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# 2022 ANNUAL BUDGET

City of Crestwood, Missouri

## **Mayor**

Grant Mabie

## **Board of Aldermen**

### **Ward 1**

Richard Breeding  
Jesse Morrison

### **Ward 2**

Justin Charboneau  
Mary Stadter

### **Ward 3**

Greg Hall  
Scott Shipley

### **Ward 4**

Tony Kennedy  
John Sebben

## **Administration**

Kris Simpson, City Administrator  
Jonathan Williams, Chief of Police  
Lou Hecht, Chief of Fire Services  
James Gillam, Director of Public Services  
Eileen Ramirez, Director of Parks and Recreation  
Donald Guilfoy, Finance Officer  
Helen Ingold, City Clerk



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**City of Crestwood  
Missouri**

For the Fiscal Year Beginning

**January 01, 2021**

*Christopher P. Morrell*

Executive Director

Section	Page No.	Section	Page No.
<b>Introduction</b>			
Budget Message & Summary	4	Police Department	107
About Crestwood	14	Fire Department	112
Crestwood History	15	American Rescue Plan Act (ARPA)	117
Our Organization	18	General Fund 5 Year Projection	121
Detailed Personnel Schedule	19	<b>Park and Stormwater Fund</b>	
Strategic Goals and Objectives	22	Park and Recreation Fund Summary	123
Performance Management	29	Street Maintenance-Stormwater	125
Capital Planning/Capital Improvement Program	33	Park Maintenance	127
Budget Policies & Process	36	Recreation Programs	130
<b>All Funds Summary</b>	36	Aquatic Center	133
Revenues and Expenditures by Fund – 7 Years	40	Sappington House Campus	135
Combined Statement of Revenues & Expenditures	41	Park and Stormwater Fund 5 Year Projection	137
Revenue & Expenditure Graphs	42	<b>Capital Improvement Fund</b>	
Schedule of Budgeted Expenditures by Fund	42	Capital Improvement Fund Summary	139
<b>User Guide</b>	42	Capital Improvement – General Public Works	140
<b>Revenue Guide</b>	44	Capital Improvement – Public Works Maintenance	142
<b>General Fund</b>	49	Capital Improvement – Police Department	144
General Government Department	78	Capital Improvement – Fire Department	146
Mayor	80	Capital Improvement – Parks and Recreation Dept.	148
Board of Aldermen	82	Capital Improvement/Summary Pages	150
City Administrator	82	Capital Improvement Fund 5 Year Projection	164
General Services	84	<b>Sewer Lateral Fund</b>	
Management Information Systems (MIS)	86	Sewer Lateral Program	167
Finance	88	Sewer Lateral Fund 5 Year Projection	170
Municipal Court	90	<b>Appendix</b>	
City Clerk	92	Capital Improvement Plan (CIP) Summary	172
Department of Public Services	94	Glossary	173
Public Works Administration	96	Demographic & Community Data	177
Facilities & Code Enforcement	98	Position Classification Plan	179
Street Maintenance	100		
Fleet Management	102		
	105		

# Budget Message and Summary

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

In accordance with the Charter of the City of Crestwood in St. Louis County, Missouri, I am submitting the proposed balanced budget for the fiscal year beginning January 1, 2022 – the year marking Crestwood’s 75th 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 needs program. As you continue to read this budget message, the City will highlight summaries of each fund, factors influencing the budget, and key assumptions put into the budget analysis. 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.

The City of Crestwood carries four budget funds – General, Parks and Stormwater, Capital Improvement and Sewer Lateral. These four funds combine for total budget expenditures of more than \$17.9 million, an increase of 23.1% (\$4,138,632) from FY2021. The total revenue projected will be nearly \$15.2 million, an increase of 13.2% (2,002,036) from FY2021. While this will lead to deficit spending in FY2022 of approximately \$2.7 million, the overall fund balance of all accounts will remain at more than \$8.5 million.

Below is a summary of the FY22 Budget:

	Revenues	Expenditures	Surplus (Deficit)	Fund Balance 1/1/22	Fund Balance 12/31/22
General	12,041,272	12,936,523	(895,251)	7,970,042	7,074,791
Parks & Stormwater	1,890,894	2,096,013	(205,119)	982,677	777,558
Capital Improvement	1,110,537	2,758,965	(1,648,428)	2,008,592	360,164
Sewer Lateral	138,700	135,184	3,516	339,993	343,508
<b>TOTAL</b>	<b>15,181,403</b>	<b>17,926,686</b>	<b>(2,745,283)</b>	<b>11,301,303</b>	<b>8,556,021</b>

## FY2022 Budget Overview

Fiscal Year 2022 carries a deficit due to significant planned capital projects, most of which are grant-supported through the American Rescue Plan Act, as well as the continued economic impact, especially in forecasting the budget, of COVID-19. Crestwood is one of thousands of municipalities around the nation that are continually trying to figure out the prolonged effects that COVID will have on the economy – from lower potential revenues to higher potential expenditures.

Overall, the City of Crestwood budget is in a very healthy position. The General Fund allows for additional capital projects while still retaining a greater than 54% fund balance. The Park and Stormwater Fund is able to absorb the larger costs in operating and maintaining an Aquatics Center than in previous years and continues to provide the support needed for recreation programming to grow. The Capital Improvement Fund is funding more street maintenance and capital projects than at any point in the past five years. The Sewer Lateral Fund continues to operate with a surplus balance.

With the nation as a whole slowly improving from the effects of ever present COVID-19, and the initial redevelopment agreement in place with Dierbergs Markets and McBride Homes at the 47-acre former mall site in the center of town, the future is getting brighter for the City of Crestwood.

## General Fund

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2020	\$10,767,191	\$11,178,855	(\$411,664)	\$6,821,553
Estimated Fund Balance	FY 2021	\$11,654,626	\$10,506,137	\$1,148,489	\$7,970,042
<b>Projected Fund Balance</b>	<b>FY 2022</b>	<b>\$12,041,272</b>	<b>\$12,936,523</b>	<b>(\$895,251)</b>	<b>\$7,074,791</b>

The General Fund, starting on page 77, provides the resources for the majority of City operations, including but not limited to Administration, Public Safety and Public Works Street Maintenance. The major revenue sources are sales taxes, use taxes, property taxes, utility taxes, business licenses, public works building/zoning permits and intergovernmental revenues. The projected December 31, 2022 fund balance of \$7,074,791 will cover 54.7% of annual expenditures in the General Fund, which is greater than the Board of Aldermen's 45% fund balance policy.

For FY2022, the General Fund is budgeted to end the year with a deficit of nearly \$900,000. Careful attention was given to every expenditure request and revenue forecasts continue to be conservative after the effects on the economy of COVID-19. This General Fund deficit is due notably to the continued impact of COVID-19 on revenues and expenditures as well as significant planned capital projects, many of which are grant-supported. Grant-supported capital projects in the General Fund include the funding for phase two of the Whitecliff Quarry improvement project, Whitecliff bridge construction design, and funding for a software package for local records digitization. Additionally, nearly \$1.2 million in American Rescue Plan Act funds will go into the General Fund, directly from the Federal Government for various projects throughout the City of Crestwood.

In terms of personnel, there will be four less positions budgeted in the General Fund in FY2022, than there were in previous years. In July 2021, Crestwood executed an agreement with the City of Sunset Hills to outsource Police Dispatch. This agreement eliminated four of the five dispatching positions within the Department. A fifth position, lead dispatcher, was realigned as a community liaison/police analyst position, which was retained by the City.

While the City is currently operating with a projected deficit in the General Fund, the strong fund balance position that the City is currently in – more than 54% - is what makes it possible to adopt a General Fund deficit in this climate without significant structural changes within the organization. Should there be additional fiscal impacts indicated during 2022, the City will give careful attention to all expenditures throughout the budget and adjust accordingly.

**Additions in the General Fund budget include:**

- \$20,000 for the purchase or lease of new printers
- \$75,000 budgeted for the City's 75th Anniversary Celebration
- \$11,400 for upgrading to a cloud-based software package for the finance department
- \$28,500 for aXs software package for local records digitization
- \$30,000 to install a new key-card system in the Fire and Administrative Departments
- \$135,000 for the first full year of the City's dispatching contract with the City of Sunset Hills
- \$8,250 for three, fixed license plate readers for the Police Department
- \$20,000 to outfit the new rescue truck purchased by the Fire Department in FY2021
- \$350,000 will be transferred from ARPA expenses to the Police Department budget to cover public safety operational costs
- \$185,000 worth of street repairs will be charged to ARPA expenditures, instead of the Capital Improvement Fund

**General Fund capital projects include:**

- \$50,000 for year-one costs of a new software package for permitting and licensing
- \$782,000 for various improvements to the City parks
  - \$311,000 for Whitecliff Quarry Phase II pavilion
  - \$162,000 for lighting upgrades at the Whitecliff Community Center
  - \$150,000 to replace the Sanders Park bridge
  - \$115,000 to rebuild the Whitecliff Park basketball courts
  - \$25,000 to resurface the Whitecliff Park tennis courts
  - \$20,000 to fund design services for a bridge between the intersection of Sheryl Ann/Lodge Pole and Whitecliff Park
- \$310,000 for various improvements to City buildings and property
  - \$165,000 for the remainder of the Whitecliff bridge construction design
  - \$125,000 for the Government Center window replacement project
  - \$20,000 to add a split HVAC to the exercise room at Whitecliff Community Center
- \$20,000 for new streetlights on various City streets
- \$55,000 to replace the Fire Chief's administrative vehicle
- \$122,400 for various small equipment and machinery in the Fire Department
  - \$50,000 for another set of rescue tools
  - \$20,000 to paint the Fire Department living quarters
  - \$20,000 to remodel the restrooms of the Fire Department's officers
  - \$20,000 to purchase the LUCAS III CPR machine
  - \$10,000 in fire hose replacements
  - \$2,400 to purchase six new water rescue vests
- \$260,000 to fund the Whitecliff Quarry lower area restroom, parking lot reconfiguration and bridge from Sheryl Ann to Whitecliff

- \$300,000 to renovate the station of the Police Department
- \$20,000 to purchase a scissor lift with trailer
- \$15,000 to purchase a plan-sized scanner for the Public Works Department

In total, the General Fund has \$1,844,400 in capital expenditures budgeted.

## Park and Stormwater Fund

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2020	\$1,723,442	\$1,868,770	(\$156,328)	\$874,427
Estimated Fund Balance	FY 2021	\$1,846,680	\$1,738,430	\$108,250	\$982,677
<b>Projected Fund Balance</b>	<b>FY 2022</b>	<b>\$1,890,894</b>	<b>\$2,096,013</b>	<b>(\$205,119)</b>	<b>\$777,558</b>

The Park and Stormwater Fund, starting on page 122, provides the resources for the day-to-day operations and capital improvements for the City's Parks and Recreation Department. This includes funds for maintenance and programming at the seven City parks (Whitecliff, Crestwood, Spellman, Rayburn, Ferndale, Sanders and the Historic Sappington House Complex) as well as the Community Center and Aquatics Center at Whitecliff Park. The major revenue sources are a half-cent sales tax dedicated for park and stormwater purposes, and programmatic revenues at the Aquatic Center, Community Center, and other areas throughout the Parks system.

The Park and Stormwater Fund is budgeted to end the year with a deficit in FY2022. Revenue forecasts remain conservative as the economy continues to recover from the COVID-19 pandemic. Charges for services are the most impacted in the forecast due to the fact that there should be a moderate increase in how the Community Center performs and the Aquatics Center revenue should remain strong, but those revenues are still projected to remain lower than pre-2020 totals.

In terms of personnel, the City budgeted one additional full-time employee in the Park and Stormwater Fund in FY2022, compared to previous years. This employee is scheduled to be added to the Parks Maintenance Division, increasing that Division from three to four employees.

For the time being, operational expenditures within the Park and Stormwater Fund are slightly greater than recurring revenues. However, in late 2021, the Board of Alderman approved a comprehensive Parks and Recreation Master Plan, which will focus on updating and incorporating all other park-specific master plans and analyze all parks programming, the Aquatics Center and the Community Center for potential changes. This Master Plan, which is scheduled to be completed in September 2022, will help direct the City's resources in the future for the Parks and Stormwater Fund.

### Additions in the Park and Stormwater Fund budget include:

- Addition of 1 full-time employee in the Park Maintenance Division, going from three to four employees

- \$6,000 for the addition of two “grasshoppers,” solar-powered poles with charging stations and potential security features
- \$125,000 for the Parks Master Plan
- \$16,000 for maintenance/repair of the HVAC system at the Aquatics Center concession stand
- \$55,000 to repair various leaks throughout the Aquatics Center

**Park and Stormwater Fund capital projects include:**

- \$26,000 for Sanders Park rubber playground surface replacement
- \$12,577 in fitness equipment replacements
- \$4,800 in various pool equipment
- \$15,000 to repair the roof on the resident manager’s house at the Historic Sappington House Complex

In total, the Park and Stormwater Fund has \$58,377 in capital expenditures budgeted.

**Capital Improvement Fund**

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2020	\$1,007,375	\$716,979	\$290,396	\$1,613,855
Estimated Fund Balance	FY 2021	\$1,084,754	\$690,017	\$394,737	\$2,008,592
<b>Projected Fund Balance</b>	<b>FY 2022</b>	<b>\$1,110,537</b>	<b>\$2,758,965</b>	<b>(\$1,648,428)</b>	<b>\$340,164</b>

The Capital Improvement Fund, starting on page 138, 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 significant deficit for FY2022, due to the completion of several projects that were carried over from 2020 and 2021 as well as the \$400,000 down payment to place the initial order for a new fire truck chassis, which is scheduled to be delivered in full in 2023. Pages 150-163 include a breakdown of each project funded by this fund, including project justifications and financial implications. Projected capital spending over FY2023-26 are listed on page 165.

Long term, with the overwhelming, primary source of revenue in this fund being a sales tax, economic revitalization (hopefully spurred by the redevelopment of Crestwood Crossings, which appears ready to move forward) should provide some relief and improve the long-term outlook of this fund in a positive manner. However, with demand for enhanced capital spending on infrastructure at an all-time high, this fund will continue to be under pressure.

### **Projects in the Capital Improvement Fund include:**

- \$1,085,565 in selective slab replacement on 10 different streets (more than 14,000 square yards of concrete). Half of this project was carried over from FY2021, due to lack of bidding options
- \$599,000 in mill and overlay work on 17 different streets (more than 44,000 square yards of asphalt)
- \$99,000 to apply a sealcoat on top of all recent mill and overlay streets
- \$250,000 for new sidewalk construction in two different areas of the City.
- \$75,000 for sidewalk maintenance
- \$27,500 for a new F-150, replacing one F-250
- \$72,900 for various public works heavy equipment
  - \$44,800 to replace a 2007 Bobcat with track steer
  - \$8,000 to replace a 1996 trailer
  - \$3,700 to purchase a walk-behind concrete saw
  - \$8,300 to replace a mobile leaf blower/debris loader
  - \$8,000 to purchase a “billy goat” loader
- \$135,000 to replace three police vehicles
- \$15,000 for new tasers and other small police equipment
- \$400,000 for an initial payment on a new fire truck chassis

### **Sewer Lateral Fund**

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2020	\$141,761	\$141,117	\$644	\$333,749
Estimated Fund Balance	FY 2021	\$140,800	\$134,556	\$6,244	\$339,993
<b>Projected Fund Balance</b>	<b>FY 2022</b>	<b>\$138,700</b>	<b>\$135,184</b>	<b>\$3,516</b>	<b>\$343,508</b>

The Sewer Lateral Fund, starting on page 166, 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.

In the Sewer Lateral Fund for FY2022, revenues are projected to be \$138,700, while expenditures are projected to be \$135,184. This would lead to a surplus of \$3,516 in 2022, raising the overall projected fund balance to \$343,508. There are no projected major significant increases or decreases in this Fund. 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.

## **Economic Factors Impacting the Budget**

The previous 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 fully recover. Fortunately, over the years there has been modestly increasing retail performance, although that was stalled due to COVID-19. The City also receives revenue from two major countywide sales taxes: the Countywide one-cent general purpose sales tax and the Countywide half-cent public safety sales tax. Both have bolstered revenues during the recent past, which should continue over the near future. Changing economic conditions and consumer habits have led to a decline in utility tax revenues.

Long-term, the City has prospects for economic growth. In November 2021, the Board of Aldermen approved the preliminary development plan at the long-vacant, 47-acre site of the former Crestwood Mall. This is the first major development plan to be approved by the Board at One Crestwood Plaza since the former mall was enclosed in the late 1980s. The plan, in partnership with Dierbergs Markets and McBride Homes will lead to a 72,000 square foot Dierbergs grocery with more than 23,000 sq. feet of various commercial uses to the east and west, multiple restaurants, retail shops, green space and 81 single family homes.

## **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 revenues were forecast conservatively. Fortunately, federal assistance in the form of the Coronavirus Aid, Relief, and Economic Security (CARES) Act in 2020, and American Rescue Plan Act (ARPA) in 2021 and 2022 are stabilizing city revenues.

Crestwood adopted a merit-based pay plan in 2018. FY2022 represents the third year raises have been given under this system. In preparing the FY2022 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, 2022. The COLA will also increase the starting and maximum salaries for all positions on the City’s classification plan.

Union Police Officers and the City reached agreement on a new Collective Bargaining Agreement (CBA) which goes into effect in March 2022. That agreement includes raises and a new step/merit pay plan. Union Firefighters and the City reached agreement on a CBA which went into effect in 2021. That agreement also included raises and a step/merit pay plan. The fiscal impact of these CBAs will be felt in 2022 and in future years. The City has budgeted for one new employee in the Parks and Recreation, Parks Maintenance Division. The City eliminated several police dispatchers in 2021 as part of a reorganization which led to contracting for police dispatch services with a neighboring municipality. There are no other significant personnel changes planned for in 2022.

## Key Assumptions in the Budget

*Service levels.* This budget maintains current service levels as of December 31, 2021. Select investments are made where they are expected to increase efficiency or save money in the long run.

- In July 2021, the City of Crestwood executed an agreement with the City of Sunset Hills to outsource Police Dispatch. This agreement eliminated four dispatching positions within the City. The fifth position, Lead Dispatcher, was realigned as a Community Liaison/Police Analyst.
- Proposition 1, a Fire Protection Sales Tax increase, is on the April 2022 municipal election ballot. Revenues from this ballot proposal are not reflected in the budget or any forecast in this document. Similarly, all expenses associated with the proposed use of those revenues are also not reflected in this budget document.
- Additionally, there is a potential for a new community center to be recommended to be built during the five year timeframe of the budget forecasts, at this time, that is not reflected in this budget document.
- Step-eligible employees, which are currently just the union firefighters, move up the corresponding step on the pay plan; plus the implementation of the police officer's CBA pay plan.
- Health insurance is forecast as a 7% increase from July to December 2022.

*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.

- A roughly 1.5% increase in sales and use taxes, compared to 2021 year end estimates. While the City believes that FY2022 numbers will outpace FY2021, all estimates are conservative in nature as the City cannot risk being too aggressive. Sales taxes only greatly outperformed budget expectations in 2021, but that was due to projections being lowered because of COVID-19.
- No significant change in utility taxes. These are too unpredictable due to the nature of consumer habits and efficiencies in building products.
- No significant change in property taxes. This revenue source is expected to remain stable, with modest growth going forward.
- Greater than 10% increase in the Motor Fuel Tax, directly due to the State of Missouri's passage of SB262, which will raise the motor fuel tax by 12.5 cents through minor increases until July 2025.
- No significant change in license and permits. While the mall property is to be redeveloped, there will only be minor permitting and licenses until the property is operational in late 2023, early 2024.
- A roughly 30% increase in fines and court costs in FY2022. FY2020 and 2021 were uncharacteristically low in collections that were directly attributable to the impact of COVID-19 on the Municipal Court and Police Department operations.
- There are two direct \$1.19 million payments in FY2021 and FY2022 respectively, because of the American Rescue Plan Act (ARPA) funds from the Federal Government. These are non-recurring and will be used on capital improvements and operations.
- There is a nearly 10% decrease in revenue projected from the Aquatic Center due to the fact that 2021 was the best year on record in recent memory and this is a regression to the mean.

- There is also a nearly 25% increase in revenue projected from the Parks Department, recreation programming. This is due to the fact that the City is hopeful in COVID-19 restrictions loosening and more community members wanting to participate in recreation programming as more people are vaccinated through all age groups.

*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.

## FY 2021 in Review

This past year marked my sixth year serving as Crestwood's City Administrator, and it was full of challenges and accomplishments for the City. The biggest challenge of 2021 was navigating the continued fiscal and operational impacts of COVID-19. In an effort to deal with the financial repercussions, the City continued to reduce spending and/or hold off entirely on capital expenditures all together, such as delaying street maintenance work until FY2022, in the hopes of getting a more competitive bidding environment in the new year.

Additionally, several adjustments were made to the operations of the City to adapt to the changing landscape of the world in 2021. The City continues to allow for non-emergency personnel to work from home on occasion, while also making sure that employees can interact between departments in safer conditions than in previous years. The City returned to in-person meetings in 2021, after vaccines became more widely available. The option to retain virtual meetings for Boards and Commissions, as well as City staff, remains heading into 2022.

However, even though there were reasons for concern throughout 2021, there were also an abundance of accomplishments to share from 2021:

- The successful rededication of the Crestwood Government Center in August 2021, a cumulation of events nearly two years in the making. After the flood of 2019, the City began an extensive process of rebuilding and upgrading the building in various ways, including a new ADA entrance with handicapped parking spots, a fully remodeled Board of Aldermen Chambers, new office space, a new conference room, an expanded and upgraded Police locker room, an employee fitness room, a new mother's room and reconfigured roof with new skylights as well as dozens of maintenance updates throughout.
- While the Parks and Recreation Department was forced to cancel some of their planned programs throughout the year, they were able to safely perform some very successful programming such as the Halloween Family Fun Fest, Photos with Santa, the return of summer day camp, and the most successful summer pool season at the Aquatics Center in more than five years.
- The City formally adopted an all-encompassing new Zoning Code in 2021, which includes the previously approved Sign Code (from 2020), the Watson Road Overlay Area, and the complementary addition of a new Landscape Code in the September 2021.
- Public Safety continued to play an important role in the City of Crestwood. In 2021, overall crime remained low and our response times remained excellent. The Fire Department continued their consistent, high-level of service and health and safety education efforts. Both departments continued their community relations efforts raising money for charities and participating in dozens of community events.

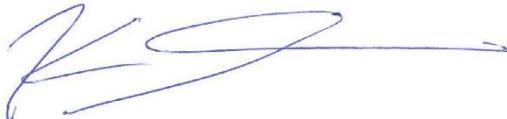
- Receiving the GFOA Distinguished Budget Presentation Award and a clean audit in 2021.
- The Police Department officially completed their more than three-year process for accreditation through the Missouri Police Chiefs Association Charitable Foundation, which included re-writing all of the Department's general orders and directives.
- The City had many different upgrades throughout the year including the near completion of the Whitecliff Quarry Area Boardwalk, a new gymnasium floor at the Community Center, new body-worn and in-car cameras for all Patrol Officers, new laptops for administrative staff and many more maintenance upgrades throughout the City.

The Board of Aldermen, along with City staff, have also set themselves up for a great 2022 and beyond through their work. The Board approved a new collective bargaining agreement with the Police Officers Union, a signed contract for the first ever comprehensive Parks and Recreation Master Plan for the entire Parks system and unanimously approved the preliminary development at the former mall site, now known as Crestwood Crossing.

## **Acknowledgements**

This budget is the result of many hours of effort by so many people. I want to thank the department heads, division managers, and the finance officer for developing the proposed program costs. I also would like to acknowledge the work of Deputy City Administrator Jeff Faust for his 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,

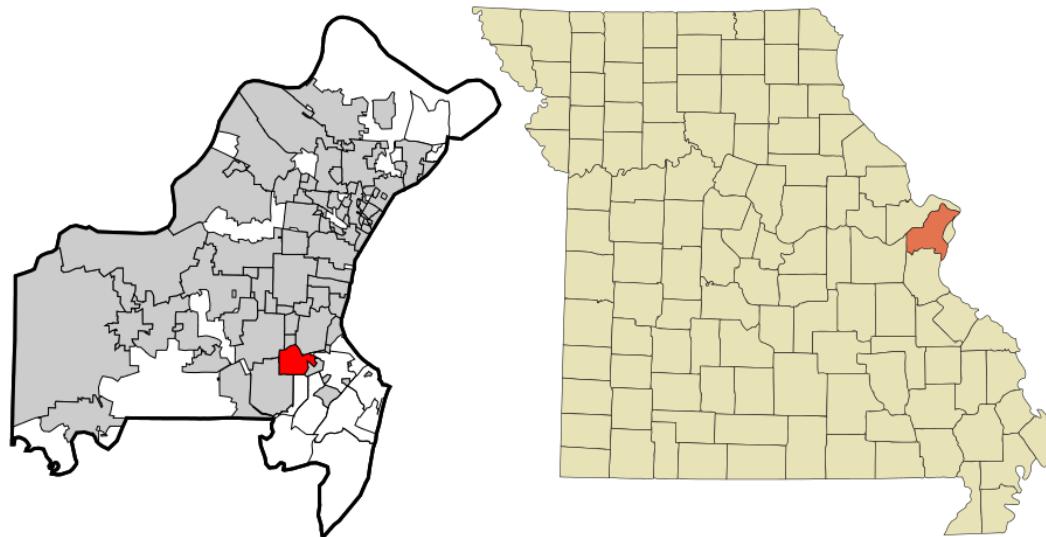
A handwritten signature in blue ink, appearing to read "Kris Simpson".

Kris Simpson  
City Administrator

**P.S.** For more information about the City of Crestwood – including links to agendas and meeting minutes, audit records, City Codes, and much more – please visit the City of Crestwood website at <https://www.cityofcrestwood.org/>.

# 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 of government 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 City's four wards. Crestwood occupies approximately 3.6 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 12,406, occupying more than 5,000 housing units as of the 2020 Census. Approximately 350 businesses operate within the City each year.

## **Services provided by the City include:**

- Police patrol, 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 he and his family 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 13<sup>th</sup> 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 2021 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 "66" 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, including thru 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 more than 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.

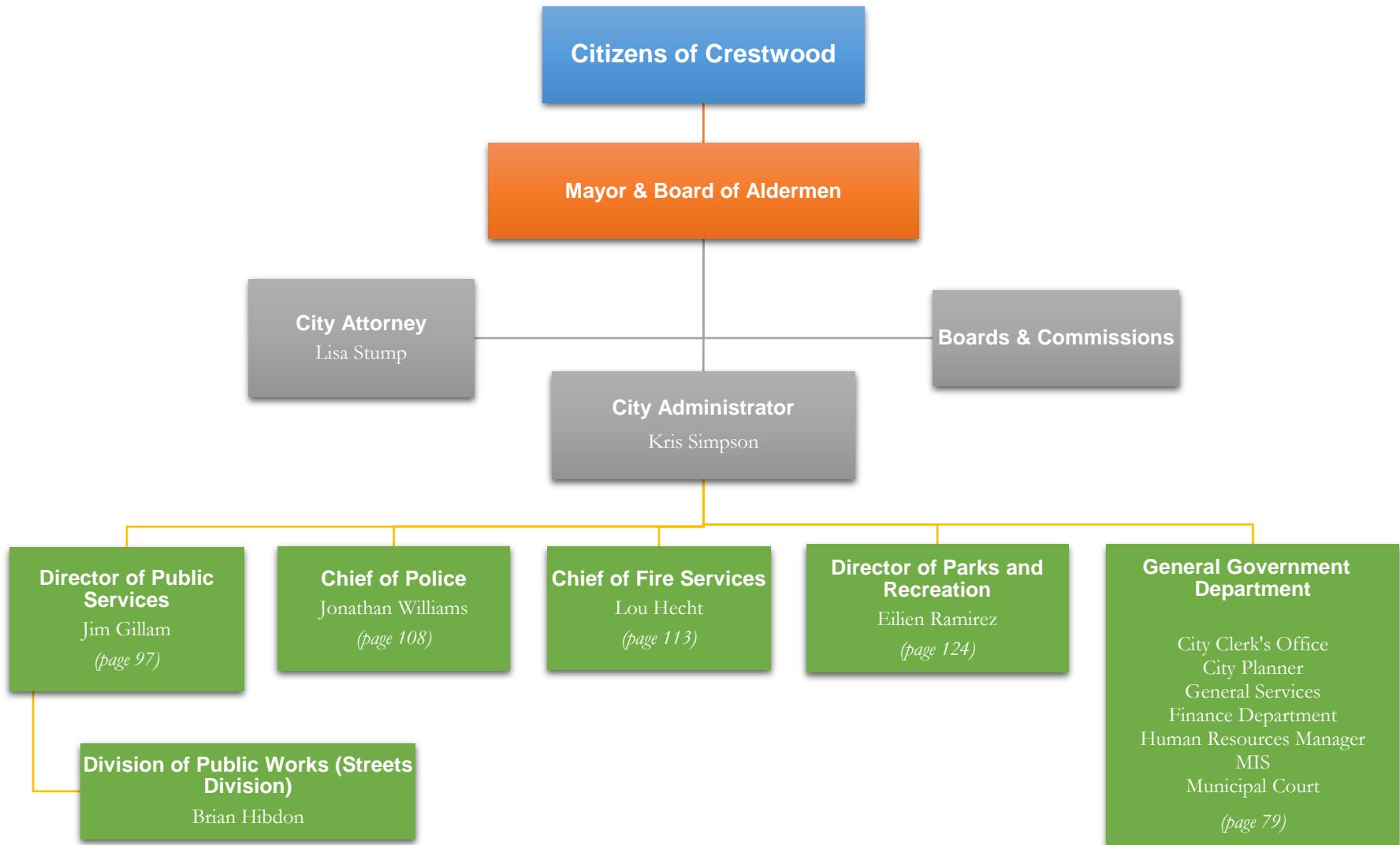
In November 2021, the Board of Aldermen approved a plan to redevelop the old Crestwood Plaza site, in accordance with Dierbergs Markets and McBride Homes.

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, in 2016*

# Our Organization



**Please note:** Organizational charts for each Department are available throughout this budget document, on the page numbers listed above.

# Detailed Personnel Schedule

## Personnel by Department

	2020	2021	2022
Administration	8.80	8.80	8.80
Fire Services	24.50	24.50	25
Police Services	33.50	33.50	29
Public Services (Public Works)	14.50	14.50	14.50
Parks & Recreation	9.00	9.00	10.00
<b>Total Personnel (FTE)</b>	<b>90.30</b>	<b>90.30</b>	<b>87.30</b>
	2020	2021	2022
<b>ADMINISTRATION</b>			
City Administrator	1	1	1
Deputy City Administrator	0	0	1
Assistant to the City Admin.	1	1	0
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	0
Administrative Assistant	0	0	1
Finance Officer	1	1	1
Accounting Clerk	1	1	1
Court Administrator	1	1	1
<b>TOTAL ADMINISTRATION</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>
	2020	2021	2022
<b>POLICE SERVICES</b>			
Chief of Police	1	1	1
Deputy Chief	1	1	1
Lieutenant	2	2	2

Sergeant	6	6	6
Detective	1	1	2
Corporal	4	4	4
Patrol Officer	12	12	11
Lead Dispatcher	1	1	0
Dispatcher	4	4	0
Community Liaison	0	0	1
Records Clerk	1	1	0
Admin. Assistant/Records Clerk	0	0	1
Secretary	0.50	0.50	0
<b>TOTAL POLICE SERVICES</b>	<b>33.50</b>	<b>33.50</b>	<b>29.00</b>

	2020	2021	2022
<b>FIRE SERVICES</b>			
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	1
Firefighter/Paramedic	11	11	14
Administrative Assistant	0.50	0.50	1
<b>TOTAL FIRE SERVICES</b>	<b>24.50</b>	<b>24.50</b>	<b>25.00</b>

	2020	2021	2022
<b>PUBLIC SERVICES/PUBLIC WORKS</b>			
Director of Public Services	1	1	1
Project Manager	1	1	1
Administrative Assistant	1	1	2
Administrative Clerk	1	1	0
Code Enforcement Officer	1	1	1
Building Maintenance Tech	1	1	1

Facilities Crew Leader	1	1	1
Custodian	0	0	0
Superintendent of Maintenance	1	1	1
Streets Crew Leader	1	1	1
Maintenance Worker	4	4	4
Fleet Crew Leader	1	1	1
PT Clerical	0.5	0.5	0.5
<b>TOTAL PUBLIC SERVICES</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>

	2020	2021	2022
<b>PARKS AND RECREATION</b>			
Director of Parks and Recreation	0	1	1
Manager of Recreation	1	0	1
Recreation Supervisor	1	1	0
Facilities Manager	0	0	1
Program Supervisor	2	2	2
Administrative Assistant	1	1	0
Custodian	1	1	1
Park Maintenance Crew Leader	1	1	1
Maintenance Worker	2	2	3
<b>TOTAL PARKS AND RECREATION</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>
<b>TOTAL EMPLOYEES:</b>	<b>90.30</b>	<b>90.30</b>	<b>87.30</b>

\* 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**

In 2019, the Crestwood Board of Aldermen formally updated the City's strategic plan in order to define broad operational focus areas for staff and identify goals associated within those focus areas, to make them more action oriented. While some of the City's specific goals and objectives have changed year over year as they are completed, the overall focus areas are designed to remain in place for many years at a time.

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.

## **Process for Creating Goals**

While the main focus areas were outlined by the Board of Aldermen in 2019, the City updates and creates new goals every year. In the spring, an open invitation to a work session of the Board of Aldermen is sent to all members of the current Board as well as anyone running for an Aldermanic or Mayoral seat (and of course, anyone from the public) to join in the discussion of future goals and issues for the upcoming year. At this spring work session, the Board of Aldermen and City Administrator as well as department heads and senior staff, move goal by goal discussing updates, new proposals, potential concerns, and general feedback in order to get further direction from the Board of Aldermen for City staff.

In late November or early December, the City Administrator will also distribute to the Board of Aldermen an update as to the state of the strategic goals.

## Specific Goals and Focus Area Chart

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

# Detailed Discussion of Specific Goals

## **1. Balanced General Fund**

- **Primary Divisions Involved:** City Administrator and Finance Dept.
- **Priority:** High (Annual, recurring goal)
- **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 FY2021 and FY2022. Ongoing, this is a recurring annual goal.

## **2. Fund Balance Policy Met**

- **Primary Divisions Involved:** City Administrator and Finance Dept.
- **Priority:** High (Annual, recurring goal)
- **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 2021, and expected for 2022. Ongoing, this is a recurring annual goal.

## **3. Clean Audit**

- **Primary Divisions Involved:** City Administrator and Finance Dept.
- **Priority:** High (Annual, recurring goal)
- **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 2021. Ongoing, this is a recurring annual goal.

## **4. Search for Best Practices and Efficiencies**

- **Primary Divisions Involved:** All departments
- **Priority:** High (Annual, recurring goal)
- **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:** City Administrator, City Planner, Public Works Dept., Board of Aldermen, etc.
- **Priority:** High

- **Description:** First open to the public in 1957, the shopping mall was among the first in the U.S. to have more than one anchor tenant and the first in the St. Louis region to be enclosed. The former 47-acre mall site has been empty since the last tenant vacated in 2013, and demolition of the site occurred in 2017.
- **Timeline/Status:** Ongoing, but redevelopment has been approved. In November 2021, the Board of Aldermen approved the initial redevelopment agreement with D3 Commercial Real Estate Group (Dierberg's) and McBride Berra Land Company, LLC (McBride Homes). Additional approvals will be needed but construction is scheduled to begin in 2022.

## **6. Expand Sidewalk and Bicycle Network**

- **Primary Divisions Involved:** Public Works Dept. and City Planner
- **Priority:** High (Annual, recurring goal)
- **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.
- **Timeline/Status:** Ongoing but funded. The FY2022 Budget includes \$250,000 for two fairly lengthy areas of targeted new sidewalk construction, one near Crestwood Elementary School and the other near Sappington Elementary School.

## **7. Recommend Low-Cost Traffic Calming**

- **Primary Divisions Involved:** City Planner, Public Works Dept. and Police Dept.
- **Priority:** High (Annual, recurring goal)
- **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:** Ongoing. Data Collection phase. The Police department has had ongoing conversations with community stakeholders about various focus areas in regards to traffic calming. Additionally, they have been using their Stalker system (traffic data collector and analyzer) to gather data on problem streets.

## **8. Strong Code Enforcement**

- **Primary Divisions Involved:** Public Works Dept.
- **Priority:** High (Annual, recurring goal)
- **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. The citizens of Crestwood voted in April 2021 to establish a semi-annual registration fee for vacant properties. The process was enacted in late 2021 and could help the City with improving the worst properties.

## **9. Zoning and Sign Code Update**

- **Primary Divisions Involved:** Planning
- **Priority:** High

- **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. The City also hired a consultant to assist with writing the landscape portion of the zoning code in early 2021. That was approved by the Board of Aldermen in the Fall of 2021.
- **Timeline/Status:** Completed. Completely updated Zoning, Sign and Landscape Code were completed in 2021.

## **10. Foster Upgrades to Industrial Parks**

- **Primary Divisions Involved:** City Administrator
- **Priority:** High to Low (depending on specific goal)
- **Description:** Several of Crestwood's industrial parks have outdated 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. Additionally, the City also has goals such as implementing architectural standards for industrial parks.
- **Timeline/Status:** Conversations with the property owners are still ongoing. An engineering study was completed which should help with applying for grants. Grant funding has been difficult to find but with the latest round of federal infrastructure stimulus, staff hopes funding opportunities arise.

## **11. Maintain High-Quality City Services**

- **Primary Divisions Involved:** All
- **Priority:** High (Annual, recurring goal)
- **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
- **Priority:** Medium
- **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:** Ongoing, but no change as of January 1, 2022. Several operational improvements have been made, and certain equipment upgrades are being sought. On track for achieving this with our next evaluation, though the Board of Aldermen noted that reaching Class 1 does not necessarily have to be achieved at any cost.

## **13. Accredited Police Department**

- **Primary Divisions Involved:** Police
- **Priority:** High

- **Description:** Receiving accreditation through the Missouri Police Chiefs Association 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:** Completed in March 2021.

#### **14. Continue Implementing Whitecliff 2000 and Crestwood Park Plan**

- **Primary Divisions Involved:** Parks and City Administrator
- **Priority:** High
- **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. In November 2021, the Board of Aldermen approved appropriations for a complete Parks & Recreation Master Plan. This plan will update and replace the Whitecliff 2000 and Crestwood Park Plans, incorporate the Sappington House Master Plan and the Crestwood Parks Community Master Plan for Native Areas (in Crestwood's four neighborhood parks), and analyze all park programming, the Aquatics Center and Community Center for potential changes.
- **Timeline/Status:** Ongoing; funded Master Plan for 2022, which should be completed Q3 2022.

#### **15. Mutually Beneficial Relationship with Sappington House Foundation**

- **Primary Divisions Involved:** City Administrator
- **Priority:** High
- **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. In 2021, the City approved a \$125,000 reimbursable loan to relocate the Joseph Sappington House to the Historic Sappington House Complex. Work must be completed by November 2022 for reimbursement.
- **Timeline/Status:** Completed. The City negotiated a new agreement with the Foundation, although there are ongoing efforts to work with the Sappington House Foundation, when applicable.

#### **16. Continue City Beautification Efforts**

- **Primary Divisions Involved:** City Administrator, Parks
- **Priority:** Medium (Annual, recurring goal)
- **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. In 2021, the City earned a three-year, \$75,000 Back to Nature grant from the Missouri Department of Conservation for native plantings and other beautification efforts.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

#### **17. Investigate Potential Ambulance Services, to be Provided by the City of Crestwood**

- **Primary Divisions Involved:** City Administrator, Fire Department and Board of Aldermen
- **Priority:** High

- **Description:** The City of Crestwood has been investigating the potential addition of ambulance services to be provided by the City of Crestwood, instead of a third-party vendor for many years. In December 2021, the Board of Aldermen approved putting Proposition 1 on the April 2022 municipal election ballot. Proposition 1 is a 1/4 of 1 cent sales tax increase, which would fund the City's ability to support the additional staff to be able to operate an ambulance at the municipal level.
- **Timeline/Status:** Ongoing. The City will only continue forward after the municipal election in April 2022, if Prop 1 is approved by the voters of Crestwood. There is no other funding mechanism available at this time.

