



2024 ANNUAL BUDGET

City of Crestwood, Missouri

Mayor

Scott Shipley

Board of Aldermen

Ward 1

Jesse Morrison
James Zavist

Ward 2

Mike Balles
Justin Charboneau

Ward 3

Greg Hall
Grant Mabie

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

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**City of Crestwood
Missouri**

For the Fiscal Year Beginning

January 01, 2023

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, 2024. 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 \$20.4 million, an increase of 4.9% from FY2023. The total revenue projected will be approximately \$19.2 million, an increase of 10.4% from FY2023. While this will lead to deficit spending in FY2024 of just more than \$1.1 million, the overall fund balance of all accounts will remain healthy with more than \$8.6 million.

Below is a summary of the FY24 Budget:

	Revenues	Expenditures	Surplus (Deficit)	Fund Balance 1/1/24	Fund Balance 12/31/24
General	14,518,582	14,432,355	86,226	7,266,860	7,353,087
Park & Stormwater	2,902,601	3,575,428	(672,827)	1,026,481	353,654
Capital Improvement	1,652,979	2,242,900	(589,921)	1,170,895	580,974
Sewer Lateral	145,400	152,852	(7,452)	375,077	367,626
TOTAL	19,219,561	20,403,535	(1,183,973)	9,839,313	8,655,340

FY2024 Budget Overview

Fiscal Year 2024 carries a deficit due to significant planned capital projects, some of which are grant-supported. 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 50% fund balance. The Park and Stormwater Fund is able to absorb the costs in operating and maintaining an Aquatics Center and continues to provide the support needed for recreation programming to grow; however, careful attention is being paid to increasing labor costs and inflationary spending. The Capital Improvement Fund is currently funding more street maintenance and capital projects in the past two years than at nearly any point in the past 25 years. The Sewer Lateral Fund continues to operate with a surplus or balanced budget.

General Fund

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2022	\$12,257,273	\$12,205,706	\$51,567	\$6,501,686
Estimated Fund Balance	FY 2023	\$14,232,921	\$13,467,747	\$765,174	\$7,266,860
Projected Fund Balance	FY 2024	\$14,518,582	\$14,432,355	\$86,226	\$7,353,087

The General Fund, starting on page 86, provides the resources for most 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, 2024, fund balance of \$7,353,087 will cover 50.9% of annual expenditures in the General Fund, which is greater than the Board of Aldermen's 45% fund balance policy.

For FY2024, the General Fund is budgeted to end the year with a minor increase of just more than \$86,000. Careful attention was given to every expenditure request and revenue forecasts continue to be conservative. For FY2024, the City has \$349,486 in ARPA funds remaining, which must be spent by the end of the year, per Department of Treasury guidelines. This money is budgeted to be spent on the new Fire Department apparatus, set to be delivered in Q2 2024.

In terms of personnel, there is no increase in full-time staffing levels within the General Fund. Operationally, the Crestwood Fire Department switched from operating a rescue truck to a full ambulance in 2023. This involved no change to personnel, but does carry some increased operating costs due to a greater need for medical supplies, etc. Projections show that the revenues from ambulance transport service will exceed the marginal increase in operating costs.

While the City is projecting a General Fund deficit in FY2024, the operational structure of the City is currently financially stable with recurring revenues forecasted to exceed recurring expenses. Should there be additional fiscal impacts/constraints indicated during FY2024, the City will give careful attention to all expenditures throughout the budget and adjust accordingly.

Additions in the General Fund budget include:

- \$25,000 for a new permitting/licensing software system for various City departments
- \$36,200 for fraud risk assessment services
- \$30,000 for parking lot sealing on the Government Center parking lot
- \$40,000 for various public safety supplies including the purchase of two mobile fingerprint scanners, the purchase of four additional ballistic shields, and the purchase of three additional FLOCK cameras.



New City Ambulance, 2023

- \$24,000 to replace four sets of turnout gear
- \$25,000 for medical supplies, which will be needed with a full year of ambulance services (started in July 2023)

General Fund capital projects include:

- \$162,180 for various improvements to the City parks
 - \$62,180 for Prop A conceptual design and planning services
 - \$40,000 for Sanders and Spellman Park lighting capital projects
 - \$60,000 for the Sappington Cemetery retaining wall
- \$1,400,000 for full construction costs of the Whitecliff Park Bridge
- \$100,000 for Government Center roof investigation and repair services
- \$290,000 to finish the Watson Road median and stoplight enhancement projects
- \$50,000 for traffic calming efforts within Crestwood, starting with Garber Road
- \$6,000 for the purchase of two additional lockers for the women's locker room
- \$326,445 for the new ambulance, which will be delivered in 2024
- \$50,000 for a portion of the remaining new fire truck balance
- \$132,729 for various small equipment and machinery in the Fire Department
 - \$1,000 for additional swift water gear
 - \$10,000 in fire hose replacements
 - \$2,880 for a narcotics Knox Box
 - \$13,000 for portable and mobile radio replacements
 - \$30,000 to upgrade the station's emergency alarming system
 - \$25,000 for Zoll cardiac monitor for reserve ambulance
 - \$20,000 for Lucas CPR device
 - \$30,849 for patio cover for staff vehicles
- \$349,486 for the remaining balance due on the fire truck

In total, the General Fund has \$2,816,840 in capital expenditures budgeted.

Park and Stormwater Fund

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2022	\$2,193,933	\$2,220,617	\$(26,684)	\$1,063,845
Estimated Fund Balance	FY 2023	\$2,366,684	\$2,404,048	\$(37,364)	\$1,026,481
Projected Fund Balance	FY 2024	\$2,902,601	\$3,575,428	\$(672,827)	\$353,654

The Park and Stormwater Fund, starting on page 131, 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 Aquatics Center at Whitecliff Park. The major revenue sources are a half-cent sales tax dedicated for park and stormwater purposes as well as programming 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 FY2024. Revenue forecasts are matching recent, post-COVID trends, which have been growing in certain programming, particularly the Aquatics Center. Also, due to some inflationary increases, sales tax revenue projections are higher than historical averages.

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 FY2024, which is due to an increase in minimum wage and needing to provide a competitive hiring package.

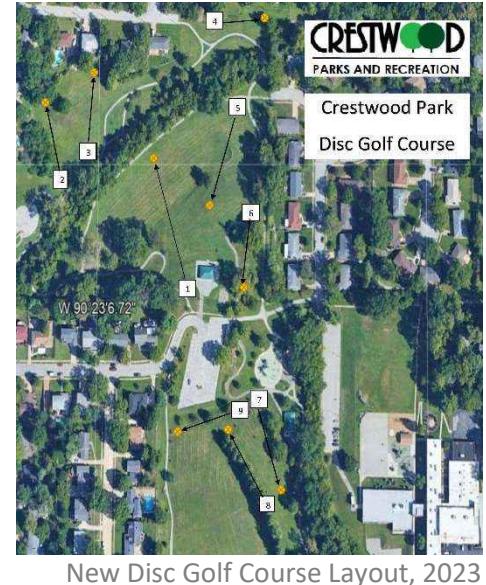
In 2021, the Board of Alderman approved funding to develop a comprehensive Parks and Recreation Master Plan, which focused on updating and incorporating all previous park-specific master plans and analyze all parks programming, the Aquatic Center and the Community Center for potential changes. This Master Plan was completed in 2023 and adopted by the Board in May 2023. The Master Plan has led to Proposition A, a \$33 million bond issue, which if approved in April 2024, would allow the City to make the most significant park improvements in decades. The main project within the bond issue would be a new community center in Whitecliff Park. Additionally, the old community center would be outfitted to become a new family games facility. There would also be other, smaller improvements that would occur in Whitecliff and Crestwood Park. If this passes in April, the scale of this initiative will have drastic effects on capital planning in FY2025 and beyond.

Additions in the Park and Stormwater Fund budget include:

- \$25,000 added for contractual tree services within City parks
- \$72,000 to replace the roof of the Aquatics Center building

Park and Stormwater Fund capital projects include:

- \$805,000 to expand the parking lot and build a restroom in the quarry area of Whitecliff Park
 - Please note, this is funded in part by a grant from the St. Louis County Parks Grant Commission
- \$117,000 in parks improvements to replace part of the Whitecliff Park tennis court fence and Rayburn Park gazebo tables
- \$26,850 for replacement of pool equipment, such as replacing pool deck chairs and new water bottle filling stations
- \$6,500 to replace the limestone steps on garden side entry door at the Historic Sappington House



New Disc Golf Course Layout, 2023

In total, the Park and Stormwater Fund has \$955,350 in capital expenditures budgeted.

Capital Improvement Fund

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2022	\$1,191,209	\$2,271,279	\$(1,080,070)	\$962,625
Estimated Fund Balance	FY 2023	\$1,474,017	\$1,265,748	\$208,269	\$1,170,895
Projected Fund Balance	FY 2024	\$1,652,979	\$2,242,900	\$(589,921)	\$580,974

The Capital Improvement Fund, starting on page 147, 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 FY2024, due to a second year of increased spending on the maintenance of the streets in Crestwood. There is also money set aside for a new sidewalk project, funding for a bridge replacement cost-share match, and other various capital equipment purchases. Pages 159-170 include a breakdown of each project funded in the Capital Improvement Fund, including project justifications and financial implications. Projected capital spending over FY2025-28 is listed on page 172.



New Sidewalk Installation, 2023

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 started the main tenant operation 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 ensure the fund does not become insolvent.

Projects in the Capital Improvement Fund include:

- \$300,000 for the Whitecliff Bridge replacement project
- \$850,000 for mill and overlay work on 23 different streets (more than 58,000 square yards of asphalt)
- \$65,000 for pavement preservation for mill and overlay streets
- \$125,000 for engineering services for new sidewalks from Spellman Park to Sappington Road
- \$30,000 for sidewalk slab replacement and repair costs
- \$440,000 for Gravois Creek gabion wall and for other stormwater issues, as identified by the Department of Public Works
- \$81,000 for a new Ford F550 plow truck

- \$40,000 for a work van for facilities
- \$40,000 for a new public works staff car
- \$36,900 for additional public works equipment including a new compressor, bucket grappler and rhino post driver
- \$160,000 for three new Police cars, with proper upfitting
- \$14,000 for three new truck vault storage units for PD bureau vehicles

Sewer Lateral Fund

	Fiscal Year	Revenues	Expenditures	Over/Short	Totals
Last Audited Fund Balance	FY 2022	\$137,758	\$132,019	\$5,739	\$369,136
Estimated Fund Balance	FY 2023	\$144,000	\$138,059	\$21,201	\$375,077
Projected Fund Balance	FY 2024	\$145,400	\$152,852	\$(7,452)	\$367,626

The Sewer Lateral Fund, starting on page 173, provides resources for Crestwood's sewer lateral repair program. Residents pay a \$28 fee as part of their annual property tax bill, and these funds are collected for the Sewer Lateral Fund and are used to pay for sewer lateral inspections and repairs. The Department of Public Works processes the repair applications but contracts with a third party to conduct the work. The City makes as many repairs as possible that meet the guidelines of the program. If needed, the City can pause the program should there be an insufficient fund balance.

In the Sewer Lateral Fund for FY2024, revenues are projected to be \$145,400, while expenditures are projected to be \$152,852. This would lead to a shortage of \$7,452 in 2024, leaving the overall projected fund balance to drop to \$367,626. 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 is only now fully negating with the start of infill at the Crestwood Crossing property.

Fortunately, over recent years there has been an increase in retail performance nationwide. 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 tax on all online purchases,



Dierbergs Crestwood Crossing Grand Opening, 2023

which with changes in consumer spending habits, will allow the City to earn 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 has/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. In 2023, the main tenant building – the Dierbergs grocery store – opened, as well as more than half of the 81 homes are also currently owner-occupied. The rest of the project, which is scheduled to be completed over the next few years, has led to more than a dozen businesses either opening or working on infilling.

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 a stabilizing effect on city revenues. For FY2024, any remaining ARPA funds will be spent, per federal guidelines, although those remaining funds are less than \$350,000 and are budgeted to help pay for one larger expenditure, a new fire truck.

Proposition A, a \$33 million bond issue is scheduled to be voted on during the General Municipal Election on April 2. Prop A, which if approved in April 2024, would allow the City to make the most significant park improvements in decades. The main project within the bond issue would be a new community center within Whitecliff Park. Additionally, the old community center would be outfitted to a new family games facility, and other parks improvements would occur in Crestwood parks. If this passes in April, the scale of this initiative will have drastic effects on operational and capital planning in FY2025 and beyond. Long-term, it is expected that the new community center will have a cost-recovery ratio of around the regional norm of 80%, whereas the current community center’s cost-recovery ration is between 35-55%. An improved cost-recovery ratio is expected to improve the bottom-line performance in the Park and Stormwater Fund. However, due to it needing to pass, there are no major increases reflected in this budget. Any increases that would need to be incurred in FY2024 would have to be added by budget amendment, should the proposition pass in April.

Crestwood adopted a merit-based pay plan in 2018. FY2024 represents the fifth-year raises have been given under this system. In preparing the FY2024 Budget, the Board of Aldermen established a “merit pool” of funds to be used for merit increases of approximately 4.5%, starting on January 1, 2024. These were allocated based upon employee evaluations. Additionally, the Board of Aldermen approved a 1.5% Citywide COLA for all employees, which will be effective July 1, 2024. 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 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 2023. That agreement also included raises and a step/merit pay plan. There are no other significant personnel changes planned for 2024.

Key Assumptions in the Budget

Service levels. This budget maintains current service levels as of December 31, 2023. 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 4% increase from July to December 2024.
- Additionally, with Proposition A being a \$33 million bond issue which would include a new community center on the ballot in April, there are still no large additions to the budget document to reflect that possibility. If it passes, additions would be reflected at a different time.

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. 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 FY2023 year-end estimates. While the City believes that FY2024 numbers should outpace FY2023, all estimates are conservative in nature as the City cannot risk being too aggressive.
- No notable change in utility taxes. These are too unpredictable due to the nature of consumer habits and efficiencies in building products.
- No notable change in property taxes. This revenue source is expected to remain stable, with modest growth going forward.
- An 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 notable change in license and permits is forecasted, although there will be new businesses opening and closing in FY2024.

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.

2023 in Review

This past year marked my eighth year serving as Crestwood's City Administrator, and for the City as a whole, it was our 76th Anniversary. Here is a list of some of the biggest accomplishments to note from 2023:

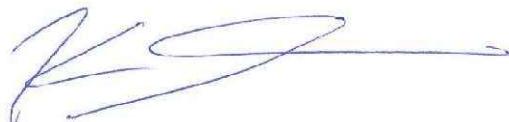
- The Parks and Recreation Department put on some excellent planned programing from Touch-A-Truck to the Halloween Family Fun Fest and had their most successful day camp and summer pool season in more than five years.

- The Board of Aldermen approved the City's first-ever Parks and Recreation Master Plan in May 2023, implementing several previous plans into one comprehensive document that focuses on the entire Parks system and the steps needed to lead it successfully for the next 15 years.
- Public Safety continued to play a significant role in the City of Crestwood. Throughout the year, 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 by participating in dozens of community events.
- The Fire Department started up the City's first-ever ambulance service in August 2023. By being in control of EMS services from end to end, the City is better able to serve the Community, which has led to improved response times for the residents of Crestwood and those in neighboring communities. The Department has heard from several people who utilized the ambulance service and have given significant positive feedback to the firefighters/paramedics who operate Crestwood's ambulance.
- Receiving the GFOA Distinguished Budget Presentation Award and a clean audit for FY2023.
- The City had many different upgrades throughout the year including the completion of two new sidewalk additions near local elementary schools, the completion of the Sanders Park pedestrian bridge, installation of solar lights throughout Whitecliff Park, updating/building out the Watson Road medians with a focus on plantings and beautification, countless improvements to Crestwood facilities, streets, and parks, 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 would also 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,

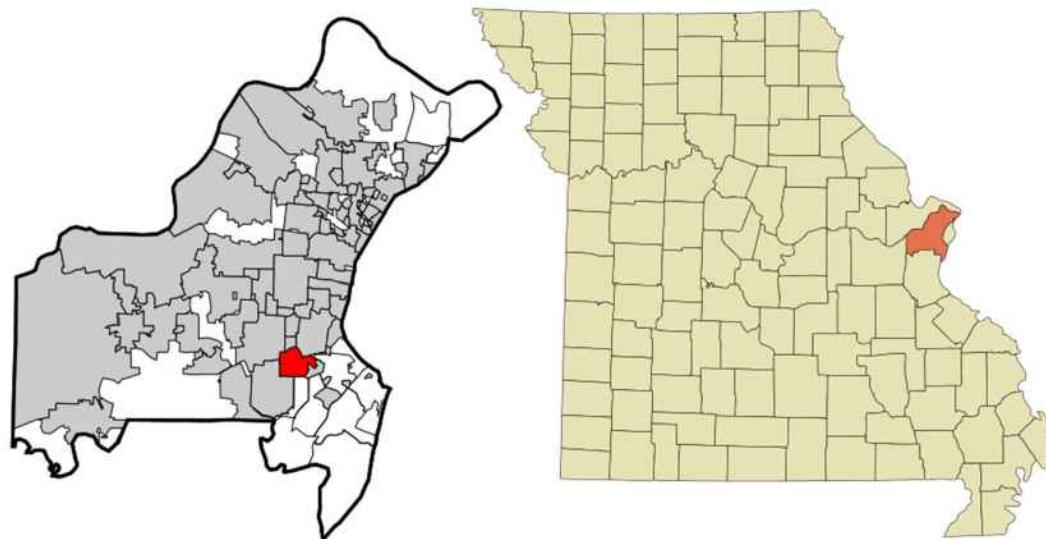


Kris Simpson
City Administrator

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 13th Virginia Regiment and John fought under Nathaniel Green in the Battle of Brandywine and was at Valley Forge in 1778 as a bodyguard to General George Washington. John was present at the surrender of Cornwallis at Yorktown on October 10, 1781.

After the war, John relocated his family to the Crestwood area, and there are many versions as to exactly when and why he came. The earliest related land transaction on record was that of United States Survey No. 1936 sold to John Sappington by Peter Didier for a fee of \$800 in exchange for a total of 800 arpents (approximately 681 acres). This land purchase was confirmed April 28, 1816, by an Act of Congress one year after John died. Survey 1936 according to old township maps covers much 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 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 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 that time, many early residents remembered 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 most 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.

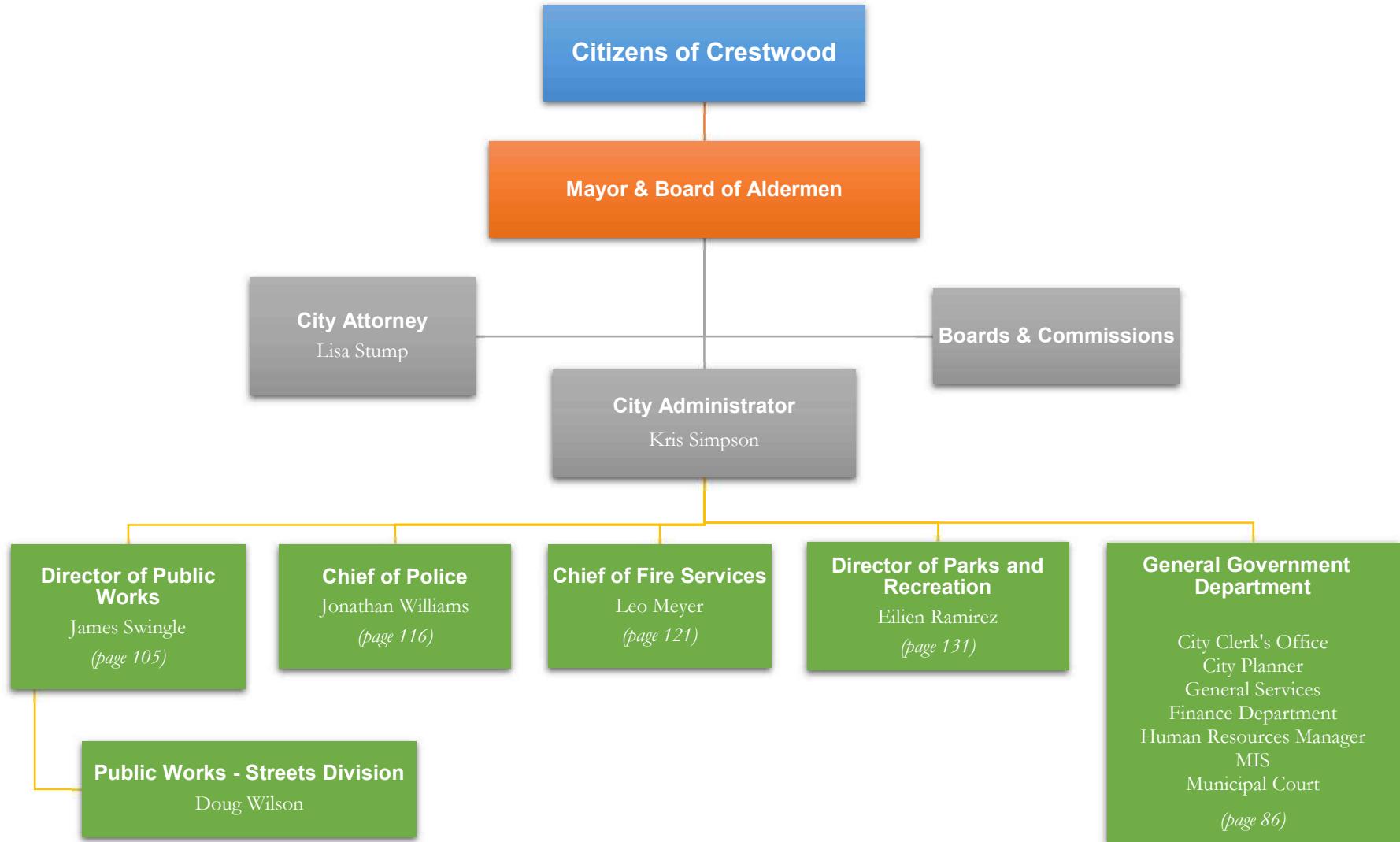
In November 2021, the Board of Aldermen approved a plan to redevelop the old Crestwood Plaza site, in accordance with Dierbergs Markets and McBride Homes. This project is under construction and expected to be substantially completed by 2025.

The City is proud of its past, and the future looks promising. Crime is not a severe 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.



75th 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

	2022	2023	2024
Administration	8.80	8.80	8.80
Police Services	29	29	29
Fire Services	25	25	24
Public Works	14.50	14.50	13.50
Parks & Recreation	10.00	10.00	10.50
Total Personnel (FTE)	87.30	87.30	85.80

	2022	2023	2024
ADMINISTRATION			
City Administrator	1	1	1
Deputy City Administrator	1	1	1
Human Resources Officer	0.80	0.80	0.80
City Planner	1	1	1
City Clerk	1	1	1
Administrative Assistant	1	1	1
Finance Officer	1	1	1
Accounting Clerk	1	1	1
Court Administrator	1	1	1
TOTAL ADMINISTRATION	8.80	8.80	8.80

	2022	2023	2024
POLICE SERVICES			
Chief of Police	1	1	1
Deputy Chief	1	1	1
Lieutenant	2	2	2
Sergeant	6	6	7
Detective	2	2	2

Corporal	4	4	4
Patrol Officer	11	11	11
Community Liaison/Analyst	1	1	0
Admin. Assistant/Records Clerk	1	1	1
TOTAL POLICE SERVICES	29.00	29.00	29.00

	2022	2023	2024
FIRE SERVICES			
Chief of Fire Services	1	1	1
Assistant Chief/Fire Marshal	1	1	0
Deputy Chiefs	1	1	3
Captain	4	4	3
Lieutenant	3	3	3
Firefighter/Equipment Spec.	1	1	1
Firefighter/Paramedic	14	14	12
Administrative Assistant	1	1	1
TOTAL FIRE SERVICES	25.00	25.00	24.00

	2022	2023	2024
PUBLIC WORKS			
Director of Public Works	1	1	1
Project Manager	1	1	0
Administrative Assistant	2	2	2
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
TOTAL PUBLIC SERVICES	14.50	14.50	13.50

	2022	2023	2024
PARKS AND RECREATION			
Director of Parks and Recreation	1	1	1
Recreation Manager	1	1	1
Facilities Manager	1	0	0
Recreation Specialist	2	3	3
Administrative Assistant	0	0	0.5
Custodian	1	1	1
Park Maintenance Crew Leader	1	1	1
Maintenance Worker	3	3	3
TOTAL PARKS AND RECREATION	10.00	10.00	10.5
TOTAL EMPLOYEES:	90.30	87.30	85.80

* 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 Board of Aldermen formally updated the City's strategic plan to define broad operational focus areas for staff and identify specific goals and objectives associated with these long-term priorities. While the goals and objectives evolve over time, during our most recent goals session, Mayor Shipley noted "these pillars are our vision, guiding our journey towards a thriving, vibrant, and sustainable future."

