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# 2023 ANNUAL BUDGET

City of Crestwood, Missouri

## **Mayor**

Grant Mabie

## **Board of Aldermen**

### **Ward 1**

Jesse Morrison  
James Zavist

### **Ward 2**

Mike Balles  
Justin Charboneau

### **Ward 3**

Greg Hall  
Scott Shipley

### **Ward 4**

Tony Kennedy  
John Sebben

## **Administration**

Kris Simpson, City Administrator  
Jonathan Williams, Chief of Police  
Leo Meyer, Chief of Fire Services  
James Swingle, Director of Public Works  
Eileen Ramirez, Director of Parks and Recreation  
Sara Fleming, Finance Officer  
Helen Ingold, City Clerk



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Crestwood  
Missouri**

For the Fiscal Year Beginning

**January 01, 2022**

*Christopher P. Monell*

Executive Director

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# 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, 2023. 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, Park and Stormwater, Capital Improvement and Sewer Lateral. These four funds combine for total budget expenditures of more than \$19.4 million, an increase of 8.5% (\$1,522,144) from FY2022. The total revenue projected will be nearly \$17.2 million, an increase of 13.3% (\$2,017,045) from FY2022. While this will lead to deficit spending in FY2023 of approximately \$2.3 million, the overall fund balance of all accounts will remain healthy at more than \$9.8 million.

Below is a summary of the FY23 Budget:

	Revenues	Expenditures	Surplus (Deficit)	Fund Balance 1/1/23	Fund Balance 12/31/23
General	13,675,293	15,262,170	(1,586,877)	9,531,524	7,944,647
Park & Stormwater	2,116,952	2,435,067	(318,115)	1,143,816	825,701
Capital Improvement	1,267,503	1,653,500	(385,997)	1,037,949	651,951
Sewer Lateral	138,700	138,093	607	384,598	385,205
<b>TOTAL</b>	<b>17,198,448</b>	<b>19,488,830</b>	<b>(2,290,382)</b>	<b>12,097,887</b>	<b>9,807,505</b>

## FY2023 Budget Overview

Fiscal Year 2023 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 navigate the prolonged effects that COVID will have on the overall economy.

Overall, the City of Crestwood budget is in a healthy position. The General Fund allows for additional capital projects while still retaining a greater than 52% fund balance. The Park and Stormwater Fund is able to absorb the larger costs in operating and maintaining an Aquatics Center and continues to provide the support needed for recreation programming to grow, however careful attention should be paid to significant cost increases in this fund due to increasing labor costs. The Capital Improvement Fund is funding more street maintenance and capital projects than at nearly any point in the past ten years. The Sewer Lateral Fund continues to operate with a surplus balance.

With the nation as a whole slowly improving from the effects of the ever present COVID-19, and the near completion of phase 1 (with phase 2 underway) with Dierbergs Markets and McBride Homes at the 47-acre former mall site in the center of town, the future is bright for the City of Crestwood.

## General Fund

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2021	\$11,633,711	\$10,811,180	\$822,531	\$7,644,084
Estimated Fund Balance	FY 2022	\$12,724,243	\$11,186,803	\$1,537,440	\$9,531,524
<b>Projected Fund Balance</b>	<b>FY 2023</b>	<b>\$13,675,293</b>	<b>\$15,262,170</b>	<b>\$1,586,877</b>	<b>\$7,944,647</b>

The General Fund, starting on page 80, 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, 2023 fund balance of \$7,944,647 will cover 52.1% of annual expenditures in the General Fund, which is greater than the Board of Aldermen's 45% fund balance policy.

For FY2023, the General Fund is budgeted to end the year with a deficit of nearly \$1.6 million. Careful attention was given to every expenditure request and revenue forecasts continue to be conservative after the effects on the economy of COVID-19 over the past three years. This General Fund deficit is due notably to some significant planned capital projects, many of which are federal grant-supported, particularly the more than \$1.3 million budgeted for design and construction on the Whitecliff Park Bridge project. Additionally, more than \$1.15 million in American Rescue Plan Act (ARPA) funds will be spent from the General Fund, which was received directly from the Federal Government in FY2022.

In terms of personnel, there is no increase in full-time staffing levels within the General Fund. Operationally, the Crestwood Fire Department will be switching from operating a rescue truck, to a full ambulance, in FY2023. This involves no change to personnel, but does carry some increased operating costs due to a greater need for medical supplies. Projections show that the revenues from ambulance transport service will greatly exceed the marginal increase in operating costs.

*Please note*, due to how ARPA funds are appropriated, it is possible to see a discrepancy in the way expenditures appear in the budget document. In FY2022, the City spent \$350,000 of ARPA funds on the wages, non-exempt employees category within the Police Department, which is in the General Fund. The City is also doing the same in FY2023, spending \$352,334 of ARPA funds on the wages, non-exempt employees category



75th Anniversary Parade down Watson Road, October 2022

within the Police Department. While these funds may not duly appear in the budget summary, these allocations do have corresponding ordinances and budget amendments on file for audit purposes.

While the City is projecting a General Fund deficit in FY2023, the strong fund balance position that the City is currently in – more than 52% – 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 FY2023, the City will give careful attention to all expenditures throughout the budget and adjust accordingly.

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

- \$12,000 for a comprehensive legislative update to the City's Code book
- \$11,400 for upgrading to a cloud-based software package for the finance department
- \$30,000 for parking lot sealing on the Government Center parking lot
- \$40,000 for the replacement of the HVAC for the Government Center Board Chambers
- \$30,000 for additional access control measures within the Government Center
- \$10,000 for ambulance billing services, which should be operational in 2023
- \$7,500 for additional medical supplies, which will be needed when the ambulance becomes operational in 2023
- \$352,334 will be transferred from ARPA expenses to the Police Department budget to cover public safety operational costs
- \$250,000 worth of street repairs will be charged to ARPA expenditures, instead of the Capital Improvement Fund

**General Fund capital projects include:**

- \$490,000 for various improvements to the City parks
  - \$170,000 for lighting upgrades at the Whitecliff Community Center
  - \$300,000 to replace the Sanders Park bridge
  - \$20,000 to fund design services for a bridge between the intersection of Sheryl Ann/Lodge Pole and Whitecliff Park
- \$1,320,000 for some additional design and full construction costs of the Whitecliff Park Bridge
- \$800,000 for the Watson Road median project
- \$40,000 for adding new streetlights throughout the City
- \$40,000 for traffic calming efforts within Crestwood, starting with Garber Road
- \$52,931 for a new Chevy Tahoe to replace the Assistant Fire Chief's administrative vehicle
- \$122,400 for various small equipment and machinery in the Fire Department
  - \$54,000 for additional rescue tools
  - \$20,000 for an auto ventilator
  - \$3,000 for a new generator
  - \$2,000 for a narcotics Knox Box
  - \$10,000 in fire hose replacements
  - \$4,800 to purchase six new water rescue vests

- \$30,000 to upgrade the station's emergency alarming system
- \$25,000 to remodel the restrooms of the Fire Department's officers
- \$25,000 for new portable and mobile radios
- \$90,000 for various Parks maintenance needs
- \$136,228 for a new F-550, with plows and spreaders
- \$328,878 for the remaining balance due on the fire truck, which received a down payment in FY2022

In total, the General Fund has \$3,455,837 in capital expenditures budgeted.

## Park and Stormwater Fund

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2021	\$1,990,595	\$1,774,493	\$216,102	\$1,090,529
Estimated Fund Balance	FY 2022	\$2,081,270	\$2,027,984	\$53,286	\$1,143,816
<b>Projected Fund Balance</b>	<b>FY 2023</b>	<b>\$2,116,952</b>	<b>\$2,435,067</b>	<b>\$(318,115)</b>	<b>\$825,701</b>

The Park and Stormwater Fund, starting on page 125, 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) as well as the Community Center and Aquatic Center at Whitecliff Park. The major revenue sources are a half-cent sales tax dedicated for park and stormwater purposes as well as 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 FY2023. Revenue forecasts in terms of sales tax remain conservative as the economy continues to recover from the COVID-19 pandemic. In FY2022, revenue estimates were up over FY2021 and drastically higher than the COVID-19 closure year of FY2020. These numbers were either on par with, or drastically increased from, pre-COVID numbers for the Parks and Recreation Department, which is reflected in the projected FY2023 budget.

In terms of personnel, there is no increase in full-time staffing levels within the Park and Stormwater Fund. There will be a financial increase in part-time staffing for FY2023, which is due to an increase in minimum wage and needing to provide a more competitive hiring package.

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 funding to develop a comprehensive Parks and Recreation Master Plan, which will focus on updating and



Sculpture on the Move, 2022

incorporating all other park-specific master plans and analyze all parks programming, the Aquatic Center and the Community Center for potential changes. This Master Plan will be completed in early 2023 and is scheduled to be adopted by the Board of Aldermen in FY2023. A Master Plan of this scale will have drastic effects on capital planning in FY2024 and beyond.

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

- \$12,830 for replacement of electrical circuits in the Community Center
- \$175,000 to repair various issues throughout the Aquatics Center, including painting different features, replacing the roof, replacing the top of the slide, replacing the leisure wall, and more.
- \$17,000 for installation of a new air system and bike rack as well as replacement of broken benches at the Sappington House Complex

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

- \$30,000 for Ferndale Park playground surface replacement
- \$13,000 in fitness equipment replacements
- \$4,250 in various pool equipment
- \$5,000 to replace cedar shakes at the Historic Sappington House

In total, the Park and Stormwater Fund has \$52,250 in capital expenditures budgeted.

#### **Capital Improvement Fund**

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2021	\$1,101,155	\$672,315	\$428,840	\$2,042,695
Estimated Fund Balance	FY 2022	\$1,153,050	\$2,342,797	\$(1,189,747)	\$1,037,949
<b>Projected Fund Balance</b>	<b>FY 2023</b>	<b>\$1,267,503</b>	<b>\$1,653,500</b>	<b>\$(385,997)</b>	<b>\$651,951</b>

The Capital Improvement Fund, starting on page 141, provides resources for funding the maintenance, construction, and acquisition of capital assets. The fund's major revenue source is a dedicated half-cent sales tax. Other revenues include the sale of capital assets, grants, reimbursements, and interest income.

The Capital Improvement Fund is projecting a deficit for FY2023, due to a second year of drastically increased spending on contracted slab replacements on the streets of Crestwood. There is also money set aside for more than 1,500 square feet of new sidewalks and other various capital equipment purchases. Pages 153-160 include a breakdown of each project



Police Department Remodel, 2022

funded by this fund, including project justifications and financial implications. Projected capital spending over FY2024-27 are listed on page 162.

*Please note*, due to how ARPA funds are appropriated, it is possible to see a discrepancy in the way expenditures appear in the budget document. In FY2022, the City spent \$185,000 of ARPA funds on the street repairs category, which is in the Capital Improvement Fund. The City is also doing the same in FY2023, spending \$352,334 of ARPA funds on the street repairs category. While these funds may not duly appear in the budget summary, these allocations do have corresponding ordinances and budget amendments on file for audit purposes.

Long term, with the primary source of revenue in this fund being a sales tax, economic revitalization – hopefully spurred by the redevelopment of Crestwood Crossings, which will open (at least in part) in 2023 – 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, and with significantly higher prices on labor and materials, this fund will continue to be under pressure. Spending will be controlled as needed to insure the fund doesn't become insolvent.

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

- \$980,000 for selective slab replacement on seven different streets (more than 13,000 square yards of concrete)
- \$65,000 for pavement preservation for all 2022 mill and overlay streets (approximately 50,000 square yards of asphalt)
- \$75,000 for sidewalk slab replacement and repair costs
- \$120,000 for new sidewalks along Elmont Drive, Westglen Drive, and Trelane Avenue
- \$90,000 for new sidewalks along Pardee Road
- \$136,500 for a new F-550, with plows and spreaders
- \$70,000 for a new wood chipper for the Parks Maintenance Department
- \$100,000 for two new Police cars, with proper upfitting
- \$17,000 for eight new car mounted radar units

#### **Sewer Lateral Fund**

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2021	\$140,277	\$110,629	\$29,648	\$363,397
Estimated Fund Balance	FY 2022	\$138,700	\$117,499	\$21,201	\$384,598
<b>Projected Fund Balance</b>	<b>FY 2023</b>	<b>\$138,700</b>	<b>\$138,093</b>	<b>\$607</b>	<b>\$385,205</b>

The Sewer Lateral Fund, starting on page 163, 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 City's Sewer Lateral Fund and used to pay for sewer lateral inspections and 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 an insufficient fund balance.

In the Sewer Lateral Fund for FY2023, revenues are projected to be \$138,700, while expenditures are projected to be \$138,093. This would lead to a surplus of \$607 in 2023, raising the overall projected fund balance to \$385,205. There are no projected increases or decreases in this Fund. Long-term, the Sewer Lateral Fund is projected 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 during the 2010s has contributed to a significant decrease in sales tax revenue from which Crestwood has yet to fully recover. Changing economic conditions and consumer habits have led to a step decline in utility tax revenues to the City.

Fortunately, over recent years there has been modestly increasing retail performance. 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. In 2021, the State of Missouri passed language allowing cities to be able to collect a higher amount of use (sales) tax on all online purchases, which with changes in consumer spending habits, will allow the City to recoup tax on these ‘online retail’ sales. In April 2022, voters in Crestwood also approved an increase from one-quarter to one-half percent in fire protection sales tax.

Long-term, the City has significant goals 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, which shall further be known as Crestwood Crossing. 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. As for 2023, the initial building – the Dierbergs grocery store – is set to open in Q2, with the rest of the project scheduled to be completed over the next few years.

## **Other Noteworthy Developments Impacting the Budget**

Like many communities around the world, the City of 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 forecasted 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 had



Crestwood Crossing Ground Breaking, April 2022

a stabilizing effect on city revenues. For FY2023, this is noteworthy as there are more than a \$1 million in expenditures from these ARPA funds that are appropriated, although the revenue came in during previous fiscal years.

Crestwood adopted a merit-based pay plan in 2018. FY2023 represents the fourth year raises have been given under this system. In preparing the FY2023 Budget, the Board of Aldermen established a “merit pool” of funds to be used for merit increases of approximately 5%, starting on January 1, 2023. 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, 2023. 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 Collective Bargaining Agreement (CBA) which went into effect in March 2022. That agreement included 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 fully felt in 2023 and subsequent future years. There are no other significant personnel changes planned for in 2023.

## Key Assumptions in the Budget

*Service levels.* This budget maintains current service levels as of December 31, 2022, with the exception of switching mid-year from operating an EMS rescue truck, to a full ambulance. This change is expected to have a positive impact on the budget as increased revenues from ambulance transports will exceed marginal increase in operational costs. Select investments are made where they are expected to increase efficiency or save money in the long run.

- Step-eligible employees, which includes the union firefighters and police officers, will all move up the corresponding step on the pay plan.
- Health insurance is forecast as a 6% increase from July to December 2023.
- Proposition 1, a Fire Protection Sales Tax increase, was approved by voters in April 2022. Revenues from this ballot measure will start being received by the City in January 2023, and are therefore reflected in the FY2023 budget forecast.
- 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. However, because no decision has been made, at this time, that is not reflected in this budget document.

*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 2-3% increase in sales and use taxes, across all funds, compared to FY2022 year-end estimates. While the City believes that FY2023 numbers will outpace FY2022, all estimates are conservative in nature as the City cannot risk being too aggressive.
- 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 is forecasted, although there will be new businesses opening and closing in FY2023.
- A roughly 40% increase in fines and court costs in FY2023. 2020- 2022 were low in terms of collections that were directly attributable to the impact of COVID-19 on the Municipal Court and Police Department operations. There was also a reluctance by all Courts in the State of Missouri to issue warrants during the COVID pandemic, which is slowly coming to an end. This will assist in making sure that more people do attend their court dates.
- 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. This is noteworthy as more than \$1 million in funds will be appropriated in FY2023.

*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 2022 in Review

This past year marked my seventh year serving as Crestwood's City Administrator, and for the City as a whole, it was our 75th Anniversary celebration year, as Crestwood was officially incorporated on November 12, 1947. There were many different events planned throughout the entire year for the community, headlined by the October 15 Celebration Day with a parade down Watson Road, Taste of Crestwood, bands, a 5k, giveaways, fireworks, and much more.



Here is a list of some of the biggest accomplishments to note from 2022:

- The Parks and Recreation Department put on some excellent planned programing from Touch-A-Truck to the Halloween Family Fun Fest, and had their most successful day camp and summer pool season in more than five years.
- Public Safety continued to play an important role in the City of Crestwood. In 2022, 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.
- The Police Department started the Etch-and-Catch program, where local mechanics will mark in bright paint and etch the vehicle's vin number on catalytic converters to try to assist in deterring and/or identifying stolen converters. They also rolled out the Tip411 application, which allows them to push out notifications to the community as well as allowing for residents to submit anonymous tips in an easier manner, leading to several additional arrests.
- Receiving the GFOA Distinguished Budget Presentation Award and a clean audit for FY2022.

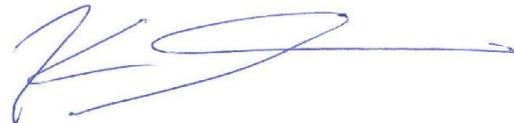
- The Police Department was remodeled.
- Ordering a brand new firetruck and two new ambulances for the Fire Department.
- The City had many different upgrades throughout the year including the completion of the Whitecliff Quarry Area Boardwalk featuring a fishing dock and a new pavilion, nearly \$1.5 million in street improvement projects, resurfacing the Whitecliff basketball and tennis courts and Sanders Park playground, new printers for all departments, and many more maintenance upgrades throughout the City.

The Board of Aldermen, along with City staff, have also set themselves up for a great 2023 and beyond through their work. The Board is in the process of finalizing the first ever comprehensive Parks and Recreation Master Plan for the entire Parks system, working through nine different capital improvement plan projects, starting an ambulance service, and much more.

## **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 everyone who assisted in 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,

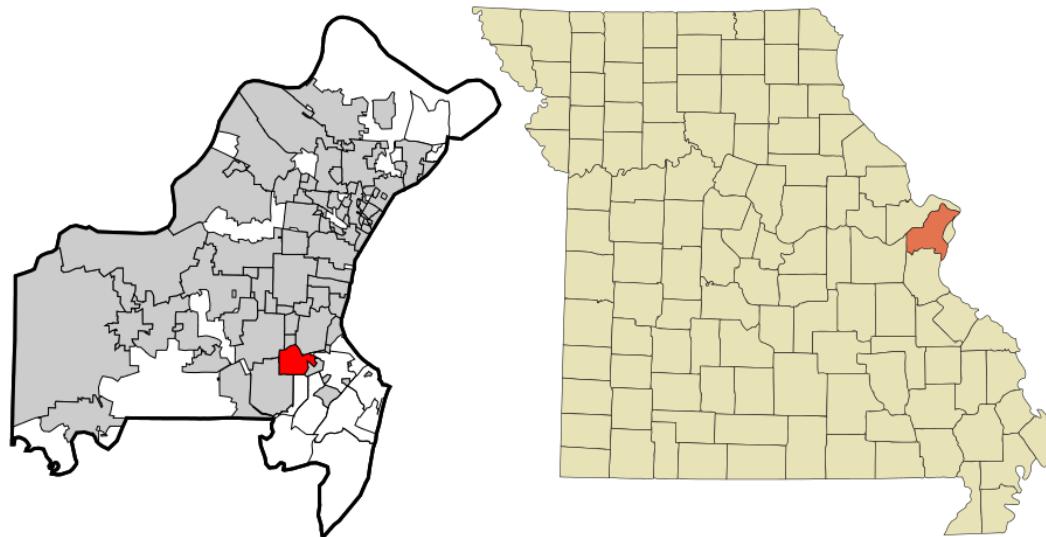
A handwritten signature in blue ink, appearing to read "Kris Simpson".

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.

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.



The "Original" Crestwood Tree

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.

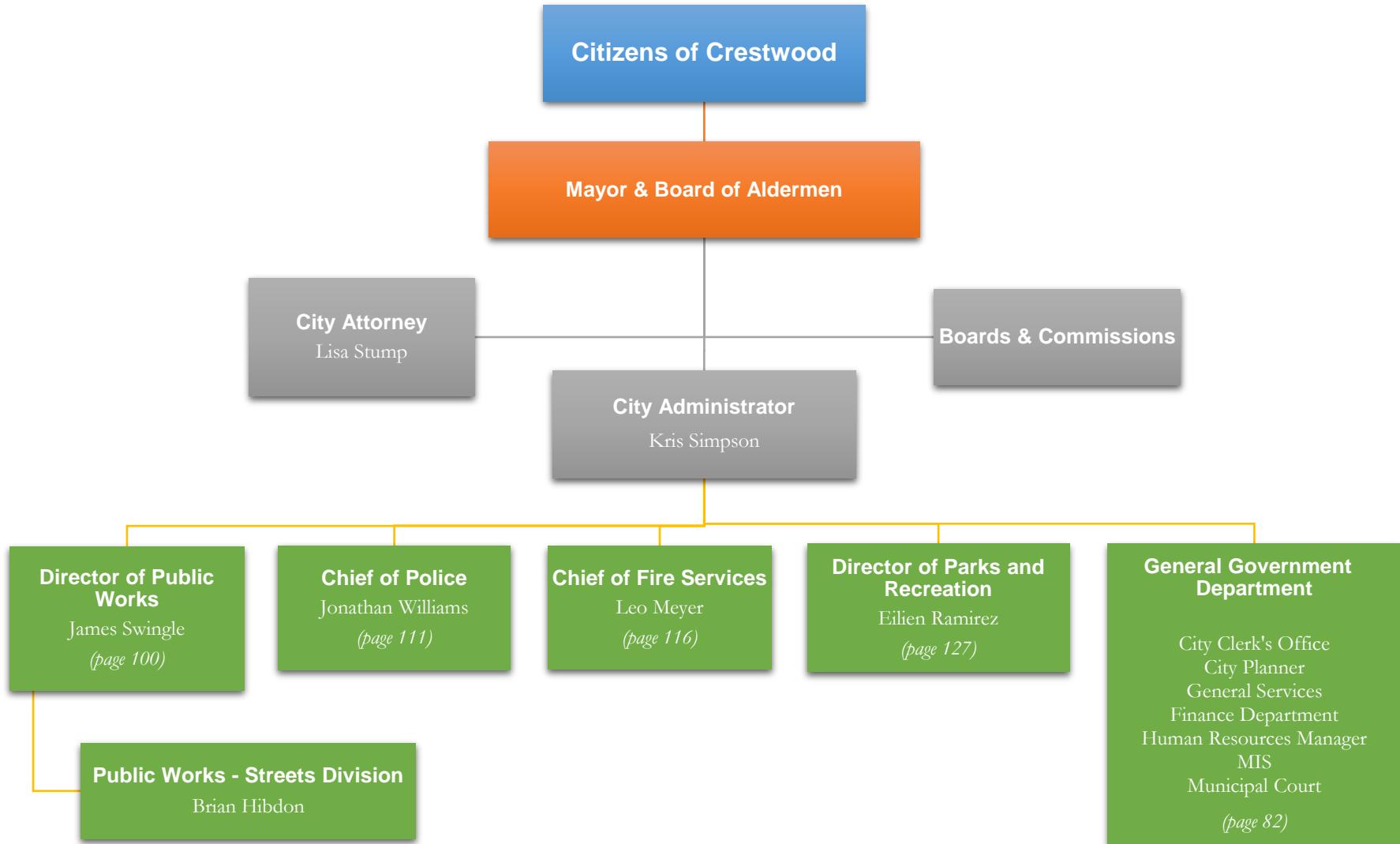
In November 2021, the Board of Aldermen approved a plan to redevelop the old Crestwood Plaza site, in accordance with Dierbergs Markets and McBride Homes. This project is under construction and expected to be substantially completed by 2025.

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.



75<sup>th</sup> Anniversary Celebration, March 2022

## 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

	2021	2022	2023
Administration	8.80	8.80	8.80
Police Services	33.50	29	29
Fire Services	24.50	25	25
Public Works	14.50	14.50	14.50
Parks & Recreation	9.00	10.00	10.00
<b>Total Personnel (FTE)</b>	<b>90.30</b>	<b>87.30</b>	<b>87.30</b>

	2021	2022	2023
<b>ADMINISTRATION</b>			
City Administrator	1	1	1
Deputy City Administrator	0	1	1
Assistant to the City Admin.	1	0	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	0	0
Administrative Assistant	0	1	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>

	2021	2022	2023
<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	2	2
Corporal	4	4	4
Patrol Officer	12	11	11
Lead Dispatcher	1	0	0
Dispatcher	4	0	0
Community Liaison/Analyst	0	1	1
Records Clerk	1	0	0
Admin. Assistant/Records Clerk	0	1	1
Secretary	0.50	0	0
<b>TOTAL POLICE SERVICES</b>	<b>33.50</b>	<b>29.00</b>	<b>29.00</b>

	2021	2022	2023
<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	1	1
Firefighter/Paramedic	11	14	14
Administrative Assistant	0.50	1	1
<b>TOTAL FIRE SERVICES</b>	<b>24.50</b>	<b>25.00</b>	<b>25.00</b>

	2021	2022	2023
<b>PUBLIC WORKS</b>			
Director of Public Works	1	1	1
Project Manager	1	1	1
Administrative Assistant	1	2	2
Administrative Clerk	1	0	0
Code Enforcement Officer	1	1	1
Building Maintenance Tech	1	1	1
Facilities Crew Leader	1	1	1

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>
<hr/>			
	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>PARKS AND RECREATION</b>			
Director of Parks and Recreation	1	1	1
Recreation Manager	0	1	1
Recreation Supervisor	1	0	0
Facilities Manager	0	1	0
Recreation Specialist	2	2	3
Administrative Assistant	1	0	0
Custodian	1	1	1
Park Maintenance Crew Leader	1	1	1
Maintenance Worker	2	3	3
<b>TOTAL PARKS AND RECREATION</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>
<b>TOTAL EMPLOYEES:</b>	<b>90.30</b>	<b>87.30</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. Each 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. All items listed as Medium or High will be written in more detailed discussion in the following pages.

## Specific Goals and Focus Area Chart

Focus Areas ->	Fiscally Strong City	Comprehensive Plan Guides	Premier Public Safety	Superior Parks and Recreation	Other	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
Strong Code Enforcement Practices		High	High			Ongoing, Annually
Maintain High Quality City Services	High	High	High	High		Ongoing, Annually
Pursue Grants to Leverage City Funds in Order to Achieve Comprehensive Plan Goals	High	High				Ongoing, Annually
Diligent Park Maintenance		High		High		Ongoing, Annually
Continue Implementing Whitecliff 2000 & Crestwood Park Plan		High		High		Ongoing; New Master Plan to Serve as Policy Document
Successful SunCrest Fest				High		Ongoing, Annually
Develop City-wide Comprehensive Plan for Capital Projects, Buildings, and Vehicles to Guide Long-Term Budget Planning	High	High	High	High		In Progress
Successful Mall Redevelopment	High	High				Ongoing; Opening in FY2023
Explore Options for Watson Industrial Park		High				In Progress
Expand Sidewalk and Bicycle Network		High				Ongoing
Expand Streetlights Installed Throughout City		High	High			In Progress
Investigate Live-Streaming BOA Meetings					High	Not Recommended Currently
Implement Effective Ambulance Service, to be provided by City's Fire Department			High			In Progress
Development and Implementation of Community-Based Parks Master Plan	High	High		High		In Progress; Nearly Complete
Relocation of Joseph Sappington House				High		In Progress
Completion of Budgeted Capital Projects	High	High	High	High		Ongoing, Annually
Digitize City Records	Medium				Medium	In Progress
Investigate Aesthetically Pleasing Bus Stops		Medium			Medium	In Progress

Focus Areas ->	Fiscally Strong City	Comprehensive Plan Guides	Premier Public Safety	Superior Parks and Recreation	Other	Comments
Consolidate City Contracts with Sappington House Contracts	Medium			Medium		In Progress
Investigate Solution for Clearing Sappington Road Bike Lane (at Father Dickson Cemetery)					Medium	Completed
Update Parade/Special Event Ordinance			Medium		Medium	In Progress
Recommend Low-Cost Traffic Calming	Medium	Medium	Medium			In Progress; Budgeted in FY23
Coordinate with Missouri Department of Conservation to Improve Quarry Water and Stock with Fish		Medium		Medium		In Progress
Review Status of City Cemeteries					Medium	In Progress
Update Sunshine Law Policies					Medium	In Progress
Foster Improved Community Identity/Branding					Medium	In Progress
Perform Rental Inspections In-House					Low	Not Recommended Currently
Finalize Occupancy Permit Procedures					Low	No updates
Update Swimming Pool Code					Low	No updates
Implement Architectural Standards for Industrial Parks					Low	Ongoing; but slow. Initial review shows idea unpopular
Watson Woods Trash Adjustment					Low	No updates
Fire Hydrant Painting by Missouri-American					Low	Ongoing
Completion of Emergency Procedures Manual Update			Low		Low	No update
Sappington House Master Plan		Low		Low		In Progress
Update Civil Service Rules					Low	Ongoing; no updates
Sell excess property at 10067 Barberton	Low				Low	
Permit Fees inflationary increase (2-3 years)	Low					Ongoing; occurred in 2022
Evaluate Adjustment to Utility Taxes, if needed	Low					Not Recommended Currently
Evaluate Local Option Fuel Tax, if needed	Low					Not Recommended Currently
Adding Stormwater Projects in Budget		Low				MSD's OMCI funds are being banked for FY2023
Explore Reco-Camera Connection		Low				No update

# 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 FY2022, and expected for FY2023. 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 FY2022, and expected for FY2023. 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 FY2021 and FY2022. 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. 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. The citizens of Crestwood voted in April 2021 to establish a semi-annual registration fee for vacant properties. This process was enacted in late 2021 and is continuously ongoing.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

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

- **Primary Divisions Involved:** All departments
- **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.

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

- **Primary Divisions Involved:** All departments
- **Priority:** High (Annual, recurring goal)
- **Description:** The Comprehensive Plan sets forth several major goals for the City. Since the City is limited on the number of funds available each year, the ability to pursue grants is extremely important to the City's overall ability to accomplish goals.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

## **8. Diligent Park Maintenance**

- **Primary Divisions Involved:** Parks and Recreation Dept., Public Works Dept.
- **Priority:** High (Annual, recurring goal)
- **Description:** The Board of Aldermen have made it a priority for the City to focus on diligent park maintenance, allowing for residents and guests to the Parks to have the best time possible. In 2021/2022, the City added a fourth parks maintenance worker and improved compensation for the entire division to encourage retaining staff.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

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

- **Primary Divisions Involved:** Parks and Recreation Dept.
- **Priority:** High (Annual, recurring goal)
- **Description:** The Whitecliff 2000 Park Plan and Crestwood Park Plan sets forth several various projects to maximize utilization of these two parks. Many of the Plan's major goals have been completed but the Board is desirous of continuing to pursue these goals as resources allow. The Parks & Recreation Master Plan (*number 18 on the goals list*) will replace both of these parks plans.
- **Timeline/Status:** Ongoing; new Parks Master Plan should be successfully implemented in 2023 and replace these previous documents.

## **10. Successful SunCrest Fest**

- **Primary Divisions Involved:** Parks and Recreation Dept.
- **Priority:** High (Annual, recurring goal)
- **Description:** The Cities of Crestwood and Sunset Hills came to agreement in 2017 to host a combined community festival between the two towns, along their shared border. All of these Fests have been self-supported and 2023 will be the fifth annual SunCrest Fest (the 2020 event was cancelled due to COVID-19).
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

## **11. Develop City-wide Comprehensive Plan for Capital Projects, Buildings, and Vehicles to Guide Long-Term Budget Planning**

- **Primary Divisions Involved:** All departments
- **Priority:** High
- **Description:** City staff is working on a comprehensive plan for the long-term budget planning for all capital related projects. This will encompass all buildings, vehicles and other related projects, to be used – in coordination with the Parks Master Plan – in decision making process over the next 10-15 years.
- **Timeline/Status:** In progress. Staff was able to complete the vehicles portion in 2022. Hoping the new public works director can help address the facilities management assets in 2023.

## **12. 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. In late 2021/early 2022, the Board of Aldermen approved the redevelopment agreements with D3 Commercial Real Estate Group (Dierberg's) and McBride Berra Land Company, LLC (McBride Homes), and groundbreaking occurred on the site in April 2022.
- **Timeline/Status:** In progress. Construction started in 2022 and the first phase (opening of the Dierbergs grocery store) will be complete in Q1/Q2 2023. The entirety of the project will be completed over the next 2-5 years. Please note, the project is out of staff's control but they are diligently performing their administrative duties.

## **13. Explore Options to Watson Industrial Park**

- **Primary Divisions Involved:** City Administrator
- **Priority:** High
- **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 was to discuss with property owners what improvements are desired and what funding mechanisms are appealing to them. Conversations with the property owners are ongoing but an engineering study was completed which should help with applying for grants. Some of the conversations with landowners have resulted in expressing a possible support for establishing a Neighborhood Improvement District (NID) and contributing towards these projects.

- **Timeline/Status:** In progress.

#### **14. 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 FY2023 budget includes more than \$200,000 for two fairly lengthy areas of targeted new sidewalk construction, one near Crestwood Elementary School and the other near Sappington Elementary School.

#### **15. Expand Streetlights Installed Throughout City**

- **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 installation of streetlights throughout the City. Expanding the streetlight network entails studying the darkest areas, asking for community feedback, looking at crime trends, and developing a prioritized project list. This is something that has not been funded for nearly 20 years, prior to FY2022.
- **Timeline/Status:** Ongoing but funded. The FY2023 budget includes \$40,000 for the addition of streetlights in the City's four wards.

#### **16. Investigate Live-Streaming BOA Meetings**

- **Primary Divisions Involved:** City Administrator and Deputy City Administrator
- **Priority:** High
- **Description:** The Board of Aldermen requested that the City look into the possibility of adding video to the Board of Aldermen Chambers to provide live-streaming of City meetings. Currently, the City only audio records meetings, in guidance of State statutes on open meeting law.
- **Timeline/Status:** This project was not recommended by staff, due to the high cost of installation and anticipated low utilization.

#### **17. Implement Effect Ambulance Services, to be Provided by the City of Crestwood**

- **Primary Divisions Involved:** Fire Dept.
- **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. In April 2022, Crestwood voters approved (with 76% in favor) an increase in the fire-protect sales tax to fund an ambulance service. Since that time, the City has been gearing up for said services.
- **Timeline/Status:** In Progress. The City has a “soft” targeted start date of June 1, 2023 to be able to provide said service, but the Ambulance will only go into service when everyone and everything is 100% ready for operational purposes.

## **18. Development and Implementation of Community-Based Parks Master Plan**

- **Primary Divisions Involved:** Parks Dept., City Administrator, Board of Aldermen, etc.
- **Priority:** High
- **Description:** In November 2021, the Board of Aldermen approved appropriations for the first-ever, comprehensive 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:** In Progress. The Master Plan was completed and approved by staff in January 2023. It is set to come before the Board of Aldermen for final approval in the first half of 2023.

## **19. Relocation of Joseph Sappington House**

- **Primary Divisions Involved:** Parks and Recreation Dept., Public Works Dept., Sappington House Foundation
- **Priority:** High
- **Description:** The Board of Aldermen approved an agreement in November 2021 with the Sappington House Foundation to allow them to rebuild the Joseph Sappington House on the site of the Historic Thomas Sappington House – a Crestwood City Park. The agreement will also give the Sappington House Foundation approximately \$125,000 in City funds towards the process. In October 2022, the City granted the Sappington House Foundation a two-year extension on their original deadline, allowing them until November 2024 to have the Joseph Sappington House onsite.
- **Timeline/Status:** In Progress.

## **20. Completion of Budgeted Capital Projects**

- **Primary Divisions Involved:** All departments
- **Priority:** High (Annual, recurring goal)
- **Description:** The City approved in the FY2022 budget 15 projects for approximately \$1.8 million. The City was able to complete seven of the projects and develop the plans, subject to bidding in early 2023, another six of the projects. In FY2023, the City will be moving forward with nine different projects, with an estimated cost of approximately \$2 million.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

## **21. Digitize City Records**

- **Primary Divisions Involved:** City Clerk's Office, All departments
- **Priority:** Medium (Annual, recurring goal)
- **Description:** In 2022, the City received a grant from the State of Missouri to purchase aXs digitization software. The city clerk's office was able to get all of the City's ordinances into the software and has been helping all departments get started with the software. Currently, most departments have gotten started on the new software with the goal of getting as many City records digitized as possible.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

## **22. Investigate Aesthetically Pleasing Bus Stops**

- **Primary Divisions Involved:** City Administrator, Deputy City Administrator, City Planner, etc.
- **Priority:** Medium
- **Description:** The Board of Aldermen has asked the City to work with Metro St. Louis Transit Agency and Missouri Department of Transportation to improve the look of all bus stops on the 21 Watson Road bus line. In late 2022, the City received word from both agencies that MoDOT would be willing to pour the concrete slabs needed for any benches or bus stops when they redo the Watson Road corridor in 2024. The City will then install benches and/or shelters at all bus stops, as possible.
- **Timeline/Status:** In Progress. The main work will occur in 2024, which means only planning will occur in 2023.

## **23. Consolidate City Contracts with Sappington House Contracts**

- **Primary Divisions Involved:** City Administrator, Parks and Recreation Dept.
- **Priority:** Medium
- **Description:** The Board of Aldermen and City staff want to continue to consolidate contracts with the Sappington House to allow for economies of scale and save both organizations money.
- **Timeline/Status:** In Progress.

## **24. Investigate Solution for Clearing Sappington Road Bike Lane (at Father Dickson Cemetery)**

- **Primary Divisions Involved:** City Administrator
- **Priority:** Medium
- **Description:** The Board of Aldermen asked the City to investigate a solution for clearing up the Sappington Road bike lane that runs along the length of the Father Dickson Cemetery.
- **Timeline/Status:** Completed.

## **25. Update Parade/Special Event Ordinance**

- **Primary Divisions Involved:** Police Dept., Deputy City Administrator
- **Priority:** Medium
- **Description:** The Mayor and Board of Aldermen asked the City to look at the City code and propose changes to the sections that focus on parades/special events. This will also include creating a new permit to address said changes and remove permits that would be considered outdated.
- **Timeline/Status:** In Progress.

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

- **Primary Divisions Involved:** Police Dept., City Planner, Public Works Dept., etc.
- **Priority:** Medium

- **Description:** The Board of Aldermen wishes to make residential streets safer. They would like staff to evaluate traffic calming options for various residential streets. In 2022, the Police Department 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, as well as using their CPTED-trained (Crime Prevention Through Environmental Design) police officer.
- **Timeline/Status:** In Progress. The City put \$40,000 in the FY2023 budget to allow for a pilot program in low-cost, traffic calming efforts.

## **27. Coordinate with Missouri Department of Conservation to Improve Quarry Water and Stock with Fish**

- **Primary Divisions Involved:** Parks and Recreation Dept.
- **Priority:** Medium
- **Description:** As part of the City's lower quarry area grant, the Parks and Recreation Department will work with the Missouri Department of Conservation to improve the water quality of the lake, and once improved, stock the lake with fish. This will work into programming, such as the Police Department's Cops and Bobbers initiative.
- **Timeline/Status:** In progress.

## **28. Review Status of City Cemetaries**

- **Primary Divisions Involved:** City Administrator
- **Priority:** Medium
- **Description:** The Board of Aldermen asked City staff to review all the processes that are in place for cemetaries in the City and make sure they are up to date with best practices.
- **Timeline/Status:** In progress.

## **29. Update Sunshine Law Policies**

- **Primary Divisions Involved:** City Administrator, City Clerk, City Attorney
- **Priority:** Medium
- **Description:** The Board of Aldermen asked City staff to review all the policies and processes in regard to the sunshine law and to make sure they are in alliance with State law.
- **Timeline/Status:** In progress.

