			149,449	149,449	149,449
5,879	6,460	2,560	(5)	3,317		-	1,932	505 5013 Wages, Part-Time Employees			4,449	4,449	4,449
6,930	8,862	11,971	21,298	18,115		13,000	3,575	3,575	505 5015 Overtime Wages		13,000	13,000	13,000
23,625	23,815	28,365	35,275	34,024	38,831	24,274	36,699	510 5110 Health Insurance			47,643	47,643	47,643
1,336	1,200	1,612	1,228	1,061	1,087	693	1,018	510 5111 Dental Insurance			1,300	1,300	1,300
618	606	662	730	748	719	515	614	510 5112 Life/AD&D/LTD Insurance			1,062	1,062	1,062
62	62	62	77	46	63	46	63	510 5114 Employee Assistance Program			84	84	84
6,499	5,893	4,832	5,425	6,787	7,584	4,833	6,535	510 5115 Retirement Plan			8,011	8,011	8,011
3,380	4,728	5,659	6,617	7,574	5,361	4,419	6,894	510 5116 Workers' Compensation Insurance			5,330	5,330	5,330
7,442	7,966	8,655	9,168	9,540	9,796	5,894	9,359	515 5210 FICA Taxes			10,348	10,348	10,348
1,741	1,863	2,024	2,144	2,231	2,291	1,378	2,189	515 5211 Medicare Taxes			2,420	2,420	2,420
173,180	184,040	200,624	217,782	223,259	223,730	142,055	214,317	Total Personnel			243,097	243,097	243,097
80	250	-	1,040	87	1,000	-	500	605 6010 Training and Education			1,000	1,000	1,000
1,769	-	-	3,999	60,853	50,000	36,172	55,000	610 6115 Other Professional Services			65,000	65,000	65,000
18,826	15,117	16,908	17,025	16,980	17,000	9,670	16,000	610 6117 Rental Inspections			17,000	17,000	17,000
2,353	2,569	1,690	4,933	11,125	12,000	7,120	16,000	612 6150 Contract Mowing			18,000	18,000	18,000
-	-	-	-	-	60,000	-	-	612 6157 Pavement Preservation			-	60,000	60,000
44,156	43,236	38,204	42,849	40,667	43,000	26,150	41,000	615 6210 Electric			43,000	43,000	43,000
8,183	6,701	6,849	9,774	8,948	9,000	4,801	8,000	615 6211 Natural Gas			9,000	9,000	9,000
2,400	2,936	3,117	3,070	3,481	2,500	1,742	3,000	615 6212 Sewer			3,000	3,000	3,000
2,098	2,323	2,070	2,296	2,738	2,500	1,166	3,000	615 6213 Water			3,000	3,000	3,000
78,527	78,690	79,217	79,533	73,200	75,000	42,360	70,000	615 6214 Street Lighting			70,000	70,000	70,000
1,260	1,260	1,225	1,411	1,604	1,560	1,190	1,560	615 6217 Mobile Phones			1,560	1,560	1,560
-	-	-	-	-	-	-	-	615 6218 Cable TV			-	-	-
495	-	-	-	1,828	500	2,761	3,000	620 6311 Maint/Repair Communication Equipment			500	500	500
26,146	16,742	35,329	29,359	129,686	45,000	42,912	65,000	620 6312 Maint/Repair Buildings / Facilities			35,700	35,700	35,700
-	-	221	-	759	-	-	-	620 6313 Maint/Repair Other Equipment			-	-	-
1,562	68	-	-	26,259	29,500	58,135	67,000	630 6452 Other Rentals/Leases			-	-	-
187,856	169,892	184,831	195,289	378,215	348,560	234,179	349,060	Total Contractual			266,760	326,760	326,760
3,698	4,666	5,136	4,050	4,879	5,000	3,556	5,800	715 7211 Janitorial Supplies			5,000	5,000	5,000
10,278	13,356	14,186	15,272	12,820	17,500	7,675	14,000	715 7212 Building Maint. Supplies			15,000	15,000	15,000
-	-	65	22	-	50	-	-	725 7411 Small Tools & Equipment			50	50	50
-	-	949	2,840	5,371	250	-	1,500	725 7413 Machinery & Equipment			250	250	250
480	20	-	14	-	-	-	-	740 7713 Other Supplies			-	-	-
14,455	18,042	20,336	22,198	23,070	22,800	11,232	21,300	Total Commodities			20,300	20,300	20,300
-	-	-	-	-	250,000	51,246	140,000	805 8010 Land Improvements - Parks			545,897	545,897	545,897
-	-	-	-	34,753	1,030,000	536,086	1,046,652	805 8011 Building & Improvements			215,000	340,000	340,000
-	-	-	-	-	25,000	23,000	23,000	810 8110 Motor Vehicles			-	-	-
-	-	-	-	34,753	1,305,000	610,332	1,209,652	Total Capital			760,897	885,897	885,897
375,491	371,974	405,791	435,269	659,297	1,900,090	997,798	1,794,329	Total Expenditures- PW Facilities/Code			1,291,054	1,476,054	1,476,054

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: \$630,368

Staffing: 6.25 FTE



Cost Changes

Division cost has changed by

11.3%

Increases

No significant cost increases

Decreases

No significant decreases

*Percent change can be attributed to mid-year spending cuts in 2020 due to COVID-19

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description				2021 BUDGET		
2015	2016	2017	2018	2019	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 Recommendde	BOA Approved
242,246	243,372	251,891	263,817	269,896	287,138	179,600	271,564	505 5010	Wages, Exempt Employees	505 5011	Wages, Non-Exempt Employees	311,226	311,226	311,226
-	-	5,812	11,243	11,066	13,460	7,800	11,774	505 5013	Wages, Part-Time	505 5015	Overtime Wages	13,070	13,070	13,070
19,976	14,541	11,042	14,639	30,230	18,750	11,647	17,813	510 5110	Health Insurance	510 5111	Dental Insurance	18,750	18,750	18,750
34,604	37,760	41,672	49,876	50,853	83,710	34,611	51,137	510 5112	Life/AD&D/LTD Insurance	510 5114	Employee Assistance Program	66,386	66,386	66,386
2,318	2,010	2,916	2,366	1,944	2,173	1,243	1,785	510 5115	Retirement Plan	510 5116	Workers' Compensation Insurance	1,950	1,950	1,950
1,322	1,231	1,372	1,387	1,347	1,429	940	1,142	510 5210	FICA Taxes	510 5211	Medicare Taxes	1,893	1,893	1,893
124	124	124	155	93	126	93	128	Total Personnel				126	126	126
15,628	9,761	7,000	8,471	12,055	14,683	7,899	12,733	510 6010	Training & Education	510 6011	Travel & Expenses	15,839	15,839	15,839
11,669	14,392	18,274	22,139	26,608	24,157	14,076	24,912	600 6012	Employee Memberships	600 6111	Medical Services	25,994	25,994	25,994
15,826	15,462	16,181	17,267	18,657	19,800	11,915	18,671	600 6115	Other Professional Services	600 6210	Electric	21,269	21,269	21,269
3,701	3,616	3,784	4,038	4,363	4,631	2,787	4,367	600 6211	Natural Gas	600 6212	Sewer	4,974	4,974	4,974
347,413	342,269	360,070	395,398	427,113	470,057	272,610	416,027	600 6213	Water	600 6215	Telephone	481,478	481,478	481,478
1,719	1,169	1,705	2,135	655	2,000	39	500	600 6217	Mobile Phones	600 6218	Cable TV	1,500	1,500	1,500
1,229	363	1,735	1,148	434	1,500	124	200	600 6311	Maint/Repair Communitcns Equip	600 6312	Maint/Repair Building/Facilities	4,000	4,000	4,000
465	480	495	495	535	850	540	600	600 6313	Maint/Repair Other Equipment	600 6315	Solid Waste Disposal	500	500	500
864	412	822	599	524	500	138	500	630 6450	Equipment Rental	630 6452	Other Rentals/Leases	900	900	900
100	88	25	304	-	200	-	100	640 6611	Periodicals & Books	640 6710	Public Relations & Promotions	1,500	1,500	1,500
5,453	5,635	5,337	7,629	7,450	8,000	4,701	7,500	645 300	Total Contractual	300	-	-	-	-
4,626	4,379	4,471	4,421	4,276	4,000	2,329	4,000	645 6450	Equipment Rental	645 6452	Other Rentals/Leases	4,000	4,000	4,000
496	538	856	1,545	664	600	357	600	640 6611	Periodicals & Books	640 6710	Public Relations & Promotions	800	800	800
782	779	854	1,191	688	1,000	403	1,000	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	840	840	840
-	384	59	-	-	200	-	-	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	-	-	-
840	840	840	840	840	840	560	840	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	840	840	840
4,478	1,129	1,242	425	-	1,500	-	-	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	1,200	1,200	1,200
-	-	-	-	2,023	-	-	-	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	-	-	-
1,867	5,198	1,943	3,935	5,181	4,000	2,543	4,000	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	4,000	4,000	4,000
-	175	-	1,859	-	500	483	500	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	500	500	500
-	644	553	1,327	2,287	600	1,784	2,000	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	900	900	900
125	829	893	1,690	1,175	2,000	638	1,700	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	1,500	1,500	1,500
4,480	-	473	-	670	400	-	-	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	-	-	-
-	-	-	78	-	200	-	200	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	-	-	-
-	-	-	-	173	-	-	-	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	300	300	300
27,524	23,041	22,302	29,621	27,575	28,890	14,638	24,540	645 6710	Public Relations & Promotions	645 6710	Public Relations & Promotions	24,990	24,990	24,990

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description				2021 BUDGET			
2015	2016	2017	2018	2019	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 Recommendde	BOA Approved	
1,068	4,652	4,959	4,584	6,053	8,000	3,303	7,500	705	7010 Uniforms/Clothing		7,500	7,500	7,500		
-	-	-	6,561	166	2,000	322	1,000	710	7110 Office Supplies		1,000	1,000	1,000		
598	575	996	677	840	1,200	388	1,000	715	7210 Household Supplies		1,000	1,000	1,000		
366	390	497	649	922	1,000	909	1,400	715	7211 Janitorial Supplies		1,000	1,000	1,000		
475	289	862	2,907	1,429	2,200	287	1,000	715	7212 Building Maint. Supplies		1,200	1,200	1,200		
308	1,148	217	419	205	500	37	400	715	7213 General Maint. Supplies		400	400	400		
459	441	374	630	524	700	249	700	725	7411 Small Tools & Equipment		700	700	700		
-	828	1,534	9,703	1,948	2,000	94	2,000	725	7413 Machinery & Equipment		2,000	2,000	2,000		
5,231	8,618	10,760	17,819	15,242	20,000	1,529	9,000	730	7510 Concrete		20,000	20,000	20,000		
10,937	12,216	8,727	4,424	17,907	20,000	11,845	20,000	730	7511 Asphalt		20,000	20,000	20,000		
1,448	1,364	1,022	1,704	1,395	1,500	726	1,900	730	7512 Rock		1,600	1,600	1,600		
55,630	54,253	3,011	21,214	48,729	60,000	40,311	61,000	730	7513 Salt		50,000	50,000	50,000		
9,058	8,995	9,863	7,631	8,076	10,000	626	10,000	730	7514 Crack Sealant		10,000	10,000	10,000		
5,516	5,768	5,472	5,498	3,219	4,500	4,672	5,000	730	7516 Signs		4,500	4,500	4,500		
3,910	4,335	4,397	5,857	7,062	7,000	2,386	5,000	730	7517 Street Supplies		5,000	5,000	5,000		
294	297	167	263	185	300	504	700	735	7611 Medical Supplies		300	300	300		
1,202	1,104	1,108	1,010	1,107	1,200	895	1,300	735	7612 Safety Equipment & Supplies		1,200	1,200	1,200		
-	-	144	1,486	1,062	1,200	230	900	740	7711 Agricultural Supplies		1,000	1,000	1,000		
29	306	-	-	-	-	-	-	740	7713 Other Supplies		-	-	-		
96,530	105,580	54,110	93,036	116,070	143,300	69,311	129,800	Total Commodities				128,400	128,400	128,400	
471,467	470,890	436,482	518,055	570,758	642,247	356,559	570,367	Total Expenditures- PW Maintenance				634,868	634,868	634,868	

Fleet Management

Division Contact Information

Todd Hinch, Fleet Leader
thinch@cityofcrestwood.org
314.729.4731

Division Summary:

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

Budget Summary: \$149,998

Staffing: 1.00 FTE



Cost Changes

Division cost has changed by
7.7%

Increases

No significant cost increases

Decreases

No significant decreases

*Percent change can be attributed to mid-year spending cuts in 2020 due to COVID-19