The five pillars of long-term priorities agreed upon for FY2024 are as follows:

GOVERNMENTAL EXCELLENCE

Crestwood has a fiscally resilient government powered by high-performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable, innovative, and customer-focused public service.

VISION AND GROWTH

Crestwood actively shapes future growth, real estate development, and urban improvements to be cohesive and positive. Our actions, deliberately crafted for responsible, forward-thinking development, are informed, and supported by the comprehensive plan.

QUALITY OF LIFE

Promote physical and emotional health and provide opportunities for meaningful community engagement through quality parks, facilities, and programs.

PREMIER PUBLIC SAFETY

All people always feel safe and are safe throughout our community. Our first responders have a relationship with the public and have earned their trust.

ENGAGED AND CONNECTED COMMUNITY

Residents and stakeholders have awareness of and voice in decisions that affect them and receive responsive and proactive communication. Residents are well-informed and share a strong sense of community.

CITY OF CRESTWOOD LONG TERM PRIORITIES

In Crestwood, we are dedicated to building a future that reflects our community's values of resilience, inclusivity, and progress. While specific goals and objectives may evolve, our Long-Term Priorities stand as pillars of our vision, guiding our journey towards a thriving, vibrant, and sustainable future.



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Process for Creating Goals

While the 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 to get further direction from the Board of Aldermen for City staff.

Before the end of the current year, the City Administrator will distribute to the Board of Aldermen an update as to the state of the strategic goals and where they are scheduled to go in future years, should they not be completed in that calendar year.

Specific Goals and Focus Area Chart

Governmental Excellence			
Objective – Crestwood is Fiscally Responsible and Transparent			
Goals and Projects	Impact	Timeframe	Comments
Maintain a balanced budget	High	Annual	
General fund balance policy met	High	Annual	
Achieve an unqualified audit opinion	High	Annual	
Implement a fraud risk assessment	High	2024	
Take steps to preserve existing revenue sources from being reduced or eliminated by state legislature	High	Annual	
Develop a city-wide comprehensive plan for capital projects including buildings, vehicles, streets and sidewalks and parks	Medium	2024-25	

Objective – Crestwood has Highly Trained, Motivated, and Qualified Staff			
Goals and Projects	Impact	Timeframe	Comments
Continue to review hiring, recruitment, and retention strategies and bring recommendations to Board of Aldermen, as needed	High	Annual	
Develop a process to establish a set of overarching values for the City that includes Board, staff, and resident input	Medium	2024	

Objective – Crestwood Provides High-Quality Customer Service and Public Interaction			
Goals and Projects	Impact	Timeframe	Comments
Review all permit forms and processes to ensure they provide information and directions in a clear and effective manner, make any needed updates, and reviews PW permits webpage accordingly	High	2024-25	

Provide online permit capabilities, offering convenient and accessible services	High	2024-25	
Provide response (call, visit, email) to all electronic or letter based resident requests within three business days	High	Annual	
Provide appropriate notification to residents regarding resident-impacting projects (e.g. street, sidewalk improvements), etc.	Medium	Annual	

Vision and Growth

Objective – Support Economic Development with Applicable Municipal Tools

Goals and Projects	Impact	Timeframe	Comments
Lead efforts for infrastructure improvement of Watson Industrial Park	Medium	2024-25	

Objective – Improve Pedestrian and Public Transportation Features

Goals and Projects	Impact	Timeframe	Comments
Work with MoDOT and Metro to install new bus stop pads, benches, and shelters at every stop on Watson Rd (and selected Big Bend stops)	Low	2024-25	
Develop a sidewalk expansion policy that defines selection criteria, ranking list, funding, and community outreach programs to provide for an ongoing expansion of Crestwood residential sidewalks	High	2024	

Objective – Promote a Well-Maintained and Attractive Community

Goals and Projects	Impact	Timeframe	Comments
Strong code enforcement practices	High	Annual	
Deliver asphalt over concrete replacement plan	High	2024	
Completion of budgeted capital projects	Medium	Annual	
Replace retaining wall at Sappington Cemetery	Medium	2024	
Develop Watson Road corridor art, signage, and beautification plan that defines overall goal, phased implementation milestones, funding, and potential timeline	Medium	2025-26	
Review/update stormwater and erosion policy that defines eligibility and selection criteria, ranking list, funding, and community outreach	Medium	2024	
Community Improvement Outreach – publicize and promote tree program, MSD small grants program, adopt-a-bench, etc.	Low	2025	

Quality of Life

Objective – Maintain and Enhance Crestwood’s Superior Park Features

Goals and Projects	Impact	Timeframe	Comments
Define and implement a robust communications plan to educate residents on proposed community center features and ballot issue	High	2024	
If Prop A is approved by voters, proceed with design and construction of new community center and related projects	High	2025-26	
Construct new restrooms at the Whitecliff quarry and additional parking at the lower lot	High	2024-25	
Replace park entrance, wayfinding, promotional signs with modern designs and materials at all parks	High	2025	
Develop 3-year park improvement plan for bond issue projects (pending voter approval) and other Master Plan priorities	High	2024	
Improve water quality and stock quarry pond with fish	Low	2024	

Objective – Support and Grow Recreational Programs

Goals and Projects	Impact	Timeframe	Comments
Continue efforts to engage residents of all ages and abilities in new ways via creative programs	High	Annual	

Premier Public Safety

Objective – Ensure Highly Effective Emergency Response Capabilities

Goals and Projects	Impact	Timeframe	Comments
Continue oversight of public safety effectiveness	High	Annual	
Conduct an interdepartmental emergency preparedness FEMA simulation exercise to prepare for unplanned incidents	High	2024	
Update and review emergency procedures manual on annual basis	Medium	Annual	

Objective – Leverage Infrastructure to Improve Public Safety

Goals and Projects	Impact	Timeframe	Comments
Complete a traffic-calming policy and initiate implementation via a pilot program or a resident-requested location	Medium	2024	
Implement the streetlight expansion program that defines selection criteria, ranking list, and funding to provide for an ongoing expansion of Crestwood residential streetlights	Medium	2024	

Objective – Active Community Engagement and Outreach on Public Safety Issues

Goals and Projects	Impact	Timeframe	Comments
Promote Crestwood Night Out to facilitate successful block parties	High	Annual	

Engaged and Connected Community

Objective – Community Involvement through Outreach and Transparency

Goals and Projects	Impact	Timeframe	Comments
Implement semi-annual elected official town halls, or informal events to allow residents access to City leaders and current information	High	Annual	
Offer citizens academy course for residents annually	Medium	Annual	
Host annual Board and Commission appreciation event	Medium	Annual	
Actively seek and promote volunteer opportunities and events	Medium	Annual	
Achieve GFOA Distinguished Budget Presentation Award to ensure comprehensive and understandable City financial information is provided to the public	Low	Annual	
Create a dedicated page on the City's website listing the goals and provide updates at least quarterly to progress made with a copy provided to the Board of Aldermen	Medium	Annual	

Objective – Support and Expand Resident Outreach/Communication Outlets

Goals and Projects	Impact	Timeframe	Comments
Install and maintain digital signage in prominent location in the existing (and new) Community Center to publicize Parks and Recreation programs, City events, and other relevant information	Low	2024	
Develop a partnering plan to utilize pole banners to support Crestwood programs, events, and themes	Medium	2024	
Review and evaluate options of email-based delivery of City communications	Medium	2025	

Detailed Discussion of Specific Goals

1. Maintain a Balanced Budget

- **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 FY2023 and expected for FY2024. Ongoing, this is a recurring annual goal.

2. General 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 FY2023 and expected for FY2024. Ongoing, this is a recurring annual goal.

3. Clean Audit Opinion

- **Primary Divisions Involved:** Finance Dept. and City Administrator
- **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 FY2022 and expected for FY2023. Ongoing, this is a recurring annual goal.

4. Implement a Fraud Risk Assessment

- **Primary Divisions Involved:** Finance Dept. and City Administrator
- **Priority:** High
- **Description:** The City, with the goal of maintaining a transparent and sound anti-fraud culture, is conducting an internal control and fraud/embezzlement vulnerability study to detect if any fraud control processes and procedures need to be amended.
- **Timeline/Status:** 2024. In progress.

5. Take Steps to Preserve Existing Revenue Sources from Being Reduced or Eliminated by the State Legislature

- **Primary Divisions Involved:** City Administrator and various City staff
- **Priority:** High (Annual)

- **Description:** With the State of Missouri General Assembly filing numerous bills looking at the prospect of eliminating personal property taxes, municipal grocery taxes, and other revenue sources, the Board of Aldermen is asking City staff to work through various steps to try preserving existing revenue sources and investigating other revenue sources, if needed.
- **Timeline/Status:** Ongoing, this is an annual goal.

6. Develop a Citywide Comprehensive Plan for Capital Projects, including Buildings, Vehicles, Streets and Sidewalks, and Parks

- **Primary Divisions Involved:** All departments
- **Priority:** Medium
- **Description:** City staff is working on a comprehensive plan for the long-term budget planning for all capital-related projects. This plan will encompass all buildings, vehicles, and other related projects, to be used in coordination with the Parks Master Plan in the decision-making process over the next 10-15 years.
- **Timeline/Status:** 2024-25. In progress. City staff has several various plans, excluding facilities management, and hopes to get them all incorporated into one document through the next two years.

7. Continue to Review Hiring, Recruitment, and Retention Strategies and Bring Recommendations to the Board of Aldermen, as needed

- **Primary Divisions Involved:** City Administrator, human resources, and all department heads
- **Priority:** High (Annual, recurring goal)
- **Description:** The Board of Aldermen encourages City staff to continually review hiring, recruitment, and retention strategies and bring them to the Board, as needed to keep a highly trained, motivated, and qualified staff.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

8. Develop a Process to Establish a Set of Overarching Values for the City That Includes Board, Staff, and Resident Input

- **Primary Divisions Involved:** All departments
- **Priority:** Medium
- **Description:** The Board of Aldermen has asked City staff to take their older values doctrine and implement current Board, staff, and residential input to creating Citywide values set.
- **Timeline/Status:** 2024. Not currently started.

9. Review All Permit Forms and Processes to Ensure They Provide Information and Direction in a Clear and Effective Manner

- **Primary Divisions Involved:** Public Works Department and City Clerk Office
- **Priority:** High
- **Description:** The Board of Aldermen has asked City staff to review all permit and license forms to ensure that they provide the appropriate information and clear and effective direction to allow for all applicants to have a streamlined process.
- **Timeline/Status:** 2024-25. In progress.

10. Provide Online Permit Capabilities, Offering Convenient and Accessible Services

- **Primary Divisions Involved:** All departments
- **Priority:** High
- **Description:** In addition to reviewing the current permitting processes, the City will also be investigating all options when it comes to providing online permit capabilities. The goal of the City is to offer paperless (or as close as possible) permitting by the end of 2025.
- **Timeline/Status:** 2024-25. In progress. The City is working on an RFP for potential new software options that will be put out in Q2 of 2024.

11. Provide Response (Call, Visit, Email) to All Electronic or Letter-Based Resident Requests Within Three Business Days

- **Primary Divisions Involved:** All departments
- **Priority:** High (Annual, recurring goal)
- **Description:** The Board of Aldermen has asked City staff to make sure that all correspondence into the City has been responded to within three business days. While this is not achievable in every situation, the goal is aspirational to perform as close to 95% of the time as possible.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

12. Provide Appropriate Notification to Residents Regarding Resident-Impacting Projects (e.g. Street, Sidewalk Improvements), etc.

- **Primary Divisions Involved:** All departments
- **Priority:** Medium (Annual, recurring goal)
- **Description:** The Board of Aldermen has also asked City staff to try to make sure that residents are notified as much as possible when it comes to any potential projects that might impact their day-to-day life. This includes when the City performs the work themselves or when using vendors, when contractors come into town, etc.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

13. Lead Efforts for Infrastructure Improvement of Watson Industrial Park

- **Primary Divisions Involved:** City Administrator
- **Priority:** Medium
- **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 are being sought. 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:** 2024-25. In progress. The City is continuing with presenting NID paperwork to the Watson Industrial Park Association and will work with them moving forward.

14. Work with MoDOT and Metro to Install New Bus Stop Pads, Benches, Shelters at Every Stop on Watson Rd (and Big Bend Blvd)

- **Primary Divisions Involved:** Deputy City Administrator, City Planner and Public Works Director
- **Priority:** Low

- **Description:** City staff have been working with Metro and MoDOT to ensure the installation of new bus stop pads, as MoDOT plans to complete an overhaul of the entire stretch of Watson Road that runs through the City of Crestwood. After the concrete is poured, staff will work with Metro to get new benches and shelters in place on each pad. The City is also interested in performing the same work on Big Bend, although there is potential that the Big Bend bus line might be dropped due to budget cuts at Metro.
- **Timeline/Status:** 2024-25. In progress. The MoDOT project will run from 2024-26, so this process will work on coordination of the other agencies and the City is dependent on their potential timelines.

15. Develop a Sidewalk Expansion Policy to Provide for an Ongoing Expansion of Crestwood Residential Sidewalks

- **Primary Divisions Involved:** Public Works Department
- **Priority:** High
- **Description:** The Board of Aldermen desires to create more opportunities for the community to safely walk. Expanding the sidewalk network entails studying feasible routes, developing a prioritized project list, and working through criteria to determine which areas of the City would receive a sidewalk, as funding becomes available.
- **Timeline/Status:** 2024. In progress.

16. Strong Code Enforcement Practices

- **Primary Divisions Involved:** Public Works Department
- **Priority:** High (Annual, recurring goal)
- **Description:** The Board of Aldermen continues to emphasize the importance of strong code enforcement practices. They wish to see continued high activity and utilization of all appropriate compliance tools to ensure maintained properties throughout the City.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

17. Deliver Asphalt Over Concrete Replacement Plan

- **Primary Divisions Involved:** Public Works Department and City Administrator
- **Priority:** High
- **Description:** Crestwood's Mayor and the Board of Aldermen have asked for a plan to address all asphalt over concrete streets. In Q1, the City Administrator will present a plan to the Board to address these streets with either replacement or the addition of concrete curbing on all these streets throughout Crestwood. Approximately 35% of all streets in Crestwood are asphalt overlay, so implementation of the plan will take years.
- **Timeline/Status:** 2024. In progress.

18. Completion of Budgeted Capital Projects

- **Primary Divisions Involved:** All departments
- **Priority:** Medium (Annual, recurring goal)

- **Description:** The City has the continual goal of completing all the budgeted capital projects in any given year. However, due to cost increases, product shortages, or lack of time, some projects end up getting delayed in a particular year. For FY2024, the City's Capital Fund will have 13 different projects, with an estimated costs of approximately \$2.2 million.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

19. Replace Retaining Wall at Sappington Cemetery

- **Primary Divisions Involved:** Public Works Department and City Administration
- **Priority:** Medium
- **Description:** The Board of Aldermen asked City staff to replace the retaining wall, holding back the grade at the Sappington Cemetery, a historic cemetery that the City permanently maintains. The goal is to replace the rotten wooden retaining wall with a new stone brick retaining wall.
- **Timeline/Status:** 2024. In progress. While working through the project – which started in 2022 – the City learned that the wall is not-City owned and is owned by two private entities. Therefore, it has been a delayed process, but City staff believe the project will be completed this year.

20. Develop Watson Road Corridor Art, Signage, and Beautification Plan

- **Primary Divisions Involved:** City Administrator, Public Works and Parks Departments
- **Priority:** Medium
- **Description:** In 2022-23, the City started a project to beautify the medians throughout the Watson Road corridor. The project completed so far has covered the stretch in front of the new Crestwood Crossing development. For the future, the Board of Alderman has asked to complete a comprehensive plan for Watson Road that will incorporate art, signage, and other beautification projects into an overall goal list with implementation milestones, funding mechanisms, and a potential timeline of changes.
- **Timeline/Status:** 2025-26. In progress, but not a FY2024 priority.

21. Review and Update the City's Stormwater and Erosion Policy

- **Primary Divisions Involved:** Public Works Department
- **Priority:** Medium
- **Description:** The Board of Aldermen has asked City staff to review and update the City's stormwater and erosion policy (or develop a new one if the older policy is outdated). The new policy will define eligibility and selection criteria, create a rankings list, describe funding mechanisms, and include community outreach to determine priorities.
- **Timeline/Status:** 2024. In progress.

22. Community Improvement Outreach – Publicize and Promote Tree Program, MSD Small Grants Program, Adopt-a-Bench, etc.

- **Primary Divisions Involved:** All departments
- **Priority:** Low
- **Description:** The Board of Aldermen has asked the City to publicize and promote all our various programs including street trees, beautification grants, vacation checks, and much more.

- **Timeline/Status:** 2024-25. In progress.

23. Define and Implement a Robust Communications Plan to Educate Residents on Proposed Community Center Features and Ballot Issue

- **Primary Divisions Involved:** Parks and Recreation Department and Communications Team
- **Priority:** High
- **Description:** The City put a bond issue, Proposition A, on the April 2 General Municipal Election ballot. As part of this initiative, the City has a robust plan to educate residents on the ballot measure, including in-person, online, by mail, and other communications measures.
- **Timeline/Status:** 2024. In progress. Election Day is April 2, so work has been ongoing since 2023.

24. If Prop A is Approved by Voters, Proceed with Design and Construction of New Community Center and Related Projects

- **Primary Divisions Involved:** City Administration, All departments and Board of Aldermen
- **Priority:** High
- **Description:** If Proposition A is approved by voters, after the results are certified by St. Louis County, the City will proceed with all aspects of the design and construction of all associated projects of the ballot measure.
- **Timeline/Status:** 2024-25. On hold until election results are certified in April.

25. Construct New Restrooms at the Whitecliff Quarry and Additional Parking at the Lower Lot

- **Primary Divisions Involved:** Parks and Recreation and Public Works Departments
- **Priority:** High
- **Description:** The City has spent multiple years updating one of its hidden gems – the Whitecliff Park Quarry area. The area has been cleaned up, a fishing pier was installed, and a new pavilion was added. To complete the project, with the capacity to hold larger events, such as weddings, the City has received grant funding to install a new restroom at the quarry site and add additional parking to handle the increased capacity.
- **Timeline/Status:** 2024-25. In progress.

26. Replace Park Entrance, Wayfinding, Promotional Signs with Modern Designs and Materials at All Parks

- **Primary Divisions Involved:** Parks and Recreation and City Administration
- **Priority:** High
- **Description:** While the potential funds available from Proposition A would add many large-scale improvements to Whitecliff Park, the City wants to make sure that – whether Prop A passes or not – that all entrances are updated to match what City staff, the Board of Aldermen, and the Parks Master Plan have laid out.
- **Timeline/Status:** 2025. This project also ties into the greater City effort to increase signage, so the timeline might be flexible depending on when economy of scale can be utilized to save the City money.

27. Develop Three-Year Park Improvement Plan for Bond Issue Projects (Pending Voter Approval) and Other Master Plan Priorities

- **Primary Divisions Involved:** Parks and Recreation Department, City Administrator and Board of Aldermen

- **Priority:** High
- **Description:** Following the completion of the Parks Master Plan, and April's Proposition A ballot initiative, the City will put together a plan for how to fund the nearly 100 Parks Master Plan priorities.
- **Timeline/Status:** 2024. In progress. The bulk of the work will be completed after April's General Municipal Election.

28. Improve Water Quality and Stock the Whitecliff Park Quarry Pond with Fish

- **Primary Divisions Involved:** Parks and Recreation Department
- **Priority:** Low
- **Description:** As noted above, the City has been working to improve the Whitecliff Quarry area for several years. One of the last goals of that plan is to improve the water quality of the quarry to allow for the pond to be stocked with fish to allow for a community fishing area.
- **Timeline/Status:** 2024. In progress.

29. Continue Efforts to Engage Residents of All Ages and Abilities in New Ways via Creative Programs

- **Primary Divisions Involved:** Parks and Recreation Department
- **Priority:** High (Annual, recurring goal)
- **Description:** The Board of Aldermen encourages the Parks and Recreation Department to continue providing and inventing creative programming for residents of all ages and abilities within the community. The Board did note that they thought the department was certainly heading in the right direction but want to keep this a priority for upcoming years.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

30. Continue Oversight of Public Safety Effectiveness

- **Primary Divisions Involved:** Fire and Police Departments
- **Priority:** High (Annual, recurring goal)
- **Description:** The Board of Aldermen wants to ensure that the City's police and fire departments continue to provide a high-quality and effective public safety service to the community. This goal is simply to keep up the professional services and continue to track metrics to show the Board how the process is going.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

31. Conduct an Interdepartmental Emergency Preparedness FEMA Simulation Exercise to Prepare for Unplanned Incidents

- **Primary Divisions Involved:** All departments
- **Priority:** High
- **Description:** City staff are planning to conduct another interdepartmental emergency preparedness simulation for all departments in 2024. This was previously done nearly six years ago under previous department heads and the City sees the need to update the training to include the current staff so that all who were not involved are more prepared for these types of unplanned incidents (i.e. natural disasters, severe accidents, etc.)
- **Timeline/Status:** 2024. In progress but not scheduled.

32. Update and Review Emergency Procedures Manual on Annual Basis

- **Primary Divisions Involved:** Fire and Police Departments, City Administration
- **Priority:** Medium (Annual, recurring goal)
- **Description:** The Board of Aldermen has asked City staff to update the emergency procedures manual in FY2024 as it has been multiple years since the manual was last updated.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

33. Complete a Traffic-Calming Policy and Initiate Implementation via a Pilot Program

- **Primary Divisions Involved:** Police and Public Works Departments
- **Priority:** Medium
- **Description:** The Board of Aldermen asked City staff to implement a traffic-calming strategy, starting with a pilot program in 2023. While the process was started, the implementation of the plan was held until 2024. The police department has been working in partnership with the public works department to begin the pilot program after the Board formally approves the policy.
- **Timeline/Status:** 2024. In progress.

34. Implement the Streetlight Expansion Program

- **Primary Divisions Involved:** Public Works Department
- **Priority:** Medium
- **Description:** The Board of Aldermen asked the City to implement the streetlight expansion program in late 2022. City staff produced a policy that defines selection criteria, rankings, and potential funding mechanisms for the expansion of residential streetlights. The goal is to expand the streetlight network to serve the darkest areas of the City but including community feedback to help potential lower crime and increase walkability and activities on neighborhood streets.
- **Timeline/Status:** 2024. In progress. Working with Ameren to be able to provide said streetlights to residential properties has been difficult to navigate. The City is working with Ameren and seeking out other potential avenues to find appropriate solutions to this request.