## **30. Foster Improved Community Identity/Branding**

- **Primary Divisions Involved:** All departments
- **Priority:** Medium
- **Description:** The Board of Aldermen and City staff are working to improve community identity and branding opportunities, when applicable. Most notably, the City will add the twin trees logo in various places along the new Watson Road median project, which will occur in coordination with the MoDOT redesign of the Watson Road corridor in 2024.
- **Timeline/Status:** In progress.

# 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 Actual	2023 Goal
<b>Police Department</b>				
Training Hours, for All POST Officers	Search for Best Practices & Police Accreditation	2,004.5	1,754	2,000
Community Outreach Events	Maintain High-Quality City Services	32	36	36
General and Special Orders Followed	Search for Best Practices & Police Accreditation	147	152	147
DUI Arrests per 1,000 Residents	Premier Public Safety (*ICMA)	1.6	0.8	1.0
Fatal Accidents	Premier Public Safety (*ICMA)	0	0	0
Sworn Police Officer Overtime, as a Percentage of Total Police Compensation	Fiscally Strong City (*ICMA)	1.7%	3.1%	2.0%
Police Department Expenditures, per Capita	Fiscally Strong City (*ICMA)	\$197.3	\$181.8	\$197
Percentage of Property Crimes Cleared	Premier Public Safety (*ICMA)	18%	29.1%	40%
Percentage of Violent Crimes Cleared	Premier Public Safety (*ICMA)	32%	100%	90%
Calls for Service, per Sworn Police FTE	Premier Public Safety (*ICMA)	179	201	175
Calls for Service, per 1,000 Residents	Premier Public Safety (*ICMA)	389	438.2	375
Priority 1 Calls, Average Time from Dispatch to Arrival on Scene, in Seconds	Premier Public Safety (*ICMA)	168	158	150
UCR Part 1 Property Crimes Reported, per 1,000 Residents	Premier Public Safety (*ICMA)	22	18.1	20
UCR Part 1 Violent Crimes Reported, per 1,000 Residents	Premier Public Safety (*ICMA)	0.2	0.2	0.1
<b>Fire/EMS Department</b>				
Training Hours, all fire fighters combined	Search for Best Practices & ISO-Class 1 Rating	1,635	1,717	2,000
Community Outreach Events, total	Maintain High-Quality City Services	20	30	24
Standard Operating Guidelines and Procedures Followed <sup>1</sup>	Search for Best Practices & ISO-Class 1 Rating	43	151	150
Turnout Time On Average, in seconds	Maintain High-Quality City Services	67	77	66
Total BLS and ALS responses per 1,000 population	Premier Public Safety (*ICMA)	98.7	106	95
Expenditures per capita, Fire/EMS	Fiscally Strong City (*ICMA)	\$351	\$351	\$350
Residential fire incidents per 1,000 population served	Premier Public Safety (*ICMA)	3.2	3.9	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%	72.8%	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%	82.8%	90%
<b>Public Works Department</b>				
Code Enforcement Calls, per Notice of Violations issued	Strong Code Enforcement	466	1208	800
Code Enforcement Calls, percent closed	Strong Code Enforcement	89.3%	86.1%	95%
Permits Processed, total	Maintain High-Quality City Services	902	1245	1,000
Expenditures, paved road rehabilitation, per paved lane mile	Maintain High Quality Services (*ICMA)	\$10,000	\$15,772	\$15,000
<b>Parks and Recreation Department</b>				
Total Active Memberships, for all facilities	Superior Parks & Recreation (*ICMA)	8,895	14,153	9,000
Parks and Recreation Classes/Programs/Facility Registrants, per 1,000 population	Superior Parks & Recreation (*ICMA)	518.1	369	525
Total Park Maintenance Expenditure, per developed park acre	Superior Parks & Recreation (*ICMA)	\$2,427.12	\$1,821	\$2,400
<b>General Government</b>				
Fund Balance, by percentage	Fund Policy Balance Met	54.7%	52.1%	>45%
Expenditures, per capita	Fiscally Strong City (*ICMA)	\$846.63	\$972.49	\$850
Population density (population divided by land area)	*ICMA	3,444.40	3444.40	3,444.40
Grants Received, total number in all departments	Pursue Grants to Leverage City Funds	6	14	5
IT, Number of Help Desk Tickets Received	Search for Best Practices (*ICMA)	439	501	365
IT, Help Desk Requests per Endpoint Served	Search for Best Practices (*ICMA)	5.5	6.4	5
IT, Total Expenditures per Endpoint Served	Fiscally Strong City (*ICMA)	\$1,562.50	\$1,771.61	\$1,400
IT, as a Share of Total General Fund Expenditures	Fiscally Strong City (*ICMA)	1.2%	1.1%	1.0%
<b>Human Resources</b>				
Hours paid to all staff	Maintain High Quality Services (*ICMA)	165,147	170,900	183,040
Hours paid to all staff, sworn Fire/EMS	Maintain High Quality Services (*ICMA)	61,462	73,579	75,000
Hours paid to all staff, sworn Police	Maintain High Quality Services (*ICMA)	45,960	52,117	56.000
Total FTEs per 1,000 population	Maintain High Quality Services (*ICMA)	7.1	7.04	7.1
Sworn Fire/EMS per 1,000 population <sup>2</sup>	Maintain High Quality Services (*ICMA)	2.2	2.2	2.2
Sworn police officers per 1,000 population	Maintain High Quality Services (*ICMA)	2.2	2.2	2.2

Turnover rate, all FTEs	Maintain High Quality Services (*ICMA)	17.0%	21.0%	7%
Turnover rate, sworn Fire/EMS	Maintain High Quality Services (*ICMA)	16.7%	12.5%	7%
Turnover rate, sworn Police	Maintain High Quality Services (*ICMA)	11.1%	14.8%	7%
Sick leave hours used per FTE, all staff	Maintain High Quality Services (*ICMA)	70.7	25.5	40
Sick leave hours used per FTE, fire/EMS	Maintain High Quality Services (*ICMA)	154.4	223.4	72
Sick leave hours used per FTE, Police	Maintain High Quality Services (*ICMA)	38.1	64.7	40
Workers Comp claims, per 100 FTEs	Maintain High Quality Services (*ICMA)	9.1	3.4	0
Worker days lost to injury per 100 FTEs	Maintain High Quality Services (*ICMA)	17.0	68.2	0
Worker days lost to injury per 100 FTEs, Fire/EMS	Maintain High Quality Services (*ICMA)	17.0	208.3	0
Worker days lost to injury per 100 FTEs, Police	Maintain High Quality Services (*ICMA)	0	37.0	0

<sup>1</sup> - In the process during FY2023 to finish up with Lexipol to rewrite their SOPs and SOGs.

<sup>2</sup> - The Police and Fire Departments have different staffing levels, but due to the Affton Fire Protection District, the population served is statistically the same

\*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 169.**

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:

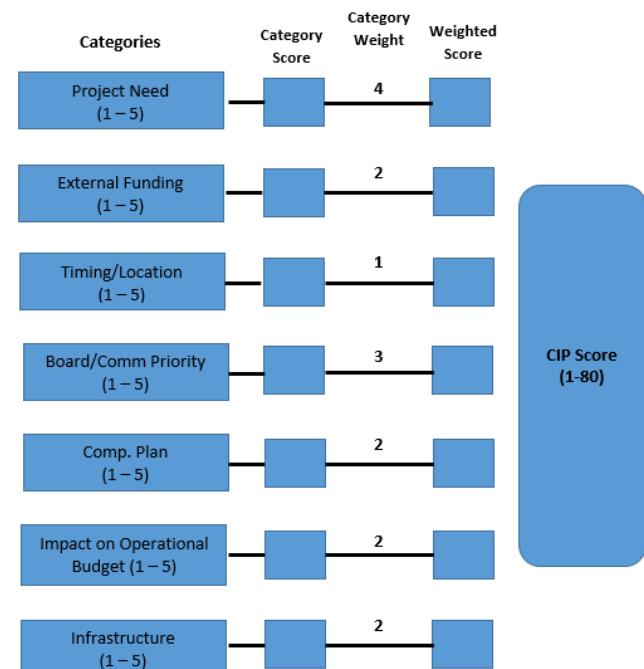
**Project Need:** Does the project address a serious risk or liability issue, and to what degree? Will the failure to complete this project result in foreseeable harm or negative consequences? Does the project address a current regulatory mandate? Does this project address a significant maintenance need?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

City of Crestwood CIP Ranking Score Sheet



**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 – FY2023

For FY 2023, City staff worked through 34 different projects in their evaluation and scoring of the Capital Improvement Plan. Those projects, while not a finished list or bided out in an official capacity, have a projected cost estimate of more than \$16 million. **The complete list of CIP projects is in the appendix on page 169.** In the FY23 budget, the City has more than \$3.9 million in capital expenditures budgeted between the Capital Improvement, General, and Park and Stormwater Funds, including approximately \$2 million from the CIP list.

CIP projects that received funding in 2023 include:

• Project 12	\$300,000 to replace the Sanders Park bridge
• Project 62	\$170,000 for lighting upgrades at the Whitecliff Community Center
• Project 46	\$1,320,000 for the remainder of the Whitecliff bridge construction design (most of \$1.4 million cost came from a grant)
• Projects 52 & 53	\$210,000 for new sidewalk construction in two different areas of the City
• Projects 30 & 15	\$20,000 to fund design services for Whitecliff Quarry 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	\$40,000 for new streetlights on various City streets
<b>Total</b>	<b>\$2,090,000</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 the 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)*

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 2023, this would allow the City to borrow more than \$50 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 Appropriation**

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

## City of Crestwood



### Revenues and Expenditures

By Fund 2017-2023	2017	2018	2019	2020	2021	2022	2023
	Actual	Actual	Actual	Actual	Actual	Estimated	Proposed
<b>REVENUES:</b>							
General	8,696,116	9,938,075	10,401,033	10,760,993	11,633,671	12,724,243	13,675,293
Park & Stormwater	1,790,084	1,871,579	1,819,506	1,723,443	1,990,594	2,081,270	2,116,952
Capital Improvement	4,447,169	1,190,978	1,505,713	1,007,375	1,101,155	1,153,050	1,267,503
Sewer Lateral	137,610	138,576	142,654	141,761	140,277	138,700	138,700
<b>TOTAL</b>	<b>15,070,979</b>	<b>13,139,208</b>	<b>13,868,906</b>	<b>13,633,572</b>	<b>14,865,697</b>	<b>16,097,263</b>	<b>17,198,448</b>
<b>EXPENDITURES:</b>							
General	8,088,596	9,014,449	9,428,748	11,178,859	10,004,982	11,186,803	15,262,170
Park & Stormwater	1,901,335	1,807,575	1,770,658	1,868,775	1,774,490	2,027,984	2,435,067
Capital Improvement	3,549,645	2,738,541	1,336,398	716,978	672,316	2,342,797	1,653,500
Sewer Lateral	132,920	113,947	93,365	141,117	110,630	117,499	138,093
<b>TOTAL</b>	<b>13,672,496</b>	<b>13,674,512</b>	<b>12,629,169</b>	<b>13,905,729</b>	<b>12,562,418</b>	<b>15,675,083</b>	<b>19,488,830</b>

City of Crestwood, Missouri  
 FY23 Budget Summary - All Funds  
 Budget For the Year Ending December 31, 2023

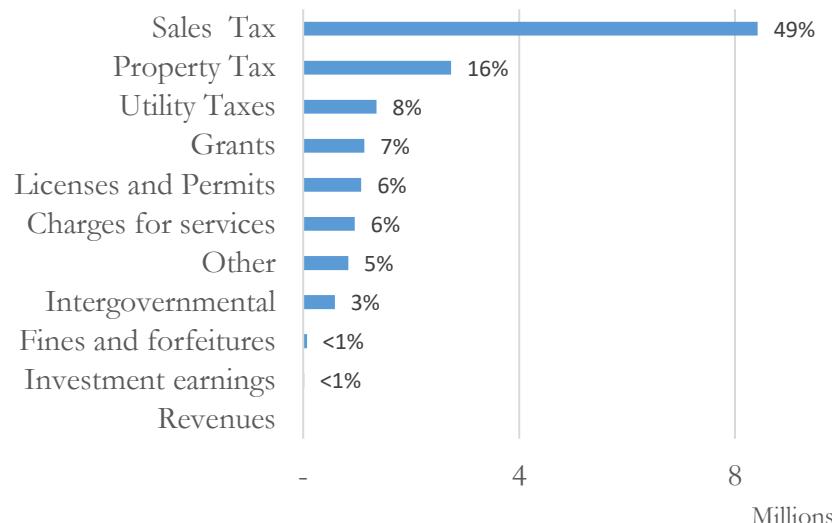
	MAJOR FUNDS					Total
	General	Capital Improvement	Park & Stormwater	Sewer Lateral		
<b>REVENUES</b>						
Taxes:						
Sales/Use Tax	\$ 5,924,524	\$ 1,147,503	\$ 1,350,002	\$ -	\$ 8,422,029	
Utilities	1,357,581	-	-	-	-	1,357,581
Property	2,740,345	-	-	-	-	2,740,345
Intergovernmental	585,166	-	-	-	-	585,166
Licenses and permits	1,076,562	-	-	-	-	1,076,562
Charges for services	100,000	-	718,850	138,000	-	956,850
Fines and forfeitures	70,200	-	-	-	-	70,200
Investment earnings	13,000	5,000	600	700	-	19,300
Grants	1,100,900	-	35,000	-	-	1,135,900
Other	707,015	115,000	12,500	-	-	834,515
Total estimated revenues	<u>\$ 13,675,293</u>	<u>\$ 1,267,503</u>	<u>\$ 2,116,952</u>	<u>\$ 138,700</u>	<u>\$ 17,198,448</u>	
<b>EXPENDITURES</b>						
General Government	\$ 1,864,298	\$ -	\$ -	\$ -	\$ 1,864,298	
Public Works	4,597,408	1,536,500	501,879	138,093	-	6,773,880
Public Safety:						
Police	3,554,166	117,000	-	-	-	3,671,166
Fire	4,088,858	-	-	-	-	4,088,858
Parks & Recreation	-	-	1,933,188	-	-	1,933,188
ARPA	1,157,440	-	-	-	-	1,157,440
Debt Service	-	-	-	-	-	-
Total estimated expenditures	<u>\$ 15,262,170</u>	<u>\$ 1,653,500</u>	<u>\$ 2,435,067</u>	<u>\$ 138,093</u>	<u>\$ 19,488,830</u>	
<b>REVENUES OVER (UNDER) EXPENDITURES</b>						
	<u><u>\$ (1,586,877)</u></u>	<u><u>\$ (385,997)</u></u>	<u><u>\$ (318,114)</u></u>	<u><u>\$ 607</u></u>	<u><u>\$ (2,290,382)</u></u>	
Transfers:						
Transfer in	-	-	-	-	-	-
Transfer out	-	-	-	-	-	-
<b>CHANGES IN FUND BALANCES</b>	<u><u>\$ (1,586,877)</u></u>	<u><u>\$ (385,997)</u></u>	<u><u>\$ (318,114)</u></u>	<u><u>\$ 607</u></u>	<u><u>\$ (2,290,382)</u></u>	
BEGINNING FUND BALANCE (estimated)	<u><u>\$ 9,531,524</u></u>	<u><u>\$ 1,037,949</u></u>	<u><u>\$ 1,143,816</u></u>	<u><u>\$ 384,598</u></u>	<u><u>\$ 12,097,887</u></u>	
<b>ENDING FUND BALANCE</b>	<u><u><b>7,944,647</b></u></u>	<u><u><b>651,951</b></u></u>	<u><u><b>825,701</b></u></u>	<u><u><b>385,205</b></u></u>	<u><u><b>9,807,505</b></u></u>	
Fund Balance Reserve as % of Expenditures		52.1%				
<b>CASH RESERVE ACCOUNT BALANCES</b>						
	General	Capital Improvement				
General Reserves	\$ -	\$ -				
Fire Truck Purchase	-	-				
<b>TOTAL</b>	<b>-</b>	<b>-</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.

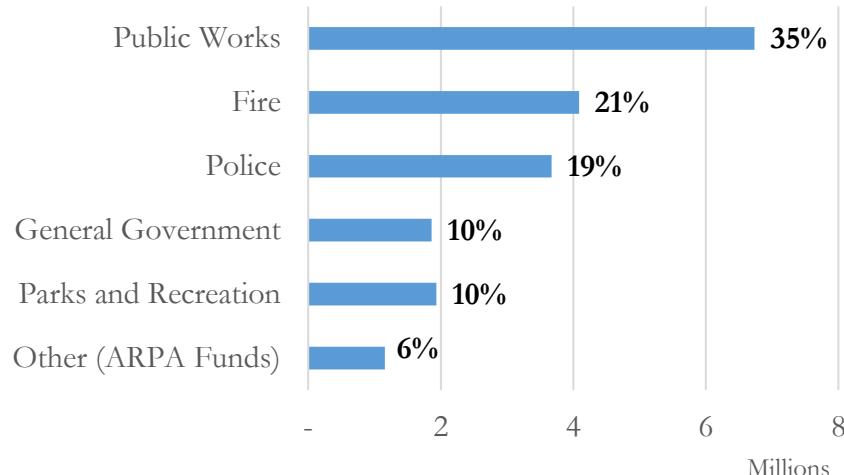
## Exhibit A – Revenues

Revenues - Where the money comes from...



## Exhibit B - Expenditures

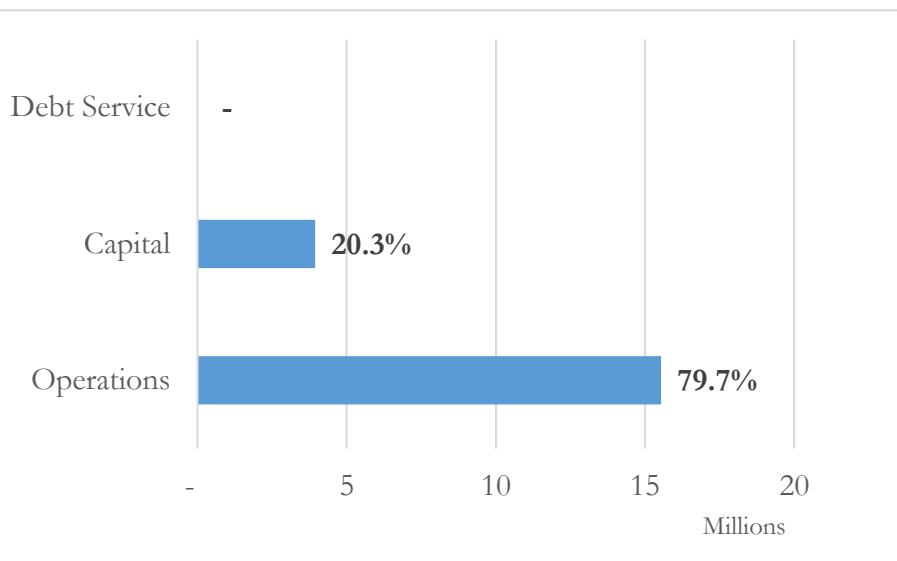
Expenditures - Where the money goes...

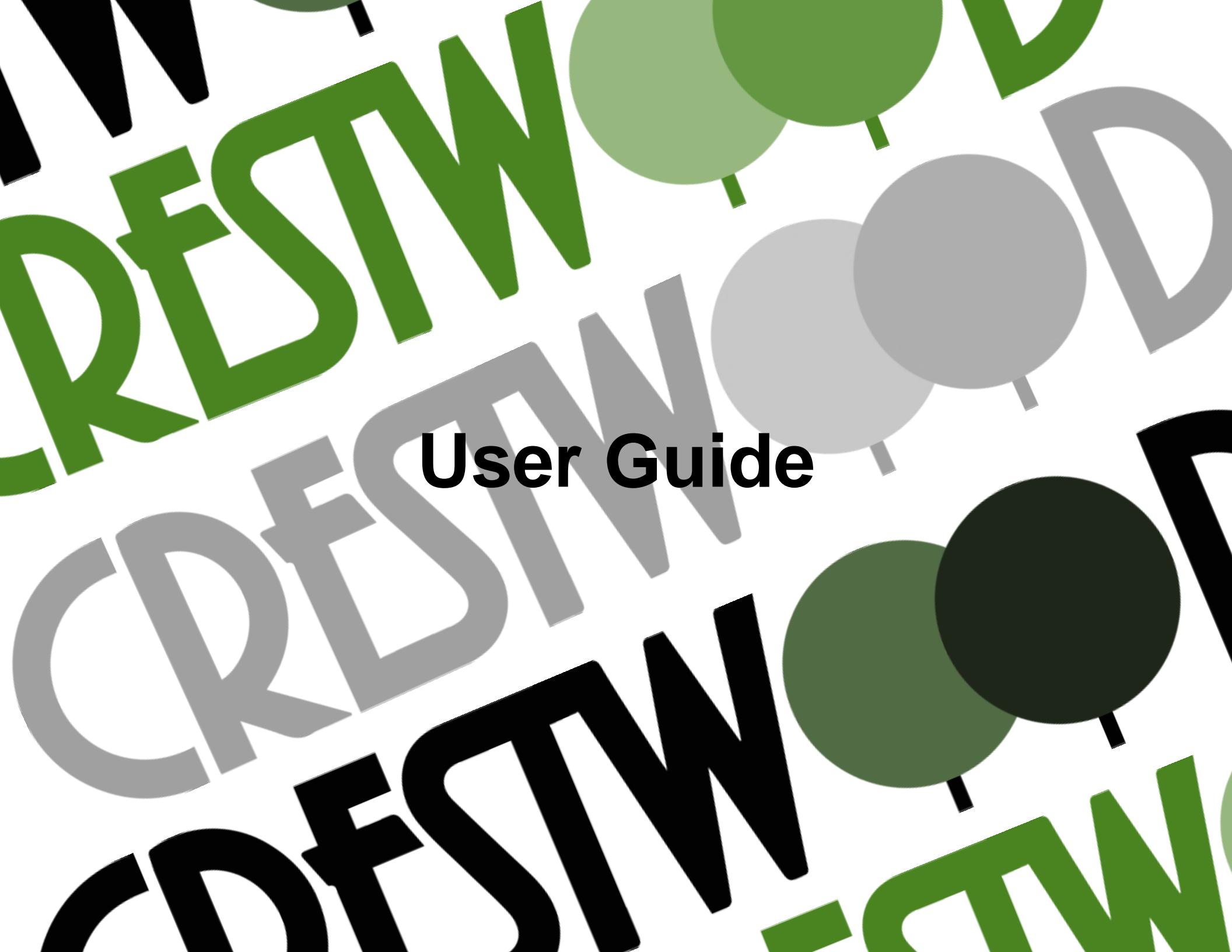


## Exhibit C – Operations vs. Capital Improvements

Schedule of Budgeted Expenditures by Fund: Operations, Debt Service and Capital Improvements in FY2023				
Fund	Operations	Capital	Debt Service	TOTAL
General	11,790,333	3,471,837	-	15,262,170
Park & Stormwater	2,282,817	152,250	-	2,435,067
Capital Improvement	1,330,000	323,500	-	1,653,500
Sewer Lateral	138,093	-	-	138,093
<b>TOTAL</b>	<b>15,541,243</b>	<b>3,947,587</b>	<b>-</b>	<b>19,488,830</b>

\* 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

Legal Authorization:	State Statute: 66.600 – 66.630, 94.857	City Ordinance: 1209	Account Code: 10-00-000-405-4010
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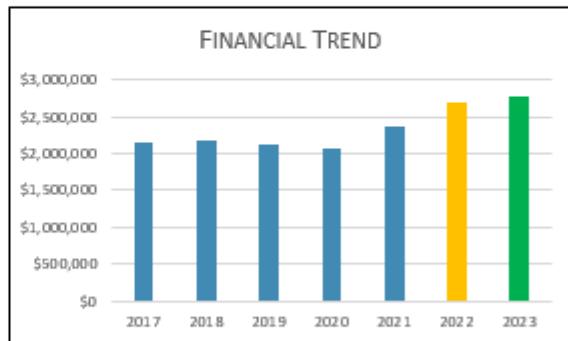
Account Code

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
2017 Actual	2,148,618	
2018 Actual	2,190,441	1.9%
2019 Actual	2,122,401	-3.1%
2020 Actual	2,078,902	-2.0%
2021 Actual	2,379,549	14.5%
2022 Estimate	2,689,842	13.0%
2023 Proposed	2,770,537	3.0%



Trend Analysis

### Trend Analysis

Variations are due to changing economic conditions. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic, although the City of Crestwood did not decrease as much as other cities around the nation. The 2021 and the 2022 estimated increases are what the City estimates is a combination of increased spending habits after the 2020 lockdown, economic growth within Crestwood, and inflationary cost increases adding to tax totals.

Account Code

Financial Trend

# User Guide – Expenditures



## DEPARTMENTAL BUDGETS

### General Fund

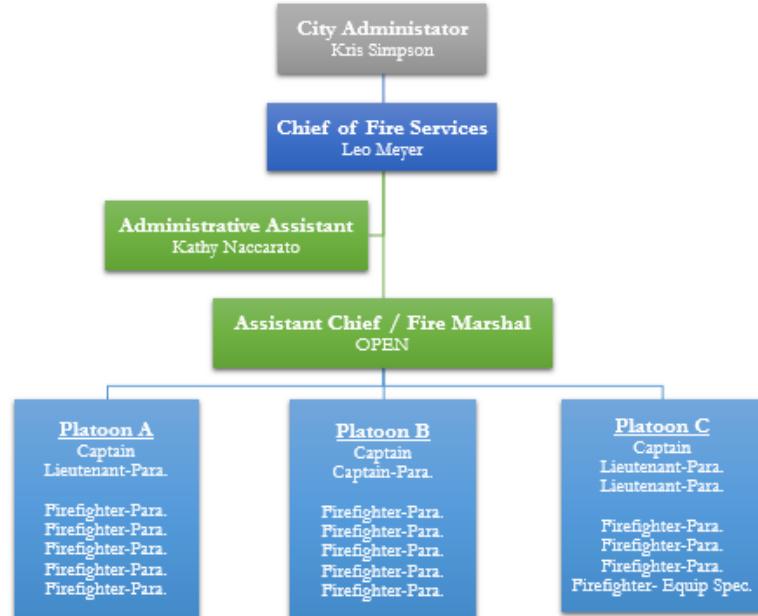
#### Department of Fire Services

In this section:

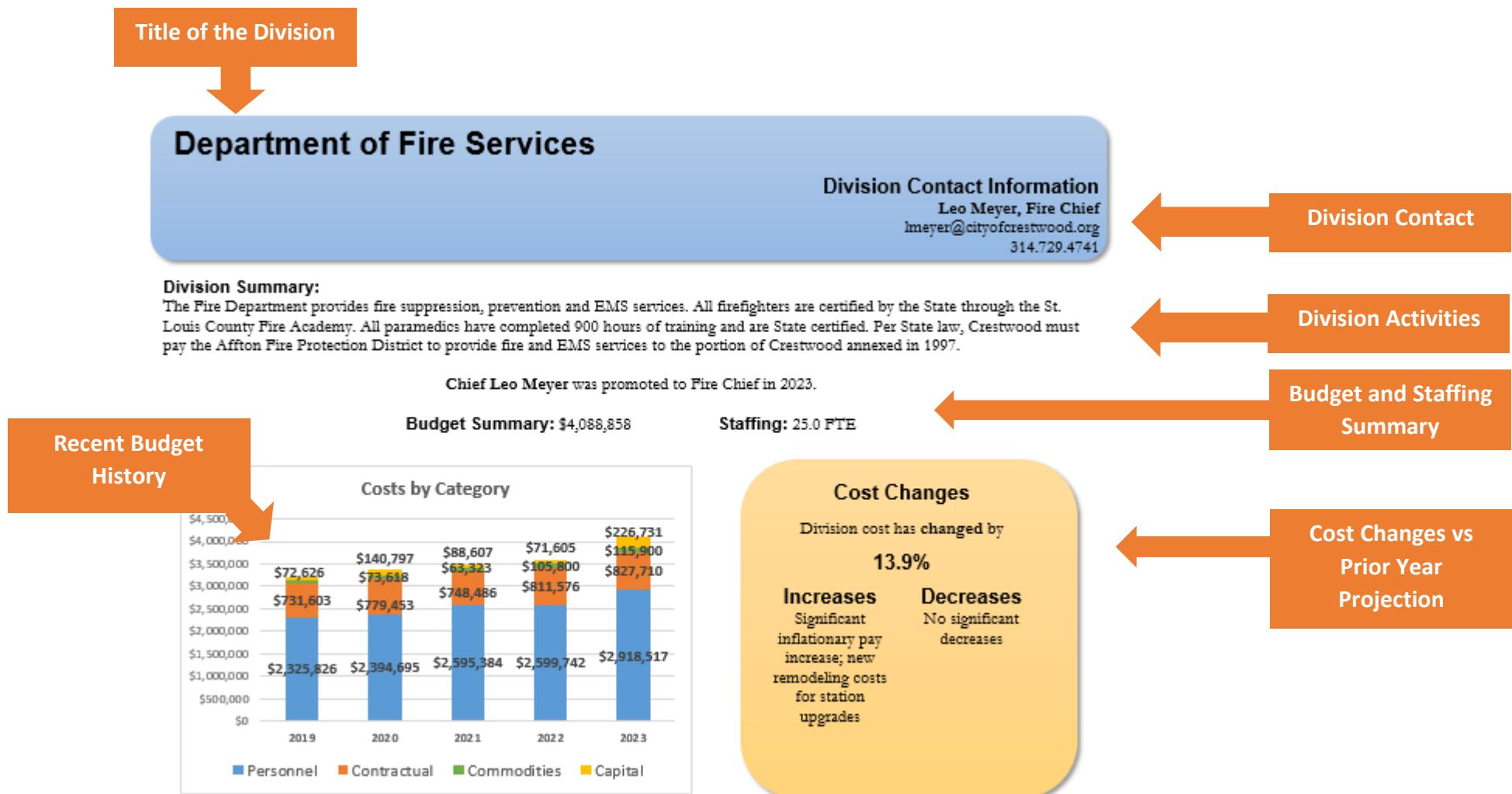
Fire Department	\$4,088,858
<b>TOTAL</b>	<b>\$4,088,858</b>

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

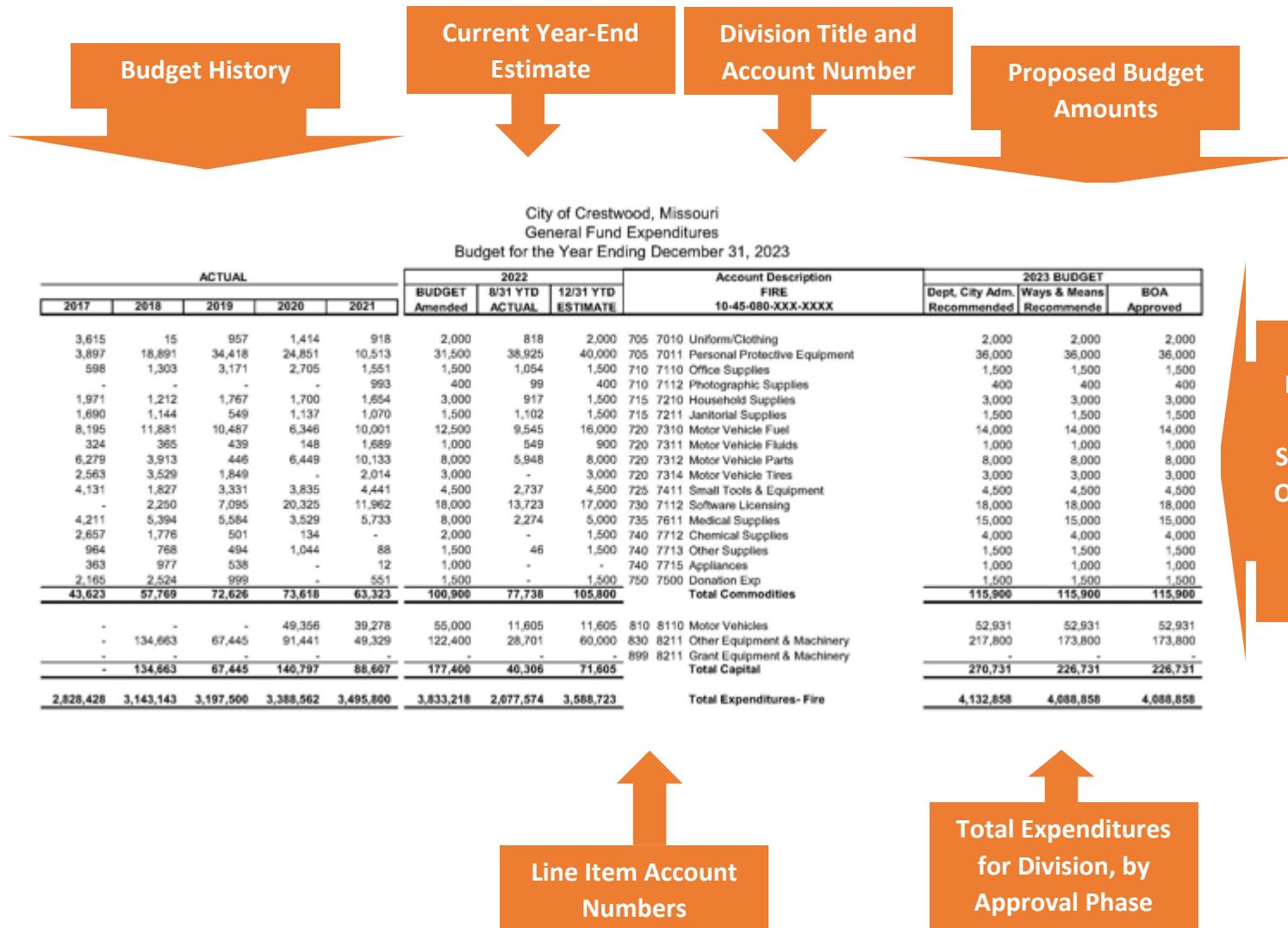
The departmental cover page is followed by an organizational chart for that department



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, more than 90% of all revenue is covered by this section.** There is one revenue source, reimbursements for grants, which are not included in the Revenue Guide, as these are one-time revenue specific to any particular year, and do not lead to a realistic look of trend analysis. 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 past five year's actual revenue, the prior year's estimated revenue, and the current year's proposed revenue of all 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 prior year's estimated/actual revenues.

# Sales Taxes – One-Cent Countywide

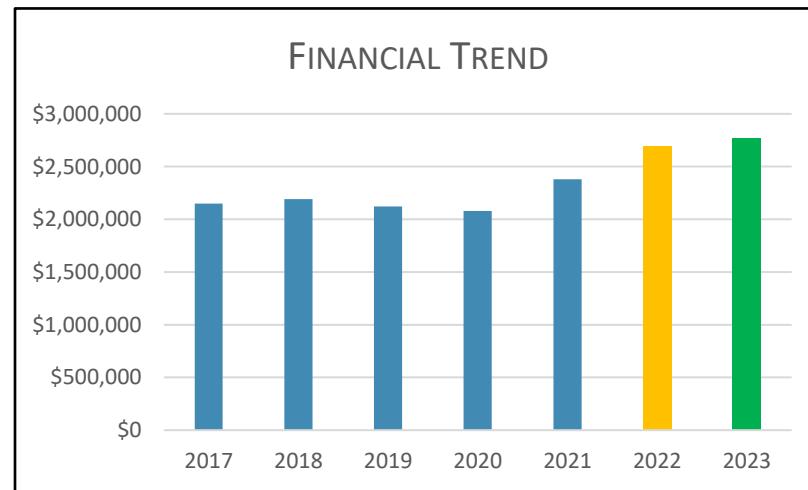
Legal Authorization:	State Statute: 66.600 – 66.630, 94.857	City Ordinance: 1209	Account Code: 10-00-000-405-4010
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## Description

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
2017 Actual	2,148,618	
2018 Actual	2,190,441	1.9%
2019 Actual	2,122,401	-3.1%
2020 Actual	2,078,902	-2.0%
2021 Actual	2,379,549	14.5%
2022 Estimate	2,689,842	13.0%
2023 Proposed	2,770,537	3.0%



## Trend Analysis

Variations are due to changing economic conditions. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic, although the City of Crestwood did not decrease as much as other cities around the nation. The 2021 and the 2022 estimated increases are what the City estimates is a combination of increased spending habits after the 2020 lockdown, economic growth within Crestwood, and inflationary cost increases adding to tax totals.

# Property Taxes – Real Estate Taxes

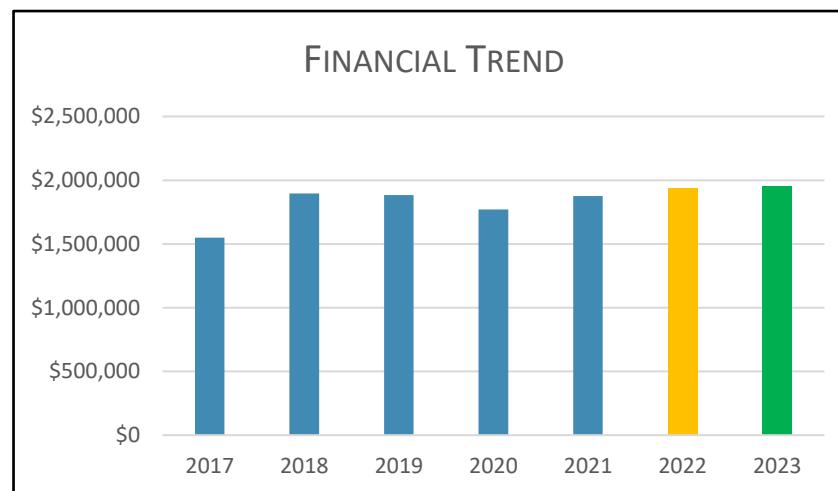
Legal Authorization: State Statute: 94.400 City Ordinance: 525 Account Code: 10-00-000-415-4030

## 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
2017 Actual	1,548,653	
2018 Actual	1,894,868	22.4%
2019 Actual	1,882,549	-0.7%
2020 Actual	1,770,254	-6.0%
2021 Actual	1,875,512	5.9%
2022 Estimate	1,935,253	3.2%
2023 Proposed	1,954,606	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

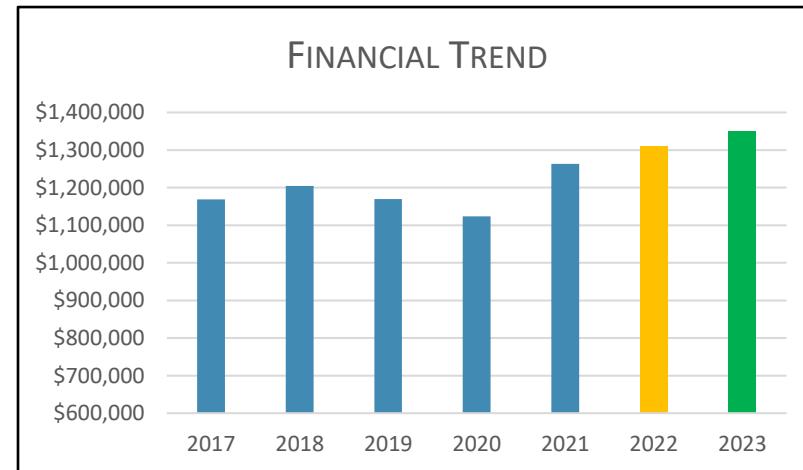
Legal Authorization:	State Statute: 644.032-644.033	City Ordinance: 3606	Account Code: 23-00-000-405-4013
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## Description

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
2017 Actual	1,168,830	
2018 Actual	1,204,627	3.1%
2019 Actual	1,169,159	-2.9%
2020 Actual	1,123,868	-3.9%
2021 Actual	1,263,524	12.4%
2022 Estimate	1,310,682	3.7%
2023 Proposed	1,350,002	3.0%



## 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. The increases in the 2022 estimate and 2023 proposed are due to a growth of business in the City.