#### **18. Pursue Grants to Leverage City Funds in Order to Achieve Comprehensive Plan Goals**

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

# 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 with 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 this annual budget document relate to the following key service areas:

- Public Safety
  - Police Department
  - Fire Department
- Parks and Recreation
- Public Works & Code Enforcement
- General Government, including Human Resources

	Strategic Goal	2021 Actual	2022 Goal
<b>Police Department</b>			
Training Hours, for All POST Officers	Search for Best Practices & Police Accreditation	2,004.5	2,000
Community Outreach Events	Maintain High-Quality City Services	32	24
General and Special Orders Followed	Search for Best Practices & Police Accreditation	147	147
DUI Arrests per 1,000 Residents	Premier Public Safety (*ICMA)	1.6	1.5
Fatal Accidents	Premier Public Safety (*ICMA)	0	0
Sworn Police Officer Overtime, as a Percentage of Total Police Compensation	Fiscally Strong City (*ICMA)	1.7%	1.5%
Police Department Expenditures, per Capita	Fiscally Strong City (*ICMA)	\$197.3	\$197
Percentage of Property Crimes Cleared	Premier Public Safety (*ICMA)	18%	50%
Percentage of Violent Crimes Cleared	Premier Public Safety (*ICMA)	32%	50%
Calls for Service, per Sworn Police FTE	Premier Public Safety (*ICMA)	179	175
Calls for Service, per 1,000 Residents	Premier Public Safety (*ICMA)	389	375
Priority 1 Calls, Average Time from Dispatch to Arrival on Scene, in Seconds	Premier Public Safety (*ICMA)	168	150
UCR Part 1 Property Crimes Reported, per 1,000 Residents	Premier Public Safety (*ICMA)	22	20
UCR Part 1 Violent Crimes Reported, per 1,000 Residents	Premier Public Safety (*ICMA)	0.2	0.1
<b>Fire/EMS Department</b>			
Training Hours, all fire fighters combined	Search for Best Practices & ISO-Class 1 Rating	545	600
Community Outreach Events, total	Maintain High-Quality City Services	20	24
Standard Operating Guidelines and Procedures Followed <sup>1</sup>	Search for Best Practices & ISO-Class 1 Rating	43	75
Turnout Time On Average, in seconds	Maintain High-Quality City Services	67	60
Total amount of EMS calls, by percentage	Maintain High-Quality City Services	73%	75%
Total BLS and ALS responses per 1,000 population	Premier Public Safety (*ICMA)	98.7	95
Expenditures per capita, Fire/EMS	Fiscally Strong City (*ICMA)	\$351	\$350
Residential fire incidents per 1,000 population served	Premier Public Safety (*ICMA)	3.2	3.0
Emergency fire travel time: % of calls 4 minutes and under: from conclusion of turnout to arrival on scene	Premier Public Safety (*ICMA)	66.2%	75%

Emergency fire response time: % of responses with a total time of 6 minutes, 20 seconds and under from call entry to arrival on scene (dispatch + turnout + travel time)	Premier Public Safety (*ICMA)	83.6%	90%
<b>Public Works Department</b>			
Code Enforcement Calls, per Notice of Violations issued	Strong Code Enforcement	466	500
Code Enforcement Calls, percent closed	Strong Code Enforcement	89.3%	95%
Permits Processed, total	Maintain High-Quality City Services	902	1,000
Sidewalks Added, length in feet	Expand Sidewalk & Bike Networks	2,505	1,000
Beautification Events, estimated total hours	Continue City Beautification Efforts	872	800
Expenditures, paved road rehabilitation, per paved lane mile	Maintain High Quality Services (*ICMA)		
<b>Parks and Recreation Department</b>			
Total Active Memberships, for all facilities	Superior Parks & Recreation (*ICMA)	8,895	9,000
Parks and Recreation Classes/Programs/Facility Registrants, per 1,000 population	Superior Parks & Recreation (*ICMA)	518.1	525
Total Park Maintenance Expenditure, per developed park acre	Superior Parks & Recreation (*ICMA)	\$2,427.12	\$2,400
<b>General Government</b>			
Fund Balance, by percentage	Fund Policy Balance Met	54.7%	60%
Expenditures, per capita	Fiscally Strong City (*ICMA)	\$846.63	\$850
Population density (population divided by land area)	*ICMA	3,444.40	3,444.40
Grants Received, total number in all departments	Pursue Grants to Leverage City Funds	6	5
IT, Number of Help Desk Tickets Received	Search for Best Practices (*ICMA)	439	365
IT, Help Desk Requests per Endpoint Served	Search for Best Practices (*ICMA)	5.5	5
IT, Total Expenditures per Endpoint Served	Fiscally Strong City (*ICMA)	\$1,562.50	\$1,000
IT, as a Share of Total General Fund Expenditures	Fiscally Strong City (*ICMA)	1.2%	1.0%
<b>Human Resources</b>			
Hours paid to all staff	Maintain High Quality Services (*ICMA)	165,147	183,040
Hours paid to all staff, sworn Fire/EMS	Maintain High Quality Services (*ICMA)	61,462	65,000
Hours paid to all staff, sworn Police	Maintain High Quality Services (*ICMA)	45,960	56,000
Total FTEs per 1,000 population	Maintain High Quality Services (*ICMA)	7.1	7.1

Sworn Fire/EMS per 1,000 population	Maintain High Quality Services (*ICMA)	2.2	2.2
Sworn police officers per 1,000 population	Maintain High Quality Services (*ICMA)	2.2	2.2
Turnover rate, all FTEs	Maintain High Quality Services (*ICMA)	17.0%	0%
Turnover rate, sworn Fire/EMS	Maintain High Quality Services (*ICMA)	16.7%	0%
Turnover rate, sworn Police	Maintain High Quality Services (*ICMA)	11.1%	0%
Sick leave hours used per FTE, all staff	Maintain High Quality Services (*ICMA)	70.7	40
Sick leave hours used per FTE, fire/EMS	Maintain High Quality Services (*ICMA)	154.4	72
Sick leave hours used per FTE, Police	Maintain High Quality Services (*ICMA)	38.1	40
Workers Comp claims, per 100 FTEs	Maintain High Quality Services (*ICMA)	9.1	0
Worker days lost to injury per 100 FTEs	Maintain High Quality Services (*ICMA)	17	0
Worker days lost to injury per 100 FTEs, Fire/EMS	Maintain High Quality Services (*ICMA)	17	0
Worker days lost to injury per 100 FTEs, Police	Maintain High Quality Services (*ICMA)	0	0
Percentage of new FTE's completing probationary period	Maintain High Quality Services (*ICMA)	83%	100%

<sup>1</sup> - In the process during FY2022 to work with Lexipol to rewrite their SOPs and SOGs.

\*ICMA – An ICMA Open Access Benchmarking, Key Performance Indicator

# Capital Planning/Capital Improvement Program (CIP)

For capital projects, City staff developed a capital project rating system that allocates points based on different goals. The Board of Aldermen has the authority to determine the various categories and their relative weight and then sets the point values and the various rating factors by resolution. These factors are in alignment with the long-term goals of the City, as set by the Board of Aldermen with the assistance of City staff.

In general, the projects in the CIP plan do not include routine maintenance projects/items that are planned for in other areas of the budget, such as routine road resurfacing, vehicle replacements, or small equipment purchases. They tend to be bigger projects focusing on big capital improvements, such as adding sidewalks or street lights, renovating large areas in buildings or parks, or reconstruction of a City street. **The complete list of CIP projects is in the appendix on page 172.**

City staff then apply these categories to all of the capital projects proposed by the Board of Aldermen, Department Heads, and members of the community. While funding expenditures is determined by the Board, staff builds the capital improvement plan, and the next corresponding budget, by funding the highest scoring projects first, and then working down the list in descending order.

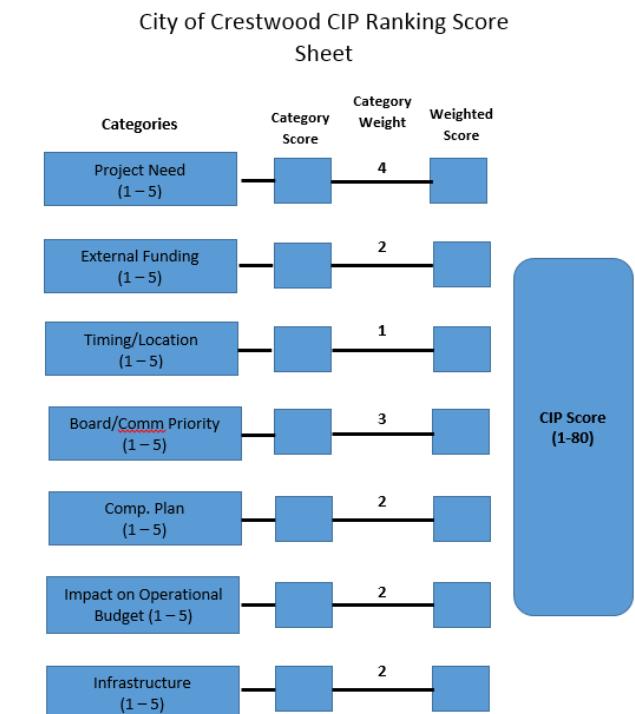
The City has detailed definitions for each of these categories, what follows is a summary of each:

**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. To receive a five (5), the project must receive 80% or more funding, while a score of three (3) has 40-59% funding, and a score of one (1) has less than 20% funding.

**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 of Aldermen and the relevant advisory Boards (Park Board and 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/or 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.

## Capital Improvement Program Expenditures – FY2022

For FY 2022, City staff worked through 40 different projects in their evaluation and scoring of the Capital Improvement Plan. Those projects, while not a finished list or bidden out in an official capacity, have a projected cost estimate of more than \$15 million. **The complete list of CIP projects is in the appendix on page 172.** In the FY22 budget, the City has more than \$4 million in capital expenditures budgeted between the Capital Improvement, General, and Park and Stormwater Funds, including approximately \$1.8 million from the CIP list.

CIP projects that received funding in 2022 include:

• Project 62	\$162,000 for lighting upgrades at the Whitecliff Community Center
• Project 60	\$115,000 to rebuild the Whitecliff Park basketball courts
• Project 12	\$150,000 to replace the Sanders Park bridge
• Project 46	\$165,000 for the remainder of the Whitecliff bridge construction design (most of \$1.4 million cost came from a grant)
• Project 38	\$125,000 for the Government Center window replacement project
• Projects 52 & 53	\$250,000 for new sidewalk construction in two different areas of the City.
• Project 61	\$25,000 to resurface tennis courts at Whitecliff Park
• Project 64	\$125,000 for the Parks Master Plan
• Project 66	\$15,000 to repair the roof on the resident manager's house at the Historic Sappington House Complex
• Project 71	\$26,000 for Sanders Park rubber playground surface replacement
• Projects 30 & 15	\$311,000 for Whitecliff Quarry Phase II pavilion \$20,000 to fund design services for a bridge between the intersection of Sheryl Ann/Lodge Pole and Whitecliff Park \$260,000 to fund the Whitecliff Quarry lower area restroom, parking lot reconfiguration and bridge from Sheryl Ann
• Project 69	\$30,000 to install a new key-card system in the Fire and Administrative Departments
• Project 47	\$20,000 for new streetlights on various City streets
<b>Total</b>	<b>\$1,799,000</b>

# Budget Policies & Process

## **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 meeting. City staff then implements the budget, which is designed to achieve the strategic priorities of the City.

## **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 Process & Calendar**

The annual budget is legally adopted through passage of four (4) different appropriation ordinances by the Board of Aldermen, prior to the start of

each fiscal year. The four appropriation ordinances correspond to one for each fund – the General Fund, the Capital Improvement Fund, the Parks and Stormwater Fund, and the Sewer Lateral Fund

The public has the opportunity to provide input on the budget during the Ways and Means Committee meeting and during the Board of Aldermen meetings before the first and second readings of the budget.

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

- **March-April:** The Board of Aldermen, City Administrator and Department heads get together for a Saturday morning goal setting session. This allows the Board to clearly define their strategic goals and focus areas for the City, and allows for City staff to answer questions in their field of operations.
- **Mid-August:** The City Administrator and Finance Officer prepare the five year financial projection.
- **Late August:** Budget instructions and worksheets are distributed to department heads.
- **Late August-Early September:** The City Administrator, Deputy City Administrator, Finance Officer and Department Heads get together to evaluate and score the Capital Improvement Plan. Those scores are combined with the scores from the Board of Aldermen, Parks Board and Public Works Board for final calculations.
- **Early September:** Department heads provide personnel requests (name, position, current pay, current year grade/step and next year's grade step) for full time personnel as well as part time, seasonal, and overtime needs to Human Resources for updating the current year's estimate and for the next fiscal year's budget.

- **Mid-to Late September:** Revenue projections completed and department head budget requests (for all non-personnel line expenditures) submitted to the City Administrator
- **Early to Mid-October:** City Administrator, Deputy 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
- **Mid-November:** Regular meeting(s) 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 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 offer analysis. *(City 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. *(Ordinance 4579)*

## Fiscal Year

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

## Accounting, Auditing and Reporting

All 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 United States law, specifically Generally Accepted Accounting Principles (GAAP) guidelines.

The City's budget consists of 4 distinct major funds – General, Capital, Parks and Stormwater, and Sewer Lateral – all of which are in the governmental fund category. The City's funds fall within three different fund types:

### General (1)

General Fund

### Special Revenue (2)

Parks and Stormwater Fund  
Sewer Lateral Fund

## **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 published on the City's website as well as kept in the City Clerk's office and open to public inspection. No accounting firm shall conduct the audit for more than five (5) 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 2021, this would allow the City to borrow more than \$30 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. These budget amendments can occur throughout the year, pending approval of the City Administrator and/or the Board of Aldermen, depending on the amount appropriated.

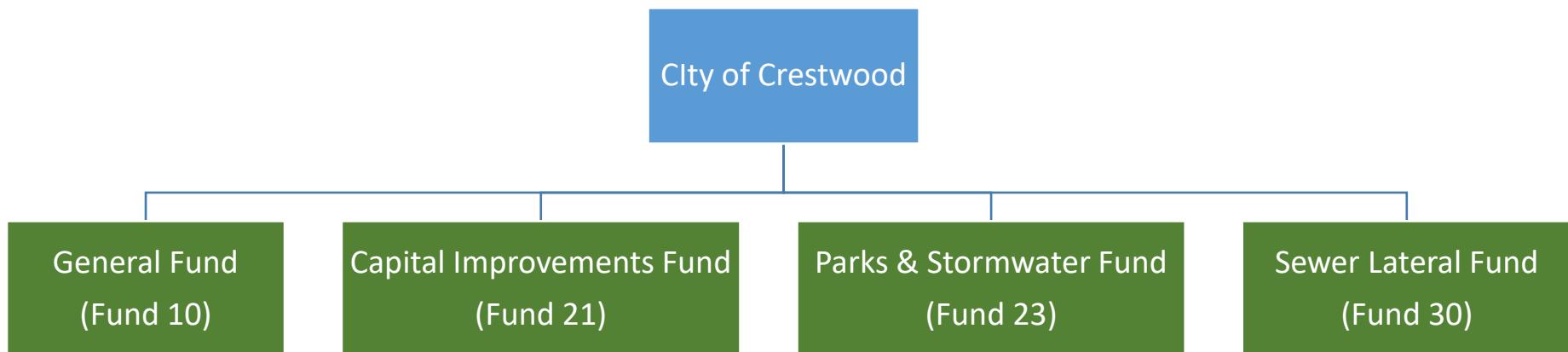
*(Charter, Section 7.2 (g))*

## **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.

*(City Code, Section 2-106)*

# All Funds Summary



#### Revenues and Expenditures

By Fund 2016-2022	2016	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Actual	Estimated	Proposed
<b>REVENUES:</b>							
General	7,699,391	8,696,116	9,938,075	10,401,033	10,760,993	11,654,626	12,041,272
Park & Stormwater	1,875,178	1,790,084	1,871,579	1,819,506	1,723,443	1,846,680	1,890,894
Capital Improvement	1,320,769	4,447,169	1,190,978	1,505,713	1,007,375	1,084,754	1,110,537
Sewer Lateral	138,151	137,610	138,576	142,654	141,761	140,800	138,700
<b>TOTAL</b>	<b>11,033,489</b>	<b>15,070,979</b>	<b>13,139,208</b>	<b>13,868,906</b>	<b>13,633,572</b>	<b>14,726,860</b>	<b>15,181,403</b>
<b>EXPENDITURES:</b>							
General	7,912,252	8,088,596	9,014,449	9,428,748	11,178,859	10,506,137	12,936,523
Park & Stormwater	1,658,679	1,901,335	1,807,575	1,770,658	1,868,775	1,738,430	2,096,013
Capital Improvement	1,200,539	3,549,645	2,738,541	1,336,398	716,978	690,017	2,758,965
Sewer Lateral	119,313	132,920	113,947	93,365	141,117	134,556	135,184
<b>TOTAL</b>	<b>10,890,783</b>	<b>13,672,496</b>	<b>13,674,512</b>	<b>12,629,169</b>	<b>13,905,729</b>	<b>13,069,140</b>	<b>17,926,685</b>

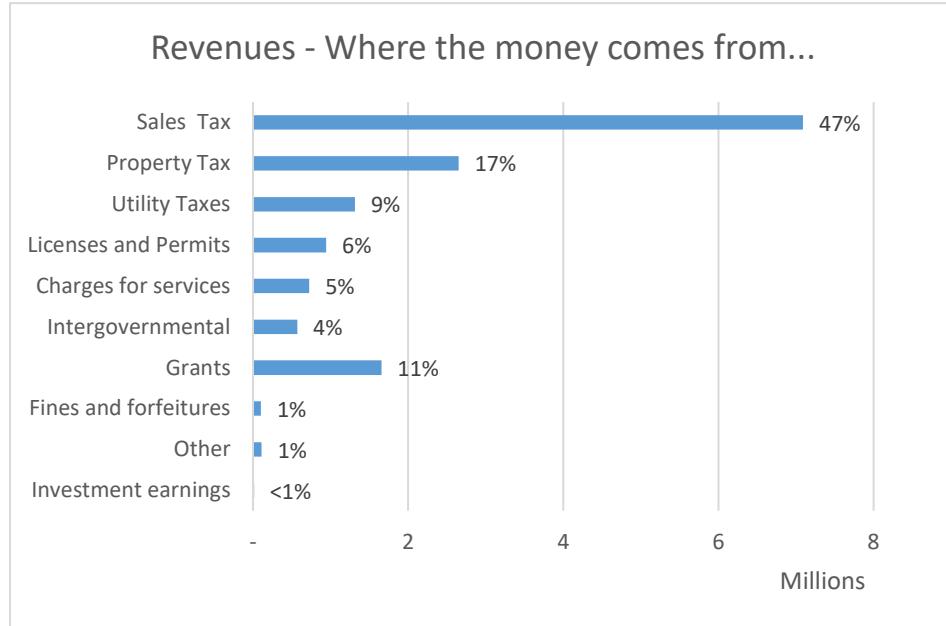
City of Crestwood, Missouri  
2022 Budget Summary- All Funds  
Budget For the Year Ending December 31, 2022

	MAJOR FUNDS				
	General	Capital Improvement	Park & Stormwater	Sewer Lateral	Total
<b>REVENUES</b>					
Taxes:					
Sales/Use Tax	\$ 4,742,886	\$ 1,078,857	\$ 1,269,244	\$ -	\$ 7,090,987
Utilities	1,315,069	-	-	-	1,315,069
Property	2,650,948	-	-	-	2,650,948
Intergovernmental	570,508	-	-	-	570,508
Licenses and permits	943,120	-	-	-	943,120
Charges for services	-	-	587,150	138,000	725,150
Fines and forfeitures	102,579	-	-	-	102,579
Investment earnings	10,000	1,680	2,000	700	14,380
Grants	1,632,162	-	25,000	-	1,657,162
Other	74,000	30,000	7,500	-	111,500
Total estimated revenues	<u>\$ 12,041,272</u>	<u>\$ 1,110,537</u>	<u>\$ 1,890,894</u>	<u>\$ 138,700</u>	<u>\$ 15,181,403</u>
<b>EXPENDITURES</b>					
General Government	\$ 1,885,326	\$ -	\$ -	\$ -	\$ 1,885,326
Public Works	2,843,633	2,208,965	463,210	135,184	5,650,992
Public Safety:					
Police	3,244,346	150,000	-	-	3,394,346
Fire	3,833,218	400,000	-	-	4,233,218
Parks & Recreation	-	-	1,632,804	-	1,632,804
ARPA	1,130,000	-	-	-	1,130,000
Debt Service	-	-	-	-	-
Total estimated expenditures	<u>\$ 12,936,523</u>	<u>\$ 2,758,965</u>	<u>\$ 2,096,013</u>	<u>\$ 135,184</u>	<u>\$ 17,926,686</u>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>					
	<u><u>\$ (895,251)</u></u>	<u><u>\$ (1,648,428)</u></u>	<u><u>\$ (205,119)</u></u>	<u><u>\$ 3,516</u></u>	<u><u>\$ (2,745,283)</u></u>
Transfers:					
Transfer in	-	-	-	-	-
Transfer out	-	-	-	-	-
<b>CHANGES IN FUND BALANCES</b>					
	<u><u>\$ (895,251)</u></u>	<u><u>\$ (1,648,428)</u></u>	<u><u>\$ (205,119)</u></u>	<u><u>\$ 3,516</u></u>	<u><u>\$ (2,745,283)</u></u>
BEGINNING FUND BALANCE (estimated)	<u><u>\$ 7,970,042</u></u>	<u><u>\$ 2,008,592</u></u>	<u><u>\$ 982,677</u></u>	<u><u>\$ 339,993</u></u>	<u><u>\$ 11,301,303</u></u>
<b>ENDING FUND BALANCE</b>	<b><u><u>\$ 7,074,791</u></u></b>	<b><u><u>\$ 360,164</u></u></b>	<b><u><u>\$ 777,558</u></u></b>	<b><u><u>\$ 343,508</u></u></b>	<b><u><u>\$ 8,556,021</u></u></b>
Fund Balance Reserve as % of Expenditures		54.7%			
<b>CASH RESERVE ACCOUNT BALANCES</b>					
	General	Capital Improvement			
General Reserves	\$ 571,033	\$ -			
Fire Truck Purchase	-	469,857			
<b>TOTAL</b>	<b><u><u>\$ 571,033</u></u></b>	<b><u><u>\$ 469,857</u></u></b>			

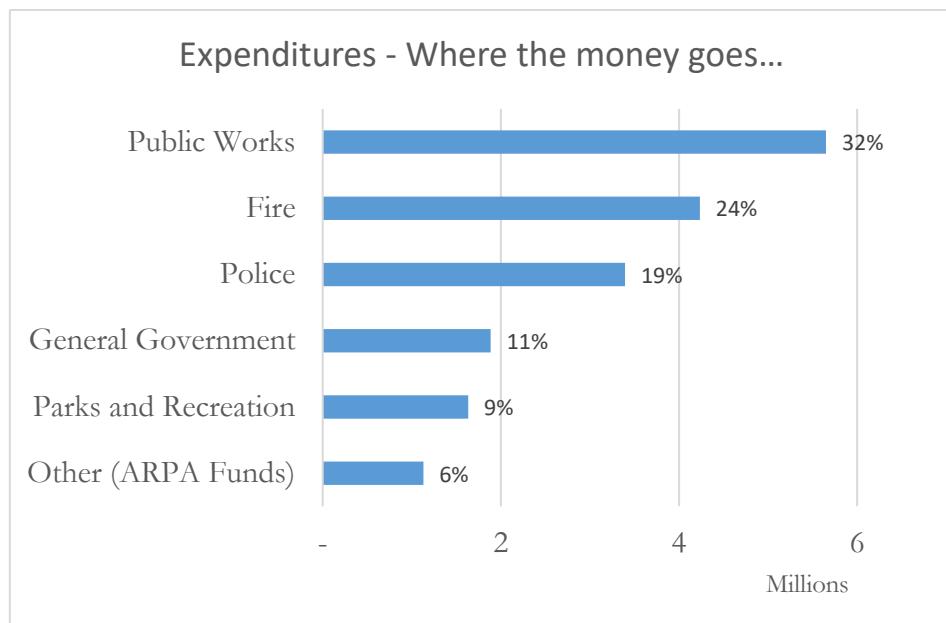
Notes

- 1) Cash Reserve account balances are shown to reflect funds that have been reserved in prior years and to record funds being reserved in the current year budget. These funds have been reserved to be used specifically for the expenditures noted above. The cash balances are part of and are included in the ending fund balance in each respective major fund account.

## Exhibit A – Revenues



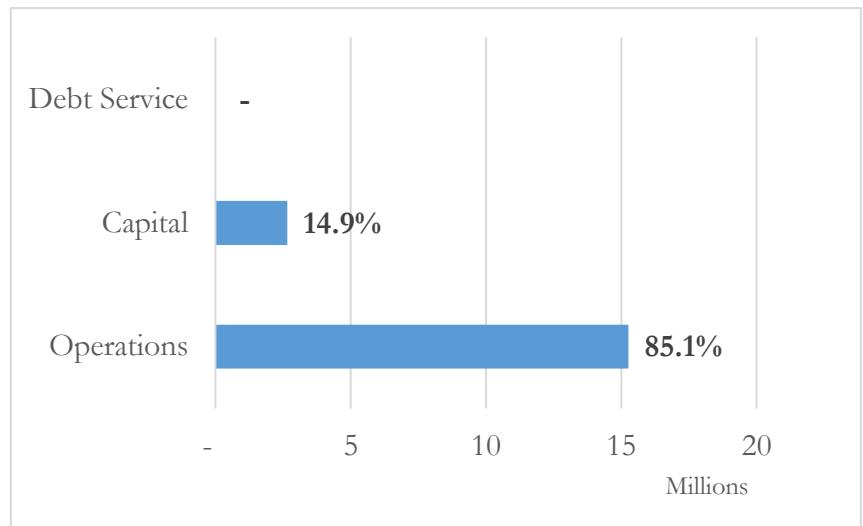
## Exhibit B - Expenditures



## Exhibit C – Operations vs. Capital Improvements

Schedule of Budgeted Expenditures by Fund: Operations, Debt Service and Capital Improvements 2022				
Fund	Operations	Capital	Debt Service	TOTAL
<b>General</b>	11,002,123	1,934,400	-	12,936,523
<b>Park &amp; Stormwater</b>	2,700,588	58,377	-	2,758,965
<b>Capital Improvement</b>	1,425,613	670,400	-	2,096,013
<b>Sewer Lateral</b>	135,184	-	-	135,184
<b>TOTAL</b>	15,263,508	2,663,177	-	17,926,685

\* Operations are defined as expenditures needed to provide for the ongoing service level of the city's operations. This includes personnel, contractual and commodity expenditures.



# User Guide

# User Guide – Revenue Guide

Each major revenue source in excess of \$65,000 is included in the revenue guide. On each page is the legal authorization from the Revised Statutes of Missouri (RSMo) and/or City ordinance, the account code line in the budget, a description of where the money comes from and how it is collected/distributed, the financial trend over seven years and the analysis of said trends.

## Sales Taxes – One-Cent Countywide

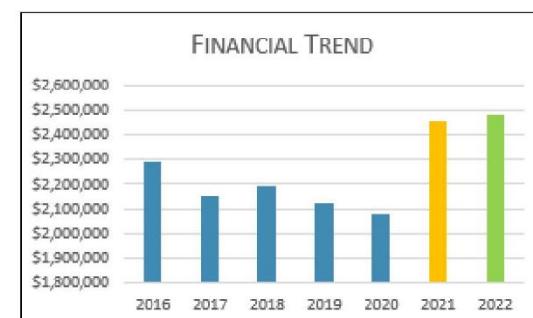
Legal Authorization →  
Description →

Legal Authorization:	State Statute: 66.600 – 66.630, 94.857	City Ordinance: 1209	Account Code: 10-00-000-405-4010
<b>Description</b>			
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.			

← Account Code

### Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2016 Actual	2,290,572	
2017 Actual	2,148,618	-6.2%
2018 Actual	2,190,441	1.9%
2019 Actual	2,122,401	-3.1%
2020 Actual	2,078,902	-2.0%
2021 Estimate	2,454,154	18.1%
2022 Proposed	2,478,695	1.0%



← Financial Trend

→ Trend Analysis

Trend Analysis
Variations are due to changing economic conditions. Increased sales tax revenue in 2018 can be attributed to an improved economy and lower unemployment. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic.

# User Guide – Expenditures



## DEPARTMENTAL BUDGETS

### General Fund

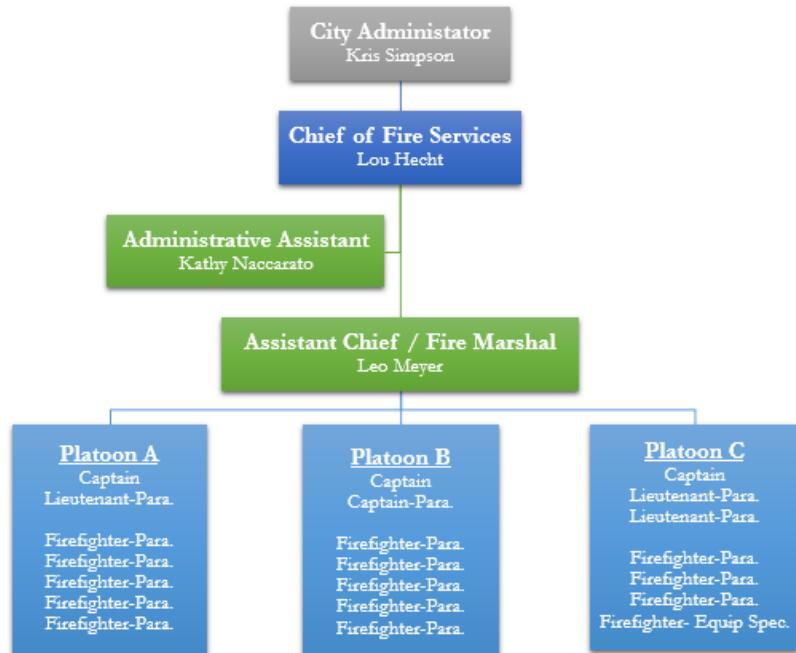
#### Department of Fire Services

In this section:

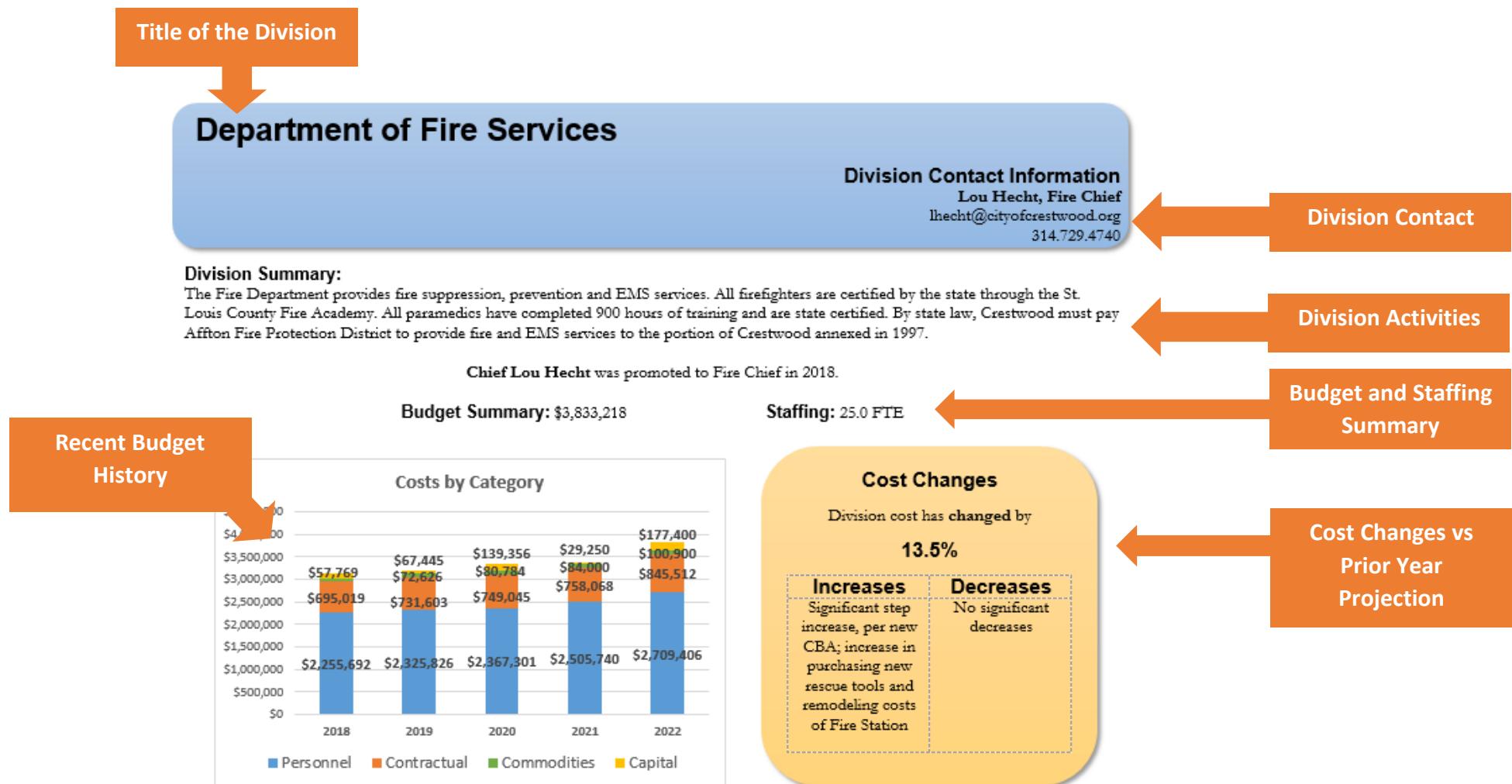
Fire Department	\$3,833,218
<b>TOTAL</b>	<b>\$3,833,218</b>

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

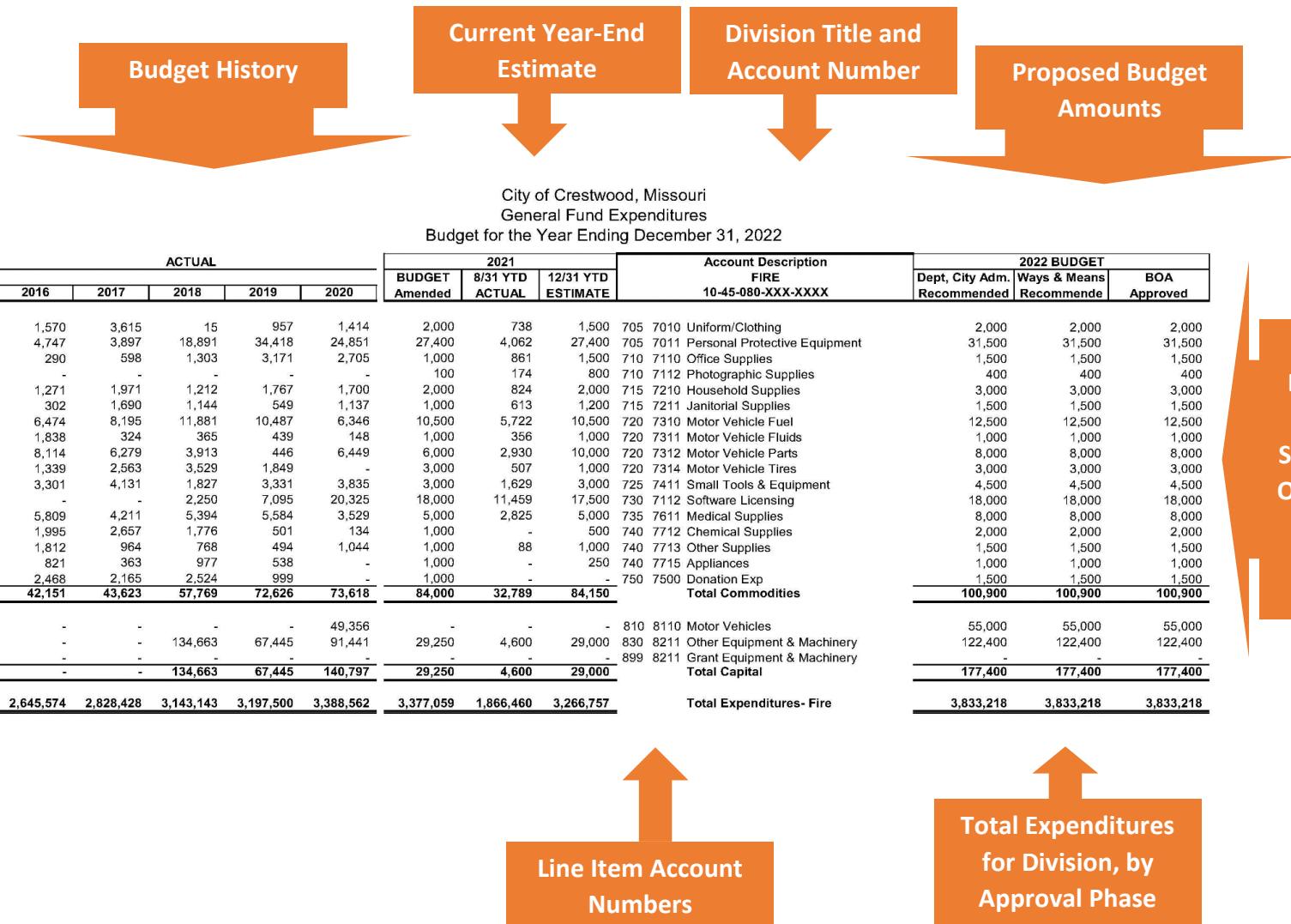
The departmental cover page is followed by an organizational chart for that department



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

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This section provides an analysis of each major revenue source. All recurring revenues in excess of \$65,000 are included. In total, including the ARPA funds revenue page on page 53, more than 92% of all revenue is covered by this section. There is one revenue source, Reimbursements for Grants, which is not included in the Revenue Guide. These are one-time revenue specific to any particular year. 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 five 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 and/or receive the revenue and the city ordinance that enacts and/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.

## **Financial Trend**

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

## **Trend Analysis**

There is also a trend analysis at the end of each page to try to put into context some of the expected revenue forecasts and explain some of the previous year's actual revenues.

# 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
2016 Actual	2,290,572	
2017 Actual	2,148,618	-6.2%
2018 Actual	2,190,441	1.9%
2019 Actual	2,122,401	-3.1%
2020 Actual	2,078,902	-2.0%
2021 Estimate	2,454,154	18.1%
2022 Proposed	2,478,695	1.0%



## Trend Analysis

Variations are due to changing economic conditions. Increased sales tax revenue in 2018 can be attributed to an improved economy and lower unemployment. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic.

# Property Taxes – Real Estate Taxes

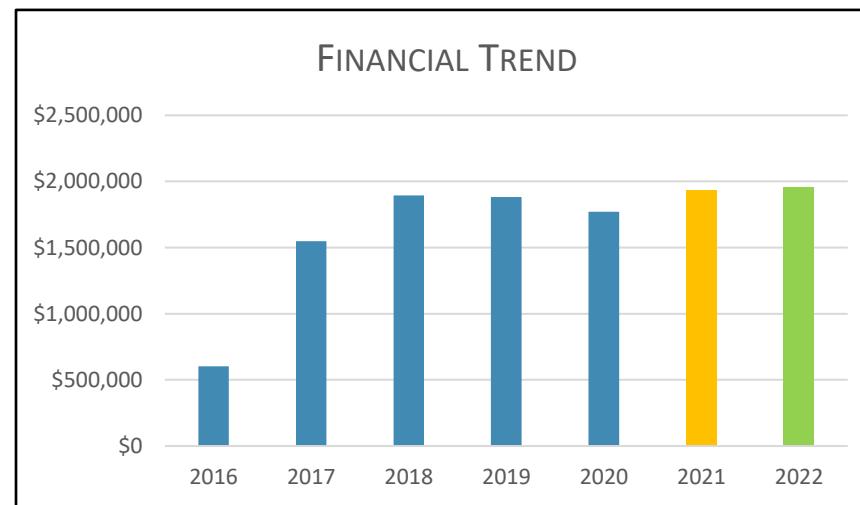
Legal Authorization: State Statute: 94.400 City Ordinance: 525 Account Code: 10-00-000-415-4030

## 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
2016 Actual	602,303	
2017 Actual	1,548,653	157.1%
2018 Actual	1,894,868	22.4%
2019 Actual	1,882,549	-0.7%
2020 Actual	1,770,254	-6.0%
2021 Estimate	1,932,275	9.2%
2022 Proposed	1,951,598	1.0%



## 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.

\*Please note: 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
2016 Actual	1,200,588	
2017 Actual	1,168,830	-2.6%
2018 Actual	1,204,627	3.1%
2019 Actual	1,169,159	-2.9%
2020 Actual	1,123,868	-3.9%
2021 Estimate	1,244,357	10.7%
2022 Proposed	1,269,244	2.0%



## Trend Analysis

Variations are due to changing economic conditions. Increased sales tax revenue in 2018 can be attributed to an improved economy and lower unemployment. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic.

# Intergovernmental – American Rescue Plan Act (ARPA)

Legal Authorization: State Statute: N/A City Ordinance: N/A Account Code: 10-00-000-480-4818

## Description

The American Rescue Plan Act of 2021, also known as the COVID-19 Stimulus Package, was passed by the 117<sup>th</sup> United States Congress in March 2021. In FY2021, the City received \$1,193,965 and will receive the same amount in FY2022, for a total of nearly \$2.4 million overall. This revenue was direct deposited into the City's account and is recorded in the General Fund.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2016 Actual	n/a	n/a
2017 Actual	n/a	n/a
2018 Actual	n/a	n/a
2019 Actual	n/a	n/a
2020 Actual	n/a	n/a
2021 Estimate	1,193,965	n/a
2022 Proposed	1,193,965	0.0%



## Trend Analysis

These ARPA funds are from a one-time only dispersal of federal funds into local communities. They are directly attributed to the impact of the COVID-19 pandemic, as Congress is trying to boost the local stimulus. The City will use the funds to cover operational costs and spent on capital expenditures. All of these funds will be spent by 2024, per the ARPA guidelines as put out by the Department of the Treasury.

# 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 taxes 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. In 2020, the voters of Crestwood renewed this half-cent sales tax on a permanent basis. This sales tax is recorded in the Capital Improvement Fund.

## Financial Trend:

YEAR	CAPITAL IMPROVEMENT FUND	% CHANGE
2016 Actual	1,020,645	
2017 Actual	993,675	-2.6%
2018 Actual	1,023,933	3.0%
2019 Actual	993,897	-2.9%
2020 Actual	955,376	-3.9%
2021 Estimate	1,057,703	10.7%
2022 Proposed	1,078,857	2.0%



## Trend Analysis

Variations are due to changing economic conditions. Increased sales tax revenue in 2018 can be attributed to an improved economy and lower unemployment. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic.

# Licenses and Permits – Merchant Licenses

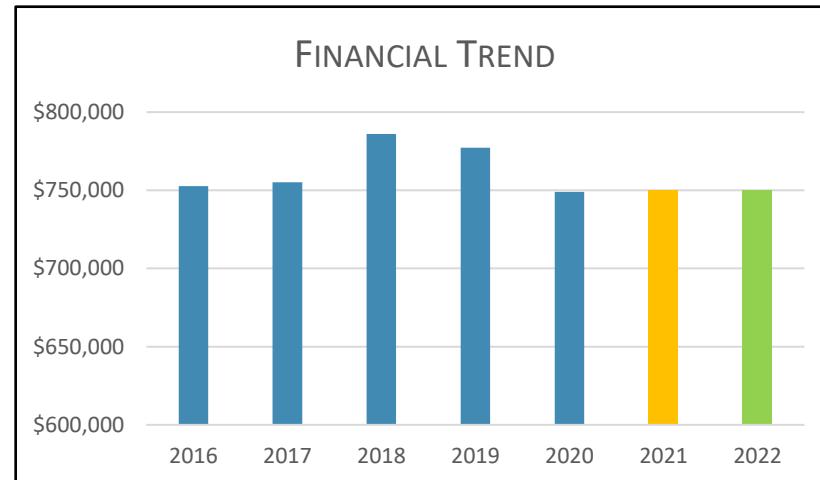
Legal Authorization: State Statute: 94.110 City Ordinance: 3926 Account Code: 10-00-000-425- 4210

## 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
2016 Actual	752,684	
2017 Actual	755,084	0.3%
2018 Actual	785,944	4.1%
2019 Actual	777,343	-1.1%
2020 Actual	748,902	-3.7%
2021 Estimate	750,000	0.1%
2022 Proposed	750,000	0.0%



## 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 2016/2017. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic.