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description			2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS FLEET MANAGEMENT 10-35-063-XXX-XXXX			Dept, City Adm.	Ways & Means Recommend	BOA Approved
50,254	52,067	50,411	48,888	53,161	55,102	31,806	49,115	505	5011 Wages, Non-Exempt Employees	51,255	51,255	51,255	
1,322	2,654	-	-	-	-	-	-	505	5013 Wages, Part-Time Employees	-	-	-	
1,628	1,393	1,313	1,272	4,435	1,750	2,325	3,487	505	5015 Overtime Wages	1,750	1,750	1,750	
5,859	5,676	5,044	7,271	7,908	9,119	6,161	12,750	510	5110 Health Insurance	20,460	20,460	20,460	
407	382	369	409	354	362	199	308	510	5111 Dental Insurance	325	325	325	
256	245	212	258	269	259	278	231	510	5112 Life/AD&D/LTD Insurance	313	313	313	
21	21	21	26	15	21	15	21	510	5114 Employee Assistance Program	21	21	21	
3,081	2,369	1,739	1,740	2,238	2,729	1,373	2,314	510	5115 Retirement Plan	2,544	2,544	2,544	
1,183	1,505	1,569	1,780	2,218	1,879	1,118	1,983	510	5116 Workers' Compensation Insurance	1,674	1,674	1,674	
3,224	3,322	3,056	3,133	3,534	3,525	1,646	3,261	515	5210 FICA Taxes	3,286	3,286	3,286	
754	777	715	733	826	824	451	763	515	5211 Medicare Taxes	769	769	769	
67,989	70,411	64,448	65,510	74,959	75,570	45,373	74,234	Total Personnel			82,398	82,398	82,398
239	225	-	1,069	45	400	-	100	605	6010 Training & Education	300	300	300	
-	-	231	-	400	-	-	-	605	6011 Travel & Expenses	-	-	-	
16,101	6,191	10,895	1,232	1,802	7,000	2,805	6,200	620	6310 Maintenance/Repair Motor Vehicles	5,000	5,000	5,000	
13,750	3,398	1,989	2,190	709	5,000	436	2,000	620	6313 Maintenance/Repair Other Equipment	2,500	2,500	2,500	
-	-	-	-	-	100	-	100	640	6611 Periodicals & Books	100	100	100	
30,090	9,814	12,885	4,722	2,556	12,900	3,241	8,400	Total Contractual			7,900	7,900	7,900
20,138	16,353	14,492	23,078	22,938	21,000	8,085	16,000	720	7310 Motor Vehicle Fuel	21,000	21,000	21,000	
4,245	5,142	2,856	3,851	3,467	3,500	1,780	3,500	720	7311 Motor Vehicle Fluids	3,500	3,500	3,500	
15,198	16,098	15,311	12,211	10,594	10,000	6,033	10,000	720	7312 Motor Vehicle Parts	10,000	10,000	10,000	
3,505	5,744	7,303	1,861	3,350	2,500	811	2,300	720	7313 Motor Vehicle Tools	2,500	2,500	2,500	
5,071	9,887	5,778	6,582	4,724	6,000	2,529	6,000	720	7314 Motor Vehicle Tires	5,000	5,000	5,000	
173	849	268	316	50	400	50	400	725	7410 Welding Supplies	400	400	400	
1,248	1,467	329	1,774	626	700	284	700	725	7411 Small Tools	700	700	700	
5,355	9,084	10,442	14,149	12,508	12,000	3,896	10,000	725	7412 Equipment Parts	9,500	9,500	9,500	
5,523	4,515	855	7,366	3,459	5,500	144	5,700	725	7413 Machinery & Equipment	5,000	5,000	5,000	
-	650	-	2,079	650	1,800	-	1,400	730	7112 Software Licensing	1,400	1,400	1,400	
1,227	858	881	1,060	798	700	354	700	735	7612 Safety Equipment & Supplies	700	700	700	
118	224	-	-	-	-	-	-	740	7713 Other Supplies	-	-	-	
61,802	70,873	58,516	74,327	63,164	64,100	23,966	56,700	Total Commodities			59,700	59,700	59,700
159,882	151,098	135,849	144,559	140,679	152,570	72,579	139,334	Total Expenditures- PW Fleet Mnmt			149,998	149,998	149,998



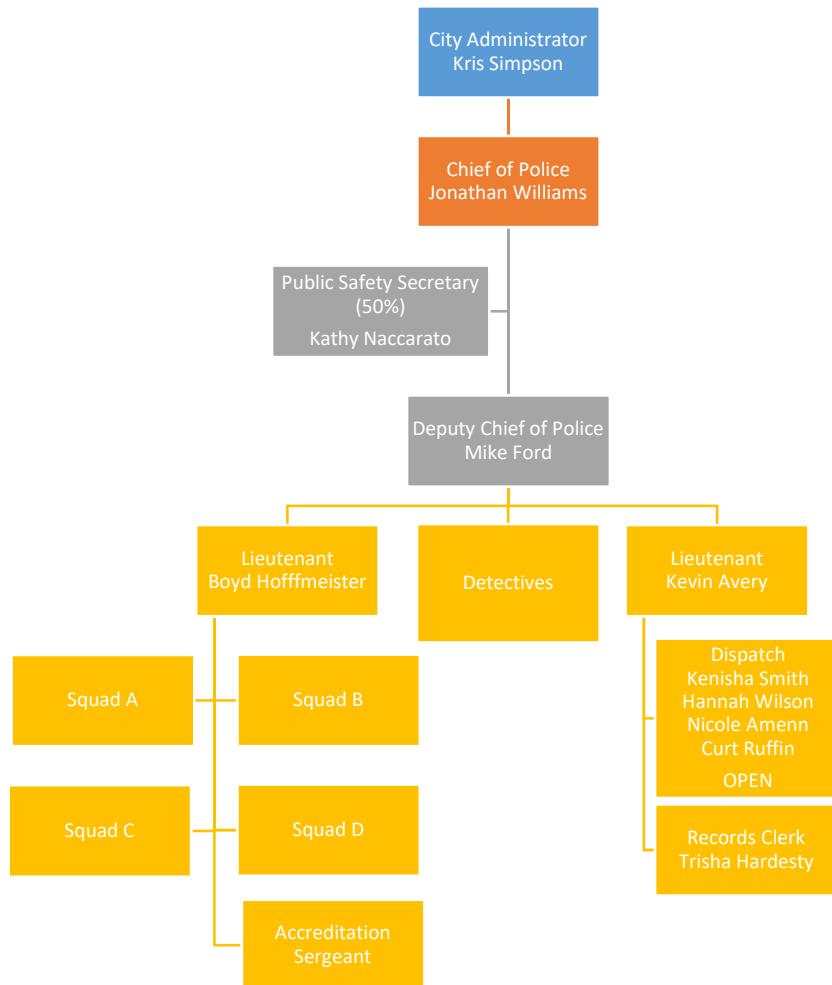
DEPARTMENTAL BUDGETS

General Fund

Police Department

In this Section:

Police Department	\$3,161,932
TOTAL	\$3,161,932



Police Department

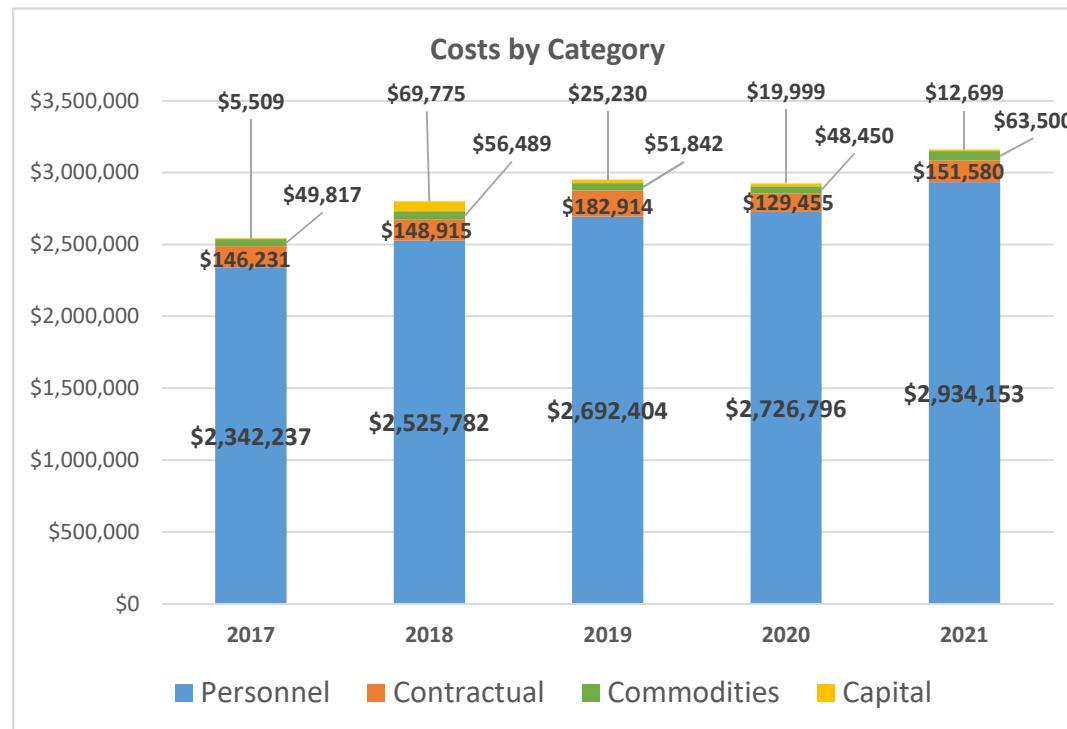
Division Contact Information
Jonathan Williams, Chief of Police
jwilliams@cityofcrestwood.org
314.729.4832

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: \$3,161,932

Staffing: 34.50 FTE



Cost Changes

Division cost has **changed** by
8.1%

Increases

Salary increases due to merit raises

Decreases

Other Equipment & Machinery budget decreased

*Large percent change can be attributed to spending cuts in 2020 due to COVID-19

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL						2020			Account Description			2021 BUDGET			
2015	2016	2017	2018	2019		BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	POLICE 10-40-070-XXX-XXXX			Dept. City Adm. Recommended	Ways & Means Recommende	BOA Approved	
82,962	88,036	92,101	180,071	178,880	183,607	132,462	195,569	505	5010 Salaries, Exempt Employees	184,729	184,729	184,729			
1,590,879	1,622,177	1,612,759	1,675,172	1,790,968	1,826,058	1,200,519	1,793,161	505	5011 Wages, Non-Exempt Employees	1,866,010	1,866,010	1,866,010			
-	-	-	-	4,395	-	3,093	5,612	505	5013 Wages, Part-Time Employees	4,449	4,449	4,449			
27,909	47,040	48,497	41,981	37,191	41,000	16,441	20,680	505	5015 Overtime Wages	41,000	41,000	41,000			
-	-	-	-	1,655	3,000	425	425	505	5020 Overtime-BOA	3,000	3,000	3,000			
6,034	5,946	7,530	7,710	8,335	6,000	1,407	1,407	505	5021 Overtime Wages - Court	6,500	6,500	6,500			
227,900	275,405	292,048	306,487	322,464	401,556	235,440	353,850	510	5110 Health Insurance	430,034	430,034	430,034			
14,705	15,063	15,995	13,243	11,563	12,316	7,605	11,039	510	5111 Dental Insurance	11,378	11,378	11,378			
8,219	6,932	8,070	9,270	9,350	9,174	7,092	7,572	510	5112 Life/AD&D/LTD Insurance	11,939	11,939	11,939			
681	681	686	872	526	715	526	716	510	5114 Employee Assistance Program	736	736	736			
98,812	68,761	58,531	60,240	73,559	98,864	64,127	76,427	510	5115 Retirement Plan	113,544	113,544	113,544			
45,708	53,337	59,154	71,117	86,881	77,022	50,438	92,965	510	5116 Workers' Compensation Ins.	78,569	78,569	78,569			
17,270	17,458	16,962	20,712	17,884	21,180	8,751	13,084	510	5117 Uniform/Clothing Allowance	21,180	21,180	21,180			
101,870	103,056	105,281	112,580	120,580	127,699	80,213	125,045	515	5210 FICA Taxes	130,553	130,553	130,553			
23,824	24,102	24,623	26,327	28,172	29,865	18,759	29,244	515	5211 Medicare Taxes	30,532	30,532	30,532			
2,246,772	2,327,992	2,342,237	2,525,782	2,692,404	2,838,056	1,827,297	2,726,796	Total Personnel			2,934,153	2,934,153	2,934,153		
10,667	8,523	9,398	7,186	9,757	15,250	3,555	5,500	605	6010 Training & Education	11,250	11,250	11,250			
1,569	(446)	1,690	(1,543)	1,212	4,000	-	500	605	6011 Travel & Expenses	2,000	2,000	2,000			
1,075	1,090	1,450	828	1,000	1,100	550	900	605	6012 Employee Memberships	1,100	1,100	1,100			
3,209	1,435	2,306	339	-	2,000	55	500	605	6015 Training & Education (POST)	2,000	2,000	2,000			
-	408	618	458	192	400	-	400	605	6016 Testing	400	400	400			
174	1,933	3,825	3,470	2,538	2,700	423	1,200	610	6111 Medical Services	2,700	2,700	2,700			
5,691	3,714	5,371	3,690	6,345	5,800	3,568	4,800	610	6115 Other Professional Services	5,800	5,800	5,800			
525	645	716	590	285	500	140	300	610	6121 Prisoner Services	500	500	500			
2,853	2,995	2,820	2,483	3,281	3,600	2,527	3,600	615	6217 Mobile Phones	3,600	3,600	3,600			
-	166	1,292	155	455	200	30	200	620	6310 Maint/Repair Motor Vehicles	200	200	200			
6,757	1,192	1,422	5,643	39,939	4,850	1,365	2,000	620	6311 Maint/Repair Communications Eq.	4,850	4,850	4,850			
663	56	-	115	-	500	-	300	620	6313 Maint/Repair Other Equipment	500	500	500			
15,858	16,243	10,768	10,465	14,988	17,000	9,710	12,000	620	6316 Maintenance Agreements	17,000	17,000	17,000			
888	567	1,763	408	502	2,000	-	1,000	620	6318 Maint/Repair Emerg. Equipment	2,000	2,000	2,000			
64,812	64,006	59,012	74,075	61,698	68,250	46,609	68,250	625	6410 Rejis Services	68,250	68,250	68,250			
35,595	35,595	35,595	35,595	35,595	23,310	19,284	23,310	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			
67	899	657	-	660	675	-	200	640	6611 Periodicals & Books	675	675	675			
1,559	1,541	1,369	964	905	1,500	304	900	645	6710 Public Relations & Promotion	1,500	1,500	1,500			
466	2,603	3,403	1,320	652	2,000	25	1,200	645	6711 Printing & Binding	1,000	1,000	1,000			
-	790	-	-	-	200	-	200	645	6712 Advertising & Publication	200	200	200			
-	191	849	715	996	1,000	45	200	645	6715 D.A.R.E. Program Expense	700	700	700			
-	16	-	51	6	45	-	45	650	6810 Postage	45	45	45			
154,336	146,068	146,231	148,915	182,914	158,880	90,096	129,455	Total Contractual			151,580	151,580	151,580		