# Sales Taxes – One Half-Cent Fire Protection

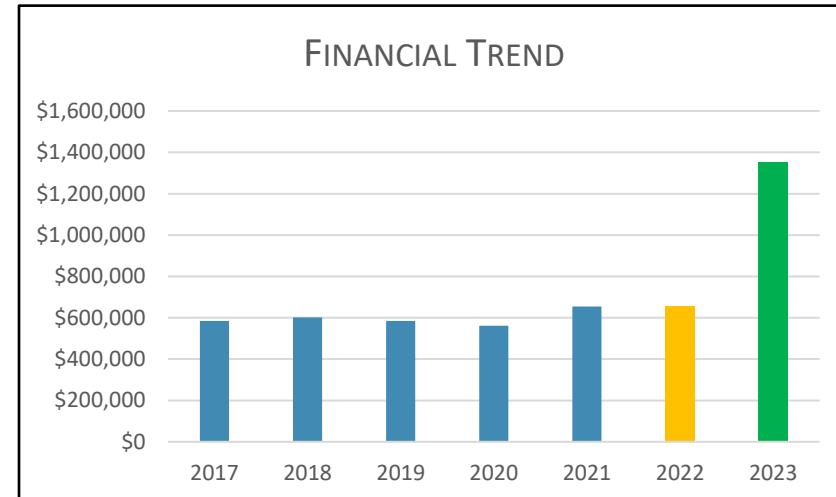
Legal Authorization: State Statute: 321.242 City Ordinance: 3779 & 5222 Account Code: 10-00-000-405-4016

## Description

Crestwood levies a one-half of one percent sales tax on retail sales that take place within the city. In April 2022, Crestwood voters approved – 73% to 26% – Proposition 1, which raised the fire protection sales tax from one-quarter to one-half of one percent. 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
2017 Actual	584,415	
2018 Actual	602,313	3.1%
2019 Actual	584,579	-2.9%
2020 Actual	561,933	-3.9%
2021 Actual	654,390	16.5%
2022 Estimate	655,341	0.1%
2023 Proposed	1,350,002	106.0%



## Trend Analysis

Variations are due to changing economic conditions. The increase in 2021 can be attributed to an increase in spending after the COVID-19 pandemic. The 2023 forecasted revenue is simply based on a near doubling of the 2022 estimate, due to the voter approved tax increase.

# Sales Taxes – Half-Cent Capital Improvement

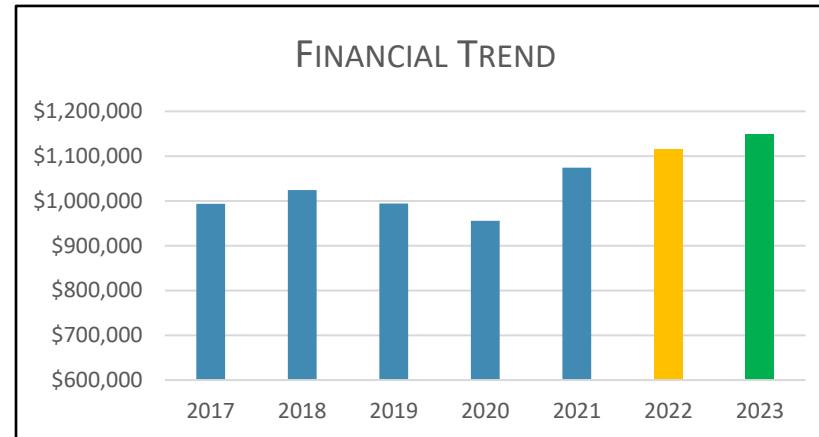
Legal Authorization: State Statute: 94.577 City Ordinance: 3276 Account Code: 21-00-000-405-4012

## 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
2017 Actual	993,675	
2018 Actual	1,023,933	3.0%
2019 Actual	993,897	-2.9%
2020 Actual	955,376	-3.9%
2021 Actual	1,073,995	12.4%
2022 Estimate	1,114,080	3.7%
2023 Proposed	1,147,503	3.0%



## 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. The increases in the 2022 estimate and 2023 proposed are due to a growth of business in the City.

# Licenses and Permits – Merchant Licenses

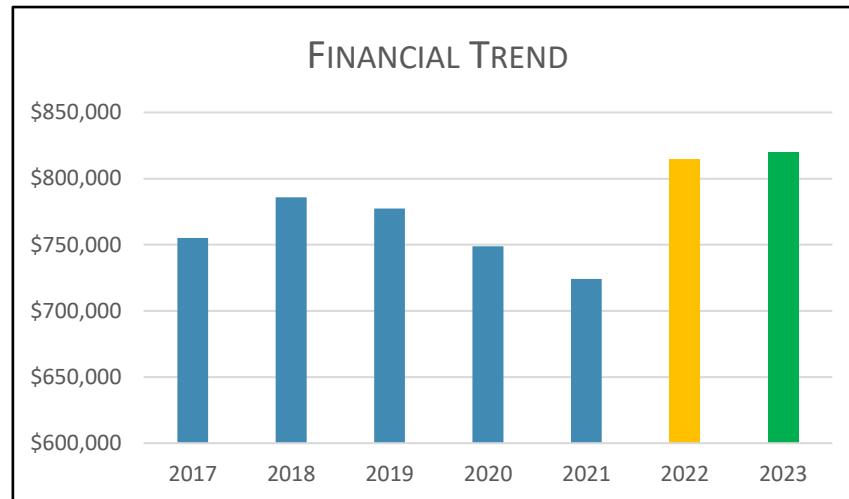
Legal Authorization: State Statute: 94.110 City Ordinance: 3926 Account Code: 10-00-000-425-4210

## 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
2017 Actual	755,084	
2018 Actual	785,944	4.1%
2019 Actual	777,343	-1.1%
2020 Actual	748,902	-3.7%
2021 Actual	724,168	-3.3%
2022 Estimate	814,526	12.5%
2023 Proposed	819,526	0.6%



## Trend Analysis

Variations are due to the increase of new businesses moving into Crestwood and/or the loss of businesses moving out of Crestwood, as well as overall gross receipts of the businesses, if that is how their business license is paid. The decrease in 2020/2021 can be attributed to the impact of the COVID-19 pandemic in shutting down some businesses. The City has also had an increase in economic activity in late 2021/2022 which raised this line item up over the \$800,000 threshold.

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

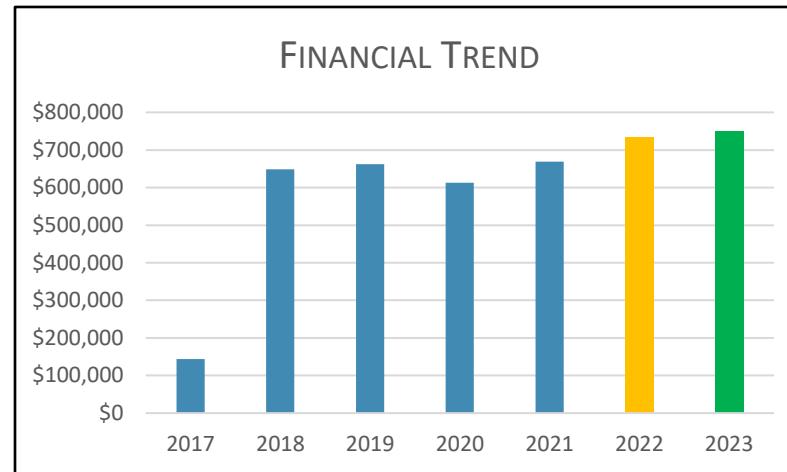
Legal Authorization: State Statute: 67.547, 94.857 City Ordinance: N/A Account Code: 10-00-000-405-4017

## 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
2017 Actual	143,533	
2018 Actual	648,831	352.0%
2019 Actual	661,871	2.0%
2020 Actual	613,017	-7.4%
2021 Actual	669,332	9.2%
2022 Estimate	733,968	9.7%
2023 Proposed	748,647	2.0%



## 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. The 2021 and the 2022 estimated increases are what the City estimates is a combination of increased spending habits after the 2020 lockdown, economic growth within Crestwood, and inflationary cost increases adding to tax totals.

# Gross Receipts – Electric Franchise Fee

Legal Authorization:

State Statute: 94.110

City Ordinance: 3991

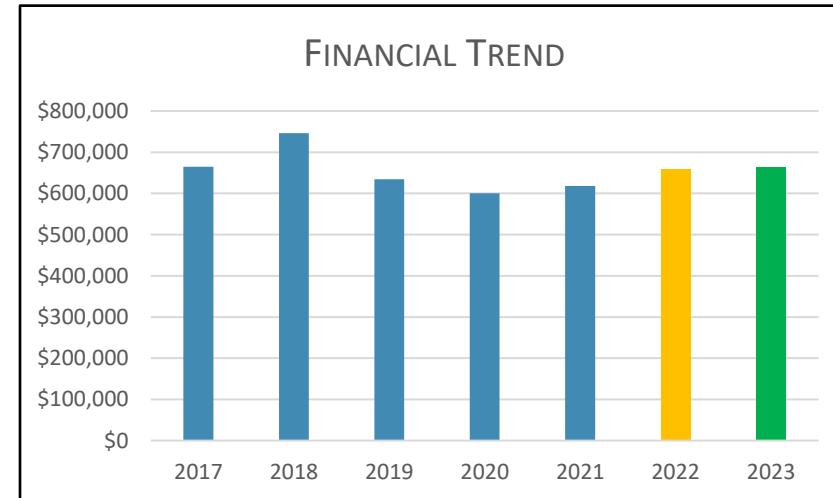
Account Code: 10-00-000-410-4020

## 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. Ameren provides electric utility services to the City of 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
2017 Actual	664,786	
2018 Actual	745,999	12.2%
2019 Actual	634,143	-15.0%
2020 Actual	600,591	-5.3%
2021 Actual	618,502	3.0%
2022 Estimate	658,171	6.4%
2023 Proposed	664,753	1.0%



## 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

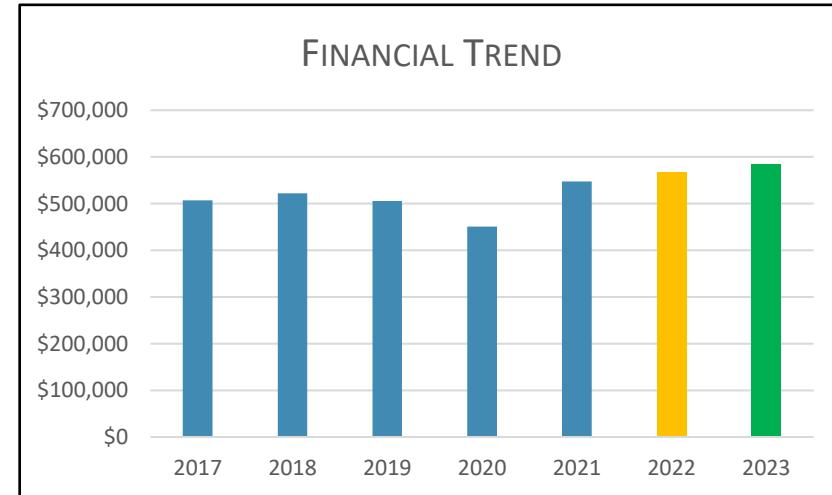
Legal Authorization: State Statute: 94.850 City Ordinance: 3275 Account Code: 10-00-000-405-4011

## 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
2017 Actual	506,979	
2018 Actual	522,070	3.0%
2019 Actual	505,888	-3.1%
2020 Actual	450,770	-10.9%
2021 Actual	547,284	21.4%
2022 Estimate	566,097	3.4%
2023 Proposed	583,080	3.0%



## Trend Analysis

Variations are due to changing economic conditions. The decrease in 2020 can be attributed to the impact of the COVID-19 pandemic, although the City of Crestwood did not decrease as much as other cities around the nation. The 2021 increase is directly related to a general rebound to pre-COVID numbers and post-COVID-19 spending increases.

# 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. With 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, as well.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2017 Actual	195,875	
2018 Actual	217,257	10.9%
2019 Actual	261,845	20.5%
2020 Actual	359,528	37.3%
2021 Actual	392,388	9.1%
2022 Estimate	462,997	18.0%
2023 Proposed	472,257	2.0%



## Trend Analysis

Variations are due to changing economic conditions. 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. The 2023 forecasted revenue is conservative, but going forward, as noted above, use tax should be applied to all online purchases.

# Intergovernmental Taxes – Motor Fuel Tax

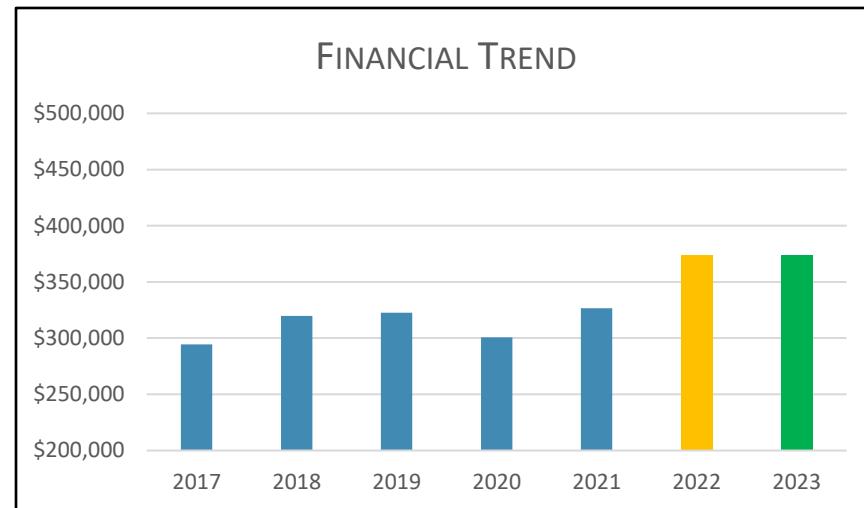
Legal Authorization: State Statute: 142.345 City Ordinance: N/A Account Code: 10-00-000- 420-4110

## 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
2017 Actual	294,500	
2018 Actual	319,724	8.6%
2019 Actual	322,497	0.9%
2020 Actual	300,747	-6.7%
2021 Actual	326,518	8.6%
2022 Estimate	374,083	14.6%
2023 Proposed	374,083	0.0%



## 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.

# Property Taxes – Personal Property Taxes

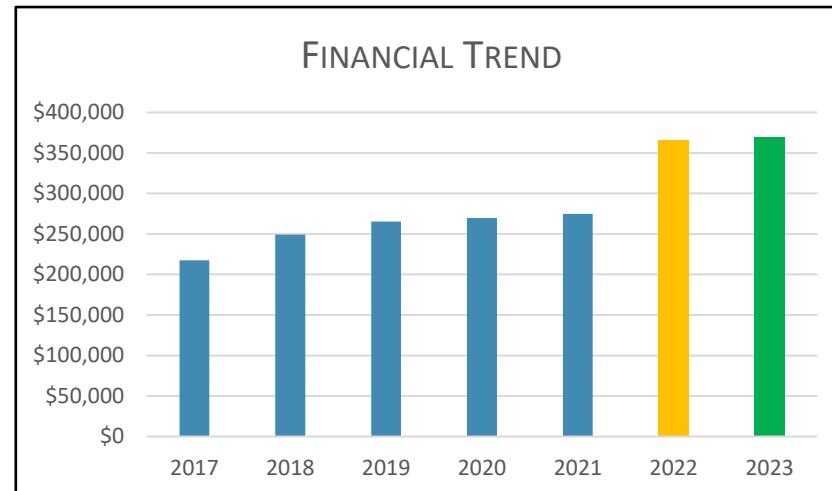
Legal Authorization: State Statute: 94.400 City Ordinance: 525 Account Code: 10-00-000-415-4031

## 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 \$0.728 per \$100 of assessed valuation for real property.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2017 Actual	217,494	
2018 Actual	249,308	14.6%
2019 Actual	265,533	6.5%
2020 Actual	269,847	1.6%
2021 Actual	274,671	1.8%
2022 Estimate	366,004	33.3%
2023 Proposed	369,664	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. In 2022, St. Louis County noted that the City had an assessed valuation approximately 23% greater than in 2021.

\*Please note: In 2017, Crestwood voters approved a \$0.45 property tax increase.

# Gross Receipts – Natural Gas Franchise Fee

Legal Authorization:

State Statute: 94.110

City Ordinance: 13

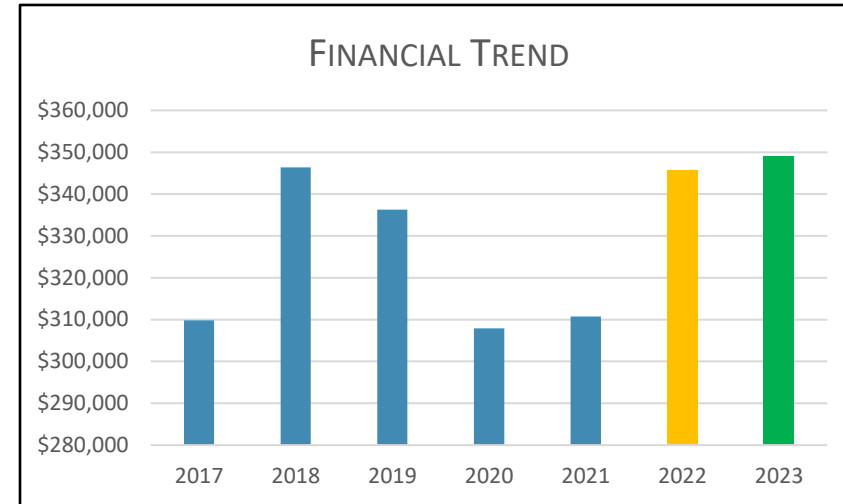
Account Code: 10-00-000-410-4021

## 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. Spire Natural 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
2017 Actual	309,851	
2018 Actual	346,401	11.8%
2019 Actual	336,305	-2.9%
2020 Actual	307,871	-8.5%
2021 Actual	310,723	0.9%
2022 Estimate	345,596	11.2%
2023 Proposed	349,052	1.0%



## 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

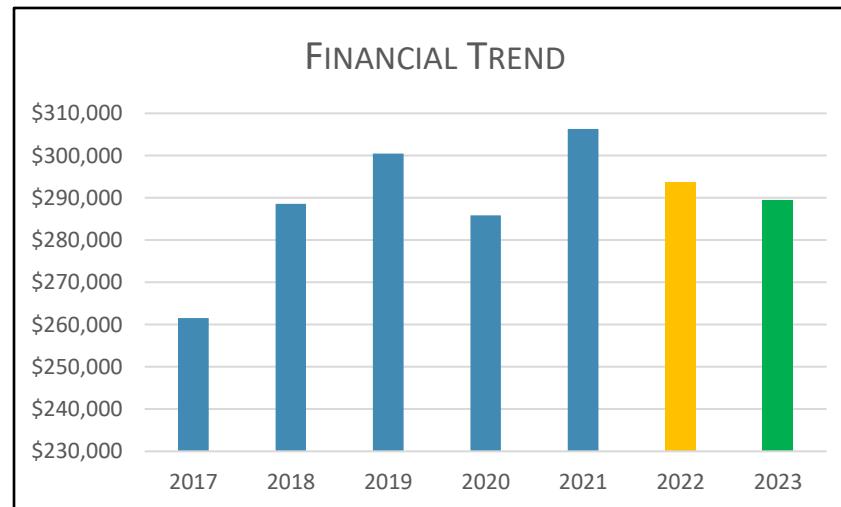
Account Code: 10-00-000-415-4033

## 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
2017 Actual	261,544	
2018 Actual	288,594	10.3%
2019 Actual	300,471	4.1%
2020 Actual	285,882	-4.9%
2021 Actual	306,302	7.1%
2022 Estimate	293,730	-4.1%
2023 Proposed	289,421	-1.5%



## 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.

# Aquatic Center – Aquatic Center Pass

Legal Authorization:

State Statute: N/A

City Ordinance: 3664

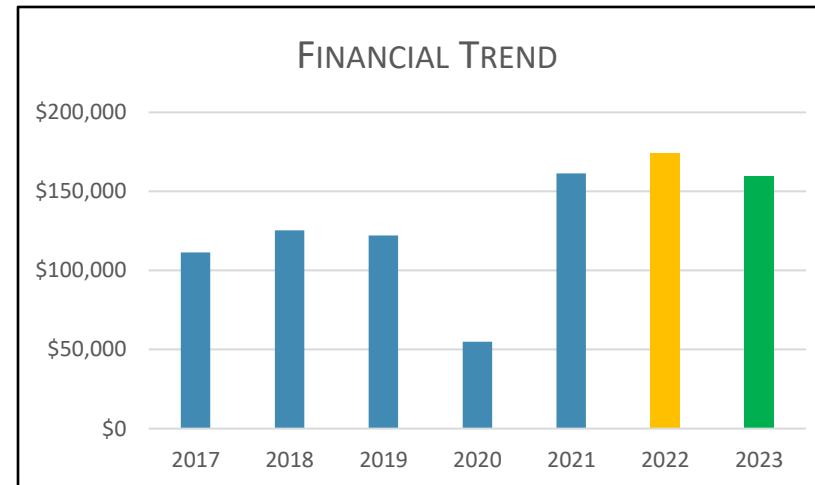
Account Code: 23-00-000-435-4310

## 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
2017 Actual	111,483	
2018 Actual	125,395	12.5%
2019 Actual	122,167	-2.6%
2020 Actual	55,024	-55.0%
2021 Actual	161,432	193.4%
2022 Estimate	173,982	7.8%
2023 Proposed	160,000	-8.0%



## Trend Analysis

Variations are a result of weather conditions for a given year. The Aquatic Center Daily Admissions revenue increases during hot, sunny summers and decreases during cold, wet summers. Decreased revenue in 2020 can be attributed to the impact of COVID-19 restrictions 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. There was a small price increase in 2022, which led to similar numbers but an 8% increase in revenue.

# Gross Receipts – Water Franchise Fee

Legal Authorization:

State Statute: 94.110

City Ordinance: 12

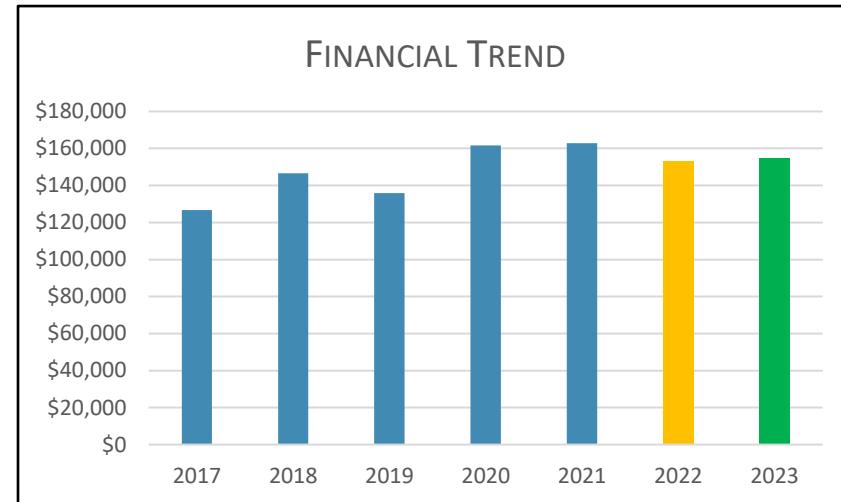
Account Code: 10-00-000-410-4024

## 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
2017 Actual	126,760	
2018 Actual	146,584	15.6%
2019 Actual	135,954	-7.3%
2020 Actual	161,711	18.9%
2021 Actual	162,792	0.7%
2022 Estimate	153,419	-5.8%
2023 Proposed	154,953	1.0%



## 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

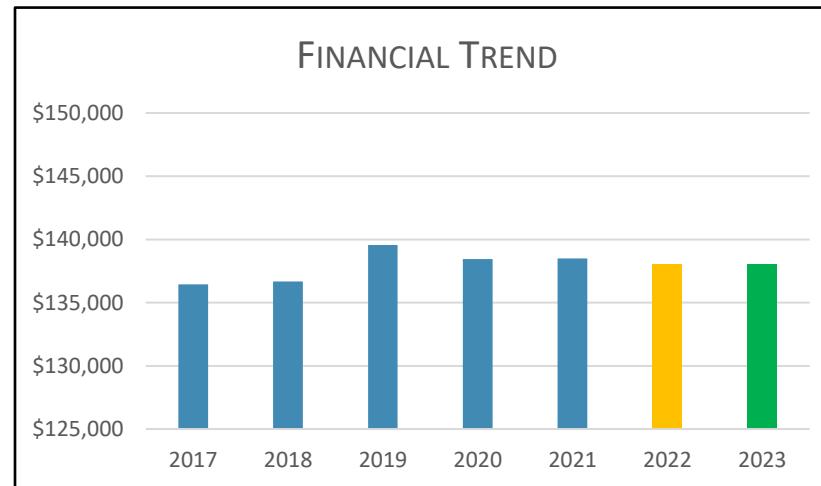
Legal Authorization: State Statute: 249.422 City Ordinance: 3529 Account Code: 30-00-000-415-4032

## 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
2017 Actual	136,449	
2018 Actual	136,665	0.2%
2019 Actual	139,563	2.1%
2020 Actual	138,434	-0.8%
2021 Actual	138,508	0.1%
2022 Estimate	138,000	-0.4%
2023 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; therefore, the standard deviation is rather low.

# Intergovernmental Taxes – Motor Vehicle Sales Tax

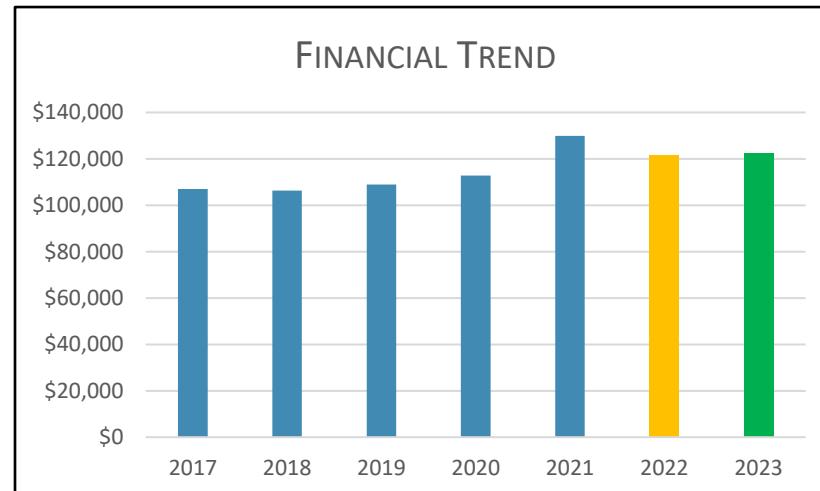
Legal Authorization: State Statute: 144.020 City Ordinance: N/A Account Code: 10-00-000-420-4111

## 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
2017 Actual	107,013	
2018 Actual	106,308	0.7%
2019 Actual	108,991	-2.5%
2020 Actual	112,740	-3.4%
2021 Actual	129,908	-15.2%
2022 Estimate	121,369	6.6%
2023 Proposed	122,583	-1.0%



## 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.

# Licenses and Permits – Fire Inspections

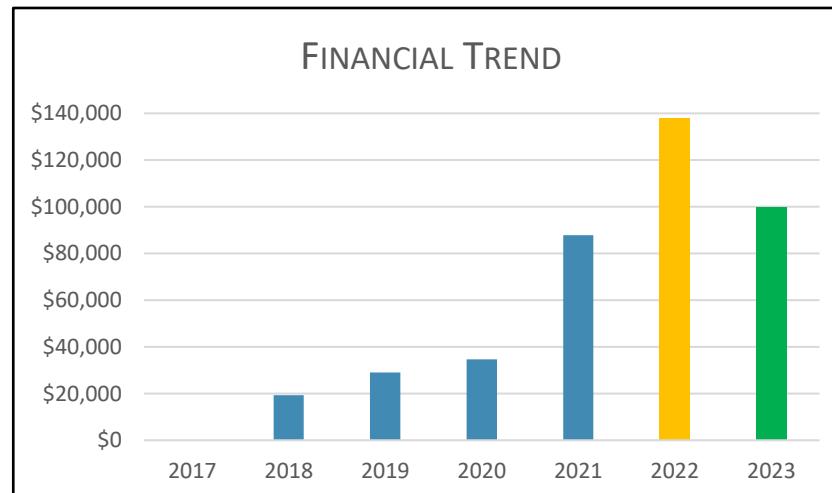
Legal Authorization: State Statute: 67.451 City Ordinance: 4869 Account Code: 10-00-000-425-4230

## 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
2017 Actual	N/A	
2018 Actual	19,239	
2019 Actual	29,044	51.0%
2020 Actual	34,693	19.4%
2021 Actual	87,890	153.3%
2022 Estimate	137,780	56.8%
2023 Proposed	100,000	-27.4%



## 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 2018, the City approved the increase to the fee schedule for permits and licenses relating to the Fire Department, and in 2021 and 2022, the Fire Marshal processed an influx of permits related to the Crestwood Mall redevelopment project.

# Recreation Programming – Day Camp Registration Fee

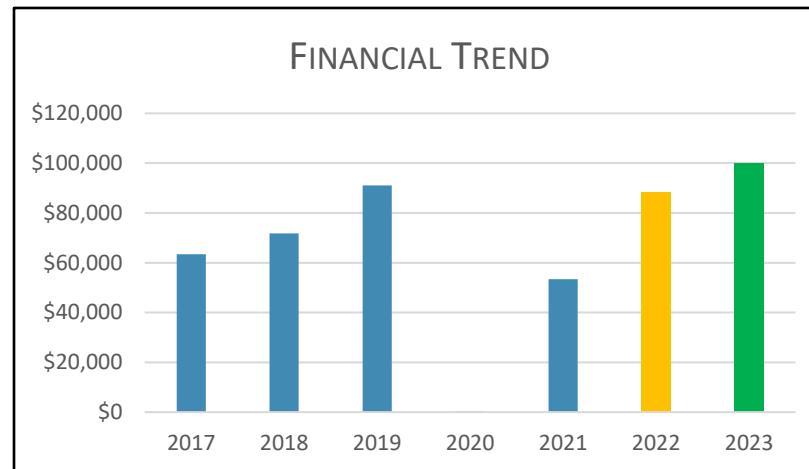
Legal Authorization: State Statute: N/A City Ordinance: 3664 Account Code: 23-00-000-445-4532

## 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 2022, the two camps offered were Outdoor Adventures Camp and Swim-Venture Aquatic Camp.

## Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
2017 Actual	63,410	
2018 Actual	71,741	13.1%
2019 Actual	91,055	26.9%
2020 Actual	297	-99.7%
2021 Actual	53,373	17870.7%
2022 Estimate	88,265	65.4%
2023 Proposed	100,000	13.3%



## 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 approved by the Board of Aldermen. Lack of revenue in 2020 can be 100% attributed to the impact of COVID-19 on Day Camp operations. Increases in 2022 estimated and 2023 proposed are due to increased attendance and an increase in registration fees that were approved in late 2021.

# Charges for Services – Ambulance Charges

Legal Authorization:

State Statute: N/A

City Ordinance: 5293

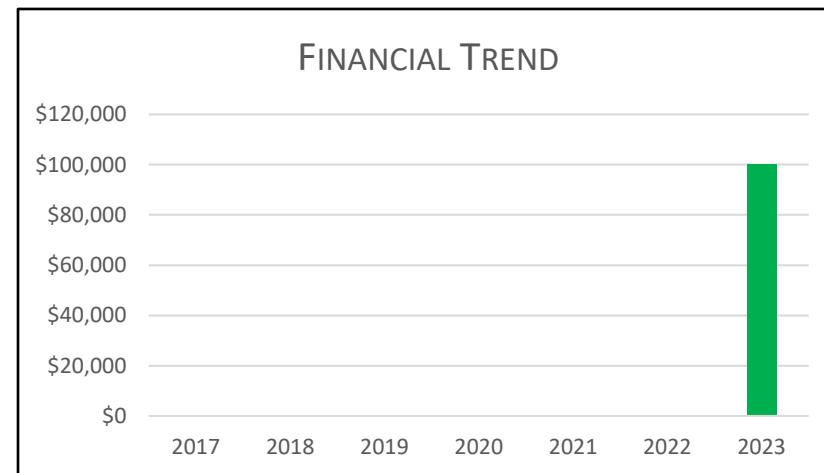
Account Code: 10-00-000-460-4660

## Description

In April 2022, the voters of Crestwood approved a fire protection sales tax increase with the intention of the Fire Department switching from operating a rescue truck to a full ambulance in FY2023. The goal is to have this switch operational by mid-year 2023. Once in operation, the City will use a third-party vendor for billing services related to the ambulance. This revenue will be directly deposited into the City's account and is recorded in the General Fund.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2017 Actual	N/A	
2018 Actual	N/A	
2019 Actual	N/A	
2020 Actual	N/A	
2021 Actual	N/A	
2022 Estimate	N/A	
2023 Proposed	100,000	



## Trend Analysis

Projections show that the revenues from ambulance transport service will greatly exceed the marginal increase in operating costs. These projections are based on a conservative pro forma analysis, which uses the percentage of each type of service call in recent years and industry trends in billing collection practices. *Please note:* the ambulance is not expected to be operational until at least June 2023, which is why the forecasted revenue is approximately half of what the City projected in a full calendar year.

# Licenses and Permits – Permits & Inspections

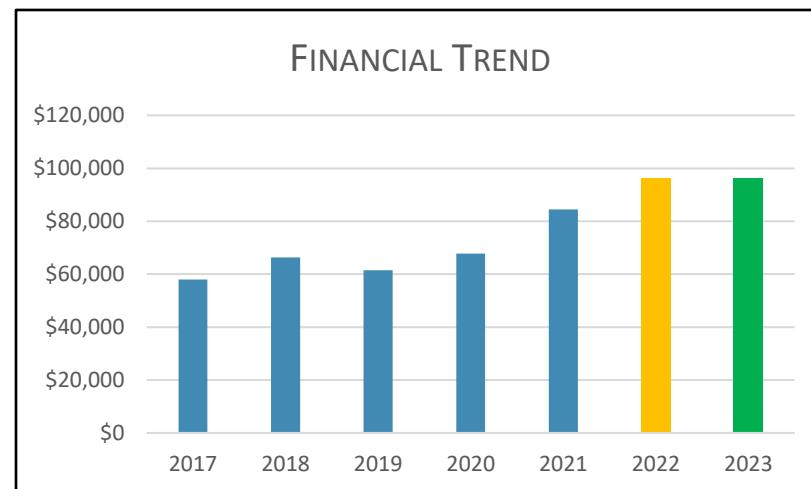
Legal Authorization: State Statute: 67.451 City Ordinance: 4895 Account Code: 10-00-000-425-4225

## 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 Board of Aldermen, on an as needed basis.

## Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2017 Actual	57,979	
2018 Actual	66,261	14.3%
2019 Actual	61,488	-7.2%
2020 Actual	67,806	10.3%
2021 Actual	84,476	24.6%
2022 Estimate	96,150	13.8%
2023 Proposed	96,150	0.0%



## Trend Analysis

Variations are the result of a change in the number of permits and inspections processed by the City in a given year. 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. The increases in 2022 and 2023 are tied directly into major construction projects along Watson Road, including the redevelopment of the City's old mall site.

# Aquatic Center – Aquatic Center Daily Admissions

Legal Authorization:

State Statute: N/A

City Ordinance: 3664

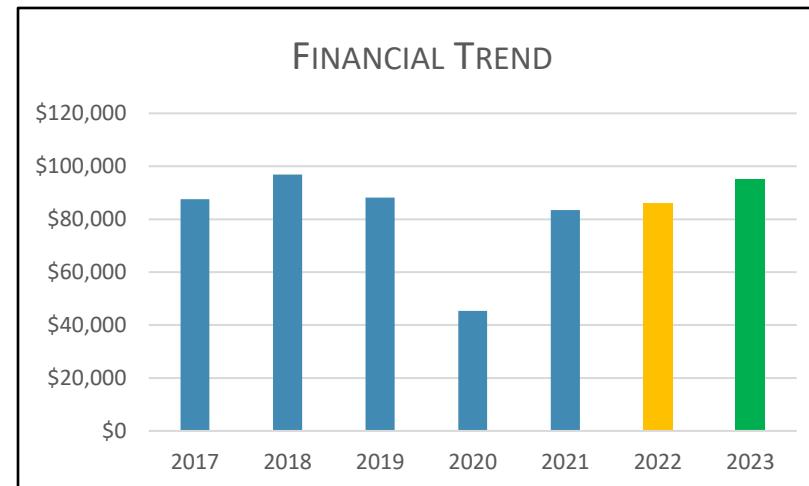
Account Code: 23-00-000-435-4312

## 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
2017 Actual	87,615	
2018 Actual	96,859	10.6%
2019 Actual	88,121	-9.0%
2020 Actual	45,357	-48.5%
2021 Actual	83,449	84.0%
2022 Estimate	85,968	3.0%
2023 Proposed	95,000	10.5%



## 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. Decreased revenue in 2020 can be directly 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. The City is forecasting that 2023 revenues will go back to pre-COVID numbers.

# 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
2017 Actual	70,611	
2018 Actual	90,588	28.3%
2019 Actual	90,633	0.0%
2020 Actual	83,355	-8.0%
2021 Actual	90,330	8.4%
2022 Estimate	76,367	-15.5%
2023 Proposed	83,647	9.5%



## 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.

# Gross Receipts – Wireless Franchise Fee

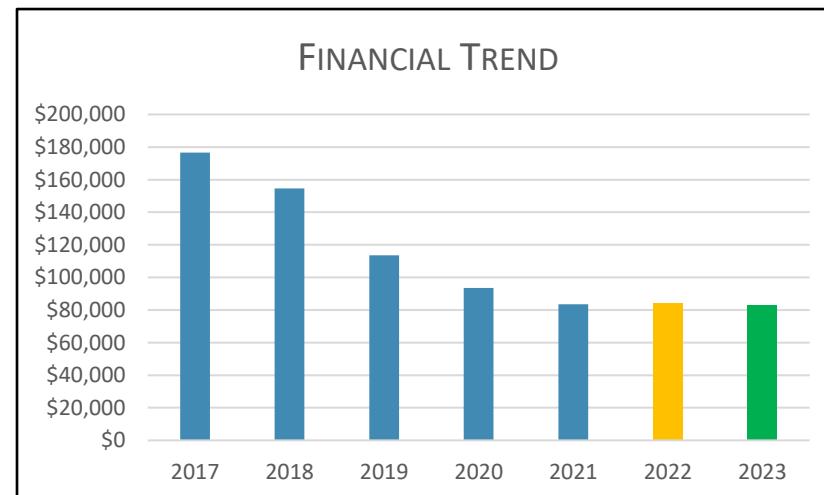
Legal Authorization: State Statute: 94.110 City Ordinance: 3463 Account Code: 10-00-000-410-4026

## 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
2017 Actual	176,523	
2018 Actual	154,585	-12.4%
2019 Actual	113,477	-26.6%
2020 Actual	93,445	-17.7%
2021 Actual	83,452	-10.7%
2022 Estimate	84,282	1.0%
2023 Proposed	83,000	-1.5%



## 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. If the 2023 forecast is true to the proposed revenue numbers, then it seems as if this revenue source would be leveling out in the \$80-90,000 range.

# Aquatic Center – Aquatic Center Concessions

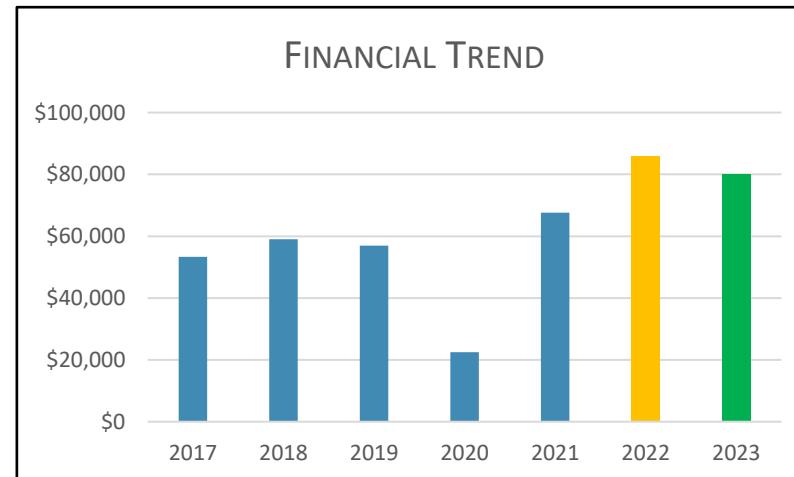
Legal Authorization: State Statute: N/A City Ordinance: 3664 Account Code: 23-00-000-435-4313

## Description

The Crestwood Aquatic Center in Whitecliff Park opened in July 2002. The Aquatic Center is open Memorial Day through Labor Day. The concession stand is open nearly all hours the Aquatics Center is open, and serves classic concessions items for consumption poolside.

## Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
2017 Actual	53,327	
2018 Actual	59,037	10.7%
2019 Actual	56,980	-3.5%
2020 Actual	22,507	-60.5%
2021 Actual	67,667	200.6%
2022 Estimate	85,968	27.0%
2023 Proposed	80,000	-6.9%



## Trend Analysis

Variations are a result of weather conditions for a given year. The Aquatic Center concession stand is directly effected by the number of daily admissions occurring at the pool, which means revenue increases during hot, sunny summers and decreases during cold, wet summers. Decreased revenue in 2020 can be directly attributed to the impact of COVID-19 on Aquatic Center Operations, while the 2021 revenue is from an increase in attendance and minor price increases. The City cannot explain why the sales in 2022 were that much greater than historical trends.

# Intergovernmental – American Rescue Plan Act (ARPA)

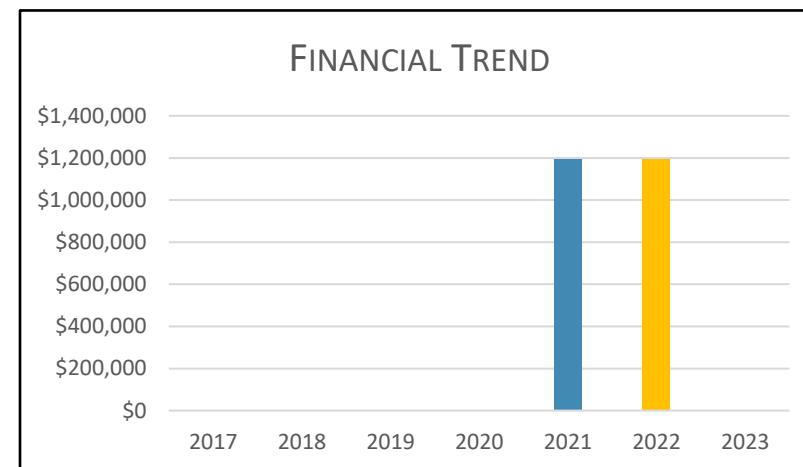
Legal Authorization: State Statute: N/A City Ordinance: N/A Account Code: 10-00-000-480-4818

## 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 and FY2022, the City received \$1,193,965 per year, 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
2017 Actual	N/A	
2018 Actual	N/A	
2019 Actual	N/A	
2020 Actual	N/A	
2021 Actual	1,193,965	
2022 Estimate	1,193,965	
2023 Proposed	N/A	



## 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 on various capital expenditures and to cover some Police Department operational costs. All of these funds will be spent by 2024, per the ARPA guidelines as put out by the Department of the Treasury. Due to the fact that the money is not fully spent, the revenue line will stay in the budget through 2024.

**General Fund**



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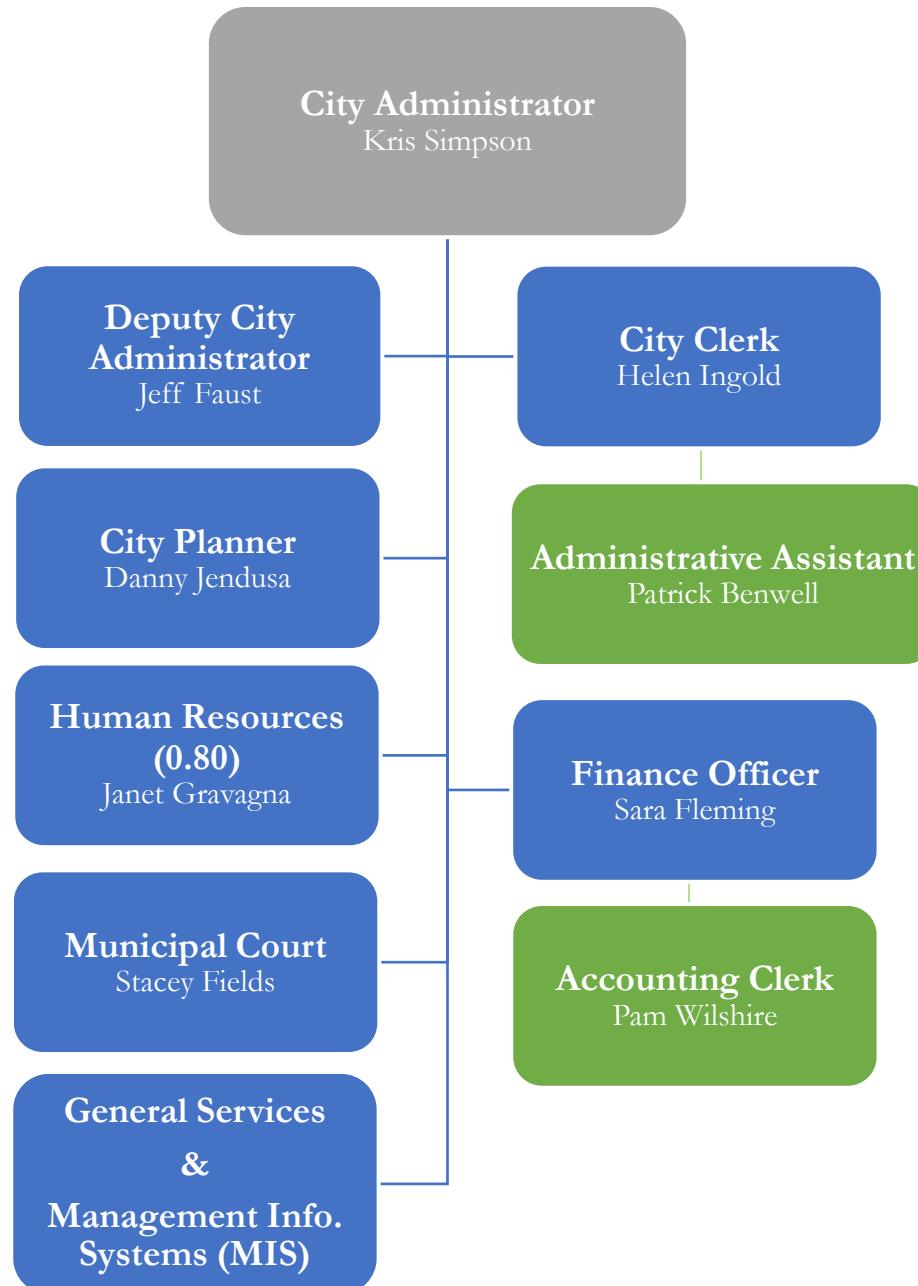
## DEPARTMENTAL BUDGETS

### General Fund

#### **General Government Department**

**In this section:**

Mayor	\$15,553
Board of Aldermen	\$42,220
City Administrator	\$445,520
General Services	\$667,095
MIS	\$159,000
Finance	\$230,819
Municipal Court	\$111,487
City Clerk	\$192,603
<b>TOTAL</b>	<b>\$1,864,298</b>



# Mayor

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

## Division Summary:

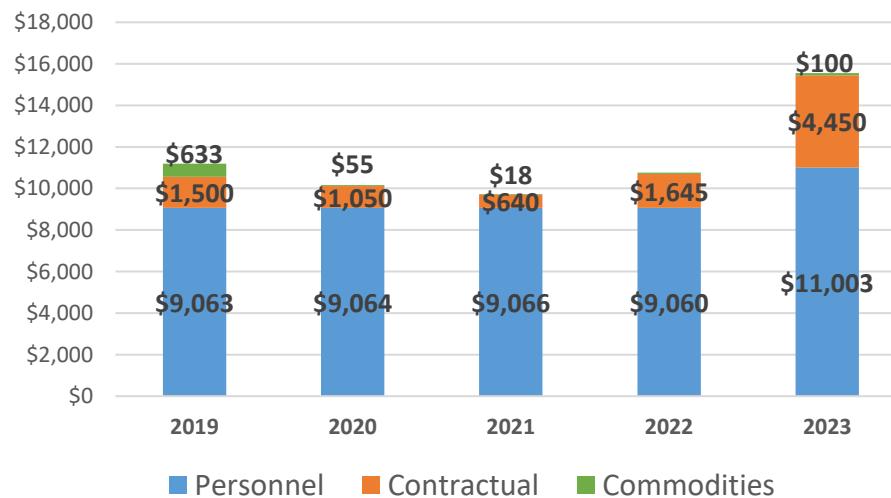
The Mayor, with the Board of Aldermen, establishes goals and objectives and adopts policies and ordinances to meet the community's needs. The Mayor is elected at-large to 3 year terms, with a three term limit.

**Mayor Grant Mabie** was elected Mayor in November 2018.

**Budget Summary:** \$15,553

**Staffing:** 0.00 FTE

### Costs by Category



### Cost Changes

Division cost has **changed** by

**44.6%**

#### Increases

Increase in Mayoral pay passed by Ordinance in 2022 (starts after April Election); funds set aside for City Hall art/design project

#### Decreases

No significant decreases

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description			2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	MAYOR 10-10-010-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommende	BOA Approved
8,400	8,750	8,400	8,400	8,400	8,400	5,600	8,400	505	5012 Wages, Elected Officials	10,200	10,200	10,200	
17	20	20	21	23	19	13	17	510	5116 Workers' Compensation Ins.	23	23	23	
521	543	521	521	521	521	347	521	515	5210 FICA Taxes	632	632	632	
122	127	122	122	122	122	81	122	515	5211 Medicare Taxes	148	148	148	
<b>9,060</b>	<b>9,440</b>	<b>9,063</b>	<b>9,064</b>	<b>9,066</b>	<b>9,062</b>	<b>6,041</b>	<b>9,060</b>	<b>Total Personnel</b>			<b>11,003</b>	<b>11,003</b>	<b>11,003</b>
-	-	70	-	-	240	-	-	605	6010 Training & Education	-	-	-	
-	-	-	-	-	-	-	-	605	6011 Travel & Expenses	-	-	-	
350	350	350	450	-	450	350	350	605	6012 Employee Memberships	450	450	450	
780	1,326	1,080	600	640	5,200	1,295	1,295	645	6710 Public Relations & Promotion	4,000	4,000	4,000	
<b>1,130</b>	<b>1,676</b>	<b>1,500</b>	<b>1,050</b>	<b>640</b>	<b>5,890</b>	<b>1,645</b>	<b>1,645</b>	<b>Total Contractual</b>			<b>4,450</b>	<b>4,450</b>	<b>4,450</b>
58	860	633	55	18	100	-	50	710	7110 Office Supplies	100	100	100	
<b>58</b>	<b>860</b>	<b>633</b>	<b>55</b>	<b>18</b>	<b>100</b>	<b>-</b>	<b>50</b>	<b>Total Commodities</b>			<b>100</b>	<b>100</b>	<b>100</b>
<b>10,248</b>	<b>11,976</b>	<b>11,196</b>	<b>10,169</b>	<b>9,724</b>	<b>15,052</b>	<b>7,686</b>	<b>10,755</b>	<b>Total Expenditures- Mayor</b>			<b>15,553</b>	<b>15,553</b>	<b>15,553</b>

# Board of Aldermen

## Division Contact Information

Kris Simpson, City Administrator

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

314.729.4780

### Division Summary:

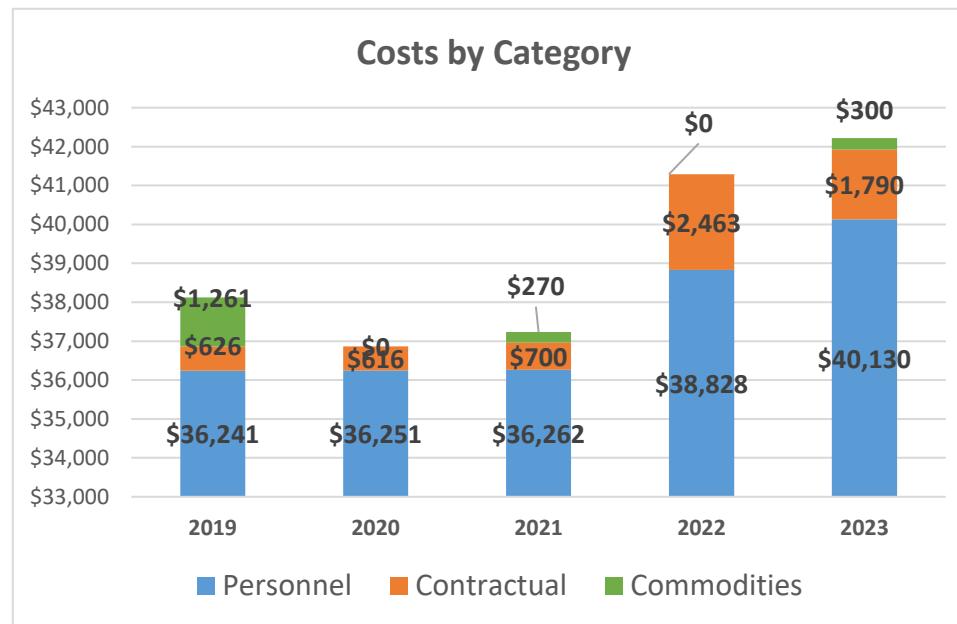
The Board of Aldermen establish goals and objectives, adopt public policies and ordinances, and approve the annual budget to meet the community's needs. Board members are elected by ward to 3 year terms, with a three term limit.

**Ward I: Jesse Morrison, James Zavist**  
**Ward III Greg Hall, Scott Shipley**

**Ward II: Mike Balles, Justin Charboneau**  
**Ward IV: Tony Kennedy, John Sebben**

**Budget Summary:** \$42,220

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by  
**2.2%**

#### Increases

No significant increases

#### Decreases

No significant decreases

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description			2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	BOARD OF ALDERMEN 10-10-011-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommendde	BOA Approved
33,600	31,500	33,600	33,600	33,600	33,600	23,600	36,000	505	5012	Wages, Elected Officials	37,200	37,200	37,200
68	66	70	80	92	78	56	74	510	5116	Workers' Compensation Insurance	84	84	84
2,083	1,953	2,083	2,083	2,083	2,083	1,463	2,232	515	5210	FICA Taxes	2,306	2,306	2,306
487	457	487	488	487	487	343	522	515	5211	Medicare Taxes	539	539	539
<b>36,238</b>	<b>33,976</b>	<b>36,241</b>	<b>36,251</b>	<b>36,262</b>	<b>36,248</b>	<b>25,463</b>	<b>38,828</b>	<b>Total Personnel</b>			<b>40,130</b>	<b>40,130</b>	<b>40,130</b>
35	180	20	-	260	240	200	200	605	6010	Training & Education	240	240	240
-	268	-	-	30	200	-	-	605	6011	Travel & Expenses	200	200	200
1,069	-	-	-	-	-	-	-	610	6115	Other Professional Services	-	-	-
-	321	606	616	410	1,000	1,675	1,675	645	6710	Public Relations & Promotions	750	750	750
136	135	-	-	-	200	588	588	645	6711	Printing & Binding	600	600	600
<b>1,240</b>	<b>904</b>	<b>626</b>	<b>616</b>	<b>700</b>	<b>1,640</b>	<b>2,463</b>	<b>2,463</b>	<b>Total Contractual</b>			<b>1,790</b>	<b>1,790</b>	<b>1,790</b>
28	-	1,181	-	270	300	-	-	710	7110	Office Supplies	300	300	300
-	-	80	-	-	-	-	-	740	7400	Misc Expenditures	-	-	-
<b>28</b>	<b>-</b>	<b>1,261</b>	<b>-</b>	<b>270</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>Total Commodities</b>			<b>300</b>	<b>300</b>	<b>300</b>
<b>37,506</b>	<b>34,880</b>	<b>38,128</b>	<b>36,867</b>	<b>37,232</b>	<b>38,188</b>	<b>27,926</b>	<b>41,291</b>	<b>Total Expenditures- BOA</b>			<b>42,220</b>	<b>42,220</b>	<b>42,220</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:** \$445,520

**Staffing:** 3.80 FTE



### Cost Changes

Division cost has **changed** by

**11.0%**

#### 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, 2023**

<b>ACTUAL</b>					
<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	
161,368	173,450	167,698	228,301	246,053	
54,431	40,758	42,981	(948)	499	
22,773	43,165	42,476	43,306	44,467	
-	-	-	-	-	
26,109	29,909	30,322	34,476	38,690	
2,096	1,637	1,355	1,357	1,314	
1,119	1,194	1,142	889	1,665	
83	103	62	83	89	
8,111	8,800	10,895	13,050	12,393	
482	581	630	681	862	
14,566	15,601	15,567	16,527	17,734	
3,406	3,649	3,641	3,865	4,147	
<b>294,544</b>	<b>318,847</b>	<b>316,768</b>	<b>341,587</b>	<b>367,913</b>	

<b>BUDGET Amended</b>	<b>2022</b>			<b>Account Description</b>										<b>2023 BUDGET</b>				
	<b>8/31 YTD ACTUAL</b>	<b>12/31 YTD ESTIMATE</b>		<b>CITY ADMINISTRATOR</b> <b>10-25-040-XXX-XXXX</b>										<b>Dept, City Adm.</b>	<b>Ways &amp; Means Recommendation</b>	<b>BOA Approved</b>		
260,299	168,986	247,898	505	5010	Salaries, Exempt Employees									275,050	275,050	275,050		
-	-	-	505	5011	Wages, Non-Exempt Employees									-	-	-		
46,460	30,146	44,441	505	5013	Wages, Part-time									49,271	49,271	49,271		
-	-	-	505	5015	Wages, Overtime									-	-	-		
43,942	24,442	37,494	510	5110	Health Insurance									45,320	45,320	45,320		
1,333	847	1,293	510	5111	Dental Insurance									1,373	1,373	1,373		
1,202	849	1,092	510	5112	Life/AD&D/LTD Insurance									1,254	1,254	1,254		
84	71	95	510	5114	Employee Assistance Program									84	84	84		
16,258	9,574	14,032	510	5115	Retirement Plan									11,027	11,027	11,027		
709	438	599	510	5116	Workers' Compensation Insurance									731	731	731		
19,019	12,227	18,125	515	5210	FICA Taxes									20,108	20,108	20,108		
4,448	2,440	4,239	515	5211	Medicare Taxes									4,703	4,703	4,703		
<b>393,754</b>	<b>250,020</b>	<b>369,309</b>		<b>Total Personnel</b>										<b>408,920</b>	<b>408,920</b>	<b>408,920</b>		
3,910	6,968	7,100	605	6010	Training & Education									4,000	4,000	4,000		
6,300	1,989	2,200	605	6011	Travel & Expenses									6,300	6,300	6,300		
2,250	1,944	2,100	605	6012	Employee Memberships									2,100	2,100	2,100		
2,305	930	1,500	610	6114	Computer Services									3,200	3,200	3,200		
-	-	-	610	6115	Other Prof Svcs									-	-	-		
-	-	-	640	6611	Periodicals & Books									-	-	-		
-	7,496	7,718	6,874	645	6710	Public Relations & Promotion								10,000	10,000	10,000		
422	120	-	-	500	645	6711	Printing & Binding							500	500	500		
-	6,162	6,530	7,024	9,000	650	6810	Postage							10,000	10,000	10,000		
<b>9,589</b>	<b>22,424</b>	<b>22,908</b>	<b>18,546</b>	<b>33,579</b>	<b>31,765</b>	<b>21,632</b>	<b>31,900</b>		<b>Total Contractual</b>									
1,196	308	488	187	106	750	85	150	710	7110	Office Supplies				500	500	500		
-	-	-	260	-	-	-	-	730	7110	Computer Parts				-	-	-		
-	795	-	-	-	-	-	-	730	7112	Software Licensing				-	-	-		
-	1,656	-	-	-	-	-	-	730	7517	Street Supplies				-	-	-		
<b>1,196</b>	<b>2,759</b>	<b>488</b>	<b>447</b>	<b>106</b>	<b>750</b>	<b>85</b>	<b>150</b>		<b>Total Commodities</b>									
<b>305,329</b>	<b>344,030</b>	<b>340,163</b>	<b>360,580</b>	<b>401,598</b>	<b>426,269</b>	<b>271,737</b>	<b>401,359</b>		<b>Total Expenditures- City Administrator</b>									
														<b>445,520</b>	<b>445,520</b>	<b>445,520</b>		

# General Services

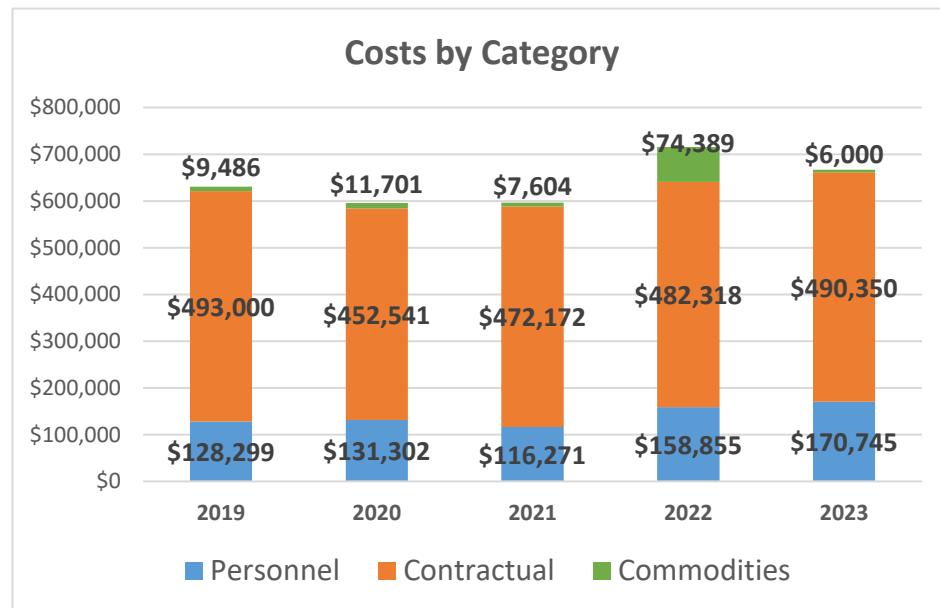
**Division Contact Information**  
Kris Simpson, City Administrator  
ksimpson@cityofcrestwood.org  
314.729.4780

## 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:** \$667,095

**Staffing:** 0.00 FTE



## Cost Changes

Division cost has changed by

**-6.8%**

### Increases

No significant increases

### Decreases

Removal of \$75,000 added by Board of Aldermen for 75<sup>th</sup> Anniversary events

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2023**

ACTUAL					2022			Account Description				2023 BUDGET		
2017	2018	2019	2020	2021	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
53,719	64,850	44,481	53,285	79,779	72,243	57,751	83,855	510	5110	Health Insurance (retirees)	90,745	90,745	90,745	
8,320	9,663	3,894	1,286	-	5,000	-	-	510	5119	Employment Security Benefit Payments	5,000	5,000	5,000	
84,688	66,802	79,924	76,731	36,492	75,000	52,135	75,000	510	5120	Deductible reimbursement	75,000	75,000	75,000	
<b>146,727</b>	<b>141,315</b>	<b>128,299</b>	<b>131,302</b>	<b>116,271</b>	<b>152,243</b>	<b>109,886</b>	<b>158,855</b>	<b>Total Personnel</b>				<b>170,745</b>	<b>170,745</b>	<b>170,745</b>
150	11,283	8,767	5,100	6,670	18,750	5,330	10,000	605	6010	Training & Education	22,250	22,250	22,250	
518	873	676	54	-	-	-	-	605	6011	Travel & Expenses	-	-	-	
188,509	187,786	211,307	153,332	159,459	115,000	69,231	160,000	610	6110	Legal Services	135,000	135,000	135,000	
28,041	28,806	29,588	20,000	23,800	24,000	21,000	21,000	610	6112	Auditing Services	27,000	27,000	27,000	
17,104	23,433	24,428	38,489	38,181	28,000	17,573	28,000	610	6115	Other Professional Services	27,000	27,000	27,000	
17,705	16,556	34,052	29,019	29,741	30,000	11,059	18,000	615	6215	Telephone/Telecommunications	25,000	25,000	25,000	
15,455	14,922	-	-	-	-	-	-	615	6216	Telecommunications Internet	-	-	-	
2,417	3,818	4,583	5,074	5,415	5,000	3,856	6,000	615	6218	Cable TV	6,000	6,000	6,000	
1,183	1,490	2,381	1,162	2,470	2,000	478	1,500	620	6315	Solid Waste Disposal	2,800	2,800	2,800	
19,664	19,475	22,674	19,173	18,803	41,500	19,781	27,000	620	6316	Maintenance Agreements	24,400	24,400	24,400	
1,515	1,515	1,515	1,719	1,791	2,000	1,307	2,000	630	6451	Equipment Leases	2,000	2,000	2,000	
46,626	50,745	53,400	67,514	80,142	80,500	87,685	87,685	635	6510	Property Policy	88,000	88,000	88,000	
50,244	50,645	53,088	56,974	59,843	60,000	60,998	60,998	635	6511	General/Auto/Police Liability (SLAIT)	62,100	62,100	62,100	
13,815	14,220	14,505	15,158	16,675	17,000	17,845	17,845	635	6512	Public Officials Liability	18,000	18,000	18,000	
1,858	1,936	1,936	1,720	1,780	2,000	-	2,000	635	6513	City Insurance	2,000	2,000	2,000	
2,605	2,578	2,776	3,346	3,914	4,000	8,290	8,290	635	6514	Cyber Liability Insurance	8,300	8,300	8,300	
500	5,673	7,015	11,054	-	5,000	500	2,000	635	6515	Other Insurance Expense	5,000	5,000	5,000	
7,141	7,241	7,395	6,824	6,807	7,500	6,610	7,000	640	6610	City Memberships	7,500	7,500	7,500	
4,083	3,772	4,169	3,061	3,087	4,250	8,986	10,000	645	6710	Public Relations & Promotion	13,500	13,500	13,500	
1,250	787	1,492	1,373	766	500	-	-	645	6711	Printing & Binding	500	500	500	
13,332	1,959	1,685	5,169	6,440	2,500	3,071	3,500	645	6712	Advertising and Publication	4,000	4,000	4,000	
5,263	5,006	5,560	7,226	6,388	6,000	6,483	9,500	650	6810	Postage	10,000	10,000	10,000	
125	-	9	-	-	-	-	-	650	6811	Interest Expense	-	-	-	
<b>439,103</b>	<b>454,519</b>	<b>493,000</b>	<b>452,541</b>	<b>472,172</b>	<b>455,500</b>	<b>350,084</b>	<b>482,318</b>	<b>Total Contractual</b>				<b>490,350</b>	<b>490,350</b>	<b>490,350</b>
10,434	17,150	7,617	11,625	7,598	6,000	2,836	4,000	710	7110	Office Supplies	6,000	6,000	6,000	
-	48	1,867	-	6	75,000	25,121	70,000	740	7400	Miscellaneous Expenditure	-	-	-	
-	-	2	76	-	-	389	389	740	7713	Other Supplies	-	-	-	
<b>10,434</b>	<b>17,198</b>	<b>9,486</b>	<b>11,701</b>	<b>7,604</b>	<b>81,000</b>	<b>28,346</b>	<b>74,389</b>	<b>Total Commodities</b>				<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>596,264</b>	<b>613,032</b>	<b>630,785</b>	<b>595,544</b>	<b>596,047</b>	<b>688,743</b>	<b>488,315</b>	<b>715,562</b>	<b>Total Expenditures- General Services</b>				<b>667,095</b>	<b>667,095</b>	<b>667,095</b>

# Management Information Systems (MIS)

## Division Contact Information

Kris Simpson, City Administrator

ksimpson@cityofcrestwood.org

314.729.4780

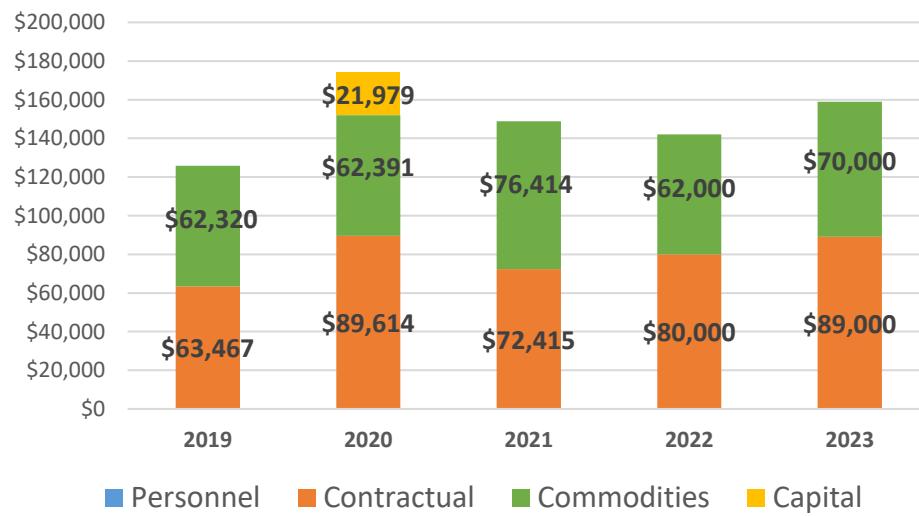
### Division Summary:

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:** \$159,000

**Staffing:** 0.00 FTE

### Costs by Category



### Cost Changes

Division cost has **changed** by

**12.0%**

#### Increases

No significant increases

#### Decreases

No significant decreases

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2023**

<b>ACTUAL</b>					<b>2022</b>			<b>Account Description</b>		<b>2023 BUDGET</b>		
<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>BUDGET</b>	<b>8/31 YTD</b>	<b>12/31 YTD</b>	<b>MANAGEMENT INFORMATION SYSTEMS</b>	<b>Dept, City</b>	<b>Ways &amp; Means</b>	<b>BOA</b>	
					<b>Amended</b>	<b>ACTUAL</b>	<b>ESTIMATE</b>	<b>10-25-042-XXX-XXXX</b>	<b>Adm.</b>	<b>Recommende</b>	<b>Approved</b>	
-	-	-	-	-	-	-	-	- 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	-	-	-	-	- 610 6115 Other Professional Services	-	-	-	-
-	-	-	-	-	-	-	-	- 615 6216 Telecommunications Internet	-	-	-	-
-	-	-	-	-	-	-	-	- 615 6217 Mobile Phones	-	-	-	-
63,648	60,784	63,467	73,134	72,415	73,500	55,643	80,000	- 620 6316 Maintenance Agreements	89,000	89,000	89,000	
-	-	-	-	-	-	-	-	- 625 6410 REJIS Services	-	-	-	-
<b>63,648</b>	<b>63,336</b>	<b>63,467</b>	<b>89,614</b>	<b>72,415</b>	<b>73,500</b>	<b>55,643</b>	<b>80,000</b>	<b>Total Contractual</b>	<b>89,000</b>	<b>89,000</b>	<b>89,000</b>	
-	-	-	-	-	-	-	-	- 710 7110 Office Supplies	-	-	-	-
14,269	24,734	31,106	26,570	31,471	26,000	3,527	20,000	- 730 7110 Computer Parts	25,000	25,000	25,000	
-	-	-	-	646	-	-	-	- 730 7111 Network Maintenance	-	-	-	-
50,436	28,689	31,214	35,821	44,297	42,160	26,316	42,000	- 730 7112 Software License	45,000	45,000	45,000	
<b>64,705</b>	<b>53,423</b>	<b>62,320</b>	<b>62,391</b>	<b>76,414</b>	<b>68,160</b>	<b>29,843</b>	<b>62,000</b>	<b>Total Commodities</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	
-	-	-	21,979	-	-	-	-	- 820 8310 Computer Parts	-	-	-	-
-	-	-	-	-	50,000	-	-	- 820 8313 Software License	-	-	-	-
-	-	-	<b>21,979</b>	-	<b>50,000</b>	-	-	<b>Total Capital</b>	-	-	-	-
<b>128,353</b>	<b>116,759</b>	<b>125,787</b>	<b>173,984</b>	<b>148,829</b>	<b>191,660</b>	<b>85,485</b>	<b>142,000</b>	<b>Total Expenditures- MIS</b>	<b>159,000</b>	<b>159,000</b>	<b>159,000</b>	

# Finance

**Division Contact Information**  
**Sara Fleming, Finance Officer**  
[sfleming@cityofcrestwood.org](mailto:sfleming@cityofcrestwood.org)  
314.729.4792

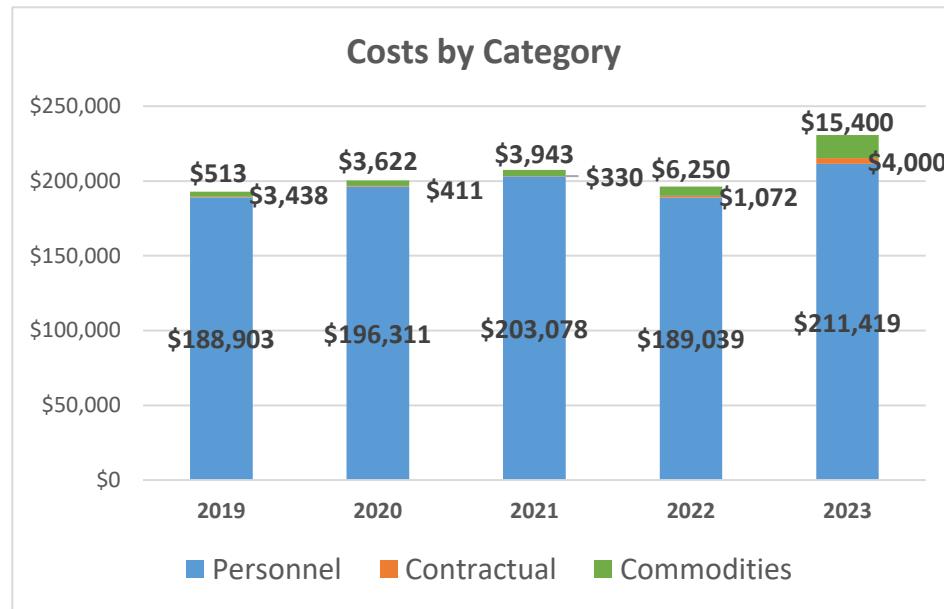
## Division Summary:

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.

**Finance Officer Sara Fleming** has served the City of Crestwood since 2022.

**Budget Summary:** \$230,819

**Staffing:** 2.00 FTE



## Cost Changes

Division cost has **changed** by  
**17.5%**

### Increases

Increase in training for a new hire within the division

### Decreases

No significant decreases

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2023**

ACTUAL					2022			Account Description			2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FINANCE 10-25-044-XXX-XXXX			Dept, City Adm.	Ways & Means Recommendation	BOA Approved
83,586	92,652	95,518	97,835	101,204	104,387	67,780	91,780	505	5010 Salaries, Exempt Employees	106,050	106,050	106,050	
40,737	42,892	44,374	46,201	47,045	48,611	32,023	47,172	505	5011 Wages, Non-Exempt Employees	52,217	52,217	52,217	
-	3,371	-	-	-	-	-	-	505	5013 Wages, Part-time Employees	-	-	-	
17,793	30,086	31,622	33,797	35,102	36,951	23,253	31,226	510	5110 Health Insurance	32,850	32,850	32,850	
924	819	707	679	650	666	437	632	510	5111 Dental Insurance	686	686	686	
447	561	582	758	1,240	600	411	562	510	5112 Life/AD&D/LTD Insurance	615	615	615	
41	52	31	41	44	42	36	48	510	5114 Employee Assistance Program	42	42	42	
4,070	3,344	6,130	6,781	7,121	8,162	4,793	6,670	510	5115 Retirement Plan	5,415	5,415	5,415	
251	314	345	364	438	356	220	285	510	5116 Workers' Compensation Insurance	359	359	359	
7,200	7,712	7,776	7,987	8,294	9,548	5,553	8,615	515	5210 FICA Taxes	9,875	9,875	9,875	
1,684	1,804	1,819	1,868	1,940	2,233	1,299	2,015	515	5211 Medicare Taxes	2,309	2,309	2,309	
<b>156,734</b>	<b>183,607</b>	<b>188,903</b>	<b>196,311</b>	<b>203,078</b>	<b>212,556</b>	<b>135,838</b>	<b>189,039</b>	<b>Total Personnel</b>			<b>211,419</b>	<b>211,419</b>	<b>211,419</b>
199	797	224	112	44	900	255	255	605	6010 Training & Education	2,500	2,500	2,500	
273	364	99	249	21	900	557	557	605	6011 Travel & Expenses	1,000	1,000	1,000	
190	190	190	50	265	350	190	190	605	6012 Employee Memberships	400	400	400	
-	-	-	-	-	-	-	-	610	6115 Other Professional Services	-	-	-	
25	-	-	-	-	100	-	70	645	6711 Printing & Binding	100	100	100	
<b>687</b>	<b>1,351</b>	<b>513</b>	<b>411</b>	<b>330</b>	<b>2,250</b>	<b>1,002</b>	<b>1,072</b>	<b>Total Contractual</b>			<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
436	420	263	224	291	400	49	250	710	7110 Office Supplies	400	400	400	
-	8,689	3,175	3,398	3,652	15,000	4,723	6,000	730	7112 Software Licensing	15,000	15,000	15,000	
<b>436</b>	<b>9,109</b>	<b>3,438</b>	<b>3,622</b>	<b>3,943</b>	<b>15,400</b>	<b>4,773</b>	<b>6,250</b>	<b>Total Commodities</b>			<b>15,400</b>	<b>15,400</b>	<b>15,400</b>
<b>157,857</b>	<b>194,067</b>	<b>192,854</b>	<b>200,344</b>	<b>207,351</b>	<b>230,206</b>	<b>141,613</b>	<b>196,361</b>	<b>Total Expenditures- Finance</b>			<b>230,819</b>	<b>230,819</b>	<b>230,819</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.

**Municipal Judge Jason Denney** has served the City of Crestwood since 2018.  
**Court Administrator Stacey Fields** has served the City of Crestwood since 2017.