# Sales Taxes – Half-Cent Stl Co. Public Safety

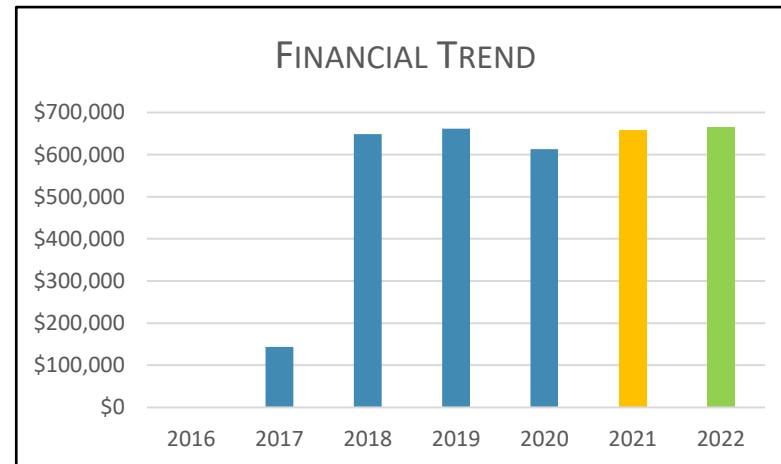
Legal Authorization: State Statute: 67.547, 94.857 City Ordinance: N/A Account Code: 10-00-000-405-4017

## 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
2016 Actual	0	
2017 Actual	143,533	
2018 Actual	648,831	352.0%
2019 Actual	661,871	2.0%
2020 Actual	613,017	-7.4%
2021 Estimate	657,829	7.3%
2022 Proposed	664,407	1.0%



## Trend Analysis

Variations are due to changing economic conditions. In 2017, St. Louis County voters approved a new half-cent sales tax for public safety services. The 2017 actual numbers included only the brief period of time after which the tax was approved. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic.

# Sales Taxes – One Fourth-Cent Fire Protection

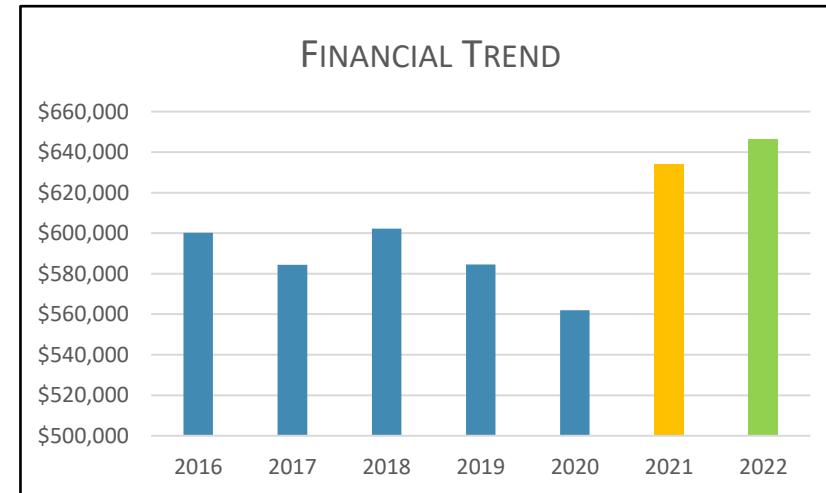
Legal Authorization: State Statute: 321.242 City Ordinance: 3779 Account Code: 10-00-000-405-4014

## Description

Crestwood levies a one-quarter of one percent sales tax on retail sales that take place within the city. 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 used solely for the operation of the Crestwood Municipal Fire Department and is recorded in the General Fund.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2016 Actual	600,245	
2017 Actual	584,415	-2.6%
2018 Actual	602,313	3.1%
2019 Actual	584,579	-2.9%
2020 Actual	561,933	-3.9%
2021 Estimate	633,834	12.8%
2022 Proposed	646,511	2.0%



## Trend Analysis

Variations are due to changing economic conditions. Increased sales tax revenue in 2018 can be attributed to an improved economy and lower unemployment. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic.

# Gross Receipts – Electric Franchise Fee

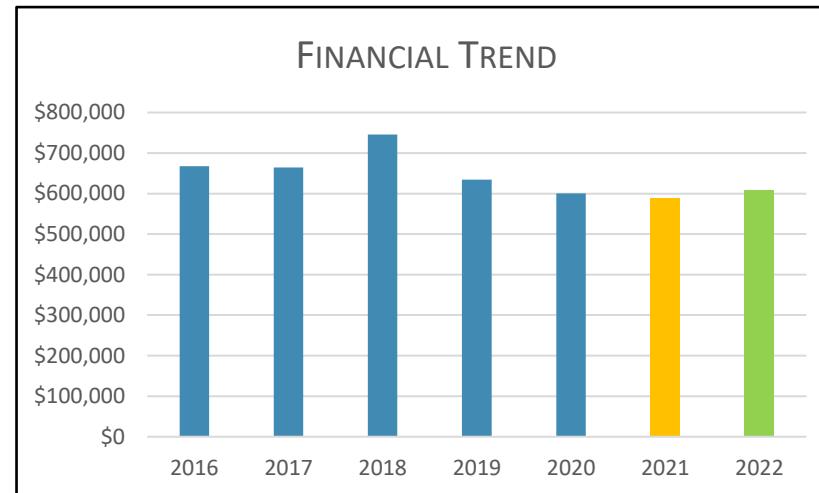
Legal Authorization: State Statute: 94.110 City Ordinance: 3991 Account Code: 10-00-000-410-4020

## 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
2016 Actual	667,553	
2017 Actual	664,786	-0.4%
2018 Actual	745,999	12.2%
2019 Actual	634,143	-15.0%
2020 Actual	600,591	-5.3%
2021 Estimate	588,340	-2.0%
2022 Proposed	607,691	3.3%



## Trend Analysis

Variations are a result of two (2) key factors: Whether the key supplier, Ameren UE, experiences a rate increase/decrease, and the weather conditions throughout the year. For example, hotter summers produce greater electric usage than colder summers.

# Sales Taxes – One Fourth-Cent Local Options

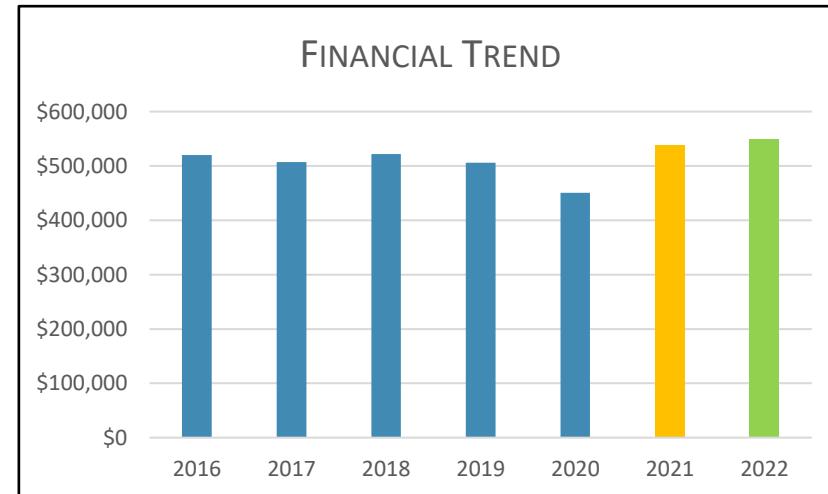
Legal Authorization: State Statute: 94.850 City Ordinance: 3275 Account Code: 10-00-000-405-4011

## Description

Crestwood levies a one-quarter of one percent sales tax on retail sales that take place within the city. 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.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2016 Actual	520,264	
2017 Actual	506,979	-2.6%
2018 Actual	522,070	3.0%
2019 Actual	505,888	-3.1%
2020 Actual	450,770	-10.9%
2021 Estimate	539,141	19.6%
2022 Proposed	549,924	2.0%



## Trend Analysis

Variations are due to changing economic conditions. Increased sales tax revenue in 2018 can be attributed to an improved economy and lower unemployment. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic.

# Sales Taxes – One & One Half-Cent Use Tax

Legal Authorization:

State Statute: 144.757

City Ordinance: 4613

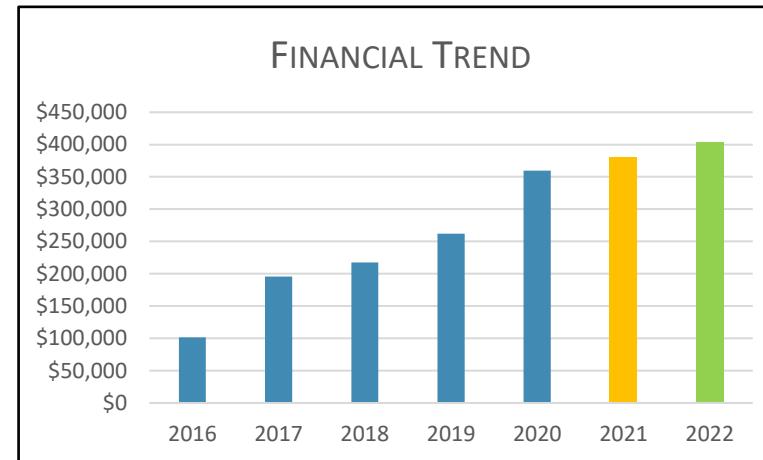
Account Code: 10-00-000-405-4019

## 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. The State of Missouri collects and administers the local use tax and distributes the amount collected from residents and businesses located in the city. As far of the Wayfair legislation passed by the Missouri legislature in 2021, the City should be able to collect a higher amount of use tax going forward, as this use tax will now be applied to all online purchases.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2016 Actual	101,444	
2017 Actual	195,875	93.1%
2018 Actual	217,257	10.9%
2019 Actual	261,845	20.5%
2020 Actual	359,528	37.3%
2021 Estimate	380,519	5.8%
2022 Proposed	403,349	6.0%



## Trend Analysis

Variations are due to changing economic conditions. In April 2016, Crestwood voters approved Proposition U on the General Municipal Election ballot, allowing the city to impose a local use tax at 1.5%. An increase in use tax revenue can be attributed to an overall rise in transactions with out-of-state vendors through online purchases, as a general convenience and even more specifically in 2020, as a result of the COVID-19 pandemic.

# Intergovernmental Taxes – Motor Fuel Tax

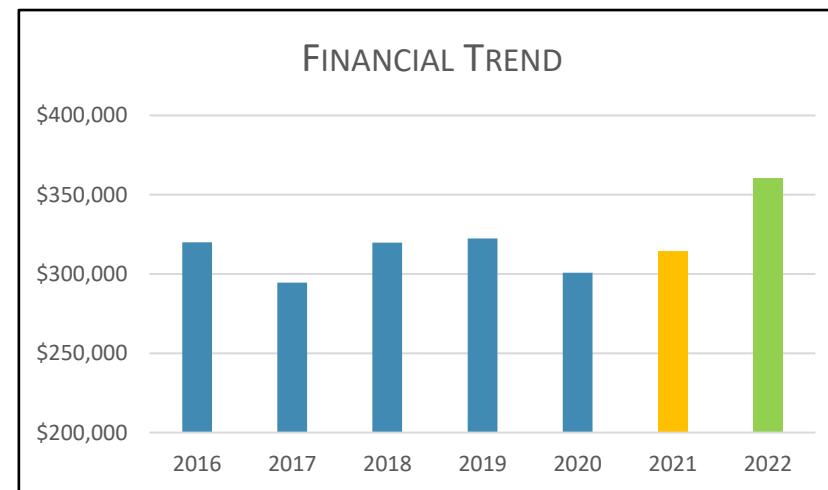
Legal Authorization: State Statute: 142.345 City Ordinance: N/A Account Code: 10-00-000- 420-4110

## Description

The State of Missouri levies and currently collects a \$0.17 per gallon tax on motor fuel. In Senate Bill 262, signed by the Governor in July 2021, the Missouri motor fuel tax rate will increase over the next five (5) years by two and one-half cents per year, beginning in October 2021, until reaching an additional 12.5 cents per gallon in July 2025. 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
2016 Actual	320,075	
2017 Actual	294,500	-8.0%
2018 Actual	319,724	8.6%
2019 Actual	322,497	0.9%
2020 Actual	300,747	-6.7%
2021 Estimate	314,557	4.6%
2022 Proposed	360,815	14.7%



## Trend Analysis

Variations are a result of the number of gallons purchased in a given year. Motor fuel tax revenues are derived from the 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 the principles of supply and demand. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic. There was a small uptick at the end of 2021 due to the State's tax increase.

# 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
2016 Actual	294,651	
2017 Actual	309,851	5.2%
2018 Actual	346,401	11.8%
2019 Actual	336,305	-2.9%
2020 Actual	307,871	-8.5%
2021 Estimate	313,527	1.8%
2022 Proposed	319,234	1.8%



## Trend Analysis

Variations are a result of two (2) key factors: Whether the key supplier, Spire, Inc., experiences a rate increase and/or decrease and the weather conditions throughout the year. For example, colder winters produce greater gas usage than warmer winters.

# Property Taxes – County Road Fund Countywide

Legal Authorization:

State Statute: N/A

City Ordinance: N/A

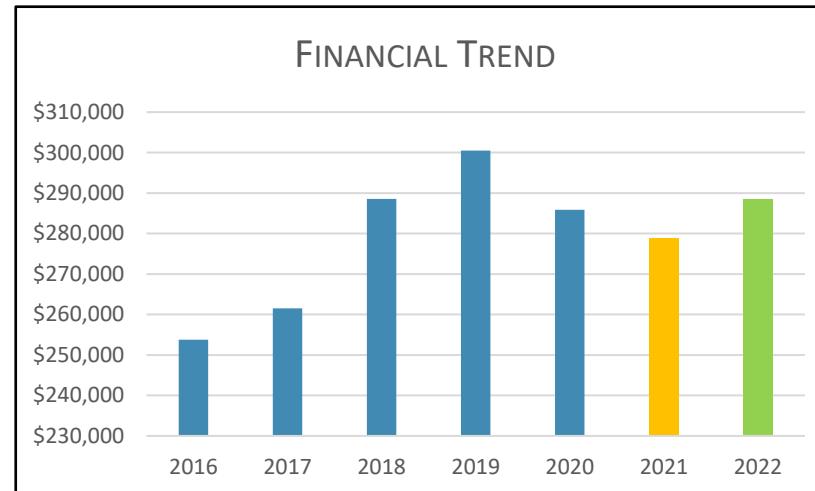
Account Code: 10-00-000-415-4033

## 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
2016 Actual	253,782	
2017 Actual	261,544	3.1%
2018 Actual	288,594	10.3%
2019 Actual	300,471	4.1%
2020 Actual	285,882	-4.9%
2021 Estimate	278,845	-2.5%
2022 Proposed	288,399	3.4%



## Trend Analysis

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

# Property Taxes – Personal Property Taxes

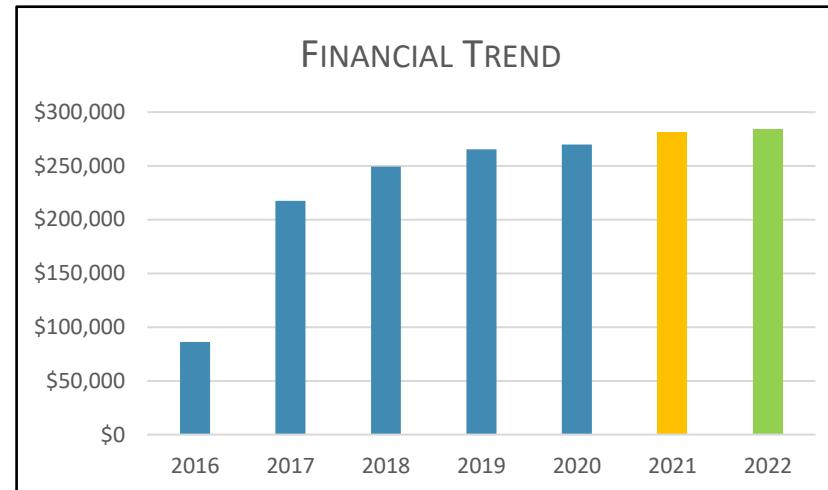
Legal Authorization: State Statute: 94.400 City Ordinance: 525 Account Code: 10-00-000-415-4031

## Description

Crestwood levies a personal property tax on the assessed valuation (A.V.) of all personal property within the city as established by the St. Louis County Assessor. The city's current operating personal property tax levy is \$0.743 per \$100 of assessed valuation for real property.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2016 Actual	86,234	
2017 Actual	217,494	152.2%
2018 Actual	249,308	14.6%
2019 Actual	265,533	6.5%
2020 Actual	269,847	1.6%
2021 Estimate	281,468	4.3%
2022 Proposed	284,283	1.0%



## 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.

\*Please note: 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

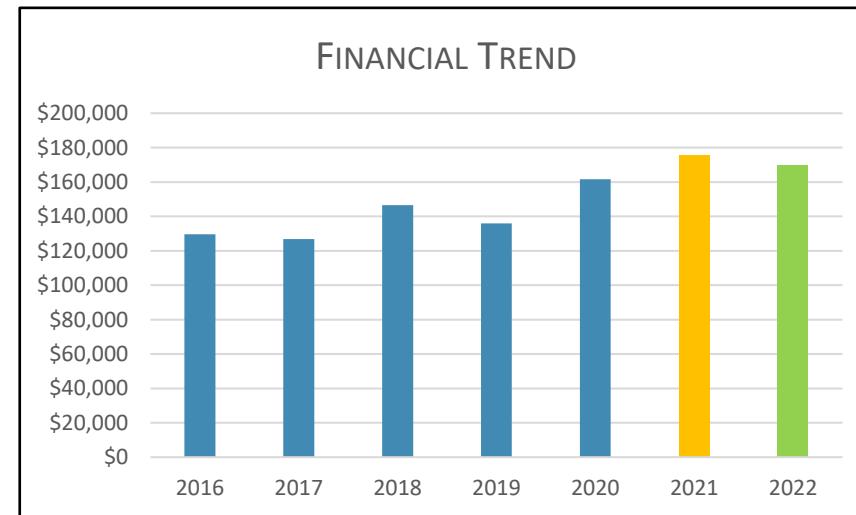
Account Code: 10-00-000-410-4024

## 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
2016 Actual	129,609	
2017 Actual	126,760	-2.2%
2018 Actual	146,584	15.6%
2019 Actual	135,954	-7.3%
2020 Actual	161,711	18.9%
2021 Estimate	175,449	8.5%
2022 Proposed	169,449	-3.4%



## 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. For example, hotter summers produce greater water usage than colder summers.

# Sewer Lateral Fees

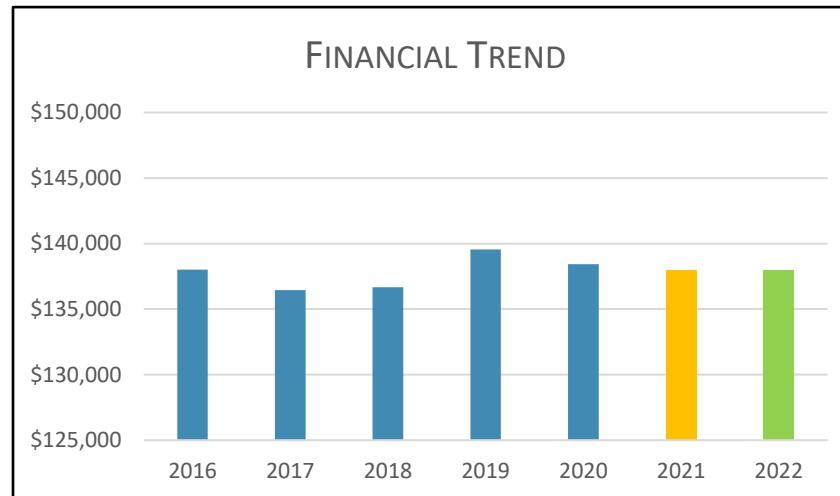
Legal Authorization: State Statute: 249.422 City Ordinance: 3529 Account Code: 30-00-000-415-4032

## Description

Crestwood receives an annual fee of \$28 per residential unit with six (6) dwellings or less to fund a sewer lateral repair program. The fees are collected by St. Louis County and paid concurrent with the individual tax bill, due by December 31<sup>st</sup> each year. The funds are recorded in the Sewer Lateral Fund.

## Financial Trend:

YEAR	SEWER LATERAL FUND	% CHANGE
2016 Actual	138,002	
2017 Actual	136,449	1.1%
2018 Actual	136,665	-0.2%
2019 Actual	139,563	-2.1%
2020 Actual	138,434	0.8%
2021 Estimate	138,000	0.3%
2022 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.

# Aquatic Center – Aquatic Center Pass

Legal Authorization:

State Statute: N/A

City Ordinance: 3664

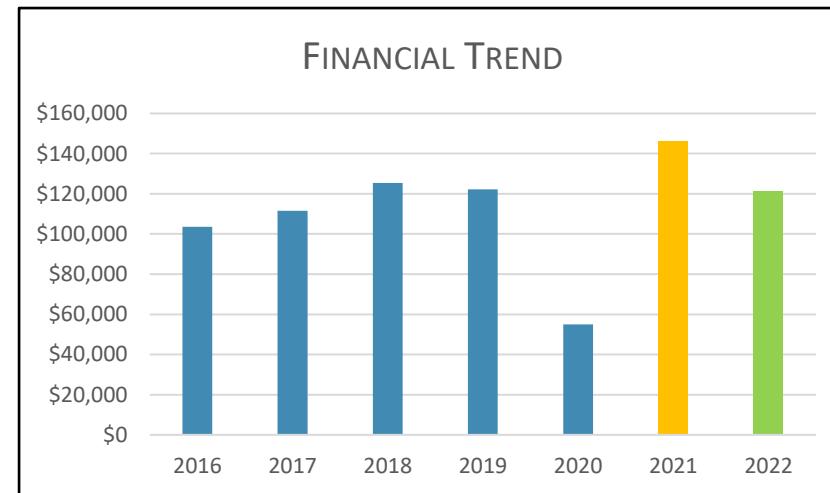
Account Code: 23-00-000-435-4310

## Description

The Crestwood Aquatic Center in Whitecliff Park opened in July 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 multiple slides and play features. The Aquatic Center is open Memorial Day through Labor Day. Both residents and non-residents can purchase a season pass, if applicable.

## Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
2016 Actual	103,539	
2017 Actual	111,483	7.7%
2018 Actual	125,395	12.5%
2019 Actual	122,167	-2.6%
2020 Actual	55,024	-55.0%
2021 Estimate	146,211	165.7%
2022 Proposed	121,000	-17.2%



## 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 and thus explains the large increase from 2017. Decreased revenue in 2020 can be attributed to the impact of COVID-19 on Aquatic Center Operations. The increased revenue in 2021 can be attributed to the willingness of people wanting to go out more compared to 2020 as well as other pools in the area not opening completely.

# Intergovernmental Taxes – Motor Vehicle Sales Tax

Legal Authorization:

State Statute: 144.020

City Ordinance: N/A

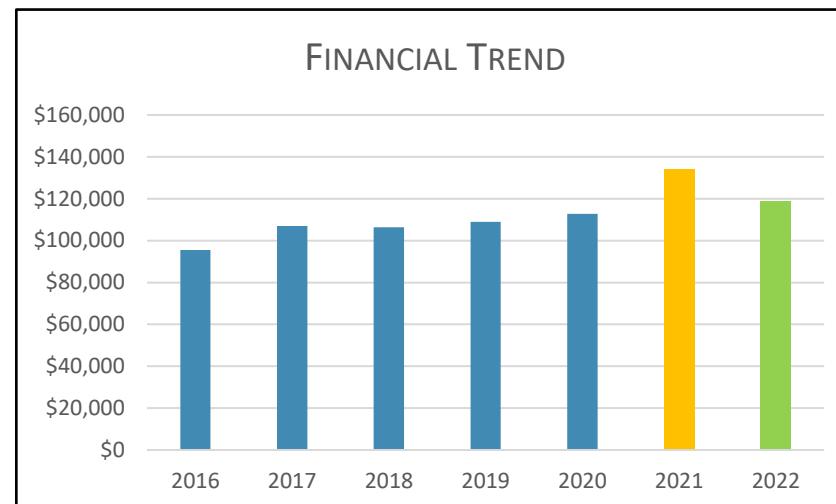
Account Code: 10-00-000-420-4111

## 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
2016 Actual	95,593	
2017 Actual	107,013	11.9%
2018 Actual	106,308	-0.7%
2019 Actual	108,991	2.5%
2020 Actual	112,740	3.4%
2021 Estimate	134,039	18.9%
2022 Proposed	118,590	-11.5%



## Trend Analysis

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

# Gross Receipts – Wireless Franchise Fee

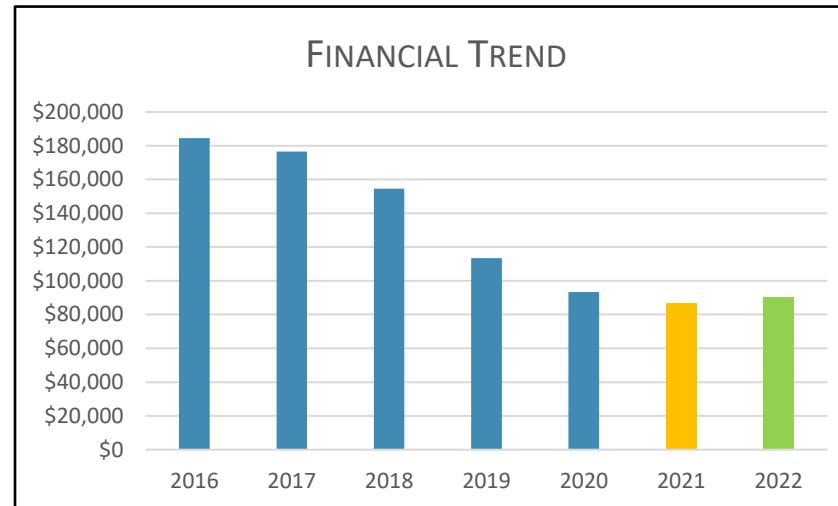
Legal Authorization: State Statute: 94.110 City Ordinance: 3463 Account Code: 10-00-000-410-4026

## 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 both a monthly and quarterly basis, depending on the wireless provider, and the funds are recorded in the General Fund.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2016 Actual	184,571	
2017 Actual	176,523	-4.4%
2018 Actual	154,585	-12.4%
2019 Actual	113,477	-26.6%
2020 Actual	93,445	-17.7%
2021 Estimate	86,936	-7.0%
2022 Proposed	90,191	3.7%



## Trend Analysis

Declining and/or flat 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 more money on the phone/equipment and less on the usage.

# Recreation Programming – Day Camp Registration Fee

Legal Authorization: State Statute: N/A City Ordinance: 3664 Account Code: 23-00-000-445-4532

## Description

The Crestwood Parks & Recreation Department offers recreational programming, called 'Day Camp' every summer. This is a daily camp that runs for different lengths of time for most of the summer to offer programming for elementary school-aged children. In 2021, the two camps offered were Outdoor Adventures Camp and Swim-Venture Aquatic Camp.

## Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
2016 Actual	58,647	
2017 Actual	63,410	8.1%
2018 Actual	71,741	13.1%
2019 Actual	91,055	26.9%
2020 Actual	297	-99.7%
2021 Estimate	53,218	17818.5%
2022 Proposed	87,000	63.5%



## Trend Analysis

Variations in revenues are a result of weather conditions for a given year as well as increases in the cost of day camp, as needed. Lack of revenue in 2020 can be 100% attributed to the impact of COVID-19 on Day Camp operations.

# Aquatic Center – Aquatic Center Daily Admissions

Legal Authorization:

State Statute: N/A

City Ordinance: 3664

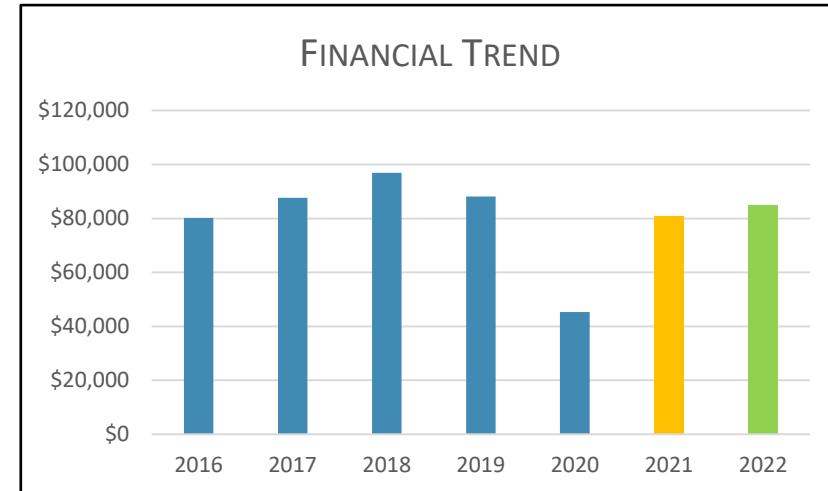
Account Code: 23-00-000-435-4312

## Description

The Crestwood Aquatic Center in Whitecliff Park opened in July 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 multiple slides and play features. The Aquatic Center is open Memorial Day through Labor Day. Both residents and non-residents can purchase daily admission passes.

## Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
2016 Actual	80,223	
2017 Actual	87,615	9.2%
2018 Actual	96,859	10.6%
2019 Actual	88,121	-9.0%
2020 Actual	45,357	-48.5%
2021 Estimate	80,890	78.3%
2022 Proposed	85,000	5.1%



## 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 and thus explains the large increase from 2017. Decreased revenue in 2020 can be attributed to the impact of COVID-19 on Aquatic Center Operations. The increased revenue in 2021 can be attributed to the willingness of people wanting to go out more compared to 2020 as well as other pools in the area not opening completely.

# Property Taxes – Penalty Surcharge Countywide

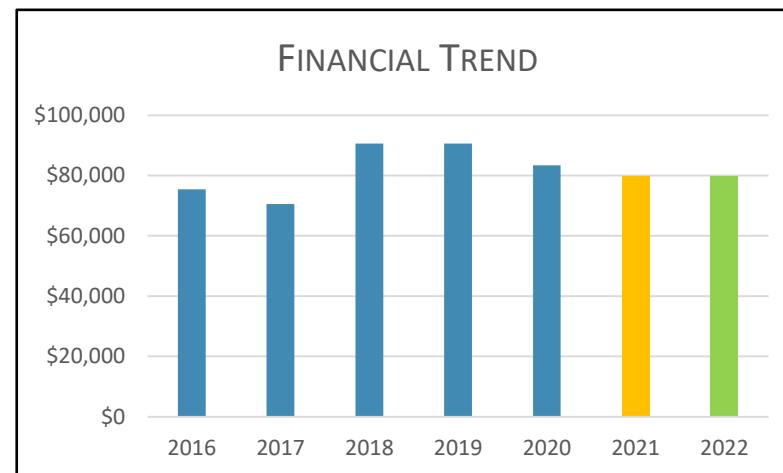
Legal Authorization: State Statute: 139.600 City Ordinance: N/A Account Code: 10-00-000-415-4034

## Description

St. Louis County levies an additional countywide tax on subclass 3 property to replace revenue lost because of the exemption from taxation of merchant's and manufacturer's inventory. The county collector distributes this replacement tax based upon revenue lost by each taxing authority.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2016 Actual	75,477	
2017 Actual	70,611	-6.4%
2018 Actual	90,588	28.3%
2019 Actual	90,633	0.0%
2020 Actual	83,355	-8.0%
2021 Estimate	79,947	-4.1%
2022 Proposed	79,668	-0.3%



## 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.

# Fines and Court Cost – Traffic Fines

Legal Authorization:

State Statute: N/A

City Ordinance: 20

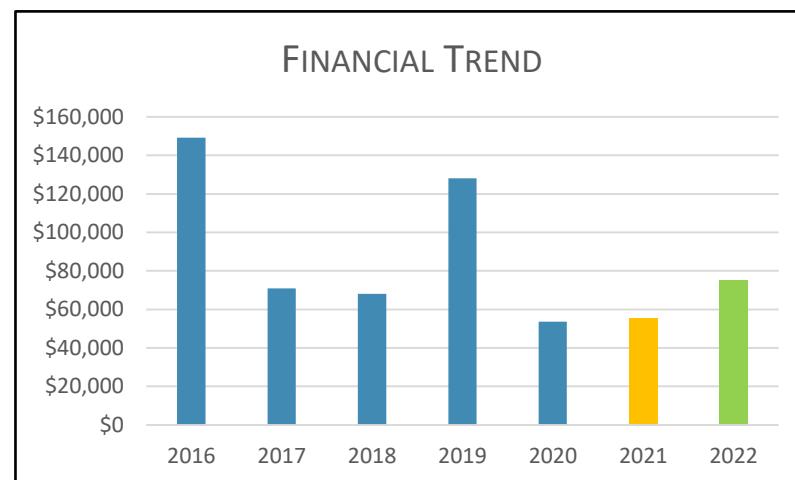
Account Code: 10-00-000-430-4250

## 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 less than two (2) percent of General Fund revenues.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2016 Actual	149,228	
2017 Actual	70,972	-52.4%
2018 Actual	68,134	-4.0%
2019 Actual	128,046	87.9%
2020 Actual	53,703	-58.1%
2021 Estimate	55,500	3.3%
2022 Proposed	75,271	35.6%



## 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 resulting in lower amount of tickets being written. Decreased revenue in 2020 can be attributed to the impact of COVID-19 on Police Department and Municipal Court operations.

# Licenses and Permits – Fire Inspections

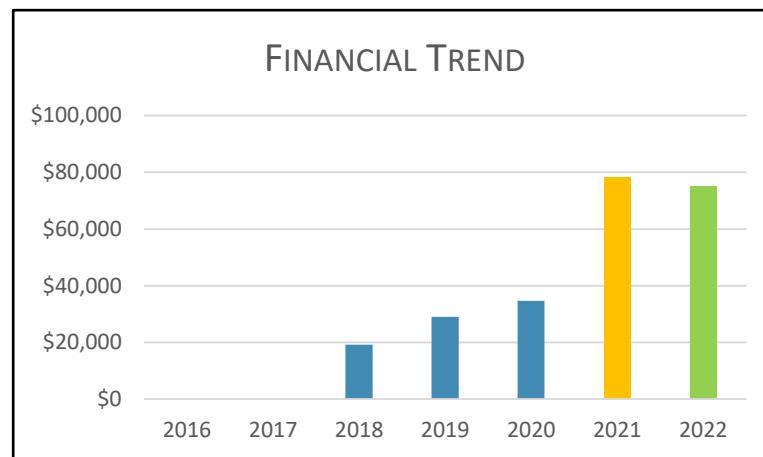
Legal Authorization: State Statute: 67.451 City Ordinance: 4869 Account Code: 10-00-000-425-4230

## Description

Crestwood imposes a fee for services and activities performed during the processing and issuance of City permits and inspections, specifically for costs incurred by the Crestwood Fire Department in performing inspections for fire protection and suppression within the City of Crestwood. This was first approved by the Board of Aldermen in May 2018. 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
2016 Actual	N/A	
2017 Actual	N/A	
2018 Actual	19,239	
2019 Actual	29,044	51.0%
2020 Actual	34,693	19.4%
2021 Estimate	78,085	125.1%
2022 Proposed	75,000	-4.0%



## 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 2018, the City approved the increase to the fee schedule for permits and licenses relating to the Fire Department, and in 2021, processed an influx of permits related to the Crestwood Mall redevelopment project.

# Licenses and Permits – Permits & Inspections

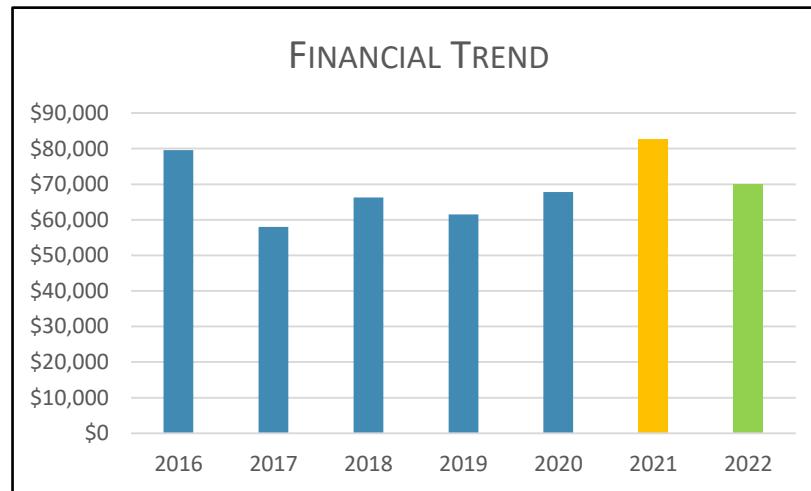
Legal Authorization: State Statute: 67.451 City Ordinance: 4895 Account Code: 10-00-000-425-4225

## 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 updated and adopted by the Crestwood Board of Aldermen on an as needed basis.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2016 Actual	79,612	
2017 Actual	57,979	-27.2%
2018 Actual	66,261	14.3%
2019 Actual	61,488	-7.2%
2020 Actual	67,806	10.3%
2021 Estimate	82,718	22.0%
2022 Proposed	70,000	-15.4%



## 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. There was also an increase in home remodeling projects in 2020 and 2021, due to more people being at home during the COVID-19 pandemic.

# Gross Receipts – Cable Franchise Fee

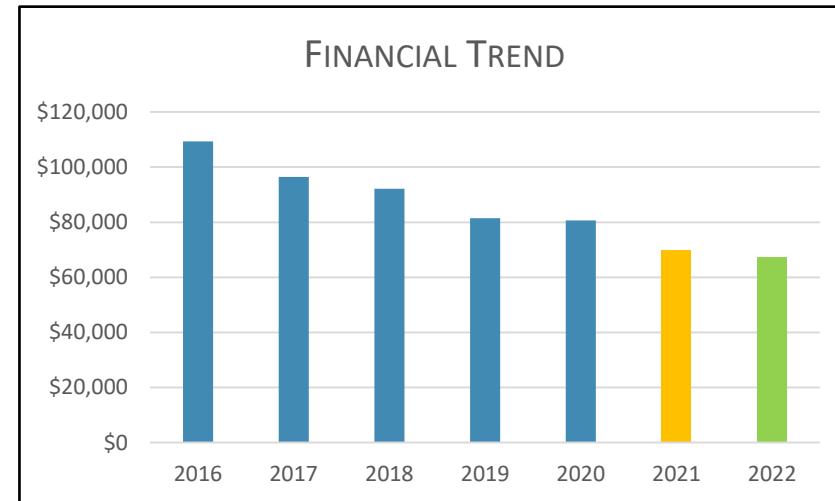
Legal Authorization: State Statute: 94.110 City Ordinance: 1789 Account Code: 10-00-000-410-4025

## 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. Additionally, in 2021 as part of the Wayfair legislation, the Missouri legislature approved a decrease in cable franchise fees, which will gradually step down this revenue source over multiple years.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2016 Actual	109,354	
2017 Actual	96,404	-11.8%
2018 Actual	92,175	-4.4%
2019 Actual	81,505	-11.6%
2020 Actual	80,681	-1.0%
2021 Estimate	70,105	-13.1%
2022 Proposed	67,301	-4.0%



## Trend Analysis

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 UVerse. Decreases in the past five years are a result of a growing number of consumers switching to streaming devices such as Amazon, YouTube TV and Hulu, which currently do not pay the corresponding cable franchise fee.