35. Promote Crestwood Night Out to Facilitate Successful Block Parties

- **Primary Divisions Involved:** Police Department
- **Priority:** High (Annual, recurring goal)
- **Description:** Each year the Crestwood Police Department host their nationwide Night Out event in September. The Board of Aldermen has asked the City to continue to promote the event each year as to facilitate successful block parties throughout the entire community.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

36. Implement Semi-Annual Elected Official Town Halls/Other Events to Allow Residents Access to City Leaders and Current Information

- **Primary Divisions Involved:** Board of Aldermen, various City staff

- **Priority:** High (Annual, recurring goal)
- **Description:** Mayor Shipley and the Board of Aldermen implemented their first town hall, open house event in 2023 to allow for residents to get more access to their City leaders and current information. Their goal is to keep these events going twice a year to keep residents, business owners, and the public as informed as possible.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

37. Offer Citizens Academy Course for Residents Annually

- **Primary Divisions Involved:** City Administrator, all departments
- **Priority:** Medium (Annual, recurring goal)
- **Description:** City Administrator Simpson, along with all the City's department heads, started hosting these events annually in 2018, although there was a two-year delay due to the uncertainty around COVID-19. The Board of Aldermen has asked that City staff continue to offer this program for residents and business owners annually.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

38. Host Annual Board and Commission Appreciation Event

- **Primary Divisions Involved:** Various City staff
- **Priority:** Medium (Annual, recurring goal)
- **Description:** In 2022, the City held their first Board and Commission appreciation event in many years. The Board of Aldermen and City staff found the event to be successful, so it was replicated in 2023 and the Board asked formally to keep the event going in the years to come.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

39. Actively Seek and Promote Volunteer Opportunities and Events

- **Primary Divisions Involved:** All departments
- **Priority:** Medium (Annual, recurring goal)
- **Description:** The Board of Aldermen has asked City staff to more actively seek out and promote all volunteer opportunities and events for residents of Crestwood.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

40. Achieve GFOA Distinguished Budget Award to Ensure Comprehensive and Understandable Financials are Provided to the Public

- **Primary Divisions Involved:** City Administration and Finance Department
- **Priority:** Low (Annual, recurring goal)
- **Description:** The City has received the GFOA award each year since 2016. The goal is to achieve the award to ensure that the annual budget document is as comprehensive and understandable as possible.
- **Timeline/Status:** Ongoing, this is a recurring annual goal.

41. Create a Dedicated Page on the City's Website Listing the Goals and Provide Updates At Least Quarterly to Progress Made

- **Primary Divisions Involved:** City Administration and other City staff
- **Priority:** Medium (Annual, recurring goal)
- **Description:** The Board of Aldermen produces their goals and priorities each spring. The City Administrator continually updates the Board on their goals throughout the year. While the goals are put in the City's budget document, the Board has asked to improve transparency by making sure they are posted on the website.
- **Timeline/Status:** Ongoing, this is a recurring annual goal. The goals have been posted to the website and will be updated accordingly.

42. Install and Maintain Digital Signage in Prominent Location in the Existing (and New) Community Center

- **Primary Divisions Involved:** Parks and Recreation Department
- **Priority:** Low
- **Description:** To make sure all information reaches as many eyes as possible, the Crestwood Community Center has been asked to install and maintain continual signage to promote all events, programs, and other essential information.
- **Timeline/Status:** 2024. In progress. The Department previously started advertising their own programming on the Community Center's lobby television, but more robust options are also being investigated and will be updated accordingly.

43. Develop a Partnering Plan to Utilize Pole Banners to Support Crestwood Programs, Events and Themes

- **Primary Divisions Involved:** Various City staff
- **Priority:** Medium
- **Description:** The Board of Aldermen has asked City staff to investigate any opportunities in which the City can utilize pole banners to support all Crestwood programs, events, and overall themes. The Board is hoping that these options will increase their objective of expanded outreach to all residents/businesses of Crestwood.
- **Timeline/Status:** 2024. In progress.

44. Review and Evaluate Options of Email-Based Delivery of City Communications

- **Primary Divisions Involved:** Deputy City Administrator and City Administrator
- **Priority:** Medium
- **Description:** The Board of Aldermen has asked City staff to investigate options into email-based delivery of communications put out by the City. The Board is hoping that these options will increase their objective of expanded outreach to all residents/businesses of Crestwood.
- **Timeline/Status:** 2025. 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 a 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 is transparent.
4. Goals, programs, activities, and resources are aligned with priorities and intended results.
5. Decision making is driven by timely, dependable, and meaningful data.
6. Performance measurement practices are sustainable over time and through organizational changes.
7. Performance measurement can 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 as 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 Actual	2024 Goal
Police Department					
Training Hours, for All POST Officers	Search for Best Practices & Police Accreditation	2,004.5	1,754	1,736	2,000
Community Outreach Events	Maintain High-Quality City Services	32	36	26	36
General and Special Orders Followed	Search for Best Practices & Police Accreditation	147	152	147	147
DUI Arrests per 1,000 Residents	Premier Public Safety (*ICMA)	1.6	0.8	0.6	1.0
Fatal Accidents	Premier Public Safety (*ICMA)	0	0	0	0
Sworn Police Officer Overtime, as a Percentage of Total Police Compensation	Fiscally Strong City (*ICMA)	1.7%	3.1%	2.5%	2.0%
Police Department Expenditures, per Capita	Fiscally Strong City (*ICMA)	\$197.3	\$181.8	\$214.4	\$197
Percentage of Property Crimes Cleared	Premier Public Safety (*ICMA)	18%	29.1%	11.7%	40%
Percentage of Violent Crimes Cleared	Premier Public Safety (*ICMA)	32%	100%	56%	90%
Calls for Service, per Sworn Police FTE	Premier Public Safety (*ICMA)	179	201	247	175
Calls for Service, per 1,000 Residents	Premier Public Safety (*ICMA)	389	438.2	536.8	375
Priority 1 Calls, Average Time from Dispatch to Arrival on Scene, in Seconds	Premier Public Safety (*ICMA)	168	158	101	150
UCR Part 1 Property Crimes Reported, per 1,000 Residents	Premier Public Safety (*ICMA)	22	18.1	15.6	20
UCR Part 1 Violent Crimes Reported, per 1,000 Residents	Premier Public Safety (*ICMA)	0.2	0.2	0.5	0.1
Fire/EMS Department					
Training Hours, all fire fighters combined	Search for Best Practices & ISO-Class 1 Rating	1,635	1,717	2,953	2,000
Community Outreach Events, total	Maintain High-Quality City Services	20	30	35	24
Standard Operating Guidelines and Procedures Followed	Search for Best Practices & ISO-Class 1 Rating	43	51	69	75
Turnout Time on Average, in seconds	Maintain High-Quality City Services	67	77	71	70
Total BLS and ALS responses per 1,000 population	Premier Public Safety (*ICMA)	98.7	106	115	95
Expenditures per capita, Fire/EMS	Fiscally Strong City (*ICMA)	\$351	\$351	\$371	\$350
Residential fire incidents per 1,000 population served	Premier Public Safety (*ICMA)	3.2	3.9	2.3	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%	99.5%	75%
Emergency fire response time: % of responses with a total	Premier Public Safety (*ICMA)	83.6%	82.8%	98.6%	90%

time of 6 minutes, 20 seconds and under from call entry to arrival on scene (dispatch + turnout + travel time)					
Public Works Department					
Code Enforcement Calls, per Notice of Violations issued	Strong Code Enforcement	466	1208	1191	800
Code Enforcement Calls, percent closed	Strong Code Enforcement	89.3%	86.1%	89.5%	95%
Permits Processed, total	Maintain High-Quality City Services	902	1245	1124	1,000
Expenditures, paved road rehabilitation, per paved lane mile	Maintain High Quality Services (*ICMA)	\$10,000	\$15,772	\$5,951	\$15,000
Parks and Recreation Department					
Total Active Memberships, for all facilities	Superior Parks & Recreation (*ICMA)	8,895	14,153	10,087	9,000
Parks and Recreation Classes/Programs/Facility Registrants, per 1,000 population	Superior Parks & Recreation (*ICMA)	518.1	369	813	525
Total Park Maintenance Expenditure, per developed park acre	Superior Parks & Recreation (*ICMA)	\$2,427.12	\$1,821	\$1,005	\$2,400
General Government					
Fund Balance, by percentage	Fund Policy Balance Met	54.7%	52.1%	54.0%	>45%
Expenditures, per capita	Fiscally Strong City (*ICMA)	\$846.63	\$972.49	\$1,085.76	\$850
Population density (population divided by land area)	*ICMA	3,444.40	3444.40	3446	3,444.40
Grants Received, total number in all departments	Pursue Grants to Leverage City Funds	6	14	23	5
IT, Number of Help Desk Tickets Received	Search for Best Practices (*ICMA)	439	501	524	365
IT, Help Desk Requests per Endpoint Served	Search for Best Practices (*ICMA)	5.5	6.4	6.7	5
IT, Total Expenditures per Endpoint Served	Fiscally Strong City (*ICMA)	\$1,562.50	\$1,771.61	\$1,930.82	\$1,400
IT, as a Share of Total General Fund Expenditures	Fiscally Strong City (*ICMA)	1.2%	1.1%	1.1%	1.0%
Human Resources					
Hours paid to all staff	Maintain High Quality Services (*ICMA)	165,147	170,900	178,804	183,040
Hours paid to all staff, sworn Fire/EMS	Maintain High Quality Services (*ICMA)	61,462	73,579	66,829	75,000
Hours paid to all staff, sworn Police	Maintain High Quality Services (*ICMA)	45,960	52,117	54,145	56,000
Total FTEs per 1,000 population	Maintain High Quality Services (*ICMA)	7.1	7.04	7.04	7.1
Sworn Fire/EMS per 1,000 population	Maintain High Quality Services (*ICMA)	2.2	2.2	2.23	2.23
Sworn police officers per 1,000 population	Maintain High Quality Services (*ICMA)	2.2	2.2	2.2	2.2
Turnover rate, all FTEs	Maintain High Quality Services (*ICMA)	17.0%	21.0%	6.1%	7%

Turnover rate, sworn Fire/EMS	Maintain High Quality Services (*ICMA)	16.7%	12.5%	13%	7%
Turnover rate, sworn Police	Maintain High Quality Services (*ICMA)	11.1%	14.8%	7%	7%
Sick leave hours used per FTE, all staff	Maintain High Quality Services (*ICMA)	70.7	25.5	18.1	40
Sick leave hours used per FTE, fire/EMS	Maintain High Quality Services (*ICMA)	154.4	223.4	143.7	72
Sick leave hours used per FTE, Police	Maintain High Quality Services (*ICMA)	38.1	64.7	54.4	40
Workers Comp claims, per 100 FTEs	Maintain High Quality Services (*ICMA)	9.1	3.4	0.3	0
Worker days lost to injury per 100 FTEs	Maintain High Quality Services (*ICMA)	17.0	68.2	1.7	0
Worker days lost to injury per 100 FTEs, Fire/EMS	Maintain High Quality Services (*ICMA)	17.0	208.3	0	0
Worker days lost to injury per 100 FTEs, Police	Maintain High Quality Services (*ICMA)	0	37.0	0	0

*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 streetlights, 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 179.**

City staff then apply these categories to all the capital projects proposed by the Board of Aldermen, Department Heads, and members of the community. While funding expenditures are determined by the Board, City 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:

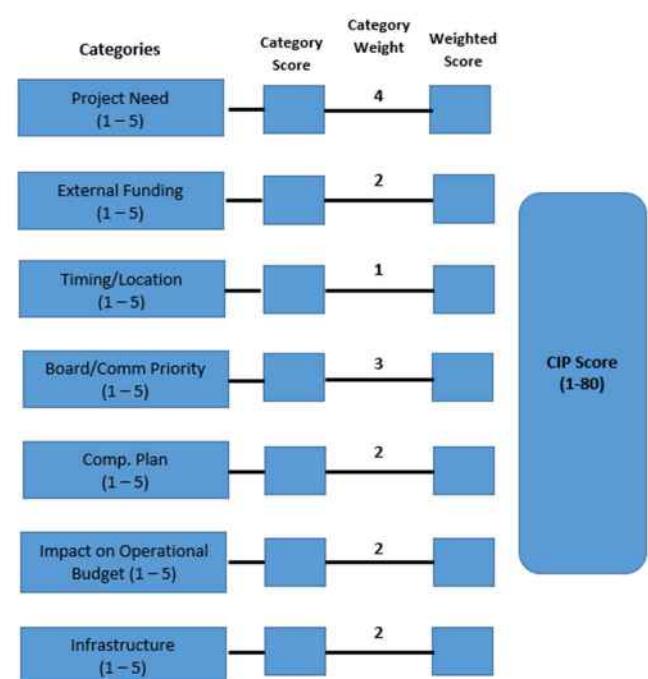
Project Need: Does the project address a serious risk or liability issue, and to what degree? Will the failure to complete this project result in foreseeable harm or negative consequences? Does the project address a current regulatory mandate? Does this project address a significant maintenance need? 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 five highest priority projects for the coming year. The score for this category is determined by whether a project is rated as a 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 a Comprehensive Plan/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 the 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 – FY2024

For FY 2024, City staff worked through forty-nine different projects in their evaluation and scoring of the Capital Improvement Plan. Those projects, while not a finished list or bid 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 179.** In the FY24 budget, the City has nearly \$4.9 million in capital expenditures budgeted between the Capital Improvement, General, and Park and Stormwater Funds, including more than \$600,000 from the CIP list.

CIP projects that received funding in 2024 include:

- Project 30 \$300,000 for a new restroom at the lower pavilion/quarry area
- Project 101 \$50,000 for an expansion of the parking lot at the lower pavilion area
- Project 77 \$250,000 for the addition of a gabion wall in Gravois Creek, along Pardee Road
- Project 85 \$20,000 for the addition of picnic tables with gazebo/covering

Total	\$620,000
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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 provides 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 prominent features of the budget and major changes from the preceding year
- Estimated revenues to be received from all sources for the budget year with a comparative statement of actual (or estimated revenues) for the preceding six years, itemized by year, fund and source
- Proposed expenditures for each department, office, commission and other classification for the budget year, together with a comparative statement of actual or estimated expenditures for the preceding six years, itemized by year, fund, activity and object
- The amount required for the payment of interest, amortization and redemption charges on any debts of the City
- A projected five-year capital and personnel needs program
- A general budget summary.

(Charter, Section 7.2 and Code Section 2-102)

Budget Process & Calendar

The annual budget is legally adopted through passage of four (4) different

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

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

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

- **March-April:** The Board of Aldermen, City Administrator and Department heads get together for a Saturday morning goal setting session. This allows the Board to clearly define their strategic goals and focus areas for the City and allows 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, Park 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 prominent 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 based on 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 four distinct major funds – General, Capital, Park 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)

Park 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 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 2018-2024	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Actual	Actual	Estimated	Proposed
REVENUES:							
General	9,948,075	10,402,473	10,767,194	11,633,671	12,558,409	14,232,921	14,518,582
Park & Stormwater	1,871,579	1,819,506	1,723,443	1,990,594	2,193,932	2,366,684	2,902,601
Capital Improvement	1,190,978	1,505,713	1,007,375	1,101,155	1,191,209	1,474,017	1,652,979
Sewer Lateral	138,576	142,654	141,761	140,277	137,758	144,000	145,400
TOTAL	13,149,208	13,870,346	13,639,773	14,865,697	16,081,308	18,217,622	19,219,562
EXPENDITURES:							
General	9,014,449	9,428,748	11,178,859	10,004,982	10,515,019	13,467,747	14,432,355
Park & Stormwater	1,807,575	1,770,658	1,868,775	1,774,490	1,676,837	2,404,048	3,575,428
Capital Improvement	2,738,541	1,336,398	716,978	672,316	2,091,999	1,265,748	2,242,900
Sewer Lateral	113,947	93,365	141,117	110,630	132,019	138,059	152,852
TOTAL	13,674,512	12,629,169	13,905,729	12,562,418	14,415,874	17,275,602	20,403,535

City of Crestwood, Missouri
FY24 Budget Summary - All Funds
Budget For the Year Ending December 31, 2024

	MAJOR FUNDS					Total
	General	Capital Improvement	Park & Stormwater	Sewer Lateral		
REVENUES						
Taxes:						
Sales/Use Tax	\$ 6,555,692	\$ 1,272,304	\$ 1,496,001	-	\$ 9,323,997	
Utilities	1,373,363	-	-	-	1,373,363	
Property	2,926,223	-	-	-	2,926,223	
Intergovernmental	631,350	-	-	-	631,350	
Licenses and permits	1,108,560	-	-	-	1,108,560	
Charges for services	300,000	-	878,700	139,400	1,318,100	
Fines and forfeitures	57,512	-	-	-	57,512	
Investment earnings	180,000	20,000	20,000	6,000	226,000	
Grants	1,196,881	330,675	488,400	-	2,015,956	
Other	189,000	30,000	19,500	-	238,500	
Total estimated revenues	<u>\$ 14,518,582</u>	<u>\$ 1,652,979</u>	<u>\$ 2,902,601</u>	<u>\$ 145,400</u>	<u>\$ 19,219,561</u>	
EXPENDITURES						
General Government	\$ 2,081,575	\$ -	\$ -	\$ -	\$ 2,081,575	
Public Works	3,811,789	2,068,900	552,562	152,852	6,586,102	
Public Safety:						
Police	3,748,090	174,000	-	-	3,922,090	
Fire	4,441,416	-	-	-	4,441,416	
Parks & Recreation	-	-	3,022,866	-	3,022,866	
ARPA	349,486	-	-	-	349,486	
Debt Service	-	-	-	-	-	
Total estimated expenditures	<u>\$ 14,432,355</u>	<u>\$ 2,242,900</u>	<u>\$ 3,575,428</u>	<u>\$ 152,852</u>	<u>\$ 20,403,535</u>	
REVENUES OVER (UNDER) EXPENDITURES	<u>\$ 86,226</u>	<u>\$ (589,921)</u>	<u>\$ (672,827)</u>	<u>\$ (7,452)</u>	<u>\$ (1,183,973)</u>	
Transfers:						
Transfer in	-	-	-	-	-	
Transfer out	-	-	-	-	-	
CHANGES IN FUND BALANCES	<u>\$ 86,226</u>	<u>\$ (589,921)</u>	<u>\$ (672,827)</u>	<u>\$ (7,452)</u>	<u>\$ (1,183,973)</u>	
BEGINNING FUND BALANCE (estimated)	<u>\$ 7,266,860</u>	<u>\$ 1,170,895</u>	<u>\$ 1,026,481</u>	<u>\$ 375,077</u>	<u>\$ 9,839,313</u>	
ENDING FUND BALANCE	<u>\$ 7,353,087</u>	<u>\$ 580,974</u>	<u>\$ 353,654</u>	<u>\$ 367,626</u>	<u>\$ 8,655,340</u>	
Fund Balance Reserve as % of Expenditures		50.9%				

Exhibit A – Revenues

Revenues - Where the money comes from...

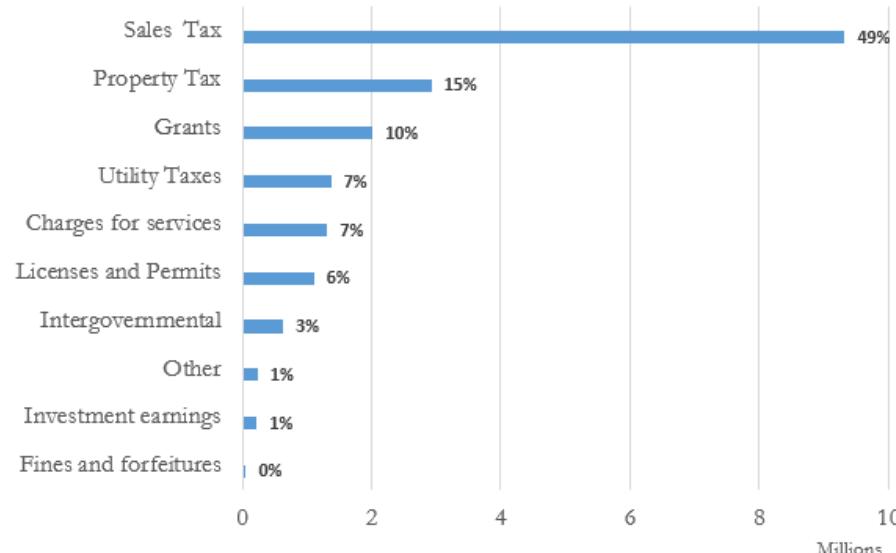


Exhibit B - Expenditures

Expenditures - Where the money goes...

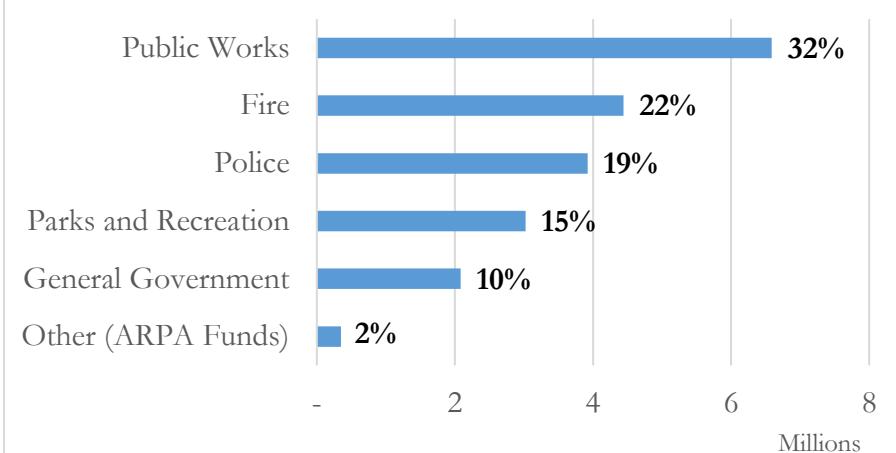
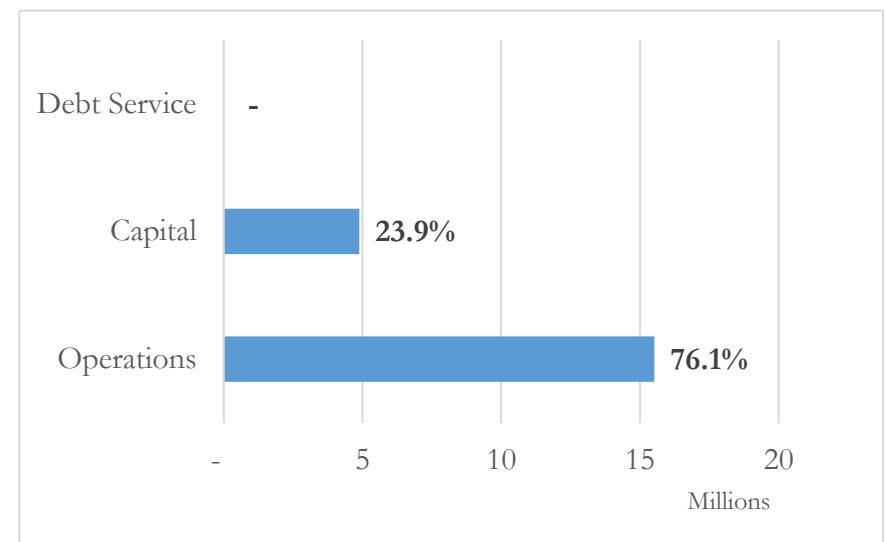


Exhibit C – Operations vs. Capital Improvements

Schedule of Budgeted Expenditures by Fund: Operations, Debt Service and Capital Improvements in FY2023			
Fund	Operations	Capital	Debt Service
			TOTAL
General	11,615,515	2,816,840	14,432,355
Park & Stormwater	2,620,078	955,350	3,575,428
Capital Improvement	1,130,000	1,112,900	2,242,900
Sewer Lateral	152,852	-	152,852
TOTAL	15,518,445	4,885,090	20,403,535

* Operations are defined as expenditures needed to provide for the on-going 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 \$75,000 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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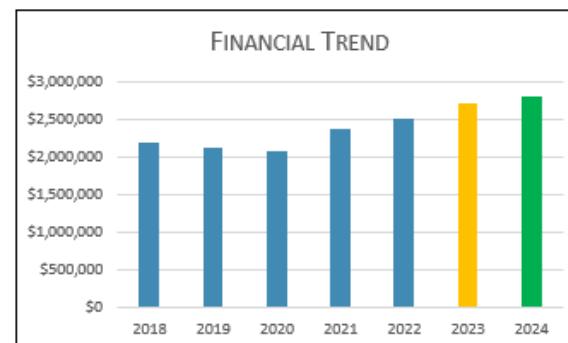
Account Code

Description

Description
Crestwood levies a countywide 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
2018 Actual	2,190,441	
2019 Actual	2,122,401	-3.1%
2020 Actual	2,078,902	-2.0%
2021 Actual	2,379,549	14.5%
2022 Actual	2,497,428	5.0%
2023 Estimate	2,715,438	8.7%
2024 Proposed	2,796,901	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 following increases are what the City estimates are a combination of economic growth within Crestwood, and inflationary cost increases adding to tax totals.