**Budget Summary:** \$111,487

**Staffing:** 1.0 FTE



## Cost Changes

Division cost has **changed** by  
**9.2%**

### Increases

No significant increases

### Decreases

No significant decreases

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2023**

ACTUAL					2022			Account Description MUNICIPAL COURT 10-25-045-XXX-XXXX			2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE				Dept, City Adm.	Ways & Means Recommendation	BOA Approved
41,577	43,870	46,000	46,257	47,065	48,453	35,151	52,057	505	5011 Wages, Non-Exempt Employees	57,733	57,733	57,733	
1,798	2,982	-	-	-	1,500	-	-	505	5013 Wages, Part-time Employees	-	-	-	
2,594	3,186	5,584	1,998	165	3,000	647	1,979	505	5015 Overtime Wages	3,000	3,000	3,000	
5,489	7,271	7,935	8,619	11,986	9,423	9,240	12,503	510	5110 Health Insurance	10,083	10,083	10,083	
458	409	355	339	325	333	218	330	510	5111 Dental Insurance	343	343	343	
182	(10)	242	201	366	218	183	211	510	5112 Life/AD&D/LTD Insurance	245	245	245	
21	26	15	21	22	21	18	24	510	5114 Employee Assistance Program	21	21	21	
1,068	1,623	2,184	2,288	2,270	2,727	1,718	2,594	510	5115 Retirement Plan	2,065	2,065	2,065	
89	104	119	120	139	119	78	111	510	5116 Workers' Compensation Insurance	137	137	137	
2,745	2,937	2,984	2,900	2,839	3,190	2,140	3,350	515	5210 FICA Taxes	3,765	3,765	3,765	
642	687	698	678	664	746	501	784	515	5211 Medicare Taxes	881	881	881	
<b>56,663</b>	<b>63,085</b>	<b>66,115</b>	<b>63,421</b>	<b>65,841</b>	<b>69,730</b>	<b>49,895</b>	<b>73,942</b>	<b>Total Personnel</b>		<b>78,272</b>	<b>78,272</b>	<b>78,272</b>	
2,168	1,020	1,340	337	774	1,740	1,075	1,160	605	6010 Training & Education	1,270	1,270	1,270	
912	2,399	2,938	1,426	2,173	3,231	2,326	3,076	605	6011 Travel & Expenses	3,300	3,300	3,300	
212	200	159	275	275	435	335	335	605	6012 Employee Memberships	445	445	445	
24,706	14,821	12,750	12,420	12,300	14,200	9,413	16,600	610	6110 Legal Services	19,900	19,900	19,900	
-	82	1,466	411	900	300	700	1,050	610	6115 Other Professional Services	700	700	700	
300	-	300	-	-	600	-	-	610	6120 Municipal Court Mental Health Docket	500	500	500	
720	-	-	-	-	300	-	-	610	6121 Prisoner Services	300	300	300	
4,515	4,515	4,473	4,389	4,130	4,620	2,806	4,620	625	6410 Rejis Services	4,800	4,800	4,800	
453	575	947	589	571	1,650	226	750	645	6711 Printing & Binding	1,000	1,000	1,000	
607	644	2,102	2,270	297	500	115	130	650	6815 Municipal Court Bank Fees	500	500	500	
<b>34,593</b>	<b>24,256</b>	<b>26,474</b>	<b>22,117</b>	<b>21,420</b>	<b>27,576</b>	<b>16,995</b>	<b>27,721</b>	<b>Total Contractual</b>		<b>32,715</b>	<b>32,715</b>	<b>32,715</b>	
696	1,327	799	156	686	750	24	450	710	7110 Office Supplies	500	500	500	
<b>696</b>	<b>1,327</b>	<b>799</b>	<b>156</b>	<b>686</b>	<b>750</b>	<b>24</b>	<b>450</b>	<b>Total Commodities</b>		<b>500</b>	<b>500</b>	<b>500</b>	
<b>91,951</b>	<b>88,668</b>	<b>93,389</b>	<b>85,694</b>	<b>87,947</b>	<b>98,056</b>	<b>66,914</b>	<b>102,113</b>	<b>Total Expenditures- Municipal Court</b>		<b>111,487</b>	<b>111,487</b>	<b>111,487</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, 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.

**City Clerk Helen Ingold** has served the City of Crestwood since 2014.

**Budget Summary:** \$192,603

**Staffing:** 2.0 FTE



### Cost Changes

Division cost has **changed** by  
**-5.3%**

#### Increases

No significant increases

#### Decreases

FY2022 included one-time costs for shelving and startup costs for document mgmt. software

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description CITY CLERK 10-25-046-XXX-XXXX				2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE					Dept, City Adm.	Ways & Means Recommend	BOA Approved
92,470	98,573	98,939	104,359	93,522	104,414	69,916	103,171	505	5011	Wages, Non-Exempt Employees	114,622	114,622	114,622	
9,249	10,580	-	-	-	-	-	-	505	5013	Wages, Part-time Employees	-	-	-	
3,530	2,828	3,197	1,421	1,049	2,000	1,020	1,520	505	5015	Overtime Wages	2,000	2,000	2,000	
16,637	22,353	19,865	21,299	15,366	17,226	10,908	19,048	510	5110	Health Insurance	20,166	20,166	20,166	
1,048	819	706	693	435	444	288	512	510	5111	Dental Insurance	686	686	686	
477	454	516	907	1,017	458	366	431	510	5112	Life/AD&D/LTD Insurance	488	488	488	
41	52	31	41	44	42	36	95	510	5114	Employee Assistance Program	42	42	42	
3,134	3,107	3,830	4,959	3,520	5,640	3,405	5,025	510	5115	Retirement Plan	3,965	3,965	3,965	
214	263	249	265	281	246	155	215	510	5116	Workers' Compensation Insurance	263	263	263	
6,086	6,391	5,955	6,188	5,605	6,598	4,154	6,491	515	5210	FICA Taxes	7,231	7,231	7,231	
1,423	1,495	1,393	1,453	1,311	1,543	971	1,518	515	5211	Medicare Taxes	1,691	1,691	1,691	
<b>134,310</b>	<b>146,915</b>	<b>134,680</b>	<b>141,586</b>	<b>122,150</b>	<b>138,611</b>	<b>91,219</b>	<b>138,025</b>	<b>Total Personnel</b>				<b>151,153</b>	<b>151,153</b>	<b>151,153</b>
2,394	2,841	5,083	1,155	2,509	2,200	1,053	2,200	605	6010	Training & Education	2,200	2,200	2,200	
3,298	4,839	2,209	985	1,452	2,500	1,659	2,500	605	6011	Travel & Expenses	2,500	2,500	2,500	
374	231	85	680	643	500	269	560	605	6012	Employee Memberships	500	500	500	
-	-	-	32	129	-	-	-	605	6216	Telecommunications/Internet	-	-	-	
-	-	-	38	-	-	-	-	605	6217	Mobile Phones	-	-	-	
-	15,732	15,270	10,591	8,928	-	-	-	610	6110	Legal Services	-	-	-	
51	-	-	3,426	17,412	28,500	27,990	42,761	610	6115	Other Professional Services	-	-	-	
50	60	164	-	60	90	-	-	645	6711	Printing & Binding	-	-	-	
9,329	7,422	9,627	5,644	16,418	8,000	2,126	4,500	645	6714	Code Book Codification	20,000	20,000	20,000	
5,357	18,835	4,678	6,677	7,055	8,000	5,193	5,193	650	6813	Elections - General & Special	8,000	8,000	8,000	
<b>20,854</b>	<b>49,960</b>	<b>37,117</b>	<b>29,228</b>	<b>54,606</b>	<b>49,790</b>	<b>38,290</b>	<b>57,714</b>	<b>Total Contractual</b>				<b>33,200</b>	<b>33,200</b>	<b>33,200</b>
602	9,494	427	142	226	250	138	150	710	7110	Office Supplies	250	250	250	
-	4,800	13,243	7,837	11,809	8,500	5,871	7,403	730	7112	Software Licensing	8,000	8,000	8,000	
<b>602</b>	<b>14,294</b>	<b>13,670</b>	<b>7,979</b>	<b>12,035</b>	<b>8,750</b>	<b>6,008</b>	<b>7,553</b>	<b>Total Commodities</b>				<b>8,250</b>	<b>8,250</b>	<b>8,250</b>
<b>155,766</b>	<b>211,169</b>	<b>185,467</b>	<b>178,794</b>	<b>188,791</b>	<b>197,151</b>	<b>135,517</b>	<b>203,292</b>	<b>Total Expenditures- City Clerk</b>				<b>192,603</b>	<b>192,603</b>	<b>192,603</b>



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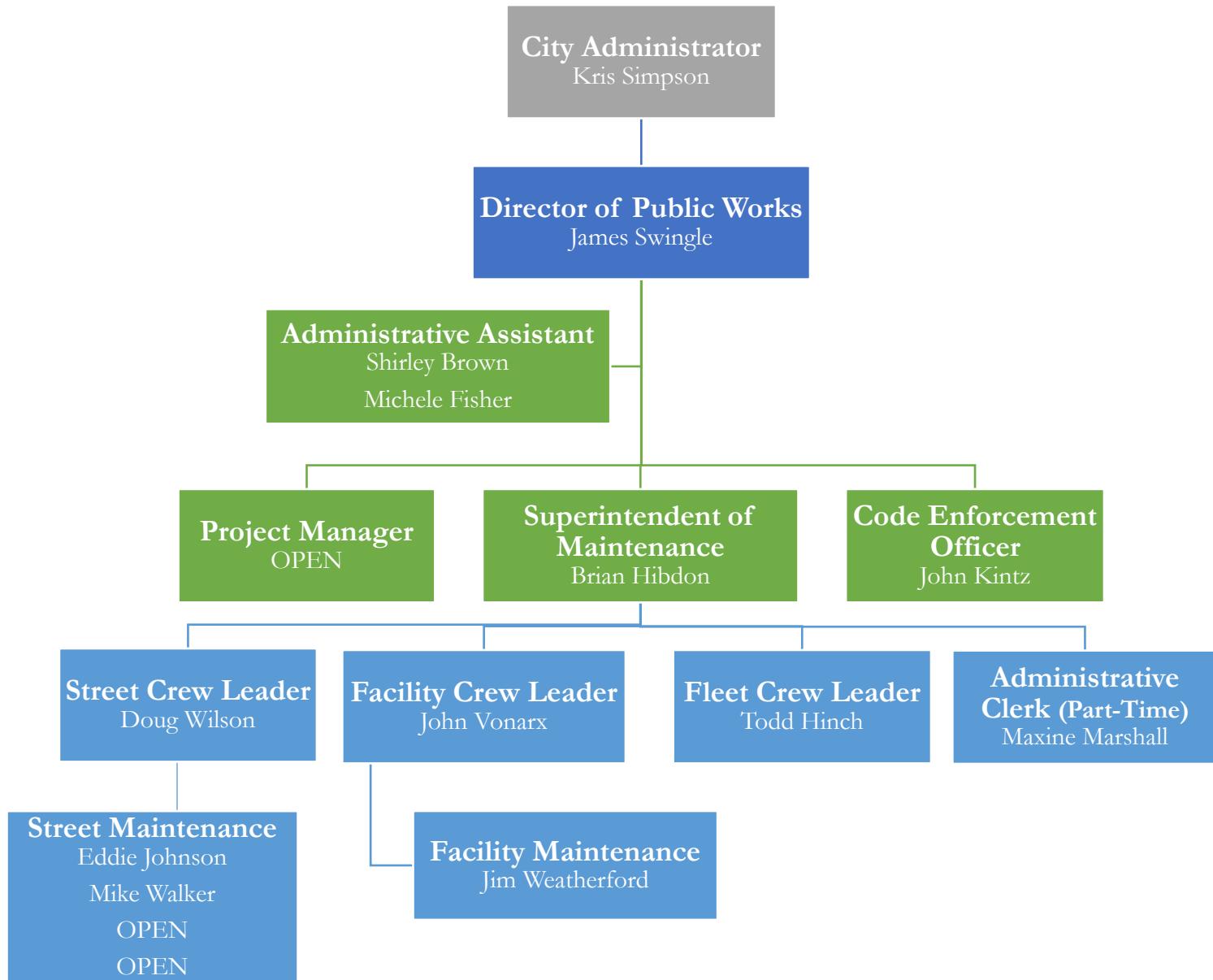
## DEPARTMENTAL BUDGETS

### General Fund

#### **Public Works Department**

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

Public Works Administration	\$400,671
Facilities and Code Enforcement	\$2,413,491
Street Maintenance	\$1,610,684
Fleet Management	\$172,563
<b>TOTAL</b>	<b>\$4,597,408</b>



# Public Works Administration

## Contact Information

James Swingle, Director of Public Works

jswingle@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.

Director of Public Works **James Swingle** has served the City of Crestwood since 2022.

**Budget Summary:** \$400,671

**Staffing:** 4.00 FTE



### Cost Changes

Division cost has **changed** by  
**18.3%**

#### Increases

Increase in salary  
and wages for full-  
time employees

#### Decreases

No significant  
decreases

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description					2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS ADMINISTRATION 10-35-061-XXX-XXXX					Dept, City Adm.	Ways & Means Recomende	BOA Approved
92,088	97,671	101,348	109,127	107,538	110,389	72,054	106,020	505	5010 Salaries, Exempt Employees				121,000	121,000	121,000
95,441	122,573	125,675	113,778	128,049	134,334	86,803	128,014	505	5011 Wages, Non-Exempt Employees				156,225	156,225	156,225
8,060	-	-	-	-	-	-	-	505	5013 Wages, Part-Time				-	-	-
4,285	1,328	2,150	170	-	1,785	-	200	505	5015 Overtime Wages				1,000	1,000	1,000
19,887	33,922	41,677	48,881	53,536	52,295	37,014	56,648	510	5110 Health Insurance				68,365	68,365	68,365
1,572	1,575	1,399	1,260	1,236	1,200	830	1,254	510	5111 Dental Insurance				1,304	1,304	1,304
809	1,022	1,060	1,012	2,065	967	719	936	510	5112 Life/AD&D/LTD Insurance				1,108	1,108	1,108
62	77	57	83	89	84	71	95	510	5114 Employee Assistance Program				84	84	84
6,492	7,209	9,489	10,660	10,817	13,065	7,650	11,243	510	5115 Retirement Plan				9,460	9,460	9,460
617	715	878	951	1,127	897	560	480	510	5116 Workers' Compensation Insurance				1,060	1,060	1,060
11,901	13,037	13,412	12,903	13,688	15,283	9,125	14,523	515	5210 FICA Taxes				17,250	17,250	17,250
2,783	3,049	3,137	3,004	3,201	3,574	2,134	3,396	515	5211 Medicare Taxes				4,034	4,034	4,034
<b>243,997</b>	<b>282,178</b>	<b>300,281</b>	<b>301,829</b>	<b>321,346</b>	<b>333,873</b>	<b>216,960</b>	<b>322,809</b>	<b>Total Personnel</b>					<b>380,891</b>	<b>380,891</b>	<b>380,891</b>
600	2,072	1,171	767	919	2,000	1,219	2,000	605	6010 Training & Education				2,000	2,000	2,000
487	998	2,544	386	482	2,500	13	2,000	605	6011 Travel & Expenses				2,500	2,500	2,500
871	671	1,504	1,072	1,056	1,000	257	500	605	6012 Employee Memberships				1,000	1,000	1,000
3,323	58,750	2,643	3,506	1,197	1,200	400	400	610	6115 Other Professional Services				1,200	1,200	1,200
840	840	840	749	756	840	504	710	615	6217 Mobile Phones				780	780	780
-	-	-	231	-	-	-	-	640	6611 Periodicals & Books				-	-	-
-	-	392	1,013	-	-	-	-	645	6710 Public Relations & Promotions				-	-	-
776	1,718	1,613	1,808	1,209	1,000	608	1,000	645	6711 Printing & Binding				1,000	1,000	1,000
2,332	2,605	753	-	5,085	3,000	1,661	2,000	645	6712 Advertising and Publications				3,000	3,000	3,000
-	73	-	-	-	-	-	-	650	6810 Postage				-	-	-
<b>9,230</b>	<b>67,727</b>	<b>12,556</b>	<b>10,440</b>	<b>10,704</b>	<b>11,540</b>	<b>4,663</b>	<b>8,610</b>	<b>Total Contractual</b>					<b>11,480</b>	<b>11,480</b>	<b>11,480</b>
1,341	844	3,323	841	540	500	118	200	710	7110 Office Supplies				200	200	200
411	67	1,107	120	20	100	45	100	715	7210 Household Supplies				100	100	100
-	65	-	-	67	-	-	-	725	7411 Small Tools & Equipment				-	-	-
-	7,000	7,841	8,230	7,950	8,000	7,000	7,000	730	7112 Software Licensing				8,000	8,000	8,000
-	-	-	-	-	-	-	-	740	7713 Other Supplies				-	-	-
<b>1,752</b>	<b>7,976</b>	<b>12,271</b>	<b>9,191</b>	<b>8,577</b>	<b>8,600</b>	<b>7,163</b>	<b>7,300</b>	<b>Total Commodities</b>					<b>8,300</b>	<b>8,300</b>	<b>8,300</b>
-	-	-	650	-	-	-	-	820	8310 Computer Parts & Equipment				-	-	-
-	-	-	650	-	-	-	-	<b>Total Capital</b>					<b>-</b>	<b>-</b>	<b>-</b>
<b>254,979</b>	<b>357,881</b>	<b>325,108</b>	<b>322,111</b>	<b>340,627</b>	<b>354,013</b>	<b>228,786</b>	<b>338,719</b>	<b>Total Expenditures- PW Administration</b>					<b>400,671</b>	<b>400,671</b>	<b>400,671</b>

# Facilities and Code Enforcement

## Contact Information

James Swingle, Director of Public Works

jswingle@cityofcrestwood.org

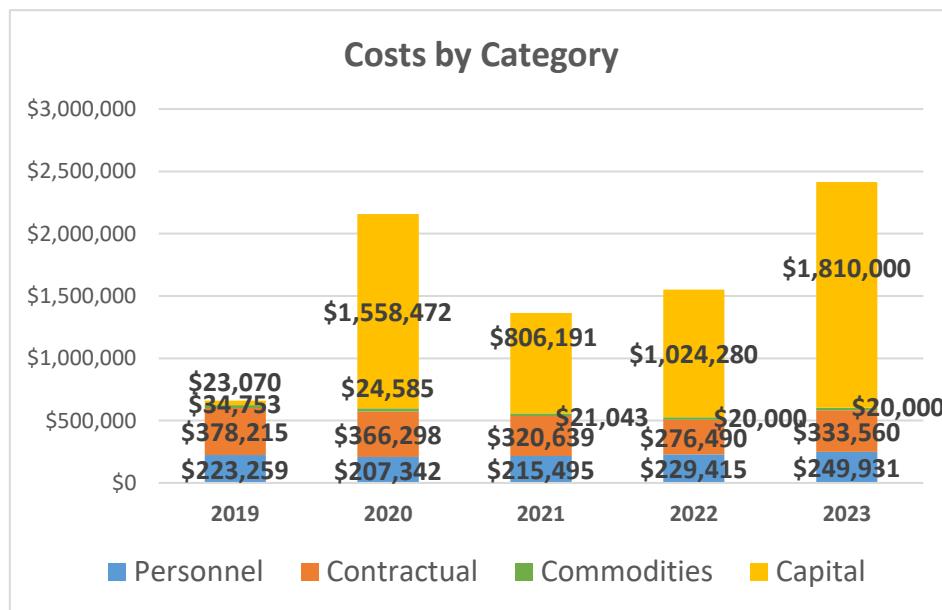
314.729.4722

### 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:** \$2,413,491

**Staffing:** 3.0 FTE



## Cost Changes

Division cost has changed by

**55.7%**

### Increases

Division line includes \$1,320,000 for Whitecliff Park Bridge design and construction; mostly offset by grant funding

### Decreases

No significant decrease

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description				2023 BUDGET		
2017	2018	2019	2020	2021	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
134,220	135,825	139,815	135,200	140,648	150,693	97,666	144,278	505	5011 Wages, Non-Exempt Employees	161,452	161,452	161,452		
2,560	(5)	3,317	3,439	3,212	-	1,717	2,671	505	5013 Wages, Part-Time Employees	3,953	3,953	3,953		
11,971	21,298	18,115	4,059	5,459	13,000	8,285	12,985	505	5015 Overtime Wages	13,000	13,000	13,000		
28,365	35,275	34,024	36,699	36,210	51,978	26,424	40,318	510	5110 Health Insurance	42,933	42,933	42,933		
1,612	1,228	1,061	1,018	908	1,000	655	990	510	5111 Dental Insurance	1,030	1,030	1,030		
662	730	748	1,729	1,282	669	524	601	510	5112 Life/AD&D/LTD Insurance	701	701	701		
62	77	46	62	67	63	53	71	510	5114 Employee Assistance Program	63	63	63		
4,832	5,425	6,787	6,804	6,540	8,676	4,453	7,549	510	5115 Retirement Plan	5,931	5,931	5,931		
5,659	6,617	7,574	8,076	10,256	6,625	5,454	7,717	510	5116 Workers' Compensation Insurance	7,222	7,222	7,222		
8,655	9,168	9,540	8,291	8,845	10,149	6,330	9,916	515	5210 FICA Taxes	11,061	11,061	11,061		
2,024	2,144	2,231	1,965	2,068	2,374	1,480	2,319	515	5211 Medicare Taxes	2,587	2,587	2,587		
<b>200,624</b>	<b>217,782</b>	<b>223,259</b>	<b>207,342</b>	<b>215,495</b>	<b>245,227</b>	<b>153,041</b>	<b>229,415</b>	<b>Total Personnel</b>				<b>249,931</b>	<b>249,931</b>	<b>249,931</b>
-	1,040	87	-	52,974	1,000	-	-	605	6010 Training and Education	1,000	1,000	1,000		
-	3,999	60,853	53,672	18,990	35,000	12,380	20,000	610	6115 Other Professional Services	30,000	30,000	30,000		
16,908	17,025	16,980	16,910	12,040	17,000	10,240	19,000	610	6117 Rental Inspections	20,000	20,000	20,000		
1,690	4,933	11,125	12,775	46,747	15,000	2,624	3,500	612	6150 Contract Mowing	10,000	10,000	10,000		
-	-	-	-	37,013	-	-	-	612	6157 Pavement Preservation	30,000	30,000	30,000		
38,204	42,849	40,667	39,294	8,781	43,000	19,492	40,000	615	6210 Electric	43,000	43,000	43,000		
6,849	9,774	8,948	7,363	-	9,000	8,505	10,000	615	6211 Natural Gas	9,000	9,000	9,000		
3,117	3,070	3,481	3,520	3,866	3,000	2,218	3,000	615	6212 Sewer	3,000	3,000	3,000		
2,070	2,296	2,738	2,794	3,234	3,000	1,542	2,500	615	6213 Water	3,000	3,000	3,000		
79,217	79,533	73,200	72,373	72,513	73,000	38,110	70,000	615	6214 Street Lighting	73,000	73,000	73,000		
1,225	1,411	1,604	1,861	1,722	1,560	801	1,490	615	6217 Mobile Phones	1,560	1,560	1,560		
-	-	1,828	2,761	-	500	-	-	620	6311 Maint/Repair Communication Equipment	-	-	-		
35,329	29,359	129,686	83,869	62,707	70,000	44,111	107,000	620	6312 Maint/Repair Buildings / Facilities	110,000	110,000	110,000		
221	-	759	-	52	-	-	-	620	6313 Maint/Repair Other Equipment	-	-	-		
-	-	26,259	69,106	-	-	-	-	630	6452 Other Rentals/Leases	-	-	-		
<b>184,831</b>	<b>195,289</b>	<b>378,215</b>	<b>366,298</b>	<b>320,639</b>	<b>271,060</b>	<b>140,024</b>	<b>276,490</b>	<b>Total Contractual</b>				<b>333,560</b>	<b>333,560</b>	<b>333,560</b>
5,136	4,050	4,879	6,353	6,065	5,000	3,776	5,000	715	7211 Janitorial Supplies	5,000	5,000	5,000		
14,186	15,272	12,820	13,880	13,539	13,000	9,391	14,000	715	7212 Building Maint. Supplies	13,000	13,000	13,000		
65	22	-	-	1,439	2,000	566	1,000	725	7411 Small Tools & Equipment	2,000	2,000	2,000		
949	2,840	5,371	4,052	-	-	-	-	725	7413 Machinery & Equipment	-	-	-		
-	14	-	300	-	-	-	-	740	7713 Other Supplies	-	-	-		
<b>20,336</b>	<b>22,198</b>	<b>23,070</b>	<b>24,585</b>	<b>21,043</b>	<b>20,000</b>	<b>13,733</b>	<b>20,000</b>	<b>Total Commodities</b>				<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
-	-	-	62,770	385,596	782,000	165,023	628,280	805	8010 Land Improvements - Parks	490,000	490,000	490,000		
-	-	34,753	1,472,702	420,595	310,000	106,002	396,000	805	8011 Building & Improvements	1,320,000	1,320,000	1,320,000		
-	-	-	23,000	-	-	-	-	810	8110 Motor Vehicles	-	-	-		
-	-	34,753	1,558,472	806,191	1,092,000	271,026	1,024,280	<b>Total Capital</b>				<b>1,810,000</b>	<b>1,810,000</b>	<b>1,810,000</b>
<b>405,791</b>	<b>435,269</b>	<b>659,297</b>	<b>2,156,697</b>	<b>1,363,368</b>	<b>1,628,287</b>	<b>577,824</b>	<b>1,550,185</b>	<b>Total Expenditures- PW Facilities/Code</b>				<b>2,413,491</b>	<b>2,413,491</b>	<b>2,413,491</b>

# Street Maintenance

## Division Contact Information

Brian Hibdon, Superintendent of Maintenance

bhibdon@cityofcrestwood.org

314.729.4730

### Division Summary:

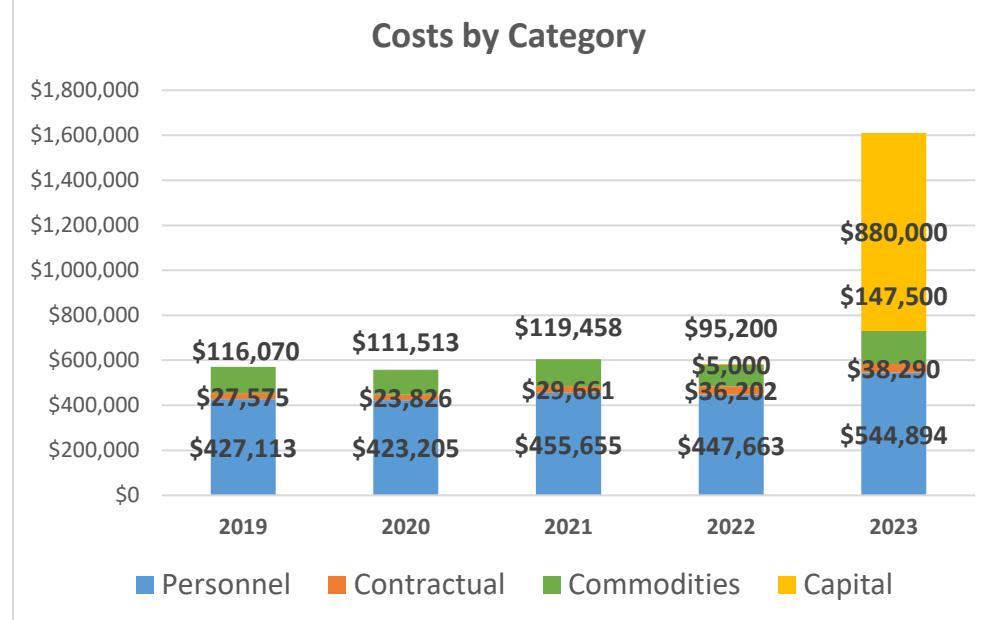
The division of Street Maintenance is responsible for the maintenance of all streets and bridges in Crestwood. This division also provides snow removal services to the City.

Superintendent of Maintenance **Brian Hibdon** has served the City of Crestwood since 2014.

**Budget Summary:** \$1,610,684

**Staffing:** 6.5 FTE

### Costs by Category



### Cost Changes

Division cost has **changed** by

**175.8%**

#### Increases

City added \$800,000 to capital for Watson Road median project; \$40,000 to capital for new traffic calming efforts

#### Decreases

No significant decreases

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2023**

ACTUAL					2022			Account Description				2023 BUDGET		
2017	2018	2019	2020	2021	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
251,891	263,817	269,896	279,406	295,053	325,877	194,537	281,650	505	5010	Wages, Exempt Employees	347,692	347,692	347,692	
5,812	11,243	11,066	12,047	11,666	13,532	7,230	11,315	505	5013	Wages, Non-Exempt Employees	14,349	14,349	14,349	
11,042	14,639	30,230	9,790	11,141	18,938	14,901	25,001	505	5015	Overtime Wages	20,200	20,200	20,200	
41,672	49,876	50,853	51,867	57,609	74,643	42,036	62,130	510	5110	Health Insurance	84,857	84,857	84,857	
2,916	2,366	1,944	1,812	1,843	1,999	1,200	1,758	510	5111	Dental Insurance	2,059	2,059	2,059	
1,372	1,387	1,347	5,505	3,013	1,410	1,020	1,148	510	5112	Life/AD&D/LTD Insurance	1,474	1,474	1,474	
124	155	93	124	133	126	107	143	510	5114	Employee Assistance Program	126	126	126	
7,000	8,471	12,055	12,857	14,894	18,275	10,026	14,719	510	5115	Retirement Plan	12,508	12,508	12,508	
18,274	22,139	26,608	27,791	36,335	31,639	178,876	25,475	510	5116	Workers' Compensation Insurance	32,387	32,387	32,387	
16,181	17,267	18,657	17,912	19,425	22,217	13,018	19,714	515	5210	FICA Taxes	23,699	23,699	23,699	
3,784	4,038	4,363	4,094	4,543	5,196	3,045	4,611	515	5211	Medicare Taxes	5,542	5,542	5,542	
<b>360,070</b>	<b>395,398</b>	<b>427,113</b>	<b>423,205</b>	<b>455,655</b>	<b>513,852</b>	<b>465,996</b>	<b>447,663</b>	<b>Total Personnel</b>				<b>544,894</b>	<b>544,894</b>	<b>544,894</b>
1,705	2,135	655	39	588	1,500	-	800	605	6010	Training & Education	1,500	1,500	1,500	
1,735	1,148	434	231	260	1,000	1,135	1,200	605	6011	Travel & Expenses	1,200	1,200	1,200	
495	495	535	592	560	600	962	962	605	6012	Employee Memberships	1,000	1,000	1,000	
822	599	524	507	709	750	449	750	610	6111	Medical Services	800	800	800	
25	304	-	15	-	-	-	-	610	6115	Other Professional Services	-	-	-	
5,337	7,629	7,450	6,625	6,819	7,500	4,260	7,000	615	6210	Electric	7,000	7,000	7,000	
4,471	4,421	4,276	3,286	3,297	4,000	3,593	4,200	615	6211	Natural Gas	4,200	4,200	4,200	
856	1,545	664	583	625	600	487	650	615	6212	Sewer	650	650	650	
854	1,191	688	722	747	800	521	800	615	6213	Water	800	800	800	
59	-	-	-	-	-	-	-	615	6215	Telephone	-	-	-	
840	840	840	840	840	840	560	840	615	6217	Mobile Phones	840	840	840	
1,242	425	-	-	-	-	-	-	615	6218	Cable TV	-	-	-	
-	-	2,023	-	-	300	520	700	615	6311	Maint/Repair Communications Equip	7,000	7,000	7,000	
1,943	3,935	5,181	4,651	12,190	6,000	12,778	15,000	620	6312	Maint/Repair Building/Facilities	10,000	10,000	10,000	
-	1,859	-	502	-	500	-	500	620	6313	Maint/Repair Other Equipment	500	500	500	
553	1,327	2,287	3,555	512	900	774	1,200	620	6315	Solid Waste Disposal	1,200	1,200	1,200	
893	1,690	1,175	1,678	2,235	1,500	-	1,600	630	6450	Equipment Rental	1,600	1,600	1,600	
473	-	670	-	-	-	-	-	630	6452	Other Rentals/Leases	-	-	-	
-	78	-	-	-	-	-	-	640	6611	Periodicals & Books	-	-	-	
-	-	173	-	279	-	-	-	645	6710	Public Relations & Promotions	-	-	-	
<b>22,302</b>	<b>29,621</b>	<b>27,575</b>	<b>23,826</b>	<b>29,661</b>	<b>26,790</b>	<b>26,039</b>	<b>36,202</b>	<b>Total Contractual</b>				<b>38,290</b>	<b>38,290</b>	<b>38,290</b>

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description				2023 BUDGET		
2017	2018	2019	2020	2021	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 Recommend	BOA Approved
4,959	4,584	6,053	4,781	4,720	7,500	3,915	6,500	705	7010 Uniforms/Clothing		7,800	7,800	7,800	
-	6,561	166	491	1,229	900	749	1,100	710	7110 Office Supplies		1,200	1,200	1,200	
996	677	840	525	600	1,500	703	1,500	715	7210 Household Supplies		1,700	1,700	1,700	
497	649	922	1,197	698	1,000	1,047	1,300	715	7211 Janitorial Supplies		1,300	1,300	1,300	
862	2,907	1,429	1,099	771	1,000	383	1,000	715	7212 Building Maint. Supplies		1,100	1,100	1,100	
217	419	205	225	179	500	130	500	715	7213 General Maint. Supplies		600	600	600	
374	630	524	1,066	1,277	1,200	614	1,200	725	7411 Small Tools & Equipment		1,400	1,400	1,400	
1,534	9,703	1,948	1,976	1,844	2,000	-	2,000	725	7413 Machinery & Equipment		2,400	2,400	2,400	
10,760	17,819	15,242	3,743	20,748	25,000	6,073	9,000	730	7510 Concrete		25,000	25,000	25,000	
8,727	4,424	17,907	18,616	17,336	20,000	4,991	7,500	730	7511 Asphalt		20,000	20,000	20,000	
1,022	1,704	1,395	819	1,216	1,600	103	900	730	7512 Rock		1,800	1,800	1,800	
3,011	21,214	48,729	58,052	48,220	55,000	12,322	42,000	730	7513 Salt		57,000	57,000	57,000	
9,863	7,631	8,076	4,982	5,649	10,000	200	8,000	730	7514 Crack Sealant		11,000	11,000	11,000	
5,472	5,498	3,219	5,041	6,318	5,500	3,930	5,800	730	7516 Signs		5,800	5,800	5,800	
4,397	5,857	7,062	5,404	6,957	6,000	2,854	4,700	730	7517 Street Supplies		6,500	6,500	6,500	
167	263	185	557	330	300	298	500	735	7611 Medical Supplies		500	500	500	
1,108	1,010	1,107	1,954	708	1,200	436	1,200	735	7612 Safety Equipment & Supplies		1,400	1,400	1,400	
144	1,486	1,062	984	658	1,000	140	500	740	7711 Agricultural Supplies		1,000	1,000	1,000	
-	-	-	-	-	-	-	-	740	7713 Other Supplies		-	-	-	
<b>54,110</b>	<b>93,036</b>	<b>116,070</b>	<b>111,513</b>	<b>119,458</b>	<b>141,200</b>	<b>38,888</b>	<b>95,200</b>	<b>Total Commodities</b>				<b>147,500</b>	<b>147,500</b>	<b>147,500</b>
-	-	-	-	-	20,000	-	5,000	805	8010 Land Improvements - Streets		820,000	840,000	840,000	
-	-	-	-	-	-	-	-	805	8011 Land Improvements - Traffic Calming		-	40,000	40,000	
-	-	-	-	-	20,000	-	5,000	<b>Total Capital</b>				<b>820,000</b>	<b>880,000</b>	<b>880,000</b>
<b>436,482</b>	<b>518,055</b>	<b>570,758</b>	<b>558,544</b>	<b>604,774</b>	<b>701,842</b>	<b>530,923</b>	<b>584,065</b>	<b>Total Expenditures- PW Maintenance</b>				<b>1,550,684</b>	<b>1,610,684</b>	<b>1,610,684</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:** \$172,563

**Staffing:** 1.00 FTE



### Cost Changes

Division cost has changed by

**3.0%**

#### Increases

No significant increases

#### Decreases

No significant decreases

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2023**

ACTUAL					2022			Account Description				2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS FLEET MANAGEMENT 10-35-063-XXX-XXXX				Dept, City Adm.	Ways & Means Recommende	BOA Approved
50,411	48,888	53,161	49,431	51,703	53,062	34,261	51,081	505	5011	Wages, Non-Exempt Employees	59,094	59,094	59,094	
-	-	-	-	-	-	-	-	505	5013	Wages, Part-Time Employees	-	-	-	
1,313	1,272	4,435	1,748	2,036	3,250	2,681	3,406	505	5015	Overtime Wages	3,900	3,900	3,900	
5,044	7,271	7,908	12,750	19,306	21,277	10,322	15,749	510	5110	Health Insurance	16,770	16,770	16,770	
369	409	354	308	325	333	218	330	510	5111	Dental Insurance	343	343	343	
212	258	269	711	516	231	182	208	510	5112	Life/AD&D/LTD Insurance	249	249	249	
21	26	15	21	22	21	18	24	510	5114	Employee Assistance Program	21	21	21	
1,739	1,740	2,238	2,212	2,580	2,985	1,773	2,615	510	5115	Retirement Plan	2,142	2,142	2,142	
1,569	1,780	2,218	2,148	2,701	2,125	1,366	1,923	510	5116	Workers' Compensation Insurance	2,274	2,274	2,274	
3,056	3,133	3,534	2,590	3,031	3,491	2,120	3,378	515	5210	FICA Taxes	3,906	3,906	3,906	
715	733	826	678	709	817	496	790	515	5211	Medicare Taxes	913	913	913	
<b>64,448</b>	<b>65,510</b>	<b>74,959</b>	<b>72,596</b>	<b>82,929</b>	<b>87,592</b>	<b>53,438</b>	<b>79,506</b>	<b>Total Personnel</b>				<b>89,613</b>	<b>89,613</b>	<b>89,613</b>
-	1,069	45	227	133	300	-	350	605	6010	Training & Education	400	400	400	
-	231	-	-	-	-	-	-	605	6011	Travel & Expenses	-	-	-	
10,895	1,232	1,802	4,233	2,914	5,000	4,709	5,700	620	6310	Maintenance/Repair Motor Vehicles	6,500	6,500	6,500	
1,989	2,190	709	450	670	2,000	3,992	5,000	620	6313	Maintenance/Repair Other Equipment	5,000	5,000	5,000	
-	-	-	-	-	100	-	100	640	6611	Periodicals & Books	100	100	100	
<b>12,885</b>	<b>4,722</b>	<b>2,556</b>	<b>4,911</b>	<b>3,717</b>	<b>7,400</b>	<b>8,700</b>	<b>11,150</b>	<b>Total Contractual</b>				<b>12,000</b>	<b>12,000</b>	<b>12,000</b>
14,492	23,078	22,938	13,371	21,760	23,000	19,772	28,000	720	7310	Motor Vehicle Fuel	26,000	26,000	26,000	
2,856	3,851	3,467	3,019	3,551	3,800	3,521	4,500	720	7311	Motor Vehicle Fluids	4,500	4,500	4,500	
15,311	12,211	10,594	10,124	11,487	11,000	12,823	15,000	720	7312	Motor Vehicle Parts	12,500	12,500	12,500	
7,303	1,861	3,350	2,142	2,206	2,500	2,049	2,500	720	7313	Motor Vehicle Tools	3,000	3,000	3,000	
5,778	6,582	4,724	5,724	5,235	5,500	3,321	5,500	720	7314	Motor Vehicle Tires	6,000	6,000	6,000	
268	316	50	373	542	400	-	400	725	7410	Welding Supplies	400	400	400	
329	1,774	626	914	592	700	507	700	725	7411	Small Tools	800	800	800	
10,442	14,149	12,508	14,013	13,436	10,500	10,597	12,000	725	7412	Equipment Parts	11,750	11,750	11,750	
855	7,366	3,459	5,244	4,695	5,000	40	5,000	725	7413	Machinery & Equipment	3,500	3,500	3,500	
-	2,079	650	-	699	1,400	1,519	2,500	730	7112	Software Licensing	1,800	1,800	1,800	
881	1,060	798	367	1,336	700	483	700	735	7612	Safety Equipment & Supplies	700	700	700	
-	-	-	-	-	-	-	-	740	7713	Other Supplies	-	-	-	
<b>58,516</b>	<b>74,327</b>	<b>63,164</b>	<b>55,291</b>	<b>65,539</b>	<b>64,500</b>	<b>54,632</b>	<b>76,800</b>	<b>Total Commodities</b>				<b>70,950</b>	<b>70,950</b>	<b>70,950</b>
<b>135,849</b>	<b>144,559</b>	<b>140,679</b>	<b>132,798</b>	<b>152,185</b>	<b>159,492</b>	<b>116,770</b>	<b>167,456</b>	<b>Total Expenditures- PW Fleet Mnmt</b>				<b>172,563</b>	<b>172,563</b>	<b>172,563</b>



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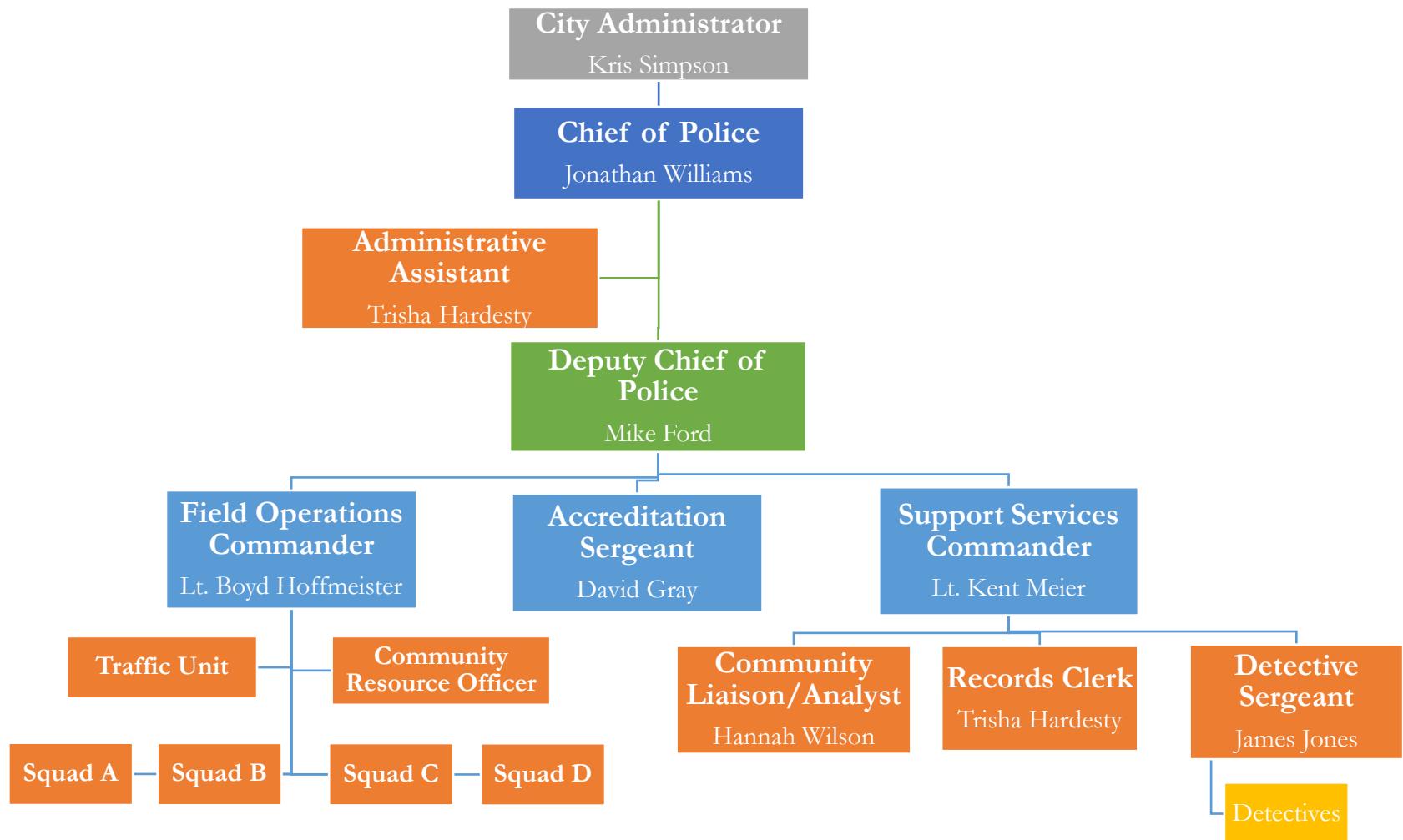
## DEPARTMENTAL BUDGETS

### General Fund

#### **Police Department**

**In this Section:**

Police Department	\$3,554,166
<b>TOTAL</b>	<b>\$3,554,166</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.