**General Fund**



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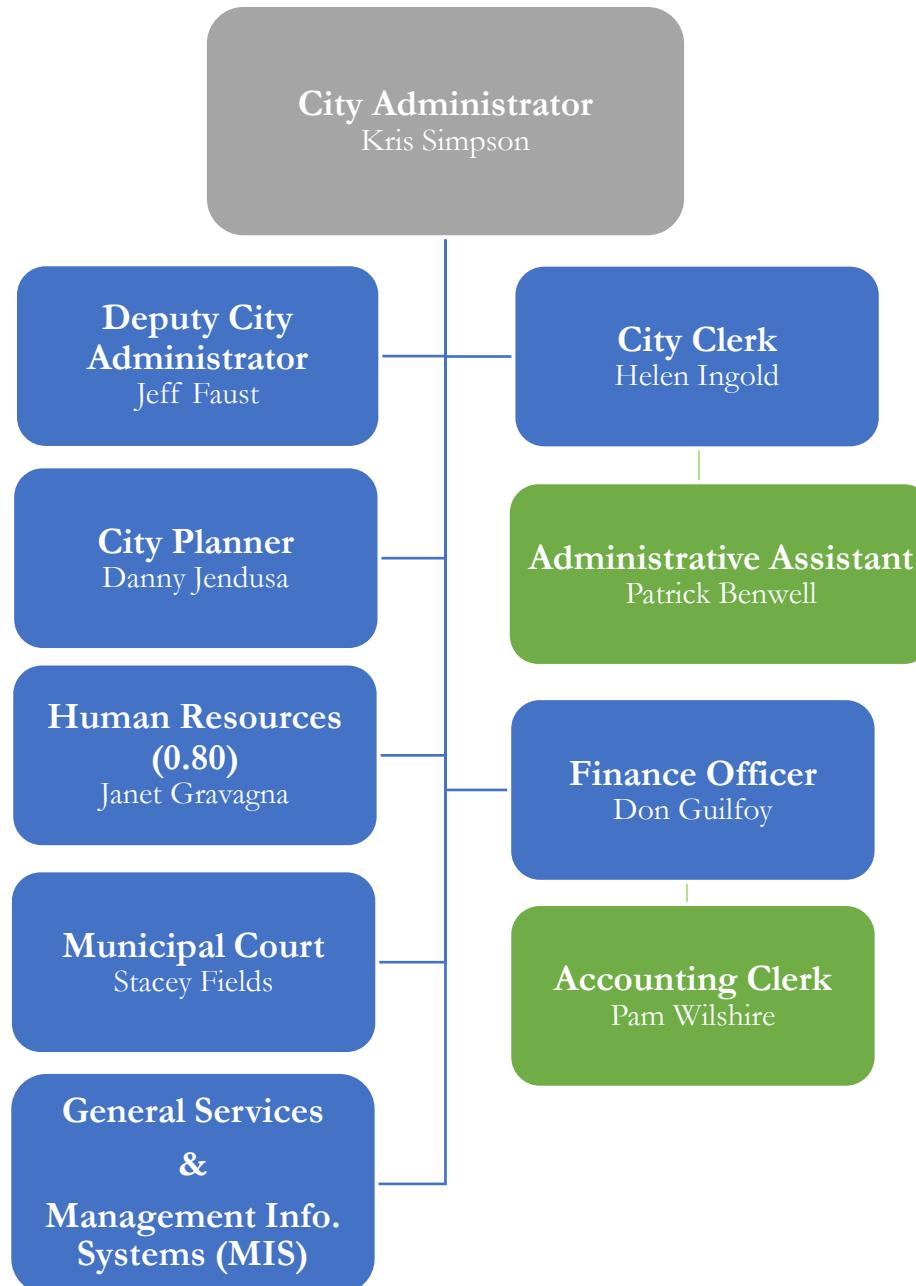
## DEPARTMENTAL BUDGETS

### General Fund

#### **General Government Department**

**In this section:**

Mayor	\$10,809
Board of Aldermen	\$36,734
City Administrator	\$426,269
General Services	\$688,743
MIS	\$191,660
Finance	\$230,206
Municipal Court	\$98,056
City Clerk	\$197,151
<b>TOTAL</b>	<b>\$1,885,326</b>



# Mayor

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

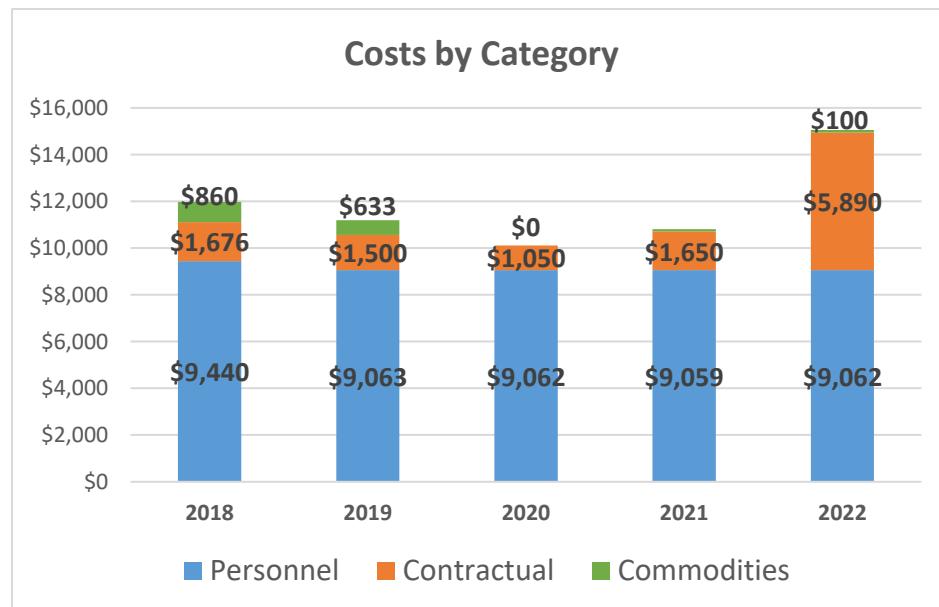
## Division Summary:

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:** \$15,052

**Staffing:** 0.00 FTE



## Cost Changes

Division cost has **changed** by

**39.3%**

### Increases

Set aside funds to celebrate the 75<sup>th</sup> Anniversary; fund beautification of City Government Center

### Decreases

No significant decreases

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description		2022 BUDGET		
2016	2017	2018	2019	2020	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	8,750	8,400	8,400	8,400	6,300	8,400	505 5012 Wages, Elected Officials	8,400	8,400	8,400	
16	17	20	20	21	16	12	19	510 5116 Workers' Compensation Ins.	19	19	19	
521	521	543	521	521	521	391	521	515 5210 FICA Taxes	521	521	521	
122	122	127	122	122	122	91	122	515 5211 Medicare Taxes	122	122	122	
<b>9,059</b>	<b>9,060</b>	<b>9,440</b>	<b>9,063</b>	<b>9,064</b>	<b>9,059</b>	<b>6,794</b>	<b>9,062</b>	<b>Total Personnel</b>	<b>9,062</b>	<b>9,062</b>	<b>9,062</b>	
-	-	-	70	-	-	-	-	605 6010 Training & Education	240	240	240	
-	-	-	-	-	-	-	-	605 6011 Travel & Expenses	-	-	-	
350	350	350	350	450	450	-	450	605 6012 Employee Memberships	450	450	450	
845	780	1,326	1,080	600	1,200	600	800	645 6710 Public Relations & Promotion	1,700	5,200	5,200	
<b>1,195</b>	<b>1,130</b>	<b>1,676</b>	<b>1,500</b>	<b>1,050</b>	<b>1,650</b>	<b>600</b>	<b>1,250</b>	<b>Total Contractual</b>	<b>2,390</b>	<b>5,890</b>	<b>5,890</b>	
24	58	860	633	55	100	18	100	710 7110 Office Supplies	100	100	100	
24	58	860	633	55	100	18	100	<b>Total Commodities</b>	<b>100</b>	<b>100</b>	<b>100</b>	
<b>10,278</b>	<b>10,248</b>	<b>11,976</b>	<b>11,196</b>	<b>10,169</b>	<b>10,809</b>	<b>7,412</b>	<b>10,412</b>	<b>Total Expenditures- Mayor</b>	<b>11,552</b>	<b>15,052</b>	<b>15,052</b>	

# Board of Aldermen

## Division Contact Information

Kris Simpson, City Administrator

[ksimpson@cityofcrestwood.org](mailto:ksimpson@cityofcrestwood.org)

314.729.4780

### 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, Jesse Morrison**  
**Ward III Greg Hall, Scott Shipley**

**Ward II: Justin Charboneau, Mary Stadter**  
**Ward IV: Tony Kennedy, John Sebben**

**Budget Summary:** \$38,188

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by

**4.0%**

#### Increases

No significant increases

#### Decreases

No significant decreases

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description BOARD OF ALDERMEN 10-10-011-XXX-XXXX		2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE			Dept, City Adm. Recommended	Ways & Means Recommendde	BOA Approved
33,600	33,600	31,500	33,600	33,600	33,600	25,200	33,600	505 5012 Wages, Elected Officials	33,600	33,600	33,600	
64	68	66	70	80	64	50	78	510 5116 Workers' Compensation Insurance	78	78	78	
2,083	2,083	1,953	2,083	2,083	2,083	1,562	2,083	515 5210 FICA Taxes	2,083	2,083	2,083	
487	487	457	487	488	487	366	487	515 5211 Medicare Taxes	487	487	487	
<b>36,235</b>	<b>36,238</b>	<b>33,976</b>	<b>36,241</b>	<b>36,251</b>	<b>36,234</b>	<b>27,178</b>	<b>36,248</b>	<b>Total Personnel</b>	<b>36,248</b>	<b>36,248</b>	<b>36,248</b>	
-	35	180	20	-	-	260	260	605 6010 Training & Education	240	240	240	
-	-	268	-	-	-	-	-	605 6011 Travel & Expenses	200	200	200	
-	1,069	-	-	-	-	-	-	610 6115 Other Professional Services	-	-	-	
-	-	321	606	616	200	684	684	645 6710 Public Relations & Promotions	1,000	1,000	1,000	
50	136	135	-	-	-	-	-	645 6711 Printing & Binding	200	200	200	
<b>50</b>	<b>1,240</b>	<b>904</b>	<b>626</b>	<b>616</b>	<b>200</b>	<b>944</b>	<b>944</b>	<b>Total Contractual</b>	<b>1,640</b>	<b>1,640</b>	<b>1,640</b>	
-	28	-	1,181	-	300	270	270	710 7110 Office Supplies	300	300	300	
-	-	-	80	-	-	-	-	740 7400 Misc Exp	-	-	-	
-	<b>28</b>	<b>-</b>	<b>1,261</b>	<b>-</b>	<b>300</b>	<b>270</b>	<b>270</b>	<b>Total Commodities</b>	<b>300</b>	<b>300</b>	<b>300</b>	
<b>36,285</b>	<b>37,506</b>	<b>34,880</b>	<b>38,128</b>	<b>36,867</b>	<b>36,734</b>	<b>28,392</b>	<b>37,462</b>	<b>Total Expenditures- BOA</b>	<b>38,188</b>	<b>38,188</b>	<b>38,188</b>	

# City Administrator

## Division Contact Information

Kris Simpson, City Administrator

[ksimpson@cityofcrestwood.org](mailto:ksimpson@cityofcrestwood.org)

314.729.4780

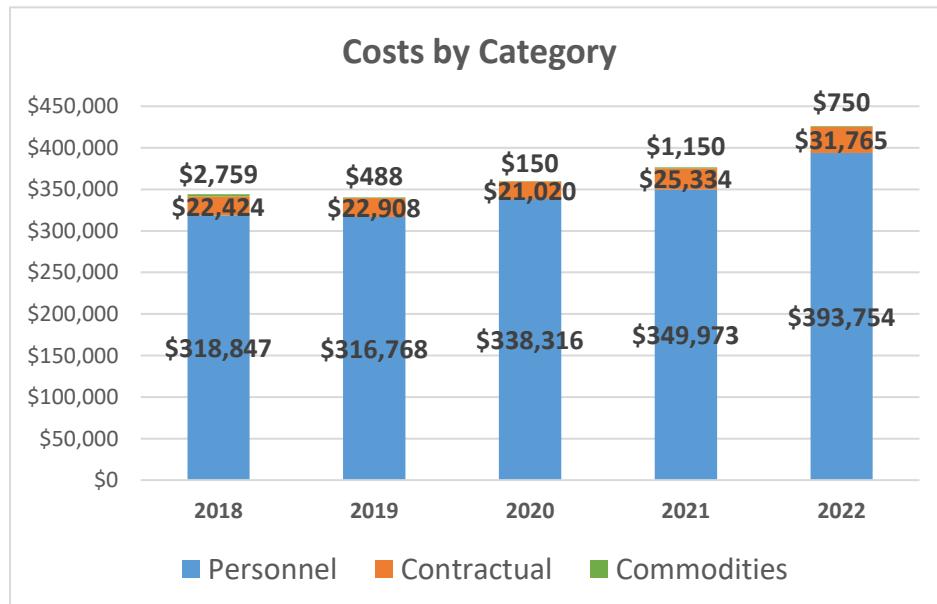
### Division Summary:

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:** \$426,269

**Staffing:** 3.80 FTE



### 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, 2022**

ACTUAL					2021			Account Description					2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	CITY ADMINISTRATOR 10-25-040-XXX-XXXX					Dept, City Adm.	Ways & Means Recommendation	BOA Approved
155,559	161,368	173,450	167,698	228,301	232,355	163,031	225,565	505	5010	Salaries, Exempt Employees		260,299	260,299	260,299	
35,316	54,431	40,758	42,981	(948)	-	-	-	505	5011	Wages, Non-Exempt Employees		-	-	-	
38,885	22,773	43,165	42,476	43,306	43,593	29,035	42,823	505	5013	Wages, Part-time		46,460	46,460	46,460	
1,614	-	-	-	-	-	-	-	505	5015	Wages, Overtime		-	-	-	
22,498	26,109	29,909	30,322	34,476	36,244	25,104	34,476	510	5110	Health Insurance		43,942	43,942	43,942	
1,515	2,096	1,637	1,355	1,357	1,300	881	1,357	510	5111	Dental Insurance		1,333	1,333	1,333	
1,049	1,119	1,194	1,142	889	1,518	883	1,050	510	5112	Life/AD&D/LTD Insurance		1,202	1,202	1,202	
83	83	103	62	83	84	65	84	510	5114	Employee Assistance Program		84	84	84	
10,229	8,111	8,800	10,895	13,050	13,245	8,354	11,809	510	5115	Retirement Plan		16,258	16,258	16,258	
432	482	581	630	681	524	378	620	510	5116	Workers' Compensation Insurance		709	709	709	
14,046	14,566	15,601	15,567	16,527	17,109	11,707	16,640	515	5210	FICA Taxes		19,019	19,019	19,019	
3,285	3,406	3,649	3,641	3,865	4,001	2,738	3,892	515	5211	Medicare Taxes		4,448	4,448	4,448	
<b>284,509</b>	<b>294,544</b>	<b>318,847</b>	<b>316,768</b>	<b>341,587</b>	<b>349,973</b>	<b>242,176</b>	<b>338,316</b>	<b>Total Personnel</b>					<b>393,754</b>	<b>393,754</b>	<b>393,754</b>
1,479	4,065	2,374	1,770	385	2,200	165	925	605	6010	Training & Education		3,910	3,910	3,910	
1,104	2,999	3,868	4,834	581	2,750	428	1,220	605	6011	Travel & Expenses		6,300	6,300	6,300	
1,453	1,403	1,453	1,178	2,257	2,229	1,710	1,910	605	6012	Employee Memberships		2,250	2,250	2,250	
595	700	951	878	750	2,305	625	1,100	610	6114	Computer Services		2,305	2,305	2,305	
-	-	-	-	675	-	12,000	12,000	610	6115	Other Prof Svcs		-	-	-	
(71)	-	-	-	-	-	-	-	640	6611	Periodicals & Books		-	-	-	
-	-	7,496	7,718	6,874	8,350	6,669	9,000	645	6710	Public Relations & Promotion		7,500	7,500	7,500	
73	422	120	-	-	500	3	3	645	6711	Printing & Binding		500	500	500	
-	-	6,162	6,530	7,024	7,000	5,675	7,700	650	6810	Postage		9,000	9,000	9,000	
<b>4,633</b>	<b>9,589</b>	<b>22,424</b>	<b>22,908</b>	<b>18,546</b>	<b>25,334</b>	<b>27,275</b>	<b>33,858</b>	<b>Total Contractual</b>					<b>31,765</b>	<b>31,765</b>	<b>31,765</b>
667	1,196	308	488	187	550	100	400	710	7110	Office Supplies		750	750	750	
-	-	-	-	260	600	-	-	730	7110	Computer Parts		-	-	-	
-	-	795	-	-	-	-	-	730	7112	Software Licensing		-	-	-	
-	-	1,656	-	-	-	-	-	730	7517	Street Supplies		-	-	-	
<b>667</b>	<b>1,196</b>	<b>2,759</b>	<b>488</b>	<b>447</b>	<b>1,150</b>	<b>100</b>	<b>400</b>	<b>Total Commodities</b>					<b>750</b>	<b>750</b>	<b>750</b>
<b>289,809</b>	<b>305,329</b>	<b>344,030</b>	<b>340,163</b>	<b>360,580</b>	<b>376,457</b>	<b>269,551</b>	<b>372,574</b>	<b>Total Expenditures- City Administrator</b>					<b>426,269</b>	<b>426,269</b>	<b>426,269</b>

# General Services

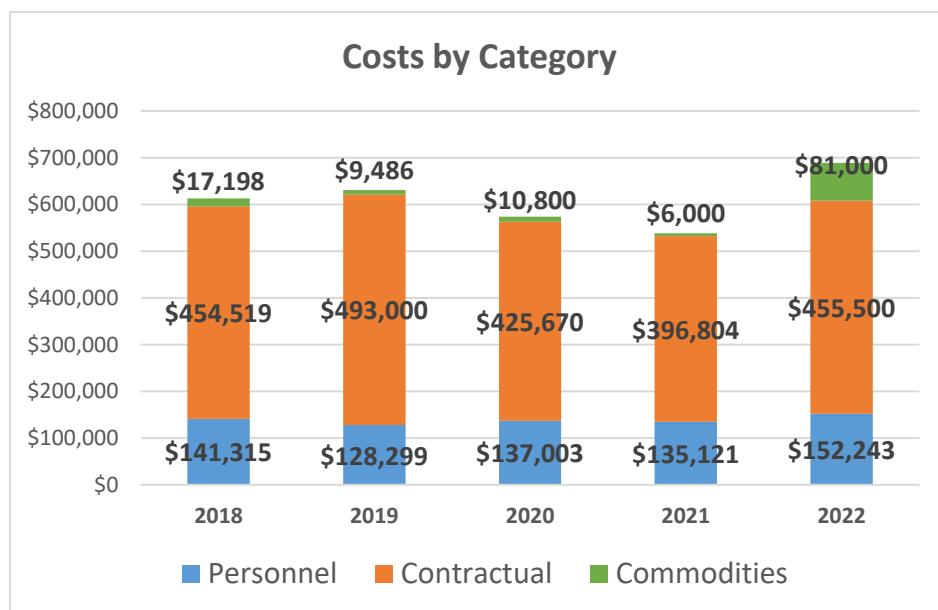
**Division Contact Information**  
Kris Simpson, City Administrator  
ksimpson@cityofcrestwood.org  
314.729.4780

## 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:** \$688,743

**Staffing:** 0.00 FTE



## Cost Changes

Division cost has changed by

**28.0%**

### Increases

BOA set aside  
\$75,000 for City's  
75th Anniversary;  
increase in maint.

Agreements to  
purchase/lease  
new printers

### Decreases

No significant  
decreases

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description				2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	GENERAL SERVICES 10-25-041-XXX-XXXX				Dept, City Adm.	Ways & Means Recommendation	BOA Approved
56,210	53,719	64,850	44,481	53,285	55,121	59,195	59,122	510	5110	Health Insurance (retirees)	72,243	72,243	72,243	
2,240	8,320	9,663	3,894	1,286	5,000	-	-	510	5119	Employment Security Benefit Payments	5,000	5,000	5,000	
65,092	84,688	66,802	79,924	76,731	75,000	18,710	41,000	510	5120	Deductible reimbursement	75,000	75,000	75,000	
<b>123,542</b>	<b>146,727</b>	<b>141,315</b>	<b>128,299</b>	<b>131,302</b>	<b>135,121</b>	<b>77,905</b>	<b>100,122</b>	<b>Total Personnel</b>				<b>152,243</b>	<b>152,243</b>	<b>152,243</b>
-	150	11,283	8,767	5,100	11,250	2,600	5,500	605	6010	Training & Education	18,750	18,750	18,750	
-	518	873	676	54	300	-	-	605	6011	Travel & Expenses	-	-	-	
198,061	188,509	187,786	211,307	153,332	112,000	87,066	150,000	610	6110	Legal Services	115,000	115,000	115,000	
30,655	28,041	28,806	29,588	20,000	22,000	23,800	23,800	610	6112	Auditing Services	24,000	24,000	24,000	
17,184	17,104	23,433	24,428	38,489	27,000	23,401	34,447	610	6115	Other Professional Services	28,000	28,000	28,000	
23,451	17,705	16,556	34,052	29,019	29,335	19,502	31,824	615	6215	Telephone/Telecommunications	30,000	30,000	30,000	
6,546	15,455	14,922	-	-	-	-	-	615	6216	Telecommunications Internet	-	-	-	
1,875	2,417	3,818	4,583	5,074	4,750	3,418	5,369	615	6218	Cable TV	5,000	5,000	5,000	
862	1,183	1,490	2,381	1,162	1,900	2,182	3,005	620	6315	Solid Waste Disposal	2,000	2,000	2,000	
15,026	19,664	19,475	22,674	19,173	22,000	17,555	21,472	620	6316	Maintenance Agreements	41,500	41,500	41,500	
1,440	1,515	1,515	1,515	1,719	1,719	1,343	2,239	630	6451	Equipment Leases	2,000	2,000	2,000	
120	-	-	-	-	-	-	-	630	6452	Other Rentals/Leases	-	-	-	
47,442	46,626	50,745	53,400	67,514	65,000	80,142	80,142	635	6510	Property Policy	80,500	80,500	80,500	
53,782	50,244	50,645	53,088	56,974	55,000	59,843	59,843	635	6511	General/Auto/Police Liability (SLAIT)	60,000	60,000	60,000	
13,815	13,815	14,220	14,505	15,158	15,000	16,675	16,675	635	6512	Public Officials Liability	17,000	17,000	17,000	
1,385	1,858	1,936	1,936	1,720	2,000	-	1,780	635	6513	City Insurance	2,000	2,000	2,000	
2,605	2,605	2,578	2,776	3,346	3,000	3,914	3,914	635	6514	Cyber Liability Insurance	4,000	4,000	4,000	
1,000	500	5,673	7,015	11,054	5,000	-	-	635	6515	Other Insurance Expense	5,000	5,000	5,000	
7,402	7,141	7,241	7,395	6,824	7,500	6,587	6,587	640	6610	City Memberships	7,500	7,500	7,500	
9,850	4,083	3,772	4,169	3,061	4,250	2,288	2,822	645	6710	Public Relations & Promotion	4,250	4,250	4,250	
478	1,250	787	1,492	1,373	800	766	766	645	6711	Printing & Binding	500	500	500	
6,309	13,332	1,959	1,685	5,169	1,500	3,889	5,833	645	6712	Advertising and Publication	2,500	2,500	2,500	
5,286	5,263	5,006	5,560	7,226	5,500	4,085	6,373	650	6810	Postage	6,000	6,000	6,000	
1,127	125	-	9	-	-	-	-	650	6811	Interest Expense	-	-	-	
<b>445,700</b>	<b>439,103</b>	<b>454,519</b>	<b>493,000</b>	<b>452,541</b>	<b>396,804</b>	<b>359,056</b>	<b>462,391</b>	<b>Total Contractual</b>				<b>455,500</b>	<b>455,500</b>	<b>455,500</b>
4,496	10,434	17,150	7,617	11,625	6,000	3,918	4,902	710	7110	Office Supplies	6,000	6,000	6,000	
5,724	-	48	1,867	-	-	6	6	740	7400	Miscellaneous Expenditure	75,000	75,000	75,000	
60	-	-	2	76	-	-	-	740	7713	Other Supplies	-	-	-	
(4,000)	-	-	-	-	-	-	-	740	7714	Senior Trash Program	-	-	-	
<b>6,279</b>	<b>10,434</b>	<b>17,198</b>	<b>9,486</b>	<b>11,701</b>	<b>6,000</b>	<b>3,924</b>	<b>4,908</b>	<b>Total Commodities</b>				<b>81,000</b>	<b>81,000</b>	<b>81,000</b>
<b>575,521</b>	<b>596,264</b>	<b>613,032</b>	<b>630,785</b>	<b>595,544</b>	<b>537,925</b>	<b>440,885</b>	<b>567,421</b>	<b>Total Expenditures- General Services</b>				<b>688,743</b>	<b>688,743</b>	<b>688,743</b>

# Management Information Systems (MIS)

## Division Contact Information

Kris Simpson, City Administrator

ksimpson@cityofcrestwood.org

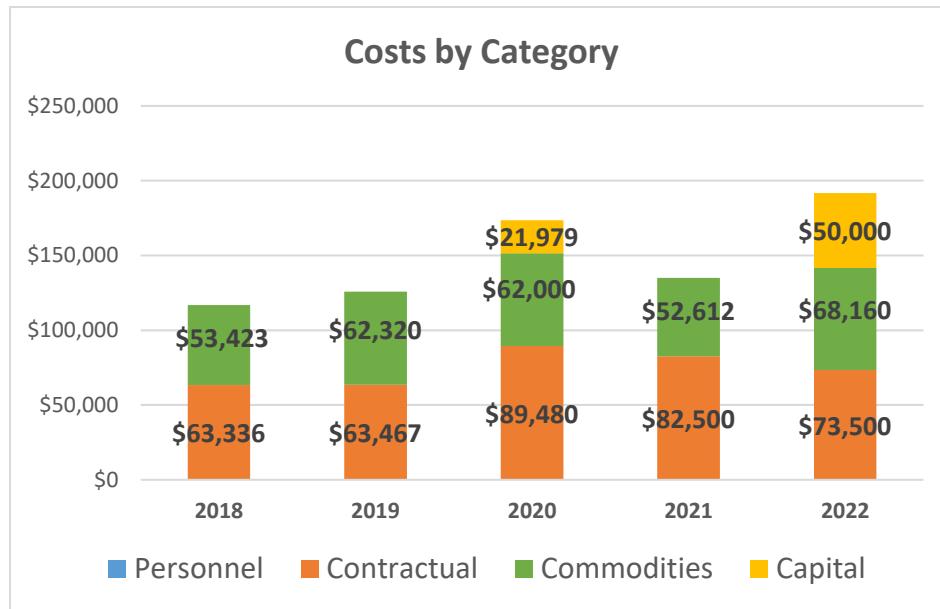
314.729.4780

### 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:** \$191,660

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by

**41.9%**

#### Increases

\$50,000 put aside for  
Year 1 costs  
associated with a  
software package for  
multiple city depts.

#### Decreases

No significant  
decreases

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description		2022 BUDGET		
2016	2017	2018	2019	2020	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	-	-	-	
-	-	-	-	-	-	-	-	<b>Total Personnel</b>	-	-	-	
-	-	2,552	-	16,480	10,000	-	-	610 6115 Other Professional Services	-	-	-	
-	-	-	-	-	-	-	-	615 6216 Telecommunications Internet	-	-	-	
-	-	-	-	-	-	-	-	615 6217 Mobile Phones	-	-	-	
-	63,648	60,784	63,467	73,134	72,500	46,802	76,000	620 6316 Maintenance Agreements	73,500	73,500	73,500	
-	63,648	63,336	63,467	89,614	<b>82,500</b>	<b>46,802</b>	<b>76,000</b>	<b>Total Contractual</b>	<b>73,500</b>	<b>73,500</b>	<b>73,500</b>	
-	22,610	14,269	24,734	31,106	26,570	15,000	-	710 7110 Office Supplies	-	-	-	
50,834	-	-	-	-	-	31,000	18,367	30,000	730 7110 Computer Parts	20,000	26,000	26,000
34,486	50,436	28,689	31,214	35,821	-	-	-	730 7111 Network Maintenance	-	-	-	
<b>107,930</b>	<b>64,705</b>	<b>53,423</b>	<b>62,320</b>	<b>62,391</b>	<b>77,612</b>	<b>49,293</b>	<b>76,000</b>	<b>Total Commodities</b>	<b>42,160</b>	<b>42,160</b>	<b>42,160</b>	
40	-	-	-	-	21,979	-	-	820 8310 Computer Parts	-	-	-	
-	-	-	-	-	-	-	-	820 8313 Software License	50,000	50,000	50,000	
<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,979</b>	<b>-</b>	<b>-</b>	<b>Total Capital</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	
<b>107,970</b>	<b>128,353</b>	<b>116,759</b>	<b>125,787</b>	<b>173,984</b>	<b>160,112</b>	<b>96,095</b>	<b>152,000</b>	<b>Total Expenditures- MIS</b>	<b>185,660</b>	<b>191,660</b>	<b>191,660</b>	

# Finance

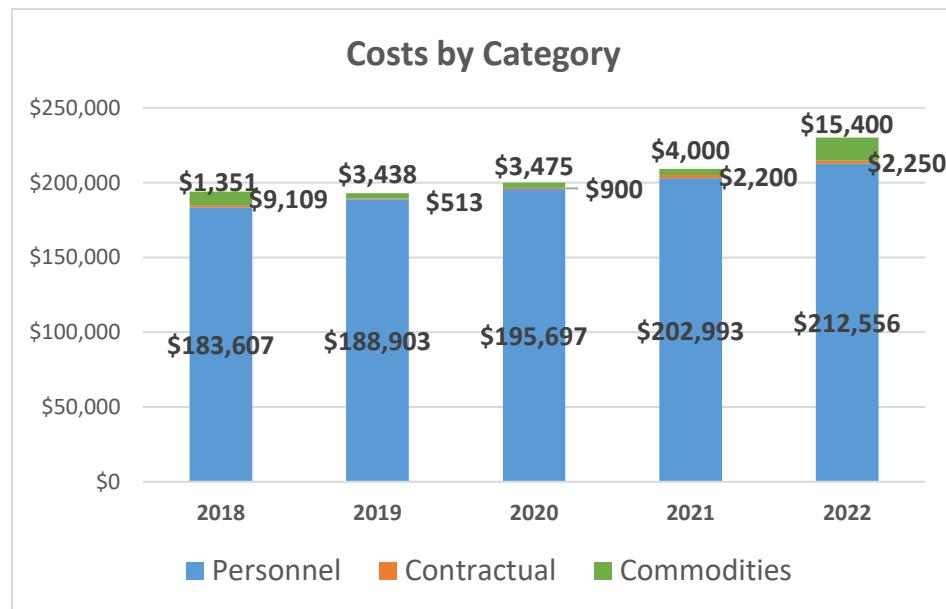
**Division Contact Information**  
Donald Guilfoy, Finance Officer  
[dguilfoy@cityofcrestwood.org](mailto:dguilfoy@cityofcrestwood.org)  
314.729.4792

## 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:** \$230,206

**Staffing:** 2.00 FTE



## Cost Changes

Division cost has **changed** by

**10.0%**

### Increases

Increase in software licensing for Financial Edge

### Decreases

No significant decreases

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2022**

ACTUAL					2021			Account Description				2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FINANCE 10-25-044-XXX-XXXX				Dept, City Adm.	Ways & Means Recommendation	BOA Approved
86,239	83,586	92,652	95,518	97,835	100,484	65,662	97,538	505 5010	Salaries, Exempt Employees		104,387	104,387	104,387	
38,940	40,737	42,892	44,374	46,201	46,866	30,492	45,490	505 5011	Wages, Non-Exempt Employees		48,611	48,611	48,611	
-	-	3,371	-	-	-	-	-	505 5013	Wages, Part-time Employees		-	-	-	
-	-	-	-	-	-	-	-	505 5015	Overtime Wages		1,000	1,000	1,000	
13,729	17,793	30,086	31,622	33,797	35,531	23,144	33,797	510 5110	Health Insurance		36,951	36,951	36,951	
765	924	819	707	679	650	434	679	510 5111	Dental Insurance		666	666	666	
511	447	561	582	758	794	406	586	510 5112	Life/AD&D/LTD Insurance		600	600	600	
41	41	52	31	41	42	33	42	510 5114	Employee Assistance Program		42	42	42	
5,635	4,070	3,344	6,130	6,781	7,073	4,615	6,293	510 5115	Retirement Plan		8,162	8,162	8,162	
231	251	314	345	364	280	189	330	510 5116	Workers' Compensation Insurance		356	356	356	
7,483	7,200	7,712	7,776	7,987	9,136	5,307	8,868	515 5210	FICA Taxes		9,548	9,548	9,548	
1,750	1,684	1,804	1,819	1,868	2,137	1,241	2,074	515 5211	Medicare Taxes		2,233	2,233	2,233	
<b>155,325</b>	<b>156,734</b>	<b>183,607</b>	<b>188,903</b>	<b>196,311</b>	<b>202,993</b>	<b>131,524</b>	<b>195,697</b>	<b>Total Personnel</b>				<b>212,556</b>	<b>212,556</b>	<b>212,556</b>
369	199	797	224	112	900	-	-	605 6010	Training & Education		900	900	900	
538	273	364	99	249	850	-	-	605 6011	Travel & Expenses		900	900	900	
50	190	190	190	50	350	190	190	605 6012	Employee Memberships		350	350	350	
-	-	-	-	-	-	-	-	610 6115	Other Professional Services		-	-	-	
-	25	-	-	-	100	-	100	645 6711	Printing & Binding		100	100	100	
<b>957</b>	<b>687</b>	<b>1,351</b>	<b>513</b>	<b>411</b>	<b>2,200</b>	<b>190</b>	<b>290</b>	<b>Total Contractual</b>				<b>2,250</b>	<b>2,250</b>	<b>2,250</b>
584	436	420	263	224	400	142	300	710 7110	Office Supplies		400	400	400	
-	-	8,689	3,175	3,398	3,600	3,652	3,652	730 7112	Software Licensing		15,000	15,000	15,000	
<b>584</b>	<b>436</b>	<b>9,109</b>	<b>3,438</b>	<b>3,622</b>	<b>4,000</b>	<b>3,794</b>	<b>3,952</b>	<b>Total Commodities</b>				<b>15,400</b>	<b>15,400</b>	<b>15,400</b>
<b>156,866</b>	<b>157,857</b>	<b>194,067</b>	<b>192,854</b>	<b>200,344</b>	<b>209,193</b>	<b>135,508</b>	<b>199,939</b>	<b>Total Expenditures- Finance</b>				<b>230,206</b>	<b>230,206</b>	<b>230,206</b>

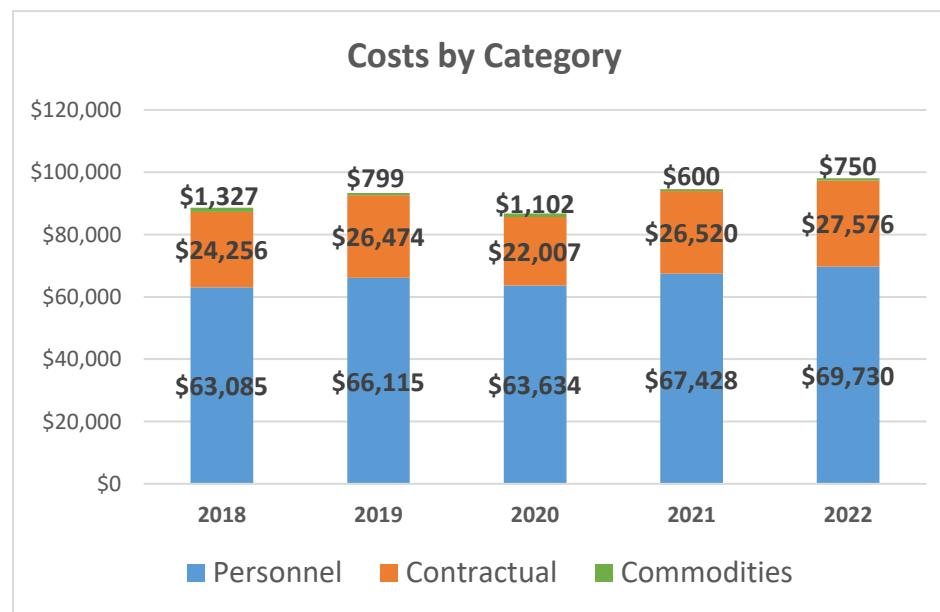
# Municipal Court

**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:** \$98,056    **Staffing:** 1.0 FTE



## Cost Changes

Division cost has **changed** by

**3.7%**

### Increases

No significant cost increases

### Decreases

No significant decreases

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description MUNICIPAL COURT 10-25-045-XXX-XXXX				2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE					Dept. City Adm.	Ways & Means Recommendation	BOA Approved
42,332	41,577	43,870	46,000	46,257	46,747	30,516	45,954	505 5011	Wages, Non-Exempt Employees	48,453	48,453	48,453		
-	1,798	2,982	-	-	1,500	-	-	505 5013	Wages, Part-time Employees	1,500	1,500	1,500		
8,612	2,594	3,186	5,584	1,998	3,000	-	-	505 5015	Overtime Wages	3,000	3,000	3,000		
11,905	5,489	7,271	7,935	8,619	9,061	6,913	8,619	510 5110	Health Insurance	9,423	9,423	9,423		
418	458	409	355	339	325	217	339	510 5111	Dental Insurance	333	333	333		
207	182	(10)	242	201	296	168	223	510 5112	Life/AD&D/LTD Insurance	218	218	218		
21	21	26	15	21	21	16	21	510 5114	Employee Assistance Program	21	21	21		
1,853	1,068	1,623	2,184	2,288	2,460	1,448	2,133	510 5115	Retirement Plan	2,727	2,727	2,727		
93	89	104	119	120	97	60	112	510 5116	Workers' Compensation Insurance	119	119	119		
2,681	2,745	2,937	2,984	2,900	3,177	1,827	3,006	515 5210	FICA Taxes	3,190	3,190	3,190		
627	642	687	698	678	743	427	703	515 5211	Medicare Taxes	746	746	746		
<b>68,749</b>	<b>56,663</b>	<b>63,085</b>	<b>66,115</b>	<b>63,421</b>	<b>67,427</b>	<b>41,593</b>	<b>61,110</b>	<b>Total Personnel</b>				<b>69,730</b>	<b>69,730</b>	<b>69,730</b>
725	2,168	1,020	1,340	337	1,740	582	832	605 6010	Training & Education	1,740	1,740	1,740		
1,045	912	2,399	2,938	1,426	1,605	2,006	2,290	605 6011	Travel & Expenses	3,231	3,231	3,231		
90	212	200	159	275	475	235	275	605 6012	Employee Memberships	435	435	435		
22,641	24,706	14,821	12,750	12,420	14,200	9,000	14,200	610 6110	Legal Services	14,200	14,200	14,200		
140	-	82	1,466	411	300	-	200	610 6115	Other Professional Services	300	300	300		
300	300	-	300	-	500	-	500	610 6120	Municipal Court Mental Health Docket	600	600	600		
330	720	-	-	-	300	-	100	610 6121	Prisoner Services	300	300	300		
4,515	4,515	4,515	4,473	4,389	4,400	2,751	4,400	625 6410	Rejis Services	4,620	4,620	4,620		
174	453	575	947	589	1,500	398	1,500	645 6711	Printing & Binding	1,650	1,650	1,650		
676	607	644	2,102	2,270	1,500	297	400	650 6815	Municipal Court Bank Fees	500	500	500		
<b>30,635</b>	<b>34,593</b>	<b>24,256</b>	<b>26,474</b>	<b>22,117</b>	<b>26,520</b>	<b>15,270</b>	<b>24,697</b>	<b>Total Contractual</b>				<b>27,576</b>	<b>27,576</b>	<b>27,576</b>
79	696	1,327	799	156	600	468	650	710 7110	Office Supplies	750	750	750		
79	696	1,327	799	156	600	468	650	<b>Total Commodities</b>				<b>750</b>	<b>750</b>	<b>750</b>
<b>99,464</b>	<b>91,951</b>	<b>88,668</b>	<b>93,389</b>	<b>85,694</b>	<b>94,547</b>	<b>57,330</b>	<b>86,457</b>	<b>Total Expenditures- Municipal Court</b>				<b>98,056</b>	<b>98,056</b>	<b>98,056</b>

# 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 business and liquor licenses as well as various types of non-public works permits such as those for block parties.