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description			2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	POLICE 10-40-070-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommendde	BOA Approved
1,034	2,050	6,784	536	328	1,500	51	500	705	7010 Uniform/Clothing	750	750	750	
1,973	1,480	1,357	1,646	1,747	2,300	678	2,300	710	7110 Office Supplies	2,100	2,100	2,100	
-	117	-	654	192	350	-	250	710	7112 Photographic Supplies	250	250	250	
-	-	634	1,670	68	700	-	400	710	7114 Accreditation Supplies	1,000	1,000	1,000	
613	676	702	499	785	1,200	436	1,000	715	7210 Household Supplies	1,000	1,000	1,000	
34,096	28,141	27,199	31,824	31,836	36,000	14,447	27,000	720	7310 Motor Vehicle Fuel	32,000	32,000	32,000	
-	-	891	-	-	-	-	-	730	7112 Software Licensing	-	-	-	
2,917	5,146	4,786	8,987	-	5,000	2,963	5,000	735	7610 Ammunition	13,000	13,000	13,000	
2,245	775	4,650	3,100	4,297	6,200	775	6,200	735	7613 Bullet Proof Vest Program	6,200	6,200	6,200	
5,971	3,021	1,783	7,270	3,875	9,700	2,253	5,000	740	7713 Other Supplies	6,200	6,200	6,200	
527	425	1,032	279	8,204	1,000	336	800	740	7714 Prisoner Supplies	1,000	1,000	1,000	
-	-	-	-	511	-	-	-	740	7720 Other Supplies- The Alternative*	-	-	-	
-	-	-	24	-	-	-	-	750	7500 Donation Expenditures	-	-	-	
49,376	41,830	49,817	56,489	51,842	63,950	21,939	48,450	Total Commodities			63,500	63,500	63,500
-	-	-	60,000	-	-	-	-	805	8011 Building & Improvements	-	-	-	
-	-	-	-	23,790	34,000	-	10,000	830	8211 Other Equipment & Machinery	2,700	2,700	2,700	
3,562	-	5,509	9,775	1,440	-	4,039	9,999	899	8211 Grant Equipment & Machinery	9,999	9,999	9,999	
3,562	-	5,509	69,775	25,230	34,000	4,039	19,999	Total Capital			12,699	12,699	12,699
2,454,045	2,515,889	2,543,794	2,800,961	2,952,390	3,094,886	1,943,371	2,924,700	Total Expenditures- Police			3,161,932	3,161,932	3,161,932



DEPARTMENTAL BUDGETS

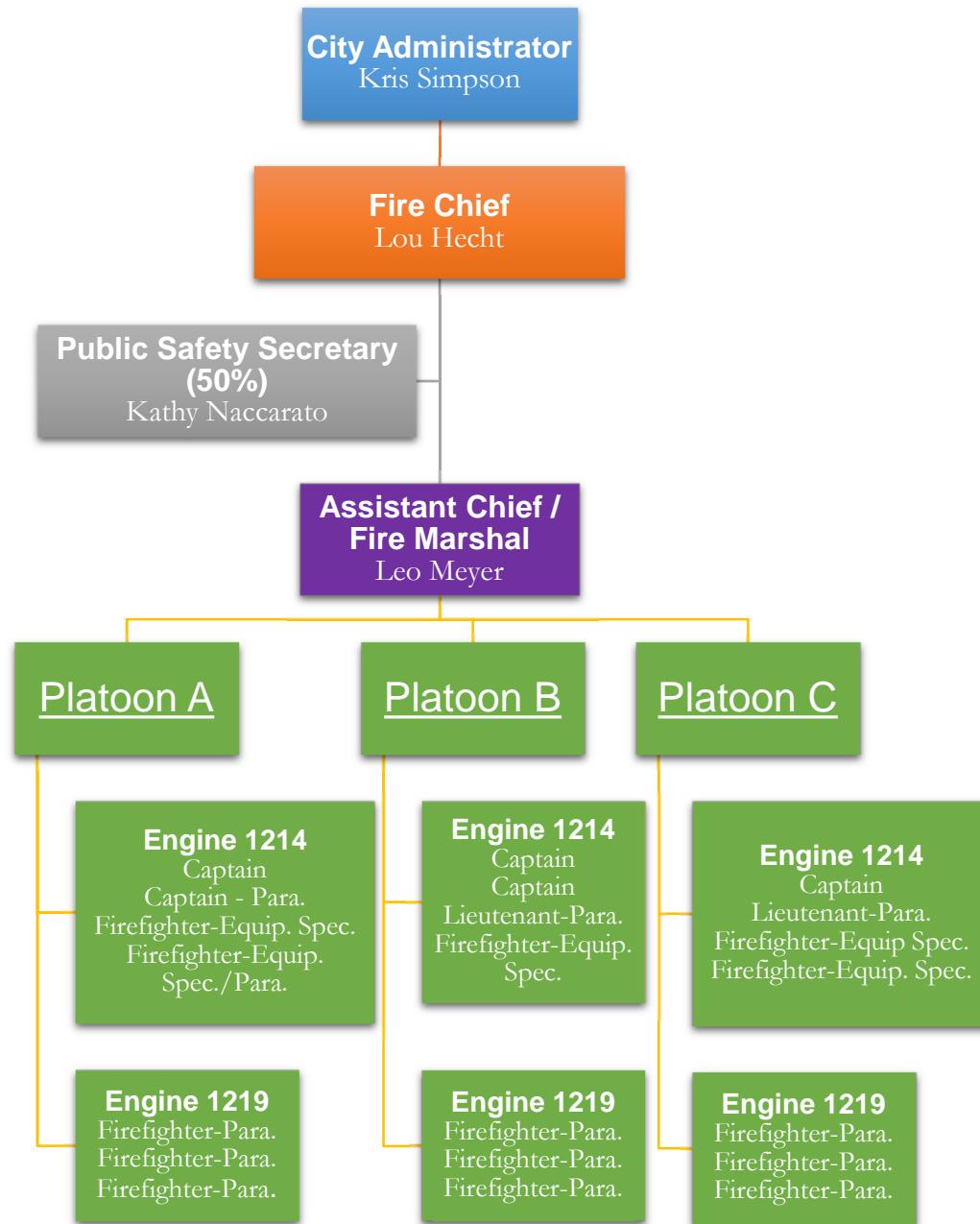
General Fund

Department of Fire Services

In this section:

Fire Department	\$3,377,058
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TOTAL	\$3,377,058
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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: \$3,377,058

Staffing: 24.50 FTE



Cost Changes

Division cost has **changed** by

1.2%

Increases

No significant increases

Decreases

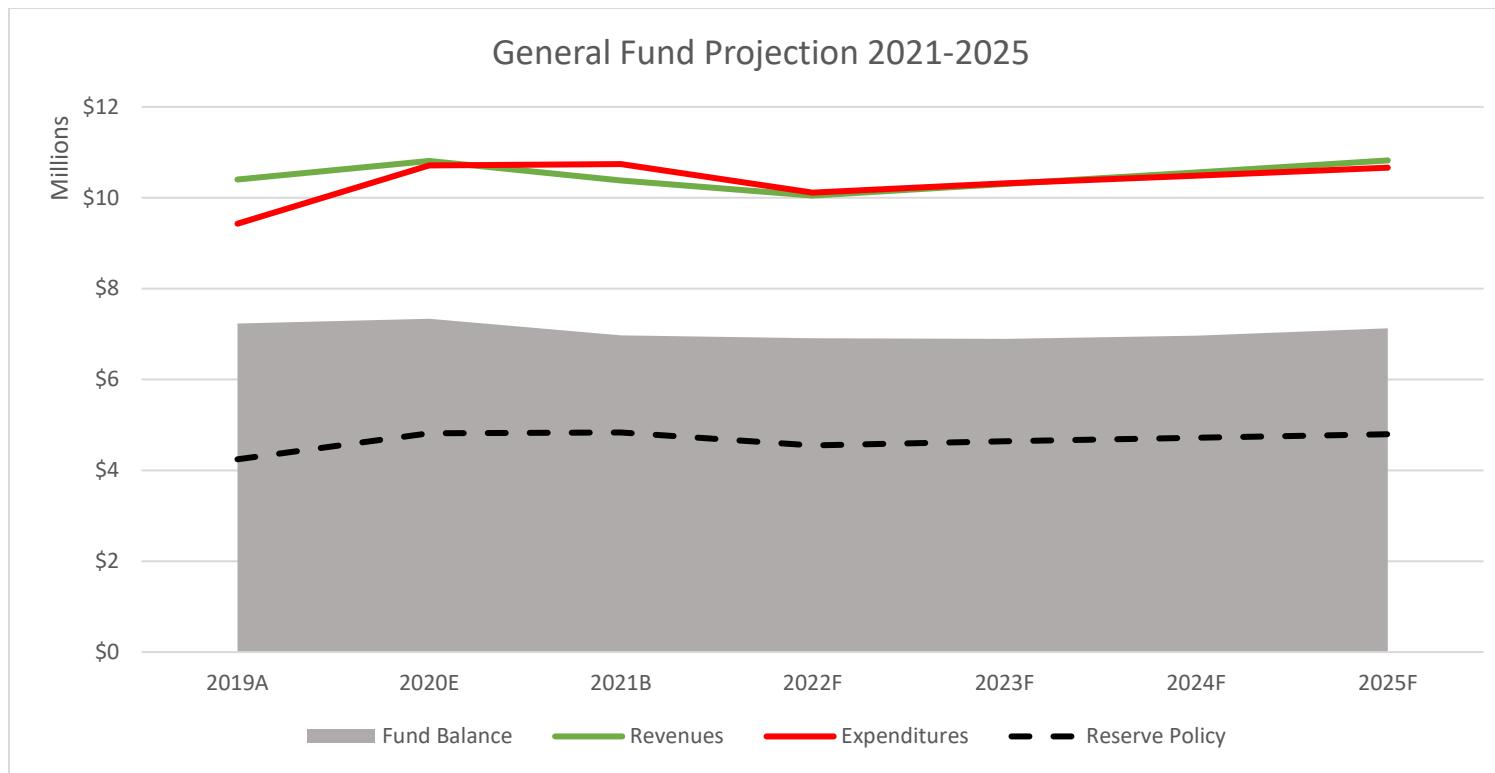
No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description			2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FIRE 10-45-080-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommend	BOA Approved
88,057	89,981	138,671	166,406	180,094	188,309	122,971	188,309	505	5010 Salaries, Exempt Employees	193,809	193,809	193,809	
1,239,493	1,225,730	1,245,908	1,308,158	1,300,834	1,399,740	879,216	1,323,648	505	5011 Wages, Non-Exempt Employees	1,422,106	1,422,106	1,422,106	
110,853	155,821	141,774	88,844	118,708	85,000	42,223	84,223	505	5015 Overtime Wages	85,000	85,000	85,000	
18,542	18,842	16,402	21,705	17,539	20,000	12,750	17,772	505	5017 FLSA Overtime Wages	20,000	20,000	20,000	
49,333	54,181	38,206	58,020	59,465	61,636	30,657	61,636	505	5018 Wages, Holiday pay	61,949	61,949	61,949	
173,992	177,467	211,815	251,627	281,802	355,864	203,393	309,207	510	5110 Health Insurance	352,681	352,681	352,681	
10,892	9,218	11,758	9,344	8,146	9,056	5,214	7,598	510	5111 Dental Insurance	8,127	8,127	8,127	
6,321	5,890	6,292	7,283	7,151	7,267	5,331	5,664	510	5112 Life/AD&D/LTD Insurance	9,362	9,362	9,362	
475	464	475	635	372	525	372	584	510	5114 Employee Assistance Program	525	525	525	
119,886	103,099	80,404	96,590	91,684	96,508	54,084	108,913	510	5115 Retirement Plan	80,229	80,229	80,229	
102,329	85,379	103,768	111,215	127,846	121,669	73,899	119,637	510	5116 Workers' Compensation Insurance	121,163	121,163	121,163	
13,825	13,325	13,600	16,377	10,456	14,400	3,339	11,929	510	5117 Uniform/Clothing Allowance	14,400	14,400	14,400	
89,238	90,644	94,908	96,840	98,679	108,790	63,480	103,886	515	5210 FICA Taxes	110,538	110,538	110,538	
20,870	21,199	22,196	22,648	23,050	25,443	14,647	24,296	515	5211 Medicare Taxes	25,852	25,852	25,852	
2,044,107	2,051,241	2,126,178	2,255,692	2,325,826	2,494,207	1,511,575	2,367,301	Total Personnel			2,505,740	2,505,740	2,505,740
4,115	5,009	10,165	11,335	16,718	14,315	6,212	10,000	605	6010 Training & Education	14,500	14,500	14,500	
2,556	1,176	2,295	2,833	4,630	5,000	759	1,500	605	6011 Travel & Expenses	4,500	4,500	4,500	
1,484	988	1,107	2,686	4,170	4,210	591	4,000	605	6012 Employee Memberships	3,310	3,310	3,310	
-	725	(95)	1,080	147	1,000	247	500	605	6016 Testing	1,000	1,000	1,000	
3,032	15,000	17,750	19,315	17,560	20,000	18,610	19,000	610	6111 Medical Services	18,000	18,000	18,000	
4,255	230	282	-	3,925	6,500	1,010	7,000	610	6115 Other Professional Services	14,000	14,000	14,000	
440,406	444,605	540,518	558,654	568,907	565,000	-	565,000	610	6116 Contracted Fire Protection	565,000	565,000	565,000	
1,244	876	2,019	3,172	4,630	4,000	1,965	3,500	615	6217 Mobile Phones	3,000	3,000	3,000	
2,086	1,367	3,856	15,370	22,594	12,000	3,699	15,000	620	6310 Maint/Repair Motor Vehicles	20,000	20,000	20,000	
1,810	2,448	1,324	1,086	4,964	3,800	345	3,800	620	6311 Maint/Repair Communications Equip.	1,500	1,500	1,500	
549	4,632	5,528	3,234	3,656	5,000	2,784	5,000	620	6313 Maint/Repair Other Equipment	3,000	3,000	3,000	
992	-	-	-	-	-	-	-	620	6314 Software Maintenance	-	-	-	
4,610	3,001	1,318	1,768	5,346	6,600	6,282	7,000	620	6316 Maintenance Agreement	5,191	5,191	5,191	
70,000	70,000	70,000	70,912	69,088	99,517	99,445	99,445	625	6413 Central County Dispatch	99,517	99,517	99,517	
25	209	950	1,670	1,825	2,000	2,360	3,000	640	6610 City Memberships	3,000	3,000	3,000	
59	29	259	61	280	2,000	-	3,000	640	6611 Periodicals & Books	500	500	500	
659	1,406	409	1,698	2,752	2,000	945	1,500	645	6710 Public Relations & Promotion	1,500	1,500	1,500	
364	454	929	125	397	1,000	432	800	645	6711 Printing & Binding	500	500	500	
-	-	-	-	-	100	-	-	645	6712 Advertising & Publication	-	-	-	
-	27	15	20	15	100	-	-	650	6810 Postage	50	50	50	
538,245	552,182	658,628	695,019	731,603	754,142	145,685	749,045	Total Contractual			758,068	758,068	758,068