**Chief Jonathan Williams** has served the City of Crestwood since 2021.

**Budget Summary:** \$3,554,166

**Staffing:** 29.0 FTE



## Cost Changes

Division cost has **changed** by

**13.0%**

### Increases

Significant  
inflationary pay  
increase in FY2023

### Decreases

No significant  
decreases

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2023**

ACTUAL					2022			Account Description				2023 BUDGET		
2017	2018	2019	2020	2021	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
92,101	180,071	178,880	190,701	180,007	190,052	128,588	192,012	505	5010 Salaries, Exempt Employees		218,539	218,539	218,539	
1,612,759	1,675,172	1,790,968	1,839,339	1,849,235	1,784,420	1,225,718	1,773,638	505	5011 Wages, Non-Exempt Employees	1,979,318	1,979,318	1,979,318		
-	-	4,395	4,491	4,689	4,500	3,228	4,659	505	5013 Wages, Part-Time Employees	3,840	3,840	3,840		
48,497	41,981	37,191	23,748	44,745	60,000	39,780	59,680	505	5015 Overtime Wages	62,000	62,000	62,000		
-	-	1,655	425	-	-	-	-	505	5020 Overtime-BOA	-	-	-		
7,530	7,710	8,335	1,407	-	-	-	-	505	5021 Overtime Wages - Court	-	-	-		
292,048	306,487	322,464	349,741	332,968	382,838	209,759	320,463	510	5110 Health Insurance	392,655	392,655	392,655		
15,995	13,243	11,563	10,935	9,474	9,663	5,790	8,803	510	5111 Dental Insurance	10,295	10,295	10,295		
8,070	9,270	9,350	22,271	13,467	7,986	6,200	7,359	510	5112 Life/AD&D/LTD Insurance	8,716	8,716	8,716		
686	872	526	702	705	610	541	721	510	5114 Employee Assistance Program	631	631	631		
58,531	60,240	73,559	97,882	107,707	128,538	84,408	111,393	510	5115 Retirement Plan	142,080	142,080	142,080		
59,154	71,117	86,881	96,643	99,871	104,861	67,873	95,314	510	5116 Workers' Compensation Ins.	110,957	110,957	110,957		
16,962	20,712	17,884	16,341	16,118	21,180	16,231	24,347	510	5117 Uniform/Clothing Allowance	21,000	21,000	21,000		
105,281	112,580	120,580	120,978	124,543	126,137	83,709	125,859	515	5210 FICA Taxes	140,349	140,349	140,349		
24,623	26,327	28,172	28,540	27,917	29,500	19,577	29,435	515	5211 Medicare Taxes	32,824	32,824	32,824		
<b>2,342,237</b>	<b>2,525,782</b>	<b>2,692,404</b>	<b>2,804,143</b>	<b>2,811,446</b>	<b>2,850,285</b>	<b>1,891,399</b>	<b>2,753,682</b>	<b>Total Personnel</b>				<b>3,123,205</b>	<b>3,123,205</b>	<b>3,123,205</b>
9,398	7,186	9,757	9,125	12,345	14,000	14,888	16,000	605	6010 Training & Education	23,550	23,550	23,550		
1,690	(1,543)	1,212	-	1,436	3,100	4,568	6,000	605	6011 Travel & Expenses	6,000	6,000	6,000		
1,450	828	1,000	550	1,120	1,220	990	1,220	605	6012 Employee Memberships	2,000	2,000	2,000		
2,306	339	-	55	2,000	500	2,695	5,000	605	6015 Training & Education (POST)	500	500	500		
618	458	192	-	542	600	344	344	605	6016 Testing	600	600	600		
-	-	-	-	-	10,000	6,982	10,062	610	6110 Legal Services	10,000	10,000	10,000		
3,825	3,470	2,538	969	2,540	2,700	423	1,200	610	6111 Medical Services	2,700	2,700	2,700		
5,371	3,690	6,345	4,078	6,327	6,700	2,096	6,700	610	6115 Other Professional Services	7,300	7,300	7,300		
716	590	285	167	130	500	50	100	610	6121 Prisoner Services	500	500	500		
2,820	2,483	3,281	3,816	3,886	4,100	2,336	3,900	615	6217 Mobile Phones	3,900	3,900	3,900		
1,292	155	455	96	704	1,500	1,940	2,900	620	6310 Maint/Repair Motor Vehicles	3,450	3,450	3,450		
1,422	5,643	39,939	1,563	9,196	5,600	5,649	5,649	620	6311 Maint/Repair Communications Eq.	1,500	1,500	1,500		
-	115	-	-	437	750	1,127	1,600	620	6313 Maint/Repair Other Equipment	1,500	1,500	1,500		
10,768	10,465	14,988	9,710	24,887	26,277	13,387	13,387	620	6316 Maintenance Agreements	18,677	18,677	18,677		
1,763	408	502	-	375	2,000	-	1,500	620	6318 Maint/Repair Emerg. Equipment	2,500	2,500	2,500		
59,012	74,075	61,698	66,312	66,018	71,500	47,766	74,000	625	6410 Rejis Services	77,500	77,500	77,500		
35,595	35,595	35,595	28,926	22,332	14,399	-	2,070	625	6411 Dispatch Software Lease	14,399	14,399	14,399		
-	-	-	-	67,500	135,000	135,000	135,000	625	6413 Dispatch Contract	139,050	139,050	139,050		
1,908	1,908	1,908	1,908	-	2,000	2,042	2,042	630	6452 Other Rentals/Leases	2,185	2,185	2,185		
657	-	660	-	275	500	-	-	640	6611 Periodicals & Books	500	500	500		
1,369	964	905	668	1,969	1,500	2,251	2,500	645	6710 Public Relations & Promotion	3,000	3,000	3,000		
3,403	1,320	652	25	551	750	1,753	2,000	645	6711 Printing & Binding	750	750	750		
-	-	-	-	-	200	-	-	645	6712 Advertising & Publication	200	200	200		
849	715	996	45	1,251	700	-	700	645	6715 D.A.R.E. Program Expense	700	700	700		
-	-	51	6	-	400	100	9	650	6810 Postage	-	-	-		
<b>146,231</b>	<b>148,915</b>	<b>182,914</b>	<b>128,012</b>	<b>226,221</b>	<b>306,196</b>	<b>246,295</b>	<b>293,924</b>	<b>Total Contractual</b>				<b>322,961</b>	<b>322,961</b>	<b>322,961</b>

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description		2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	POLICE 10-40-070-XXX-XXXX	Dept, City Adm. Recommended	Ways & Means Recommend	BOA Approved	
6,784	536	328	262	2,206	-	-	-	705 7010 Uniform/Clothing	-	-	-	
1,357	1,646	1,747	1,753	1,170	1,800	895	1,400	710 7110 Office Supplies	2,500	2,500	2,500	
-	654	192	-	502	500	-	-	710 7112 Photographic Supplies	3,000	3,000	3,000	
634	1,670	68	86	1,483	500	-	250	710 7114 Accreditation Supplies	500	500	500	
702	499	785	926	629	1,000	532	1,000	715 7210 Household Supplies	1,200	1,200	1,200	
27,199	31,824	31,836	24,048	37,480	38,500	29,277	43,915	720 7310 Motor Vehicle Fuel	46,000	46,000	46,000	
-	-	-	-	57,059	22,514	23,096	23,096	725 7614 Public Safety Supplies	25,900	25,900	25,900	
891	-	-	-	-	-	-	-	730 7112 Software Licensing	4,500	4,500	4,500	
4,786	8,987	-	4,033	13,318	7,400	7,953	7,953	735 7610 Firearms	10,250	10,250	10,250	
4,650	3,100	4,297	3,250	5,115	8,250	2,500	5,775	735 7613 Bullet Proof Vest Program	4,950	4,950	4,950	
1,783	7,270	3,875	6,427	15,312	6,200	7,487	9,000	740 7713 Other Supplies	8,000	8,000	8,000	
1,032	279	8,204	378	735	1,200	-	600	740 7714 Prisoner Supplies	1,200	1,200	1,200	
-	-	511	-	-	-	-	-	740 7720 Other Supplies- The Alternative*	-	-	-	
-	24	-	-	1,229	-	-	-	750 7500 Donation Expenditures	-	-	-	
<b>49,817</b>	<b>56,489</b>	<b>51,842</b>	<b>41,163</b>	<b>136,238</b>	<b>87,864</b>	<b>71,739</b>	<b>92,989</b>	<b>Total Commodities</b>	<b>108,000</b>	<b>108,000</b>	<b>108,000</b>	
-	60,000	-	-	135	-	-	-	805 8011 Building & Improvements	-	-	-	
-	-	23,790	-	1,287	-	-	-	830 8211 Other Equipment & Machinery	-	-	-	
5,509	9,775	1,440	4,853	1,573	-	3,932	4,329	899 8211 Grant Equipment & Machinery	-	-	-	
<b>5,509</b>	<b>69,775</b>	<b>25,230</b>	<b>4,853</b>	<b>2,995</b>	<b>-</b>	<b>3,932</b>	<b>4,329</b>	<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>2,543,794</b>	<b>2,800,961</b>	<b>2,952,390</b>	<b>2,978,171</b>	<b>3,176,900</b>	<b>3,244,345</b>	<b>2,213,365</b>	<b>3,144,924</b>	<b>Total Expenditures- Police</b>	<b>3,554,166</b>	<b>3,554,166</b>	<b>3,554,166</b>	



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## DEPARTMENTAL BUDGETS

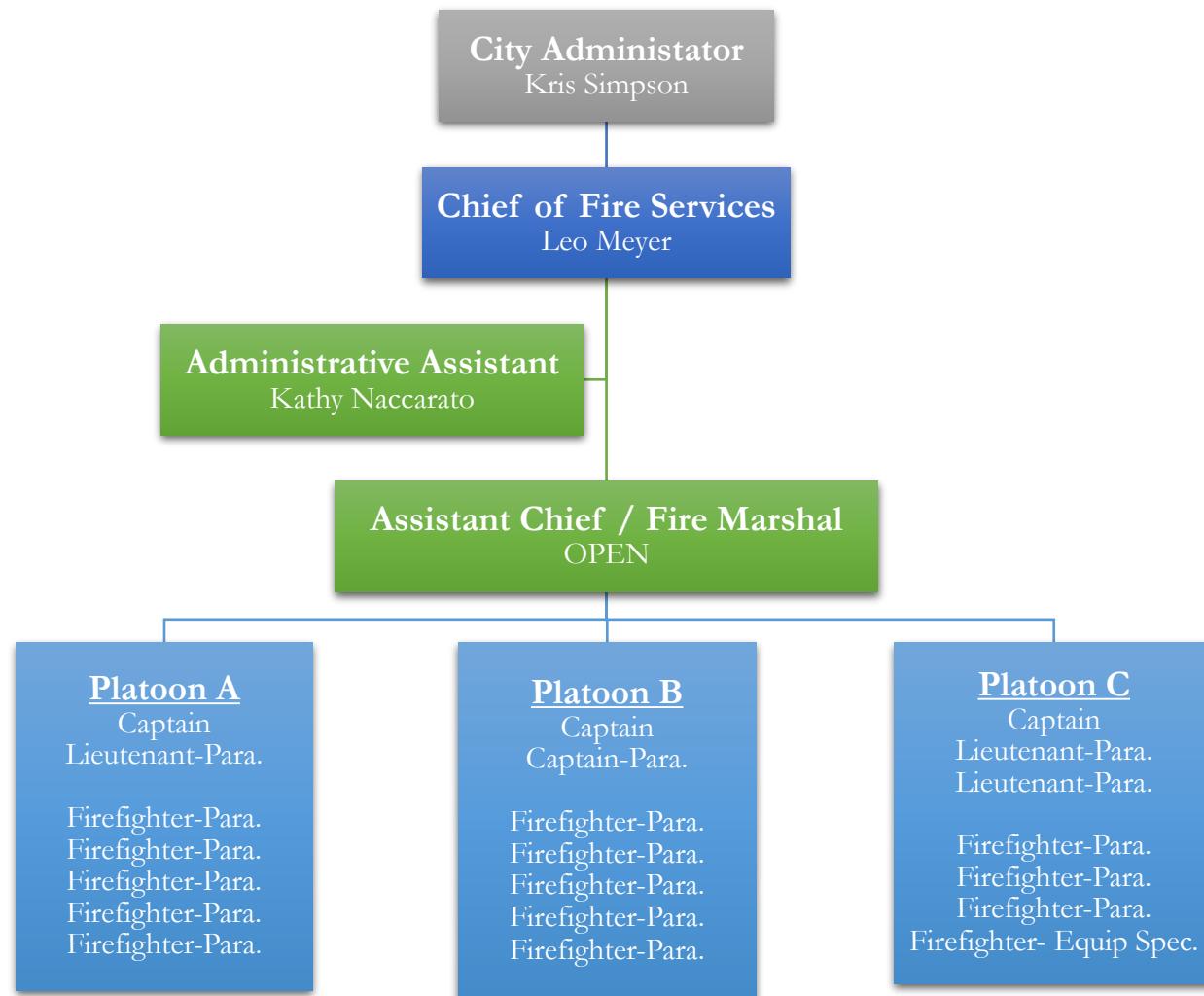
### General Fund

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

**In this section:**

Fire Department      \$4,088,858

**TOTAL**      **\$4,088,858**



# Department of Fire Services

## Division Contact Information

Leo Meyer, Fire Chief  
lmeyer@cityofcrestwood.org  
314.729.4741

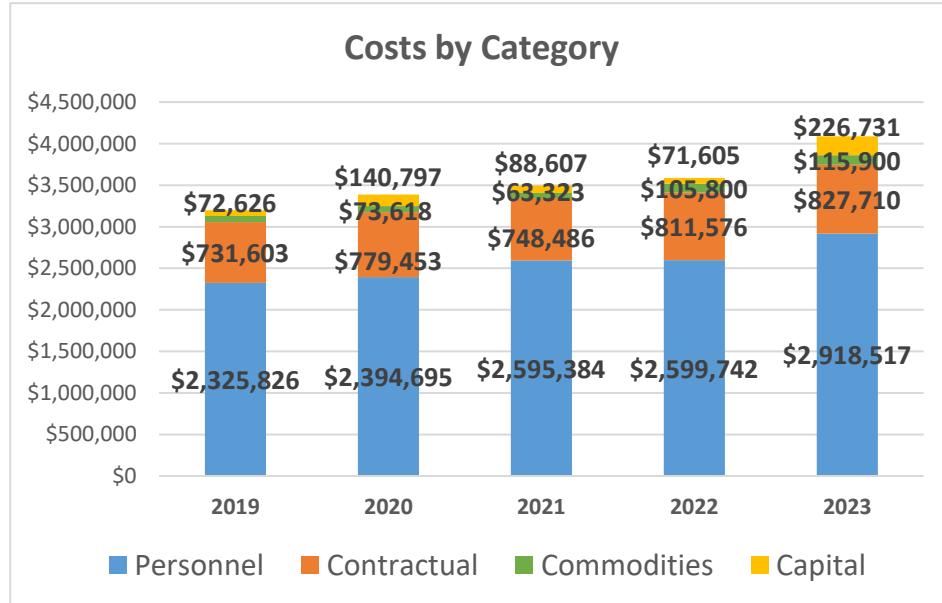
### Division Summary:

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. Per State law, Crestwood must pay the Affton Fire Protection District to provide fire and EMS services to the portion of Crestwood annexed in 1997.

Chief Leo Meyer has served the City of Crestwood since 2023.

**Budget Summary:** \$4,088,858

**Staffing:** 25.0 FTE



### Cost Changes

Division cost has **changed** by

**13.9%**

#### Increases

Significant inflationary pay increase; new remodeling costs for station upgrades

#### Decreases

No significant decreases

**City of Crestwood, Missouri**  
**General Fund Expenditures**  
**Budget for the Year Ending December 31, 2023**

ACTUAL					2022			Account Description			2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FIRE 10-45-080-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommendation	BOA Approved
138,671	166,406	180,094	189,365	194,507	199,895	130,184	191,756	505	5010	Salaries, Exempt Employees	212,168	212,168	212,168
1,245,908	1,308,158	1,300,834	1,354,671	1,433,384	1,541,278	961,876	1,435,217	505	5011	Wages, Non-Exempt Employees	1,666,356	1,666,356	1,666,356
141,774	88,844	118,708	90,888	127,106	90,000	116,748	136,748	505	5015	Overtime Wages	90,000	90,000	90,000
16,402	21,705	17,539	17,833	28,023	25,000	17,783	28,475	505	5017	FLSA Overtime Wages	25,000	25,000	25,000
38,206	58,020	59,465	41,959	67,673	66,907	41,833	66,907	505	5018	Wages, Holiday pay	70,571	70,571	70,571
211,815	251,627	281,802	309,207	331,082	360,520	227,308	347,818	510	5110	Health Insurance	382,469	382,469	382,469
11,758	9,344	8,146	7,598	7,561	8,330	5,092	7,659	510	5111	Dental Insurance	8,579	8,579	8,579
6,292	7,283	7,151	19,308	13,042	7,234	5,264	5,855	510	5112	Life/AD&D/LTD Insurance	7,647	7,647	7,647
475	635	372	495	545	525	446	594	510	5114	Employee Assistance Program	525	525	525
80,404	96,590	91,684	86,522	81,177	92,308	65,236	83,660	510	5115	Retirement Plan	111,461	111,461	111,461
103,768	111,215	127,846	145,066	162,135	154,093	94,460	136,179	510	5116	Workers' Compensation Insurance	167,088	167,088	167,088
13,600	16,377	10,456	10,535	14,904	16,200	8,655	16,655	510	5117	Uniform/Clothing Allowance	18,750	18,750	18,750
94,908	96,840	98,679	98,830	108,800	119,231	74,466	115,264	515	5210	FICA Taxes	127,974	127,974	127,974
22,196	22,648	23,050	22,417	25,445	27,885	17,415	26,957	515	5211	Medicare Taxes	29,929	29,929	29,929
<b>2,126,178</b>	<b>2,255,692</b>	<b>2,325,826</b>	<b>2,394,695</b>	<b>2,595,384</b>	<b>2,709,406</b>	<b>1,766,764</b>	<b>2,599,742</b>	<b>Total Personnel</b>			<b>2,918,517</b>	<b>2,918,517</b>	<b>2,918,517</b>
10,165	11,335	16,718	7,839	14,473	25,702	20,363	25,000	605	6010	Training & Education	26,000	26,000	26,000
2,295	2,833	4,630	770	5,960	6,000	2,091	4,000	605	6011	Travel & Expenses	6,000	6,000	6,000
1,107	2,686	4,170	2,601	592	5,110	512	1,000	605	6012	Employee Memberships	5,110	5,110	5,110
(95)	1,080	147	247	529	1,000	401	800	605	6016	Testing	1,000	1,000	1,000
17,750	19,315	17,560	18,910	20,225	20,000	15,390	16,000	610	6111	Medical Services	20,000	20,000	20,000
-	-	-	-	-	-	-	-	610	6112	Ambulance Services	10,000	10,000	10,000
282	-	3,925	1,948	8,885	11,000	6,049	11,000	610	6115	Other Professional Services	11,000	11,000	11,000
540,518	558,654	568,907	575,824	566,437	575,000	-	580,000	610	6116	Special Law Statutory Payment to AFPD	585,000	585,000	585,000
2,019	3,172	4,630	3,149	3,034	4,000	3,700	4,100	615	6217	Mobile Phones	4,000	4,000	4,000
3,856	15,370	22,594	36,097	14,525	44,000	31,116	40,000	620	6310	Maint/Repair Motor Vehicles	20,000	20,000	20,000
1,324	1,086	4,964	15,780	235	3,000	130	2,500	620	6311	Maint/Repair Communications Equip.	3,000	3,000	3,000
5,528	3,234	3,656	3,097	2,032	5,500	1,315	2,500	620	6313	Maint/Repair Other Equipment	5,500	5,500	5,500
1,318	1,768	5,346	9,333	3,716	9,000	-	9,000	620	6316	Maintenance Agreement	11,000	11,000	11,000
70,000	70,912	69,088	99,445	99,305	127,000	108,226	108,226	625	6413	Central County Dispatch	112,000	112,000	112,000
950	1,670	1,825	2,360	2,190	3,000	1,970	2,500	640	6610	City Memberships	3,000	3,000	3,000
259	61	280	-	2,790	2,000	-	2,000	640	6611	Periodicals & Books	2,000	2,000	2,000
409	1,698	2,752	1,620	3,149	2,500	682	1,500	645	6710	Public Relations & Promotion	2,000	2,000	2,000
929	125	397	432	403	1,500	131	750	645	6711	Printing & Binding	1,000	1,000	1,000
-	-	-	-	-	100	690	700	645	6712	Advertising & Publication	100	100	100
15	20	15	-	6	100	-	-	650	6810	Postage	-	-	-
<b>658,628</b>	<b>695,019</b>	<b>731,603</b>	<b>779,453</b>	<b>748,486</b>	<b>845,512</b>	<b>192,765</b>	<b>811,576</b>	<b>Total Contractual</b>			<b>827,710</b>	<b>827,710</b>	<b>827,710</b>

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description			2023 BUDGET		
2017	2018	2019	2020	2021	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		
3,615	15	957	1,414	918	2,000	818	2,000	705 7010 Uniform/Clothing	2,000	2,000	2,000		
3,897	18,891	34,418	24,851	10,513	31,500	38,925	40,000	705 7011 Personal Protective Equipment	36,000	36,000	36,000		
598	1,303	3,171	2,705	1,551	1,500	1,054	1,500	710 7110 Office Supplies	1,500	1,500	1,500		
-	-	-	-	993	400	99	400	710 7112 Photographic Supplies	400	400	400		
1,971	1,212	1,767	1,700	1,654	3,000	917	1,500	715 7210 Household Supplies	3,000	3,000	3,000		
1,690	1,144	549	1,137	1,070	1,500	1,102	1,500	715 7211 Janitorial Supplies	1,500	1,500	1,500		
8,195	11,881	10,487	6,346	10,001	12,500	9,545	16,000	720 7310 Motor Vehicle Fuel	14,000	14,000	14,000		
324	365	439	148	1,689	1,000	549	900	720 7311 Motor Vehicle Fluids	1,000	1,000	1,000		
6,279	3,913	446	6,449	10,133	8,000	5,948	8,000	720 7312 Motor Vehicle Parts	8,000	8,000	8,000		
2,563	3,529	1,849	-	2,014	3,000	-	3,000	720 7314 Motor Vehicle Tires	3,000	3,000	3,000		
4,131	1,827	3,331	3,835	4,441	4,500	2,737	4,500	725 7411 Small Tools & Equipment	4,500	4,500	4,500		
-	2,250	7,095	20,325	11,962	18,000	13,723	17,000	730 7112 Software Licensing	18,000	18,000	18,000		
4,211	5,394	5,584	3,529	5,733	8,000	2,274	5,000	735 7611 Medical Supplies	15,000	15,000	15,000		
2,657	1,776	501	134	-	2,000	-	1,500	740 7712 Chemical Supplies	4,000	4,000	4,000		
964	768	494	1,044	88	1,500	46	1,500	740 7713 Other Supplies	1,500	1,500	1,500		
363	977	538	-	12	1,000	-	-	740 7715 Appliances	1,000	1,000	1,000		
2,165	2,524	999	-	551	1,500	-	1,500	750 7500 Donation Exp	1,500	1,500	1,500		
<b>43,623</b>	<b>57,769</b>	<b>72,626</b>	<b>73,618</b>	<b>63,323</b>	<b>100,900</b>	<b>77,738</b>	<b>105,800</b>	<b>Total Commodities</b>	<b>115,900</b>	<b>115,900</b>	<b>115,900</b>		
-	-	-	49,356	39,278	55,000	11,605	11,605	810 8110 Motor Vehicles	52,931	52,931	52,931		
-	134,663	67,445	91,441	49,329	122,400	28,701	60,000	830 8211 Other Equipment & Machinery	217,800	173,800	173,800		
-	-	-	-	-	-	-	-	899 8211 Grant Equipment & Machinery	-	-	-		
-	134,663	67,445	140,797	88,607	<b>177,400</b>	<b>40,306</b>	<b>71,605</b>	<b>Total Capital</b>	<b>270,731</b>	<b>226,731</b>	<b>226,731</b>		
<b>2,828,428</b>	<b>3,143,143</b>	<b>3,197,500</b>	<b>3,388,562</b>	<b>3,495,800</b>	<b>3,833,218</b>	<b>2,077,574</b>	<b>3,588,723</b>	<b>Total Expenditures- Fire</b>	<b>4,132,858</b>	<b>4,088,858</b>	<b>4,088,858</b>		



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## DEPARTMENTAL BUDGETS

### General Fund

#### American Rescue Plan Act of 2021

In this section:

ARPA	\$1,157,440
<b>TOTAL</b>	<b>\$1,157,440</b>

# American Rescue Plan Act

**Division Contact Information**  
Kris Simpson, City Administrator  
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 and FY2022, the City received \$1,193,965, 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 the end of FY2024.

**Budget Summary:** \$1,157,440

**Staffing:** 0.00 FTE



## Cost Changes

Division cost has **changed** by

**-7.7%**

### Increases

No significant increases

### 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 FY2023, The American Rescue Plan Act funds will be spent in the following manner:

- **505-5011 Wages**

The City will transfer \$352,334 from this line item to the Police Department to cover public safety operational costs.

- **612-6152 Street Reconstruction**

\$250,000 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 \$90,000 in FY2023 for Parks capital projects, including but not limited to, new solar lighting on the Whitecliff Community Center parking lot.

- **810-8110 Motor Vehicles**

The City will use \$328,878 by the Fire Department to pay for the remaining balance of the new fire truck, scheduled to be delivered in Q4 of 2023. The other \$136,228 will be used to purchase one Ford F-550 for the Public Works, Street Maintenance Division.

City of Crestwood, Missouri  
General Fund Expenditures  
Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description ARPA Expenses 10-51-051-XXX-XXXX		2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE			Dept, City Adm. Recommended	Ways & Means Recommendde	BOA Approved
-	-	-	-	-	350,000	-	350,000	505 5011 Wages, Non-Exempt Employees	352,334	352,334	352,334	
-	-	-	-	-	<b>350,000</b>	-	<b>350,000</b>	<b>Total Personnel</b>	<b>352,334</b>	<b>352,334</b>	<b>352,334</b>	
-	-	-	-	-	185,000	-	185,000	612 6152 Street Reconstruction	250,000	250,000	250,000	
-	-	-	-	-	<b>185,000</b>	-	<b>185,000</b>	<b>Total Contractual</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	
-	-	-	-	-	260,000	-	74,260	805 8010 Land Improvements - Parks	90,000	90,000	90,000	
-	-	-	-	-	300,000	251,871	359,398	805 8011 Building & Improvements	-	-	-	
-	-	-	-	-	-	-	284,843	810 8110 Motor Vehicles	465,106	465,106	465,106	
-	-	-	-	-	20,000	-	-	830 8211 Other Equipment & Machinery	-	-	-	
-	-	-	-	-	15,000	-	-	820 8310 Computer Parts & Equipment	-	-	-	
-	-	-	-	-	<b>595,000</b>	<b>251,871</b>	<b>718,501</b>	<b>Total Capital</b>	<b>555,106</b>	<b>555,106</b>	<b>555,106</b>	
-	-	-	-	-	<b>1,130,000</b>	<b>251,871</b>	<b>1,253,501</b>	<b>Total Expenditures- ARPA</b>	<b>1,157,440</b>	<b>1,157,440</b>	<b>1,157,440</b>	

# General Fund – Five Year Projections

## Contact Information

Kris Simpson, City Administrator

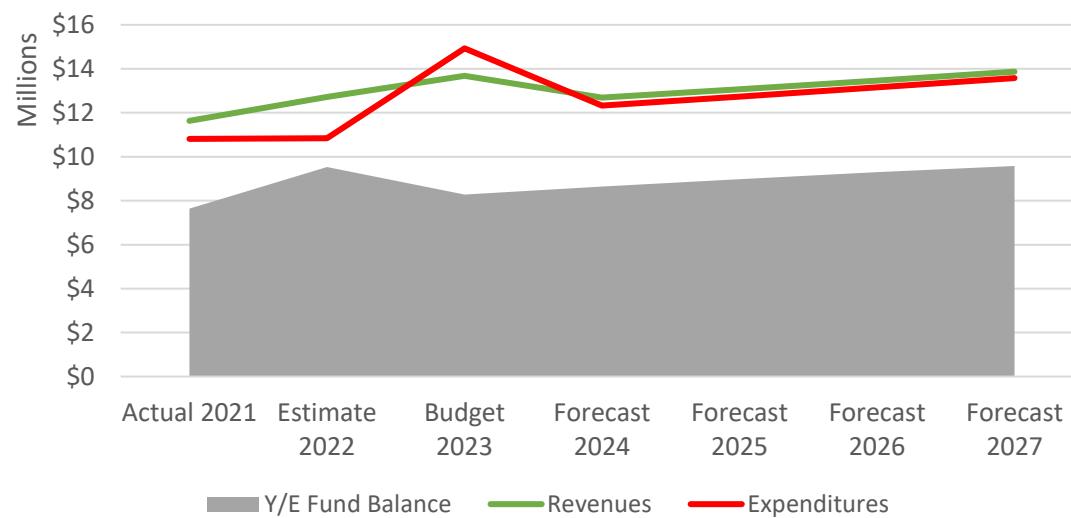
[ksimpson@cityofcrestwood.org](mailto:ksimpson@cityofcrestwood.org)

314.729.4780

### Summary:

	2021 Actual	2022 Estimate	2023 Budget	2024 Trend	2025 Trend	2026 Trend	2027 Trend
Revenues	11,633,711	12,724,243	13,675,293	12,692,029	13,072,790	13,464,974	13,868,923
Expenditures	10,811,180	10,836,803	14,929,836	12,330,353	12,733,640	13,150,662	13,581,900
Surplus (Deficit)	822,531	1,887,440	(1,254,543)	361,676	339,150	314,312	287,023
Fund Balance	7,644,084	9,531,524	8,276,981	8,638,657	8,977,807	9,292,119	9,579,142

### General Fund Revenues v Expenditures 2021-2027



**Budgeted FY2022 Fund Balance:**  
\$8,276,981

**Reserve Percentage:** 55.4%

### Key Assumptions

- Assumes a 3% increase in revenue each year for sales tax. There are also some modest revenue growth projections for full years of ambulance services and an additional sales tax on the site of the Crestwood Crossing redevelopment.
- Assumes no major changes in levels of service. Please note, the addition of an ambulance service, which is still not fully operational, therefore the true increase is not reflected in future years.



# **Park & Stormwater Fund**



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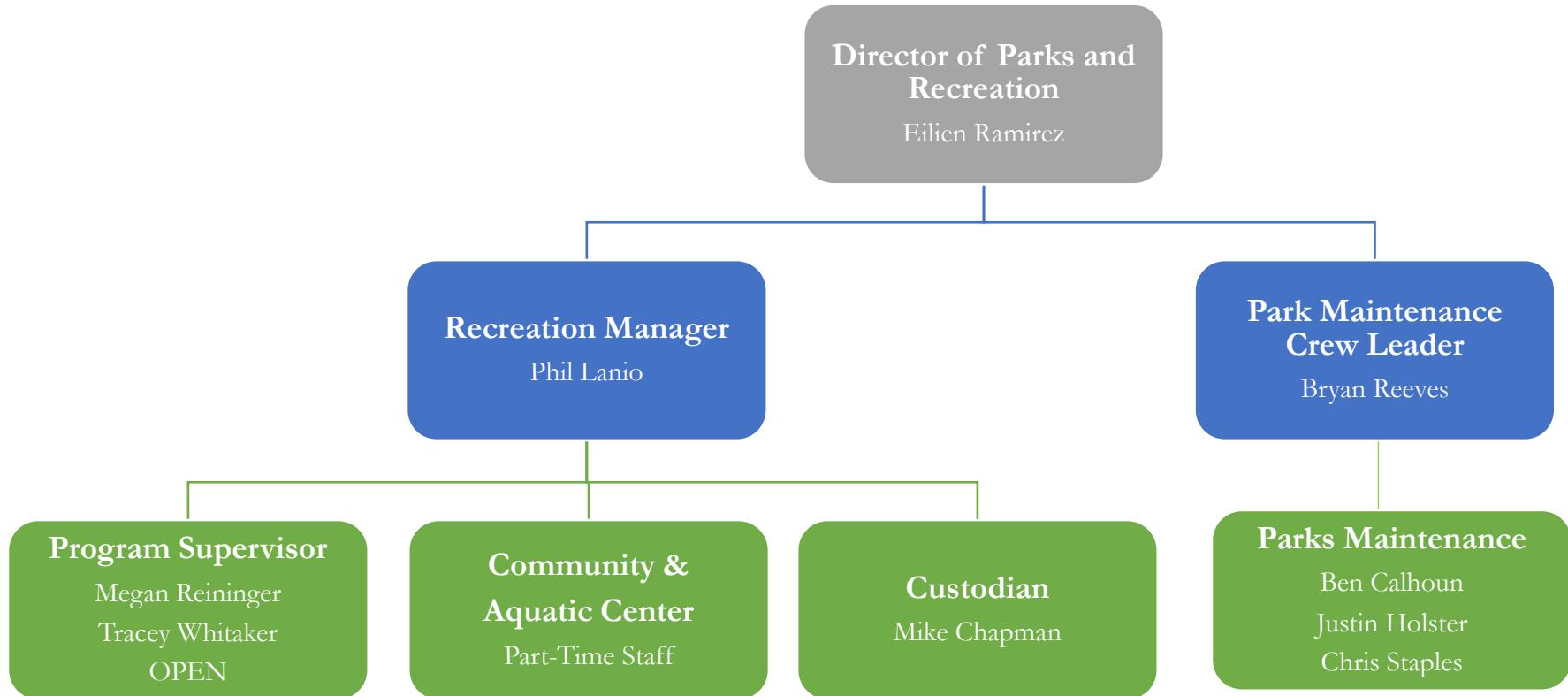
## DEPARTMENTAL BUDGETS

### Park and Stormwater Fund

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

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

Street Maintenance-Stormwater	\$9,500
Park Maintenance	\$492,379
Recreation Programs	\$1,175,616
Aquatic Center	\$706,972
Sappington House Campus	\$50,600
<b>TOTAL</b>	<b>\$2,435,067</b>



# Street Maintenance-Stormwater

## Division Contact Information

Brian Hibdon, Superintendent of Maintenance

bhibdon@cityofcrestwood.org

314.729.4730

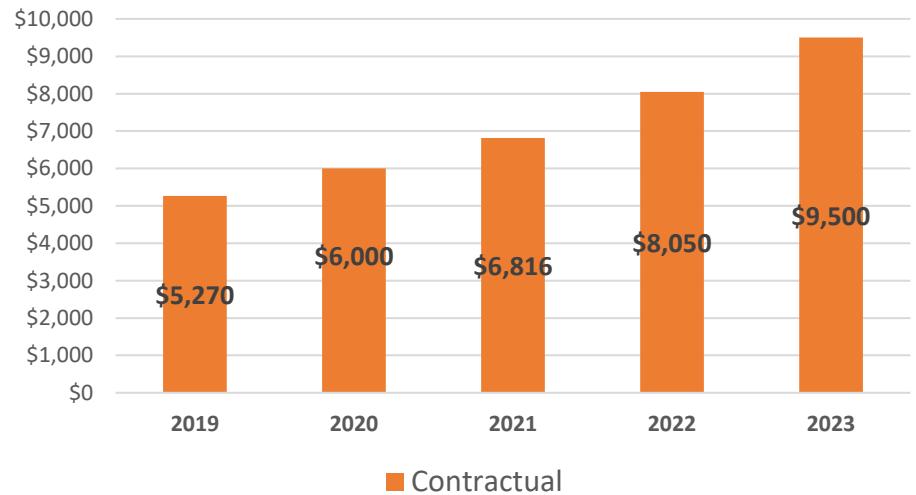
### Division Summary:

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:** \$9,500

**Staffing:** 0.00 Full-time employees

### Costs by Category



### Cost Changes

Division cost has **changed** by

**18.0%**

#### Increases

No significant increases

#### Decreases

No significant decreases

City of Crestwood, Missouri  
 Park and Stormwater Expenditures  
 Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description				2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS STREET MAINTENANCE 23-35-062-XXX-XXXX				Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
4,311	5,380	5,270	6,000	6,816	7,000	4,024	8,050	612	6151	Street Sweeping	9,500	9,500	9,500	
-	-	-	-	-	-	-	-	612	6153	Curb & Gutter	-	-	-	
<b>4,311</b>	<b>5,380</b>	<b>5,270</b>	<b>6,000</b>	<b>6,816</b>	<b>7,000</b>	<b>4,024</b>	<b>8,050</b>	<b>Total Contractual</b>				<b>9,500</b>	<b>9,500</b>	<b>9,500</b>
<b>4,311</b>	<b>5,380</b>	<b>5,270</b>	<b>6,000</b>	<b>6,816</b>	<b>7,000</b>	<b>4,024</b>	<b>8,050</b>	<b>Total Expenditures- PW Street Maint</b>				<b>9,500</b>	<b>9,500</b>	<b>9,500</b>