**Budget Summary:** \$197,151

**Staffing:** 2.0 FTE



## Cost Changes

Division cost has **changed** by  
**-4.3%**

### Increases

No significant increases

### Decreases

No significant decreases

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2022**

ACTUAL					2021			Account Description				2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	CITY CLERK 10-25-046-XXX-XXXX				Dept, City Adm.	Ways & Means Recommendation	BOA Approved
84,695	92,470	98,573	98,939	104,359	105,358	58,112	103,678	505	5011	Wages, Non-Exempt Employees	104,414	104,414	104,414	
11,885	9,249	10,580	-	-	-	-	-	505	5013	Wages, Part-time Employees	-	-	-	
3,189	3,530	2,828	3,197	1,421	3,000	729	1,480	505	5015	Overtime Wages	2,000	2,000	2,000	
14,515	16,637	22,353	19,865	21,299	22,605	10,808	21,339	510	5110	Health Insurance	17,226	17,226	17,226	
817	1,048	819	706	693	650	317	693	510	5111	Dental Insurance	444	444	444	
444	477	454	516	907	637	286	441	510	5112	Life/AD&D/LTD Insurance	458	458	458	
41	41	52	31	41	42	33	42	510	5114	Employee Assistance Program	42	42	42	
3,862	3,134	3,107	3,830	4,959	5,201	2,426	4,627	510	5115	Retirement Plan	5,640	5,640	5,640	
184	214	263	249	265	206	116	243	510	5116	Workers' Compensation Insurance	246	246	246	
5,790	6,086	6,391	5,955	6,188	6,718	3,437	6,520	515	5210	FICA Taxes	6,598	6,598	6,598	
1,354	1,423	1,495	1,393	1,453	1,571	804	1,525	515	5211	Medicare Taxes	1,543	1,543	1,543	
<b>126,776</b>	<b>134,310</b>	<b>146,915</b>	<b>134,680</b>	<b>141,586</b>	<b>145,988</b>	<b>77,068</b>	<b>140,587</b>	<b>Total Personnel</b>				<b>138,611</b>	<b>138,611</b>	<b>138,611</b>
1,729	2,394	2,841	5,083	1,155	2,200	1,914	2,500	605	6010	Training & Education	2,200	2,200	2,200	
2,138	3,298	4,839	2,209	985	3,000	370	1,500	605	6011	Travel & Expenses	2,500	2,500	2,500	
345	374	231	85	680	400	173	650	605	6012	Employee Memberships	500	500	500	
-	-	-	-	32	-	129	129	605	6216	Telecommunications/Internet	-	-	-	
-	-	-	-	38	-	-	-	605	6217	Mobile Phones	-	-	-	
-	-	15,732	15,270	10,591	14,500	5,971	9,200	610	6110	Legal Services	-	-	-	
-	51	-	-	3,426	8,960	14,316	14,316	610	6115	Other Professional Services	28,500	28,500	28,500	
119	50	60	164	-	150	60	80	645	6711	Printing & Binding	90	90	90	
4,841	9,329	7,422	9,627	5,644	14,000	10,495	16,500	645	6714	Code Book Codification	8,000	8,000	8,000	
14,702	5,357	18,835	4,678	6,677	7,500	7,055	7,055	650	6813	Elections - General & Special	8,000	8,000	8,000	
<b>23,873</b>	<b>20,854</b>	<b>49,960</b>	<b>37,117</b>	<b>29,228</b>	<b>50,710</b>	<b>40,484</b>	<b>51,930</b>	<b>Total Contractual</b>				<b>49,790</b>	<b>49,790</b>	<b>49,790</b>
831	602	9,494	427	142	400	68	100	710	7110	Office Supplies	250	250	250	
-	-	4,800	13,243	7,837	9,000	8,130	12,500	730	7112	Software Licensing	8,500	8,500	8,500	
<b>831</b>	<b>602</b>	<b>14,294</b>	<b>13,670</b>	<b>7,979</b>	<b>9,400</b>	<b>8,198</b>	<b>12,600</b>	<b>Total Commodities</b>				<b>8,750</b>	<b>8,750</b>	<b>8,750</b>
<b>151,480</b>	<b>155,766</b>	<b>211,169</b>	<b>185,467</b>	<b>178,794</b>	<b>206,098</b>	<b>125,749</b>	<b>205,117</b>	<b>Total Expenditures- City Clerk</b>				<b>197,151</b>	<b>197,151</b>	<b>197,151</b>



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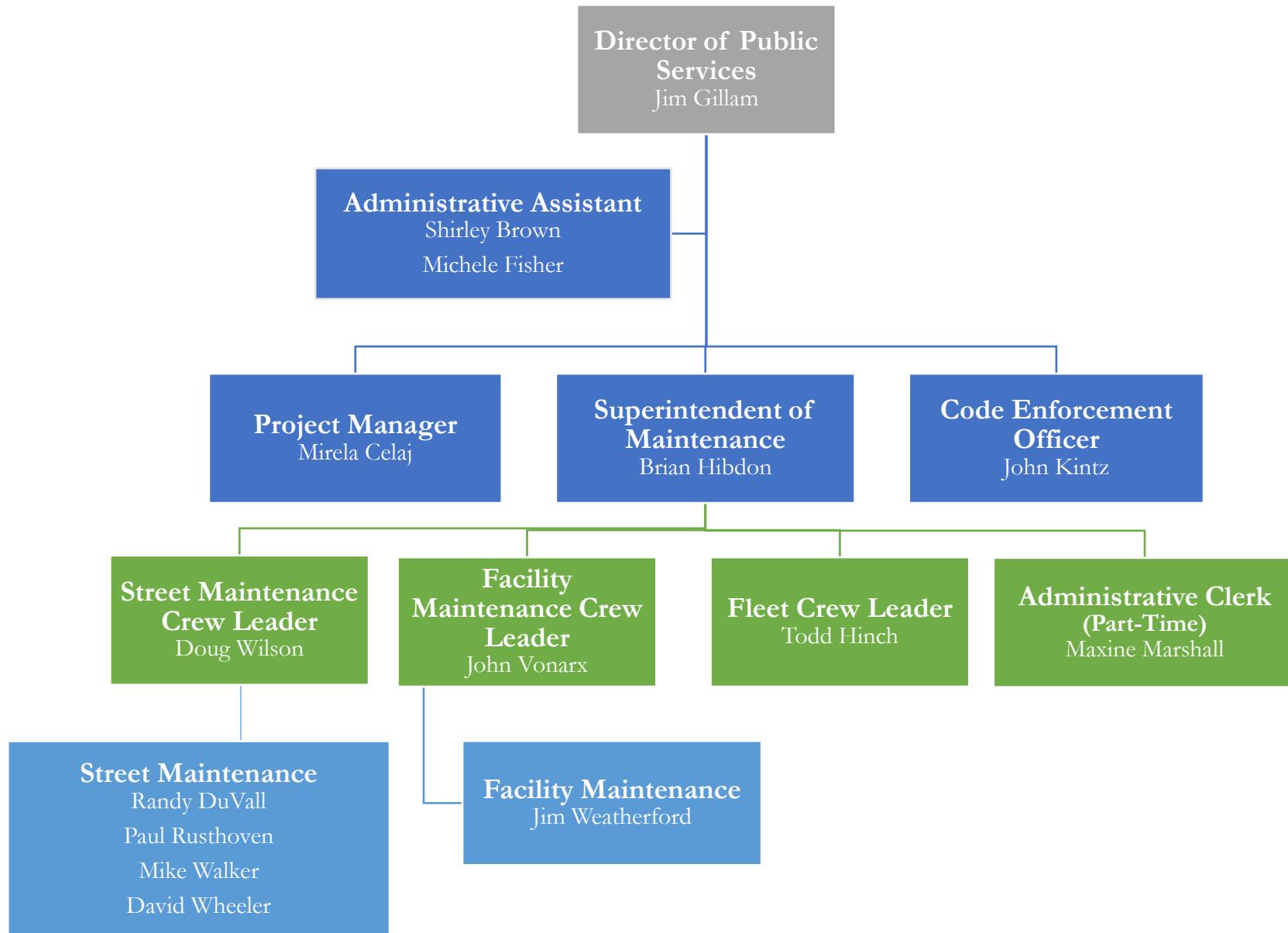
## DEPARTMENTAL BUDGETS

### General Fund

#### **Public Services**

##### **In this Section:**

Public Works Administration	\$354,013
Facilities and Code Enforcement	\$1,628,286
Street Maintenance	\$701,842
Fleet Management	\$159,492
<b>TOTAL</b>	<b>\$2,843,633</b>



# Public Works Administration

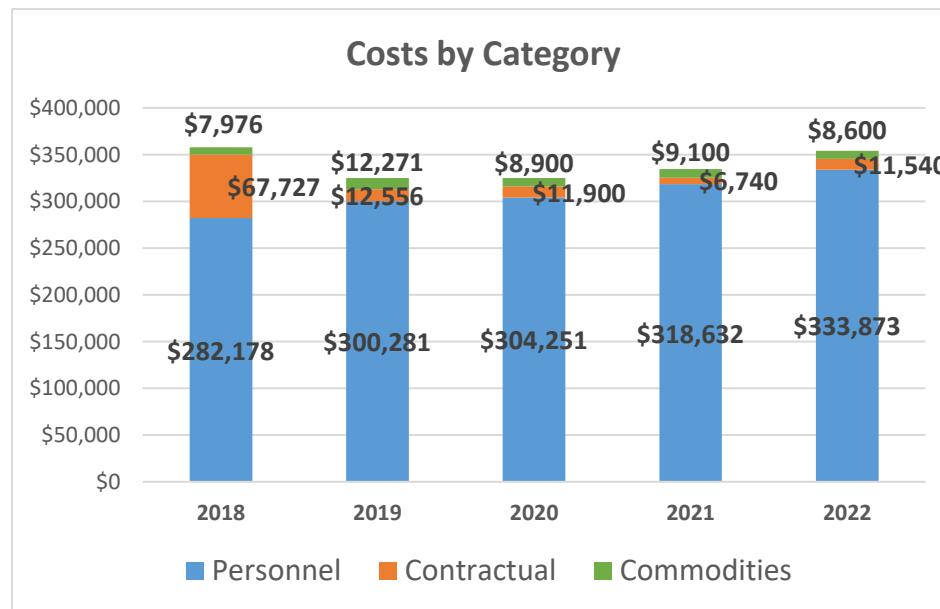
**Division Contact Information**  
Jim Gillam, Director of Public Services  
[jgillam@cityofcrestwood.org](mailto:jgillam@cityofcrestwood.org)  
314.729.4722

## 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:** \$354,013

**Staffing:** 4.00 FTE



## Cost Changes

Division cost has changed by

**5.8%**

### Increases

No significant cost increases

### Decreases

No significant decreases

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description			2022 BUDGET		
2016	2017	2018	2019	2020	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	92,088	97,671	101,348	109,127	107,174	69,955	108,515	505	5010 Salaries, Exempt Employees	110,389	110,389	110,389	
86,078	95,441	122,573	125,675	113,778	124,297	82,347	115,837	505	5011 Wages, Non-Exempt Employees	134,334	134,334	134,334	
15,304	8,060	-	-	-	-	-	-	505	5013 Wages, Part-Time	-	-	-	
1,878	4,285	1,328	2,150	170	1,750	-	175	505	5015 Overtime Wages	1,785	1,785	1,785	
15,762	19,887	33,922	41,677	48,881	52,995	35,405	49,849	510	5110 Health Insurance	52,295	52,295	52,295	
1,016	1,572	1,575	1,399	1,260	1,235	824	1,287	510	5111 Dental Insurance	1,200	1,200	1,200	
750	809	1,022	1,060	1,012	1,337	697	929	510	5112 Life/AD&D/LTD Insurance	967	967	967	
62	62	77	57	83	80	65	84	510	5114 Employee Assistance Program	84	84	84	
7,934	6,492	7,209	9,489	10,660	11,195	6,775	9,879	510	5115 Retirement Plan	13,065	13,065	13,065	
584	617	715	878	951	729	491	519	510	5116 Workers' Compensation Insurance	897	897	897	
11,633	11,901	13,037	13,412	12,903	14,460	8,750	13,921	515	5210 FICA Taxes	15,283	15,283	15,283	
2,721	2,783	3,049	3,137	3,004	3,382	2,046	3,256	515	5211 Medicare Taxes	3,574	3,574	3,574	
<b>233,418</b>	<b>243,997</b>	<b>282,178</b>	<b>300,281</b>	<b>301,829</b>	<b>318,634</b>	<b>207,354</b>	<b>304,250</b>	<b>Total Personnel</b>			<b>333,873</b>	<b>333,873</b>	<b>333,873</b>
1,449	600	2,072	1,171	767	2,000	874	1,600	605	6010 Training & Education	2,000	2,000	2,000	
2,061	487	998	2,544	386	400	-	500	605	6011 Travel & Expenses	2,500	2,500	2,500	
734	871	671	1,504	1,072	1,000	445	900	605	6012 Employee Memberships	1,000	1,000	1,000	
86,080	3,323	58,750	2,643	3,506	-	1,197	1,200	610	6115 Other Professional Services	1,200	1,200	1,200	
840	840	840	840	749	840	504	840	615	6217 Mobile Phones	840	840	840	
16	-	-	-	231	-	-	-	640	6611 Periodicals & Books	-	-	-	
-	-	-	392	1,013	-	220	220	645	6710 Public Relations & Promotions	-	-	-	
1,633	776	1,718	1,613	1,808	1,000	1,086	3,200	645	6711 Printing & Binding	1,000	1,000	1,000	
809	2,332	2,605	753	-	1,500	2,218	4,000	645	6712 Advertising and Publications	3,000	3,000	3,000	
-	-	-	73	-	-	-	-	650	6810 Postage	-	-	-	
<b>93,621</b>	<b>9,230</b>	<b>67,727</b>	<b>12,556</b>	<b>10,440</b>	<b>6,740</b>	<b>6,544</b>	<b>12,460</b>	<b>Total Contractual</b>			<b>11,540</b>	<b>11,540</b>	<b>11,540</b>
1,822	1,341	844	3,323	841	1,000	104	500	710	7110 Office Supplies	500	500	500	
49	411	67	1,107	120	100	20	100	715	7210 Household Supplies	100	100	100	
-	-	65	-	-	-	-	-	725	7411 Small Tools & Equipment	-	-	-	
-	-	7,000	7,841	8,230	8,000	7,950	8,000	730	7112 Software Licensing	8,000	8,000	8,000	
244	-	-	-	-	-	-	-	740	7713 Other Supplies	-	-	-	
<b>2,115</b>	<b>1,752</b>	<b>7,976</b>	<b>12,271</b>	<b>9,191</b>	<b>9,100</b>	<b>8,074</b>	<b>8,600</b>	<b>Total Commodities</b>			<b>8,600</b>	<b>8,600</b>	<b>8,600</b>
-	-	-	-	650	-	-	-	820	8310 Computer Parts & Equipment	-	-	-	
-	-	-	-	650	-	-	-	<b>Total Capital</b>			-	-	-
<b>329,154</b>	<b>254,979</b>	<b>357,881</b>	<b>325,108</b>	<b>322,111</b>	<b>334,474</b>	<b>221,972</b>	<b>325,310</b>	<b>Total Expenditures- PW Administration</b>			<b>354,013</b>	<b>354,013</b>	<b>354,013</b>

# Facilities and Code Enforcement

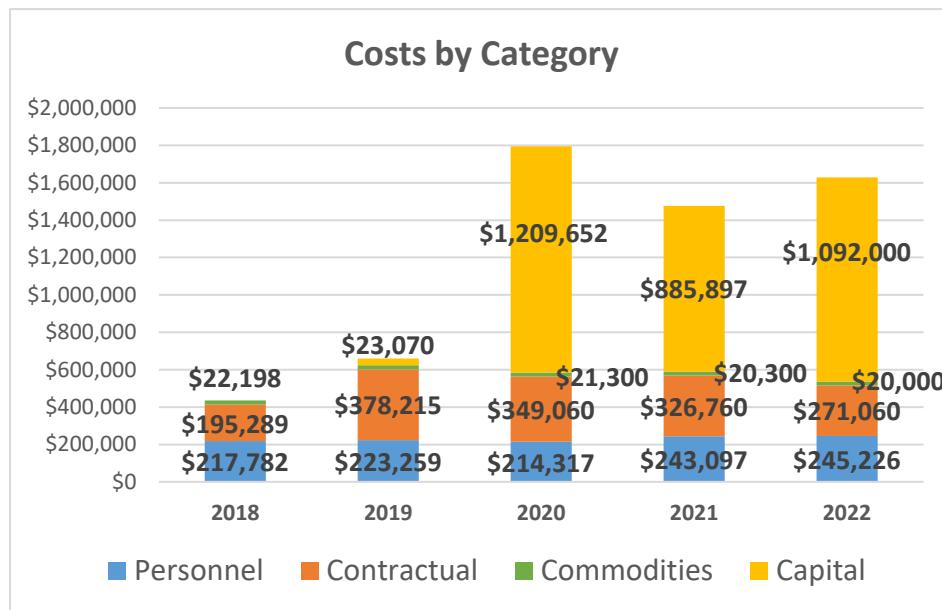
**Division Contact Information**  
Jim Gillam, Director of Public Services  
jgillam@cityofcrestwood.org  
314.729.4722

## 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:** \$1,628,286

**Staffing:** 3.0 FTE



## Cost Changes

Division cost has changed by

**10.3%**

### Increases

Significant increase in Parks capital spending, which is offset by a \$300,000 grant

### Decreases

Decrease in cost of janitorial company from other professional services line item

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2022**

ACTUAL					2021			Account Description			2022 BUDGET		
2016	2017	2018	2019	2020	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
122,585	134,220	135,825	139,815	135,200	149,449	96,689	144,937	505 5011	Wages, Non-Exempt Employees	150,693	150,693	150,693	
6,460	2,560	(5)	3,317	3,439	4,449	2,348	2,433	505 5013	Wages, Part-Time Employees	-	-	-	
8,862	11,971	21,298	18,115	4,059	13,000	3,318	3,575	505 5015	Overtime Wages	13,000	13,000	13,000	
23,815	28,365	35,275	34,024	36,699	47,643	25,131	36,699	510 5110	Health Insurance	51,978	51,978	51,978	
1,200	1,612	1,228	1,061	1,018	1,300	650	1,018	510 5111	Dental Insurance	1,000	1,000	1,000	
606	662	730	748	1,729	1,062	574	614	510 5112	Life/AD&D/LTD Insurance	669	669	669	
62	62	77	46	62	84	49	63	510 5114	Employee Assistance Program	63	63	63	
5,893	4,832	5,425	6,787	6,804	8,011	4,723	6,535	510 5115	Retirement Plan	8,676	8,676	8,676	
4,728	5,659	6,617	7,574	8,076	5,330	4,742	6,894	510 5116	Workers' Compensation Insurance	6,625	6,625	6,625	
7,966	8,655	9,168	9,540	8,291	10,348	6,035	9,359	515 5210	FICA Taxes	10,149	10,149	10,149	
1,863	2,024	2,144	2,231	1,965	2,420	1,412	2,189	515 5211	Medicare Taxes	2,374	2,374	2,374	
<b>184,040</b>	<b>200,624</b>	<b>217,782</b>	<b>223,259</b>	<b>207,342</b>	<b>243,096</b>	<b>145,671</b>	<b>214,317</b>	<b>Total Personnel</b>			<b>245,226</b>	<b>245,226</b>	<b>245,226</b>
250	-	1,040	87	-	1,000	-	-	605 6010	Training and Education	1,000	1,000	1,000	
-	-	3,999	60,853	53,672	65,000	38,643	57,100	610 6115	Other Professional Services	70,000	35,000	35,000	
15,117	16,908	17,025	16,980	16,910	17,000	10,275	16,200	610 6117	Rental Inspections	17,000	17,000	17,000	
2,569	1,690	4,933	11,125	12,775	18,000	7,260	10,000	612 6150	Contract Mowing	15,000	15,000	15,000	
-	-	-	-	-	60,000	-	60,000	612 6157	Pavement Preservation	-	-	-	
43,236	38,204	42,849	40,667	39,294	43,000	24,350	40,000	615 6210	Electric	43,000	43,000	43,000	
6,701	6,849	9,774	8,948	7,363	9,000	5,420	9,000	615 6211	Natural Gas	9,000	9,000	9,000	
2,936	3,117	3,070	3,481	3,520	3,000	1,939	3,000	615 6212	Sewer	3,000	3,000	3,000	
2,323	2,070	2,296	2,738	2,794	3,000	1,513	3,200	615 6213	Water	3,000	3,000	3,000	
78,690	79,217	79,533	73,200	72,373	70,000	42,191	72,500	615 6214	Street Lighting	73,000	73,000	73,000	
1,260	1,225	1,411	1,604	1,861	1,560	1,191	1,455	615 6217	Mobile Phones	1,560	1,560	1,560	
-	-	-	1,828	2,761	500	-	-	620 6311	Maint/Repair Communication Equipment	500	500	500	
16,742	35,329	29,359	129,686	83,869	35,700	45,698	57,000	620 6312	Maint/Repair Buildings / Facilities	70,000	70,000	70,000	
-	221	-	759	-	-	52	53	620 6313	Maint/Repair Other Equipment	-	-	-	
68	-	-	26,259	69,106	-	-	-	630 6452	Other Rentals/Leases	-	-	-	
<b>169,892</b>	<b>184,831</b>	<b>195,289</b>	<b>378,215</b>	<b>366,298</b>	<b>326,760</b>	<b>178,534</b>	<b>329,508</b>	<b>Total Contractual</b>			<b>306,060</b>	<b>271,060</b>	<b>271,060</b>
4,666	5,136	4,050	4,879	6,353	5,000	3,947	5,000	715 7211	Janitorial Supplies	5,000	5,000	5,000	
13,356	14,186	15,272	12,820	13,880	15,000	9,441	13,000	715 7212	Building Maint. Supplies	13,000	13,000	13,000	
-	65	22	-	-	50	1,439	2,000	725 7411	Small Tools & Equipment	2,000	2,000	2,000	
-	949	2,840	5,371	4,052	250	-	-	725 7413	Machinery & Equipment	-	-	-	
20	-	14	-	300	-	-	-	740 7713	Other Supplies	-	-	-	
<b>18,042</b>	<b>20,336</b>	<b>22,198</b>	<b>23,070</b>	<b>24,585</b>	<b>20,300</b>	<b>14,827</b>	<b>20,000</b>	<b>Total Commodities</b>			<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
-	-	-	-	62,770	545,897	262,169	380,000	805 8010	Land Improvements - Parks	632,000	782,000	782,000	
-	-	-	34,753	1,472,702	563,000	355,219	540,000	805 8011	Building & Improvements	330,000	310,000	310,000	
-	-	-	-	23,000	-	-	-	810 8110	Motor Vehicles	-	-	-	
-	-	-	34,753	1,558,472	1,108,897	617,388	920,000	<b>Total Capital</b>			<b>962,000</b>	<b>1,092,000</b>	<b>1,092,000</b>
<b>371,974</b>	<b>405,791</b>	<b>435,269</b>	<b>659,297</b>	<b>2,156,697</b>	<b>1,699,053</b>	<b>956,420</b>	<b>1,483,825</b>	<b>Total Expenditures- PW Facilities/Code</b>			<b>1,533,286</b>	<b>1,628,286</b>	<b>1,628,286</b>

# Street Maintenance

## Division Contact Information

Brian Hibdon, Superintendent of Maintenance

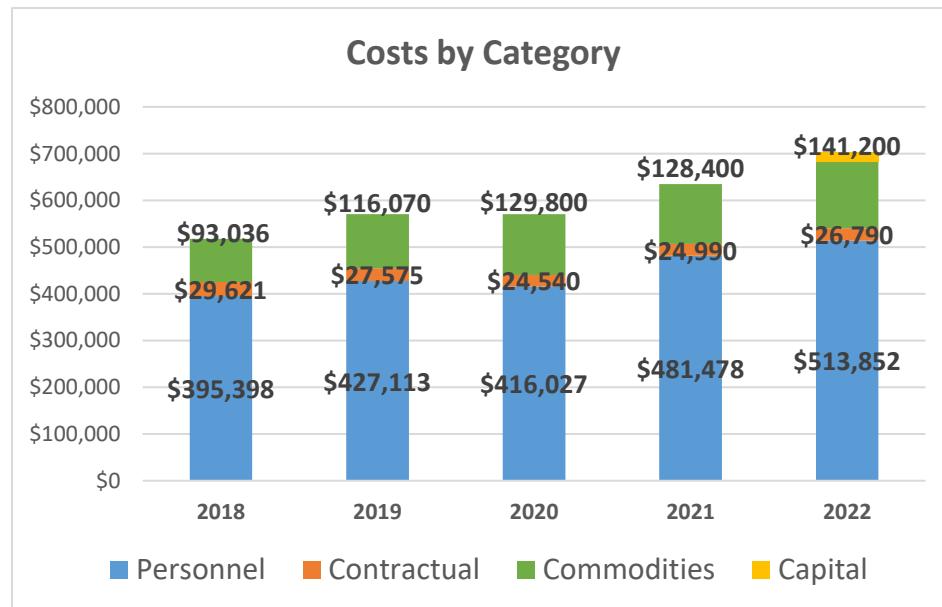
bhibdon@cityofcrestwood.org

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:** \$701,842



**Staffing:** 6.5 FTE

## Cost Changes

Division cost has **changed** by  
**10.5%**

### Increases

Board of Aldermen  
added \$20,000 to  
capital for new street  
lights in City

### Decreases

No significant  
decreases

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description			2022 BUDGET		
2016	2017	2018	2019	2020	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 Recomende	BOA Approved
243,372	251,891	263,817	269,896	279,406	311,226	189,192	271,564	505 5010	Wages, Exempt Employees	-	325,877	325,877	325,877
-	5,812	11,243	11,066	12,047	13,070	7,525	11,774	505 5011	Wages, Non-Exempt Employees	-	13,532	13,532	13,532
14,541	11,042	14,639	30,230	9,790	18,750	9,787	17,813	505 5013	Wages, Part-Time	-	18,938	18,938	18,938
37,760	41,672	49,876	50,853	51,867	66,386	37,803	51,137	510 5110	Overtime Wages	-	74,643	74,643	74,643
2,010	2,916	2,366	1,944	1,812	1,950	1,247	1,785	510 5111	Health Insurance	-	1,999	1,999	1,999
1,231	1,372	1,387	1,347	5,505	1,893	1,018	1,142	510 5112	Dental Insurance	-	1,410	1,410	1,410
124	124	155	93	124	126	98	128	510 5114	Life/AD&D/LTD Insurance	-	126	126	126
9,761	7,000	8,471	12,055	12,857	15,839	9,578	12,733	510 5115	Employee Assistance Program	-	18,275	18,275	18,275
14,392	18,274	22,139	26,608	27,791	25,994	15,827	24,912	510 5116	Retirement Plan	-	31,639	31,639	31,639
15,462	16,181	17,267	18,657	17,912	21,269	12,529	18,671	515 5210	Workers' Compensation Insurance	-	22,217	22,217	22,217
3,616	3,784	4,038	4,363	4,094	4,974	2,930	4,367	515 5211	FICA Taxes	-	5,196	5,196	5,196
<b>342,269</b>	<b>360,070</b>	<b>395,398</b>	<b>427,113</b>	<b>423,205</b>	<b>481,477</b>	<b>287,533</b>	<b>416,027</b>	<b>Total Personnel</b>			<b>513,852</b>	<b>513,852</b>	<b>513,852</b>
1,169	1,705	2,135	655	39	1,500	57	600	605 6010	Training & Education	-	1,500	1,500	1,500
363	1,735	1,148	434	231	-	128	200	605 6011	Travel & Expenses	-	1,000	1,000	1,000
480	495	495	535	592	600	560	560	605 6012	Employee Memberships	-	600	600	600
412	822	599	524	507	750	239	750	610 6111	Medical Services	-	750	750	750
88	25	304	-	15	-	-	-	610 6115	Other Professional Services	-	-	-	-
5,635	5,337	7,629	7,450	6,625	7,500	4,695	7,200	615 6210	Electric	-	7,500	7,500	7,500
4,379	4,471	4,421	4,276	3,286	4,000	2,326	4,000	615 6211	Natural Gas	-	4,000	4,000	4,000
538	856	1,545	664	583	600	363	550	615 6212	Sewer	-	600	600	600
779	854	1,191	688	722	800	452	750	615 6213	Water	-	800	800	800
384	59	-	-	-	-	-	-	615 6215	Telephone	-	-	-	-
840	840	840	840	840	840	560	840	615 6217	Mobile Phones	-	840	840	840
1,129	1,242	425	-	-	-	1,200	-	615 6218	Cable TV	-	-	-	-
-	-	-	2,023	-	-	-	-	615 6311	Maint/Repair Communications Equip	-	300	300	300
5,198	1,943	3,935	5,181	4,651	4,000	10,216	13,000	620 6312	Maint/Repair Building/Facilities	-	6,000	6,000	6,000
175	-	1,859	-	502	500	-	-	620 6313	Maint/Repair Other Equipment	-	500	500	500
644	553	1,327	2,287	3,555	900	75	800	620 6315	Solid Waste Disposal	-	900	900	900
829	893	1,690	1,175	1,678	1,500	1,040	1,500	630 6450	Equipment Rental	-	1,500	1,500	1,500
-	473	-	670	-	-	-	-	630 6452	Other Rentals/Leases	-	-	-	-
-	-	78	-	-	-	-	-	640 6611	Periodicals & Books	-	-	-	-
-	-	-	173	-	300	-	300	645 6710	Public Relations & Promotions	-	-	-	-
<b>23,041</b>	<b>22,302</b>	<b>29,621</b>	<b>27,575</b>	<b>23,826</b>	<b>24,990</b>	<b>20,710</b>	<b>31,050</b>	<b>Total Contractual</b>			<b>26,790</b>	<b>26,790</b>	<b>26,790</b>

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description			2022 BUDGET		
2016	2017	2018	2019	2020	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 Recomende	BOA Approved
4,652	4,959	4,584	6,053	4,781	7,500	3,124	6,000	705	7010 Uniforms/Clothing		7,500	7,500	7,500
-	-	6,561	166	491	1,000	590	900	710	7110 Office Supplies		900	900	900
575	996	677	840	525	1,000	437	1,000	715	7210 Household Supplies		1,500	1,500	1,500
390	497	649	922	1,197	1,000	211	1,000	715	7211 Janitorial Supplies		1,000	1,000	1,000
289	862	2,907	1,429	1,099	1,200	249	900	715	7212 Building Maint. Supplies		1,000	1,000	1,000
1,148	217	419	205	225	400	149	400	715	7213 General Maint. Supplies		500	500	500
441	374	630	524	1,066	700	980	1,200	725	7411 Small Tools & Equipment		1,200	1,200	1,200
828	1,534	9,703	1,948	1,976	2,000	-	2,000	725	7413 Machinery & Equipment		2,000	2,000	2,000
8,618	10,760	17,819	15,242	3,743	20,000	15,429	22,000	730	7510 Concrete		25,000	25,000	25,000
12,216	8,727	4,424	17,907	18,616	20,000	8,609	20,000	730	7511 Asphalt		20,000	20,000	20,000
1,364	1,022	1,704	1,395	819	1,600	1,144	1,600	730	7512 Rock		1,600	1,600	1,600
54,253	3,011	21,214	48,729	58,052	50,000	29,599	50,000	730	7513 Salt		55,000	55,000	55,000
8,995	9,863	7,631	8,076	4,982	10,000	507	8,000	730	7514 Crack Sealant		10,000	10,000	10,000
5,768	5,472	5,498	3,219	5,041	4,500	4,671	5,500	730	7516 Signs		5,500	5,500	5,500
4,335	4,397	5,857	7,062	5,404	5,000	3,421	6,000	730	7517 Street Supplies		6,000	6,000	6,000
297	167	263	185	557	300	-	300	735	7611 Medical Supplies		300	300	300
1,104	1,108	1,010	1,107	1,954	1,200	93	1,200	735	7612 Safety Equipment & Supplies		1,200	1,200	1,200
-	144	1,486	1,062	984	1,000	564	1,000	740	7711 Agricultural Supplies		1,000	1,000	1,000
306	-	-	-	-	-	-	-	740	7713 Other Supplies		-	-	-
<b>105,580</b>	<b>54,110</b>	<b>93,036</b>	<b>116,070</b>	<b>111,513</b>	<b>128,400</b>	<b>69,776</b>	<b>129,000</b>	<b>Total Commodities</b>			<b>141,200</b>	<b>141,200</b>	<b>141,200</b>
-	-	-	-	-	-	-	-	805	8010 Land Improvements - Streets		-	20,000	20,000
-	-	-	-	-	-	-	-		<b>Total Capital</b>		-	<b>20,000</b>	<b>20,000</b>
<b>470,890</b>	<b>436,482</b>	<b>518,055</b>	<b>570,758</b>	<b>558,544</b>	<b>634,867</b>	<b>378,019</b>	<b>576,077</b>	<b>Total Expenditures- PW Maintenance</b>			<b>681,842</b>	<b>701,842</b>	<b>701,842</b>

# Fleet Management

## Division Contact Information

Brian Hibdon, Superintendent of Maintenance

bhibdon@cityofcrestwood.org

314.729.4730

### Division Summary:

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

**Budget Summary:** \$159,492

**Staffing:** 1.00 FTE



### Cost Changes

Division cost has changed by

**6.3%**

#### Increases

No significant increases

#### Decreases

No significant decreases

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2022**

ACTUAL					2021			Account Description PUBLIC WORKS FLEET MANAGEMENT 10-35-063-XXX-XXXX		2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE			Dept, City Adm.	Ways & Means Recommendation	BOA Approved
52,067	50,411	48,888	53,161	49,431	51,255	33,542	49,115	505 5011 Wages, Non-Exempt Employees		53,062	53,062	53,062
2,654	-	-	-	-	-	-	-	505 5013 Wages, Part-Time Employees		-	-	-
1,393	1,313	1,272	4,435	1,748	1,750	1,756	3,487	505 5015 Overtime Wages		3,250	3,250	3,250
5,676	5,044	7,271	7,908	12,750	20,460	13,327	12,750	510 5110 Health Insurance		21,277	21,277	21,277
382	369	409	354	308	325	217	308	510 5111 Dental Insurance		333	333	333
245	212	258	269	711	313	178	231	510 5112 Life/AD&D/LTD Insurance		231	231	231
21	21	26	15	21	21	16	21	510 5114 Employee Assistance Program		21	21	21
2,369	1,739	1,740	2,238	2,212	2,544	1,694	2,314	510 5115 Retirement Plan		2,985	2,985	2,985
1,505	1,569	1,780	2,218	2,148	1,674	1,175	1,983	510 5116 Workers' Compensation Insurance		2,125	2,125	2,125
3,322	3,056	3,133	3,534	2,590	3,286	1,955	3,261	515 5210 FICA Taxes		3,491	3,491	3,491
777	715	733	826	678	769	457	763	515 5211 Medicare Taxes		817	817	817
<b>70,411</b>	<b>64,448</b>	<b>65,510</b>	<b>74,959</b>	<b>72,596</b>	<b>82,397</b>	<b>54,317</b>	<b>74,234</b>	<b>Total Personnel</b>		<b>87,592</b>	<b>87,592</b>	<b>87,592</b>
225	-	1,069	45	227	300	-	100	605 6010 Training & Education		300	300	300
-	-	231	-	-	-	-	-	605 6011 Travel & Expenses		-	-	-
6,191	10,895	1,232	1,802	4,233	5,000	1,382	5,000	620 6310 Maintenance/Repair Motor Vehicles		5,000	5,000	5,000
3,398	1,989	2,190	709	450	2,500	290	2,000	620 6313 Maintenance/Repair Other Equipment		2,000	2,000	2,000
-	-	-	-	-	100	-	-	640 6611 Periodicals & Books		100	100	100
<b>9,814</b>	<b>12,885</b>	<b>4,722</b>	<b>2,556</b>	<b>4,911</b>	<b>7,900</b>	<b>1,672</b>	<b>7,100</b>	<b>Total Contractual</b>		<b>7,400</b>	<b>7,400</b>	<b>7,400</b>
16,353	14,492	23,078	22,938	13,371	21,000	12,542	21,000	720 7310 Motor Vehicle Fuel		23,000	23,000	23,000
5,142	2,856	3,851	3,467	3,019	3,500	1,811	3,500	720 7311 Motor Vehicle Fluids		3,800	3,800	3,800
16,098	15,311	12,211	10,594	10,124	10,000	3,743	9,000	720 7312 Motor Vehicle Parts		11,000	11,000	11,000
5,744	7,303	1,861	3,350	2,142	2,500	1,461	2,500	720 7313 Motor Vehicle Tools		2,500	2,500	2,500
9,887	5,778	6,582	4,724	5,724	5,000	2,536	5,000	720 7314 Motor Vehicle Tires		5,500	5,500	5,500
849	268	316	50	373	400	63	400	725 7410 Welding Supplies		400	400	400
1,467	329	1,774	626	914	700	543	800	725 7411 Small Tools		700	700	700
9,084	10,442	14,149	12,508	14,013	9,500	5,228	9,500	725 7412 Equipment Parts		10,500	10,500	10,500
4,515	855	7,366	3,459	5,244	5,000	423	5,000	725 7413 Machinery & Equipment		5,000	5,000	5,000
650	-	2,079	650	-	1,400	699	1,400	730 7112 Software Licensing		1,400	1,400	1,400
858	881	1,060	798	367	700	214	650	735 7612 Safety Equipment & Supplies		700	700	700
224	-	-	-	-	-	-	-	740 7713 Other Supplies		-	-	-
<b>70,873</b>	<b>58,516</b>	<b>74,327</b>	<b>63,164</b>	<b>55,291</b>	<b>59,700</b>	<b>29,261</b>	<b>58,750</b>	<b>Total Commodities</b>		<b>64,500</b>	<b>64,500</b>	<b>64,500</b>
<b>151,098</b>	<b>135,849</b>	<b>144,559</b>	<b>140,679</b>	<b>132,798</b>	<b>149,997</b>	<b>85,250</b>	<b>140,084</b>	<b>Total Expenditures- PW Fleet Mnmt</b>		<b>159,492</b>	<b>159,492</b>	<b>159,492</b>



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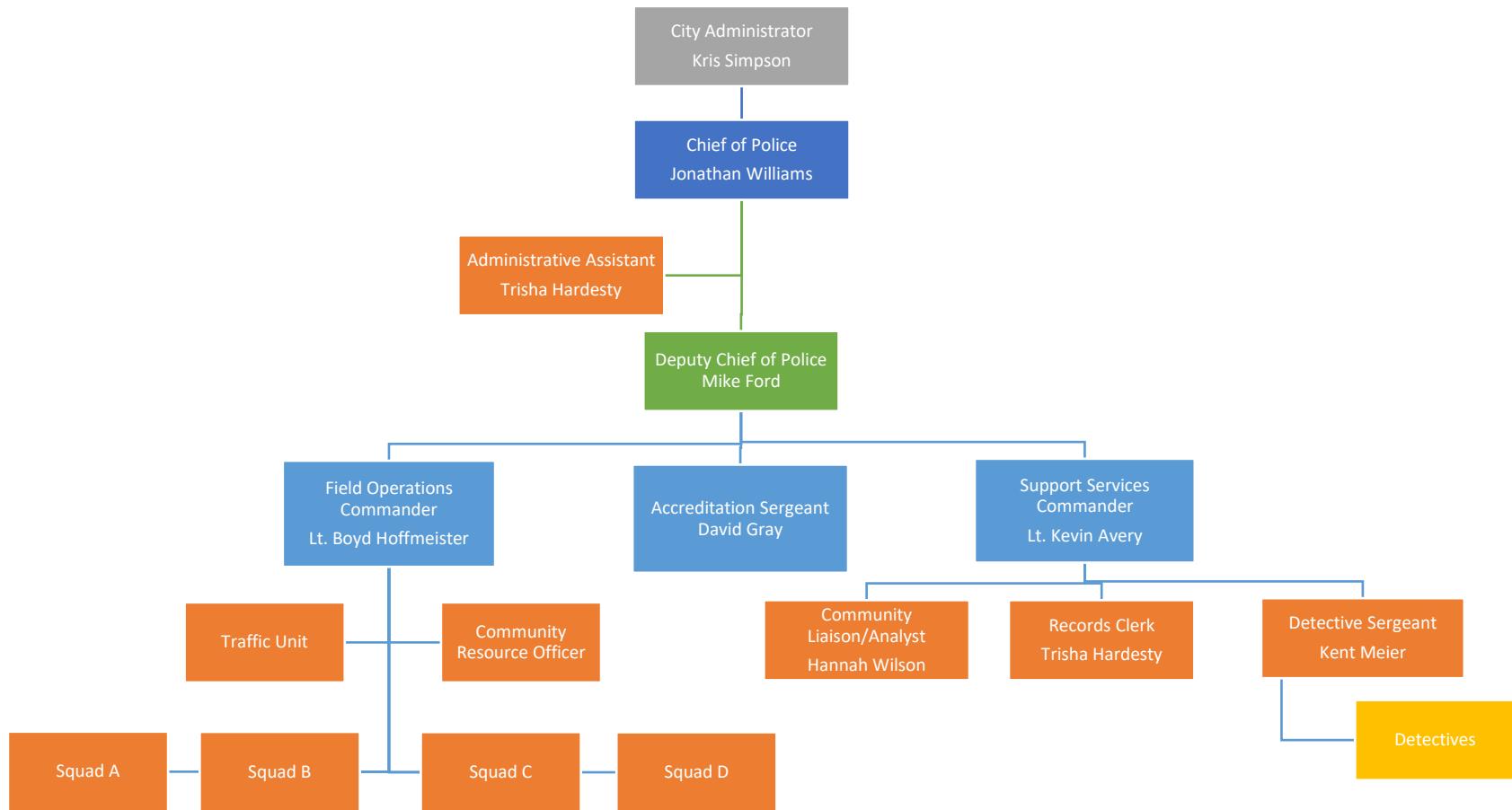
## DEPARTMENTAL BUDGETS

### General Fund

#### **Police Department**

##### **In this Section:**

Police Department	\$3,244,346
<b>TOTAL</b>	<b>\$3,244,346</b>



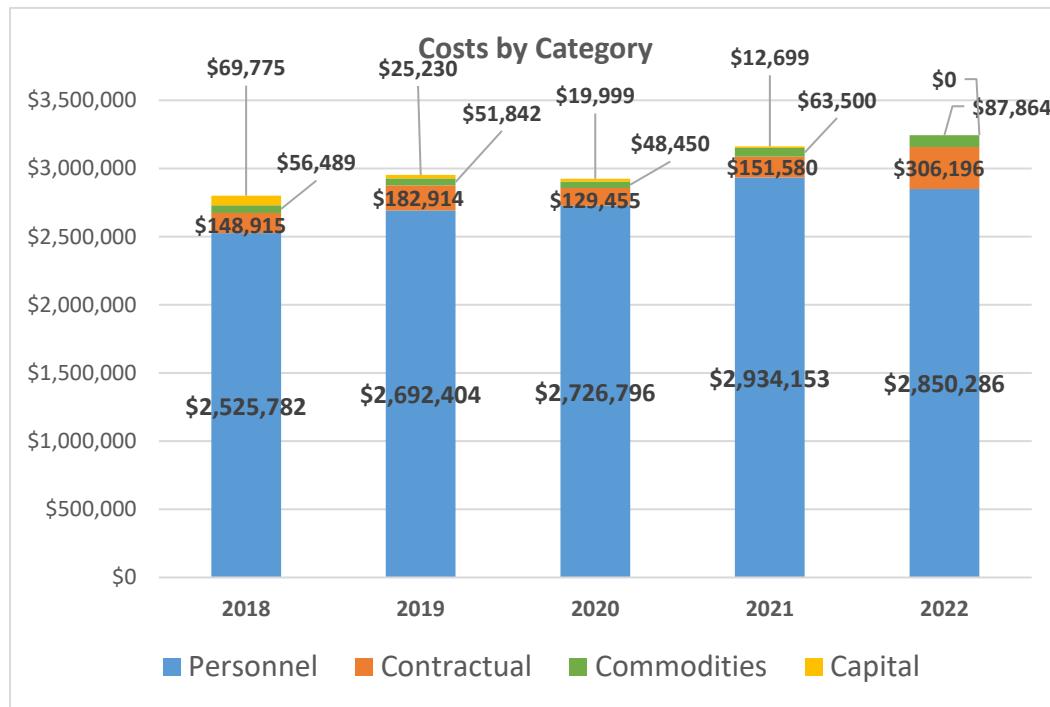
# Police Department

**Division Contact Information**  
Jonathan Williams, Chief of Police  
[jwilliams@cityofcrestwood.org](mailto: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 less than 3 minutes. All officers are state certified and up-to-date with 48-hour continuing education requirements. The Department also received their Accreditation through the Missouri Police Chiefs Association in 2021.

## Budget Summary: \$3,244,346



## Staffing: 29.0 FTE

## Cost Changes

Division cost has **changed** by

**2.6%**

### Increases

Increase in the cost of the dispatching contract with the City of Sunset Hills to full amount of \$135,000.