Account Code

Financial Trend

User Guide – Expenditures



DEPARTMENTAL BUDGETS General Fund

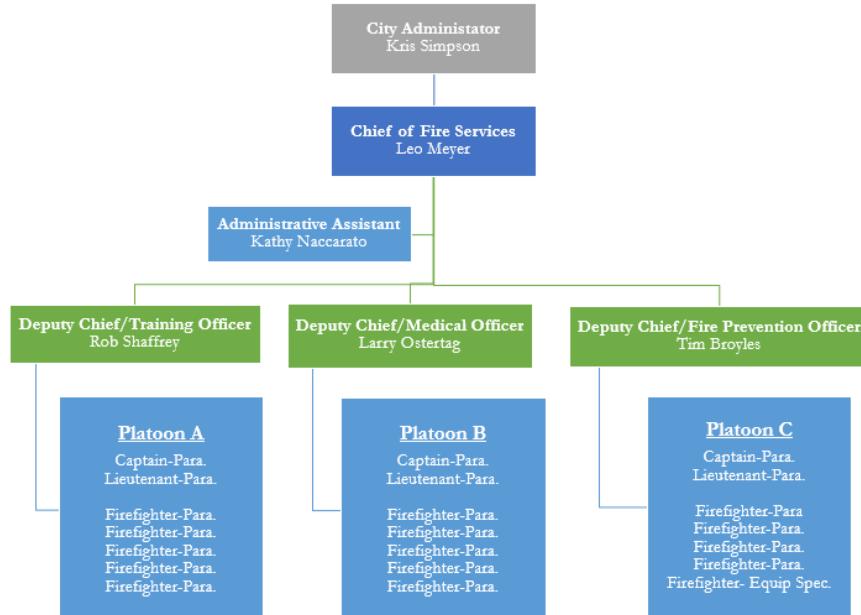
Department of Fire Services

In this section:

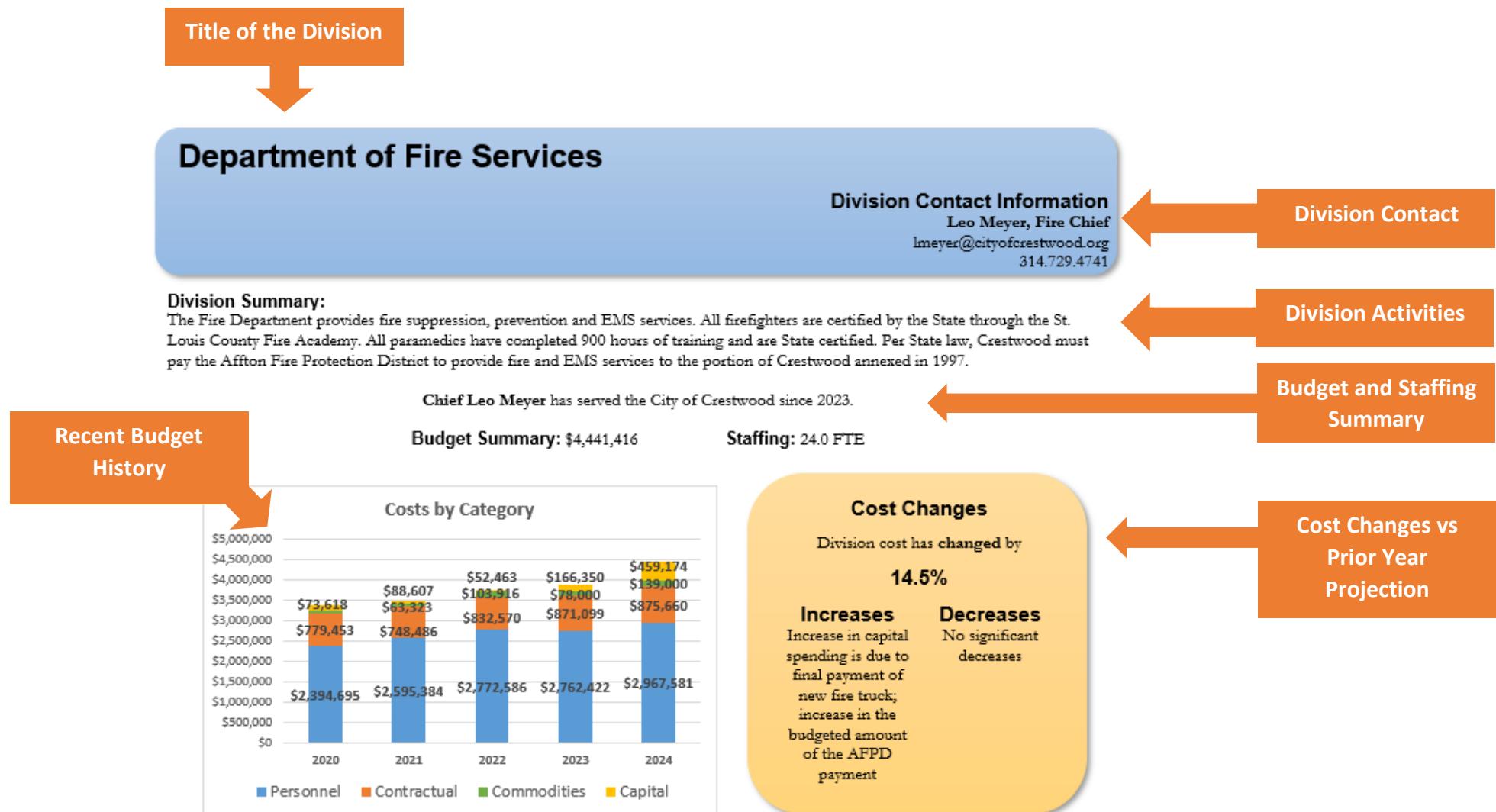
Fire Department	\$4,441,416
TOTAL	\$4,441,416

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

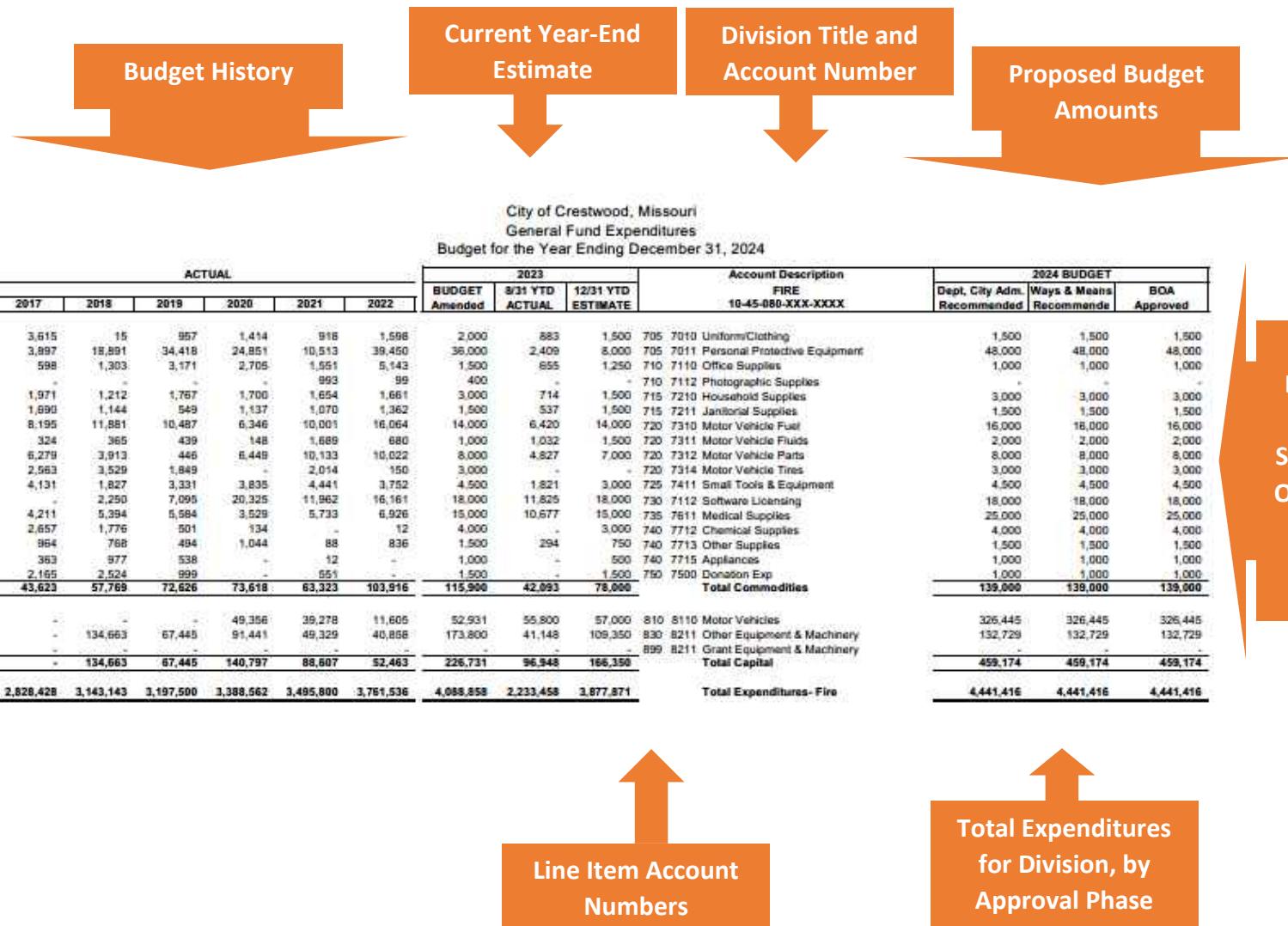
The departmental cover page is followed by an organizational chart for that department



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



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



Revenue Guide



REVENUE GUIDE

This section provides an analysis of each major revenue source. All recurring revenues in excess of \$75,000 are included. **In total, more than 84% 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 accurately contribute to this trend analysis. In FY2024, grant revenues account for another 9% of the entire budget. 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.

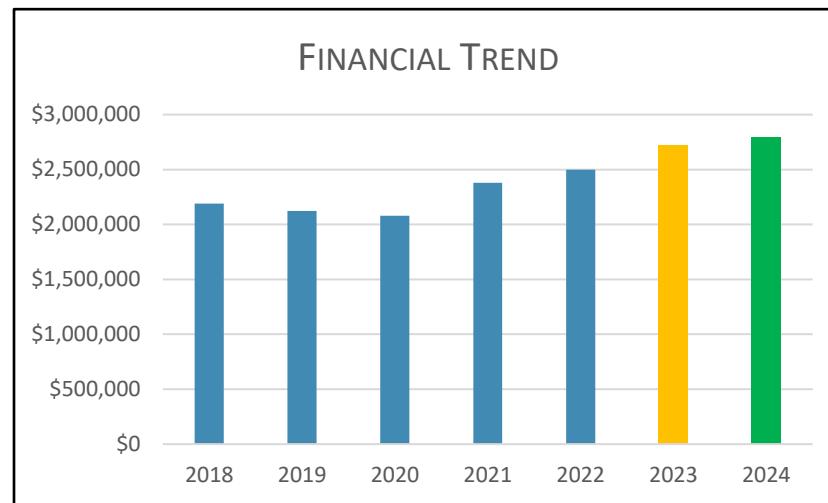
Sales Taxes – One-Cent Countywide

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 countywide 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
2018 Actual	2,190,441	
2019 Actual	2,122,401	-3.1%
2020 Actual	2,078,902	-2.0%
2021 Actual	2,379,549	14.5%
2022 Actual	2,497,428	5.0%
2023 Estimate	2,715,438	8.7%
2024 Proposed	2,796,901	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 following increases are what the City estimates are a combination of economic growth within Crestwood, and inflationary cost increases adding to tax totals.

Property Taxes – Real Estate Taxes

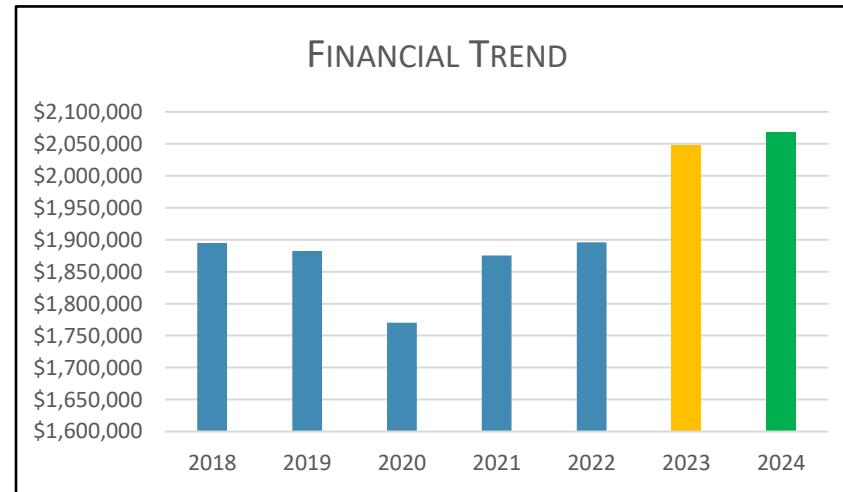
Legal Authorization: State Statute: 94.400 City Ordinance: 525 Account Code: 10-00-000-415-4030

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 maximum authorized real estate tax levy is \$0.698 for residential property and \$0.864 for commercial property per \$100 of assessed valuation for real property. For FY2024, the City's real estate tax rates are proposed to be \$0.516 for residential property and \$0.697 for commercial property.

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2018 Actual	1,894,868	
2019 Actual	1,882,549	-0.7%
2020 Actual	1,770,254	-6.0%
2021 Actual	1,875,512	5.9%
2022 Actual	1,895,873	1.1%
2023 Estimate	2,047,489	8.0%
2024 Proposed	2,067,964	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.

Sales Taxes – Half-Cent Park and Stormwater

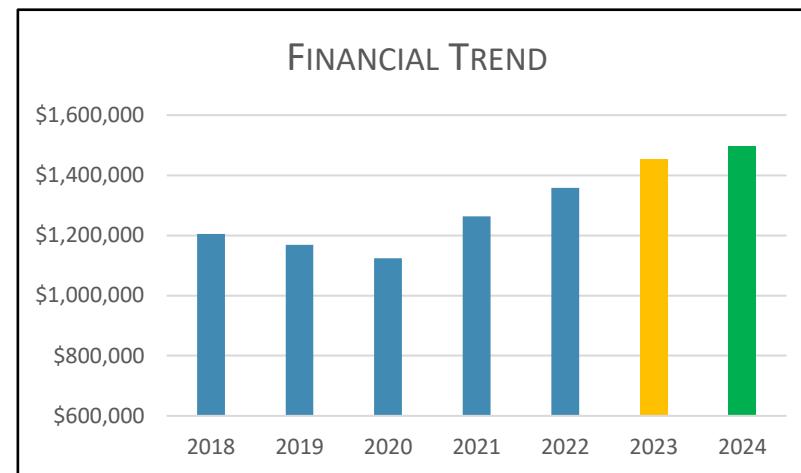
Legal Authorization:	State Statute: 644.032-644.033	City Ordinance: 3606	Account Code: 23-00-000-405-4013
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Description

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
2018 Actual	1,204,627	
2019 Actual	1,169,159	-2.9%
2020 Actual	1,123,868	-3.9%
2021 Actual	1,263,524	12.4%
2022 Actual	1,358,238	7.5%
2023 Estimate	1,452,428	6.9%
2024 Proposed	1,496,001	3.0%



Trend Analysis

Variations are due to changing economic conditions. The increases since the COVID-19 reporting decline in 2020 are due to a growth of business in the City.

Sales Taxes – One Half-Cent Fire Protection

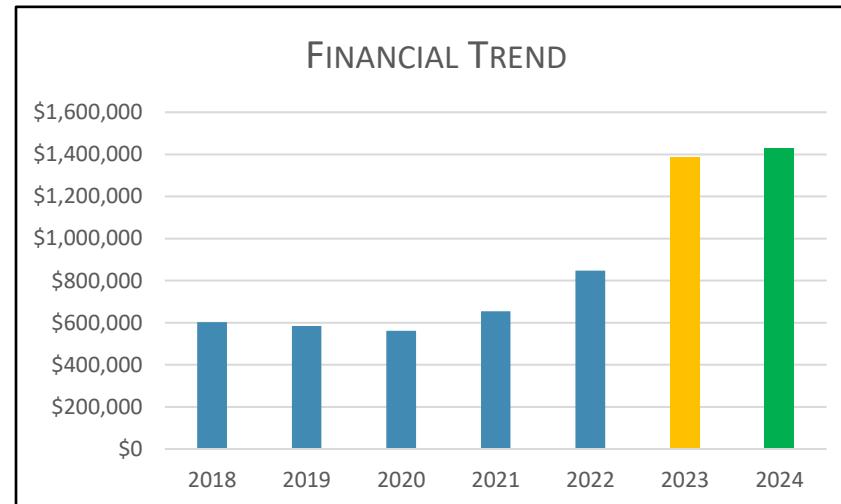
Legal Authorization: State Statute: 321.242 City Ordinance: 3779 & 5222 Account Code: 10-00-000-405-4016

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
2018 Actual	602,313	
2019 Actual	584,579	-2.9%
2020 Actual	561,933	-3.9%
2021 Actual	654,390	16.5%
2022 Actual	848,015	29.6%
2023 Estimate	1,385,300	63.4%
2024 Proposed	1,426,859	3.0%



Trend Analysis

Variations are due to changing economic conditions. The increases in 2022 actual, 2023 estimate and 2024 proposed revenue are due to the voter approved tax increase. The City first started to see the increased revenue at the very end of 2022 and were fully collected in 2023.

Sales Taxes – Half-Cent Capital Improvement

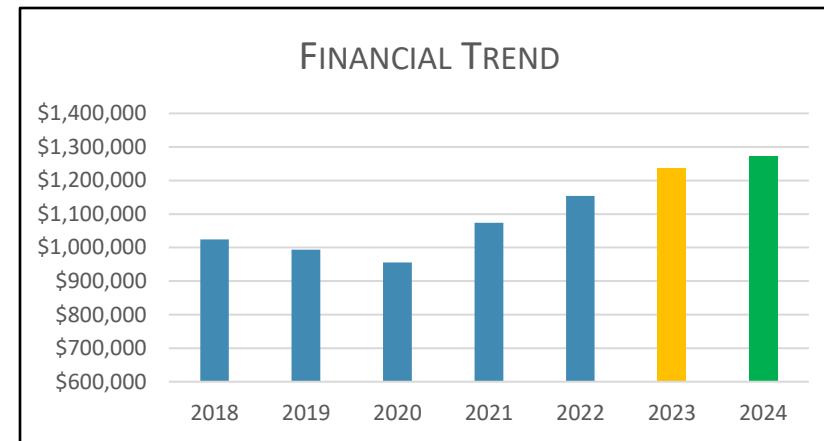
Legal Authorization: State Statute: 94.577 City Ordinance: 3276 Account Code: 21-00-000-405-4012

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
2018 Actual	1,023,933	
2019 Actual	993,897	-2.9%
2020 Actual	955,376	-3.9%
2021 Actual	1,073,995	12.4%
2022 Actual	1,154,502	7.5%
2023 Estimate	1,235,247	7.0%
2024 Proposed	1,272,304	3.0%



Trend Analysis

Variations are due to changing economic conditions. The increases since the COVID-19 reporting decline in 2020 are due to a growth of business in the City.

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. In 2017, St. Louis County voters approved a new half-cent sales tax for public safety services, which shall be used exclusively for public safety 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 General Fund.

History:

YEAR	GENERAL FUND	% CHANGE
2018 Actual	648,831	
2019 Actual	661,871	2.0%
2020 Actual	613,017	-7.4%
2021 Actual	669,332	9.2%
2022 Actual	760,471	13.6%
2023 Estimate	797,677	4.9%
2024 Proposed	821,607	3.0%



Trend Analysis

Variations are due to changing economic conditions. The increases since the COVID-19 reporting decline in 2020 are due to a growth of business in the City.

Licenses and Permits – Merchant Licenses

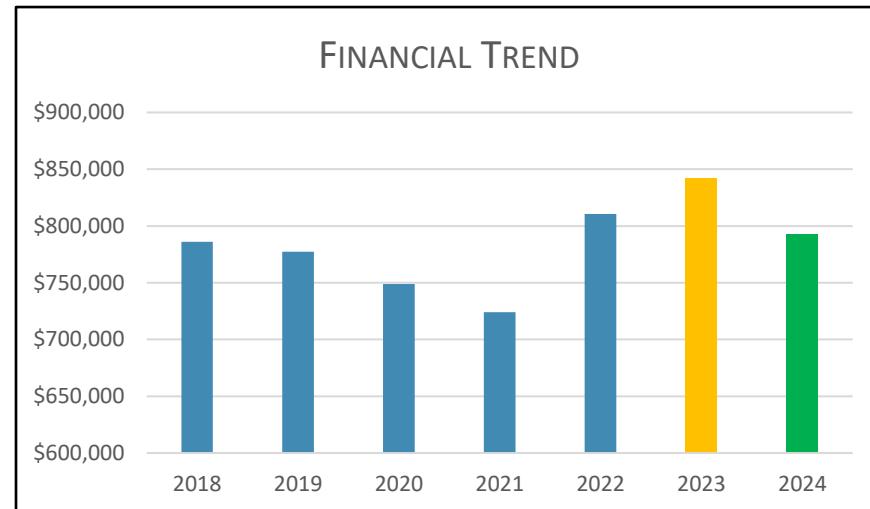
Legal Authorization: State Statute: 94.110 City Ordinance: 3926 Account Code: 10-00-000-425-4210

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
2018 Actual	785,944	
2019 Actual	777,343	-1.1%
2020 Actual	748,902	-3.7%
2021 Actual	724,168	-3.3%
2022 Actual	810,649	11.9%
2023 Estimate	842,243	3.9%
2024 Proposed	792,353	-5.9%



Trend Analysis

Variations are due to the increase of new businesses moving into and/or 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 its largest parcel in 2021-22, leading to healthy increases during that timeframe.