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description				2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FIRE 10-45-080-XXX-XXXX				Dept. City Adm. Recommended	Ways & Means Recommend	BOA Approved
-	1,570	3,615	15	957	1,000	1,414	1,600	705	7010	Uniform/Clothing	2,000	2,000	2,000	
445	4,747	3,897	18,891	34,418	37,400	19,388	25,000	705	7011	Personal Protective Equipment	27,400	27,400	27,400	
162	290	598	1,303	3,171	1,000	1,140	1,500	710	7110	Office Supplies	1,000	1,000	1,000	
23	-	-	-	-	100	-	-	710	7112	Photographic Supplies	100	100	100	
1,216	1,271	1,971	1,212	1,767	1,750	557	1,500	715	7210	Household Supplies	2,000	2,000	2,000	
153	302	1,690	1,144	549	1,300	774	1,300	715	7211	Janitorial Supplies	1,000	1,000	1,000	
8,569	6,474	8,195	11,881	10,487	12,500	3,983	10,000	720	7310	Motor Vehicle Fuel	10,500	10,500	10,500	
-	1,838	324	365	439	750	148	750	720	7311	Motor Vehicle Fluids	1,000	1,000	1,000	
1,789	8,114	6,279	3,913	446	6,000	3,546	7,000	720	7312	Motor Vehicle Parts	6,000	6,000	6,000	
1,204	1,339	2,563	3,529	1,849	3,000	-	1,000	720	7314	Motor Vehicle Tires	3,000	3,000	3,000	
1,297	3,301	4,131	1,827	3,331	3,000	2,599	3,000	725	7411	Small Tools & Equipment	3,000	3,000	3,000	
-	-	-	2,250	7,095	7,975	17,997	21,000	730	7112	Software Licensing	18,000	18,000	18,000	
5,147	5,809	4,211	5,394	5,584	8,000	2,251	5,000	735	7611	Medical Supplies	5,000	5,000	5,000	
314	1,995	2,657	1,776	501	2,000	134	134	740	7712	Chemical Supplies	1,000	1,000	1,000	
1,234	1,812	964	768	494	1,500	591	1,500	740	7713	Other Supplies	1,000	1,000	1,000	
769	821	363	977	538	500	-	500	740	7715	Appliances	1,000	1,000	1,000	
1,740	2,468	2,165	2,524	999	1,500	-	-	750	7500	Donation Exp	1,000	1,000	1,000	
24,063	42,151	43,623	57,769	72,626	89,275	54,523	80,784	Total Commodities				84,000	84,000	84,000
-	-	-	-	-	50,000	49,356	49,356	810	8110	Motor Vehicles	-	-	-	
-	-	-	134,663	67,445	93,886	24,401	90,000	830	8211	Other Equipment & Machinery	29,250	29,250	29,250	
-	-	-	-	-	-	-	-	899	8211	Grant Equipment & Machinery	-	-	-	
-	-	-	134,663	67,445	143,886	73,757	139,356	Total Capital				29,250	29,250	29,250
2,606,414	2,645,574	2,828,428	3,143,143	3,197,500	3,481,510	1,785,541	3,336,486	Total Expenditures- Fire				3,377,058	3,377,058	3,377,058



	2019A	2020E	2021B	2022F	2023F	2024F	2025F
Revenues	10,402,474	10,812,656	10,377,135	10,048,530	10,299,743	10,557,237	10,821,168
Expenditures	9,428,748	10,709,672	10,741,259	10,112,726	10,316,792	10,486,265	10,658,953
Surplus (Deficit)	973,726	102,984	(364,123)	(64,196)	(17,048)	70,972	162,215
Transfer In	0	0	0	0	0	0	0
Fund Balance	7,233,217	7,336,201	6,972,078	6,907,881	6,890,833	6,961,805	7,124,020
Reserve %	76.7%	68.5%	64.9%	68.3%	66.8%	66.4%	66.8%

Park & Stormwater Fund



DEPARTMENTAL BUDGETS

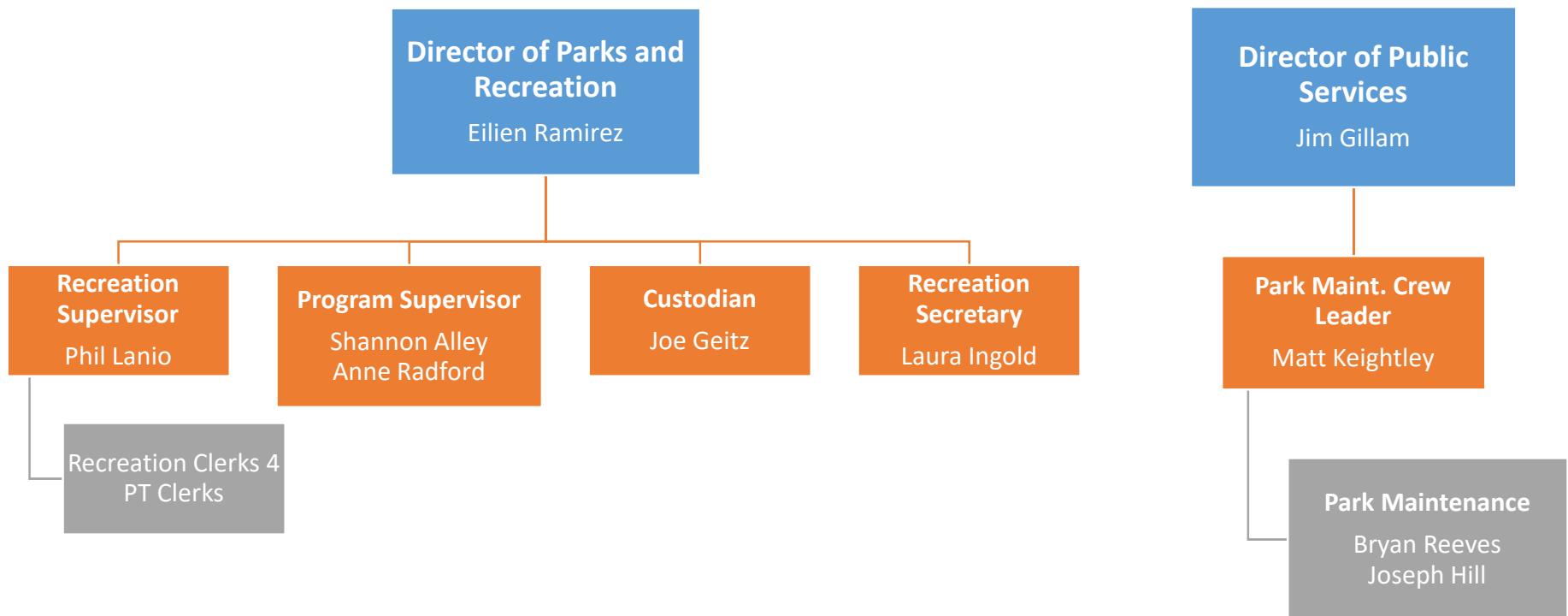
Park and Stormwater Fund

Public Services & Parks and Recreation

In This Section:

Street Maintenance-Stormwater	\$6,500
Park Maintenance	\$386,437
Recreation Programs	\$813,988
Aquatic Center	\$474,213
Sappington House Campus	\$59,700
Capital Projects for Parks and Recreation	\$81,830*
 TOTAL	 \$1,734,338

*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

4.8%

Increases

No significant increases

Decreases

No significant decreases

City of Crestwood, Missouri
 Park and Stormwater Expenditures
 Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description				2021 BUDGET		
2015	2016	2017	2018	2019	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
4,946	5,694	4,311	5,380	5,270	6,500	3,000	6,200	612	6151	Street Sweeping	6,500	6,500	6,500	
-	37,300	-	-	-	-	-	-	612	6153	Curb & Gutter	-	-	-	
4,946	42,994	4,311	5,380	5,270	6,500	3,000	6,200	Total Contractual				6,500	6,500	6,500
4,946	42,994	4,311	5,380	5,270	6,500	3,000	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.

Budget Summary: \$379,937

Staffing: 3.00 FTE

Costs by Category



Cost Changes

Division cost has **changed** by
37.6%

Increases

Salary increases due to
pay plan

Decreases

No significant
decreases

*Large percent change
can be attributed to
mid-year spending
cuts in 2020 due to
COVID-19.

City of Crestwood, Missouri
 Park and Stormwater Expenditures
 Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description					2021 BUDGET		
2015	2016	2017	2018	2019	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
109,094	120,073	128,797	121,722	131,846	138,821	81,760	113,595	505	5011	Wages, Non-Exempt Employees	139,729	139,729	139,729		
333	4,812				-	-	-	505	5013	Wages, Part-Time Employees	-	-	-		
5,604	6,287	5,102	7,667	-	5,500	-	-	505	5014	Wages, Seasonal	5,500	5,500	5,500		
8,484	8,677	6,705	6,568	12,059	10,000	2,976	4,552	505	5015	Overtime Wages	10,000	10,000	10,000		
17,941	24,120	26,716	25,015	26,356	31,870	21,587	10,929	510	5110	Health Insurance	43,065	43,065	43,065		
1,343	1,180	1,572	1,136	1,002	1,087	599	708	510	5111	Dental Insurance	975	975	975		
655	639	706	669	703	701	842	528	510	5112	Life/AD&D/LTD Insurance	887	887	887		
62	62	62	77	46	63	46	63	510	5114	Employee Assistance Program	63	63	63		
6,202	5,047	4,623	3,860	6,245	7,143	3,114	5,198	510	5115	Retirement Plan	7,187	7,187	7,187		
4,598	4,605	5,376	5,797	7,384	7,232	3,292	5,396	510	5116	Workers' Compensation Ins	6,535	6,535	6,535		
7,541	7,943	8,388	8,013	8,828	9,568	3,828	7,325	515	5210	FICA Taxes	9,624	9,624	9,624		
1,764	1,858	1,962	1,874	2,065	2,238	1,088	1,713	515	5211	Medicare Taxes	2,251	2,251	2,251		
163,290	180,491	190,009	182,731	201,346	214,223	119,134	150,009	Total Personnel					225,817	225,817	225,817
1,011	932	692	705	839	1,200	75	400	605	6010	Training & Education	1,200	1,200	1,200		
-	281	292	439	-	400	-	-	605	6011	Travel & Expenses	400	400	400		
150	155	160	395	347	400	405	525	605	6012	Employee Memberships	400	400	400		
128	429	101	170	227	500	138	450	610	6111	Medical Services	500	500	500		
67	23	17	31	30	200	8	100	610	6115	Other Professional Services	200	200	200		
43,200	41,400	44,950	26,400	53,774	56,000	28,335	45,000	612	6150	Contract Mowing	56,000	56,000	56,000		
18,613	15,975	15,500	22,704	12,144	25,000	2,500	15,000	612	6160	Contractual Tree Service	25,000	25,000	25,000		
7,712	7,353	6,691	7,792	6,013	7,500	3,883	6,200	615	6210	Electric	7,500	7,500	7,500		
1,957	2,123	2,284	2,675	5,672	2,800	1,504	2,800	615	6212	Sewer	2,800	2,800	2,800		
588	1,095	942	1,098	3,393	1,500	469	1,500	615	6213	Water	1,500	1,500	1,500		
4,181	4,477	4,608	4,554	4,248	4,000	2,482	4,000	615	6214	Street Lighting	4,000	4,000	4,000		
420	420	420	420	420	420	280	420	615	6217	Mobile Phones	420	420	420		
-	-	-	-	-	2,026	200	-	620	6311	Maint/Repair Communications Equip.	200	200	200		
5,441	3,273	14,126	10,671	4,950	11,000	7,331	10,000	620	6312	Maint/Repair Buildings/Facilities	10,000	10,000	10,000		
1,405	1,289	1,338	1,415	3,089	1,600	670	1,600	620	6315	Solid Waste Disposal	1,600	1,600	1,600		
12,622	9,456	8,501	10,848	6,086	10,000	7,177	10,000	620	6317	Maint/Repair Grounds	10,000	10,000	10,000		
681	-	750	190	-	400	-	-	630	6452	Other Rentals/Leases	300	300	300		
-	145	122	53	-	150	-	-	640	6611	Periodical & Books	-	-	-		
98,178	88,827	101,494	90,560	103,259	123,270	55,257	97,995	Total Contractual					122,020	122,020	122,020
253	1,770	1,556	1,844	1,980	2,600	1,150	2,600	705	7010	Uniform/Clothing	2,800	2,800	2,800		
1,412	1,304	1,525	1,690	1,136	1,750	776	1,750	715	7211	Janitorial Supplies	1,750	1,750	1,750		
6,460	3,508	4,239	5,004	3,958	3,500	3,046	3,500	715	7212	Building Maint. Supplies	3,500	3,500	3,500		
1,342	1,278	1,100	2,063	777	1,100	423	1,100	725	7411	Small Tools & Equipment	1,100	1,100	1,100		
-	-	53	-	624	1,500	23	750	725	7412	Equipment Parts	1,500	1,500	1,500		
2,025	1,627	2,754	1,810	2,000	-	2,000	725	7413	Machinery & Equipment	2,000	2,000	2,000			
-	-	437	296	17	500	-	200	730	7510	Concrete	500	500	500		
-	1,547	149	-	574	800	-	600	730	7512	Rock	800	800	800		
114	-	-	152	135	200	-	200	735	7611	Medical Supplies	200	200	200		
4,128	5,142	5,870	5,244	6,329	6,500	4,309	6,500	740	7711	Agricultural Supplies	6,500	6,500	6,500		