### Decreases

Decrease in overall wages with the outsourcing of Police dispatch

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description			2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	POLICE 10-40-070-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommande	BOA Approved
88,036	92,101	180,071	178,880	190,701	184,729	113,097	195,569	505	5010 Salaries, Exempt Employees	190,052	190,052	190,052	
1,622,177	1,612,759	1,675,172	1,790,968	1,839,339	1,866,010	1,226,266	1,793,161	505	5011 Wages, Non-Exempt Employees	1,784,420	1,784,420	1,784,420	
-	-	-	4,395	4,491	4,449	3,011	5,612	505	5013 Wages, Part-Time Employees	4,500	4,500	4,500	
47,040	48,497	41,981	37,191	23,748	41,000	24,340	41,000	505	5015 Overtime Wages	60,000	60,000	60,000	
-	-	-	1,655	425	3,000	-	-	505	5020 Overtime-BOA	-	-	-	
5,946	7,530	7,710	8,335	1,407	6,500	-	-	505	5021 Overtime Wages - Court	-	-	-	
275,405	292,048	306,487	322,464	349,741	430,034	226,432	353,850	510	5110 Health Insurance	382,838	382,838	382,838	
15,063	15,995	13,243	11,563	10,935	11,378	6,582	11,039	510	5111 Dental Insurance	9,663	9,663	9,663	
6,932	8,070	9,270	9,350	22,271	11,939	6,537	7,572	510	5112 Life/AD&D/LTD Insurance	7,986	7,986	7,986	
681	686	872	526	702	736	533	716	510	5114 Employee Assistance Program	610	610	610	
68,761	58,531	60,240	73,559	97,882	113,544	70,695	76,427	510	5115 Retirement Plan	128,538	128,538	128,538	
53,337	59,154	71,117	86,881	96,643	78,569	52,698	92,965	510	5116 Workers' Compensation Ins.	104,861	104,861	104,861	
17,458	16,962	20,712	17,884	16,341	21,180	11,658	13,084	510	5117 Uniform/Clothing Allowance	21,180	21,180	21,180	
103,056	105,281	112,580	120,580	120,978	130,553	81,577	125,045	515	5210 FICA Taxes	126,137	126,137	126,137	
24,102	24,623	26,327	28,172	28,540	30,532	19,073	29,244	515	5211 Medicare Taxes	29,500	29,500	29,500	
<b>2,327,992</b>	<b>2,342,237</b>	<b>2,525,782</b>	<b>2,692,404</b>	<b>2,804,143</b>	<b>2,934,153</b>	<b>1,842,500</b>	<b>2,745,284</b>	<b>Total Personnel</b>			<b>2,850,286</b>	<b>2,850,286</b>	<b>2,850,286</b>
8,523	9,398	7,186	9,757	9,125	11,250	8,180	12,270	605	6010 Training & Education	14,000	14,000	14,000	
(446)	1,690	(1,543)	1,212	-	2,000	-	500	605	6011 Travel & Expenses	3,100	3,100	3,100	
1,090	1,450	828	1,000	550	1,100	1,095	1,095	605	6012 Employee Memberships	1,220	1,220	1,220	
1,435	2,306	339	-	55	2,000	-	2,000	605	6015 Training & Education (POST)	500	500	500	
408	618	458	192	-	400	350	600	605	6016 Testing	600	600	600	
-	-	-	-	-	-	-	-	610	6110 Legal Services	10,000	10,000	10,000	
1,933	3,825	3,470	2,538	969	2,700	1,692	2,115	610	6111 Medical Services	2,700	2,700	2,700	
3,714	5,371	3,690	6,345	4,078	73,300	5,669	6,200	610	6115 Other Professional Services	6,700	6,700	6,700	
645	716	590	285	167	500	95	150	610	6121 Prisoner Services	500	500	500	
2,995	2,820	2,483	3,281	3,816	3,600	2,424	3,636	615	6217 Mobile Phones	4,100	4,100	4,100	
166	1,292	155	455	96	200	466	700	620	6310 Maint/Repair Motor Vehicles	1,500	1,500	1,500	
1,192	1,422	5,643	39,939	1,563	4,850	8,689	8,689	620	6311 Maint/Repair Communications Eq.	5,600	5,600	5,600	
56	-	115	-	-	500	437	655	620	6313 Maint/Repair Other Equipment	750	750	750	
16,243	10,768	10,465	14,988	9,710	27,749	18,287	18,287	620	6316 Maintenance Agreements	26,277	26,277	26,277	
567	1,763	408	502	-	2,000	375	655	620	6318 Maint/Repair Emerg. Equipment	2,000	2,000	2,000	
64,006	59,012	74,075	61,698	66,312	68,250	38,610	68,250	625	6410 Rejis Services	71,500	71,500	71,500	
35,595	35,595	35,595	35,595	28,926	23,310	19,128	19,128	625	6411 Dispatch Software Lease	14,399	14,399	14,399	
-	-	-	-	-	-	67,500	67,500	625	6413 Dispatch Contract	135,000	135,000	135,000	
1,908	1,908	1,908	1,908	1,908	2,000	-	-	630	6452 Other Rentals/Leases	2,000	2,000	2,000	
899	657	-	660	-	675	275	413	640	6611 Periodicals & Books	500	500	500	
1,541	1,369	964	905	668	1,500	629	944	645	6710 Public Relations & Promotion	1,500	1,500	1,500	
2,603	3,403	1,320	652	25	1,000	466	700	645	6711 Printing & Binding	750	750	750	
790	-	-	-	-	200	-	200	645	6712 Advertising & Publication	200	200	200	
191	849	715	996	45	700	428	642	645	6715 D.A.R.E. Program Expense	700	700	700	
16	-	51	6	-	45	377	400	650	6810 Postage	100	100	100	
<b>146,068</b>	<b>146,231</b>	<b>148,915</b>	<b>182,914</b>	<b>128,012</b>	<b>229,829</b>	<b>175,171</b>	<b>215,729</b>	<b>Total Contractual</b>			<b>306,196</b>	<b>306,196</b>	<b>306,196</b>

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description			2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	POLICE 10-40-070-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommendation	BOA Approved
2,050	6,784	536	328	262	750	213	750	705	7010 Uniform/Clothing	-	-	-	-
1,480	1,357	1,646	1,747	1,753	2,100	744	1,116	710	7110 Office Supplies	1,800	1,800	1,800	
117	-	654	192	-	250	502	702	710	7112 Photographic Supplies	500	500	500	
-	634	1,670	68	86	1,000	1,483	1,483	710	7114 Accreditation Supplies	500	500	500	
676	702	499	785	926	1,000	331	497	715	7210 Household Supplies	1,000	1,000	1,000	
28,141	27,199	31,824	31,836	24,048	32,000	20,388	30,582	720	7310 Motor Vehicle Fuel	38,500	38,500	38,500	
-	-	-	-	-	56,655	57,059	57,059	725	7614 Public Safety Supplies	23,714	22,514	22,514	
-	891	-	-	-	-	-	-	730	7112 Software Licensing	-	-	-	
5,146	4,786	8,987	-	4,033	13,000	3,880	13,000	735	7610 Firearms	7,400	7,400	7,400	
775	4,650	3,100	4,297	3,250	6,200	3,465	5,200	735	7613 Bullet Proof Vest Program	8,250	8,250	8,250	
3,021	1,783	7,270	3,875	6,427	6,200	4,941	7,412	740	7713 Other Supplies	6,200	6,200	6,200	
425	1,032	279	8,204	378	1,000	709	1,054	740	7714 Prisoner Supplies	1,200	1,200	1,200	
-	-	-	511	-	-	-	-	740	7720 Other Supplies- The Alternative*	-	-	-	
-	-	-	24	-	-	-	-	750	7500 Donation Expenditures	-	-	-	
<b>41,830</b>	<b>49,817</b>	<b>56,489</b>	<b>51,842</b>	<b>41,163</b>	<b>120,155</b>	<b>93,717</b>	<b>118,855</b>	<b>Total Commodities</b>			<b>89,064</b>	<b>87,864</b>	<b>87,864</b>
-	-	60,000	-	-	-	135	135	805	8011 Building & Improvements	-	-	-	
-	-	-	23,790	-	2,700	1,287	2,700	830	8211 Other Equipment & Machinery	-	-	-	
-	5,509	9,775	1,440	4,853	9,999	-	-	899	8211 Grant Equipment & Machinery	-	-	-	
-	<b>5,509</b>	<b>69,775</b>	<b>25,230</b>	<b>4,853</b>	<b>12,699</b>	<b>1,422</b>	<b>2,835</b>	<b>Total Capital</b>			-	-	-
<b>2,515,889</b>	<b>2,543,794</b>	<b>2,800,961</b>	<b>2,952,390</b>	<b>2,978,171</b>	<b>3,296,836</b>	<b>2,112,810</b>	<b>3,082,703</b>	<b>Total Expenditures- Police</b>			<b>3,245,546</b>	<b>3,244,346</b>	<b>3,244,346</b>



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## DEPARTMENTAL BUDGETS

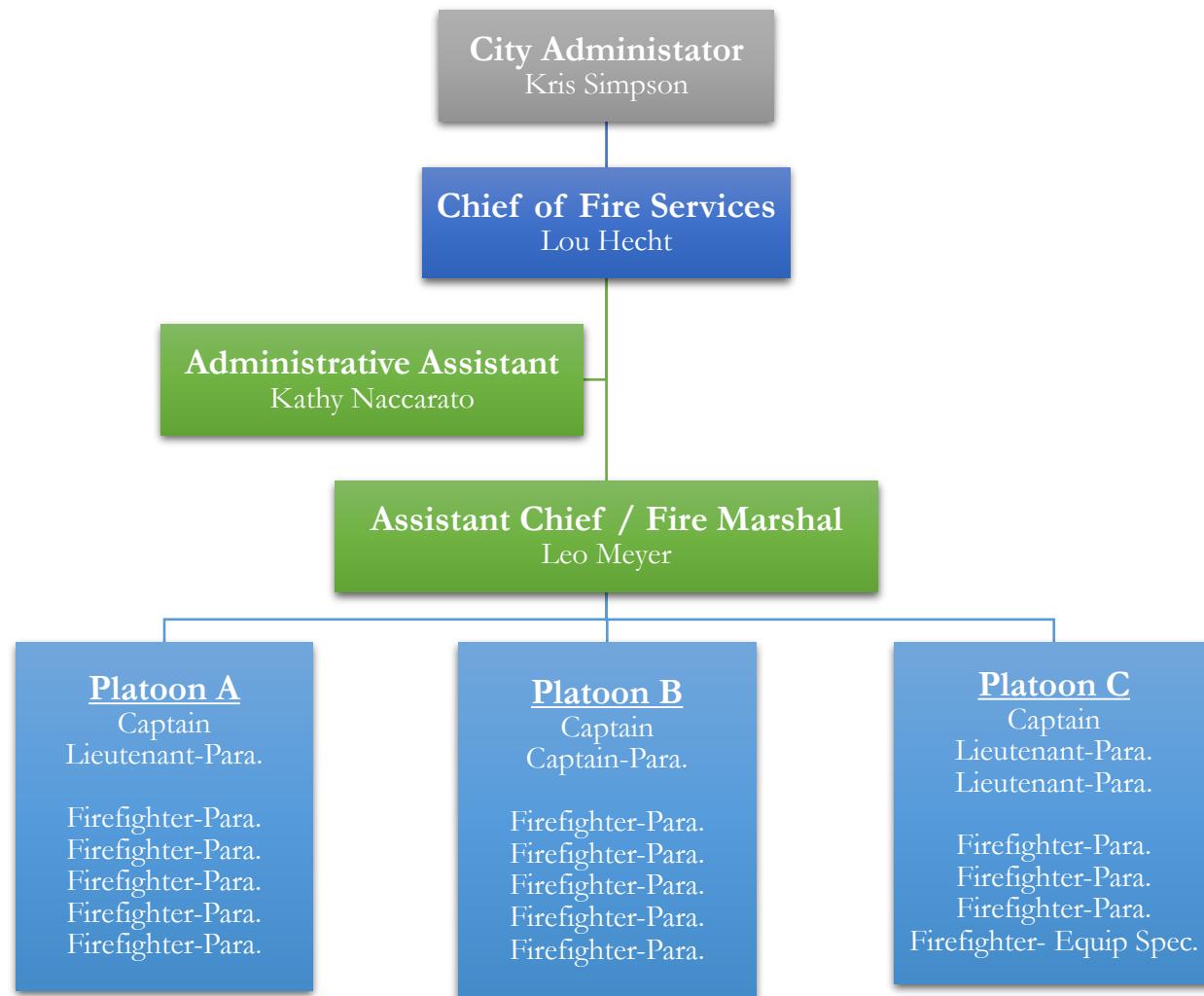
### General Fund

#### **Department of Fire Services**

**In this section:**

Fire Department      \$3,833,218

**TOTAL**      **\$3,833,218**



# Department of Fire Services

## Division Contact Information

**Lou Hecht, Fire Chief**  
lhecht@cityofcrestwood.org  
314.729.4740

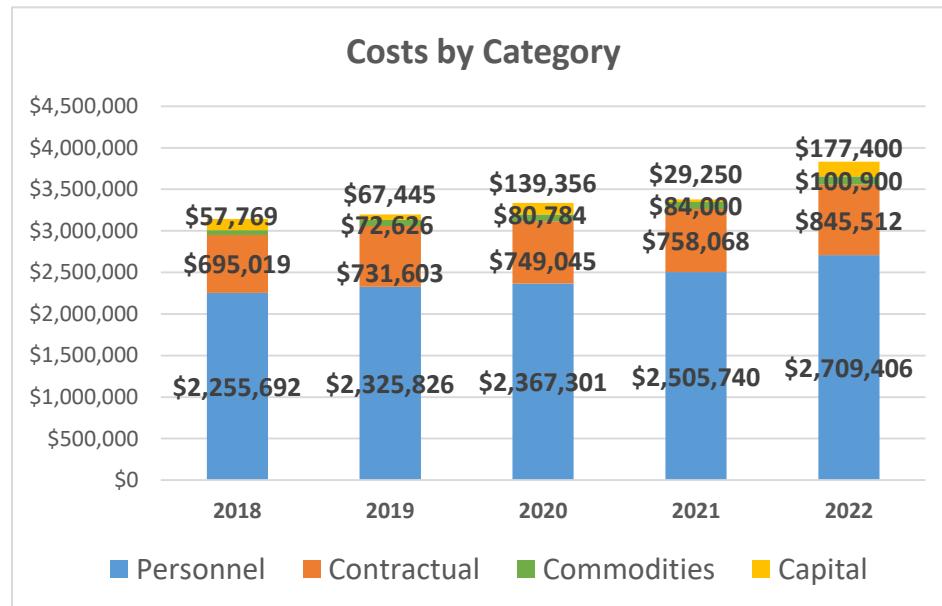
### Division Summary:

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:** \$3,833,218

**Staffing:** 25.0 FTE



### Cost Changes

Division cost has **changed** by

**13.5%**

#### Increases

Significant step increase, per new CBA; increase in purchasing new rescue tools and remodeling costs of Fire Station

#### Decreases

No significant decreases

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description				2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FIRE 10-45-080-XXX-XXXX				Dept, City Adm. Recommended	Ways & Means Recommendde	BOA Approved
89,981	138,671	166,406	180,094	189,365	193,809	126,386	188,309	505	5010	Salaries, Exempt Employees	199,895	199,895	199,895	
1,225,730	1,245,908	1,308,158	1,300,834	1,354,671	1,422,106	928,793	1,323,648	505	5011	Wages, Non-Exempt Employees	1,541,278	1,541,278	1,541,278	
155,821	141,774	88,844	118,708	90,888	85,000	84,532	84,223	505	5015	Overtime Wages	90,000	90,000	90,000	
18,842	16,402	21,705	17,539	17,833	20,000	19,291	17,772	505	5017	FLSA Overtime Wages	25,000	25,000	25,000	
54,181	38,206	58,020	59,465	41,959	61,949	46,312	61,636	505	5018	Wages, Holiday pay	66,907	66,907	66,907	
177,467	211,815	251,627	281,802	309,207	352,681	218,570	309,207	510	5110	Health Insurance	360,520	360,520	360,520	
9,218	11,758	9,344	8,146	7,598	8,127	5,000	7,598	510	5111	Dental Insurance	8,330	8,330	8,330	
5,890	6,292	7,283	7,151	19,308	9,362	5,090	5,664	510	5112	Life/AD&D/LTD Insurance	7,234	7,234	7,234	
464	475	635	372	495	525	396	584	510	5114	Employee Assistance Program	525	525	525	
103,099	80,404	96,590	91,684	86,522	80,229	53,463	108,913	510	5115	Retirement Plan	92,308	92,308	92,308	
85,379	103,768	111,215	127,846	145,066	121,163	82,170	119,637	510	5116	Workers' Compensation Insurance	154,093	154,093	154,093	
13,325	13,600	16,377	10,456	10,535	14,400	12,425	11,929	510	5117	Uniform/Clothing Allowance	16,200	16,200	16,200	
90,644	94,908	96,840	98,679	98,830	110,538	70,642	103,886	515	5210	FICA Taxes	119,231	119,231	119,231	
21,199	22,196	22,648	23,050	22,417	25,852	16,521	24,296	515	5211	Medicare Taxes	27,885	27,885	27,885	
<b>2,051,241</b>	<b>2,126,178</b>	<b>2,255,692</b>	<b>2,325,826</b>	<b>2,394,695</b>	<b>2,505,741</b>	<b>1,669,592</b>	<b>2,367,301</b>	<b>Total Personnel</b>				<b>2,709,406</b>	<b>2,709,406</b>	<b>2,709,406</b>
5,009	10,165	11,335	16,718	7,839	14,500	14,176	15,000	605	6010	Training & Education	25,702	25,702	25,702	
1,176	2,295	2,833	4,630	770	4,500	3,758	5,500	605	6011	Travel & Expenses	6,000	6,000	6,000	
988	1,107	2,686	4,170	2,601	3,310	387	3,310	605	6012	Employee Memberships	5,110	5,110	5,110	
725	(95)	1,080	147	247	1,000	307	600	605	6016	Testing	1,000	1,000	1,000	
15,000	17,750	19,315	17,560	18,910	18,000	17,015	20,000	610	6111	Medical Services	20,000	20,000	20,000	
230	282	-	3,925	1,948	14,000	5,419	14,000	610	6115	Other Professional Services	11,000	11,000	11,000	
444,605	540,518	558,654	568,907	575,824	565,000	-	585,000	610	6116	Contracted Fire Protection	575,000	575,000	575,000	
876	2,019	3,172	4,630	3,149	3,000	1,830	2,800	615	6217	Mobile Phones	4,000	4,000	4,000	
1,367	3,856	15,370	22,594	36,097	20,000	8,146	25,000	620	6310	Maint/Repair Motor Vehicles	44,000	44,000	44,000	
2,448	1,324	1,086	4,964	15,780	1,500	-	1,500	620	6311	Maint/Repair Communications Equip.	3,000	3,000	3,000	
4,632	5,528	3,234	3,656	3,097	3,000	1,916	3,000	620	6313	Maint/Repair Other Equipment	5,500	5,500	5,500	
-	-	-	-	-	-	-	-	620	6314	Software Maintenance	-	-	-	
3,001	1,318	1,768	5,346	9,333	5,191	3,716	5,791	620	6316	Maintenance Agreement	9,000	9,000	9,000	
70,000	70,000	70,912	69,088	99,445	99,517	99,305	99,305	625	6413	Central County Dispatch	127,000	127,000	127,000	
209	950	1,670	1,825	2,360	3,000	2,010	3,000	640	6610	City Memberships	3,000	3,000	3,000	
29	259	61	280	-	500	278	500	640	6611	Periodicals & Books	2,000	2,000	2,000	
1,406	409	1,698	2,752	1,620	1,500	894	1,500	645	6710	Public Relations & Promotion	2,500	2,500	2,500	
454	929	125	397	432	500	322	500	645	6711	Printing & Binding	1,500	1,500	1,500	
-	-	-	-	-	-	-	-	645	6712	Advertising & Publication	100	100	100	
27	15	20	15	-	50	-	-	650	6810	Postage	100	100	100	
<b>552,182</b>	<b>658,628</b>	<b>695,019</b>	<b>731,603</b>	<b>779,453</b>	<b>758,068</b>	<b>159,480</b>	<b>786,306</b>	<b>Total Contractual</b>				<b>845,512</b>	<b>845,512</b>	<b>845,512</b>

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2022**

<b>ACTUAL</b>					<b>2021</b>			<b>Account Description</b>				<b>2022 BUDGET</b>			
<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>BUDGET Amended</b>	<b>8/31 YTD ACTUAL</b>	<b>12/31 YTD ESTIMATE</b>	<b>FIRE 10-45-080-XXX-XXXX</b>				<b>Dept, City Adm. Recommended</b>	<b>Ways &amp; Means Recommendde</b>	<b>BOA Approved</b>	
1,570	3,615	15	957	1,414	2,000	738	1,500	705	7010	Uniform/Clothing	2,000	2,000	2,000		
4,747	3,897	18,891	34,418	24,851	27,400	4,062	27,400	705	7011	Personal Protective Equipment	31,500	31,500	31,500		
290	598	1,303	3,171	2,705	1,000	861	1,500	710	7110	Office Supplies	1,500	1,500	1,500		
-	-	-	-	-	100	174	800	710	7112	Photographic Supplies	400	400	400		
1,271	1,971	1,212	1,767	1,700	2,000	824	2,000	715	7210	Household Supplies	3,000	3,000	3,000		
302	1,690	1,144	549	1,137	1,000	613	1,200	715	7211	Janitorial Supplies	1,500	1,500	1,500		
6,474	8,195	11,881	10,487	6,346	10,500	5,722	10,500	720	7310	Motor Vehicle Fuel	12,500	12,500	12,500		
1,838	324	365	439	148	1,000	356	1,000	720	7311	Motor Vehicle Fluids	1,000	1,000	1,000		
8,114	6,279	3,913	446	6,449	6,000	2,930	10,000	720	7312	Motor Vehicle Parts	8,000	8,000	8,000		
1,339	2,563	3,529	1,849	-	3,000	507	1,000	720	7314	Motor Vehicle Tires	3,000	3,000	3,000		
3,301	4,131	1,827	3,331	3,835	3,000	1,629	3,000	725	7411	Small Tools & Equipment	4,500	4,500	4,500		
-	-	2,250	7,095	20,325	18,000	11,459	17,500	730	7112	Software Licensing	18,000	18,000	18,000		
5,809	4,211	5,394	5,584	3,529	5,000	2,825	5,000	735	7611	Medical Supplies	8,000	8,000	8,000		
1,995	2,657	1,776	501	134	1,000	-	500	740	7712	Chemical Supplies	2,000	2,000	2,000		
1,812	964	768	494	1,044	1,000	88	1,000	740	7713	Other Supplies	1,500	1,500	1,500		
821	363	977	538	-	1,000	-	250	740	7715	Appliances	1,000	1,000	1,000		
2,468	2,165	2,524	999	-	1,000	-	-	750	7500	Donation Exp	1,500	1,500	1,500		
<b>42,151</b>	<b>43,623</b>	<b>57,769</b>	<b>72,626</b>	<b>73,618</b>	<b>84,000</b>	<b>32,789</b>	<b>84,150</b>	<b>Total Commodities</b>				<b>100,900</b>	<b>100,900</b>	<b>100,900</b>	
-	-	-	-	49,356	-	-	-	810	8110	Motor Vehicles	55,000	55,000	55,000		
-	-	134,663	67,445	91,441	29,250	4,600	29,000	830	8211	Other Equipment & Machinery	122,400	122,400	122,400		
-	-	-	-	-	-	-	-	899	8211	Grant Equipment & Machinery	-	-	-		
-	-	<b>134,663</b>	<b>67,445</b>	<b>140,797</b>	<b>29,250</b>	<b>4,600</b>	<b>29,000</b>	<b>Total Capital</b>				<b>177,400</b>	<b>177,400</b>	<b>177,400</b>	
<b>2,645,574</b>	<b>2,828,428</b>	<b>3,143,143</b>	<b>3,197,500</b>	<b>3,388,562</b>	<b>3,377,059</b>	<b>1,866,460</b>	<b>3,266,757</b>	<b>Total Expenditures- Fire</b>				<b>3,833,218</b>	<b>3,833,218</b>	<b>3,833,218</b>	



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## DEPARTMENTAL BUDGETS

### General Fund

#### **American Rescue Plan Act of 2021**

**In this section:**

ARPA	\$1,130,000
<b>TOTAL</b>	<b>\$1,130,000</b>

# American Rescue Plan Act

## Division Contact Information

Kris Simpson, City Administrator

[ksimpson@cityofcrestwood.org](mailto:ksimpson@cityofcrestwood.org)

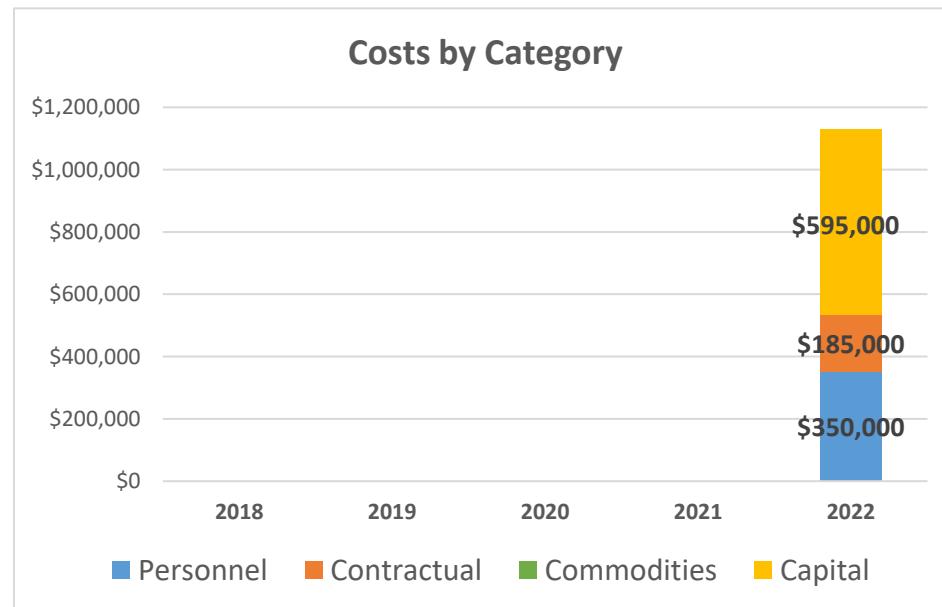
314.729.4780

### Division Summary:

The American Rescue Plan Act of 2021, also known as the COVID-19 Stimulus Package, was passed by the 117<sup>th</sup> United States Congress in March 2021. In FY2021, the City received \$1,193,965 and will receive the same amount in FY2022, for a total of nearly \$2.4 million overall. All funds due to the City will be spent out of this line item, with descriptions on the next page, and must be spent in its entirety by FY 2024.

**Budget Summary:** \$1,130,000

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by

---- %

#### Increases

Creation of the line item to dispense the funds from the Federal Government through the ARPA program

#### Decreases

No significant decreases

# American Rescue Plan Act

## Division Contact Information

Kris Simpson, City Administrator

[ksimpson@cityofcrestwood.org](mailto:ksimpson@cityofcrestwood.org)

314.729.4780

### Division Summary:

In FY2022, The American Rescue Plan Act funds will be spent in the following manner:

- **505-5011 Wages**

The City will transfer \$350,000 from this line item to the Police Department to cover public safety operational costs.

- **612-6152 Street Reconstruction**

\$185,000 worth of street repairs will be charged to this line item in the General Fund, instead of the Capital Improvement Fund.

- **805-8010 Land Improvements - Parks**

This line item will fund \$260,000 of the Whitecliff Quarry lower area restroom, parking lot reconfiguration, and bridge from the Sheryl Ann/Lodge Pole intersection to Whitecliff Park

- **805-8011 Building & Improvements**

The Police Department will receive \$300,000 to be used to renovate the physical appearance of the station

- **830-8211 Other Equipment & Machinery**

The Department of Public Services will spend \$20,000 to purchase a scissor lift, with trailer for accessibility

- **820-8310 Computer Parts & Equipment**

Public Services Administration will use the \$15,000 to purchase a plan size scanner for records management

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description ARPA Expenses 10-51-051-XXX-XXXX		2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE			Dept, City Adm. Recommended	Ways & Means Recommendde	BOA Approved
-	-	-	-	-	-	-	-	505 5011 Wages, Non-Exempt Employees	350,000	350,000	350,000	
-	-	-	-	-	-	-	-	<b>Total Personnel</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	
-	-	-	-	-	-	-	-	612 6152 Street Reconstruction	185,000	185,000	185,000	
-	-	-	-	-	-	-	-	<b>Total Contractual</b>	<b>185,000</b>	<b>185,000</b>	<b>185,000</b>	
-	-	-	-	-	-	-	-	805 8010 Land Improvements - Parks	260,000	260,000	260,000	
-	-	-	-	-	-	-	-	805 8011 Building & Improvements	360,000	300,000	300,000	
-	-	-	-	-	-	-	-	810 8110 Motor Vehicles	-	-	-	
-	-	-	-	-	-	-	-	830 8211 Other Equipment & Machinery	20,000	20,000	20,000	
-	-	-	-	-	-	-	-	820 8310 Computer Parts & Equipment	15,000	15,000	15,000	
-	-	-	-	-	-	-	-	<b>Total Capital</b>	<b>655,000</b>	<b>595,000</b>	<b>595,000</b>	
-	-	-	-	-	-	-	-	<b>Total Expenditures- ARPA</b>	<b>1,190,000</b>	<b>1,130,000</b>	<b>1,130,000</b>	

# General Fund – Five Year Projections

## Contact Information

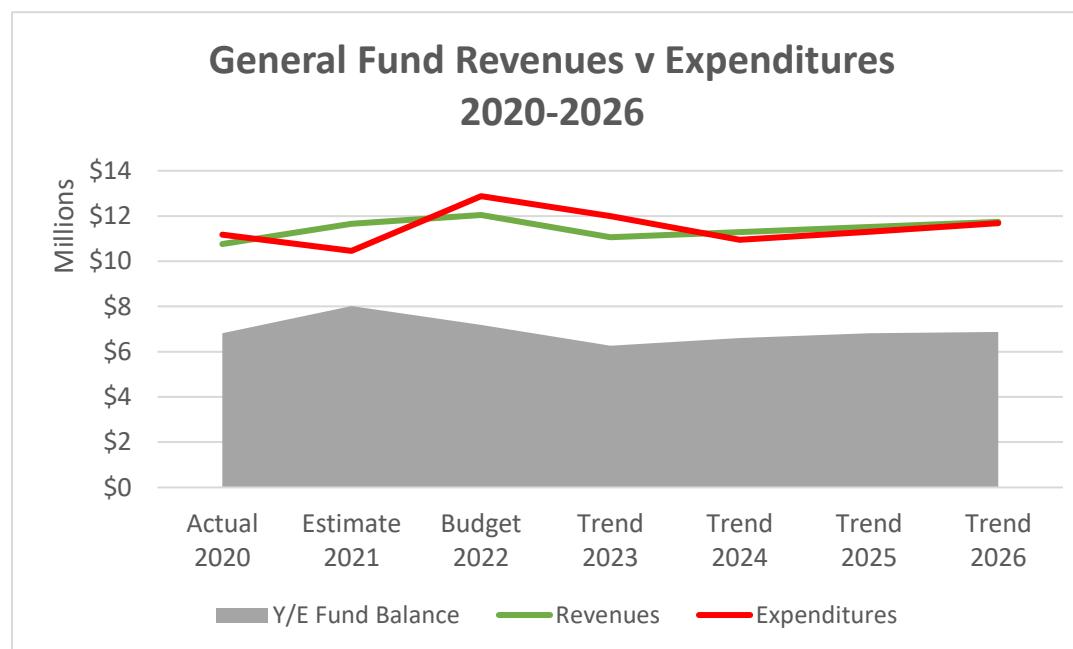
Kris Simpson, City Administrator

[ksimpson@cityofcrestwood.org](mailto:ksimpson@cityofcrestwood.org)

314.729.4780

### Summary:

	2020 Actual	2021 Estimate	2022 Budget	2023 Trend	2024 Trend	2025 Trend	2026 Trend
Revenues	10,760,993	11,654,626	12,044,222	11,067,262	11,288,607	11,514,380	11,744,667
Expenditures	11,178,859	10,457,339	12,877,223	11,990,565	10,942,635	11,307,413	11,685,390
Surplus (Deficit)	(417,866)	1,197,287	(833,001)	(923,303)	345,972	206,967	59,277
Fund Balance	6,821,553	8,018,840	7,185,839	6,262,536	6,608,508	6,815,475	6,874,752



**Budgeted FY2022 Fund Balance:**

\$7,185,839

**Reserve Percentage:** 55.8%

### Key Assumptions

- Mall redevelopment is not reflected in this forecast, as the project has not yet been constructed. No major economic changes are forecasted for FY2022.
- Assumes no major changes in levels of service. Therefore, the financial impact of the proposed Fire Protection Sales Tax Increase is not reflected. Similarly, expenses associated with the proposed use of those revenues are not reflected.



# **Park & Stormwater Fund**



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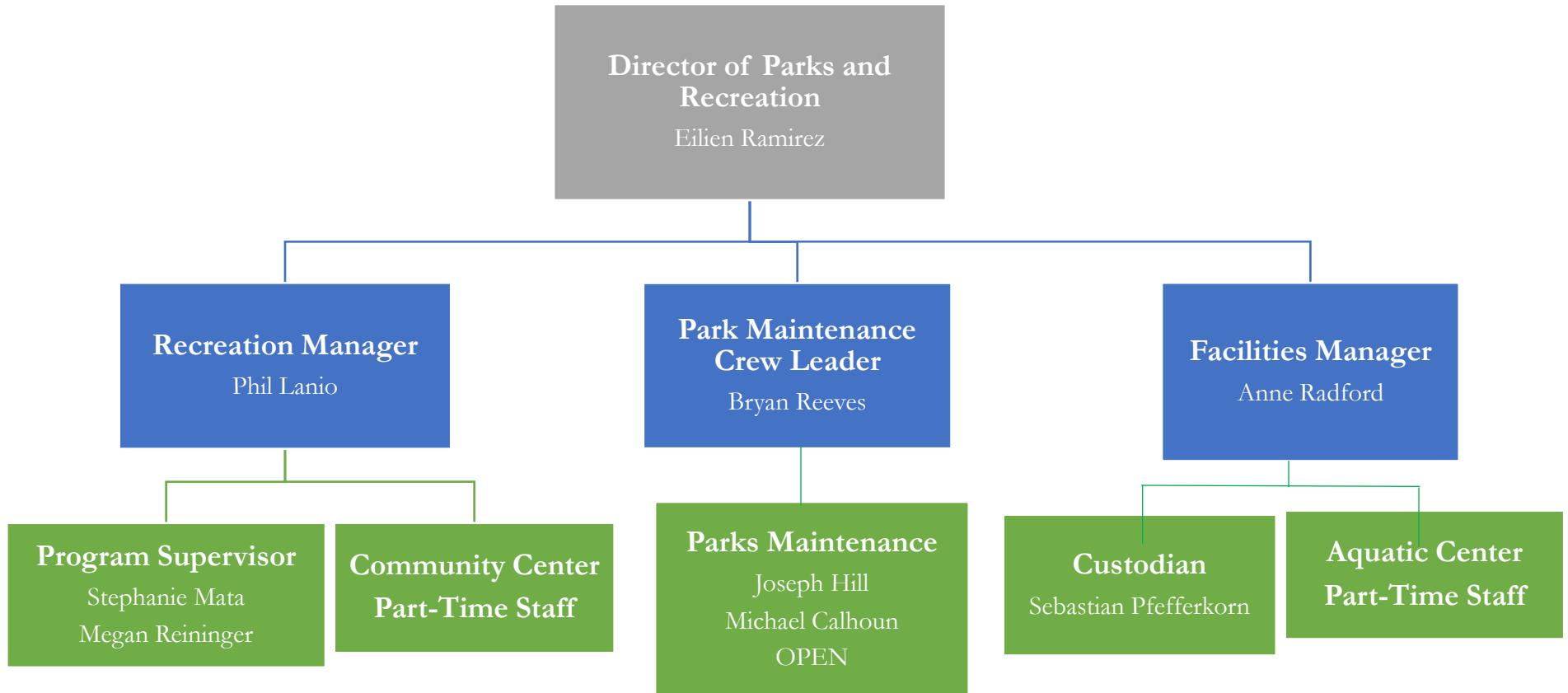
## DEPARTMENTAL BUDGETS

### Park and Stormwater Fund

#### **Parks and Recreation & Public Services**

##### **In This Section:**

Street Maintenance-Stormwater	\$7,000
Park Maintenance	\$456,210
Recreation Programs	\$990,923
Aquatic Center	\$595,781
Sappington House Campus	\$46,100
<b>TOTAL</b>	<b>\$2,096,013</b>



# 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:** \$7,000 **Staffing:** 0.00 Full-time employees



### Cost Changes

Division cost has changed by

**6.1%**

#### Increases

No significant increases

#### Decreases

No significant decreases

City of Crestwood, Missouri  
 Park and Stormwater Expenditures  
 Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description					2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS STREET MAINTENANCE 23-35-062-XXX-XXXX					Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
5,694	4,311	5,380	5,270	6,000	6,500	3,300	6,600	612	6151	Street Sweeping		7,000	7,000	7,000	
37,300	-	-	-	-	-	-	-	612	6153	Curb & Gutter		-	-	-	
<b>42,994</b>	<b>4,311</b>	<b>5,380</b>	<b>5,270</b>	<b>6,000</b>	<b>6,500</b>	<b>3,300</b>	<b>6,600</b>			<b>Total Contractual</b>		<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	
<b>42,994</b>	<b>4,311</b>	<b>5,380</b>	<b>5,270</b>	<b>6,000</b>	<b>6,500</b>	<b>3,300</b>	<b>6,600</b>			<b>Total Expenditures- PW Street Maint</b>		<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	

# Park Maintenance

## Division Contact Information

Eilien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

314.729.4861

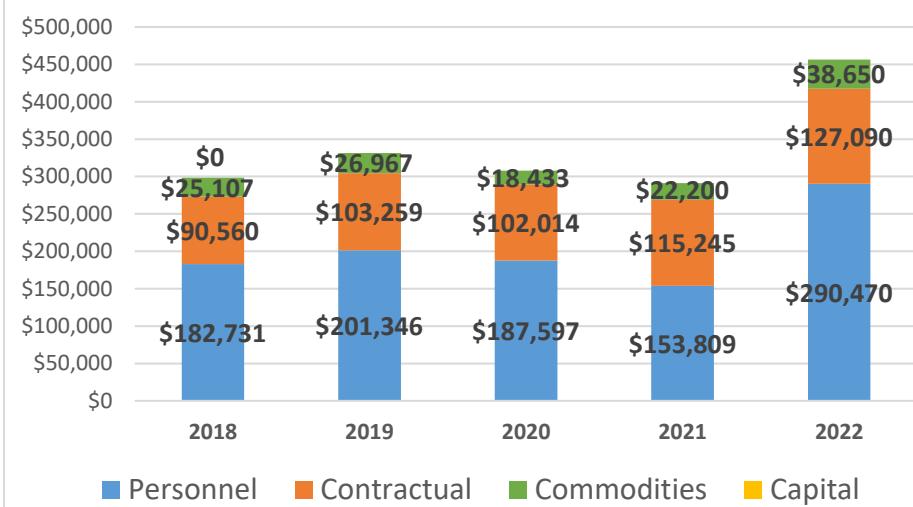
### Division Summary:

This division is responsible for the maintenance of Crestwood's parks and other city-owned properties, excluding physical improvements to buildings.

**Budget Summary:** \$456,210

**Staffing:** 4.00 FTE

### Costs by Category



### Cost Changes

Division cost has **changed** by

**56.6%**

#### Increases

Increase in staffing from three employees to four; planned increase in the cost of some services and supplies due to economic factors.

#### Decreases

No significant decreases

**City of Crestwood, Missouri**  
**Park and Stormwater Expenditures**  
**Budget for the Year Ending December 31, 2022**

ACTUAL						2021			Account Description					2022 BUDGET		
2016	2017	2018	2019	2020		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
120,073	128,797	121,722	131,846	128,060		139,729	84,612	113,595	505	5011	Wages, Non-Exempt Employees		173,251	173,251	173,251	
		333	4,812						505	5013	Wages, Part-Time Employees					
6,287	5,102	7,667	-	-		5,500	3,625	3,800	505	5014	Wages, Seasonal		5,500	5,500	5,500	
8,677	6,705	6,568	12,059	3,171		10,000	3,589	4,552	505	5015	Overtime Wages		10,000	10,000	10,000	
24,120	26,716	25,015	26,356	32,139		43,065	18,184	10,929	510	5110	Health Insurance		66,063	66,063	66,063	
1,180	1,572	1,136	1,002	897		975	542	708	510	5111	Dental Insurance		1,333	1,333	1,333	
639	706	669	703	3,534		887	463	528	510	5112	Life/AD&D/LTD Insurance		811	811	811	
62	62	77	46	62		63	49	63	510	5114	Employee Assistance Program		84	84	84	
5,047	4,623	3,860	6,245	5,258		7,187	3,935	5,198	510	5115	Retirement Plan		9,712	9,712	9,712	
4,605	5,376	5,797	7,384	6,446		6,535	3,929	5,396	510	5116	Workers' Compensation Ins		9,275	9,275	9,275	
7,943	8,388	8,013	8,828	6,305		9,624	5,471	7,325	515	5210	FICA Taxes		11,703	11,703	11,703	
1,858	1,962	1,874	2,065	1,725		2,251	1,280	1,713	515	5211	Medicare Taxes		2,737	2,737	2,737	
<b>180,491</b>	<b>190,009</b>	<b>182,731</b>	<b>201,346</b>	<b>187,597</b>		<b>225,816</b>	<b>125,679</b>	<b>153,809</b>	<b>Total Personnel</b>					<b>290,470</b>	<b>290,470</b>	<b>290,470</b>
932	692	705	839	185		1,200	-	500	605	6010	Training & Education		1,200	1,200	1,200	
281	292	439	-	-		400	-	50	605	6011	Travel & Expenses		400	400	400	
155	160	395	347	405		400	175	175	605	6012	Employee Memberships		175	175	175	
429	101	170	227	276		500	69	200	610	6111	Medical Services		400	400	400	
23	17	31	30	23		200	-	-	610	6115	Other Professional Services		200	200	200	
41,400	44,950	26,400	53,774	45,336		56,000	30,540	56,000	612	6150	Contract Mowing		63,395	63,395	63,395	
15,975	15,500	22,704	12,144	7,460		25,000	8,356	25,000	612	6160	Contractual Tree Service		25,000	25,000	25,000	
7,353	6,691	7,792	6,013	7,621		7,500	4,293	7,500	615	6210	Electric		7,500	7,500	7,500	
2,123	2,284	2,675	5,672	2,575		2,800	1,507	2,800	615	6212	Sewer		2,800	2,800	2,800	
1,095	942	1,098	3,393	951		1,500	516	1,500	615	6213	Water		1,500	1,500	1,500	
4,477	4,608	4,554	4,248	4,192		4,000	2,472	4,000	615	6214	Street Lighting		4,000	4,000	4,000	
420	420	420	420	420		420	140	420	615	6217	Mobile Phones		420	420	420	
-	-	-	2,026	-		200	-	200	620	6311	Maint/Repair Communications Equip.		200	200	200	
3,273	14,126	10,671	4,950	21,297		10,000	1,564	5,000	620	6312	Maint/Repair Buildings/Facilities		8,000	8,000	8,000	
1,289	1,338	1,415	3,089	1,340		1,600	625	1,600	620	6315	Solid Waste Disposal		1,600	1,600	1,600	
9,456	8,501	10,848	6,086	9,642		10,000	3,927	10,000	620	6317	Maint/Repair Grounds		10,000	10,000	10,000	
-	750	190	-	-		300	280	300	630	6452	Other Rentals/Leases		300	300	300	
145	122	53	-	291		-	-	-	640	6611	Periodical & Books		-	-	-	
<b>88,827</b>	<b>101,494</b>	<b>90,560</b>	<b>103,259</b>	<b>102,014</b>		<b>122,020</b>	<b>54,464</b>	<b>115,245</b>	<b>Total Contractual</b>					<b>127,090</b>	<b>127,090</b>	<b>127,090</b>
1,770	1,556	1,844	1,980	1,688		2,800	1,386	2,500	705	7010	Uniform/Clothing		2,950	2,950	2,950	
1,304	1,525	1,690	1,136	1,176		1,750	956	1,500	715	7211	Janitorial Supplies		1,750	1,750	1,750	
3,508	4,239	5,004	3,958	3,190		3,500	3,689	3,800	715	7212	Building Maint. Supplies		3,700	3,700	3,700	
1,278	1,100	2,063	777	613		1,100	416	1,000	725	7411	Small Tools & Equipment		1,100	1,100	1,100	
-	53	-	624	695		1,500	1,655	1,800	725	7412	Equipment Parts		2,000	2,000	2,000	
2,025	1,627	2,754	1,810	360		2,000	867	1,000	725	7413	Machinery & Equipment		2,000	2,000	2,000	
-	437	296	17	-		500	-	-	730	7510	Concrete		500	500	500	
1,547	149	-	574	297		800	215	800	730	7512	Rock		800	800	800	
-	-	152	135	-		200	-	-	735	7611	Medical Supplies		200	200	200	
5,142	5,870	5,244	6,329	5,256		6,500	5,251	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, 2022

ACTUAL					2021			Account Description				2022 BUDGET		
2016	2017	2018	2019	2020	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
714	424	649	675	-	750	-	-	740	7712	Chemical Supplies	750	750	750	
74	104	98	54	749	200	287	300	740	7713	Other Supplies	400	400	400	
4,752	1,371	5,313	8,898	4,409	10,500	1,383	3,000	745	7905	Recreation Supplies	16,000	16,000	16,000	
<b>22,113</b>	<b>18,455</b>	<b>25,107</b>	<b>26,967</b>	<b>18,433</b>	<b>32,100</b>	<b>16,105</b>	<b>22,200</b>	<b>Total Commodities</b>				<b>38,650</b>	<b>38,650</b>	<b>38,650</b>
9,800	-	-	-	-	-	-	-	805	8011	Building & Improvements	-	-	-	
-	7,517	-	-	-	-	-	-	805	8015	Park Improvements	-	-	-	
<b>9,800</b>	<b>7,517</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>Total Capital</b>				<b>-</b>	<b>-</b>	<b>-</b>
<b>301,231</b>	<b>317,475</b>	<b>298,398</b>	<b>331,571</b>	<b>308,044</b>	<b>379,936</b>	<b>196,248</b>	<b>291,254</b>	<b>Total Expenditures-PW Park Maint</b>				<b>456,210</b>	<b>456,210</b>	<b>456,210</b>

# Recreation Programs

## Division Contact Information

Eilien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

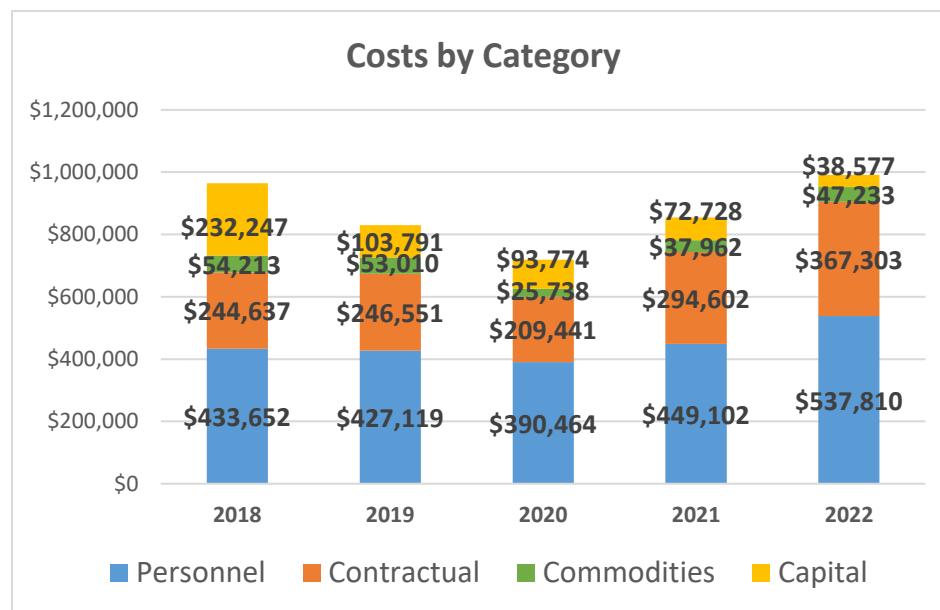
314.729.4861

### 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:** \$990,923

**Staffing:** 6.00 Full-time employees



### Cost Changes

Division cost has **changed** by

**16.0%**

#### Increases

Increase in staffing for part-time and seasonal employees due to hopeful increase in programming; Increase in contractual Parks Master Plan services.