Sales Taxes – One & One Half-Cent Use Tax

Legal Authorization:

State Statute: 144.757

City Ordinance: 4613

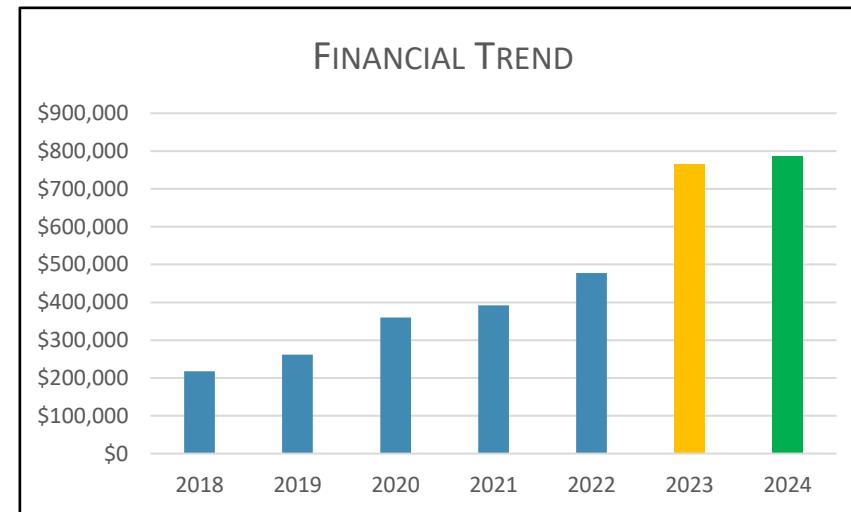
Account Code: 10-00-000-405-4019

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
2018 Actual	217,257	
2019 Actual	261,845	20.5%
2020 Actual	359,528	37.3%
2021 Actual	392,388	9.1%
2022 Actual	477,672	21.7%
2023 Estimate	765,040	60.2%
2024 Proposed	787,991	3.0%



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 estimated revenue projection shows that the use tax being applied to all online purchases will increase revenues accordingly.

Sales Taxes – One Fourth-Cent Local Options

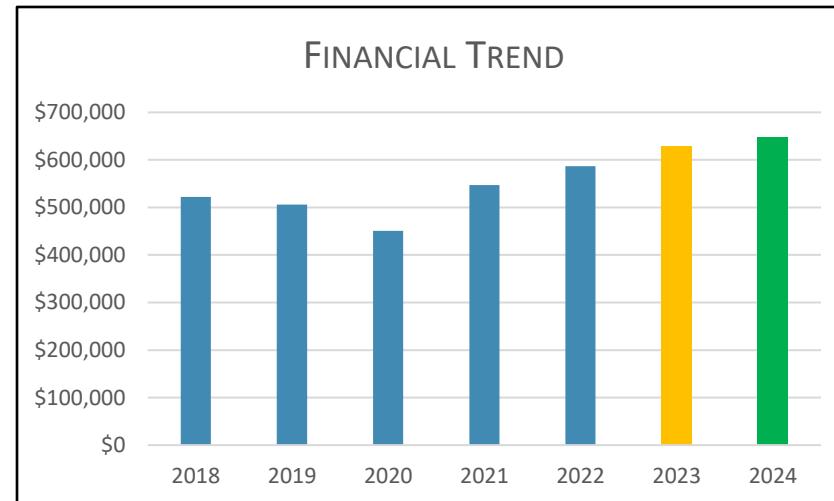
Legal Authorization: State Statute: 94.850 City Ordinance: 3275 Account Code: 10-00-000-405-4011

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
2018 Actual	522,070	
2019 Actual	505,888	-3.1%
2020 Actual	450,770	-10.9%
2021 Actual	547,284	21.4%
2022 Actual	586,922	7.2%
2023 Estimate	628,480	7.1%
2024 Proposed	647,334	3.0%



Trend Analysis

Variations are due to changing economic conditions. The increases since the COVID-19 reporting decline in 2020 are due to a growth of business in the City.

Gross Receipts – Electric Franchise Fee

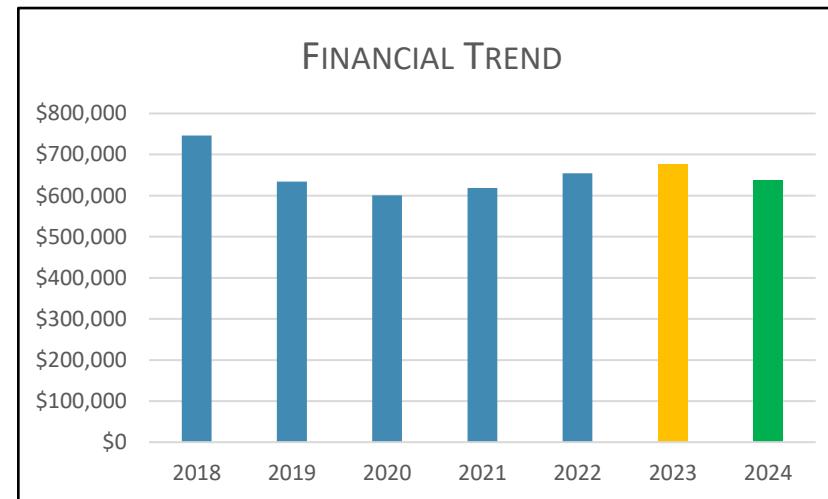
Legal Authorization: State Statute: 94.110 City Ordinance: 3991 Account Code: 10-00-000-410-4020

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 all residents of 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
2018 Actual	745,999	
2019 Actual	634,143	-15.0%
2020 Actual	600,591	-5.3%
2021 Actual	618,502	3.0%
2022 Actual	654,758	5.9%
2023 Estimate	676,059	3.3%
2024 Proposed	637,478	-5.7%



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 cooler summers.

Intergovernmental Taxes – Motor Fuel Tax

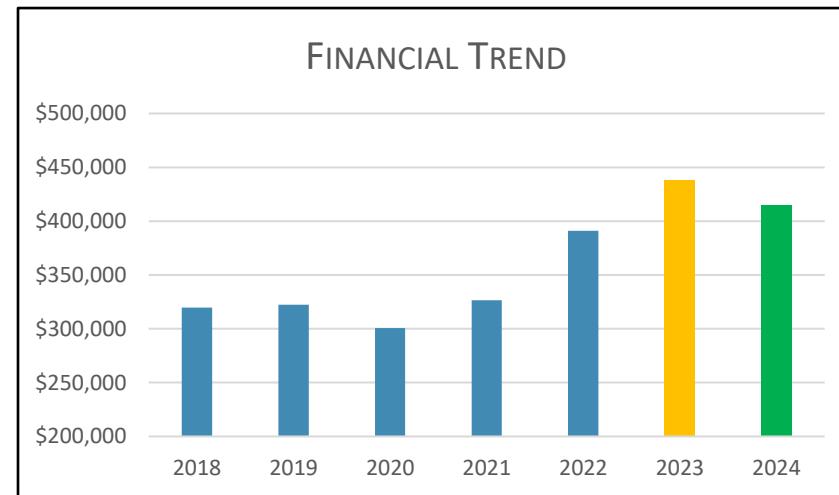
Legal Authorization: State Statute: 142.345 City Ordinance: N/A Account Code: 10-00-000- 420-4110

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
2018 Actual	319,724	
2019 Actual	322,497	0.9%
2020 Actual	300,747	-6.7%
2021 Actual	326,518	8.6%
2022 Actual	391,165	19.8%
2023 Estimate	438,327	12.1%
2024 Proposed	414,746	-5.4%



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. Overall, these revenues are projected to stay fairly steady/grow accordingly.

Property Taxes – Personal Property Taxes

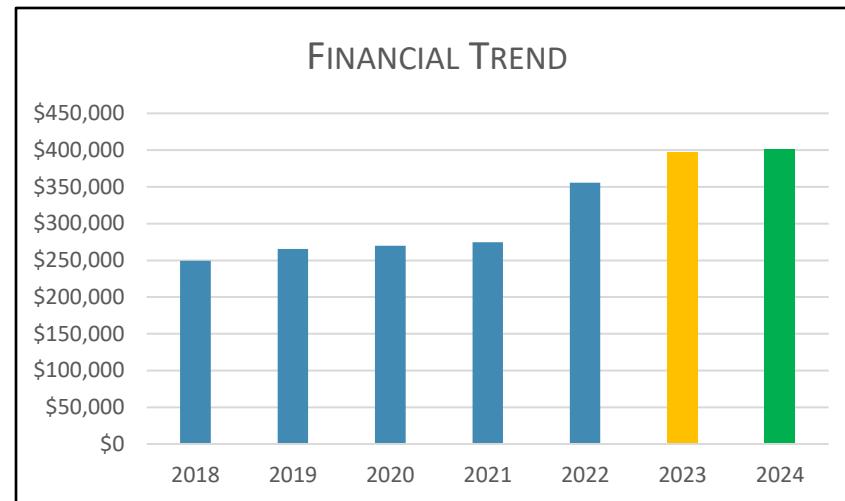
Legal Authorization: State Statute: 94.400 City Ordinance: 525 Account Code: 10-00-000-415-4031

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 maximum authorized personal property tax levy is \$0.728 per \$100 of assessed valuation for real property.

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2018 Actual	249,308	
2019 Actual	265,533	6.5%
2020 Actual	269,847	1.6%
2021 Actual	274,671	1.8%
2022 Actual	355,430	29.4%
2023 Estimate	397,426	11.8%
2024 Proposed	401,400	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. With personal property values increasing at drastic rates over recent years, it has been hard to calculate the true trends of these property taxes.

Gross Receipts – Natural Gas Franchise Fee

Legal Authorization:

State Statute: 94.110

City Ordinance: 13

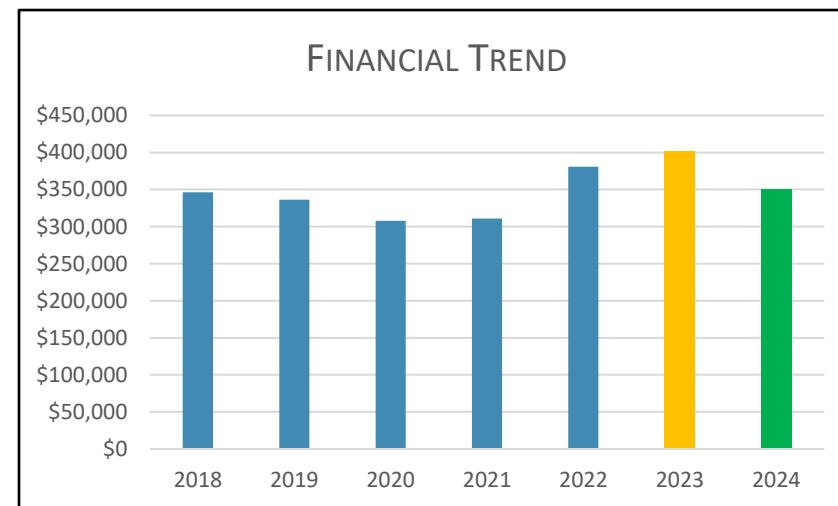
Account Code: 10-00-000-410-4021

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 all residents 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
2018 Actual	346,401	
2019 Actual	336,305	-2.9%
2020 Actual	307,871	-8.5%
2021 Actual	310,723	0.9%
2022 Actual	380,912	22.6%
2023 Estimate	401,842	5.5%
2024 Proposed	350,377	-12.8%



Trend Analysis

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

Property Taxes – County Road Fund Countywide

Legal Authorization:

State Statute: N/A

City Ordinance: N/A

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

Description

St. Louis County levies a \$0.105 per \$100 assessed valuation of both real and personal property within the City. St. Louis County collects and administers this tax. The funds are recorded in the General Fund and must be used for road and bridge maintenance.

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2018 Actual	288,594	
2019 Actual	300,471	4.1%
2020 Actual	285,882	-4.9%
2021 Actual	306,302	7.1%
2022 Actual	315,707	3.1%
2023 Estimate	346,147	9.6%
2024 Proposed	313,510	-9.4%



Trend Analysis

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

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, 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 City started to provide ambulance service in August 2023. While in operation, the City is using a third-party vendor for billing services related to the ambulance. This revenue will be directly deposited into the City's General Fund.

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2018 Actual	N/A	
2019 Actual	N/A	
2020 Actual	N/A	
2021 Actual	N/A	
2022 Actual	N/A	
2023 Estimate	150,000	
2024 Proposed	300,000	100.0%



Trend Analysis

Projections show that the revenues from ambulance transport service will 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 call in recent years and industry trends in billing collection practices. *Please note:* the ambulance was not in service until August, which is why the forecasted revenue is approximately half of what the City projected in the next, full calendar year. Forecasting will improve for this revenue source as the utilization of services increases in the forthcoming year.

Gross Receipts – Water Franchise Fee

Legal Authorization:

State Statute: 94.110

City Ordinance: 12

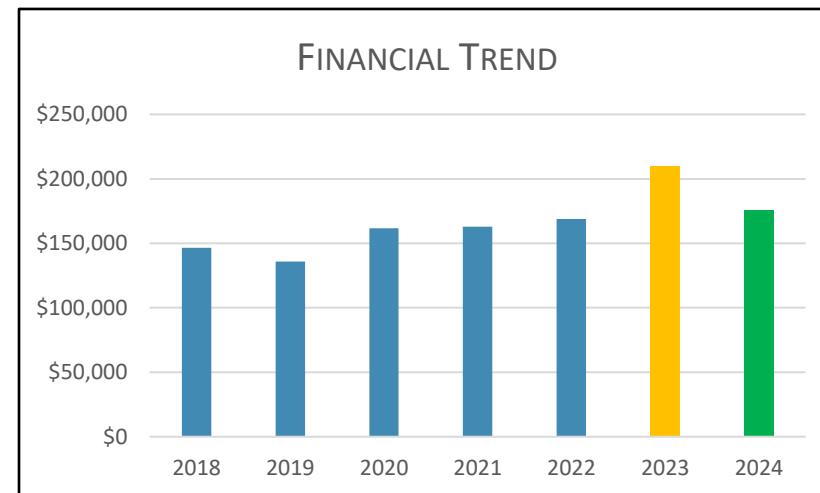
Account Code: 10-00-000-410-4024

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 all residents 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
2018 Actual	146,584	
2019 Actual	135,954	-7.3%
2020 Actual	161,711	18.9%
2021 Actual	162,792	0.7%
2022 Actual	168,972	3.8%
2023 Estimate	209,545	24.0%
2024 Proposed	175,755	-16.1%



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 cooler summers.

Aquatic Center – Aquatic Center Pass

Legal Authorization:

State Statute: N/A

City Ordinance: 3664

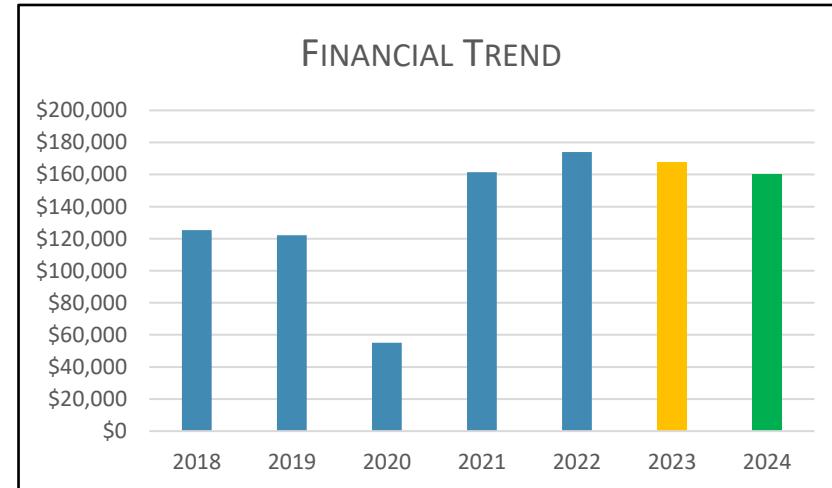
Account Code: 23-00-000-435-4310

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.

Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
2018 Actual	125,395	
2019 Actual	122,167	-2.6%
2020 Actual	55,024	-55.0%
2021 Actual	161,432	193.4%
2022 Actual	174,075	7.8%
2023 Estimate	167,500	-3.8%
2024 Proposed	160,000	-4.5%



Trend Analysis

Variations are a result of weather conditions for a given year. The Aquatic Center 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. Overall, in terms of revenue collected, the aquatics center is generating more revenue than even years prior to 2020 (COVID shutdown).

Recreation Programming – Day Camp Registration Fee

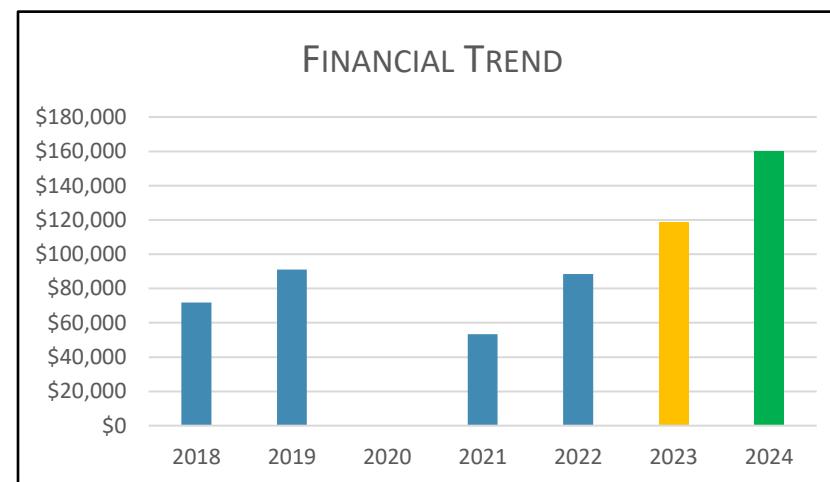
Legal Authorization: State Statute: N/A City Ordinance: 3664 Account Code: 23-00-000-445-4532

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. The Parks and Recreation Department is looking to increase the number of day camp options going forward.

Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
2018 Actual	71,741	
2019 Actual	91,055	26.9%
2020 Actual	297	-99.7%
2021 Actual	53,373	17870.7%
2022 Actual	88,421	65.7%
2023 Estimate	118,759	34.3%
2024 Proposed	160,000	34.7%



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 is attributed to the impact of COVID-19 on Day Camp operations. Increases in 2023 estimated and 2024 proposed are due to an increase in registration fees that were approved in late 2021, an increase in attendance, and an increase in day camp options.

Sewer Lateral Fees

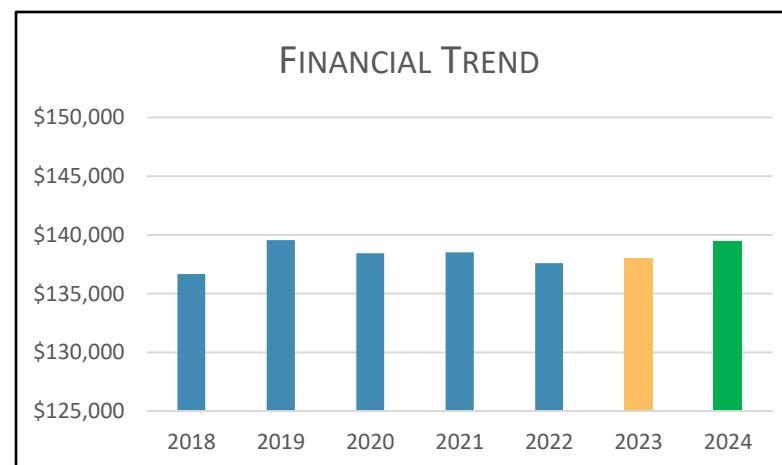
Legal Authorization: State Statute: 249.422 City Ordinance: 3529 Account Code: 30-00-000-415-4032

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 property tax bill, due by December 31st each year. The funds are recorded in the Sewer Lateral Fund.

Financial Trend:

YEAR	SEWER LATERAL FUND	% CHANGE
2018 Actual	136,665	
2019 Actual	139,563	2.1%
2020 Actual	138,434	-0.8%
2021 Actual	138,508	0.1%
2022 Actual	137,603	-0.7%
2023 Estimate	138,000	0.3%
2024 Proposed	139,400	1.0%



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.

Licenses and Permits – Fire Inspections

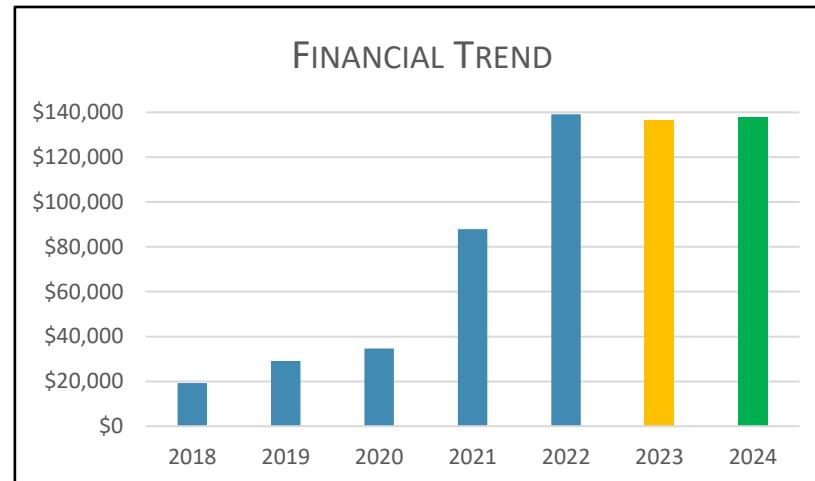
Legal Authorization: State Statute: 67.451 City Ordinance: 4869 Account Code: 10-00-000-425-4230

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. The fees are collected during the permitting process and recorded in the City's General Fund.

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2018 Actual	19,239	
2019 Actual	29,044	51.0%
2020 Actual	34,693	19.4%
2021 Actual	87,890	153.3%
2022 Actual	139,161	58.3%
2023 Estimate	136,284	-2.1%
2024 Proposed	137,723	1.1%



Trend Analysis

Variations are the result of a change in the number of permits and inspections processed by the City in a given year, as well as the estimate construction costs of said projects. In 2018, the City approved the increase to the fee schedule for permits and licenses relating to the Fire Department. In more recent years, the Fire Marshal processed an influx of permits related to the Crestwood Crossing redevelopment.

Intergovernmental Taxes – Motor Vehicle Sales Tax

Legal Authorization:

State Statute: 144.020

City Ordinance: N/A

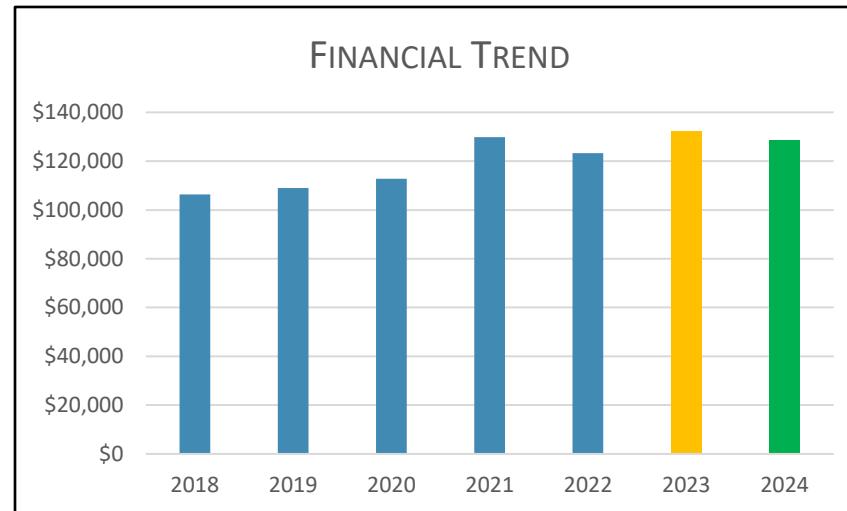
Account Code: 10-00-000-420-4111

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
2018 Actual	106,308	
2019 Actual	108,991	-2.5%
2020 Actual	112,740	-3.4%
2021 Actual	129,908	-15.2%
2022 Actual	123,253	5.1%
2023 Estimate	132,030	-7.1%
2024 Proposed	128,397	2.8%



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 or used 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. There is no true way to estimate the trend of this revenue source, so the City is conservative in its estimates each year.