City of Crestwood, Missouri
 Park and Stormwater Expenditures
 Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description			2021 BUDGET		
2015	2016	2017	2018	2019	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
727	714	424	649	675	750	-	700	740	7712	Chemical Supplies	750	750	750
26	74	104	98	54	200	-	200	740	7713	Other Supplies	200	200	200
4,045	4,752	1,371	5,313	8,898	10,500	3,309	8,000	745	7905	Recreation Supplies	10,500	10,500	10,500
18,506	22,113	18,455	25,107	26,967	31,900	13,035	28,100	Total Commodities			32,100	32,100	32,100
-	9,800	-	-	-	-	-	-	805	8011	Building & Improvements	-	-	-
-	-	7,517	-	-	-	-	-	805	8015	Park Improvements	-	-	-
-	9,800	7,517	-	-	-	-	-	Total Capital			-	-	-
279,974	301,231	317,475	298,398	331,571	369,393	187,426	276,104	Total Expenditures- PW Park Maint			379,937	379,937	379,937

Recreation Programs

Division Contact Information

Eilien Ramirez, Director of Parks and 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: \$813,988

Staffing: 6.00 Full-time employees



Cost Changes

Division cost has **changed** by

37.6%

Increases

No significant increases

Decreases

Reduced Park Improvements budget

*Large percent change can be attributed to mid-year spending cuts in 2020 due to COVID-19

Reduced Maintenance/Repair Buildings/Facilities budget

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description					2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PARKS AND RECREATION 23-50-090-XXX-XXXX					Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
-	-	26,995	63,339	70,850	72,475	47,262	72,475	505	5010	Salaries, Exempt Employees	83,415	83,415	83,415		
230,992	223,584	200,138	207,538	192,608	199,561	129,929	199,352	505	5011	Wages, Non-Exempt Employees	202,467	202,467	202,467		
14,832	29,786	19,519	29,913	42,416	42,500	13,995	17,656	505	5013	Wages, Part-Time Employees	42,500	42,500	42,500		
1,560	232	2,097	-	-	2,500	-	-	505	5014	Wages, Seasonal	2,500	2,500	2,500		
4,842	4,357	5,643	5,387	3,204	6,000	32	32	505	5015	Overtime Wages	6,000	6,000	6,000		
34,478	31,208	29,649	41,014	31,922	50,293	1,222	1,472	505	5016	Wages, Day Camp Employees	50,293	50,293	50,293		
3,385	2,384	3,235	4,180	1,967	4,400	-	-	505	5019	Overtime Wages - The Alternative*	4,400	4,400	4,400		
34,343	31,003	31,081	36,671	37,267	47,950	36,128	58,062	510	5110	Health Insurance	47,643	47,643	47,643		
2,144	1,783	2,016	1,840	1,385	1,449	1,037	1,579	510	5111	Dental Insurance	1,300	1,300	1,300		
1,318	1,205	1,145	1,405	1,442	1,386	989	1,179	510	5112	Life/AD&D/LTD Insurance	1,799	1,799	1,799		
124	124	124	155	93	126	93	128	510	5114	Employee Assistance Program	126	126	126		
13,793	9,045	7,383	9,037	10,633	13,269	8,562	11,962	510	5115	Retirement Plan	13,934	13,934	13,934		
5,798	5,497	5,621	7,383	7,608	6,294	3,327	736	510	5116	Workers' Compensation Ins	6,119	6,119	6,119		
16,975	17,098	16,815	20,902	20,849	23,419	11,395	18,041	515	5210	FICA Taxes	24,278	24,278	24,278		
3,970	3,999	3,932	4,888	4,876	5,477	2,690	4,219	515	5211	Medicare Taxes	5,678	5,678	5,678		
368,555	361,305	355,392	433,652	427,119	477,100	256,661	386,893	Total Personnel					492,451	492,451	492,451
565	1,704	1,292	2,324	2,338	2,500	1,079	1,079	605	6010	Training & Education	1,000	1,000	1,000		
150	110	3,011	2,826	2,586	4,000	717	900	605	6011	Travel & Expenses	2,000	2,000	2,000		
1,664	1,495	1,532	610	717	750	844	857	605	6012	Employee Memberships	900	900	900		
7,760	8,380	9,591	11,624	12,772	10,735	10,432	10,432	610	6115	Other Professional Services	11,027	11,027	11,027		
6,861	5,334	4,575	2,750	1,345	5,000	100	100	610	6118	Other Prof. Srv- The Alternative *	3,500	3,500	3,500		
9,254	2,501	8,712	7,236	6,948	9,500	1,975	3,550	610	6126	City Beautification	13,500	13,500	13,500		
47,498	45,604	33,842	57,081	48,937	50,000	27,257	45,000	615	6210	Electric	50,000	50,000	50,000		
11,436	13,970	12,784	13,945	15,227	10,000	1,971	5,000	615	6212	Sewer	10,000	10,000	10,000		
12,538	13,800	10,790	12,280	12,879	12,000	2,225	12,110	615	6213	Water	12,000	12,000	12,000		
-	355	776	920	761	910	938	1,200	615	6215	Telephone	1,200	1,200	1,200		
-	-	-	-	-	-	-	-	615	6216	Telecommunications Internet	-	-	-		
385	420	420	420	420	420	280	420	615	6217	Mobile Phones	420	420	420		
-	712	958	1,145	1,206	1,140	825	1,140	615	6218	Cable TV	1,140	1,140	1,140		
26,436	29,751	31,836	11,903	34,942	57,500	47,067	77,000	620	6312	Maint/Repair Buildings / Facilities	26,400	26,400	26,400		
4,361	495	400	1,449	3,811	2,300	2,017	2,300	620	6313	Maint/Repair Other Equipment	2,300	2,300	2,300		
86	344	258	344	325	300	162	250	630	6451	Equipment Leases	300	300	300		
1,500	546	871	1,057	7,212	7,500	4,031	4,031	645	6710	Public Relations & Promotions	6,500	6,500	6,500		
3,616	3,157	4,498	5,871	1,977	-	314	314	645	6711	Printing & Binding	-	-	-		
-	691	229	907	619	1,000	448	448	645	6712	Advertising & Publication	750	750	750		
2,772	2,785	3,544	2,234	1,346	2,000	11	11	650	6810	Postage	500	500	500		
6,500	7,497	7,813	8,859	12,976	7,500	9,806	13,000	650	6811	Interest Expense/Penalty/Fees	11,000	11,000	11,000		
58	(21)	(11)	85	(33)	150	(1,611)	-	650	6817/18	Cash Over/ Short	-	-	-		
32,104	29,438	26,649	34,965	23,225	25,500	5,942	7,000	655	6910	Fitness Contractual Services	14,500	14,500	14,500		
9,585	9,645	7,879	8,171	6,595	9,500	2,815	4,815	655	6914	Performing Arts/Dance Cont Svc	7,600	7,600	7,600		
123	126	455	1,266	1,384	1,000	500	500	655	6918	Arts Instructors	1,000	1,000	1,000		
21,003	16,431	17,305	13,070	9,758	10,000	1,086	1,500	655	6922	Gen Sports & Leagues Cont Svc	5,000	5,000	5,000		
2,881	2,315	2,788	4,203	3,172	3,500	-	-	655	6930	Day Camp Contractual	4,000	4,000	4,000		
19,822	18,449	19,611	19,792	20,347	13,000	-	-	655	6934	Swim Program Contractual Svc	9,000	9,000	9,000		
500	800	3,460	8,580	6,480	5,500	3,105	4,100	655	6938	Special Event Contractual Svc	5,500	5,500	5,500		
3,748	3,748	3,853	4,311	815	1,500	2,535	2,535	655	6942	Day Trip Contractual Services	1,500	1,500	1,500		
8,175	58	320	2,559	4,364	3,000	800	-	655	6946	YTP/WSP Contractual Services	3,000	3,000	3,000		

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description			2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PARKS AND RECREATION 23-50-090-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
-	850	2,495	1,850	1,100	2,500	-	-	655	6950	Free Summer Concert Contract Svcs	2,500	2,500	2,500
241,379	221,489	222,536	244,637	246,551	260,205	127,671	199,592			Total Contractual	208,037	208,037	208,037
289	299	291	422	577	600	205	205	705	7010	Uniform/Clothing	700	700	700
1,433	1,288	2,546	1,667	1,641	1,600	861	1,000	710	7110	Office Supplies	1,300	1,300	1,300
-	-	-	250	-	450	400	400	710	7112	Photographic Supplies	450	450	450
211	86	82	10	19	125	111	111	715	7210	Household Supplies	125	125	125
3,515	3,688	3,609	3,893	4,752	4,000	3,065	4,000	715	7211	Janitorial Supplies	4,500	4,500	4,500
4,547	6,163	6,045	6,622	5,026	5,000	5,109	5,200	715	7213	General Maint. Supplies	5,000	5,000	5,000
96	120	773	50	1,712	500	-	-	725	7411	Small Tools & Equipment	500	500	500
-	14,956	7,063	1,935	1,640	1,500	-	-	725	7413	Machinery & Equipment	1,500	1,500	1,500
-	-	-	-	2,347	750	-	350	730	7110	Computer Parts	-	-	-
-	3,182	3,276	11,489	17,424	10,720	10,274	10,720	730	7112	Software Licensing	13,775	13,775	13,775
-	304	5	7	24	200	-	50	735	7611	Medical Supplies	200	200	200
541	318	631	963	1,145	500	85	85	740	7713	Other Supplies	500	500	500
-	408	0	0	-	-	-	-	740	7715	Appliances	-	-	-
5,830	5,877	4,701	1,662	2,143	2,500	-	-	740	7717	Consignment Expense	2,000	2,000	2,000
-	-	-	-	610	-	-	-	740	7719	Other supplies - Friends/Animals	-	-	-
3,624	2,868	2,849	2,341	970	3,500	(6)	-	740	7720	Other Supplies- The Alternative*	3,000	3,000	3,000
314	1,311	226	586	473	4,000	-	150	745	7905	Recreation Supplies	3,000	3,000	3,000
364	118	482	490	259	500	150	150	745	7910	Fitness Supplies	500	500	500
1,053	867	1,028	911	73	1,200	-	-	745	7914	Performing Arts/Dance Supplies	1,000	1,000	1,000
159	200	113	98	1,054	300	123	123	745	7918	Arts Supplies	150	150	150
3,607	806	661	4,731	-	1,250	-	-	745	7922	Gen. Sports & League Supplies	650	650	650
23	30	-	-	5,374	50	41	41	745	7926	Club Supplies	50	50	50
3,009	3,793	3,273	3,147	1,985	5,000	299	299	745	7930	Day Camp Supplies	5,500	5,500	5,500
2,178	1,355	2,793	4,238	3,733	1,500	472	472	745	7934	Swim Program Supplies	600	600	600
4,332	2,388	5,277	8,426	29	7,000	-	500	745	7938	Special Event Supplies	1,500	1,500	1,500
532	1,263	-	275	-	500	-	-	745	7942	Day Trip Supplies	500	500	500
1,036	-	-	-	-	-	-	-	745	7946	YTP/WSP Supplies	-	-	-
1,526	500	-	-	-	-	-	-	745	7950	Summer Concert	-	-	-
38,217	52,190	45,725	54,213	53,010	53,245	21,190	23,856			Total Commodities	47,000	47,000	47,000
-	77,483	419,304	209,371	93,282	-	1,800	1,800	805	8011	Building and Improvements	-	-	-
25,974	30,450	6,048	10,331	-	80,000	2,660	102,010	805	8020	Park Improvements	53,000	53,000	53,000
-	-	-	-	-	-	-	-	825	8410	Furniture	-	-	-
3,900	-	6,558	11,545	10,509	8,500	8,397	8,397	825	8460	Fitness Equipment	13,500	13,500	13,500
6,144	77,196	-	1,000	-	-	-	-	899	8020	Grants - Park Improvements	-	-	-
36,018	185,129	431,910	232,247	103,791	88,500	12,857	112,207			Total Capital	66,500	66,500	66,500
684,169	820,113	1,055,563	964,749	830,471	879,050	418,379	722,548			Total Expenditures- Parks & Rec.	813,988	813,988	813,988

Aquatic Center

Division Contact Information

Eilien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

314.729.4861

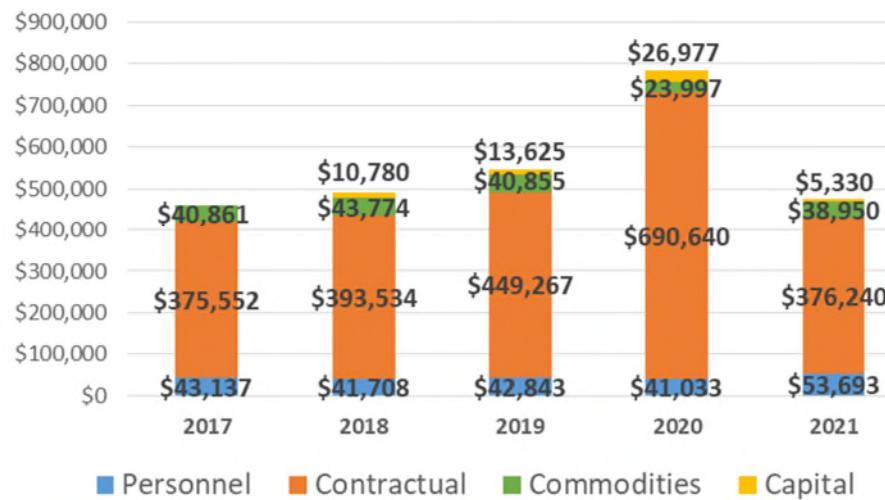
Division Summary:

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: 474,213

Staffing: 0.00 FTE

Costs by Category



Cost Changes

Division cost has changed by

-39.4%

Increases

No significant increases

Decreases

Decrease due to completion of the Aquatic Center Improvement Project in 2020

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2021

ACTUAL						2020			Account Description			2021 BUDGET		
2014	2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	AQUATIC CENTER 23-50-091-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
-	-	-	-	9,863	-	-	-	-	505	5011	Wages, Non-Exempt Employees	-	-	-
-	-	-	-	328	2,251	168	-	-	505	5013	Wages, Part-Time	-	-	-
27,610	33,923	36,377	28,194	34,933	38,577	48,000	31,734	36,565	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	1,157	2,249	154	1,670	510	5116	Workers' Compensation Insurance	2,021	2,021	2,021
1,713	2,103	2,256	2,408	2,316	2,384	2,976	1,968	2,267	515	5210	FICA Taxes	2,976	2,976	2,976
401	492	528	563	542	557	696	460	530	515	5211	Medicare Taxes	696	696	696
30,412	37,752	40,456	43,137	41,708	42,843	53,921	34,316	41,033	Total Personnel			53,693	53,693	53,693
214,279	212,802	207,827	217,509	225,965	233,135	272,000	254,070	221,000	610	6115	Other Professional Services	245,000	245,000	245,000
32,803	34,643	36,314	34,695	34,798	35,595	34,000	21,975	34,000	615	6210	Electric	34,000	34,000	34,000
19,979	22,871	27,940	25,569	27,891	30,454	16,500	-	15,000	615	6212	Sewer	16,500	16,500	16,500
21,296	25,318	27,824	21,873	24,813	26,287	25,000	3,943	25,000	615	6213	Water	30,000	30,000	30,000
12,207	29,049	50,281	66,175	74,282	116,959	401,943	366,417	394,000	620	6312	Maint/Repair Buildings / Facilities	40,700	40,700	40,700
765	2,748	1,488	1,727	-	-	1,000	44	44	620	6313	Maint/Repair Other Equipment	1,000	1,000	1,000
263	-	-	-	-	-	500	4	250	620	6317	Maint/Repair Grounds	500	500	500
-	-	-	700	840	840	840	990	990	630	6451	Equipment Leases	840	840	840
840	840	840	-	-	-	-	-	-	630	6452	Other Rentals/Leases	-	-	-
1,036	941	900	1,130	-	584	1,000	356	356	645	6711	Printing & Binding	1,000	1,000	1,000
(93)	(22)	30	(3)	(94)	15	200	1,722	-	650	6817	Cash Over/Short	200	200	200
5,308	5,357	5,399	6,176	5,039	5,398	6,500	-	-	655	6995	Swim & Dive Officials	6,500	6,500	6,500
308,685	334,548	358,844	375,552	393,534	449,267	759,483	654,275	690,640	Total Contractual			376,240	376,240	376,240
536	135	359	353	221	354	400	384	384	705	7010	Uniform/Clothing	300	300	300
87	382	121	128	128	192	250	162	162	710	7110	Office Supplies	250	250	250
-	-	-	-	-	-	-	-	-	710	7112	Photographic Supplies	-	-	-
-	-	2,710	2,823	3,082	2,891	3,000	2,909	2,909	715	7211	Janitorial Supplies	3,000	3,000	3,000
-	-	416	178	142	74	1,000	88	88	715	7212	Building Maint. Supplies	500	500	500
5,772	6,963	4,607	5,022	2,215	3,960	4,000	2,547	2,547	715	7213	General Maint. Supplies	4,000	4,000	4,000
-	-	542	-	-	-	500	-	-	725	7412	Equipment Parts	500	500	500
-	-	2,396	-	5,181	-	500	-	-	725	7413	Machinery & Equipment	500	500	500
-	-	-	1,487	2,257	-	500	256	256	730	7110	Computer Parts	1,900	1,900	1,900
703	183	168	397	429	381	750	-	-	740	7713	Other Supplies	500	500	500
7,008	-	8,338	6,498	6,069	7,098	8,000	5,827	5,827	745	7718	Swim & Dive Supplies	2,500	2,500	2,500
19,612	19,968	20,177	23,976	24,050	25,905	30,000	10,802	11,824	745	7950	Concession Supplies	25,000	25,000	25,000
33,718	27,631	39,834	40,861	43,774	40,855	48,900	22,975	23,997	Total Commodities			38,950	38,950	38,950
17,448	5,080	-	-	10,780	13,625	29,327	26,977	26,977	825	8470	Pool Equipment	5,330	5,330	5,330
17,448	5,080	-	-	10,780	13,625	29,327	26,977	26,977	Total Capital			5,330	5,330	5,330
390,262	405,010	439,135	459,550	489,796	546,590	891,631	738,544	782,647	Total Expenditures- Aquatic Center			474,213	474,213	474,213

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: 59,700

Staffing: 0.00 Full-time employees



Cost Changes

Division cost has **changed** by

38.2%

Increases

No significant increases

Decreases

Decreased Building & Improvements budget

*Funding for Sappington House improvements in 2020 was held back due to spending cuts. This resulted in the 2020 year-end expenditure estimates to be significantly lower than the budgeted totals.

City of Crestwood, Missouri
 Park and Stormwater Expenditures
 Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description					2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	SAPPINGTON HOUSE CAMPUS 23-50-092-XXX-XXXX					Dept. City Adm. Recommended	Ways & Means Recommended	BOA Approved
9,598	7,853	8,826	9,719	9,199	10,500	5,190	8,000	610	6115	Other Professional Services	-	-	-	-	-
2,605	2,542	2,907	2,901	2,794	3,000	1,130	2,000	615	6210	Electric	10,000	10,000	10,000	10,000	10,000
3,920	5,064	8,124	7,960	11,684	8,500	2,958	6,000	615	6211	Natural Gas	3,000	3,000	3,000	3,000	3,000
1,450	3,707	5,636	7,063	5,727	7,000	3,126	5,000	615	6212	Sewer	8,000	8,000	8,000	8,000	8,000
305	(92)	130	174	(205)	200	454	400	615	6213	Water	6,000	6,000	6,000	6,000	6,000
-	1,320	602	870	1,074	1,080	970	1,700	615	6215	Telephone	400	400	400	400	400
11,893	9,368	9,568	10,694	22,393	15,000	5,456	11,500	620	6312	Maint/Repair Buildings / Facilities	2,200	2,200	2,200	2,200	2,200
592	46	-	-	-	-	-	-	620	6313	Maint/Repair Other Equipment	15,000	15,000	15,000	15,000	15,000
-	292	-	-	-	-	-	-	645	6710	Public Relations & Promotions	-	-	-	-	-
30,363	30,100	35,793	39,381	52,667	45,280	19,283	34,600	Total Contractual					44,600	44,600	44,600
-	-	-	-	-	100	-	100	715	7211	Janitorial Supplies	100	100	100	100	100
932	2,063	1,224	1,738	4,088	5,000	2,412	3,500	715	7212	Building Maint. Supplies	5,000	5,000	5,000	5,000	5,000
-	-	-	123	-	100	-	-	730	7110	Office Supplies	-	-	-	-	-
932	2,063	1,224	1,861	4,088	5,200	2,412	3,600	Total Commodities					5,100	5,100	5,100
-	23,045	24,369	-	-	70,000	-	5,000	805	8011	Building and Improvements	10,000	10,000	10,000	10,000	10,000
-	-	3,050	8,010	-	-	-	-	899	8020	Grants - Improvements	-	-	-	-	-
-	23,045	27,419	8,010	-	70,000	-	5,000	Total Capital					10,000	10,000	10,000
31,295	55,207	64,436	49,252	56,755	120,480	21,695	43,200	Total Expenditures- Historic Fac.					59,700	59,700	59,700

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 2021 funded by the Park & Stormwater Fund.

Playground Resurfacing at Whitecliff Park	\$53,000
The playground surfaces at Whitecliff Park are outdated and worn. Replacing the surface will improve the user experience at the park.	
Improvements to the Sappington House	\$10,000
Funds are allocated for various maintenance projects at the Sappington House. These repairs include improvements to the drainage systems and replacement of deteriorated bricks.	
Pool Equipment	\$5,330
Funds the rest of the Aquatic Center grant-funded improvements, as well as other pool equipment replacements.	
Fitness Equipment for Community Center	\$13,775
Funds are allocated for the rotational replacement of fitness equipment.	
TOTAL	\$81,830



ANNUAL BUDGET
Park and Stormwater Fund Capital Plan
2021-2025

Capital Projects / Purchases – 2021-2025, Park Fund

Contact Information

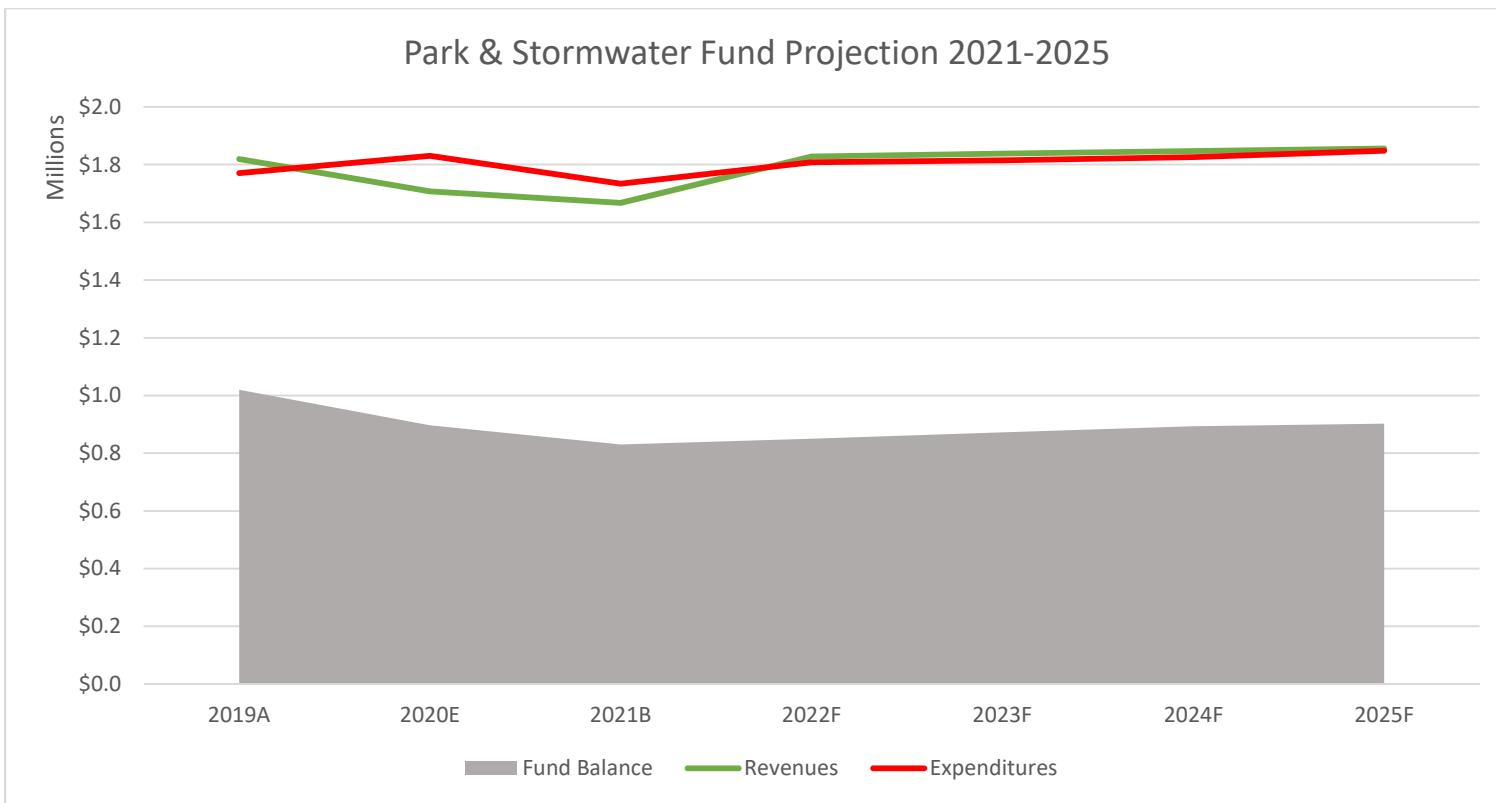
Jim Gillam, Director of Public Services

jgillam@cityofcrestwood.org

314.729.4722

A list of 2021 Capital Projects and Purchases is provided in the preceding sections. 2021-2025 Capital Projects for the Park and Stormwater Fund are as follows:

2021	Cost	2020 CIP Rank
Whitecliff Park Playground Resurfacing	\$53,000	10
Sappington House - Gutters, Downspouts, and Discharge	\$10,000	2
Aquatic Center Pool Equipment	\$5,330	N/A
Fitness Equipment	\$13,500	N/A
TOTAL PSW Capital - 2021	\$81,830	
2022		
Replace HVAC at Community Center - Offices, Lockers	\$155,000	1
TOTAL PSW Capital - 2022	\$155,000	
2023		
Replace Electric Cabinet Heaters	\$35,000	16
Whitecliff Park Comprehensive Plan	\$30,000	8
TOTAL PSW Capital - 2023	\$65,000	
2024		
Crestwood Park Comprehensive Plan	\$30,000	9
TOTAL PSW Capital - 2024	\$30,000	
2025		
Replace Fitness Center Cybex Equipment	\$30,000	17
TOTAL PSW Capital - 2025	\$30,000	



	2019A	2020E	2021B	2022F	2023F	2024F	2025F
Revenues	1,819,507	1,707,408	1,667,833	1,828,605	1,837,748	1,846,936	1,856,171
Expenditures	1,770,658	1,830,699	1,734,338	1,808,436	1,815,265	1,826,039	1,847,738
Surplus (Deficit)	48,849	(123,291)	(66,505)	20,168	22,482	20,897	8,433
Transfer Out	0	0	0	0	0	0	0
Fund Balance	1,019,755	896,464	829,959	850,127	872,609	893,506	901,939