#### Decreases

Reduction in capital building improvements scheduled.

City of Crestwood, Missouri  
 Park and Stormwater Expenditures  
 Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description				2022 BUDGET		
2016	2017	2018	2019	2020	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	73,313	83,415	66,512	83,415	505	5010	Salaries, Exempt Employees	85,490	85,490	85,490	
223,584	200,138	207,538	192,608	197,633	202,467	122,660	202,467	505	5011	Wages, Non-Exempt Employees	230,274	230,274	230,274	
29,786	19,519	29,913	42,416	16,838	42,500	17,344	29,000	505	5013	Wages, Part-Time Employees	56,000	56,000	56,000	
232	2,097	-	-	-	2,500	-	-	505	5014	Wages, Seasonal	2,500	2,500	2,500	
4,357	5,643	5,387	3,204	(45)	6,000	535	2,000	505	5015	Overtime Wages	5,000	5,000	5,000	
31,208	29,649	41,014	31,922	1,324	50,293	29,689	29,689	505	5016	Wages, Day Camp Employees	58,000	58,000	58,000	
2,384	3,235	4,180	1,967	-	4,400	-	-	505	5019	Overtime Wages - The Alternative*	-	-	-	
31,003	31,081	36,671	37,267	58,062	47,643	41,012	58,062	510	5110	Health Insurance	40,124	40,124	40,124	
1,783	2,016	1,840	1,385	1,579	1,300	962	1,579	510	5111	Dental Insurance	1,000	1,000	1,000	
1,205	1,145	1,405	1,442	1,456	1,799	1,027	1,179	510	5112	Life/AD&D/LTD Insurance	1,381	1,381	1,381	
124	124	155	93	124	126	98	128	510	5114	Employee Assistance Program	126	126	126	
9,045	7,383	9,037	10,633	12,813	13,934	7,120	11,962	510	5115	Retirement Plan	16,736	16,736	16,736	
5,497	5,621	7,383	7,608	6,343	6,119	4,756	7,360	510	5116	Workers' Compensation Ins	7,730	7,730	7,730	
17,098	16,815	20,902	20,849	17,018	24,278	14,039	18,041	515	5210	FICA Taxes	27,110	27,110	27,110	
3,999	3,932	4,888	4,876	4,006	5,678	3,262	4,219	515	5211	Medicare Taxes	6,340	6,340	6,340	
<b>361,305</b>	<b>355,392</b>	<b>433,652</b>	<b>427,119</b>	<b>390,464</b>	<b>492,452</b>	<b>309,016</b>	<b>449,102</b>	<b>Total Personnel</b>				<b>537,810</b>	<b>537,810</b>	<b>537,810</b>
1,704	1,292	2,324	2,338	1,079	1,000	1,188	1,188	605	6010	Training & Education	1,150	1,150	1,150	
110	3,011	2,826	2,586	1,185	2,000	663	1,200	605	6011	Travel & Expenses	3,700	3,700	3,700	
1,495	1,532	610	717	909	900	731	900	605	6012	Employee Memberships	900	900	900	
8,380	9,591	11,624	12,772	10,432	11,027	10,346	11,000	610	6115	Other Professional Services	135,910	135,910	135,910	
5,334	4,575	2,750	1,345	100	3,500	-	-	610	6118	Other Prof. Srv- The Alternative *	-	-	-	
2,501	8,712	7,236	6,948	3,005	23,500	8,203	23,500	610	6126	City Beautification	17,833	17,833	17,833	
45,604	33,842	57,081	48,937	37,862	50,000	30,924	50,000	615	6210	Electric	50,000	50,000	50,000	
13,970	12,784	13,945	15,227	14,238	10,000	3,543	10,000	615	6212	Sewer	10,000	10,000	10,000	
13,800	10,790	12,280	12,879	13,608	12,000	11,184	15,000	615	6213	Water	15,000	15,000	15,000	
355	776	920	761	1,257	1,200	542	1,200	615	6215	Telephone	1,200	1,200	1,200	
-	-	-	-	-	-	-	-	615	6216	Telecommunications Internet	-	-	-	
420	420	420	420	420	420	280	420	615	6217	Mobile Phones	420	420	420	
712	958	1,145	1,206	1,232	1,140	776	1,140	615	6218	Cable TV	1,140	1,140	1,140	
29,751	31,836	11,903	34,942	83,475	174,717	85,673	110,000	620	6312	Maint/Repair Buildings / Facilities	49,000	49,000	49,000	
495	400	1,449	3,811	2,173	2,300	2,904	3,000	620	6313	Maint/Repair Other Equipment	2,750	2,750	2,750	
344	258	344	325	327	300	165	300	630	6451	Equipment Leases	300	300	300	
546	871	1,057	7,212	4,345	6,500	7,098	7,098	645	6710	Public Relations & Promotions	8,500	8,500	8,500	
3,157	4,498	5,871	1,977	314	-	-	-	645	6711	Printing & Binding	-	-	-	
691	229	907	619	523	750	270	500	645	6712	Advertising & Publication	1,500	1,500	1,500	
2,785	3,544	2,234	1,346	24	500	3,612	3,612	650	6810	Postage	3,500	3,500	3,500	
7,497	7,813	8,859	12,976	14,446	11,000	12,791	16,000	650	6811	Interest Expense/Penalty/Fees	13,000	13,000	13,000	
(21)	(11)	85	(33)	(1,616)	-	(683)	-	650	6817/18	Cash Over/ Short	-	-	-	
29,438	26,649	34,965	23,225	6,096	14,500	1,224	7,000	655	6910	Fitness Contractual Services	9,000	9,000	9,000	
9,645	7,879	8,171	6,595	3,839	7,600	2,518	5,000	655	6914	Performing Arts/Dance Cont Svc	5,000	5,000	5,000	
126	455	1,266	1,384	1,500	1,000	2,000	2,000	655	6918	Arts Instructors	2,000	2,000	2,000	
16,431	17,305	13,070	9,758	2,133	5,000	508	3,043	655	6922	Gen Sports & Leagues Cont Svc	5,000	5,000	5,000	
2,315	2,788	4,203	3,172	-	4,000	1,400	1,400	655	6930	Day Camp Contractual	4,000	4,000	4,000	
18,449	19,611	19,792	20,347	-	9,000	-	15,211	655	6934	Swim Program Contractual Svc	16,000	16,000	16,000	
800	3,460	8,580	6,480	4,000	5,500	615	1,700	655	6938	Special Event Contractual Svc	5,000	5,000	5,000	
3,748	3,853	4,311	815	2,535	1,500	-	-	655	6942	Day Trip Contractual Services	-	-	-	
58	320	2,559	4,364	-	3,000	1,989	1,990	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, 2022

ACTUAL					2021			Account Description PARKS AND RECREATION 23-50-090-XXX-XXXX			2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE				Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
850	2,495	1,850	1,100	-	2,500	575	1,200	655	6950	Free Summer Concert Contract Svcs	2,500	2,500	2,500
<b>221,489</b>	<b>222,536</b>	<b>244,637</b>	<b>246,551</b>	<b>209,441</b>	<b>366,354</b>	<b>191,039</b>	<b>294,602</b>		<b>Total Contractual</b>		<b>367,303</b>	<b>367,303</b>	<b>367,303</b>
299	291	422	577	205	700	317	700	705	7010	Uniform/Clothing	1,000	1,000	1,000
1,288	2,546	1,667	1,641	982	1,300	1,066	1,300	710	7110	Office Supplies	3,900	3,900	3,900
-	-	250	-	400	450	-	-	710	7112	Photographic Supplies	800	800	800
86	82	10	19	123	125	48	125	715	7210	Household Supplies	125	125	125
3,688	3,609	3,893	4,752	4,369	4,500	3,469	4,500	715	7211	Janitorial Supplies	4,500	4,500	4,500
6,163	6,045	6,622	5,026	5,711	5,000	2,544	5,000	715	7213	General Maint. Supplies	5,000	5,000	5,000
120	773	50	1,712	-	500	61	400	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	52	-	1,992	1,992	730	7110	Computer Parts	900	900	900
3,182	3,276	11,489	17,424	10,308	13,775	10,615	14,000	730	7112	Software Licensing	13,958	13,958	13,958
304	5	7	24	-	200	38	100	735	7611	Medical Supplies	200	200	200
318	631	963	1,145	167	500	197	500	740	7713	Other Supplies	500	500	500
408	0	0	-	-	-	-	-	740	7715	Appliances	-	-	-
5,877	4,701	1,662	2,143	-	2,000	204	300	740	7717	Consignment Expense	1,500	1,500	1,500
-	-	-	610	-	-	-	-	740	7719	Other supplies - Friends/Animals	-	-	-
2,868	2,849	2,341	970	-	3,000	-	-	740	7720	Other Supplies- The Alternative*	-	-	-
1,311	226	586	473	27	3,000	1,152	3,000	745	7905	Recreation Supplies	3,000	3,000	3,000
118	482	490	259	-	500	-	500	745	7910	Fitness Supplies	500	500	500
867	1,028	911	73	150	1,000	-	100	745	7914	Performing Arts/Dance Supplies	1,000	1,000	1,000
200	113	98	1,054	-	150	40	150	745	7918	Arts Supplies	150	150	150
806	661	4,731	-	768	650	985	985	745	7922	Gen. Sports & League Supplies	650	650	650
30	-	-	5,374	-	50	-	-	745	7926	Club Supplies	50	50	50
3,793	3,273	3,147	1,985	41	5,500	1,001	1,100	745	7930	Day Camp Supplies	5,000	5,000	5,000
1,355	2,793	4,238	3,733	1,655	600	1,810	1,810	745	7934	Swim Program Supplies	1,000	1,000	1,000
2,388	5,277	8,426	29	780	1,500	395	900	745	7938	Special Event Supplies	1,500	1,500	1,500
1,263	-	275	-	-	500	-	-	745	7942	Day Trip Supplies	-	-	-
-	-	-	-	-	-	-	-	745	7946	YTP/WSP Supplies	-	-	-
500	-	-	-	-	-	-	-	745	7950	Summer Concert	-	-	-
<b>52,190</b>	<b>45,725</b>	<b>54,213</b>	<b>53,010</b>	<b>25,738</b>	<b>47,000</b>	<b>25,934</b>	<b>37,962</b>		<b>Total Commodities</b>		<b>47,233</b>	<b>47,233</b>	<b>47,233</b>
77,483	419,304	209,371	93,282	82,717	-	-	-	805	8011	Building and Improvements	-	-	-
30,450	6,048	10,331	-	2,660	53,000	-	60,115	805	8020	Park Improvements	26,000	26,000	26,000
-	-	-	-	-	-	-	-	825	8410	Furniture	-	-	-
-	6,558	11,545	10,509	8,397	13,500	12,613	12,613	825	8460	Fitness Equipment	12,577	12,577	12,577
77,196	-	1,000	-	-	-	-	-	899	8020	Grants - Park Improvements	-	-	-
<b>185,129</b>	<b>431,910</b>	<b>232,247</b>	<b>103,791</b>	<b>93,774</b>	<b>66,500</b>	<b>12,613</b>	<b>72,728</b>		<b>Total Capital</b>		<b>38,577</b>	<b>38,577</b>	<b>38,577</b>
<b>820,113</b>	<b>1,055,563</b>	<b>964,749</b>	<b>830,471</b>	<b>719,417</b>	<b>972,306</b>	<b>538,602</b>	<b>854,394</b>		<b>Total Expenditures -</b> <b>Parks &amp; Recreation</b>		<b>990,923</b>	<b>990,923</b>	<b>990,923</b>

# Aquatic Center

## Division Contact Information

Eileen Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

314.729.4861

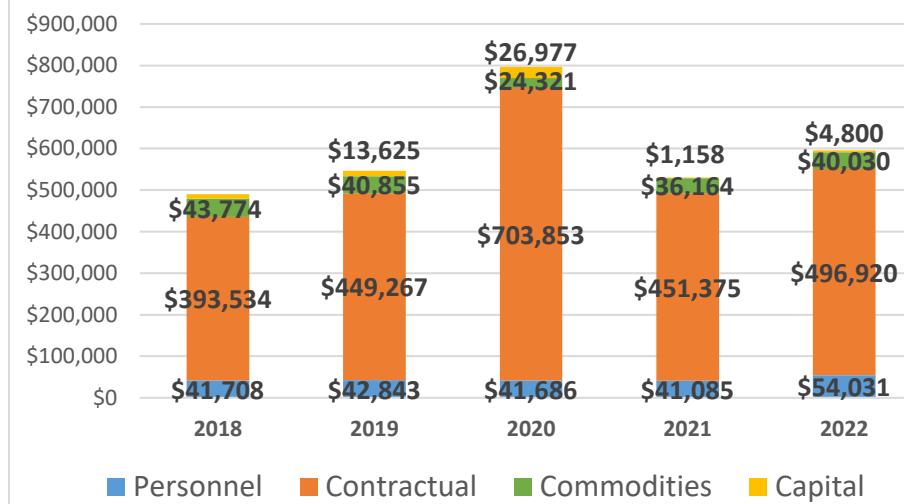
### Division Summary:

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:** \$595,781

**Staffing:** 0.00 FTE

### Costs by Category



### Cost Changes

Division cost has changed by

**12.5%**

#### Increases

Increase in repair projects scheduled; scheduled increase in staffing costs due to economic projections

#### Decreases

No significant decreases

City of Crestwood, Missouri  
 Park and Stormwater Expenditures  
 Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description					2022 BUDGET		
2016	2017	2018	2019	2020	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	-	-	111	-	-	-	-	505	5011	Wages, Non-Exempt Employees	-	-	-	-
-	328	2,251	168	2,147	-	-	-	-	505	5013	Wages, Part-Time	-	-	-	-
36,377	28,194	34,933	38,577	36,236	48,000	36,348	36,565	505	5014	Wages, Seasonal Employees	48,000	48,000	48,000	48,000	
-	459	163	-	-	-	52	52	505	5015	Overtime Wages	-	-	-	-	
1,296	1,321	1,503	1,157	247	2,021	536	1,670	510	5116	Workers' Compensation Insurance	2,359	2,359	2,359	2,359	
2,256	2,408	2,316	2,384	2,387	2,976	2,257	2,267	515	5210	FICA Taxes	2,976	2,976	2,976	2,976	
528	563	542	557	558	696	528	530	515	5211	Medicare Taxes	696	696	696	696	
<b>40,456</b>	<b>43,137</b>	<b>41,708</b>	<b>42,843</b>	<b>41,686</b>	<b>53,693</b>	<b>39,721</b>	<b>41,085</b>	<b>Total Personnel</b>					<b>54,031</b>	<b>54,031</b>	<b>54,031</b>
207,827	217,509	225,965	233,135	221,503	273,045	262,685	262,685	610	6115	Other Professional Services	290,920	290,920	290,920	290,920	
36,314	34,695	34,798	35,595	29,396	34,000	16,234	34,000	615	6210	Electric	34,000	34,000	34,000	34,000	
27,940	25,569	27,891	30,454	28,475	16,500	7,087	16,500	615	6212	Sewer	16,500	16,500	16,500	16,500	
27,824	21,873	24,813	26,287	27,673	30,000	22,667	35,000	615	6213	Water	35,000	35,000	35,000	35,000	
50,281	66,175	74,282	116,959	393,678	40,700	14,489	97,000	620	6312	Maint/Repair Buildings / Facilities	111,000	111,000	111,000	111,000	
1,488	1,727	-	-	46	1,000	-	-	620	6313	Maint/Repair Other Equipment	1,000	1,000	1,000	1,000	
-	-	-	-	14	500	-	-	620	6317	Maint/Repair Grounds	500	500	500	500	
-	700	840	840	990	840	990	990	630	6451	Equipment Leases	1,000	1,000	1,000	1,000	
840	-	-	-	-	-	-	-	630	6452	Other Rentals/Leases	-	-	-	-	
900	1,130	-	584	356	1,000	-	-	645	6711	Printing & Binding	500	500	500	500	
30	(3)	(94)	15	1,722	200	-	-	650	6817	Cash Over/Short	-	-	-	-	
5,399	6,176	5,039	5,398	-	6,500	4,359	5,200	655	6995	Swim & Dive Officials	6,500	6,500	6,500	6,500	
<b>358,844</b>	<b>375,552</b>	<b>393,534</b>	<b>449,267</b>	<b>703,853</b>	<b>404,285</b>	<b>328,511</b>	<b>451,375</b>	<b>Total Contractual</b>					<b>496,920</b>	<b>496,920</b>	<b>496,920</b>
359	353	221	354	384	300	284	284	705	7010	Uniform/Clothing	300	300	300	300	
121	128	128	192	162	250	225	225	710	7110	Office Supplies	250	250	250	250	
-	-	-	-	-	-	-	-	710	7112	Photographic Supplies	-	-	-	-	
2,710	2,823	3,082	2,891	2,909	3,000	1,859	1,859	715	7211	Janitorial Supplies	2,100	2,100	2,100	2,100	
416	178	142	74	88	500	-	-	715	7212	Building Maint. Supplies	580	580	580	580	
4,607	5,022	2,215	3,960	2,623	4,000	1,948	1,948	715	7213	General Maint. Supplies	3,000	3,000	3,000	3,000	
542	-	-	-	-	500	-	-	725	7412	Equipment Parts	500	500	500	500	
2,396	-	5,181	-	-	500	-	-	725	7413	Machinery & Equipment	500	500	500	500	
-	1,487	2,257	-	491	1,900	1,998	1,998	730	7110	Computer Parts	-	-	-	-	
168	397	429	381	6	500	-	-	740	7713	Other Supplies	300	300	300	300	
8,338	6,498	6,069	7,098	5,827	2,500	3,131	3,131	745	7718	Swim & Dive Supplies	2,500	2,500	2,500	2,500	
20,177	23,976	24,050	25,905	11,831	25,000	26,719	26,719	745	7950	Concession Supplies	30,000	30,000	30,000	30,000	
<b>39,834</b>	<b>40,861</b>	<b>43,774</b>	<b>40,855</b>	<b>24,321</b>	<b>38,950</b>	<b>36,164</b>	<b>36,164</b>	<b>Total Commodities</b>					<b>40,030</b>	<b>40,030</b>	<b>40,030</b>
-	-	10,780	13,625	26,977	5,330	1,158	1,158	825	8470	Pool Equipment	4,800	4,800	4,800	4,800	
-	-	10,780	13,625	26,977	5,330	1,158	1,158	<b>Total Capital</b>					<b>4,800</b>	<b>4,800</b>	<b>4,800</b>
<b>439,135</b>	<b>459,550</b>	<b>489,796</b>	<b>546,590</b>	<b>796,837</b>	<b>502,258</b>	<b>405,554</b>	<b>529,782</b>	<b>Total Expenditures- Aquatic Center</b>					<b>595,781</b>	<b>595,781</b>	<b>595,781</b>

# Sappington House Campus

## Division Contact Information

Eilien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

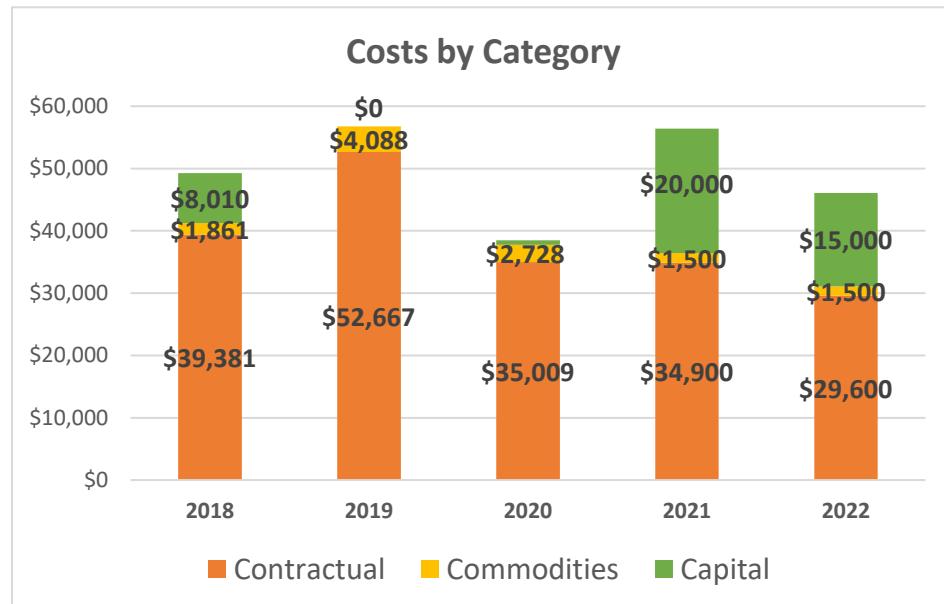
314.729.4861

### Division Summary:

Crestwood owns the Historic Sappington House Complex, a site of historic importance. The property includes the Thomas Sappington House, the Barn, and the Library of Americana. The Sappington House was the home of a prominent early settler and volunteers curate the house as well as 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 non-profit group. The City of Crestwood maintains the physical structure of the buildings as well as the grounds of the site.

**Budget Summary:** \$46,100

**Staffing:** 0.00 Full-time employees



### Cost Changes

Division cost has **changed** by

**-18.3%**

#### Increases

No significant increases

#### Decreases

Decreased due to less scheduled repair projects in FY2022.

City of Crestwood, Missouri  
 Park and Stormwater Expenditures  
 Budget for the Year Ending December 31, 2022

ACTUAL						2021			Account Description SAPPINGTON HOUSE CAMPUS 23-50-092-XXX-XXXX			2022 BUDGET		
2015	2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE				Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
9,598	7,853	8,826	9,719	9,199	6,945	10,000	5,970	8,000	610	6115	Other Professional Services	-	-	-
2,605	2,542	2,907	2,901	2,794	2,006	3,000	1,384	3,000	615	6210	Electric	10,000	10,000	10,000
3,920	5,064	8,124	7,960	11,684	9,180	8,000	2,845	7,000	615	6211	Natural Gas	3,000	3,000	3,000
1,450	3,707	5,636	7,063	5,727	4,505	6,000	2,748	8,000	615	6212	Sewer	8,000	8,000	8,000
305	(92)	130	174	(205)	590	400	453	800	615	6213	Water	6,000	6,000	6,000
-	1,320	602	870	1,074	1,912	2,200	1,350	2,100	615	6215	Telephone	600	600	600
11,893	9,368	9,568	10,694	22,393	9,871	15,000	3,138	6,000	620	6312	Maint/Repair Buildings / Facilities	-	-	-
592	46	-	-	-	-	-	-	-	620	6313	Maint/Repair Other Equipment	-	-	-
-	292	-	-	-	-	-	-	-	645	6710	Public Relations & Promotions	-	-	-
<b>30,363</b>	<b>30,100</b>	<b>35,793</b>	<b>39,381</b>	<b>52,667</b>	<b>35,009</b>	<b>44,600</b>	<b>17,888</b>	<b>34,900</b>	<b>Total Contractual</b>			<b>29,600</b>	<b>29,600</b>	<b>29,600</b>
-	-	-	-	-	-	100	-	-	715	7211	Janitorial Supplies	-	-	-
932	2,063	1,224	1,738	4,088	2,728	5,000	523	1,500	715	7212	Building Maint. Supplies	1,500	1,500	1,500
-	-	123	-	-	-	-	-	-	730	7110	Office Supplies	-	-	-
<b>932</b>	<b>2,063</b>	<b>1,224</b>	<b>1,861</b>	<b>4,088</b>	<b>2,728</b>	<b>5,100</b>	<b>523</b>	<b>1,500</b>	<b>Total Commodities</b>			<b>1,500</b>	<b>1,500</b>	<b>1,500</b>
-	23,045	24,369	-	-	740	15,000	14,029	20,000	805	8011	Building and Improvements	15,000	15,000	15,000
-	-	3,050	8,010	-	-	-	-	-	899	8020	Grants - Improvements	-	-	-
-	<b>23,045</b>	<b>27,419</b>	<b>8,010</b>	-	<b>740</b>	<b>15,000</b>	<b>14,029</b>	<b>20,000</b>	<b>Total Capital</b>			<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>31,295</b>	<b>55,207</b>	<b>64,436</b>	<b>49,252</b>	<b>56,755</b>	<b>38,477</b>	<b>64,700</b>	<b>32,440</b>	<b>56,400</b>	<b>Total Expenditures- Historic Fac.</b>			<b>46,100</b>	<b>46,100</b>	<b>46,100</b>

# Park and Stormwater Fund – Five Year Projections

## Contact Information

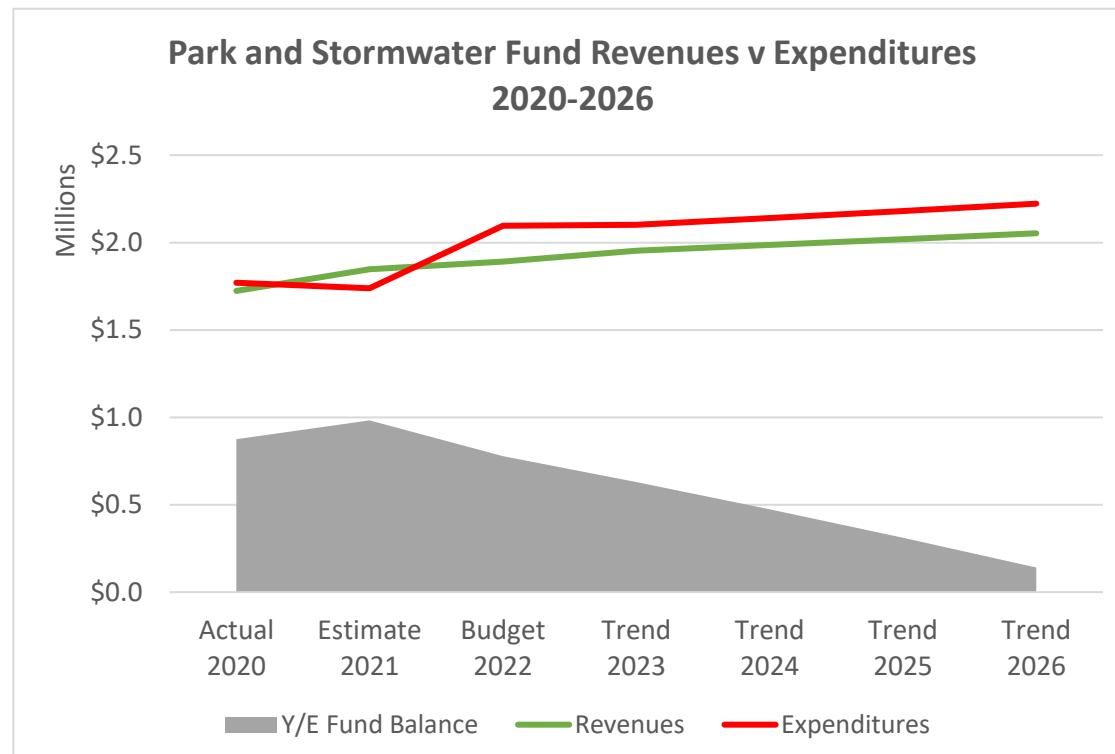
Elien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

314.729.4861

## Summary:

	2020 Actual	2021 Estimate	2022 Budget	2023 Trend	2024 Trend	2025 Trend	2026 Trend
Revenues	1,723,443	1,846,680	1,890,894	1,952,975	1,985,499	2,018,837	2,053,008
Expenditures	1,770,658	1,738,430	2,096,013	2,101,387	2,140,933	2,181,292	2,222,481
Surplus (Deficit)	(47,215)	108,250	(205,119)	(148,412)	(155,434)	(162,455)	(169,473)
Fund Balance	874,427	982,677	777,558	629,146	473,712	311,257	141,784



**Budgeted FY2022 Fund Balance:**

\$777,558

**Reserve Percentage:** 37.1%

## Key Assumptions

- Assumes no major economic changes from FY2021. Therefore, the financial impact of the mall redevelopment is not reflected in this forecast.
- Assumes no major service changes in FY2021. There is the potential for a new community center to be built during this five year timeframe (or other major Master Plan changes), but that is not reflected in this forecast.



# Capital Improvement Fund



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## ANNUAL BUDGET

### Capital Improvement Fund

#### In This Section:

CI Fund Purchases – General Public Works	\$0
CI Fund Purchases – Public Works Maintenance	\$2,208,965
CI Fund Purchases – Police Department	\$150,000
CI Fund Purchases – Fire Department	\$400,000
CI Fund Purchases – Parks Department	\$0
<b>TOTAL</b>	<b>\$2,758,965</b>

# Capital Improvement – General Public Works

## Contact Information

Jim Gillam, Director of Public Services

jgillam@cityofcrestwood.org

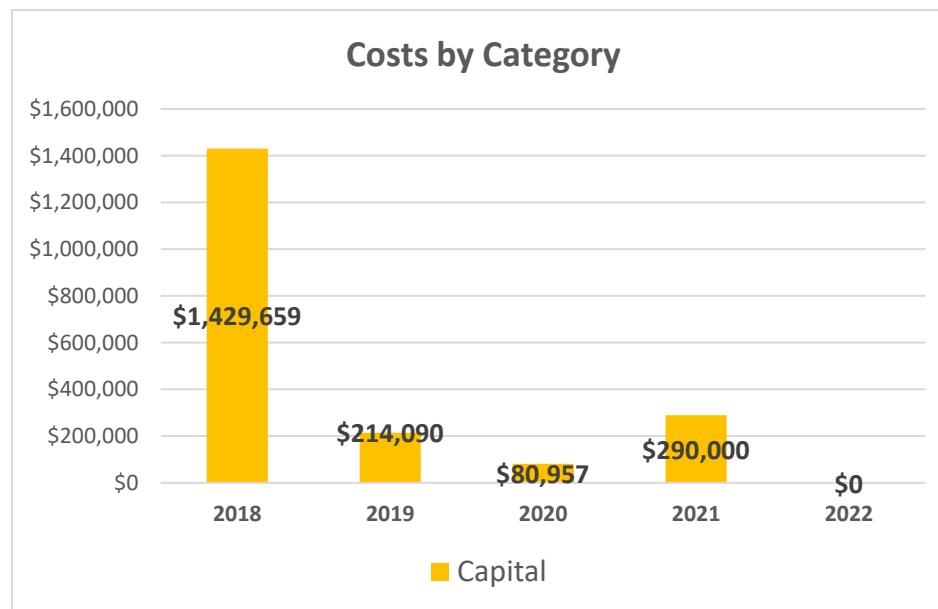
314.729.4722

### Summary:

General Public Works capital projects fund repairs and improvements to city facilities. These purchases are only for those items that are charged to the Capital Improvement Fund.

**Budget Summary:** \$0

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by

**-100%**

#### Increases

No significant increases

#### Decreases

No projects funded in the FY2022 budget

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description		2022 BUDGET		
2016	2017	2018	2019	2020	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	
119,879	2,685,289	1,429,659	214,090	80,957	270,000	9,757	290,000	805 8011 Building and Improvements	-	-	-	
119,879	2,685,289	1,429,659	214,090	80,957	270,000	9,757	290,000	Total Capital	-	-	-	
119,879	2,685,289	1,429,659	214,090	80,957	270,000	9,757	290,000	Total Expenditures - PW General	-	-	-	

# Capital Improvement – Public Works Maintenance

## Contact Information

Brian Hibdon, Superintendent of Maintenance

bhibdon@cityofcrestwood.org

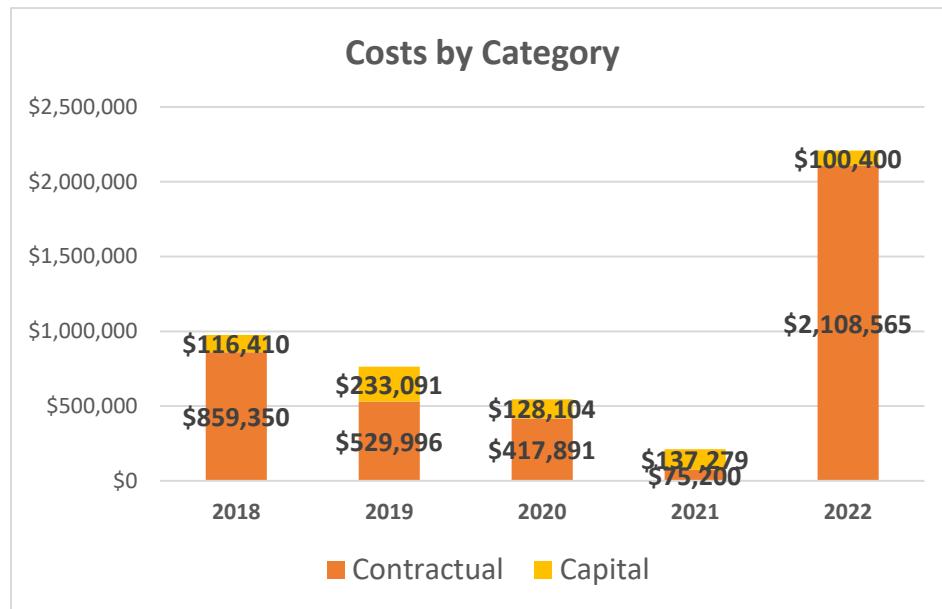
314.729.4730

### Summary:

Maintenance Public Works projects are for ongoing maintenance of city infrastructure, as well as capital asset needs for the city maintenance division. These purchases are only for those items that are charged to the Capital Improvement Fund.

**Budget Summary:** \$2,208,965

**Staffing:** 0.00 FTE



## Cost Changes

Division cost has **changed** by

**939.6%**

### Increases

Carried over contracted slab replacements from FY2021 (bids were extremely high); Increased funding for new sidewalks and other streets projects like mill and overlay.

### Decreases

No significant decreases

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description			2022 BUDGET		
2016	2017	2018	2019	2020	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
-	-	-	-	-	-	-	-	610	6115	Other Professional Services	-	-	-
1,100	-	-	-	-	-	-	-	612	6152	Street Reconstruction	-	-	-
54,692	-	-	-	18,326	-	-	-	612	6154	Contracted Slab Replacement	1,085,565	1,085,565	1,085,565
612,694	480,379	-	462,751	-	545,000	200	200	612	6155	Mill & Overlay	599,000	599,000	599,000
-	-	618,453	-	399,565	-	-	-	612	6157	Pavement Preservation	99,000	99,000	99,000
-	-	-	10,264	-	-	-	-	612	6170	Sidewalk Construction	325,000	325,000	325,000
-	-	240,897	56,981	-	75,000	-	75,000	612	6214	Street Lighting	-	-	-
-	-	-	-	-	-	-	-	615	6312	Maint/Repair Buildings	-	-	-
-	-	-	-	-	-	-	-	620	6315	Solid Waste Disposal	-	-	-
<b>668,486</b>	<b>480,379</b>	<b>859,350</b>	<b>529,996</b>	<b>417,891</b>	<b>620,000</b>	<b>200</b>	<b>75,200</b>		<b>Total Contractual</b>		<b>2,108,565</b>	<b>2,108,565</b>	<b>2,108,565</b>
-	-	-	-	-	-	-	-	730	7510	Concrete	-	-	-
-	-	-	-	-	-	-	-	730	7512	Rock	-	-	-
-	-	-	-	-	-	-	-	730	7518	Street Supplies	-	-	-
-	-	-	-	-	-	-	-		<b>Total Commodities</b>		-	-	-
-	-	-	-	-	65,000	-	-	805	8010	Land Improvements	-	-	-
115,065	130,809	-	161,523	89,405	98,000	-	96,549	810	8110	Motor Vehicles	47,500	27,500	27,500
140,772	108,979	116,410	71,568	38,699	42,500	41,230	40,730	815	8211	Heavy Equipment	72,900	72,900	72,900
<b>255,837</b>	<b>239,788</b>	<b>116,410</b>	<b>233,091</b>	<b>128,104</b>	<b>205,500</b>	<b>41,230</b>	<b>137,279</b>	<b>830</b>	<b>8211</b>	<b>Other Equipment &amp;</b>			
<b>924,322</b>	<b>720,167</b>	<b>975,760</b>	<b>763,087</b>	<b>545,995</b>	<b>825,500</b>	<b>41,430</b>	<b>212,479</b>		<b>Total Capital</b>		<b>120,400</b>	<b>100,400</b>	<b>100,400</b>
									<b>Total Expenditures - PW Maint</b>		<b>2,228,965</b>	<b>2,208,965</b>	<b>2,208,965</b>

# Capital Improvement – Police Department

## Contact Information

Jonathan Williams, Chief of Police

jwilliams@cityofcrestwood.org

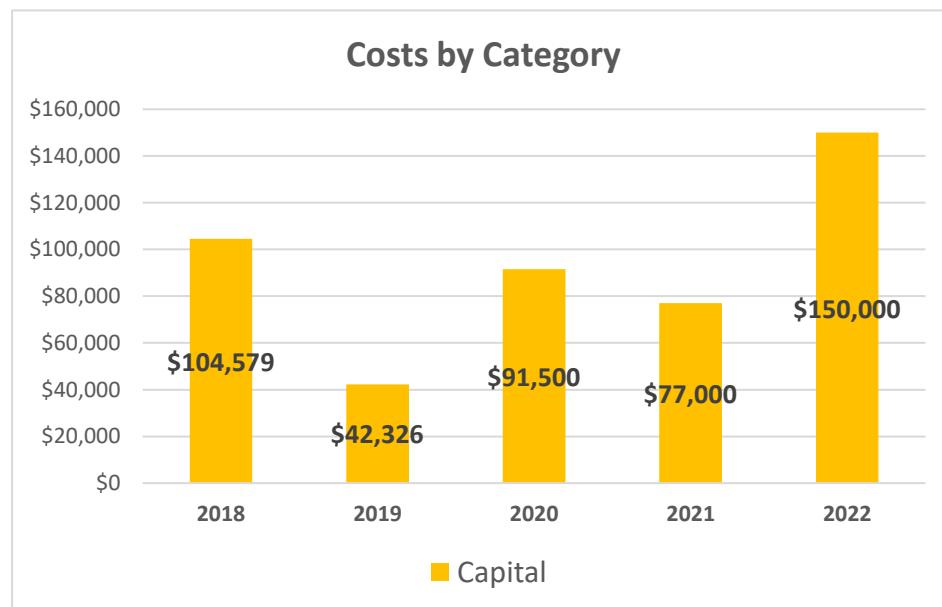
314.729.4810

### Summary:

Police department capital vehicle and equipment replacements are charged to this account. These purchases are only for those items that are charged to the Capital Improvement Fund.

**Budget Summary:** \$150,000

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by

**94.8%**

#### Increases

Increase due to the City replacing three vehicles instead of its normal two, offsetting only replacing one in 2021.

#### Decreases

No significant decreases

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description POLICE 21-40-070-XXX-XXXX		2022 BUDGET		
2016	2017	2018	2019	2020	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	-	-	-	-
-	-	-	-	-	-	-	-	<b>Total Contractual</b>	-	-	-	-
63,137	69,303	104,579	42,326	88,255	48,000	44,620	44,620	805 8020 Improvements	-	-	-	-
15,823	9,734	-	-	7,987	29,000	27,918	27,918	810 8111 Motor Vehicles	135,000	135,000	135,000	
<b>78,960</b>	<b>79,037</b>	<b>104,579</b>	<b>42,326</b>	<b>96,242</b>	<b>77,000</b>	<b>72,538</b>	<b>72,538</b>	<b>830 8211 Other Equipment and Machinery</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	
								<b>Total Capital</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	
<b>78,960</b>	<b>79,037</b>	<b>104,579</b>	<b>42,326</b>	<b>96,242</b>	<b>77,000</b>	<b>72,538</b>	<b>72,538</b>	<b>Total Expenditures - Police</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	

# Capital Improvement – Fire Department

## Contact Information

Lou Hecht, Chief of Fire Services

lhecht@cityofcrestwood.org

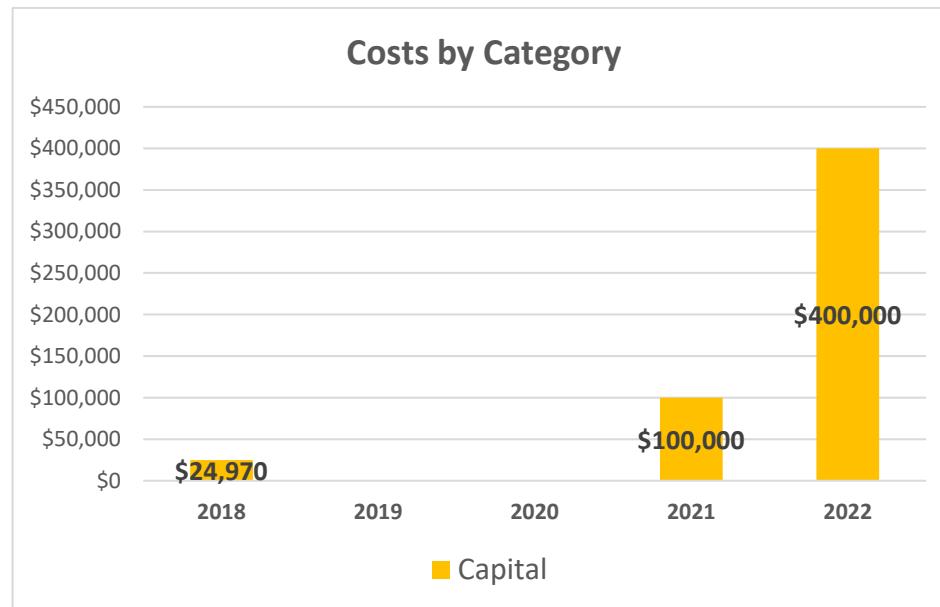
314.729.4740

### Division Summary:

Fire department capital equipment and vehicle purchases are charged to this account. These purchases are only for those items that are charged to the Capital Improvement Fund.