Licenses and Permits – Permits & Inspections

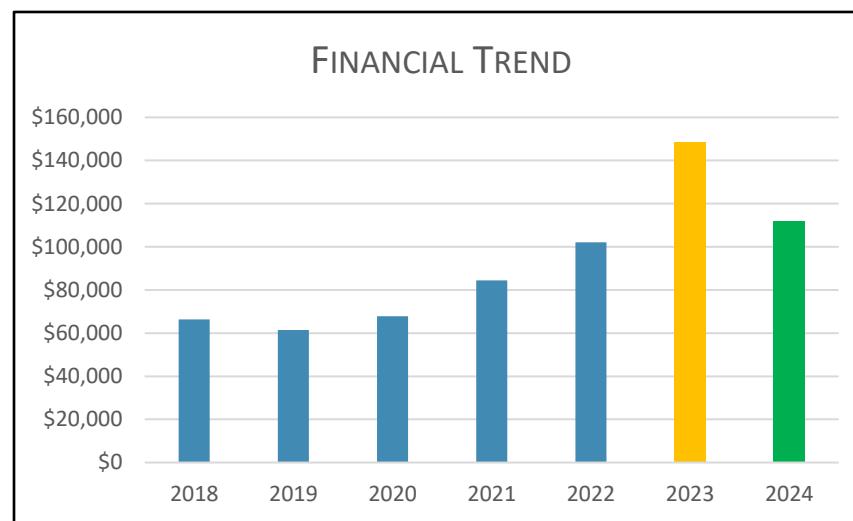
Legal Authorization: State Statute: 67.451 City Ordinance: 4895 Account Code: 10-00-000-425-4225

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
2018 Actual	66,261	
2019 Actual	61,488	-7.2%
2020 Actual	67,806	10.3%
2021 Actual	84,476	24.6%
2022 Actual	102,065	20.8%
2023 Estimate	148,729	45.7%
2024 Proposed	111,757	-24.9%



Trend Analysis

Variations are the result of a change in the number of permits and inspections processed by the City in a given year. The increases in 2022 and 2023 are tied directly into major construction projects along Watson Road, including the Crestwood Crossing redevelopment, which is the City's single largest parcel. FY2024 proposed revenues are relying more on historical trends, with the updated fee schedule, than the FY2023 estimate.

Aquatic Center – Aquatic Center Daily Admissions

Legal Authorization:

State Statute: N/A

City Ordinance: 3664

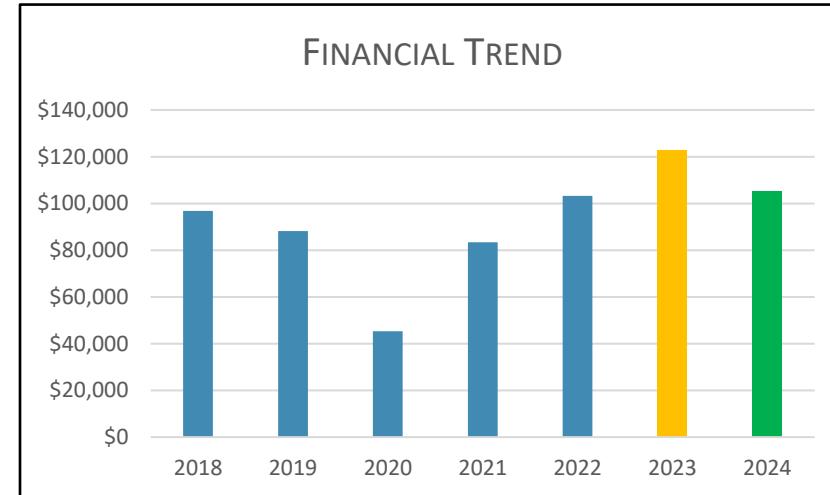
Account Code: 23-00-000-435-4312

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
2018 Actual	96,859	
2019 Actual	88,121	-9.0%
2020 Actual	45,357	-48.5%
2021 Actual	83,449	84.0%
2022 Actual	103,223	23.7%
2023 Estimate	122,686	18.9%
2024 Proposed	105,000	-14.4%



Trend Analysis

Variations are a result of weather conditions for a given year. The Aquatic Center 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. Overall, in terms of revenue collected, the aquatics center is generating more revenue than even years prior to 2020 (COVID shutdown).

Property Taxes – Penalty Surcharge Countywide

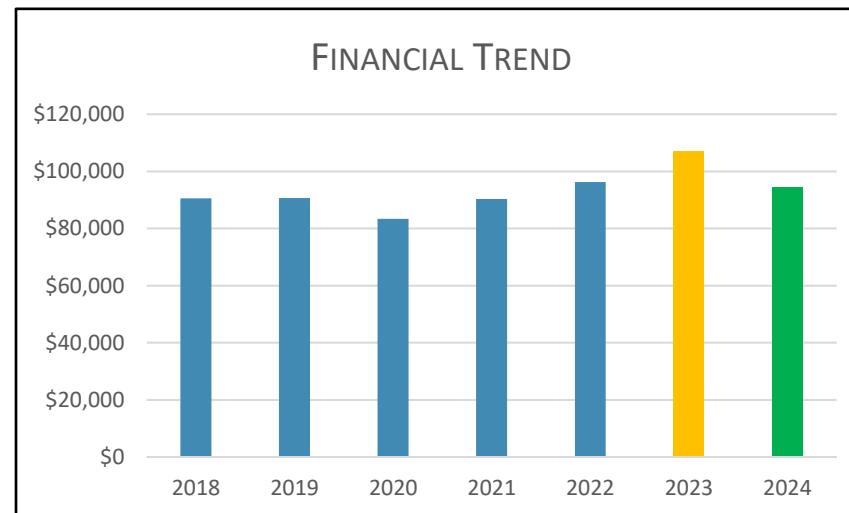
Legal Authorization: State Statute: 139.600 City Ordinance: N/A Account Code: 10-00-000-415-4034

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
2018 Actual	90,588	
2019 Actual	90,633	0.0%
2020 Actual	83,355	-8.0%
2021 Actual	90,330	8.4%
2022 Actual	96,291	6.6%
2023 Estimate	107,102	11.2%
2024 Proposed	94,269	-12.0%



Trend Analysis

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

Aquatic Center – Aquatic Center Concessions

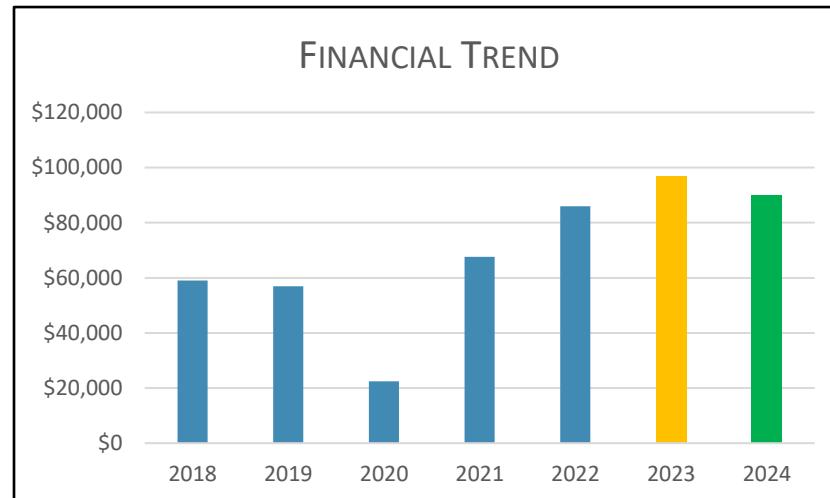
Legal Authorization: State Statute: N/A City Ordinance: 3664 Account Code: 23-00-000-435-4313

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 concession items for consumption poolside.

Financial Trend:

YEAR	PARK AND STORMWATER FUND	% CHANGE
2018 Actual	59,037	
2019 Actual	56,980	-3.5%
2020 Actual	22,507	-60.5%
2021 Actual	67,667	200.6%
2022 Actual	85,968	27.0%
2023 Estimate	96,652	12.4%
2024 Proposed	90,000	-6.9%



Trend Analysis

Variations are a result of weather conditions for a given year. The Aquatic Center concession stand is directly affected 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 attributed to the impact of COVID-19 restrictions on Aquatic Center Operations. Overall, in terms of revenue collected, the aquatics center is generating more revenue than even years prior to 2020 (COVID shutdown).

Gross Receipts – Cable Franchise Fee

Legal Authorization:

State Statute: 94.110

City Ordinance: 1789

Account Code: 10-00-000-410-4025

Description

Crestwood collects a 5% franchise fee on the gross receipts of cable television providers providing service to the residents of Crestwood. The city is paid on a quarterly basis and the funds are recorded in the General Fund. Additionally, in 2021 as part of the Wayfair legislation, the Missouri legislature approved a decrease in cable franchise fees, which will gradually step down this revenue source over multiple years.

Financial Trend:

YEAR	GENERAL FUND	% CHANGE
2018 Actual	92,175	
2019 Actual	81,505	-11.6%
2020 Actual	80,681	-1.0%
2021 Actual	62,463	-22.6%
2022 Actual	84,643	35.5%
2023 Estimate	88,678	4.8%
2024 Proposed	79,116	-10.8%



Trend Analysis

Cable franchise fee revenues historically came from Charter/Spectrum cable as the main supplier. While the trends vary widely in terms of revenue collected, the generalized decreases in the past five years are a result of a growing number of consumers switching to streaming devices such as YouTube TV, Hulu, and Netflix, which currently do not pay the corresponding cable franchise fee.

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
2018 Actual	154,585	
2019 Actual	113,477	-26.6%
2020 Actual	93,445	-17.7%
2021 Actual	83,452	-10.7%
2022 Actual	64,638	-22.5%
2023 Estimate	68,365	5.8%
2024 Proposed	77,475	13.3%



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 and other equipment and less on the usage of said device. It is possible that the FY2022 actual numbers were the bottoming out of this revenue source.

Sales Taxes – Three Percent Marijuana

Legal Authorization:

State Statute: N/A

City Ordinance: 5313

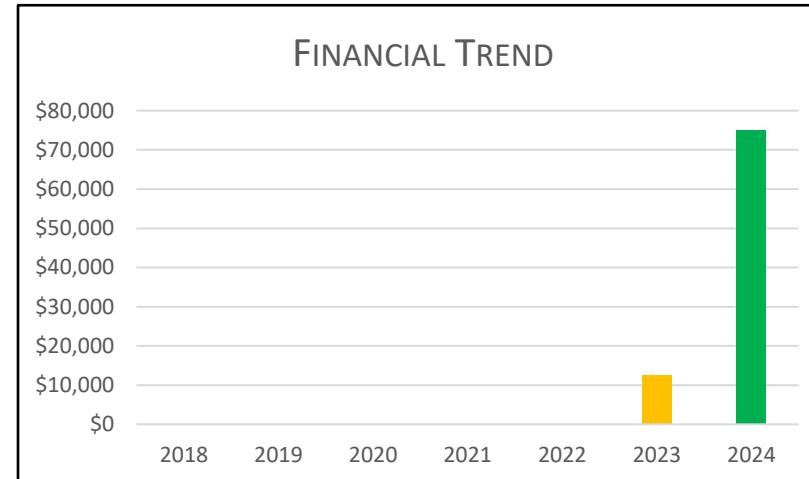
Account Code: 10-00-000-405-4018

Description

Crestwood levies a sales tax on retail sales of adult use marijuana within the City of Crestwood. In November 2022, Missouri voters approved an amendment to Article XIV of the Missouri Constitution to remove state prohibitions on the purchase, possession, consumption, use, delivery, manufacture, and sale of marijuana for personal use for adults over the age of 21. In April 2023, Crestwood voters approved – 76.3% to 23.7% – Proposition M to impose a three percent sales tax on adult use marijuana. The State of Missouri collects and administers all sales tax in the state. 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
2018 Actual	N/A	
2019 Actual	N/A	
2020 Actual	N/A	
2021 Actual	N/A	
2022 Actual	N/A	
2023 Estimate	12,500	
2024 Proposed	75,000	500.0%



Trend Analysis

With Proposition M being passed in April 2023, collection of said tax revenue had not been seen prior to the 2023 estimates and 2024 proposed revenue numbers. Therefore, these numbers are projections of what is expected to be seen following a pro forma performed by City staff.

Intergovernmental – American Rescue Plan Act (ARPA)

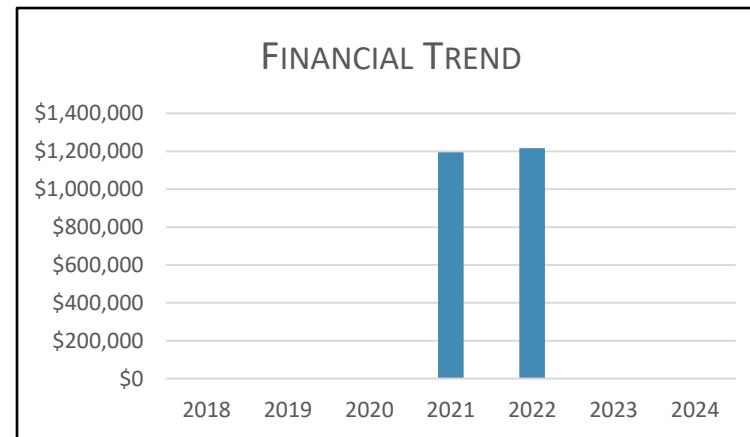
Legal Authorization: **N/A** | State Statute: **N/A** | City Ordinance: **N/A** | Account Code: **10-00-000-480-4818**

Description

The American Rescue Plan Act of 2021, also known as the COVID-19 Stimulus Package, was passed by the 117th 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:

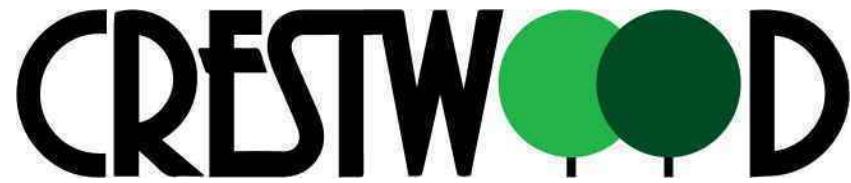
YEAR	GENERAL FUND	% CHANGE
2018 Actual	N/A	
2019 Actual	N/A	
2020 Actual	N/A	
2021 Actual	N/A	
2022 Actual	1,193,965	
2023 Estimate	1,216,976	
2024 Proposed	N/A	



Trend Analysis

ARPA funds were a one-time only dispersal of federal funds into local communities. 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 the end of 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



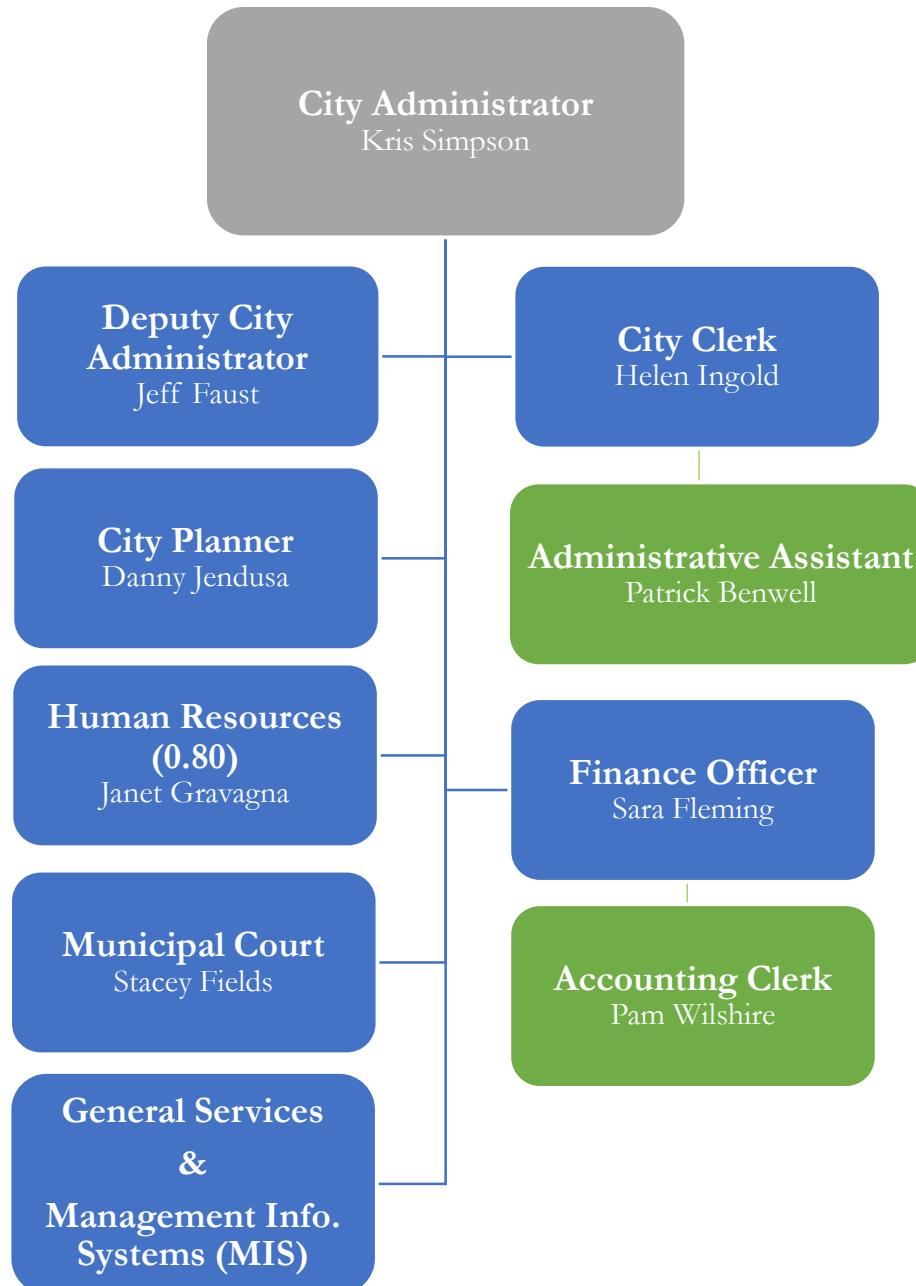
DEPARTMENTAL BUDGETS

General Fund

General Government Department

In this section:

Mayor	\$14,702
Board of Aldermen	\$45,113
City Administrator	\$545,490
General Services	\$719,332
MIS	\$184,000
Finance	\$251,148
Municipal Court	\$121,133
City Clerk	\$200,658
TOTAL	\$2,081,575



Mayor

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

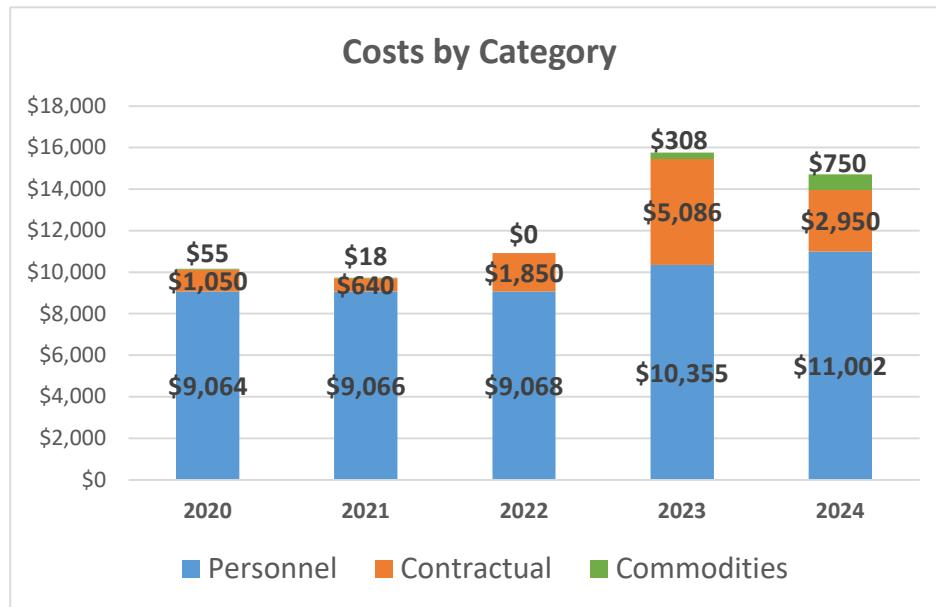
Division Summary:

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 Scott Shipley was elected Mayor in April 2023.