# Park Maintenance

## Division Contact Information

Eilien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

314.729.4861

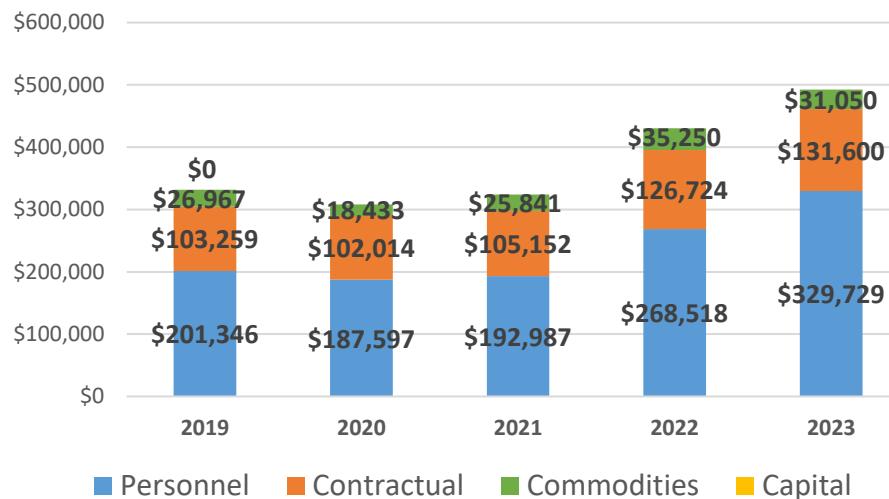
### Division Summary:

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

**Budget Summary:** \$492,379

**Staffing:** 4.00 FTE

### Costs by Category



### Cost Changes

Division cost has **changed** by

**14.4%**

#### Increases

Increase in wages for four employees

#### Decreases

No significant decreases

**City of Crestwood, Missouri**  
**Park and Stormwater Expenditures**  
**Budget for the Year Ending December 31, 2023**

ACTUAL					2022			Account Description				2023 BUDGET		
2017	2018	2019	2020	2021	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
128,797	121,722	131,846	128,060	131,666	173,251	108,044	165,808	505	5011	Wages, Non-Exempt Employees	199,904	199,904	199,904	
-	333	4,812	-	-	-	-	-	505	5013	Wages, Part-Time Employees	-	-	-	
5,102	7,667	-	-	3,800	5,500	6,617	6,617	505	5014	Wages, Seasonal	5,500	5,500	5,500	
6,705	6,568	12,059	3,171	4,594	10,000	5,494	9,494	505	5015	Overtime Wages	10,000	10,000	10,000	
26,716	25,015	26,356	32,139	25,792	66,063	32,979	54,241	510	5110	Health Insurance	78,384	78,384	78,384	
1,572	1,136	1,002	897	759	1,333	749	1,187	510	5111	Dental Insurance	1,373	1,373	1,373	
706	669	703	3,534	823	811	575	658	510	5112	Life/AD&D/LTD Insurance	889	889	889	
62	77	46	62	67	84	71	95	510	5114	Employee Assistance Program	84	84	84	
4,623	3,860	6,245	5,258	6,252	9,712	4,100	8,414	510	5115	Retirement Plan	7,137	7,137	7,137	
5,376	5,797	7,384	6,446	8,876	9,275	5,501	8,086	510	5116	Workers' Compensation Ins	9,980	9,980	9,980	
8,388	8,013	8,828	6,305	8,395	11,703	6,971	11,279	515	5210	FICA Taxes	13,355	13,355	13,355	
1,962	1,874	2,065	1,725	1,963	2,737	1,630	2,638	515	5211	Medicare Taxes	3,123	3,123	3,123	
<b>190,009</b>	<b>182,731</b>	<b>201,346</b>	<b>187,597</b>	<b>192,987</b>	<b>290,469</b>	<b>172,731</b>	<b>268,518</b>	<b>Total Personnel</b>				<b>329,729</b>	<b>329,729</b>	<b>329,729</b>
692	705	839	185	600	1,200	-	110	605	6010	Training & Education	1,200	1,200	1,200	
292	439	-	-	-	400	-	-	605	6011	Travel & Expenses	400	400	400	
160	395	347	405	175	175	180	180	605	6012	Employee Memberships	180	180	180	
101	170	227	276	138	400	140	250	610	6111	Medical Services	400	400	400	
17	31	30	23	10	200	15	100	610	6115	Other Professional Services	200	200	200	
44,950	26,400	53,774	45,336	52,242	63,395	41,871	68,964	612	6150	Contract Mowing	71,100	71,100	71,100	
15,500	22,704	12,144	7,460	16,113	25,000	3,746	25,000	612	6160	Contractual Tree Service	25,000	25,000	25,000	
6,691	7,792	6,013	7,621	6,596	7,500	4,220	7,500	615	6210	Electric	7,500	7,500	7,500	
2,284	2,675	5,672	2,575	2,755	2,800	2,020	2,800	615	6212	Sewer	2,800	2,800	2,800	
942	1,098	3,393	951	983	1,500	718	1,500	615	6213	Water	1,500	1,500	1,500	
4,608	4,554	4,248	4,192	4,208	4,000	2,238	4,000	615	6214	Street Lighting	4,000	4,000	4,000	
420	420	420	420	385	420	-	420	615	6217	Mobile Phones	420	420	420	
-	-	2,026	-	-	200	-	-	620	6311	Maint/Repair Communications Equip.	-	-	-	
14,126	10,671	4,950	21,297	14,584	8,000	1,942	4,000	620	6312	Maint/Repair Buildings/Facilities	5,000	5,000	5,000	
1,338	1,415	3,089	1,340	1,035	1,600	1,000	1,600	620	6315	Solid Waste Disposal	1,600	1,600	1,600	
8,501	10,848	6,086	9,642	5,048	10,000	6,550	10,000	620	6317	Maint/Repair Grounds	10,000	10,000	10,000	
750	190	-	-	280	300	-	300	630	6452	Other Rentals/Leases	300	300	300	
122	53	-	291	-	-	-	-	640	6611	Periodical & Books	-	-	-	
<b>101,494</b>	<b>90,560</b>	<b>103,259</b>	<b>102,014</b>	<b>105,152</b>	<b>127,090</b>	<b>64,640</b>	<b>126,724</b>	<b>Total Contractual</b>				<b>131,600</b>	<b>131,600</b>	<b>131,600</b>
1,556	1,844	1,980	1,688	2,199	2,950	1,689	2,300	705	7010	Uniform/Clothing	3,000	3,000	3,000	
1,525	1,690	1,136	1,176	1,064	1,750	2,915	3,250	715	7211	Janitorial Supplies	3,000	3,000	3,000	
4,239	5,004	3,958	3,190	4,154	3,700	2,676	3,500	715	7212	Building Maint. Supplies	3,700	3,700	3,700	
1,100	2,063	777	613	931	1,100	144	1,000	725	7411	Small Tools & Equipment	750	750	750	
53	-	624	695	1,909	2,000	1,973	2,500	725	7412	Equipment Parts	2,000	2,000	2,000	
1,627	2,754	1,810	360	1,017	2,000	-	2,000	725	7413	Machinery & Equipment	1,000	1,000	1,000	
437	296	17	-	-	500	-	500	730	7510	Concrete	500	500	500	
149	-	574	297	466	800	117	800	730	7512	Rock	500	500	500	
-	152	135	-	147	200	-	-	735	7611	Medical Supplies	200	200	200	
5,870	5,244	6,329	5,256	5,480	6,500	2,798	5,000	740	7711	Agricultural Supplies	4,500	4,500	4,500	
424	649	675	-	-	750	1,500	2,000	740	7712	Chemical Supplies	1,500	1,500	1,500	

City of Crestwood, Missouri  
 Park and Stormwater Expenditures  
 Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description			2023 BUDGET		
2017	2018	2019	2020	2021	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
104	98	54	749	417	400	151	400	740	7713	Other Supplies	400	400	400
1,371	5,313	8,898	4,409	8,057	16,000	4,968	12,000	745	7905	Recreation Supplies	10,000	10,000	10,000
<b>18,455</b>	<b>25,107</b>	<b>26,967</b>	<b>18,433</b>	<b>25,841</b>	<b>38,650</b>	<b>18,930</b>	<b>35,250</b>			<b>Total Commodities</b>	<b>31,050</b>	<b>31,050</b>	<b>31,050</b>
-	-	-	-	-	-	-	-	805	8011	Building & Improvements	-	-	-
7,517	-	-	-	-	-	-	-	805	8015	Park Improvements	-	-	-
<b>7,517</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>317,475</b>	<b>298,398</b>	<b>331,571</b>	<b>308,044</b>	<b>323,980</b>	<b>456,209</b>	<b>256,302</b>	<b>430,492</b>			<b>Total Expenditures-PW Park Maint</b>	<b>492,379</b>	<b>492,379</b>	<b>492,379</b>

# Recreation Programs

## Division Contact Information

Eilien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

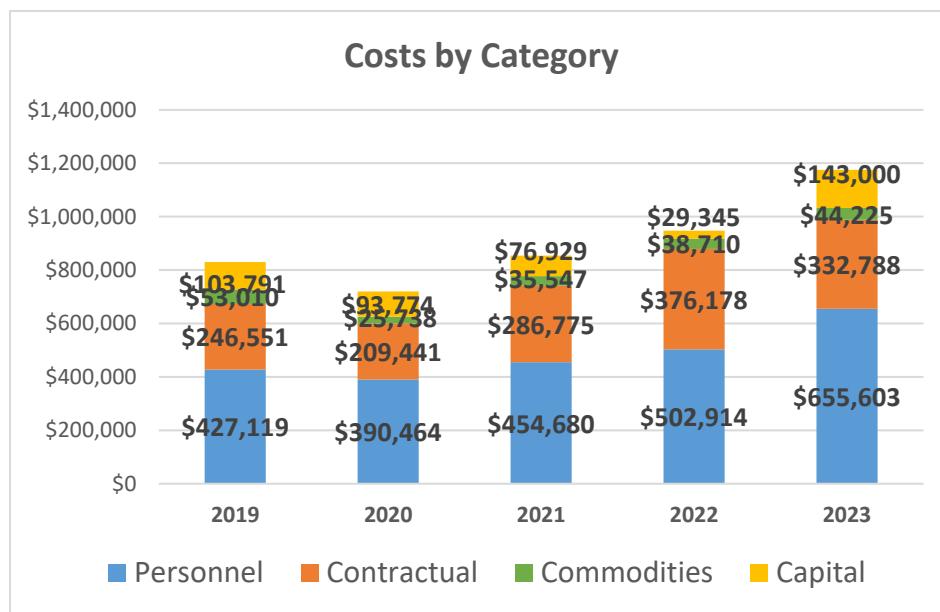
314.729.4861

### 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:** \$1,175,616

**Staffing:** 6.00 Full-time employees



### Cost Changes

Division cost has **changed** by

**24.1%**

#### Increases

Increase in staffing for part-time and seasonal employees due to hopeful increase in programming

#### Decreases

Decrease in contractual was due to one-time Master Plan cost in FY22, not in FY23

City of Crestwood, Missouri  
 Park and Stormwater Expenditures  
 Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description					2023 BUDGET			
2017	2018	2019	2020	2021	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	136,645	85,490	130,022	175,346	505	5010	Salaries, Exempt Employees		165,552	165,552	165,552		
200,138	207,538	192,608	197,633	158,982	230,274	83,089	122,434	505	5011	Wages, Non-Exempt Employees		204,345	204,345	204,345		
19,519	29,913	42,416	16,838	25,461	56,000	24,645	40,453	505	5013	Wages, Part-Time Employees		65,112	65,112	65,112		
2,097	-	-	-	-	2,500	13,258	13,258	505	5014	Wages, Seasonal		2,500	2,500	2,500		
5,643	5,387	3,204	(45)	1,613	5,000	1,989	2,989	505	5015	Overtime Wages		5,000	5,000	5,000		
29,649	41,014	31,922	1,324	29,689	58,000	35,766	35,766	505	5016	Wages, Day Camp Employees		60,000	60,000	60,000		
3,235	4,180	1,967	-	-	-	-	-	505	5019	Overtime Wages - The Alternative*		-	-	-		
31,081	36,671	37,267	58,062	51,329	40,124	38,089	62,614	510	5110	Health Insurance		90,854	90,854	90,854		
2,016	1,840	1,385	1,579	1,192	1,000	957	1,515	510	5111	Dental Insurance		1,373	1,373	1,373		
1,145	1,405	1,442	1,456	1,941	1,381	1,087	1,226	510	5112	Life/AD&D/LTD Insurance		1,539	1,539	1,539		
124	155	93	124	133	126	107	143	510	5114	Employee Assistance Program		126	126	126		
7,383	9,037	10,633	12,813	11,769	16,736	8,318	14,437	510	5115	Retirement Plan		12,576	12,576	12,576		
5,621	7,383	7,608	6,343	9,892	7,730	6,570	2,879	510	5116	Workers' Compensation Ins		8,185	8,185	8,185		
16,815	20,902	20,849	17,018	21,117	27,110	17,315	24,195	515	5210	FICA Taxes		31,156	31,156	31,156		
3,932	4,888	4,876	4,006	4,917	6,340	4,049	5,659	515	5211	Medicare Taxes		7,286	7,286	7,286		
<b>355,392</b>	<b>433,652</b>	<b>427,119</b>	<b>390,464</b>	<b>454,680</b>	<b>537,811</b>	<b>365,262</b>	<b>502,914</b>		<b>Total Personnel</b>					<b>655,603</b>	<b>655,603</b>	<b>655,603</b>
1,292	2,324	2,338	1,079	1,263	1,150	1,933	2,148	605	6010	Training & Education		2,155	2,155	2,155		
3,011	2,826	2,586	1,185	1,266	3,700	2,593	3,500	605	6011	Travel & Expenses		3,500	3,500	3,500		
1,532	610	717	909	796	900	704	704	605	6012	Employee Memberships		950	950	950		
9,591	11,624	12,772	10,432	10,346	135,910	76,854	135,910	610	6115	Other Professional Services		11,110	11,110	11,110		
4,575	2,750	1,345	100	-	-	-	-	610	6118	Other Prof. Srv- The Alternative *		-	-	-		
8,712	7,236	6,948	3,005	18,231	17,833	4,345	17,833	610	6126	City Beautification		67,833	67,833	67,833		
33,842	57,081	48,937	37,862	46,345	50,000	31,372	50,000	615	6210	Electric		50,000	50,000	50,000		
12,784	13,945	15,227	14,238	24,425	10,000	8,598	11,000	615	6212	Sewer		10,000	10,000	10,000		
10,790	12,280	12,879	13,608	22,719	15,000	16,944	18,000	615	6213	Water		18,000	18,000	18,000		
776	920	761	1,257	731	1,200	835	1,500	615	6215	Telephone		1,500	1,500	1,500		
-	-	-	-	748	-	484	-	615	6216	Telecommunications Internet		-	-	-		
420	420	420	420	420	420	280	420	615	6217	Mobile Phones		420	420	420		
958	1,145	1,206	1,232	1,097	1,140	944	1,140	615	6218	Cable TV		1,440	1,440	1,440		
31,836	11,903	34,942	83,475	98,182	49,000	14,520	35,000	620	6312	Maint/Repair Buildings / Facilities		73,830	63,830	63,830		
400	1,449	3,811	2,173	5,501	2,750	1,190	2,500	620	6313	Maint/Repair Other Equipment		2,750	2,750	2,750		
258	344	325	327	330	300	165	165	630	6451	Equipment Leases		300	300	300		
871	1,057	7,212	4,345	7,712	8,500	5,925	8,500	645	6710	Public Relations & Promotions		8,500	8,500	8,500		
4,498	5,871	1,977	314	-	-	-	-	645	6711	Printing & Binding		-	-	-		
229	907	619	523	1,014	1,500	725	1,250	645	6712	Advertising & Publication		1,500	1,500	1,500		
3,544	2,234	1,346	24	-	3,500	2,314	3,500	650	6810	Postage		3,500	3,500	3,500		
7,813	8,859	12,976	14,446	15,828	13,000	14,511	18,000	650	6811	Interest Expense/Penalty/Fees		18,000	18,000	18,000		
(11)	85	(33)	(1,616)	(454)	-	(1,497)	-	650	6817/18	Cash Over/ Short		-	-	-		
26,649	34,965	23,225	6,096	7,076	9,000	6,055	8,000	655	6910	Fitness Contractual Services		11,000	11,000	11,000		
7,879	8,171	6,595	3,839	4,618	5,000	3,786	5,000	655	6914	Performing Arts/Dance Cont Svc		6,000	6,000	6,000		
455	1,266	1,384	1,500	2,000	2,000	1,000	2,000	655	6918	Arts Instructors		2,000	2,000	2,000		
17,305	13,070	9,758	2,133	6,036	5,000	6,403	7,500	655	6922	Gen Sports & Leagues Cont Svc		8,000	8,000	8,000		
2,788	4,203	3,172	-	1,790	4,000	4,819	10,689	655	6930	Day Camp Contractual		10,000	10,000	10,000		
19,611	19,792	20,347	-	-	16,000	-	16,000	655	6934	Swim Program Contractual Svc		16,000	16,000	16,000		
3,460	8,580	6,480	4,000	2,784	5,000	7,964	8,964	655	6938	Special Event Contractual Svc		7,000	7,000	7,000		
3,853	4,311	815	2,535	1,950	-	520	520	655	6942	Day Trip Contractual Services		-	-	-		

City of Crestwood, Missouri  
Park and Stormwater Expenditures  
Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description				2023 BUDGET		
2017	2018	2019	2020	2021	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
320	2,559	4,364	-	3,046	3,000	4,635	4,635	655	6946	YTP/WSP Contractual Services	5,500	5,500	5,500	
2,495	1,850	1,100	-	975	2,500	1,175	1,800	655	6950	Free Summer Concert Contract Svcs	2,000	2,000	2,000	
<b>222,536</b>	<b>244,637</b>	<b>246,551</b>	<b>209,441</b>	<b>286,775</b>	<b>367,303</b>	<b>220,096</b>	<b>376,178</b>	<b>Total Contractual</b>				<b>342,788</b>	<b>332,788</b>	<b>332,788</b>
291	422	577	205	915	1,000	647	1,000	705	7010	Uniform/Clothing	1,500	1,500	1,500	
2,546	1,667	1,641	982	1,236	3,900	5,461	6,000	710	7110	Office Supplies	4,200	4,200	4,200	
-	250	-	400	22	800	-	800	710	7112	Photographic Supplies	800	800	800	
82	10	19	123	151	125	-	-	715	7210	Household Supplies	125	125	125	
3,609	3,893	4,752	4,369	5,005	4,500	2,998	4,000	715	7211	Janitorial Supplies	4,500	4,500	4,500	
6,045	6,622	5,026	5,711	4,549	5,000	4,949	5,500	715	7213	General Maint. Supplies	5,500	5,500	5,500	
773	50	1,712	-	243	500	-	250	725	7411	Small Tools & Equipment	250	250	250	
7,063	1,935	1,640	-	-	1,500	-	500	725	7413	Machinery & Equipment	1,500	1,500	1,500	
-	-	2,347	52	2,823	900	171	171	730	7110	Computer Parts	-	-	-	
3,276	11,489	17,424	10,308	10,854	13,958	11,027	11,027	730	7112	Software Licensing	13,650	13,650	13,650	
5	7	24	-	38	200	76	76	735	7611	Medical Supplies	200	200	200	
631	963	1,145	167	251	500	-	250	740	7713	Other Supplies	500	500	500	
0	0	-	-	-	-	-	-	740	7715	Appliances	-	-	-	
4,701	1,662	2,143	-	236	1,500	-	-	740	7717	Consignment Expense	-	-	-	
-	-	610	-	-	-	-	-	740	7719	Other supplies - Friends/Animals	-	-	-	
2,849	2,341	970	-	-	-	-	-	740	7720	Other Supplies- The Alternative*	-	-	-	
226	586	473	27	1,955	3,000	2,459	3,000	745	7905	Recreation Supplies	3,000	3,000	3,000	
482	490	259	-	315	500	21	250	745	7910	Fitness Supplies	500	500	500	
1,028	911	73	150	39	1,000	168	500	745	7914	Performing Arts/Dance Supplies	500	500	500	
113	98	1,054	-	40	150	-	-	745	7918	Arts Supplies	150	150	150	
661	4,731	-	768	1,215	650	769	800	745	7922	Gen. Sports & League Supplies	800	800	800	
-	-	5,374	-	-	50	-	-	745	7926	Club Supplies	50	50	50	
3,273	3,147	1,985	41	1,064	5,000	2,787	2,787	745	7930	Day Camp Supplies	4,000	4,000	4,000	
2,793	4,238	3,733	1,655	3,488	1,000	299	299	745	7934	Swim Program Supplies	1,000	1,000	1,000	
5,277	8,426	29	780	1,108	1,500	1,188	1,500	745	7938	Special Event Supplies	1,500	1,500	1,500	
-	275	-	-	-	-	-	-	745	7942	Day Trip Supplies	-	-	-	
-	-	-	-	-	-	-	-	745	7946	YTP/WSP Supplies	-	-	-	
-	-	-	-	-	-	-	-	745	7950	Summer Concert	-	-	-	
<b>45,725</b>	<b>54,213</b>	<b>53,010</b>	<b>25,738</b>	<b>35,547</b>	<b>47,233</b>	<b>33,019</b>	<b>38,710</b>	<b>Total Commodities</b>				<b>44,225</b>	<b>44,225</b>	<b>44,225</b>
419,304	209,371	93,282	82,717	-	-	-	-	805	8011	Building and Improvements	-	-	-	
6,048	10,331	-	2,660	63,913	26,000	-	17,000	805	8020	Park Improvements	30,000	130,000	130,000	
6,558	11,545	10,509	8,397	13,016	12,577	12,345	12,345	825	8460	Fitness Equipment	13,000	13,000	13,000	
-	1,000	-	-	-	-	-	-	899	8020	Grants - Park Improvements	-	-	-	
<b>431,910</b>	<b>232,247</b>	<b>103,791</b>	<b>93,774</b>	<b>76,929</b>	<b>38,577</b>	<b>12,345</b>	<b>29,345</b>	<b>Total Capital</b>				<b>43,000</b>	<b>143,000</b>	<b>143,000</b>
<b>1,055,563</b>	<b>964,749</b>	<b>830,471</b>	<b>719,417</b>	<b>853,931</b>	<b>990,924</b>	<b>630,722</b>	<b>947,147</b>	<b>Total Expenditures - Parks &amp; Recreation</b>				<b>1,085,616</b>	<b>1,175,616</b>	<b>1,175,616</b>

# Aquatic Center

## Division Contact Information

Eilien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

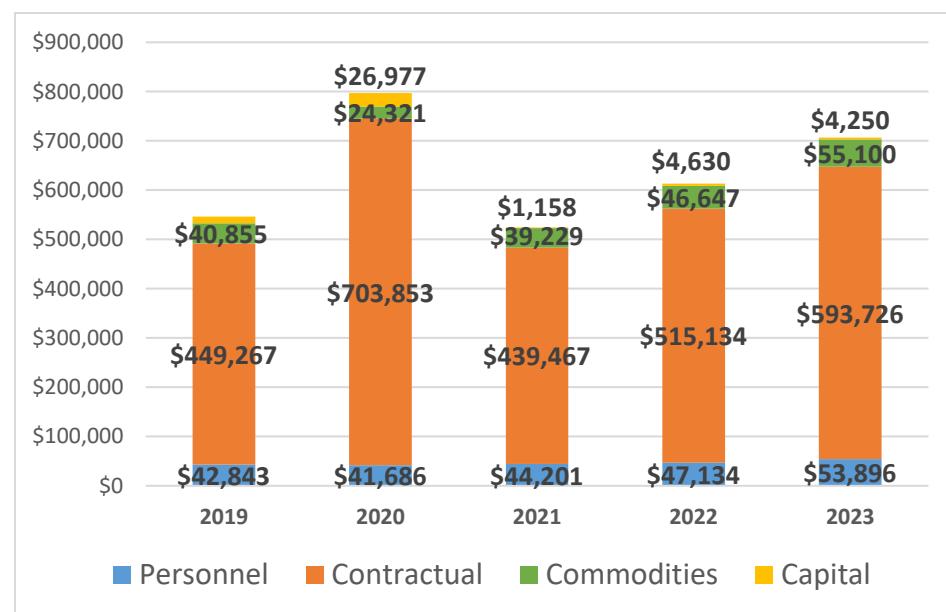
314.729.4861

### Division Summary:

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

**Budget Summary:** \$706,972

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by

**15.2%**

#### 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, 2023**

ACTUAL					2022			Account Description				2023 BUDGET		
2017	2018	2019	2020	2021	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	(262)	-	-	-	505	5013	Wages, Part-Time	-	-	-	-
28,194	34,933	38,577	36,236	40,512	48,000	36,635	41,127	505	5014	Wages, Seasonal Employees	48,000	48,000	48,000	48,000
459	163	-	52	-	-	921	921	505	5015	Overtime Wages	-	-	-	-
1,321	1,503	1,157	247	876	2,359	211	1,869	510	5116	Workers' Compensation Insurance	2,224	2,224	2,224	2,224
2,408	2,316	2,384	2,387	2,450	2,976	2,328	2,607	515	5210	FICA Taxes	2,976	2,976	2,976	2,976
563	542	557	558	573	696	545	610	515	5211	Medicare Taxes	696	696	696	696
<b>43,137</b>	<b>41,708</b>	<b>42,843</b>	<b>41,686</b>	<b>44,201</b>	<b>54,031</b>	<b>40,640</b>	<b>47,134</b>	<b>Total Personnel</b>				<b>53,896</b>	<b>53,896</b>	<b>53,896</b>
217,509	225,965	233,135	221,503	273,320	290,920	279,200	291,195	610	6115	Other Professional Services	308,840	308,840	308,840	308,840
34,695	34,798	35,595	29,396	31,937	34,000	16,832	3,400	615	6210	Electric	34,000	34,000	34,000	34,000
25,569	27,891	30,454	28,475	48,850	16,500	17,197	20,000	615	6212	Sewer	17,000	17,000	17,000	17,000
21,873	24,813	26,287	27,673	45,854	35,000	34,162	40,000	615	6213	Water	35,000	35,000	35,000	35,000
66,175	74,282	116,959	393,678	32,929	111,000	108,500	153,500	620	6312	Maint/Repair Buildings / Facilities	189,386	189,386	189,386	189,386
1,727	-	-	46	350	1,000	424	1,000	620	6313	Maint/Repair Other Equipment	1,000	1,000	1,000	1,000
-	-	-	14	45	500	68	500	620	6317	Maint/Repair Grounds	500	500	500	500
700	840	840	990	1,065	1,000	915	915	630	6451	Equipment Leases	1,000	1,000	1,000	1,000
-	-	-	-	-	-	-	-	630	6452	Other Rentals/Leases	-	-	-	-
1,130	-	584	356	-	500	-	-	645	6711	Printing & Binding	500	500	500	500
(3)	(94)	15	1,722	-	-	-	-	650	6817	Cash Over/Short	-	-	-	-
6,176	5,039	5,398	-	5,117	6,500	4,519	4,624	655	6995	Swim & Dive Officials	6,500	6,500	6,500	6,500
<b>375,552</b>	<b>393,534</b>	<b>449,267</b>	<b>703,853</b>	<b>439,467</b>	<b>496,920</b>	<b>461,816</b>	<b>515,134</b>	<b>Total Contractual</b>				<b>593,726</b>	<b>593,726</b>	<b>593,726</b>
353	221	354	384	284	300	474	474	705	7010	Uniform/Clothing	500	500	500	500
128	128	192	162	225	250	125	125	710	7110	Office Supplies	250	250	250	250
-	-	-	-	-	-	-	-	710	7112	Photographic Supplies	-	-	-	-
2,823	3,082	2,891	2,909	2,326	2,100	1,509	1,509	715	7211	Janitorial Supplies	1,600	1,600	1,600	1,600
178	142	74	88	-	580	-	-	715	7212	Building Maint. Supplies	500	500	500	500
5,022	2,215	3,960	2,623	2,162	3,000	2,617	3,000	715	7213	General Maint. Supplies	3,000	3,000	3,000	3,000
-	-	-	-	-	500	-	-	725	7412	Equipment Parts	500	500	500	500
-	5,181	-	-	-	500	-	-	725	7413	Machinery & Equipment	500	500	500	500
1,487	2,257	-	491	1,998	-	-	-	730	7110	Computer Parts	-	-	-	-
397	429	381	6	-	300	90	90	740	7713	Other Supplies	250	250	250	250
6,498	6,069	7,098	5,827	3,131	2,500	7,180	7,180	745	7718	Swim & Dive Supplies	3,000	3,000	3,000	3,000
23,976	24,050	25,905	11,831	29,103	30,000	34,269	34,269	745	7950	Concession Supplies	45,000	45,000	45,000	45,000
<b>40,861</b>	<b>43,774</b>	<b>40,855</b>	<b>24,321</b>	<b>39,229</b>	<b>40,030</b>	<b>46,264</b>	<b>46,647</b>	<b>Total Commodities</b>				<b>55,100</b>	<b>55,100</b>	<b>55,100</b>
-	10,780	13,625	26,977	1,158	4,800	3,763	4,630	825	8470	Pool Equipment	4,250	4,250	4,250	4,250
-	<b>10,780</b>	<b>13,625</b>	<b>26,977</b>	<b>1,158</b>	<b>4,800</b>	<b>3,763</b>	<b>4,630</b>	<b>Total Capital</b>				<b>4,250</b>	<b>4,250</b>	<b>4,250</b>
<b>459,550</b>	<b>489,796</b>	<b>546,590</b>	<b>796,837</b>	<b>524,055</b>	<b>595,781</b>	<b>552,484</b>	<b>613,545</b>	<b>Total Expenditures- Aquatic Center</b>				<b>706,972</b>	<b>706,972</b>	<b>706,972</b>

# Sappington House Campus

## Division Contact Information

Eilien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

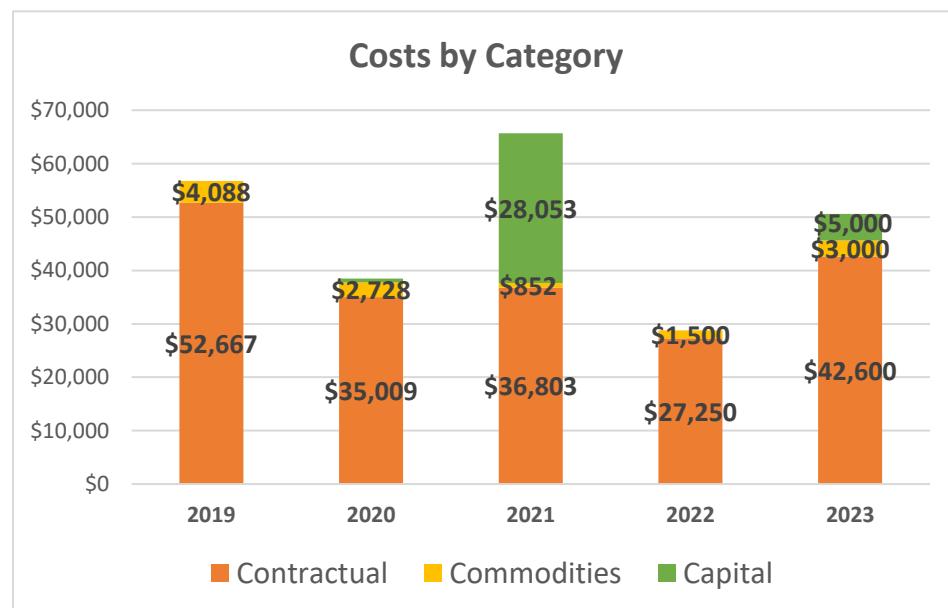
314.729.4861

### 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:** \$50,600

**Staffing:** 0.00 Full-time employees



### Cost Changes

Division cost has **changed** by

**76.0%**

#### Increases

Increase due to general maintenance and upkeep costs, such as repairing the A/C unit, cedar shakes, and broken benches

#### Decreases

No significant decreases

City of Crestwood, Missouri  
 Park and Stormwater Expenditures  
 Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description SAPPINGTON HOUSE CAMPUS 23-50-092-XXX-XXXX			2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE				Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
8,826	9,719	9,199	6,945	8,858	10,000	5,656	10,000	610	6115	Other Professional Services	-	-	-
2,907	2,901	2,794	2,006	2,577	3,000	1,848	3,000	615	6210	Electric	10,000	10,000	10,000
8,124	7,960	11,684	9,180	10,548	8,000	831	3,500	615	6211	Natural Gas	3,000	3,000	3,000
5,636	7,063	5,727	4,505	5,457	6,000	3,355	5,000	615	6212	Sewer	5,000	5,000	5,000
130	174	(205)	590	1,305	600	1,018	1,400	615	6213	Water	6,000	6,000	6,000
602	870	1,074	1,912	1,840	2,000	559	850	615	6215	Telephone	600	600	600
9,568	10,694	22,393	9,871	6,218	-	2,832	3,500	620	6312	Maint/Repair Buildings / Facilities	1,000	1,000	1,000
-	-	-	-	-	-	-	-	620	6313	Maint/Repair Other Equipment	17,000	17,000	17,000
-	-	-	-	-	-	-	-	645	6710	Public Relations & Promotions	-	-	-
<b>35,793</b>					<b>29,600</b>	<b>16,099</b>	<b>27,250</b>	<b>Total Contractual</b>			<b>42,600</b>	<b>42,600</b>	<b>42,600</b>
-	-	-	-	-	-	-	-	715	7211	Janitorial Supplies	-	-	-
1,224	1,738	4,088	2,728	852	1,500	1,390	1,500	715	7212	Building Maint. Supplies	3,000	3,000	3,000
-	123	-	-	-	-	-	-	730	7110	Office Supplies	-	-	-
<b>1,224</b>	<b>1,861</b>	<b>4,088</b>	<b>2,728</b>	<b>852</b>	<b>1,500</b>	<b>1,390</b>	<b>1,500</b>	<b>Total Commodities</b>			<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
24,369	-	-	740	28,053	15,000	-	-	805	8011	Building and Improvements	130,000	5,000	5,000
3,050	8,010	-	-	-	-	-	-	899	8020	Grants - Improvements	-	-	-
<b>27,419</b>	<b>8,010</b>	<b>-</b>	<b>740</b>	<b>28,053</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>Total Capital</b>			<b>130,000</b>	<b>5,000</b>	<b>5,000</b>
<b>64,436</b>	<b>49,252</b>	<b>56,755</b>	<b>38,477</b>	<b>65,708</b>	<b>46,100</b>	<b>17,489</b>	<b>28,750</b>	<b>Total Expenditures- Historic Fac.</b>			<b>175,600</b>	<b>50,600</b>	<b>50,600</b>

# Park and Stormwater Fund – Five Year Projections

## Contact Information

Eilien Ramirez, Director of Parks and Recreation

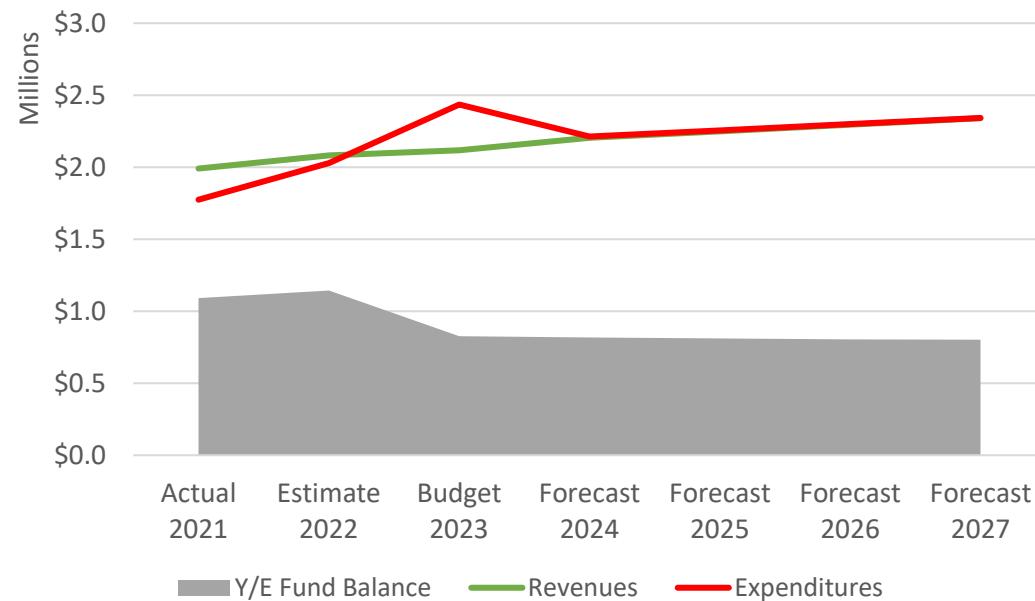
eramirez@cityofcrestwood.org

314.729.4861

### Summary:

	2021 Actual	2022 Estimate	2023 Budget	2024 Trend	2025 Trend	2026 Trend	2027 Trend
Revenues	1,990,595	2,081,270	2,116,952	2,205,191	2,249,295	2,294,281	2,340,166
Expenditures	1,774,493	2,027,984	2,435,067	2,214,040	2,256,074	2,298,937	2,342,645
Surplus (Deficit)	216,102	53,286	(318,115)	(8,849)	(6,779)	(4,656)	(2,479)
Fund Balance	1,090,529	1,143,815	825,700	816,851	810,072	805,416	802,937

Park and Stormwater Fund Revenues v Expenditures  
2021-2027



**Budgeted FY2023 Fund Balance:**  
\$825,700

**Reserve Percentage:** 34.3%

### Key Assumptions

- Assumes a 3% increase in revenue each year for sales tax. Also, projects keeping up with recent trends in terms of Parks programming, without an increase in staffing or new facilities.
- Assumes no major service changes in expenditures. 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	\$1,536,500
CI Fund Purchases – Police Department	\$117,000
CI Fund Purchases – Fire Department	\$0
CI Fund Purchases – Parks Department	\$0
<b>TOTAL</b>	<b>\$1,653,500</b>

# Capital Improvement – General Public Works

## Contact Information

James Swingle, Director of Public Works

jswingle@cityofcrestwood.org

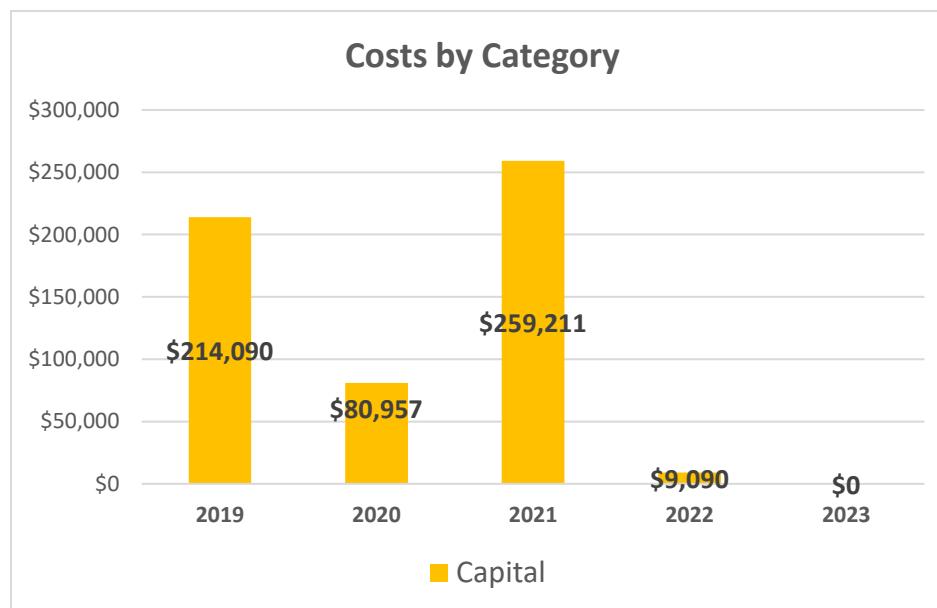
314.729.4722

### 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 FY2023 budget

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description General PUBLIC WORKS 21-35-060-XXX-XXXX		2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved		
2,685,289	1,429,659	214,090	80,957	259,211	-	9,090	9,090	805 8011 Building and Improvements	-	-	-	
2,685,289	1,429,659	214,090	80,957	259,211	-	9,090	9,090	<b>Total Capital</b>	-	-	-	
2,685,289	1,429,659	214,090	80,957	259,211	-	9,090	9,090	<b>Total Expenditures - PW General</b>	-	-	-	