**Budget Summary:** \$400,000

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by

**300.0%**

#### Increases

Increase due to the  
\$400,000 down  
payment for the Fire  
Truck Chassis.

#### Decreases

No significant  
decreases

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description			2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FIRE 21-45-080-XXX-XXXX			Dept, City Adm.	Ways & Means Recommended	BOA Approved
-	-	-	-	-	-	-	-	620	6312	Maint/Repair Buildings	-	-	-
-	-	-	-	-	-	-	-			Total Contractual	-	-	-
33,585	-	24,970	-	-	100,000	-	115,000	810	8111	Motor Vehicles	400,000	400,000	400,000
-	-	-	-	-	-	-	-	810	8120	Capital Outlay Expense	-	-	-
17,079	47,561	-	-	-	-	-	-	830	8211	Other Equipment and Machinery	-	-	-
<b>50,664</b>	<b>47,561</b>	<b>24,970</b>	-	-	<b>100,000</b>	-	<b>115,000</b>			<b>Total Capital</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>
<b>50,664</b>	<b>47,561</b>	<b>24,970</b>	-	-	<b>100,000</b>	-	<b>115,000</b>			<b>Total Expenditures- Fire</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>

# Capital Improvement – Parks & Recreation Department

## Contact Information

Eilien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

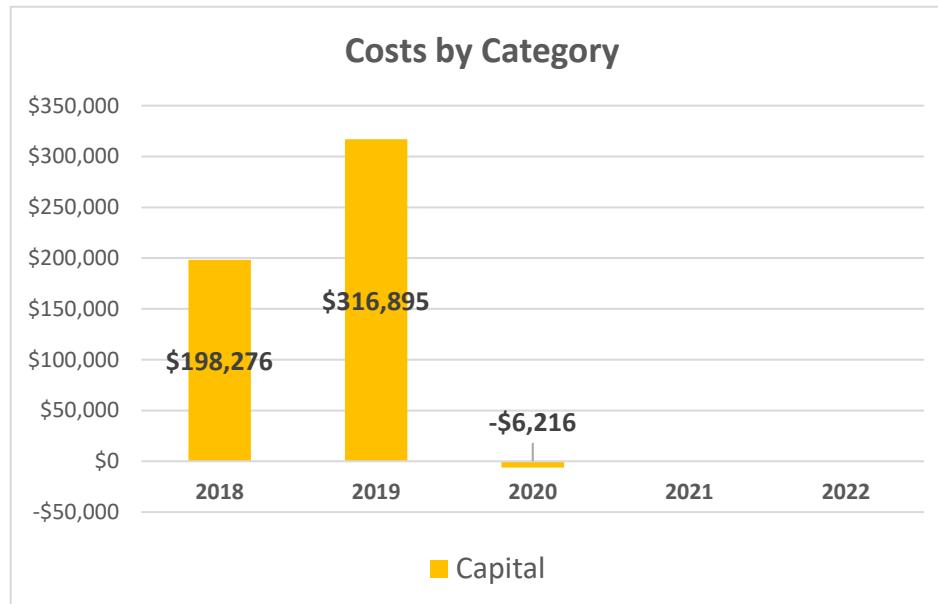
314.729.4861

### Division Summary:

Parks and Recreation Department capital equipment and vehicle purchases are charged to this account. These purchases are only for those items that are charged to the Capital Improvement Fund.

**Budget Summary:** \$0

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by

**0.0%**

#### Increases

No significant increases

#### Decreases

No significant decreases

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description			2022 BUDGET		
2016	2017	2018	2019	2020	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PARKS 21-50-090-XXX-XXX			Dept, City Adm.	Ways & Means Recommended	BOA Approved
-	-	198,276	316,895	(6,216)	-	-	-	805	8020	Park Improvements	-	-	-
-	-	198,276	316,895	(6,216)	-	-	-	899	8020	Grants - Park Improvements	-	-	-
								Total Expenditures - Parks			-	-	-



# Project: Selective Slab Replacement of City Streets

---

## Project Department

Public Works, Street Division

## Funding Source

City Funding - Capital Improvement Fund

## Account Number

21-35-062-612-6154 - Contracted Slab Replacement

## Project Description

\$1,085,565 in selective slab replacement on 10 different streets. Half of this project was carried over from FY2021, due to lack of bidding options. The streets included are listed to the right.

## Project Justification

This project will improve the pavement conditions of these 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 Summary

Budget: \$1,085,565

Status: Active

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Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$1,085,565	\$1,085,565
Other		
<b>Total</b>	<b>\$1,085,565</b>	<b>\$1,085,565</b>

STREET	PASER Ratings (Sept. 2021)	Sq. Yds.
Brookview Dr.	5	1,334
Fort Donelson Dr.	4	1,560
Fort Henry Dr.	5	780
Lodgepole Ln.	5	915
Missy Ct.	6	856
Morningstar Trl.	4	397
Rosebay Dr.	5	1,697
Sappington Greens Ln	5	1,307
Oakmont Woods Ct.	5	484
Pardee Lane (10" deep section)	4	2,997
Pardee Lane (7" deep section)	4	2,040



# Project: Mill and Overlay of City Streets

---

## Project Department

Public Works, Street Division

## Funding Source

City Funding - Capital Improvement Fund

## Account Number

21-35-062-612-6155 - Mill and Overlay

## Project Description

\$599,000 in mill and overlay work on 17 different streets in the City of Crestwood. More than 44,000 square yards of asphalt work is scheduled to be performed. The streets included are listed to the right.

## Project Justification

This project will improve the pavement conditions of these 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 Summary

**Budget: \$599,000**

**Status: Active**

---

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$599,000	\$599,000
Other		
<b>Total</b>	<b>\$599,000</b>	<b>\$599,000</b>

STREET	PASER Ratings (Sept. 2021)	Sq. Yds.
Aloha Dr	4	2,571
Arban	4	7,942
Bali Ct.	4	2,522
Dublin Dr.	5	2,217
Fournier Dr.	5	2,851
Glenrose Dr.	5	3,770
Hutchins Dr.	5	1,416
Larsen Ln.	5	2,200
Lodge Dr.	5	3,583
Lopina Blvd.	4	846
Paddock Ct.	4	1,580
Samoa Dr.	5	4,859
Satinwood Pl.	5	720
Starling Dr.	5	3,150
Tahiti Dr.	6	868
Tower Ave.	4	915
Whitecliff Park Ln.	4	2,837

# Project: Pavement Preservation of City Streets

## Project Department

Public Works, Street Division

## Funding Source

City Funding - Capital Improvement Fund

## Account Number

21-35-062-612-6157 - Pavement Preservation

## Project Description

\$99,000 to apply a sealcoat on top of all recent mill and overlay streets

## Project Justification

This project will improve the pavement conditions of these streets and is part of the overall pavement management of the Crestwood street system. The City has tested and found that this treatment increases the expected life of asphalt overlay streets.

## Financial Implications

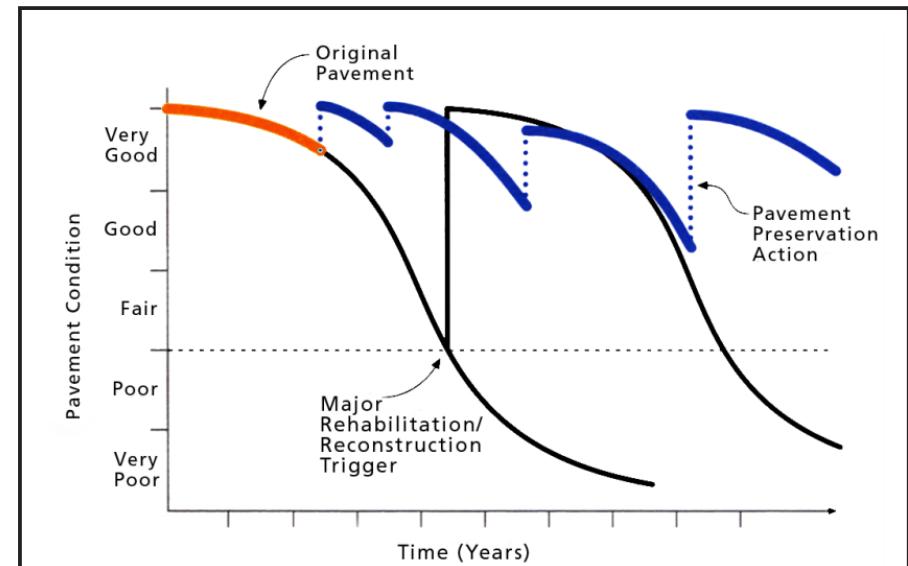
In the short term, there is a moderate financial output, but the treatment should expand the life span of the overlayed streets, at a much greater rate than non-treated streets, thus saving the City money in the long term.

Capital Improvement Summary

Budget: \$99,000

Status: Active

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$99,000	\$99,000
Other		
<b>Total</b>	<b>\$99,000</b>	<b>\$99,000</b>



# Project: Construction of New Sidewalks

---

Capital Improvement Summary

**Budget: \$250,000**  
**Status: Active**

---

**Project Department**

Public Works, Street Division

**Funding Source**

City Funding - Capital Improvement Fund

**Account Number**

21-35-062-612-6170 - Sidewalk Construction

**Project Description**

\$250,000 to construct two new segments of sidewalk. The first area is approximately 1,000 feet of sidewalk along the streets of Elmont Lane, Westglen Drive, and Trelane Avenue, located within walking distance of Crestwood Elementary School and Grant's Trail. The second area is approximately 1,500 feet of sidewalk along Pardee Road, connecting to Eddie and Park Road, located within walking distance of Sappington Elementary School.

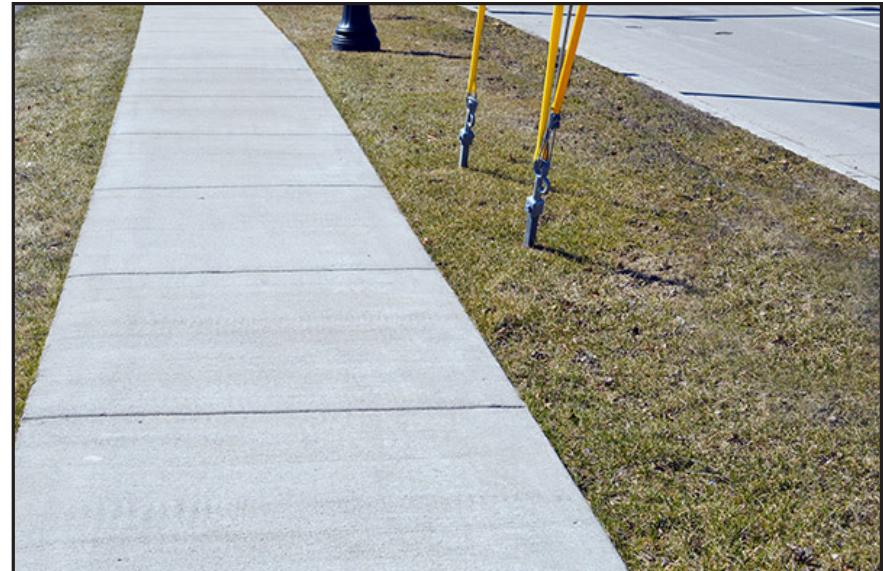
**Project Justification**

This project was requested by the Board of Aldermen to improve walkability around attractions within the City, such as schools.

**Financial Implications**

This will increase the long term sidewalk maintenance costs of the City.

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$250,000	\$250,000
Other		
<b>Total</b>	<b>\$250,000</b>	<b>\$250,000</b>





# Project: Maintenance of Established Sidewalks

---

## Project Department

Public Works, Street Division

## Funding Source

City Funding - Capital Improvement Fund

## Account Number

21-35-062-612-6170 - Sidewalk Construction

## Project Description

\$75,000 for various maintenance of sidewalks all throughout the City.

## Project Justification

The sidewalks in the right-of-way in Crestwood are currently being maintained by the adjacent property owner. However, the sidewalks in the residential zones are not being maintained properly and present a liability to Crestwood. The City needs to stay up to date on maintenance in order to keep users safe.

## Financial Implications

The City will incur all the costs associated with the project, although, it could save the City greatly in the long-term, should an issue occur from someone using the sidewalks.

---

Capital Improvement Summary

Budget: \$75,000

Status: Active

---

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$75,000	\$75,000
Other		
<b>Total</b>	<b>\$75,000</b>	<b>\$75,000</b>





## Project: Purchase of a new Ford F-150

---

### Project Department

Public Works, Street Division

### Funding Source

City Funding - Capital Improvement Fund

### Account Number

21-35-062-810-8010 - Motor Vehicles

### Project Description

\$27,500 to purchase a new Ford F-150, replacing an older F-250.

### Project Justification

This purchase is part of the City's vehicle replacement cycle, as the newer vehicle will provide more reliability than an older vehicle. The reason the Public Works Garage is requesting the F-150 instead of the F-250 is because of supply-chain issues with Ford and an internal discussion that led to deciding they did not need the additional capacity.

### Financial Implications

The newer vehicle will require less maintenance and will be under factory warranty. The older vehicle will also be sold as surplus, which will bring back a marginal amount of revenue.

---

Capital Improvement Summary

Budget: \$27,500

Status: Active

---

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$27,500	\$27,500
Other		
<b>Total</b>	<b>\$27,500</b>	<b>\$27,500</b>



# **Project:** Replacement of a Bobcat with track steer

---

**Project Department**

Public Works, Street Division & Parks and Recreation, Parks Maintenance Divisions

**Funding Source**

City Funding - Capital Improvement Fund

**Account Number**

21-35-062-815-8211 - Heavy Equipment

**Project Description**

\$44,800 to replace a 2007 Bobcat with track steer

**Project Justification**

The older Bobcat is not compatible with newer attachments and the 2022 version is much more conducive to the street/park maintenance efforts currently needed within the City.

**Financial Implications**

The newer equipment will require less maintenance and provide more reliability for the department. The older piece of equipment will also be sold as surplus, which will bring back a marginal amount of revenue.

---

*Capital Improvement Summary*

**Budget:** \$44,800

**Status:** Active

---

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$44,800	\$44,800
Other		
<b>Total</b>	<b>\$44,800</b>	<b>\$44,800</b>



# **Project:** Replacement of a Trailer for the Track Steer

---

**Project Department**

Public Works, Street Division & Parks and Recreation, Parks Maintenance Divisions

**Funding Source**

City Funding - Capital Improvement Fund

**Account Number**

21-35-062-815-8211 - Heavy Equipment

**Project Description**

\$8,000 to replace a 1996 trailer for the Bobcat track steer

**Project Justification**

The previous trailer is more than 25 years old and a newer trailer will much better accommodate the new track steer.

**Financial Implications**

The newer equipment will require less maintenance and provide more reliability for the department. The older piece of equipment will also be sold as surplus, which will bring back a marginal amount of revenue.

---

*Capital Improvement Summary*

**Budget:** \$8,000

**Status:** Active

---

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$8,000	\$8,000
Other		
<b>Total</b>	<b>\$8,000</b>	<b>\$8,000</b>



# **Project:** Replacement of a Walk-Behind Concrete Saw

---

**Project Department**

Public Works, Street Division

**Funding Source**

City Funding - Capital Improvement Fund

**Account Number**

21-35-062-815-8211 - Heavy Equipment

**Project Description**

\$3,700 to replace a walk-behind concrete saw

**Project Justification**

A new concrete saw has more safety features and will be more efficient than the older model.

**Financial Implications**

The newer equipment will require less maintenance and provide more reliability for the department. The older piece of equipment will also be sold as surplus, which will bring back a marginal amount of revenue.

---

*Capital Improvement Summary*

**Budget:** \$3,700

**Status:** Active

---

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$3,700	\$3,700
Other		
<b>Total</b>	<b>\$3,700</b>	<b>\$3,700</b>



# **Project:** Purchase of a Mobile Leaf Blower

---

*Capital Improvement Summary*

**Budget:** \$8,300  
**Status:** Active

---

**Project Department**

Parks and Recreation, Parks Maintenance Division

**Funding Source**

City Funding - Capital Improvement Fund

**Account Number**

21-35-062-815-8211 - Heavy Equipment

**Project Description**

\$8,300 to purchase a new mobile leaf blower for the parks maintenance division.

**Project Justification**

The new mobile leaf blower will help save significant time cleaning leaves in the Parks and other City properties.

**Financial Implications**

The new leaf blower will be entirely out-of-pocket, but will potentially save dozens of staff hours over the course of a year.

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$8,300	\$8,300
Other		
<b>Total</b>	<b>\$8,300</b>	<b>\$8,300</b>



---

# **Project: Purchase of a “Billy Goat” Loader**

---

**Project Department**

Parks and Recreation, Parks Maintenance Division

**Funding Source**

City Funding - Capital Improvement Fund

**Account Number**

21-35-062-815-8211 - Heavy Equipment

**Project Description**

\$8,100 to purchase a “billy goat” loader for the parks maintenance division.

**Project Justification**

The new billy goat loader will help save significant time cleaning leaves in the Parks and other City properties.

**Financial Implications**

The new loader will be entirely out-of-pocket, but will potentially save dozens of staff hours over the course of a year.

---

*Capital Improvement Summary*

**Budget: \$8,100**

**Status: Active**

---

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$8,100	\$8,100
Other		
<b>Total</b>	<b>\$8,100</b>	<b>\$8,100</b>



# Project: Replacement of Three Police Vehicles

---

**Project Department**  
Police Department

**Funding Source**  
City Funding - Capital Improvement Fund

**Account Number**  
21-40-070-810-8111 - Motor Vehicles

**Project Description**  
\$135,000 to replace three, older model police pursuit vehicles. The City will be replacing three Ford Explorers with one Ford F-150, one Ford Explorer with a combustion engine, and one Ford Explorer, hybrid edition.

**Project Justification**  
This purchase is part of the City's vehicle replacement cycle, as the newer vehicles will provide more reliability than an older vehicle.

**Financial Implications**  
The newer vehicles will require less maintenance and will be under factory warranty. The older vehicles will also be sold as surplus, which will bring back a marginal amount of revenue.

---

Capital Improvement Summary

**Budget: \$135,000**  
**Status: Active**

---

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$135,000	\$135,000
Other		
<b>Total</b>	<b>\$135,000</b>	<b>\$135,000</b>



# Project: Purchase of new tasers

---

**Project Department**  
Police Department

**Funding Source**  
City Funding - Capital Improvement Fund

**Account Number**  
21-40-070-830-8211 - Other Equipment and Machinery

**Project Description**  
\$15,000 to purchase 11 new tasers, 16 batteries, various cartridge sizes, and other related taser supplies for patrol officers of the Police Department.

**Project Justification**  
This purchase will allow for all uniformed patrol officers to carry their own taser. Currently, officers have to trade off wearing them and not all officers do. This purchase keeps the Department in line with their standard operating procedures.

**Financial Implications**  
This is strictly a purchase with negative financial implications. While tasers are good to use as an alternative use of force, they are expensive to operate. Tasers and batteries need to be on a replacement cycle and cartridges are single-use only.

---

*Capital Improvement Summary*

**Budget: \$15,000**  
**Status: Active**

---

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$15,000	\$15,000
Other		
<b>Total</b>	<b>\$15,000</b>	<b>\$15,000</b>





# Project: Initial Payment on a new fire truck

---

**Project Department**  
Fire Department

**Funding Source**  
City Funding - Capital Improvement Fund

**Account Number**  
21-45-080-810-8010 - Motor Vehicles

**Project Description**  
\$400,000 as an initial payment on a new fire truck

**Project Justification**  
This purchase is part of the City's vehicle replacement cycle, as the newer vehicle will provide more reliability than the older fire truck. Additionally, while the current fire truck is only a 2013, the engine has been rebuilt twice in the last three years and the cost of procuring parts for the truck are getting too hard to find and/or too expensive.

**Financial Implications**  
The newer vehicle will require less maintenance and will be under factory warranty. The older vehicle will also be sold as surplus, which should bring back a significant amount of revenue.

---

*Capital Improvement Summary*

**Budget: \$400,000**  
**Status: Active**

---

Sources	FY 2022	Total
Federal Grants		
State & Local Grants		
City Funding	\$400,000	\$400,000
Other		
<b>Total</b>	<b>\$400,000</b>	<b>\$400,000</b>



\* The new Crestwood fire truck will likely look very similar to the Festus Fire Truck pictured here.

# Capital Improvement Fund – Five Year Projections

## Contact Information

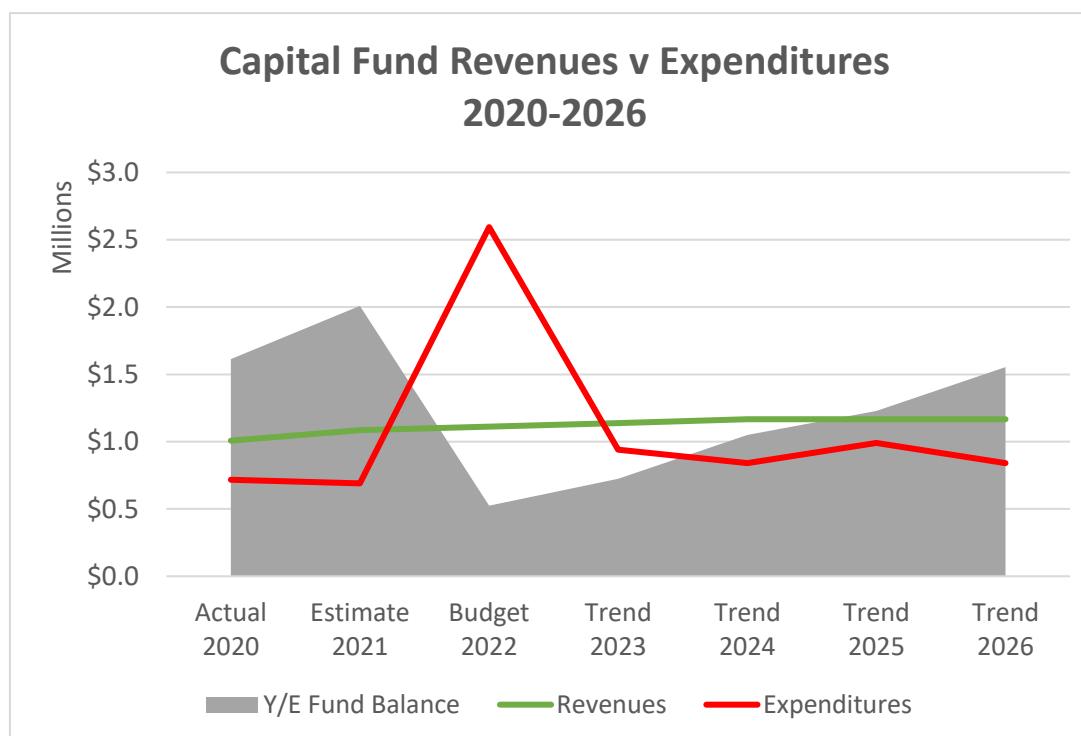
Kris Simpson, City Administrator

[ksimpson@cityofcrestwood.org](mailto:ksimpson@cityofcrestwood.org)

314.729.4780

## Summary:

	2020 Actual	2021 Estimate	2022 Budget	2023 Trend	2024 Trend	2025 Trend	2026 Trend
Revenues	1,007,375	1,084,754	1,110,537	1,138,300	1,166,758	1,166,758	1,166,758
Expenditures	716,978	690,017	2,593,965	940,000*	840,000	990,000	840,000
Surplus (Deficit)	290,397	394,737	(1,483,428)	198,300	326,758	176,758	326,758
Fund Balance	1,613,855	2,008,592	525,164	723,464	1,050,222	1,226,980	1,553,738



**Budgeted FY2022 Fund Balance:**

\$525,164

**Reserve Percentage:** 20.2%

## Key Assumptions

- Assumes no major economic changes from FY2021. Therefore, the financial impact of the mall redevelopment is not reflected in this forecast.
- Assumes no major changes in levels of service. Expenditures are up in 2022 due to several large expenditures, but that trend is expected to plateau, especially with a lower fund balance.

# Capital Improvement Fund – Five Year Projections

## Contact Information

Kris Simpson, City Administrator

[ksimpson@cityofcrestwood.org](mailto:ksimpson@cityofcrestwood.org)

314.729.4780

## Capital Projects Projected for FY2023-26 are as follows:

2023		CIP Rank
Street Maintenance	\$575,000	
Sidewalk Maintenance	\$175,000	
<b>TOTAL Maintenance</b>	<b>\$750,000</b>	
 Misc Equipment, various	\$90,000	
New Fire Truck payment	\$500,000	
2 1/2 Ton Dump Truck	\$150,000	
<b>TOTAL Vehicles/Equipment</b>	<b>\$740,000</b>	
 <b>TOTAL CI FUND</b>	<b>\$1,490,000*</b>	

2024		CIP Rank
Street Maintenance	\$575,000	
Sidewalk Maintenance	\$75,000	
<b>TOTAL Maintenance</b>	<b>\$650,000</b>	
 PD Vehicle Replacements x2	\$100,000	
Misc Equipment, various	\$90,000	
 <b>TOTAL Vehicles/Equipment</b>	<b>\$190,000</b>	
 <b>TOTAL CI FUND</b>	<b>\$840,000</b>	

2025		CIP Rank
Street Maintenance	\$575,000	
Sidewalk Maintenance	\$75,000	
<b>TOTAL Maintenance</b>	<b>\$650,000</b>	
 PD Vehicle Replacements x2	\$100,000	
Misc Equipment, various	\$90,000	
2 1/2 Ton Dump Truck	\$150,000	
<b>TOTAL Vehicles/Equipment</b>	<b>\$340,000</b>	
 <b>TOTAL CI FUND</b>	<b>\$990,000</b>	

2026		CIP Rank
Street Maintenance	\$575,000	
Sidewalk Maintenance	\$75,000	
<b>TOTAL Maintenance</b>	<b>\$650,000</b>	
 PD Vehicle Replacements x2	\$100,000	
Misc Equipment, various	\$90,000	
 <b>TOTAL Vehicles/Equipment</b>	<b>\$190,000</b>	
 <b>TOTAL CI FUND</b>	<b>\$840,000</b>	

**\*Please note:** FY2023 expenditures are set to be offset by \$550,000 in ARPA funds, received in 2022; this is why the \$1,490,000 total in projected capital projects is measured at \$940,000 in the 2023 Trend on the previous page, 164.

# Sewer Lateral Fund



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## ANNUAL BUDGET

### Sewer Lateral Fund

#### In This Section:

Sewer Lateral Program	\$135,184
<b>TOTAL</b>	<b>\$135,184</b>

# 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 (and more specifically, the Department's Project Manager) administers the program, receiving applications and authorizing projects. Approximately 20 percent of the Project Manager's time is in administration of the sewer lateral program, hence why 20 percent of their salary (plus benefits) is appropriated to this fund. Crestwood contracts out the repair work to a private company. Expenditures in this fund are easy to control as repair applications can be denied for lack of funds.

**Budget Summary:** \$135,184

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by

**0.2%**

#### Increases

No significant increases

#### Decreases

No significant decreases

City of Crestwood, Missouri  
 Sewer Lateral Fund Expenditures  
 Budget for the Year Ending December 31, 2022

ACTUAL					2021			Account Description				2022 BUDGET		
2016	2017	2018	2019	2020	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	12,966	12,915	8,411	12,484	505	5011	Wages, Non-Exempt Employees	12,979	12,979	12,979	
0	0	0	0	2,682	2,709	1,764	872	510	5110	Health Insurance	2,817	2,817	2,817	
0	0	0	0	71	65	43	22	510	5111	Dental Insurance	67	67	67	
0	0	0	0	49	112	41	20	510	5112	Life/AD&D/LTD Insurance	84	84	84	
0	0	0	0	639	620	406	549	510	5115	Retirement Plan	688	688	688	
0	0	0	0	37	48	32	570	510	5116	Workers' Compensation Ins	56	56	56	
0	0	0	0	783	801	495	774	515	5210	FICA Taxes	805	805	805	
0	0	0	0	183	187	116	181	515	5211	Medicare Taxes	188	188	188	
0	0	0	0	17,410	17,457	11,308	15,472	<b>Total Personnel</b>				17,684	17,684	17,684
0	0	0	0	91	84	56	84	315	6217	Mobile Phones	-	-	-	
119,313	132,920	113,947	93,365	123,616	117,500	68,238	119,000	610	6115	Other Professional Services	117,500	117,500	117,500	
119,313	132,920	113,947	93,365	123,707	117,584	68,294	119,084	<b>Total Contractual</b>				117,500	117,500	117,500
<b>119,313</b>	<b>132,920</b>	<b>113,947</b>	<b>93,365</b>	<b>141,117</b>	<b>135,041</b>	<b>79,602</b>	<b>134,556</b>	<b>Total Expenditures - Sewer Lateral</b>				<b>135,184</b>	<b>135,184</b>	<b>135,184</b>

# Sewer Lateral Fund – Five Year Projections

## Contact Information

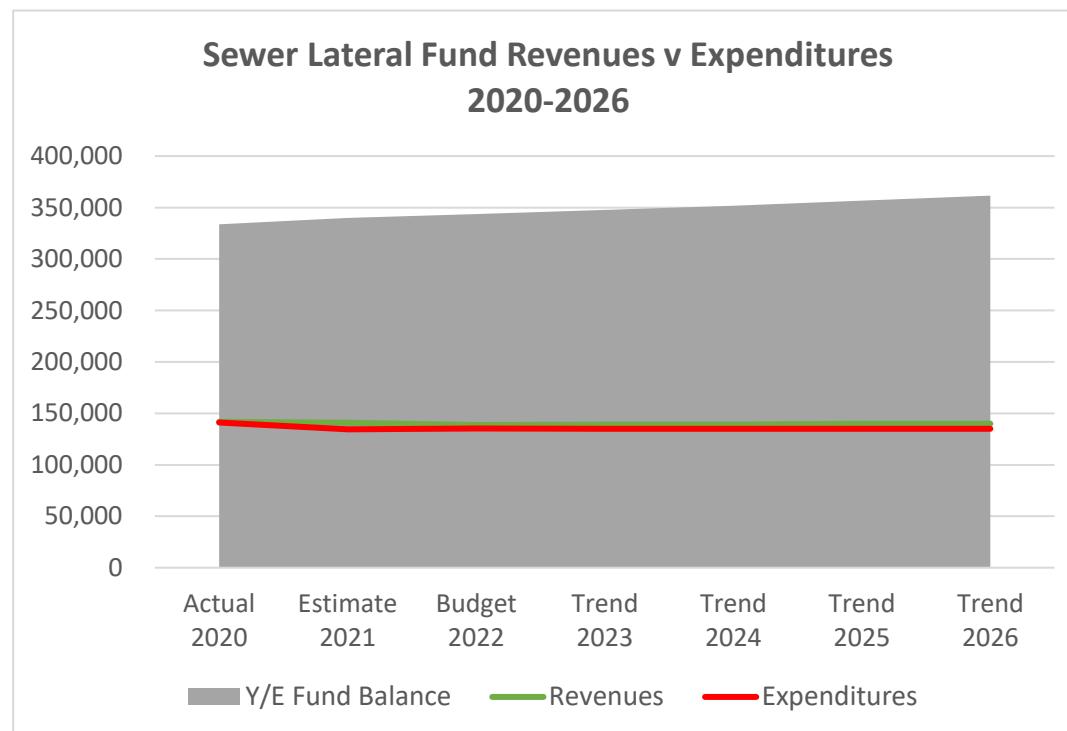
Jim Gillam, Director of Public Services

jgillam@cityofcrestwood.org

314.729.4722

### Summary:

	2020 Actual	2021 Estimate	2022 Budget	2023 Trend	2024 Trend	2025 Trend	2026 Trend
Revenues	141,761	140,800	138,700	139,000	139,000	140,000	140,000
Expenditures	141,117	134,472	135,184	135,000	135,000	135,000	135,000
Surplus (Deficit)	644	6,328	3,516	4,000	4,000	5,000	5,000
Fund Balance	333,749	340,077	343,593	347,593	351,593	356,593	361,593



**Budgeted FY2022 Fund Balance:**  
\$343,593

**Reserve Percentage:** 254.2%

### Key Assumptions

- Assumes no major changes in revenue. As a \$28 set fee, there is not much movement in terms of the amount collected by the City.
- Assumes no major changes in levels of service. Since the Sewer Lateral Fund expenditures can be declined for lack of funds, there are safeguards in place to control spending.

## Appendix

## Capital Improvement Program (CIP) Scoring Summary

Proj #	Project Name	Location	FY21 Cost	Total
62	Replace Exterior Lighting with LED	Whitecliff Park	\$ 170,000	62
60	Rebuild Basketball Courts	Whitecliff Park	\$ 115,000	55
17	Replace HVAC	Whitecliff Community Center	\$ 155,000	54
12	Replace Trail Bridge at Sanders Park	Sanders Park	\$ 150,000	53
46	Whitecliff Phase II - Bridge Construction (~Continuation of FY2021 Project)	Whitecliff Park	\$ 1,400,000	49
38	GC Window Replacement (~Continuation of FY2021 Project)	Government Center	\$ 100,000	47
52	Addition of Sidewalk on Pardee Road - appox 1500' (Eddie and Park to 9327 Pardee Road)	Streets of Crestwood	\$ 291,000	47
61	Resurface Tennis Court	Whitecliff Park	\$ 25,000	47
33	Ballfield Renovations - Whitecliff Park, including backstop, shed, bleachers, etc.	Whitecliff Park	\$ 60,000	46
53	Addition of Sidewalk on Elmont and Westglen - approx 1050' (Sappington to 921 Westglen, N to 920 Trelane, N to 927 Trelane)	Streets of Crestwood	\$ 200,000	46
20	Replace Electrical Switchboards, Panels, and Transformers	Whitecliff Community Center	\$ 223,000	44
67	Replace Government Center Generator	Government Center	\$ 80,000	44
64	Complete Master Plan for Parks & Rec Dept.	Crestwood Parks Department	\$ 60,000	43
66	Resident Manager House Roof	Sappington House	\$ 16,000	43
71	Sanders - Playground Resurfacing	Sanders Park	\$ 26,000	43
59	Replace Interior Lighting with LED	Whitecliff Community Center	\$ 55,000	42
65	Replace Lights	Sanders Park	\$ 20,000	41
24	Parking Area Replacement and Reconfiguration	Crestwood Park	\$ 440,000	39
68	Addition of Community Center Generator	Community Center	\$ 80,000	36
18	Replace Entryway Heaters (Electric Cabinet)	Whitecliff Community Center	\$ 35,000	33
30	Addition of Lower Pavilion Area - Restroom (Done in conjunction with Quarry Project)	Whitecliff Park	\$ 300,000	33
15	Addition of Trail Bridge at Lodgepole into Whitecliff Park	Whitecliff Park	\$ 250,000	32
70	Crestwood - Playground Resurfacing	Crestwood Park	\$ 70,000	32
69	Improved Security Locking at City Buildings	Government & Community Center	\$ 30,000	31
72	Spellman - Playground Resurfacing	Spellman Park	\$ 30,000	31
58	Addition of Sidewalk on Robyn, near Truman Middle School - approx 260'	Streets of Crestwood	\$ 50,000	30
63	Reconstruction of Watson Industrial Drive (Street, sidewalk, stormwater, etc.)	Streets of Crestwood	\$ 2,840,000	30
29	Addition of Nature Area	Crestwood Park	\$ 400,000	29
51	Renovating GC Public Bathrooms	Government Center	\$ 70,000	29
34	New Gymnasium and Dance Room	Whitecliff Community Center	\$ 4,000,000	26
35	Addition of Whitecliff Amphitheater	Whitecliff Park	\$ 1,000,000	26
44	General Grant Lane - approx 2,000' (Street, sidewalk, stormwater, etc.)	Streets of Crestwood	\$ 1,000,000	24
47	Various Street Lights Throughout City	Streets of Crestwood	\$ 25,000	23
26	Ballfield Addition and Renovation	Crestwood Park	\$ 230,000	22
32	Replace Tennis Court	Whitecliff Park	\$ 400,000	21
27	Addition of Spray Pool Area	Crestwood Park	\$ 100,000	20
23	Addition of Paved Trail for Whitecliff Park	Whitecliff Park	\$ 250,000	19
56	Addition of Shuffle Board Courts	Whitecliff Park	\$ 26,000	15
55	Addition of Quarry Playground	Whitecliff Park	\$ 300,000	13
73	Covered Parking at PW Garage	PW Garage	\$ 175,000	

**TOTALS**

**40 Projects**

**\$ 15,247,000**

# 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.

**American Rescue Plan Act (ARPA)** – Also known as the COVID-19 Stimulus Package, the American Rescue Plan was signed into law in March 2021 to help in the country's recovery from the COVID-19 pandemic. Part of the \$1.9 trillion economic stimulus bill sent money to state and local governments, typically on a per capita basis.

**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 Generally Accepted Accounting Principles (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 Fund** - is one of the four major funds in the City, designated as Fund 21 by the Finance Department. This capital projects fund provides resources for funding the maintenance, construction, and acquisition of capital assets.

**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.

**Collective Bargaining Agreement (CBA)** – A written legal contract between an employer and a union representing the employees. An agreement is the result of a negotiation process between the parties regarding topics such as wages and terms and conditions of employment.

**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." According to the GASB, the fund balance in any given fund is essentially what is left over after the fund's assets have been used to meet its liabilities. Each fund begins the fiscal year with a positive or negative fund balance.

**General Fund** - is one of the four major funds in the City, designated as Fund 10 by the Finance Department. The General Fund provides resources for the majority of City operations, including but not limited to administration, public safety, and public works street maintenance.

**Generally Accepted Accounting Principles (GAAP)** – A set of 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, and equipment rentals.

**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.

**Park and Stormwater Fund** - is one of the four major funds in the City, designated as Fund 23 by the Finance Department. This special revenue fund is used to explicitly to provide resources for the day-to-day operations and capital improvements for Crestwood's Parks and Recreation Department as well as any of the City's storm water needs.

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

**Sewer Lateral Fund** - is one of the four major funds in the City, designated as Fund 30 by the Finance Department. This special revenue fund, residents pay a \$28 fee as part of their annual property tax bill, is used explicitly to provide resources for Crestwood's sewer lateral repair program.

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

**Tax Increment Financing (TIF)** - 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 & Community Data

## Population

Year	Pop.
1970:	15,123
1980:	12,815
1990:	11,234
2000:	11,863
2010:	11,912
2020:	12,406

## Gender

Male:	47.7%
Female:	52.3%

## 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	89.2%
Black or African American alone	1.7%
American Indian and Alaska Native alone	0.1%
Asian alone	2.2%
Native Hawaiian and Other Pacific Islander alone	0.0%
Two or More Races	5.7%
Hispanic or Latino	2.6%

## Housing

Housing units	5,448
Occupied housing rate	96.2%
Median value of owner-occupied housing units	\$208,6000

## 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%

## Assessed Valuation (in dollars)

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
2020	\$327,361,710

**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%

**Major Businesses**

1	Woodard Cleaning & Restoration
2	Weir Pump and Valve Solutions, Inc.
3	Dema Engineering Company
4	Sam's Club
5	Streib Electric
6	Schnucks Market
7	Kohl's #671
8	St. Louis Home Health, Inc.
9	Lowe Automotive Warehouse
10	Crestview Senior Living

\*Based on number of employees |

**Land Area**

Square Miles | 3.59

**City-Maintained Streets**

Lane Miles | 101.3

**City-Maintained Parks**

Acres | 120

**Business Licenses**

Total Licensed Businesses | Approx. 350

**Top Taxpayers**

1	Sam's Club
2	Weir Pump and Valve Solutions, Inc.
3	Schnucks Market
4	Dema Engineering Company
5	Schoellhorn-Albrecht Machine Co., Inc.

\*Based on business license tax |

# Position Classification Plan

Function	Job Title	Starting	Hiring Max (5)%	Maximum
<b>Support Services</b>	Administrative Assistant I	30,300	31,815	37,269
	Administrative Assistant II	35,704	37,489	48,965
<b>Public Services</b>	Custodian/Facilities Maintenance Worker	34,320	36,036	46,102
	Maintenance Worker I	37,744	39,631	51,005
	Maintenance Worker II	42,334	44,451	57,636
	Building Maintenance Tech I	38,764	40,702	52,025
	Code Enforcement Officer	41,824	43,915	54,504
	Street Crew Leader	49,985	52,484	65,409
	Facilities Crew Leader	49,985	52,484	65,409
	Park Maintenance Crew Leader	49,985	52,484	65,409
	Fleet Crew Leader	49,985	52,484	65,409
	Project Manager	61,818	64,909	87,892
<b>Recreation Services</b>	Recreation Specialist II	41,000	43,050	54,000
	Facilities Manager	49,490	51,965	64,761
	Recreation Manager	49,490	51,965	64,761
<b>Fire Services</b>	Firefighter/Equip. Spec.	51,510		66,155
	Firefighter/Paramedic	57,873		75,245
	Lieutenant	63,125		80,800
	Captain	71,963		89,385
<b>Administrative Services</b>	Accounting Clerk	41,824	43,915	54,504
	Court Administrator	45,394	47,664	58,605
	Human Resources Officer	46,925	49,271	62,686
	City Clerk	51,515	54,091	74,947
	City Planner	61,818	64,909	87,892

<b>Police Services</b>	Administrative/Prosecutor's Assistant	43,000	45,150	52,890
	Community Liaison/Analyst	43,000	45,150	52,890
	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	73,500	77,175	90,405
	Lieutenant	84,000	88,200	103,320
<b>Management Services</b>	Deputy City Administrator	60,000	63,000	78,000
	Superintendent of Maintenance	70,700	74,235	91,809
	Finance Officer	82,820	86,961	107,111
	Assistant Chief of Fire Services/Fire Marshal	82,820	86,961	107,111
	Deputy Chief of Police	82,820	86,961	107,111
	Director of Parks and Rec	83,000	87,150	108,000
	Chief of Fire Services	94,000	98,700	119,180
	Chief of Police	94,000	98,700	119,180
	Director of Public Services	94,000	98,700	119,180