Budget Summary: \$14,702

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

-6.6%

Increases

No significant increases

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description				2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	10,200	6,200	9,600	505	5012	Wages, Elected Officials	10,200	10,200	10,200	
17	20	20	21	23	26	23	12	20	510	5116	Workers' Compensation Ins.	21	21	21	
521	543	521	521	521	521	632	384	595	515	5210	FICA Taxes	632	632	632	
122	127	122	122	122	122	148	90	139	515	5211	Medicare Taxes	148	148	148	
9,060	9,440	9,063	9,064	9,066	9,068	11,003	6,686	10,355	Total Personnel				11,002	11,002	11,002
-	-	70	-	-	80	-	96	96	605	6010	Training & Education	-	-	-	
-	-	-	-	-	-	-	140	140	605	6011	Travel & Expenses	500	500	500	
350	350	350	450	-	350	450	-	450	605	6012	Employee Memberships	450	450	450	
780	1,326	1,080	600	640	1,420	4,000	772	4,000	645	6710	Public Relations & Promotion	2,000	2,000	2,000	
-	-	-	-	-	-	-	400	400	645	6711	Printing & Binding	-	-	-	
1,130	1,676	1,500	1,050	640	1,850	4,450	1,408	5,086	Total Contractual				2,950	2,950	2,950
58	860	633	55	18	-	100	308	308	710	7110	Office Supplies	750	750	750	
58	860	633	55	18	-	100	308	308	Total Commodities				750	750	750
10,248	11,976	11,196	10,169	9,724	10,918	15,553	8,402	15,749	Total Expenditures- Mayor				14,702	14,702	14,702

Board of Aldermen

Division Contact Information

Kris Simpson, City Administrator

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, Grant Mabie

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

Budget Summary: \$45,113

Staffing: 0.00 FTE

Costs by Category



Cost Changes

Division cost has **changed** by
4.5%

Increases

No significant increases

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description			2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	36,000	37,200	24,800	37,200	505	5012 Wages, Elected Officials	39,600	39,600	39,600	
68	66	70	80	92	112	84	48	78	510	5116 Workers' Compensation Insurance	83	83	83	
2,083	1,953	2,083	2,083	2,083	2,232	2,306	1,538	2,306	515	5210 FICA Taxes	2,455	2,455	2,455	
487	457	487	488	487	523	539	360	539	515	5211 Medicare Taxes	574	574	574	
36,238	33,976	36,241	36,251	36,262	38,867	40,130	26,745	40,124	Total Personnel			42,713	42,713	42,713
35	180	20	-	260	245	240	66	240	605	6010 Training & Education	200	200	200	
-	268	-	-	30	-	200	138	200	605	6011 Travel & Expenses	200	200	200	
1,069	-	-	-	-	-	-	-	-	610	6115 Other Professional Services	-	-	-	
-	321	606	616	410	1,675	750	2,018	2,018	645	6710 Public Relations & Promotions	1,000	1,000	1,000	
136	135	-	-	-	588	600	35	600	645	6711 Printing & Binding	700	700	700	
1,240	904	626	616	700	2,508	1,790	2,258	3,058	Total Contractual			2,100	2,100	2,100
28	-	1,181	-	270	-	300	-	-	710	7110 Office Supplies	300	300	300	
-	-	80	-	-	-	-	-	-	740	7400 Misc Expenditures	-	-	-	
28	-	1,261	-	270	-	300	-	-	Total Commodities			300	300	300
37,506	34,880	38,128	36,867	37,232	41,375	42,220	29,003	43,182	Total Expenditures- BOA			45,113	45,113	45,113

City Administrator

Division Contact Information

Kris Simpson, City Administrator

ksimpson@cityofcrestwood.org

314.729.4780

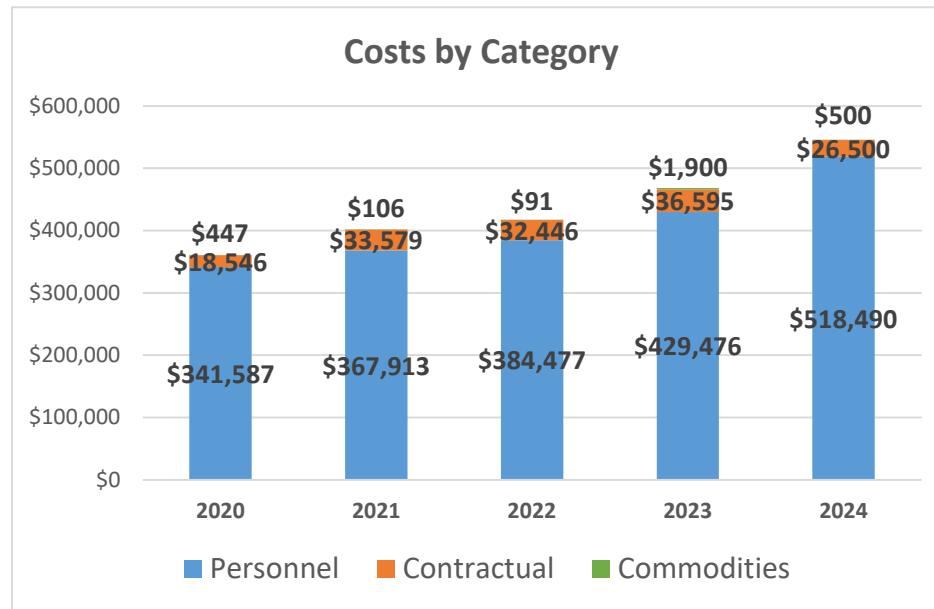
Division Summary:

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

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

Budget Summary: \$545,490

Staffing: 3.80 FTE



Cost Changes

Division cost has **changed** by

16.6%

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, 2024

ACTUAL						2023			Account Description					2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	CITY ADMINISTRATOR 10-25-040-XXX-XXXX					Dept, City Adm.	Ways & Means Recommende	BOA Approved
161,368	173,450	167,698	228,301	246,053	258,790	275,050	189,455	277,055	505	5010	Salaries, Exempt Employees		321,358	321,358	321,358	
54,431	40,758	42,981	(948)	499	-	-	-	-	505	5011	Wages, Non-Exempt Employees		-	-	-	
22,773	43,165	42,476	43,306	44,467	46,542	49,271	32,689	59,408	505	5013	Wages, Part-time		93,984	93,984	93,984	
									505	5015	Wages, Overtime					
26,109	29,909	30,322	34,476	38,690	37,494	45,320	29,626	47,425	510	5110	Health Insurance		57,059	57,059	57,059	
2,096	1,637	1,355	1,357	1,314	1,293	1,373	893	1,423	510	5111	Dental Insurance		1,859	1,859	1,859	
1,119	1,194	1,142	889	1,665	1,288	1,254	927	1,485	510	5112	Life/AD&D/LTD Insurance		1,496	1,496	1,496	
83	103	62	83	89	95	84	71	84	510	5114	Employee Assistance Program		119	119	119	
8,111	8,800	10,895	13,050	12,393	14,956	11,027	7,553	16,150	510	5115	Retirement Plan		9,968	9,968	9,968	
482	581	630	681	862	910	731	430	707	510	5116	Workers' Compensation Insurance		872	872	872	
14,566	15,601	15,567	16,527	17,734	19,070	20,108	13,519	20,861	515	5210	FICA Taxes		25,751	25,751	25,751	
3,406	3,649	3,641	3,865	4,147	4,040	4,703	3,162	4,879	515	5211	Medicare Taxes		6,022	6,022	6,022	
294,544	318,847	316,768	341,587	367,913	384,477	408,920	278,325	429,476	Total Personnel					518,490	518,490	518,490
4,065	2,374	1,770	385	607	7,347	4,000	3,482	4,000	605	6010	Training & Education		4,000	4,000	4,000	
2,999	3,868	4,834	581	1,811	2,372	6,300	5,454	6,300	605	6011	Travel & Expenses		6,500	6,500	6,500	
1,403	1,453	1,178	2,257	1,710	2,434	2,100	1,848	2,100	605	6012	Employee Memberships		2,500	2,500	2,500	
700	951	878	750	1,290	1,229	3,200	3,695	3,695	610	6114	Computer Services		3,000	3,000	3,000	
-	-	-	675	12,000	-	-	-	-	610	6115	Other Prof Svcs		-	-	-	
-	-	-	-	-	-	-	-	-	640	6611	Periodicals & Books		-	-	-	
-	7,496	7,718	6,874	9,427	10,560	10,000	6,324	10,000	645	6710	Public Relations & Promotion		10,000	10,000	10,000	
422	120	-	-	3	-	500	65	500	645	6711	Printing & Binding		500	500	500	
-	6,162	6,530	7,024	6,731	8,504	10,000	5,587	10,000	650	6810	Postage		-	-	-	
9,589	22,424	22,908	18,546	33,579	32,446	36,100	26,456	36,595	Total Contractual					26,500	26,500	26,500
1,196	308	488	187	106	91	500	-	500	710	7110	Office Supplies		500	500	500	
-	-	-	260	-	-	-	1,400	1,400	730	7110	Computer Parts		-	-	-	
-	795	-	-	-	-	-	-	-	730	7112	Software Licensing		-	-	-	
-	1,656	-	-	-	-	-	-	-	730	7517	Street Supplies		-	-	-	
1,196	2,759	488	447	106	91	500	1,400	1,900	Total Commodities					500	500	500
305,329	344,030	340,163	360,580	401,598	417,013	445,520	306,180	467,971	Total Expenditures- City Administrator					545,490	545,490	545,490

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: \$719,332

Staffing: 0.00 FTE

Costs by Category



Cost Changes

Division cost has **changed** by

-1.9%

Increases

No significant increases

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description			2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	GENERAL SERVICES 10-25-041-XXX-XXXX			Dept. City Adm.	Ways & Means Recommande	BOA Approved
53,719	64,850	44,481	53,285	79,779	78,906	90,745	54,428	90,745	510	5110	Health Insurance (retirees)	77,882	77,882	77,882
8,320	9,663	3,894	1,286	-	-	5,000	640	5,000	510	5119	Employment Security Benefit Payments	5,000	5,000	5,000
84,688	66,802	79,924	76,731	36,492	60,729	75,000	65,726	75,000	510	5120	Deductible reimbursement	75,000	75,000	75,000
146,727	141,315	128,299	131,302	116,271	139,635	170,745	120,794	170,745			Total Personnel	157,882	157,882	157,882
150	11,283	8,767	5,100	6,670	9,904	22,250	9,632	22,250	605	6010	Training & Education	18,750	18,750	18,750
518	873	676	54	-	-	-	-	-	605	6011	Travel & Expenses	-	-	-
188,509	187,786	211,307	153,332	159,459	133,280	135,000	89,171	135,000	610	6110	Legal Services	140,000	140,000	140,000
28,041	28,806	29,588	20,000	23,800	21,000	27,000	24,800	27,000	610	6112	Auditing Services	26,000	26,000	26,000
17,104	23,433	24,428	38,489	38,181	25,926	27,000	32,297	41,000	610	6115	Other Professional Services	31,000	31,000	31,000
17,705	16,556	34,052	29,019	29,741	16,606	25,000	10,440	25,000	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	6,257	6,000	4,222	6,000	615	6218	Cable TV	7,000	7,000	7,000
1,183	1,490	2,381	1,162	2,470	709	2,800	537	2,600	620	6315	Solid Waste Disposal	8,500	8,500	8,500
19,664	19,475	22,674	19,173	18,803	13,390	24,400	26,257	30,000	620	6316	Maintenance Agreements	22,000	22,000	22,000
1,515	1,515	1,515	1,719	1,791	1,648	2,000	1,619	2,000	630	6451	Equipment Leases	2,000	2,000	2,000
46,626	50,745	53,400	67,514	80,142	87,685	88,000	104,822	104,822	635	6510	Property Policy	107,200	107,200	107,200
50,244	50,645	53,088	56,974	59,843	60,998	62,100	67,691	67,691	635	6511	General/Auto/Police Liability (SLAIT)	73,300	73,300	73,300
13,815	14,220	14,505	15,158	16,675	17,845	18,000	18,737	18,737	635	6512	Public Officials Liability	19,000	19,000	19,000
1,858	1,936	1,936	1,720	1,780	1,784	2,000	-	2,000	635	6513	City Insurance	2,000	2,000	2,000
2,605	2,578	2,776	3,346	3,914	8,290	8,300	9,000	9,000	635	6514	Cyber Liability Insurance	10,000	10,000	10,000
500	5,673	7,015	11,054	-	500	5,000	-	5,000	635	6515	Other Insurance Expense	5,000	5,000	5,000
7,141	7,241	7,395	6,824	6,807	6,810	7,500	7,893	7,893	640	6610	City Memberships	7,700	7,700	7,700
4,083	3,772	4,169	3,061	3,087	18,690	13,500	29,620	32,000	645	6710	Public Relations & Promotion	25,000	25,000	25,000
1,250	787	1,492	1,373	766	-	500	216	500	645	6711	Printing & Binding	500	500	500
13,332	1,959	1,685	5,169	6,440	5,237	4,000	965	4,000	645	6712	Advertising and Publication	4,000	4,000	4,000
5,263	5,006	5,560	7,226	6,388	8,655	10,000	3,319	10,000	650	6810	Postage	10,000	20,000	20,000
125	-	9	-	-	-	-	-	-	650	6811	Interest Expense	-	-	-
439,103	454,519	493,000	452,541	472,172	445,213	490,350	441,237	552,493			Total Contractual	543,950	553,950	553,950
10,434	17,150	7,617	11,625	7,598	8,131	6,000	8,681	10,000	710	7110	Office Supplies	7,500	7,500	7,500
-	48	1,867	-	6	73,027	-	-	-	740	7400	Miscellaneous Expenditure	-	-	-
-	-	2	76	-	389	-	-	-	740	7713	Other Supplies	-	-	-
10,434	17,198	9,486	11,701	7,604	81,546	6,000	8,681	10,000			Total Commodities	7,500	7,500	7,500
596,264	613,032	630,785	595,544	596,047	666,394	667,095	570,712	733,238			Total Expenditures- General Services	709,332	719,332	719,332

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: \$184,000

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

13.2%

Increases

Increase includes
\$25,000 for
permitting/licensing
software

Decreases

No significant
decreases

City of Crestwood, Missouri
General Fund Expenditures

Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description		2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	MANAGEMENT INFORMATION SYSTEMS 10-25-042-XXX-XXXX	Dept, City Adm.	Ways & Means Recommendation	BOA Approved	
-	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	81,570	89,000	52,743	83,000	- 620 6316 Maintenance Agreements	84,000	84,000	84,000	
63,648	63,336	63,467	89,614	72,415	81,570	89,000	52,743	83,000	Total Contractual	84,000	84,000	84,000	
-	-	-	-	-	-	-	-	-	- 710 7110 Office Supplies	-	-	-	
14,269	24,734	31,106	26,570	31,471	16,672	25,000	10,982	25,000	- 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	39,944	45,000	39,031	54,500	- 730 7112 Software License	75,000	75,000	75,000	
64,705	53,423	62,320	62,391	76,414	56,616	70,000	50,014	79,500	Total Commodities	100,000	100,000	100,000	
-	-	-	21,979	-	-	-	-	-	- 820 8310 Computer Parts	-	-	-	
-	-	-	-	-	-	-	-	-	- 820 8313 Software License	-	-	-	
-	-	-	21,979	-	-	-	-	-	Total Capital	-	-	-	
128,353	116,759	125,787	173,984	148,829	138,186	159,000	102,757	162,500	Total Expenditures- MIS	184,000	184,000	184,000	

Finance

Division Contact Information
Sara Fleming, Finance Officer
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: \$251,148

Staffing: 2.00 FTE



Cost Changes

Division cost has **changed** by

22.2%

Increases

Increase in other professional services is for fraud risk assessment

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description				2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FINANCE 10-25-044-XXX-XXXX				Dept, City Adm.	Ways & Means Recomende	BOA Approved
83,586	92,652	95,518	97,835	101,204	100,242	106,050	65,708	96,871	505	5010 Salaries, Exempt Employees		107,423	107,423	107,423	
40,737	42,892	44,374	46,201	47,045	48,943	52,217	34,353	51,599	505	5011 Wages, Non-Exempt Employees		59,451	59,451	59,451	
-	3,371	-	-	-	-	-	-	-	505	5013 Wages, Part-time Employees		-	-	-	
-	-	-	-	-	586	1,000	145	400	505	5015 Overtime Wages		500	500	500	
17,793	30,086	31,622	33,797	35,102	28,147	32,850	13,183	19,970	510	5110 Health Insurance		20,769	20,769	20,769	
924	819	707	679	650	604	686	446	686	510	5111 Dental Insurance		744	744	744	
447	561	582	758	1,240	534	615	393	588	510	5112 Life/AD&D/LTD Insurance		641	641	641	
41	52	31	41	44	48	42	36	42	510	5114 Employee Assistance Program		48	48	48	
4,070	3,344	6,130	6,781	7,121	5,867	5,415	2,358	7,127	510	5115 Retirement Plan		4,029	4,029	4,029	
251	314	345	364	438	427	359	219	312	510	5116 Workers' Compensation Insurance		353	353	353	
7,200	7,712	7,776	7,987	8,294	8,228	9,875	6,063	9,205	515	5210 FICA Taxes		10,408	10,408	10,408	
1,684	1,804	1,819	1,868	1,940	1,924	2,309	1,418	2,153	515	5211 Medicare Taxes		2,434	2,434	2,434	
156,734	183,607	188,903	196,311	203,078	195,549	211,419	124,322	188,952	Total Personnel				206,798	206,798	206,798
199	797	224	112	44	435	2,500	1,834	1,900	605	6010 Training & Education		1,500	1,500	1,500	
273	364	99	249	21	834	1,000	602	700	605	6011 Travel & Expenses		750	750	750	
190	190	190	50	265	190	400	330	400	605	6012 Employee Memberships		400	400	400	
-	-	-	-	-	-	-	-	-	610	6115 Other Professional Services		36,200	36,200	36,200	
25	-	-	-	-	62	100	-	100	645	6711 Printing & Binding		100	100	100	
687	1,351	513	411	330	1,521	4,000	2,766	3,100	Total Contractual				38,950	38,950	38,950
436	420	263	224	291	171	400	300	400	710	7110 Office Supplies		400	400	400	
-	8,689	3,175	3,398	3,652	4,723	15,000	11,587	13,000	730	7112 Software Licensing		5,000	5,000	5,000	
436	9,109	3,438	3,622	3,943	4,894	15,400	11,888	13,400	Total Commodities				5,400	5,400	5,400
157,857	194,067	192,854	200,344	207,351	201,964	230,819	138,976	205,452	Total Expenditures- Finance				251,148	251,148	251,148

Municipal Court

Division Contact Information

Stacey Fields, Court Administrator

fields@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 Stephen Davis has served the City of Crestwood since 2023.
Court Administrator Stacey Fields has served the City of Crestwood since 2017.

Budget Summary: \$121,133

Staffing: 1.0 FTE



Cost Changes

Division cost has **changed** by

0.1%

Increases

No significant increases

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description				2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	MUNICIPAL COURT 10-25-045-XXX-XXXX				Dept, City Adm.	Ways & Means Recommend	BOA Approved
41,577	43,870	46,000	46,257	47,065	53,984	57,733	37,711	55,643	505	5011	Wages, Non-Exempt Employees	61,813	61,813	61,813	
1,798	2,982	-	-	-	-	-	-	-	505	5013	Wages, Part-time Employees	1,700	1,700	1,700	
2,594	3,186	5,584	1,998	165	792	3,000	1,784	2,289	505	5015	Overtime Wages	3,000	3,000	3,000	
5,489	7,271	7,935	8,619	11,986	12,503	10,083	6,591	9,985	510	5110	Health Insurance	10,384	10,384	10,384	
458	409	355	339	325	330	343	223	343	510	5111	Dental Insurance	372	372	372	
182	(10)	242	201	366	276	245	192	220	510	5112	Life/AD&D/LTD Insurance	257	257	257	
21	26	15	21	22	24	21	18	23	510	5114	Employee Assistance Program	24	24	24	
1,068	1,623	2,184	2,288	2,270	2,642	2,065	1,343	2,781	510	5115	Retirement Plan	1,556	1,556	1,556	
89	104	119	120	139	161	137	193	122	510	5116	Workers' Compensation Insurance	140	140	140	
2,745	2,937	2,984	2,900	2,839	3,284	3,765	2,365	3,592	515	5210	FICA Taxes	4,124	4,124	4,124	
642	687	698	678	664	768	881	553	840	515	5211	Medicare Taxes	964	964	964	
56,663	63,085	66,115	63,421	65,841	74,764	78,272	50,974	75,836	Total Personnel				84,333	84,333	84,333
2,168	1,020	1,340	337	774	1,075	1,270	12,560	12,800	605	6010	Training & Education	1,470	1,470	1,470	
912	2,399	2,938	1,426	2,173	2,735	3,300	3,781	4,000	605	6011	Travel & Expenses	5,095	5,095	5,095	
212	200	159	275	275	335	445	245	245	605	6012	Employee Memberships	455	455	455	
24,706	14,821	12,750	12,420	12,300	13,913	19,900	8,213	14,320	610	6110	Legal Services	20,880	20,880	20,880	
-	82	1,466	411	900	1,750	700	1,400	1,750	610	6115	Other Professional Services	1,950	1,950	1,950	
300	-	300	-	-	-	500	-	250	610	6120	Municipal Court Mental Health Docket	500	500	500	
720	-	-	-	-	-	300	-	300	610	6121	Prisoner Services	300	300	300	
4,515	4,515	4,473	4,389	4,130	4,222	4,800	2,795	4,300	625	6410	Rejis Services	4,400	4,400	4,400	
453	575	947	589	571	461	1,000	70	750	645	6711	Printing & Binding	750	750	750	
607	644	2,102	2,270	297	115	500	-	500	650	6815	Municipal Court Bank Fees	500	500	500	
34,593	24,256	26,474	22,117	21,420	24,605	32,715	29,064	39,215	Total Contractual				36,300	36,300	36,300
696	1,327	799	156	686	87	500	5,088	6,000	710	7110	Office Supplies	500	500	500	
696	1,327	799	156	686	87	500	5,088	6,000	Total Commodities				500	500	500
91,951	88,668	93,389	85,694	87,947	99,456	111,487	85,125	121,051	Total Expenditures- Municipal Court				121,133	121,133	121,133

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: \$200,658

Staffing: 2.0 FTE



Cost Changes

Division cost has **changed** by
5.7%

Increases

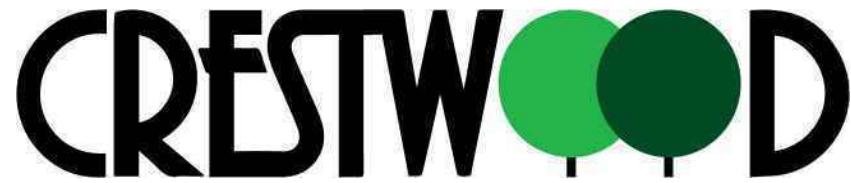
No significant increases

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description					2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	CITY CLERK 10-25-046-XXX-XXXX					Dept, City Adm.	Ways & Means Recommendation	BOA Approved
92,470	98,573	98,939	104,359	93,522	107,110	114,622	75,379	112,429	505	5011	Wages, Non-Exempt Employees		127,716	127,716	127,716	
9,249	10,580	-	-	-	-	-	-	-	505	5013	Wages, Part-time Employees		-	-	-	
3,530	2,828	3,197	1,421	1,049	1,533	2,000	244	494	505	5015	Overtime Wages		1,000	1,000	1,000	
16,637	22,353	19,865	21,299	15,366	17,434	20,166	13,183	19,970	510	5110	Health Insurance		20,769	20,769	20,769	
1,048	819	706	693	435	512	686	446	686	510	5111	Dental Insurance		744	744	744	
477	454	516	907	1,017	550	488	383	456	510	5112	Life/AD&D/LTD Insurance		526	526	526	
41	52	31	41	44	48	42	36	95	510	5114	Employee Assistance Program		48	48	48	
3,134	3,107	3,830	4,959	3,520	5,291	3,965	2,571	5,420	510	5115	Retirement Plan		3,089	3,089	3,089	
214	263	249	265	281	320	263	145	237	510	5116	Workers' Compensation Insurance		270	270	270	
6,086	6,391	5,955	6,188	5,605	6,433	7,231	4,557	7,001	515	5210	FICA Taxes		7,980	7,980	7,980	
1,423	1,495	1,393	1,453	1,311	1,504	1,691	1,066	1,637	515	5211	Medicare Taxes		1,866	1,866	1,866	
134,310	146,915	134,680	141,586	122,150	140,734	151,153	98,010	148,425	Total Personnel					164,008	164,008	164,008
2,394	2,841	5,083	1,155	2,509	1,908	2,200	1,250	2,200	605	6010	Training & Education		2,800	2,800	2,800	
3,298	4,839	2,209	985	1,452	2,821	2,500	2,244	2,500	605	6011	Travel & Expenses		3,200	3,200	3,200	
374	231	85	680	643	579	500	80	400	605	6012	Employee Memberships		400	400	400	
-	-	-	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	27,990	-	-	-	610	6115	Other Professional Services		-	-	-	
50	60	164	-	60	-	-	-	-	645	6711	Printing & Binding		-	-	-	
9,329	7,422	9,627	5,644	16,418	2,126	20,000	17,872	22,384	645	6714	Code Book Codification		10,000	10,000	10,000	
5,357	18,835	4,678	6,677	7,055	5,193	8,000	6,336	6,336	650	6813	Elections - General & Special		8,000	8,000	8,000	
20,854	49,960	37,117	29,228	54,606	40,617	33,200	27,782	33,820	Total Contractual					24,400	24,400	24,400
602	9,494	427	142	226	173	250	155	150	710	7110	Office Supplies		250	250	250	
-	4,800	13,243	7,837	11,809	8,397	8,000	6,390	7,403	730	7112	Software Licensing		12,000	12,000	12,000	
602	14,294	13,670	7,979	12,035	8,571	8,250	6,545	7,553	Total Commodities					12,250	12,250	12,250
155,766	211,169	185,467	178,794	188,791	189,922	192,603	132,338	189,798	Total Expenditures- City Clerk					200,658	200,658	200,658