# Capital Improvement – Public Works Maintenance

## Contact Information

James Swingle, Director of Public Works

jswingle@cityofcrestwood.org

314.729.4722

### Summary:

Public Works Maintenance 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:** \$1,536,500

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by

**-16.0%**

#### Increases

No significant increases

#### Decreases

Decrease due to not funding mill and overlay work in FY2023

**City of Crestwood, Missouri**  
**Capital Improvements Fund Expenditures**  
**Budget for the Year Ending December 31, 2023**

ACTUAL					2022			Account Description			2023 BUDGET		
2017	2018	2019	2020	2021	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
<b>Total Personnel</b>													
-	-	-	-	-	-	-	-	610	6115	Other Professional Services	-	-	-
-	-	18,326	-	-	-	12,461	-	612	6152	Street Reconstruction	-	-	-
480,379	-	462,751	-	200	1,085,565	653,812	975,000	612	6154	Contracted Slab Replacement	980,000	980,000	980,000
-	618,453	-	399,565	-	599,000	-	580,000	612	6155	Mill & Overlay	-	-	-
-	-	10,264	-	-	99,000	93,008	93,008	612	6157	Pavement Preservation	65,000	65,000	65,000
-	240,897	56,981	-	72,760	325,000	58,355	75,000	612	6170	Sidewalk Construction	285,000	285,000	285,000
-	-	-	-	-	-	-	-	615	6214	Street Lighting	-	-	-
-	-	-	-	-	-	-	-	620	6312	Maint/Repair Buildings	-	-	-
-	-	-	-	-	-	-	-	620	6315	Solid Waste Disposal	-	-	-
<b>480,379</b>	<b>859,350</b>	<b>529,996</b>	<b>417,891</b>	<b>72,960</b>	<b>2,108,565</b>	<b>817,636</b>	<b>1,723,008</b>	<b>Total Contractual</b>			<b>1,330,000</b>	<b>1,330,000</b>	<b>1,330,000</b>
<b>Total Commodities</b>													
-	-	-	-	-	-	-	-	730	7510	Concrete	-	-	-
-	-	-	-	-	-	-	-	730	7512	Rock	-	-	-
-	-	-	-	-	-	-	-	730	7518	Street Supplies	-	-	-
-	-	-	-	-	-	-	-	<b>Total Capital</b>			-	-	-
130,809	-	161,523	89,405	96,548	27,500	30,060	30,060	805	8010	Land Improvements	-	-	-
108,979	116,410	71,568	38,699	40,730	72,900	76,107	76,107	810	8110	Motor Vehicles	136,500	136,500	136,500
-	-	-	-	-	-	-	-	815	8211	Heavy Equipment	70,000	70,000	70,000
-	-	-	-	-	-	-	-	830	8211	Other Equipment &	-	-	-
<b>239,788</b>	<b>116,410</b>	<b>233,091</b>	<b>128,104</b>	<b>137,278</b>	<b>100,400</b>	<b>106,167</b>	<b>106,167</b>	<b>Total Expenditures - PW Maint</b>			<b>206,500</b>	<b>206,500</b>	<b>206,500</b>
<b>720,167</b>	<b>975,760</b>	<b>763,087</b>	<b>545,995</b>	<b>210,238</b>	<b>2,208,965</b>	<b>923,802</b>	<b>1,829,175</b>	<b>Total Expenditures - PW Maint</b>			<b>1,536,500</b>	<b>1,536,500</b>	<b>1,536,500</b>

# Capital Improvement – Police Department

## Contact Information

Jonathan Williams, Chief of Police

jwilliams@cityofcrestwood.org

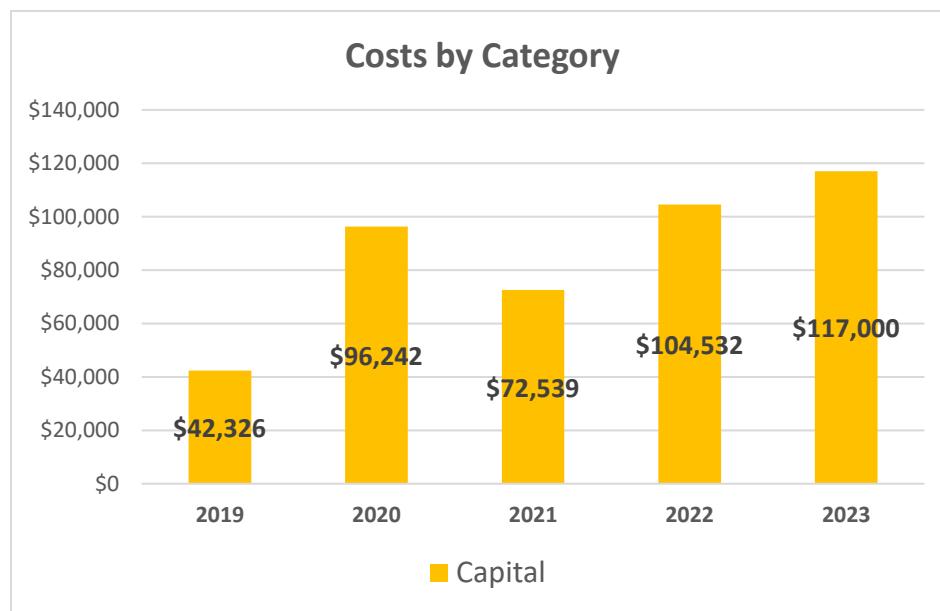
314.729.4832

### 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:** \$117,000

**Staffing:** 0.00 FTE



## Cost Changes

Division cost has **changed** by

**11.9%**

### Increases

Increase due to inflationary cost increases, no additional projects scheduled

### Decreases

No significant decreases

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description			2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	POLICE 21-40-070-XXX-XXXX			Dept, City Adm.	Ways & Means Recommended	BOA Approved
-	-	-	-	-	-	-	-	610	6115	Other Professional Services	-	-	-
-	-	-	-	-	-	-	-	620	6312	Maint/Repair Buildings	-	-	-
-	-	-	-	-	-	-	-	<b>Total Contractual</b>			-	-	-
69,303	104,579	42,326	88,255	44,620	135,000	55	89,537	805	8020	Improvements	-	-	-
9,734	-	-	7,987	27,919	15,000	14,995	14,995	810	8111	Motor Vehicles	100,000	100,000	100,000
<b>79,037</b>	<b>104,579</b>	<b>42,326</b>	<b>96,242</b>	<b>72,539</b>	<b>150,000</b>	<b>15,051</b>	<b>104,532</b>	830	8211	Other Equipment and Machinery	17,000	17,000	17,000
<b>79,037</b>	<b>104,579</b>	<b>42,326</b>	<b>96,242</b>	<b>72,539</b>	<b>150,000</b>	<b>15,051</b>	<b>104,532</b>	<b>Total Capital</b>			<b>117,000</b>	<b>117,000</b>	<b>117,000</b>
								<b>Total Expenditures - Police</b>			<b>117,000</b>	<b>117,000</b>	<b>117,000</b>

# Capital Improvement – Fire Department

## Contact Information

Leo Meyer, Chief of Fire Services

lmeyer@cityofcrestwood.org

314.729.4741

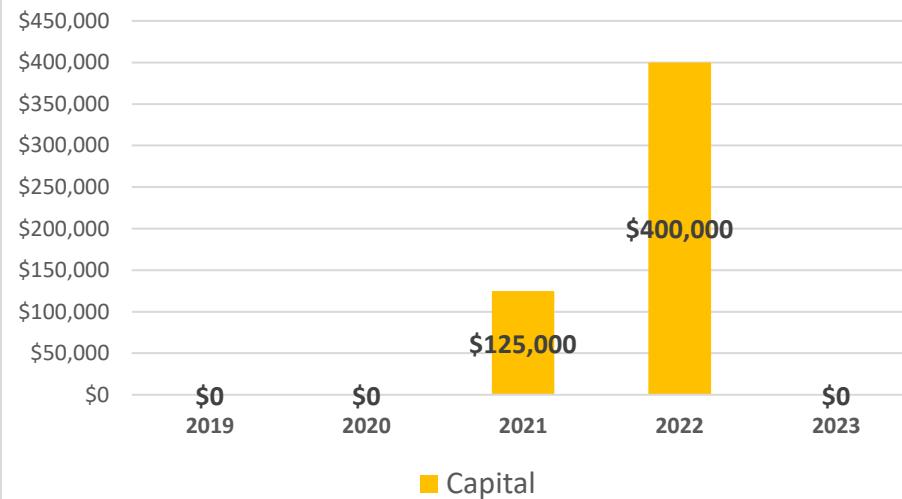
### Division Summary:

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:** \$0

**Staffing:** 0.00 FTE

### Costs by Category



### Cost Changes

Division cost has **changed** by

**-100%**

#### Increases

No significant increases

#### Decreases

No significant decreases

City of Crestwood, Missouri  
 Capital Improvements Fund Expenditures  
 Budget for the Year Ending December 31, 2023

ACTUAL					2022			Account Description				2023 BUDGET		
2017	2018	2019	2020	2021	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		-	-	-
										<b>Total Contractual</b>				
-	24,970	-	-	125,000	400,000	400,000	400,000	810	8111	Motor Vehicles		-	-	-
-	-	-	-	-	-	-	-	810	8120	Capital Outlay Expense		-	-	-
<b>47,561</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>830</b>	<b>8211</b>	<b>Other Equipment and Machinery</b>				
<b>47,561</b>	<b>24,970</b>	<b>-</b>	<b>-</b>	<b>125,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>			<b>Total Capital</b>				
<b>47,561</b>	<b>24,970</b>	<b>-</b>	<b>-</b>	<b>125,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>			<b>Total Expenditures- Fire</b>				

# Capital Improvement – Parks & Recreation Department

## Contact Information

Elien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

314.729.4861

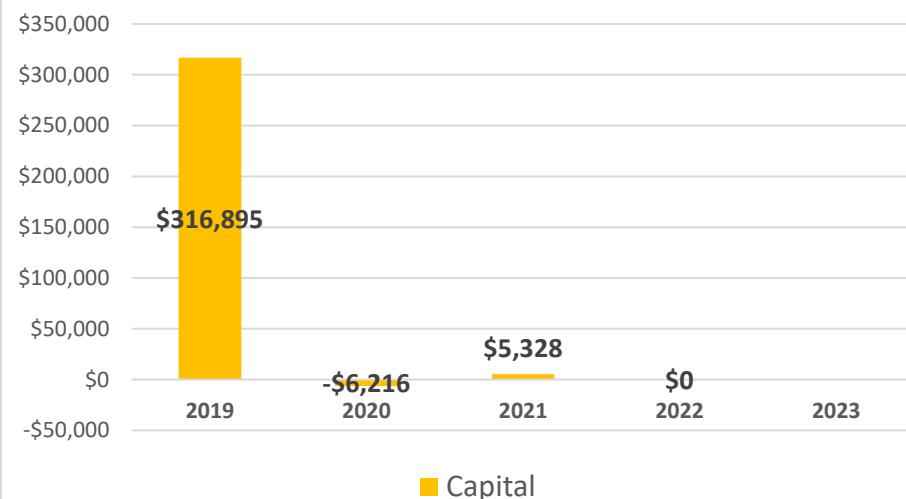
### Division Summary:

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

### Costs by Category



### 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, 2023

ACTUAL					2022			Account Description PARKS 21-50-090-XXX-XXX			2023 BUDGET		
2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE				Dept, City Adm.	Ways & Means Recommended	BOA Approved
-	-	-	-	5,328	-	-	-	805	8020	Park Improvements	-	-	-
-	198,276	316,895	(6,216)	-	-	-	-	899	8020	Grants - Park Improvements	-	-	-
-	<b>198,276</b>	<b>316,895</b>	<b>(6,216)</b>	<b>5,328</b>	-	-	-	<b>Total Expenditures - Parks</b>			-	-	-



# 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

\$980,000 in selective slab replacement on 10 different streets. 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: \$980,000

Status: Active

---

Sources	FY 2023	Total
Federal Grants		
State & Local Grants		
City Funding	\$980,000	\$980,000
Other		
<b>Total</b>	<b>\$980,000</b>	<b>\$980,000</b>

STREET	PASER Ratings	Sq. Yards
Buxton Drive	6	923
Del Vista Drive	4	5370
Joshua Drive	4	761
Laramie Drive	5	1404
Lavant Drive	5	1677
Rusticwood Trail	4	1567
Sun Country Trail	5	1653
<b>TOTALS</b>		<b>13355</b>



# 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

\$65,000 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

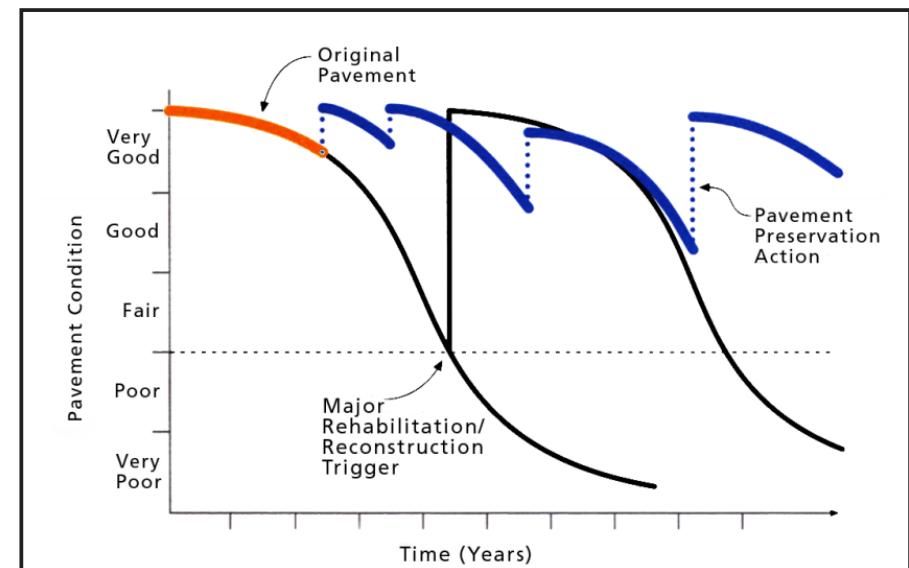
In the short term, there is a moderate financial output, but the treatment should expand the life span of the overlayed streets, at a much greater rate than non-treated streets, thus saving the City money in the long term.

Capital Improvement Summary

**Budget: \$65,000**

**Status: Active**

Sources	FY 2023	Total
Federal Grants		
State & Local Grants		
City Funding	\$65,000	\$65,000
Other		
<b>Total</b>	<b>\$65,000</b>	<b>\$65,000</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. It is always requested for funding by residents in the community.

**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 2023	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: Construction of New 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**

\$210,000 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.

---

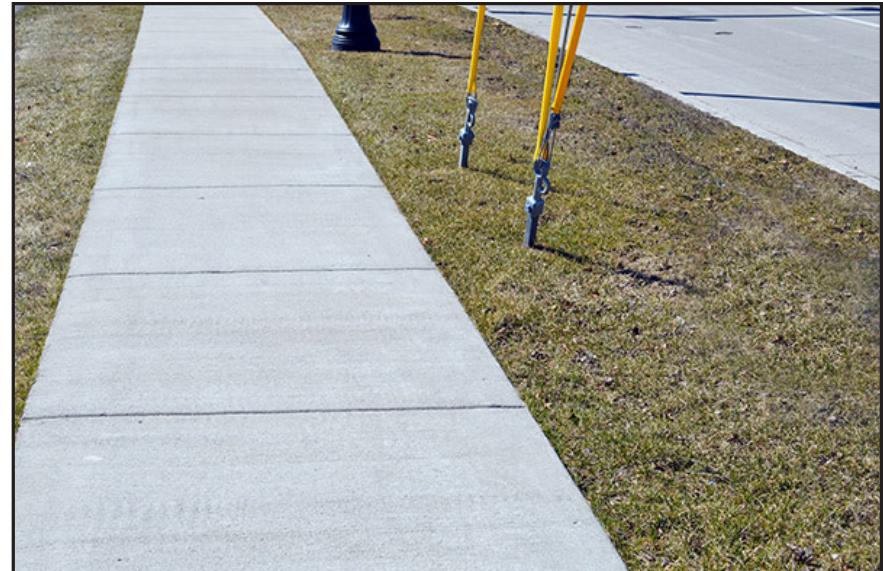
*Capital Improvement Summary*

**Budget: \$210,000**

**Status: Active**

---

Sources	FY 2023	Total
Federal Grants		
State & Local Grants		
City Funding	\$210,000	\$210,000
Other		
<b>Total</b>	<b>\$210,000</b>	<b>\$210,000</b>



# **Project:** Replacement of a F-550 with plow/spreader

---

**Project Department**

Parks and Recreation, Street Maintenance Division

**Funding Source**

City Funding - Capital Improvement Fund

**Account Number**

21-35-062-810-8110 - Motor Vehicles

**Project Description**

\$136,500 to replace a Ford F-550 one ton with the accompanying plow and spreader for snow renewal services

**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. Additionally, the plow and spreader receive more wear and tear from the harsh winter chemicals than typical equipment of that age.

**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: \$136,500**

**Status: Active**

---

Sources	FY 2023	Total
Federal Grants		
State & Local Grants		
City Funding	\$136,500	\$136,500
Other		
<b>Total</b>	<b>\$136,500</b>	<b>\$136,500</b>



# Project: Replacement of a brush chipper

---

Capital Improvement Summary

**Budget: \$70,000**

**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

Sources	FY 2023	Total
Federal Grants		
State & Local Grants		
City Funding	\$70,000	\$70,000
Other		
<b>Total</b>	<b>\$70,000</b>	<b>\$70,000</b>

## Project Description

\$70,000 to purchase a new brush chipper for the parks maintenance division.

## Project Justification

The new brush chipper will replace the currently inoperable one and will save the City time and money in production within the Parks and other City properties.

## Financial Implications

The brush chipper will be entirely out-of-pocket, but will potentially save dozens of staff hours over the course of a year. It will also stop the City from putting bad money into a broken item, reducing maintenance costs in the mid- to long-term.



## **Project:** Purchase of new car mounted radar units

---

**Project Department**  
Police Department

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

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

**Project Description**  
\$17,000 to purchase eight new car mounted radar units for the eight marked patrol vehicles of the Police Department.

**Project Justification**  
This purchase will allow for all marked patrol vehicles to have a new, calibrated radar unit. These units have a shelf life and this is required to keep the Department in compliance with court mandates and standard operating procedures.

**Financial Implications**  
This purchase has negative financial implications in the fiscal outlay. However, it is something that the City needs to do as it could mean the difference in a defendant's guilty or non-guilty status.

---

*Capital Improvement Summary*

**Budget:** \$17,000  
**Status:** Active

---

Sources	FY 2023	Total
Federal Grants		
State & Local Grants		
City Funding	\$17,000	\$17,000
Other		
<b>Total</b>	<b>\$17,000</b>	<b>\$17,000</b>



# Project: Replacement of two police vehicles

---

**Project Department**  
Police Department

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

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

**Project Description**  
\$100,000 to replace two, older model police pursuit vehicles. The City will be replacing two Ford Explorers with similar models.

**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: \$100,000**  
**Status: Active**

---

Sources	FY 2023	Total
Federal Grants		
State & Local Grants		
City Funding	\$100,000	\$100,000
Other		
<b>Total</b>	<b>\$100,000</b>	<b>\$100,000</b>



---

# Capital Improvement Fund – Five Year Projections

## Contact Information

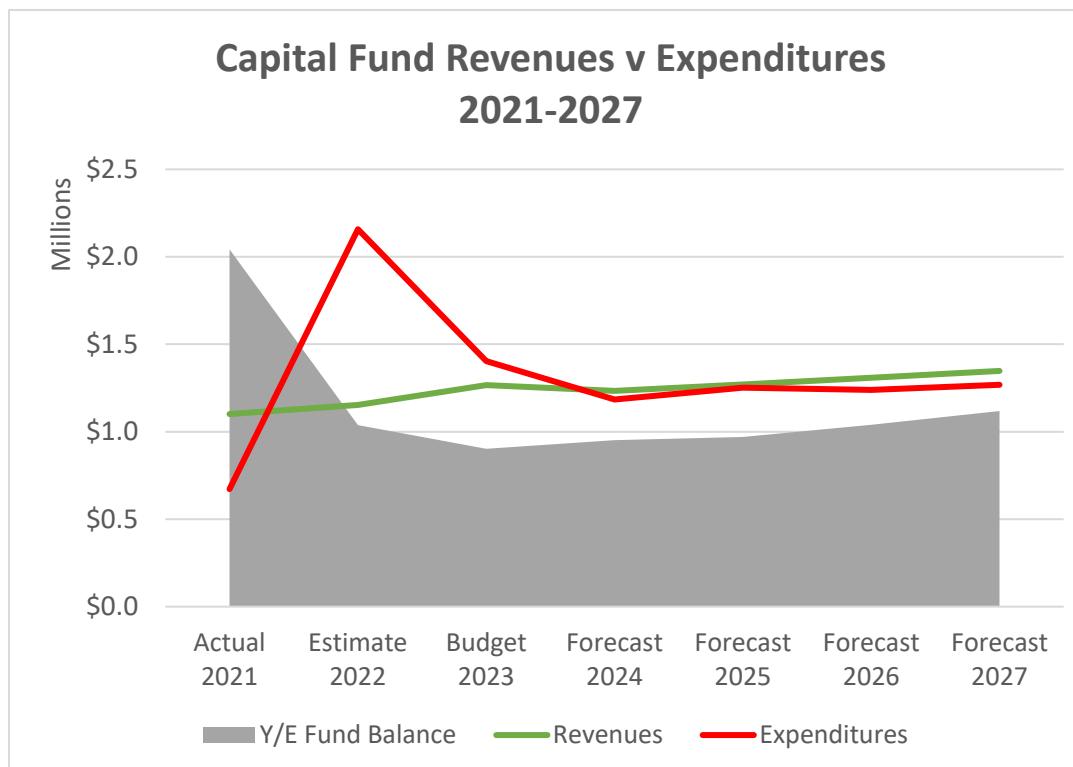
Kris Simpson, City Administrator

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

314.729.4780

## Summary:

	2021 Actual	2022 Estimate	2023 Budget	2024 Trend	2025 Trend	2026 Trend	2027 Trend
Revenues	1,101,155	1,153,050	1,267,503	1,233,428	1,270,431	1,308,544	1,347,800
Expenditures	672,316	2,157,797	1,403,500	1,184,000	1,252,000	1,239,000	1,268,000
Surplus (Deficit)	428,839	(1,004,747)	(135,997)	49,428	18,431	69,544	79,800
Fund Balance	2,042,695	1,037,948	901,951	951,379	969,810	1,039,354	1,119,154



**Budgeted FY2023 Fund Balance:**

\$901,951

**Reserve Percentage:** 64.3%

## Key Assumptions

- Assumes a 3% increase in revenue each year for sales tax but includes no other new revenue sources or a drastic increase in growth from developments.
- Assumes no major changes in levels of service. Expenditures are up in 2022/2023 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 FY2024-27 are as follows:

2024		CIP Rank
Street Maintenance	\$800,000	
Sidewalk Maintenance	\$30,000	
<b>TOTAL Maintenance</b>	<b>\$830,000</b>	
City Share, TAP Grant - Samoa sidewalk	\$104,000	
PD Vehicle Replacements x2	\$110,000	
Misc Equipment/Vehicles, various	\$140,000	
<b>TOTAL Vehicles/Equipment</b>	<b>\$354,000</b>	
<b>TOTAL CI FUND</b>	<b>\$1,184,000</b>	

2025		CIP Rank
Street Maintenance	\$810,000	
Asphalt Street Rejuvenation	\$50,000	
Sidewalk Maintenance	\$32,000	
<b>TOTAL Maintenance</b>	<b>\$892,000</b>	
PD Vehicle Replacements x2	\$120,000	
Misc Equipment, various	\$240,000	
<b>TOTAL Vehicles/Equipment</b>	<b>\$360,000</b>	
<b>TOTAL CI FUND</b>	<b>\$1,252,000</b>	

2026		CIP Rank
Street Maintenance	\$830,000	
Sidewalk Maintenance	\$34,000	
<b>TOTAL Maintenance</b>	<b>\$864,000</b>	
PD Vehicle Replacements x2	\$125,000	
Misc Equipment/Vehicles, various	\$250,000	
<b>TOTAL Vehicles/Equipment</b>	<b>\$375,000</b>	
<b>TOTAL CI FUND</b>	<b>\$1,239,000</b>	

2027		CIP Rank
Street Maintenance	\$850,000	
Sidewalk Maintenance	\$36,000	
<b>TOTAL Maintenance</b>	<b>\$886,000</b>	
PD Vehicle Replacements x2	\$127,000	
Misc Equipment/Vehicles, various	\$255,000	
<b>TOTAL Vehicles/Equipment</b>	<b>\$382,000</b>	
<b>TOTAL CI FUND</b>	<b>\$1,268,000</b>	

# Sewer Lateral Fund



---

## ANNUAL BUDGET

### Sewer Lateral Fund

#### In This Section:

Sewer Lateral Program	\$138,093
<b>TOTAL</b>	<b>\$138,093</b>

# Sewer Lateral

## Contact Information

James Swingle, Director of Public Works

jswingle@cityofcrestwood.org

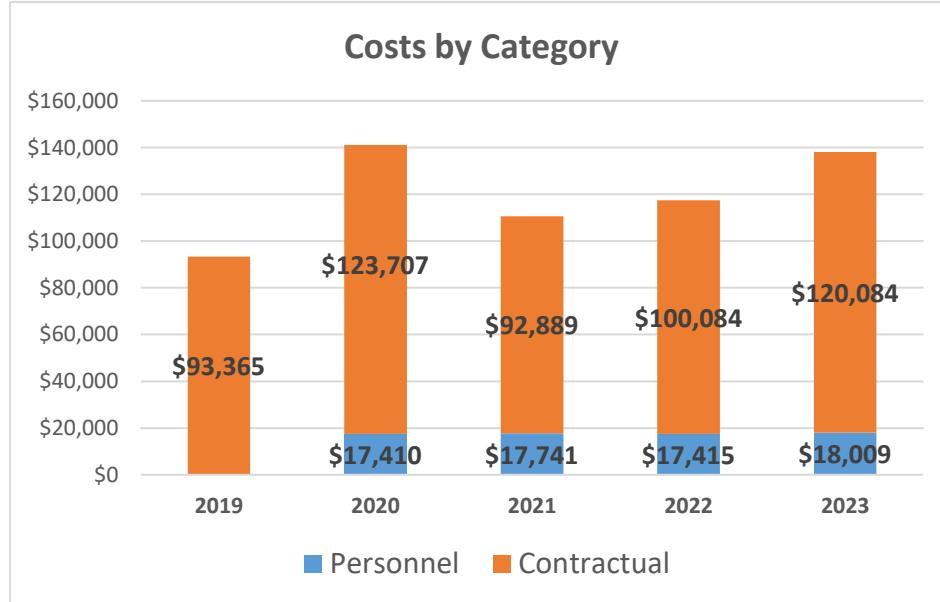
314.729.4722

### 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 Works (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:** \$138,093

**Staffing:** 0.00 FTE



### Cost Changes

Division cost has **changed** by

**17.5%**

#### Increases

This is a budget-only increase. This is a not-to-exceed number that is in line with historical data.

#### Decreases

No significant decreases

City of Crestwood, Missouri  
 Sewer Lateral Fund Expenditures  
 Budget for the Year Ending December 31, 2023

ACTUAL						2022			Account Description SEWER LATERAL 30-35-061-XXX-XXXX				2023 BUDGET		
2016	2017	2018	2019	2020	2021	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved				
-	-	-	-	12,966	13,253	12,979	8,666	12,780	505	5011	Wages, Non-Exempt Employees	13,310	13,310	13,310	
-	-	-	-	2,682	2,676	2,817	1,855	2,884	510	5110	Health Insurance	3,014	3,014	3,014	
-	-	-	-	71	65	67	44	49	510	5111	Dental Insurance	69	69	69	
-	-	-	-	49	99	84	42	84	510	5112	Life/AD&D/LTD Insurance	85	85	85	
-	-	-	-	639	626	688	419	613	510	5115	Retirement Plan	453	453	453	
-	-	-	-	37	73	56	36	26	510	5116	Workers' Compensation Ins	60	60	60	
-	-	-	-	783	769	805	510	792	515	5210	FICA Taxes	825	825	825	
-	-	-	-	183	180	188	119	185	515	5211	Medicare Taxes	193	193	193	
-	-	-	-	17,410	17,741	17,684	11,691	17,415	<b>Total Personnel</b>				18,009	18,009	18,009
-	-	-	-	91	84	-	56	84	615	6217	Mobile Phones	84	84	84	
119,313	132,920	113,947	93,365	123,616	92,805	117,500	61,633	100,000	610	6115	Other Professional Services	120,000	120,000	120,000	
119,313	132,920	113,947	93,365	123,707	92,889	117,500	61,689	100,084	<b>Total Contractual</b>				120,084	120,084	120,084
119,313	132,920	113,947	93,365	141,117	110,630	135,184	73,381	117,499	<b>Total Expenditures - Sewer Lateral</b>				138,093	138,093	138,093

# Sewer Lateral Fund – Five Year Projections

## Contact Information

James Swingle, Director of Public Works

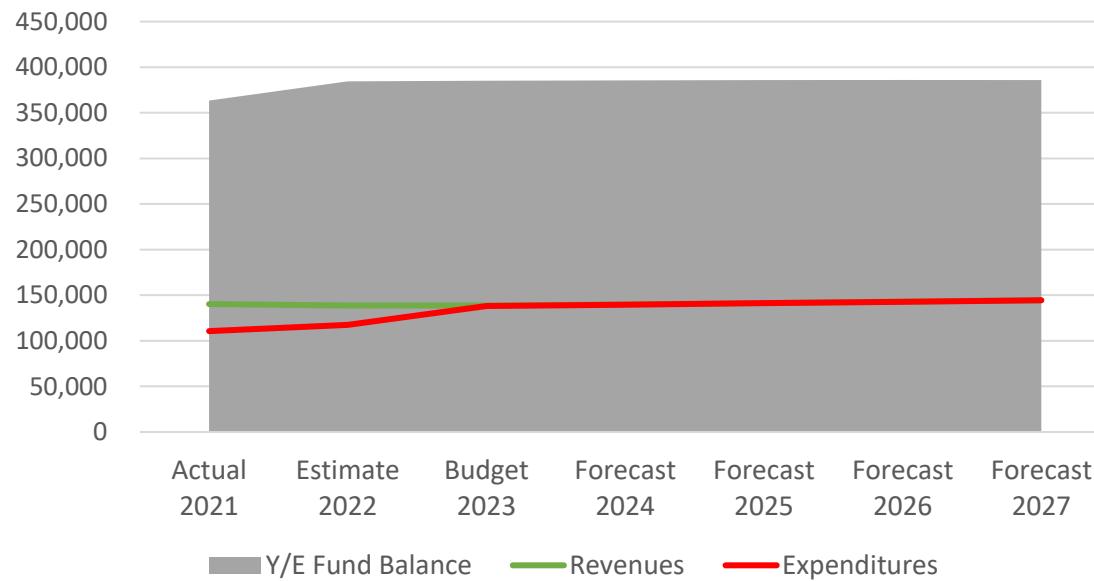
jswingle@cityofcrestwood.org

314.729.4722

### Summary:

	2021 Actual	2022 Estimate	2023 Budget	2024 Trend	2025 Trend	2026 Trend	2027 Trend
Revenues	140,277	138,700	138,700	140,087	141,488	142,903	144,332
Expenditures	110,629	117,499	138,093	139,654	141,234	142,834	144,453
Surplus (Deficit)	29,648	21,201	607	433	254	69	(121)
Fund Balance	363,397	384,598	385,205	385,638	385,892	385,961	385,840

Sewer Lateral Fund Revenues v Expenditures  
2021-2027



**Budgeted FY2023 Fund Balance:**  
\$385,205

**Reserve Percentage:** 278.9%

### 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	FY22 Cost	Total
65	Replace Lights	Sanders Park	\$ 75,000	58
67	Replace Government Center Generator	Government Center	\$ 100,000	57
70	Crestwood - Playground Resurfacing	Crestwood Park	\$ 100,000	55
12	Replace Trail Bridge at Sanders Park	Sanders Park	\$ 370,000	53
62	Replace Exterior Lighting with LED	Whitecliff Park	\$ 200,000	53
46	Whitecliff Phase II - Bridge Construction (Continuation of FY2021 Project)	Whitecliff Park	\$ 1,400,000	49
74	Addition of Sidewalk from Sappington to Spellman Park; Rayburn, Samoa, Tahiti; approx 2600'	Streets of Crestwood	\$ 515,000	47
69	Improved Security Locking at City Buildings	Government & Community Center	\$ 100,000	46
20	Replace Electrical Switchboards, Panels, and Transformers	Whitecliff Community Center	\$ 223,000	44
68	Addition of Community Center Generator	Community Center	\$ 100,000	44
71	Sanders - Playground Resurfacing	Sanders Park	\$ 26,000	43
59	Replace Interior Lighting with LED	Whitecliff Community Center	\$ 55,000	42
15	Addition of Trail Bridge at Lodgepole into Whitecliff Park	Whitecliff Park	\$ 500,000	41
30	Addition of Lower Pavilion Area - Restroom (Done in conjunction with Quarry Project)	Whitecliff Park	\$ 300,000	41
72	Spellman - Playground Resurfacing	Spellman Park	\$ 50,000	40
52	Addition of Sidewalk on Pardee Road - appox 1500' (Eddie and Park to 93267 Pardee Road)	Streets of Crestwood	\$ 291,000	38
53	Addition of Sidewalk on Elmont and Westglen - approx 1050' (Sappington to 921 Westlen, N to 920 Trelane, N to 927 Trelane)	Streets of Crestwood	\$ 200,000	38
73	Covered Parking at PW Garage	PW Garage	\$ 300,000	36
35	Addition of Whitecliff Amphitheater	Whitecliff Park	\$ 1,000,000	35
34	New Gymnasium and Dance Room	Whitecliff Community Center	\$ 4,000,000	34
76	New Ramp from Shoppers Lane to Grant's Trail (approx. 200 ft)	Streets of Crestwood	\$ 600,000	34
51	Renovating GC Public Bathrooms	Government Center	\$ 70,000	33
75	Replacing EMC at City Hall	Government Center	\$ 50,000	33
47	Various Street Lights Throughout City	Streets of Crestwood	\$ 25,000	32
63	Reconstruction of Watson Industrial Drive (Street, sidewalk, stormwater, etc.)	Streets of Crestwood	\$ 3,500,000	32
24	Parking Area Replacement and Reconfiguration at Crestwood Park	Crestwood Park	\$ 440,000	30
17	Replace HVAC	Whitecliff Community Center	\$ 155,000	29
18	Replace Entryway Heaters (Electric Cabinet)	Whitecliff Community Center	\$ 35,000	29
44	General Grant Lane - approx 2,000' (Street, sidewalks, stormwater, etc.)	Streets of Crestwood	\$ 1,250,000	24
26	Ballfield Addition and Renovation	Crestwood Park	\$ 230,000	22
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

**TOTALS**

**34 Projects**

**\$ 16,936,000**

# 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.

**COVID-19** – Also known as the Coronavirus, is an infectious disease caused by SARS-COV-2 virus. The disease quickly spread worldwide, resulting in the COVID-19 pandemic.

**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** - 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.

**Government Accounting Standards Board (GASB)** – The source of Generally Accepted Accounting Principles (GAAP), which are used by state and local governments in the United States.

**Government Finance Officers Association (GFOA** – A professional association of state and local government finance officers in the United States and Canada. GFOA presents the Distinguished Budget Presentation Award to organizations that prepare budget documents of the very highest quality and to earn recognition, the budget documents must meet program criteria and excel as a police document, financial plan, operations guide and communications tool.

**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:	49.6%
Female:	50.4%

## Age Distribution (as a percent)

0-5 years	5.2%
5-9 years	6.3%
10-14 years	6.1%
15-19 years	5.1%
20-24 years	2.2%
25-29 years	7.3%
30-34 years	7.2%
35-39 years	9.6%
40-44 years	6.4%
45-49 years	5.1%
50-54 years	5.5%
55-59 years	9.9%
60-64 years	6.1%
65-69 years	5.2%
70-74 years	3.9%
75-79 years	2.7%
80-84 years	3.3%
85 years+	2.8%
Median	40.6 years

## Race and Hispanic Origin (as a percent)

White alone	92.7%
Hispanic or Latino	3.5%
Two or More Races	2.6%
Black or African American alone	1.8%
Asian alone	1.4%
Native Hawaiian and Other Pacific Islander alone	0.0%
American Indian and Alaska Native alone	0.0%

## Housing

Housing units	5,448
Occupied housing rate	96.2%
Median value of owner-occupied housing units	\$243,000

## Educational Attainment

High school graduate (or equivalency)	17.1%
Some college, no degree	17.4%
Associate's degree	7.2%
Bachelor's degree	33.1%
Graduate or professional degree	22.7%

## 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**

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

**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	Kohl's #671
7	Schnucks Market
8	St. Louis Home Health, Inc.
9	Savers Thrift Superstore
10	Rich and Charlie's

\*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	Woodard Cleaning and Restoration, Inc.
4	Schnucks Market
5	Dema Engineering Company

\*Based on business license tax |

# Position Classification Plan

Function	Job Title	Starting	Hiring Max (5)%	Maximum
Support Services	Administrative Assistant	39,000	40,950	50,000
Public Services	Custodian/Facilities Maintenance Worker	34,663	36,396	46,102
	Maintenance Worker I	39,520	41,496	51,005
	Maintenance Worker II	43,680	45,864	57,636
	Building Maintenance Tech I	39,151	41,109	52,025
	Code Enforcement Officer	45,000	47,250	59,400
	Street Crew Leader	52,500	55,125	65,409
	Facilities Crew Leader	52,500	55,125	65,409
	Park Maintenance Crew Leader	52,500	55,125	65,409
	Fleet Crew Leader	52,500	55,125	65,409
	Project Manager	62,436	65,558	87,892
Recreation Services	Recreation Specialist	46,926	49,272	62,686
	Recreation Manager	60,000	63,000	72,000
Fire Services	Firefighter/Equip. Spec.	52,025		66,155
	Firefighter/Paramedic	58,452		75,245
	Lieutenant	63,756		80,800
	Captain	72,683		89,385
Administrative Services	Accounting Clerk	45,000	47,250	59,400
	Court Administrator	45,848	48,140	60,000
	Human Resources Officer	46,925	49,271	62,686
	City Clerk	52,030	54,632	74,947
	City Planner	62,436	65,558	87,892
Police Services	Administrative/Prosecutor's Assistant	43,430	45,602	53,419
	Community Liaison/Analyst	43,430	45,602	53,419
	Patrol Officer	57,000		76,000
	Detective	57,000		76,000

	Corporal	59,000	78,000
	Sergeant	74,235	91,309
	Lieutenant	84,840	104,353
<b>Management Services</b>	Deputy City Administrator	62,436	87,892
	Superintendent of Maintenance	71,407	91,809
	Finance Officer	83,648	107,111
	Assistant Chief of Fire Services/Fire Marshal	83,648	107,111
	Deputy Chief of Police	83,648	107,111
	Director of Parks and Recreation	98,000	127,400
	Director of Public Works	98,000	127,400
	Chief of Fire Services	98,000	127,400
	Chief of Police	98,000	127,400