Capital Improvement Fund



ANNUAL BUDGET

Capital Improvement Fund

In This Section:

General Public Works Capital Projects	\$175,000
Maintenance Public Works Capital Projects	\$825,500
Capital Purchases – Police Department	\$77,000
Capital Purchases – Fire Department	\$100,000
TOTAL	\$1,177,500

General Public Works Capital Projects

Contact Information

Jim Gillam, Director of Public Services

jgillam@cityofcrestwood.org

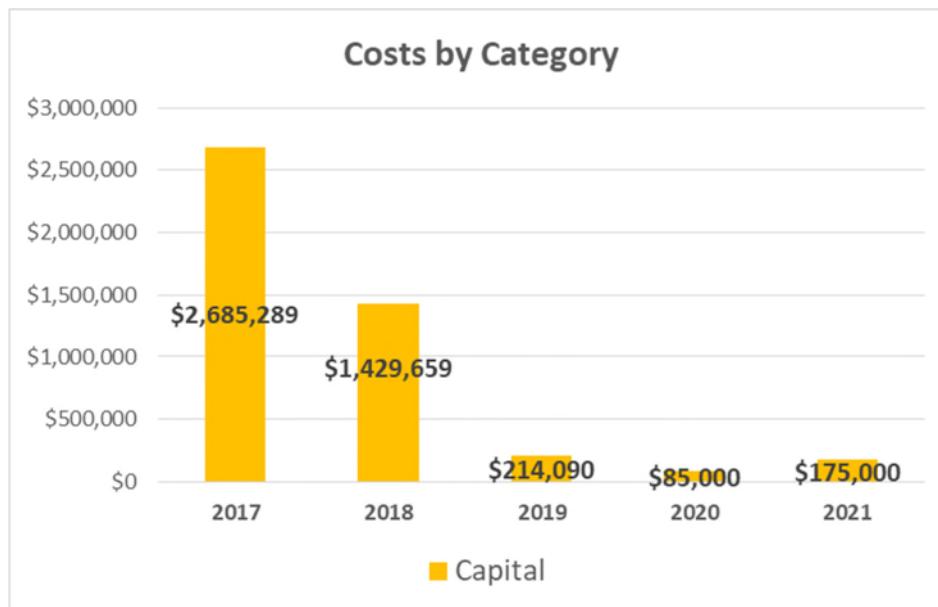
314.729.4722

Summary:

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

Budget Summary: \$175,000

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

105.9%

Increases

Increase is due to the HVAC Replacement project being carried over into FY21

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 2021 funded by the Capital Improvement Fund.

Replace HVAC at the Community Center	\$175,000
Replacing the HVAC system that serves the weight room, bathrooms, and rooms 105-107 at the Crestwood Community Center. *Carryover project from 2020.	

City of Crestwood, Missouri
 Capital Improvements Fund Expenditures
 Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description		2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	General PUBLIC WORKS 21-35-060-XXX-XXXX	Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved	
360,613	119,879	2,685,289	1,429,659	214,090	385,000	75,838	85,000	805 8011 Building and Improvements	175,000	175,000	175,000	
360,613	119,879	2,685,289	1,429,659	214,090	385,000	75,838	85,000	Total Capital	175,000	175,000	175,000	
360,613	119,879	2,685,289	1,429,659	214,090	385,000	75,838	85,000	Total Expenditures - PW General	175,000	175,000	175,000	

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: \$825,500

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

62.9%

Increases

Increased funding for
sidewalks and slab
replacements

Land Improvements
budget increased for
Sappington Cemetery
Retaining Wall
Replacement

Decreases

No significant
decreases

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 2021 funded by the Capital Improvement Fund.

Contracted Slab Replacement \$545,000

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

Brookview Dr.	1,334 SY, at \$58/SY	\$77,372
Fort Donelson Dr.	1,560 SY at \$58/SY	\$90,480
Fort Henry Dr.	780 SY at \$58/SY	\$45,240
Lodgepole Ln.	915 SY at \$58/SY	\$53,070
Missy Ct.	856 SY at \$58/SY	\$49,648
Morningstar Trl.	397 SY at \$58/SY	\$23,026
Rosebay Dr.	1,697 SY at \$58/SY	\$98,426
Sappington Greens Ln.	1,307 SY at \$58/SY	\$75,806
Oakmont Woods Ct.	484 SY at \$58/SY	\$28,072

F-550 with Spreader and Plow	\$98,000
Interstate Trailer for Asphalt Paver	\$21,000
JD Gator	\$14,000
Bobcat Rotary Brush Cutter Attachment	\$7,000
Sidewalk Construction	\$75,000
Sappington Cemetery – Replace Retaining Wall	\$65,000
TOTAL	\$825,500

City of Crestwood, Missouri
 Capital Improvements Fund Expenditures
 Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description		2021 BUDGET		
2015	2016	2017	2018	2019	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	
Total Personnel												
16,032	1,100	-	-	-	-	-	-	610 6115 Other Professional Services	-	-	-	-
938,915	54,692	-	-	-	20,000	18,326	18,326	612 6152 Street Reconstruction	-	-	-	-
-	612,694	480,379	-	462,751	-	-	-	612 6154 Contracted Slab Replacement	545,000	545,000	545,000	
446,604	-	-	618,453	-	507,357	360,364	360,364	612 6155 Mill & Overlay	-	-	-	
-	-	-	-	10,264	-	-	-	612 6157 Pavement Preservation	-	-	-	
-	-	-	240,897	56,981	30,000	-	-	612 6170 Sidewalk Construction	50,000	75,000	75,000	
-	-	-	-	-	-	-	-	615 6214 Street Lighting	-	-	-	
-	-	-	-	-	-	-	-	620 6312 Maint/Repair Buildings	-	-	-	
-	-	-	-	-	-	-	-	620 6315 Solid Waste Disposal	-	-	-	
1,401,551	668,486	480,379	859,350	529,996	557,357	378,690	378,690	Total Contractual	595,000	620,000	620,000	
-	-	-	-	-	-	-	-	730 7510 Concrete	-	-	-	
-	-	-	-	-	-	-	-	730 7512 Rock	-	-	-	
-	-	-	-	-	-	-	-	730 7518 Street Supplies	-	-	-	
Total Commodities												
-	-	-	-	-	-	-	-	805 8010 Land Improvements	-	65,000	65,000	
237,012	115,065	130,809	-	161,523	99,000	89,405	89,405	810 8110 Motor Vehicles	98,000	98,000	98,000	
47,428	140,772	108,979	116,410	71,568	38,000	38,699	38,699	815 8211 Heavy Equipment	42,500	42,500	42,500	
94,425	-	-	-	-	-	-	-	830 8211 Other Equipment &	-	-	-	
378,865	255,837	239,788	116,410	233,091	137,000	128,104	128,104	Total Capital	140,500	205,500	205,500	
1,780,416	924,322	720,167	975,760	763,087	694,357	506,794	506,794	Total Expenditures - PW Maint	735,500	825,500	825,500	

Capital Purchases - Police Department

Contact Information

Jonathan Williams, Chief of Police

jwilliams@cityofcrestwood.org

314.729.4810

Summary:

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

Budget Summary: \$77,000

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

-15.8%

Increases

No significant increases

Decreases

Decreased Motor Vehicle budget due to the replacement of one patrol vehicle instead of two

Capital Purchases – Police Department

Contact Information

Jonathan Williams, Chief of Police

jwilliams@cityofcrestwood.org

314.729.4832

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

Police Vehicle Replacement	\$48,000
Patrol Vehicle Rugged Toughbook Replacements (x8)	\$29,000
TOTAL	\$77,000

City of Crestwood, Missouri
 Capital Improvements Fund Expenditures
 Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description POLICE 21-40-070-XXX-XXXX	2021 BUDGET		
2015	2016	2017	2018	2019	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	-	-	-
55,060	63,137	69,303	104,579	42,326	91,500	72,895	91,500	805 8020 Improvements	-	-	-
188,302	15,823	9,734	-	-	-	-	-	810 8111 Motor Vehicles	48,000	48,000	48,000
243,362	78,960	79,037	104,579	42,326	91,500	72,895	91,500	830 8211 Other Equipment and Machinery	29,000	29,000	29,000
								Total Capital	77,000	77,000	77,000
								Total Expenditures - Police	77,000	77,000	77,000

Capital Purchases - Fire Department

Contact Information

Lou Hecht, Chief of Fire Services

lhecht@cityofcrestwood.org

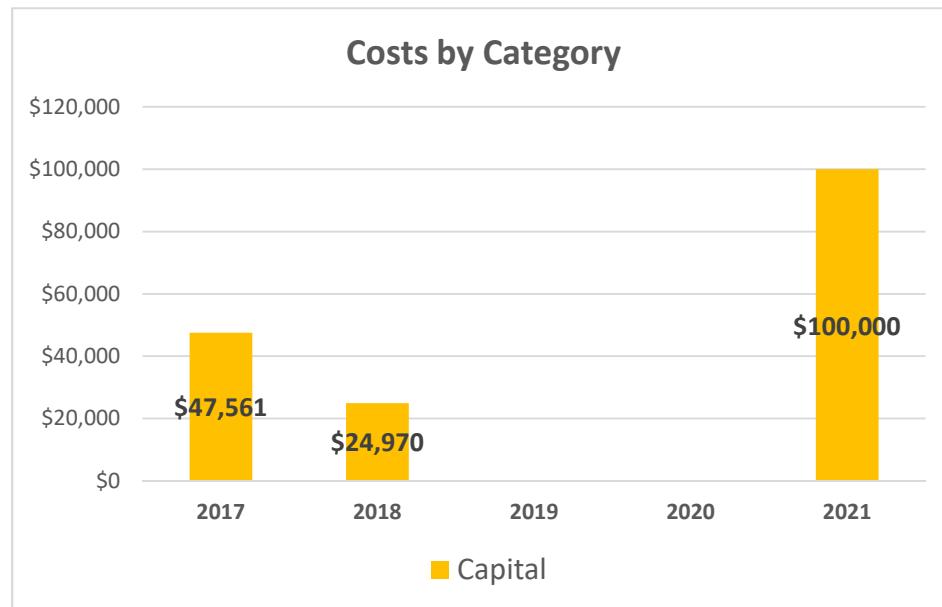
314.729.4740

Division Summary:

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

Budget Summary: \$100,000

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

100%

Increases

Increase due to the
\$100,000 down
payment for a Fire
Rescue Truck. Final
payment will be
made after delivery
in 2022.

Decreases

No decreases

City of Crestwood, Missouri
 Capital Improvements Fund Expenditures
 Budget for the Year Ending December 31, 2021

ACTUAL					2020			Account Description			2021 BUDGET		
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FIRE 21-45-080-XXX-XXXX			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	100,000	100,000	100,000
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	100,000	100,000	100,000
201,412	50,664	47,561	24,970	-	-	-	-			Total Expenditures- Fire	100,000	100,000	100,000



ANNUAL BUDGET
Capital Improvement Plan 2022-2025

Capital Projects / Purchases – 2022-2025

Contact Information

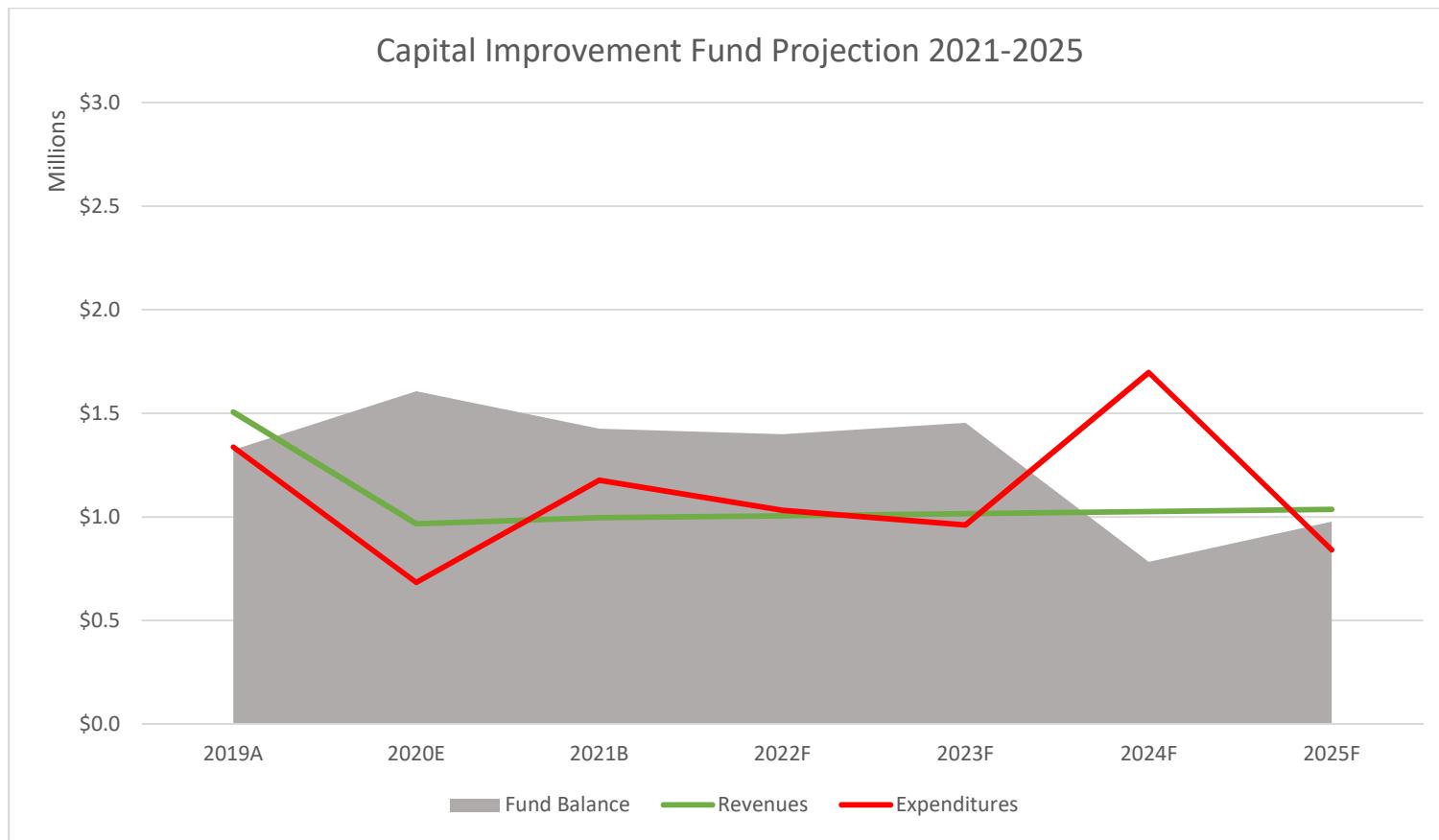
Jim Gillam, Director of Public Services

jgillam@cityofcrestwood.org

314.729.4722

2022-2025 Capital Projects are as follows:

2022		2020 CIP Rank	2023		2020 CIP Rank
Whitecliff Bridge - Construction Phase 1	\$700,000	4	Whitecliff Bridge - Construction Phase 2	\$600,000	4
TOTAL Projects	\$700,000		TOTAL Projects	\$600,000	
Mill & Overlay, TBD	\$500,000		Slab Replacements, 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	
Fire Rescue Truck	\$225,000		Misc Equipment	\$75,000	
Misc Equipment	\$45,000		2 1/2 Ton Dump Truck	\$145,000	
TOTAL Vehicles/Equipment	\$361,500		TOTAL Vehicles/Equipment	\$311,500	
TOTAL CI FUND - 2022	\$1,591,500		TOTAL CI FUND - 2023	\$1,441,500	
2024		2020 CIP Rank	2025		2020 CIP Rank
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	
Misc Equipment	\$75,000		Misc Equipment	\$75,000	
New Fire Truck	\$1,000,000		2 1/2 Ton Dump Truck	\$145,000	
TOTAL Vehicles/Equipment	\$1,166,500		TOTAL Vehicles/Equipment	\$311,500	
TOTAL CI FUND - 2024	\$1,696,500		TOTAL CI FUND - 2025	\$841,500	



	2019A	2020E	2021B	2022F	2023F	2024F	2025F
Revenues	1,505,713	966,750	995,699	1,005,656	1,015,713	1,025,870	1,036,128
Expenditures	1,336,398	683,294	1,177,500	1,031,500	961,500	1,696,500	841,500
Surplus (Deficit)	169,314	283,456	(181,801)	(25,844)	54,213	(670,630)	194,628
Transfer In	0	0	0	0	0	0	0
Fund Balance	1,323,459	1,606,915	1,425,114	1,399,270	1,453,483	782,852	977,481

Sewer Lateral Fund



ANNUAL BUDGET

Sewer Lateral Fund

In This Section:

Sewer Lateral Program	\$134,957
TOTAL	\$134,957

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: \$134,957

Staffing: 0.00 FTE



Cost Changes

Division cost has changed by

0.4%

Increases

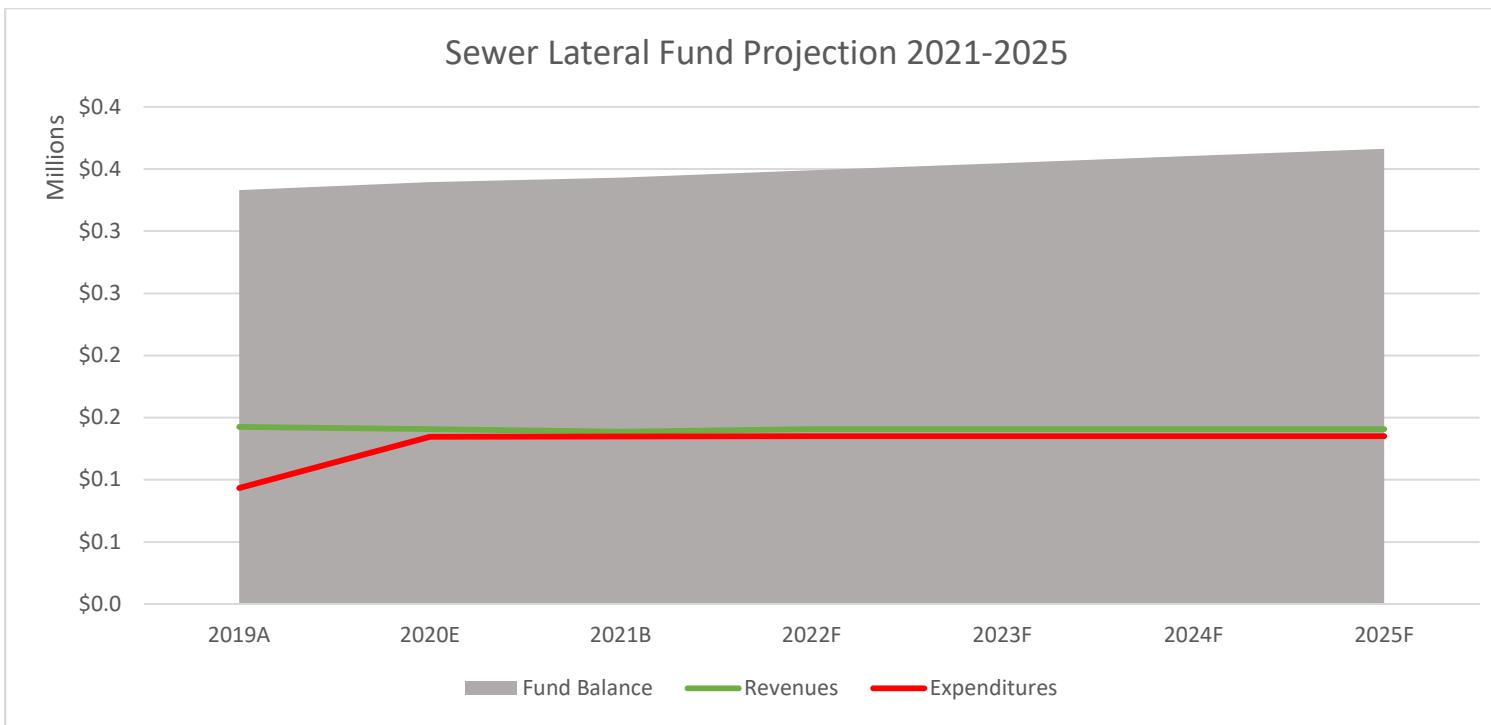
20% of the Project Manager's personnel costs are being charged to this Fund

Decreases

No significant decreases

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

ACTUAL					2020			Account Description			2021 BUDGET				
2015	2016	2017	2018	2019	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	SEWER LATERAL 30-35-065-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved		
0	0	0	0	0	0	8,622	12,484	505	5011	Wages, Non-Exempt Employees	12,915	12,915	12,915		
0	0	0	0	0	0	1,810	872	510	5110	Health Insurance	2,709	2,709	2,709		
0	0	0	0	0	0	49	22	510	5111	Dental Insurance	65	65	65		
0	0	0	0	0	0	43	20	510	5112	Life/AD&DLTD Insurance	112	112	112		
0	0	0	0	0	0	415	549	510	5115	Retirement Plan	620	620	620		
0	0	0	0	0	0	13	570	510	5116	Workers' Compensation Ins	48	48	48		
0	0	0	0	0	0	508	774	515	5210	FICA Taxes	801	801	801		
0	0	0	0	0	0	119	181	515	5211	Medicare Taxes	187	187	187		
0	0	0	0	0	0	11577.41	15472	Total Personnel			17,457	17,457	17457		
101,191	119,313	132,920	113,947	93,365	0	63	315	6217	Mobile Phones						
101,191	119,313	132,920	113,947	93,365	135,000	68,238	119,000	610	6115	Other Professional Services	<u>117,500</u>	<u>117,500</u>	<u>117,500</u>		
101,191	119,313	132,920	113,947	93,365	135,000	68,301	119,000				<u>117,500</u>	<u>117,500</u>	<u>117,500</u>		
										Total Expenditures - General Services			134,957	134,957	134,957



	2019A	2020E	2021B	2022F	2023F	2024F	2025F
Revenues	142,654	140,800	138,700	140,800	140,800	140,800	140,800
Expenditures	93,365	134,472	134,957	135,000	135,000	135,000	135,000
Surplus (Deficit)	49,289	6,328	3,743	5,800	5,800	5,800	5,800
Fund Balance	333,105	339,433	343,176	348,976	354,776	360,576	366,376

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: \$175,000

Status: Active

Sources	FY2020	FY2021	Total
Federal Grants			
State & Local Grants			
City Funding	\$25,000	\$175,000	\$200,000
Other			
Total	\$25,000	\$175,000	\$200,000



Project: Replace Sappington Cemetery Retaining Wall

Project Department: Public Works

Account Number: 21-35-062-805-8010

Project Description:

The removal and replacement of approximately 190 feet of railroad retaining wall varying in height from two feet to six feet, including base rock, footing, and drainage system.

Project Justification:

The current railroad tie wall has deteriorated and is beyond its useful life. It will need to be replaced before there is a catastrophic failure of the wall.

Financial Implications:

The replacement of the retaining wall will restore the structural integrity of the site and reduce annual maintenance costs.

Capital Improvement Project Summary

Budget: \$65,000

Status: Active

Sources	FY2021	Total
Federal Grants		
State & Local Grants		
City Funding	\$65,000	\$65,000
Other		
Total	\$65,000	\$65,000





Project: Eight (8) Toughbook Laptop Replacements

Project Department: Police Department

Account Number: 21-40-070-830-8211

Project Description:

This project replaces all of the laptops in our police patrol vehicles with Panasonic Toughbooks 55.

Project Justification:

The current laptops are old and are reaching the end of their life-cycle and many of them are no longer working properly. The new toughbook replacements will be kept in a docking station, which will allow the police officers to simply unlock the the docking station and slide the computers out without disconnecting numerous cables and wires. The newer laptops will contribute to a higher level of police service.

Financial Implications:

The newer laptops will require less maintenance and will be under a protection plus warranty for 3 years.

Capital Improvement Project Summary

Budget: \$29,000

Status: Active

Sources	FY 2021	Total
Federal Grants		
State & Local Grants		
City Funding	\$29,000	\$29,000
Other		
Total	\$29,000	\$29,000



Project: Replace 2.5 Ton Truck with F-550 w/Spreader and Plow

Project Department: Public Works

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

Project Description:

This is the replacement of a 2.5 ton truck with a F-550 w/spreader and plow.

Project Justification:

The F-550 with a spreader and plow will replace a 2.5 ton truck and will be more useful in snow for sections of residential streets that are very tight.

Financial Implications:

The purchase of a F-550 with a spreader and plow will save approximately \$42,000 and will allow every day use throughout the year for street projects.

Capital Improvement Project Summary

Budget: \$98,000

Status: Active

Sources	FY 2021	Total
Federal Grants		
State & Local Grants		
City Funding	\$98,000	\$98,000
Other		
Total	\$98,000	98,000





Project: Slab Replacement

Project Department: Public Works

Account Number: 21-35-062-612-6154

Project Description:

This project consists of the concrete slab replacements for the following streets: Brookview, Fort Donelson, Fort Henry, Lodgepole, Missy, Morningstar Trl, Rosebay, Sappington Greens, and Oakmont Woods.

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 decrease the overall maintenance costs for streets.

Capital Improvement Project Summary

Budget: \$545,000

Status: Active

Sources	FY 2021	Total
Federal Grants		
State & Local Grants		
City Funding	\$545,000	\$545,000
Other		
Total	\$545,000	\$545,000





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: \$75,000

Status: Active

Sources	FY2021	Total
Federal Grants		
State & Local Grants		
City Funding	\$75,000	\$75,000
Other		
Total	\$75,000	\$75,000





Project: Police Vehicle Replacement

Project Department: Police Department

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

Project Description:

This is the replacement of an older model Police pursuit vehicle.

Project Justification:

The new vehicle will replace an older model vehicle.

Financial Implications:

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

Capital Improvement Project Summary

Budget: \$48,000

Status: Active

Sources	FY2021	Total
Federal Grants		
State & Local Grants		
City Funding	\$48,000	\$48,000
Other		
Total	\$48,000	\$48,000



Project: Interstate Trailer for Asphalt Paver

Project Department: Public Works Department

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

Project Description:

This is the purchase of an Interstate trailer.

Project Justification:

The interstate trailer will be used to haul the Asphalt Paver machine back and forth to jobs.

Financial Implications:

The purchase of this piece of equipment will provide reliability and enhance the productivity of the department.

Capital Improvement Project Summary

Budget: \$21,000

Status: Active

Sources	FY2021	Total
Federal Grants		
State & Local Grants		
City Funding	\$21,000	\$21,000
Other		
Total	\$21,000	\$21,000





Project: JD Gator Replacement

Project Department: Public Works Department

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

Project Description:

This is the replacement of a 2002 model Gator,

Project Justification:

This is the replacement of a 2002 Gator that is at the end of its useful service life. Its primary use will be in park maintenance to haul small loads such as mulch, soil, trash, flowers for planting, and more. It will also be used for maintenance activities on Grant's Trail.

Financial Implications:

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

Capital Improvement Project Summary

Budget: \$14,000

Status: Active

Sources	FY2021	Total
Federal Grants		
State & Local Grants		
City Funding	\$14,000	\$14,000
Other		
Total	\$14,000	\$14,000



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 overlain 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

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

City-Maintained Streets

Lane Miles | 100

Business Licenses

Total Licensed Businesses | 350

Assessed Valuation (in dollars)

2007	\$320,201,003
2008	\$302,394,075
2009	\$278,861,259
2010	\$275,044,219
2011	\$261,346,430
2012	\$262,066,869
2013	\$251,826,537
2014	\$253,082,875
2015	\$263,095,124
2016	\$262,024,815
2017	\$283,646,609
2018	\$284,334,725
2019	\$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	Superintendent of Maintenance	70,000	73,500	90,900
	Director of Parks and Recreation	82,000	86,100	106,050
	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