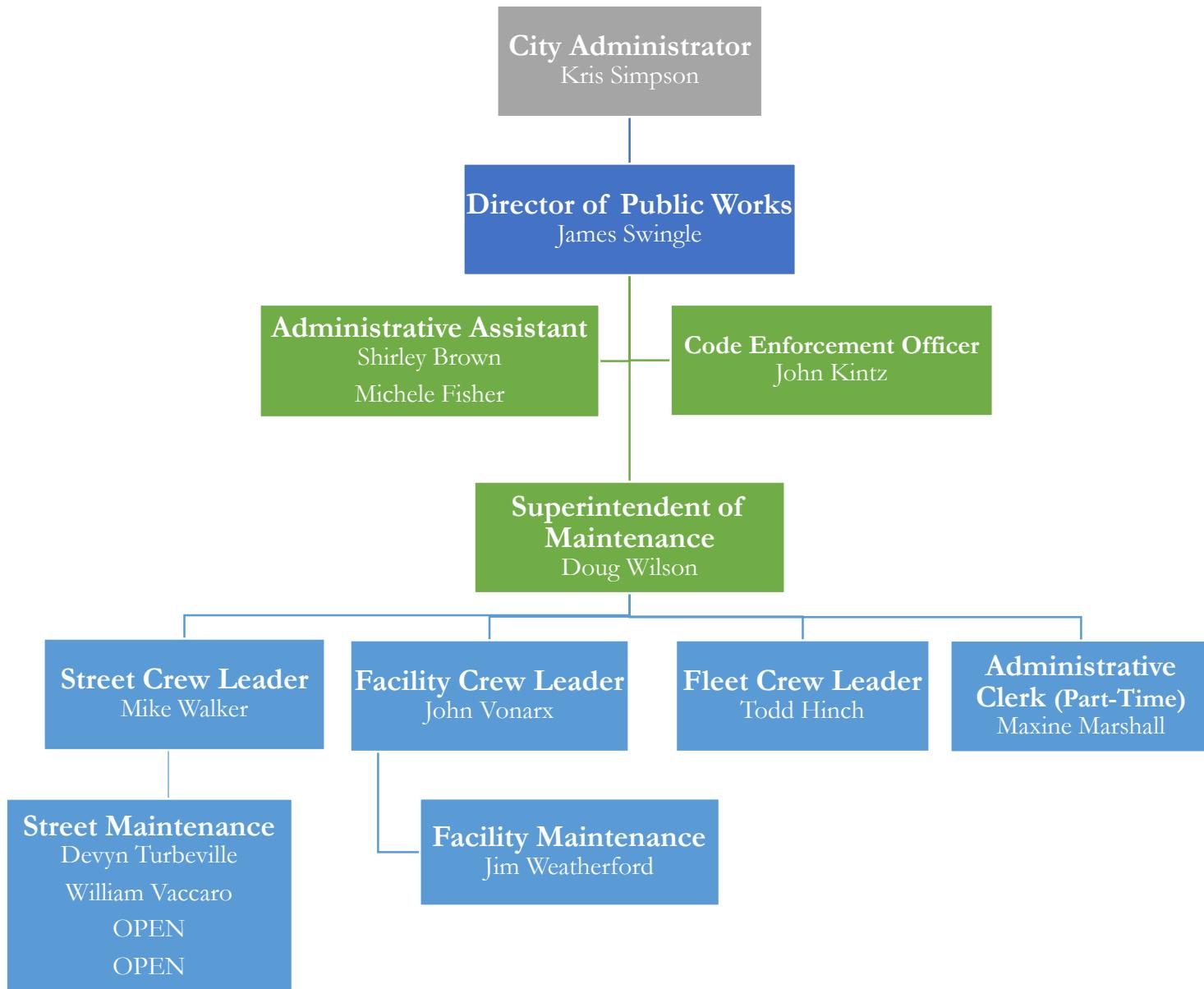
DEPARTMENTAL BUDGETS

General Fund

Public Works Department

In this Section:

Public Works Administration	\$297,317
Facilities and Code Enforcement	\$2,252,309
Street Maintenance	\$1,078,428
Fleet Management	\$183,735
TOTAL	\$3,811,789



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 Works. This division contains the personnel costs for the department head and administrative support staff. The Department 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: \$297,317

Staffing: 3.00 FTE



Cost Changes

Division cost has **changed** by
26.3%

Increases

Increase in salary and wages for full-time employees over FY2023 levels

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description				2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS ADMINISTRATION 10-35-061-XXX-XXXX				Dept, City Adm.	Ways & Means Recommendation	BOA Approved
92,088	97,671	101,348	109,127	107,538	101,439	121,000	65,573	65,573	505	5010 Salaries, Exempt Employees		102,608	102,608	102,608	
95,441	122,573	125,675	113,778	128,049	132,756	156,225	63,088	90,704	505	5011 Wages, Non-Exempt Employees		95,192	95,192	95,192	
8,060	-	-	-	-	-	-	-	-	505	5013 Wages, Part-Time		-	-	-	
4,285	1,328	2,150	170	-	-	1,000	697	997	505	5015 Overtime Wages		1,000	1,000	1,000	
19,887	33,922	41,677	48,881	53,536	55,025	68,365	28,503	39,227	510	5110 Health Insurance		49,027	49,027	49,027	
1,572	1,575	1,399	1,260	1,236	1,226	1,304	656	845	510	5111 Dental Insurance		1,041	1,041	1,041	
809	1,022	1,060	1,012	2,065	1,004	1,108	536	728	510	5112 Life/AD&D/LTD Insurance		800	800	800	
62	77	57	83	89	95	84	71	95	510	5114 Employee Assistance Program		67	67	67	
6,492	7,209	9,489	10,660	10,817	10,458	9,460	2,414	7,549	510	5115 Retirement Plan		4,771	4,771	4,771	
617	715	878	951	1,127	1,120	1,060	435	330	510	5116 Workers' Compensation Insurance		623	623	623	
11,901	13,037	13,412	12,903	13,688	13,464	17,250	7,531	9,751	515	5210 FICA Taxes		12,326	12,326	12,326	
2,783	3,049	3,137	3,004	3,201	3,149	4,034	1,761	2,280	515	5211 Medicare Taxes		2,883	2,883	2,883	
243,997	282,178	300,281	301,829	321,346	319,735	380,891	171,265	218,080	Total Personnel				270,337	270,337	270,337
600	2,072	1,171	767	919	1,529	2,000	-	-	605	6010 Training & Education		2,000	2,000	2,000	
487	998	2,544	386	482	1,496	2,500	-	-	605	6011 Travel & Expenses		2,500	2,500	2,500	
871	671	1,504	1,072	1,056	694	1,000	-	1,000	605	6012 Employee Memberships		1,000	1,000	1,000	
3,323	58,750	2,643	3,506	1,197	400	1,200	499	650	610	6115 Other Professional Services		1,200	1,200	1,200	
840	840	840	749	756	686	780	287	780	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	830	1,000	444	600	645	6711 Printing & Binding		1,000	1,000	1,000	
2,332	2,605	753	-	5,085	2,406	3,000	5,557	6,000	645	6712 Advertising and Publications		3,000	3,000	3,000	
-	-	73	-	-	-	-	-	-	650	6810 Postage		-	-	-	
9,230	67,727	12,556	10,440	10,704	8,041	11,480	6,787	9,030	Total Contractual				11,480	11,480	11,480
1,341	844	3,323	841	540	920	200	345	200	710	7110 Office Supplies		500	500	500	
411	67	1,107	120	20	45	100	-	100	715	7210 Household Supplies		-	-	-	
-	65	-	-	67	-	-	-	-	725	7411 Small Tools & Equipment		-	-	-	
-	7,000	7,841	8,230	7,950	7,000	8,000	7,161	8,000	730	7112 Software Licensing		15,000	15,000	15,000	
-	-	-	-	-	-	-	-	-	740	7713 Other Supplies		-	-	-	
1,752	7,976	12,271	9,191	8,577	7,965	8,300	7,506	8,300	Total Commodities				15,500	15,500	15,500
-	-	-	650	-	-	-	-	-	820	8310 Computer Parts & Equipment		-	-	-	
-	-	-	650	-	-	-	-	-	Total Capital				-	-	-
254,979	357,881	325,108	322,111	340,627	335,741	400,671	185,557	235,410	Total Expenditures- PW Administration				297,317	297,317	297,317

Facilities and Code Enforcement

Contact Information

James Swingle, Director of Public Works

jswingle@cityofcrestwood.org

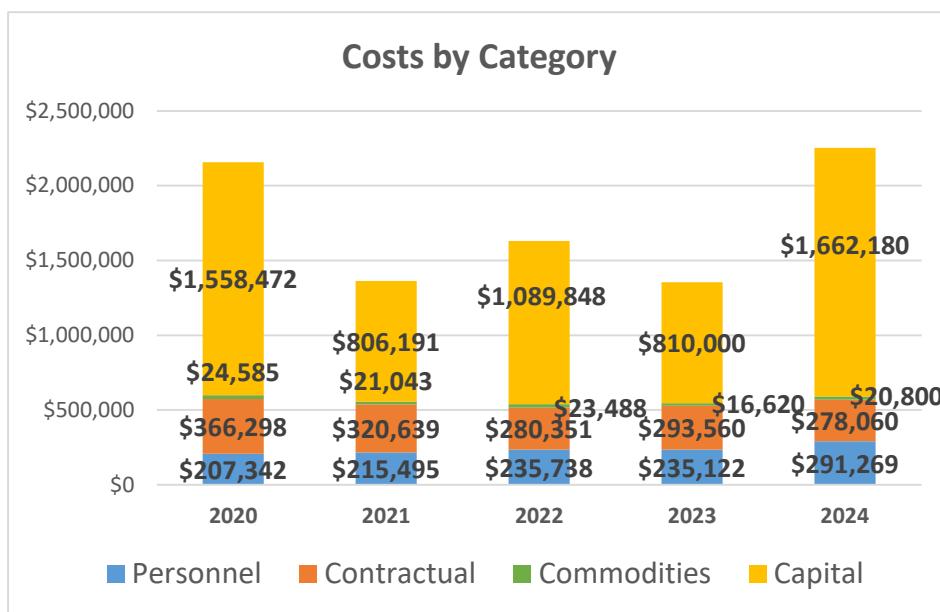
314.729.4722

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: \$2,252,309

Staffing: 3.0 FTE



Cost Changes

Division cost has **changed** by

66.2%

Increases

Division line includes \$1,400,000 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, 2024

ACTUAL						2023			Account Description			2024 BUDGET		
2017	2018	2019	2020	2021	2022	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 Recommendde	BOA Approved
134,220	135,825	139,815	135,200	140,648	149,875	161,452	104,592	155,230	505 5011 Wages, Non-Exempt Employees			187,176	187,176	187,176
2,560	(5)	3,317	3,439	3,212	2,640	3,953	1,689	2,449	505 5013 Wages, Part-Time Employees			17,440	17,440	17,440
11,971	21,298	18,115	4,059	5,459	10,806	13,000	5,130	6,618	505 5015 Overtime Wages			13,789	13,789	13,789
28,365	35,275	34,024	36,699	36,210	40,318	42,933	27,057	40,318	510 5110 Health Insurance			38,040	38,040	38,040
1,612	1,228	1,061	1,018	908	990	1,030	670	990	510 5111 Dental Insurance			1,115	1,115	1,115
662	730	748	1,729	1,282	790	701	547	630	510 5112 Life/AD&D/LTD Insurance			776	776	776
62	77	46	62	67	71	63	53	71	510 5114 Employee Assistance Program			71	71	71
4,832	5,425	6,787	6,804	6,540	7,189	5,931	3,750	7,769	510 5115 Retirement Plan			4,823	4,823	4,823
5,659	6,617	7,574	8,076	10,256	11,197	7,222	5,757	8,478	510 5116 Workers' Compensation Insurance			11,330	11,330	11,330
8,655	9,168	9,540	8,291	8,845	9,614	11,061	6,601	10,186	515 5210 FICA Taxes			13,541	13,541	13,541
2,024	2,144	2,231	1,965	2,068	2,248	2,587	1,544	2,382	515 5211 Medicare Taxes			3,167	3,167	3,167
200,624	217,782	223,259	207,342	215,495	235,738	249,931	157,390	235,122	Total Personnel			291,269	291,269	291,269
-	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	17,730	30,000	11,124	17,000	610 6115 Other Professional Services			30,000	30,000	30,000
16,908	17,025	16,980	16,910	12,040	24,150	20,000	15,345	28,000	610 6117 Rental Inspections			28,000	28,000	28,000
1,690	4,933	11,125	12,775	46,747	2,899	10,000	2,216	4,000	612 6150 Contract Mowing			10,000	10,000	10,000
-	-	-	-	37,013	-	30,000	-	-	612 6157 Pavement Preservation			30,000	30,000	30,000
38,204	42,849	40,667	39,294	8,781	35,458	43,000	18,734	35,000	615 6210 Electric			40,000	40,000	40,000
6,849	9,774	8,948	7,363	-	11,187	9,000	11,633	18,000	615 6211 Natural Gas			15,000	15,000	15,000
3,117	3,070	3,481	3,520	3,866	4,308	3,000	2,776	3,000	615 6212 Sewer			3,500	3,500	3,500
2,070	2,296	2,738	2,794	3,234	4,439	3,000	3,367	4,000	615 6213 Water			4,000	4,000	4,000
79,217	79,533	73,200	72,373	72,513	70,670	73,000	45,838	73,000	615 6214 Street Lighting			75,000	75,000	75,000
1,225	1,411	1,604	1,861	1,722	1,213	1,560	811	1,560	615 6217 Mobile Phones			1,560	1,560	1,560
-	-	1,828	2,761	-	-	-	-	-	620 6311 Maint/Repair Communication Equipment			-	-	-
35,329	29,359	129,686	83,869	62,707	108,295	110,000	35,521	110,000	620 6312 Maint/Repair Buildings / Facilities			40,000	40,000	40,000
221	-	759	-	52	-	-	-	-	620 6313 Maint/Repair Other Equipment			-	-	-
-	-	26,259	69,106	-	-	-	-	-	630 6452 Other Rentals/Leases			-	-	-
184,831	195,289	378,215	366,298	320,639	280,351	333,560	147,365	293,560	Total Contractual			278,060	278,060	278,060
5,136	4,050	4,879	6,353	6,065	5,628	5,000	3,360	5,000	715 7211 Janitorial Supplies			5,300	5,300	5,300
14,186	15,272	12,820	13,880	13,539	17,219	13,000	7,910	10,620	715 7212 Building Maint. Supplies			14,000	14,000	14,000
65	22	-	-	1,439	641	2,000	-	1,000	725 7411 Small Tools & Equipment			1,500	1,500	1,500
949	2,840	5,371	4,052	-	-	-	-	-	725 7413 Machinery & Equipment			-	-	-
-	14	-	300	-	-	-	-	-	740 7713 Other Supplies			-	-	-
20,336	22,198	23,070	24,585	21,043	23,488	20,000	11,270	16,620	Total Commodities			20,800	20,800	20,800
-	-	-	62,770	385,596	675,647	490,000	236,619	490,000	805 8010 Land Improvements - Parks			162,180	162,180	162,180
-	-	34,753	1,472,702	420,595	414,201	1,320,000	140,206	320,000	805 8011 Building & Improvements			1,500,000	1,500,000	1,500,000
-	-	-	23,000	-	-	-	-	-	810 8110 Motor Vehicles			-	-	-
-	-	34,753	1,558,472	806,191	1,089,848	1,810,000	376,825	810,000	Total Capital			1,662,180	1,662,180	1,662,180
405,791	435,269	659,297	2,156,697	1,363,368	1,629,425	2,413,491	692,850	1,355,302	Total Expenditures- PW Facilities/Code			2,252,309	2,252,309	2,252,309

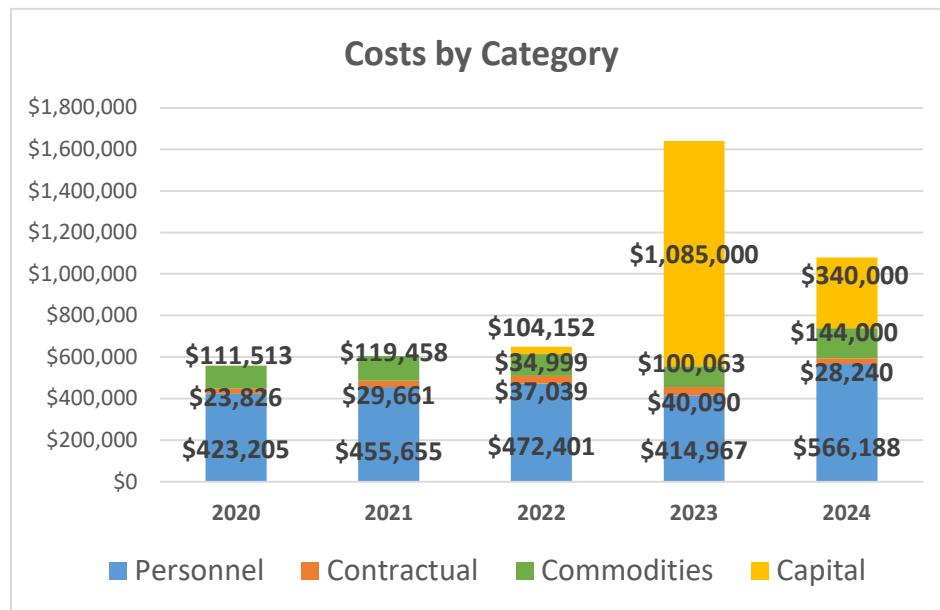
Street Maintenance

Division Contact Information
James Swingle, Director of Public Works
jswingle@cityofcrestwood.org
314.729.4722

Division Summary:

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

Budget Summary: \$1,078,428



Staffing: 6.5 FTE

Cost Changes

Division cost has **changed** by

-34.2%

Increases

City added \$290,000 for Watson Road median and street light project

Decreases

Decrease is tied directly into FY23 spending on the same Watson Road project, which spend more than \$1,000,000

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL							2023			Account Description			2024 BUDGET		
2017	2018	2019	2020	2021	2022		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 Recommendation	BOA Approved
251,891	263,817	269,896	279,406	295,053	295,979		347,692	160,416	260,377	505 5010	Wages, Exempt Employees		359,699	359,699	359,699
5,812	11,243	11,066	12,047	11,666	11,036		14,349	8,210	12,663	505 5011	Wages, Non-Exempt Employees		16,712	16,712	16,712
11,042	14,639	30,230	9,790	11,141	19,289		20,200	10,171	18,171	505 5015	Overtime Wages		21,214	21,214	21,214
41,672	49,876	50,853	51,867	57,609	67,167		84,857	33,998	63,502	510 5110	Health Insurance		98,708	98,708	98,708
2,916	2,366	1,944	1,812	1,843	2,126		2,059	893	1,508	510 5111	Dental Insurance		2,231	2,231	2,231
1,372	1,387	1,347	5,505	3,013	1,656		1,474	807	1,091	510 5112	Life/AD&D/LTD Insurance		1,509	1,509	1,509
124	155	93	124	133	143		126	107	143	510 5114	Employee Assistance Program		143	143	143
7,000	8,471	12,055	12,857	14,894	14,559		12,508	5,530	13,370	510 5115	Retirement Plan		9,142	9,142	9,142
18,274	22,139	26,608	27,791	36,335	36,267		32,387	9,564	21,865	510 5116	Workers' Compensation Insurance		26,413	26,413	26,413
16,181	17,267	18,657	17,912	19,425	19,596		23,699	10,745	18,055	515 5210	FICA Taxes		24,653	24,653	24,653
3,784	4,038	4,363	4,094	4,543	4,583		5,542	2,513	4,223	515 5211	Medicare Taxes		5,766	5,766	5,766
360,070	395,398	427,113	423,205	455,655	472,401		544,894	242,953	414,967	Total Personnel			566,188	566,188	566,188
1,705	2,135	655	39	588	156		1,500	56	1,500	605 6010	Training & Education		1,500	1,500	1,500
1,735	1,148	434	231	260	1,268		1,200	143	1,200	605 6011	Travel & Expenses		1,200	1,200	1,200
495	495	535	592	560	1,111		1,000	708	1,000	605 6012	Employee Memberships		750	750	750
822	599	524	507	709	654		800	389	800	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	7,600		7,000	4,510	7,000	615 6210	Electric		7,500	7,500	7,500
4,471	4,421	4,276	3,286	3,297	4,271		4,200	4,846	5,000	615 6211	Natural Gas		6,000	6,000	6,000
856	1,545	664	583	625	753		650	369	650	615 6212	Sewer		650	650	650
854	1,191	688	722	747	759		800	489	800	615 6213	Water		800	800	800
59	-	-	-	-	-		-	-	-	615 6215	Telephone		-	-	-
840	840	840	840	840	840		840	560	840	615 6217	Mobile Phones		840	840	840
1,242	425	-	-	-	-		-	-	-	615 6218	Cable TV		-	-	-
-	-	2,023	-	-	520		7,000	-	7,000	615 6311	Maint/Repair Communications Equip		-	-	-
1,943	3,935	5,181	4,651	12,190	16,546		10,000	10,216	11,000	620 6312	Maint/Repair Building/Facilities		5,000	5,000	5,000
-	-	1,859	-	502	-		500	-	500	620 6313	Maint/Repair Other Equipment		-	-	-
553	1,327	2,287	3,555	512	1,918		1,200	1,032	1,200	620 6315	Solid Waste Disposal		1,200	1,200	1,200
893	1,690	1,175	1,678	2,235	643		1,600	(300)	1,600	630 6450	Equipment Rental		2,000	2,000	2,000
473	-	670	-	-	-		-	-	-	630 6452	Other Rentals/Leases		-	-	-
-	78	-	-	-	-		-	-	-	640 6611	Periodicals & Books		-	-	-
-	-	173	-	279	-		-	-	-	645 6710	Public Relations & Promotions		-	-	-
22,302	29,621	27,575	23,826	29,661	37,039		38,290	23,017	40,090	Total Contractual			28,240	28,240	28,240

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description			2024 BUDGET			
2017	2018	2019	2020	2021	2022	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	5,479	7,800	3,075	4,700	705	7010 Uniforms/Clothing		5,000	5,000	5,000	
-	6,561	166	491	1,229	848	1,200	429	700	710	7110 Office Supplies		1,200	1,200	1,200	
996	677	840	525	600	1,105	1,700	93	200	715	7210 Household Supplies		1,700	1,700	1,700	
497	649	922	1,197	698	1,148	1,300	308	500	715	7211 Janitorial Supplies		1,300	1,300	1,300	
862	2,907	1,429	1,099	771	450	1,100	128	200	715	7212 Building Maint. Supplies		1,100	1,100	1,100	
217	419	205	225	179	179	600	113	200	715	7213 General Maint. Supplies		600	600	600	
374	630	524	1,066	1,277	900	1,400	593	1,000	725	7411 Small Tools & Equipment		1,400	1,400	1,400	
1,534	9,703	1,948	1,976	1,844	473	2,400	2,470	2,500	725	7413 Machinery & Equipment		2,500	2,500	2,500	
10,760	17,819	15,242	3,743	20,748	9,605	25,000	2,887	5,000	730	7510 Concrete		25,000	25,000	25,000	
8,727	4,424	17,907	18,616	17,336	8,686	20,000	1,374	3,000	730	7511 Asphalt		20,000	20,000	20,000	
1,022	1,704	1,395	819	1,216	103	1,800	181	1,000	730	7512 Rock		1,800	1,800	1,800	
3,011	21,214	48,729	58,052	48,220	51,604	57,000	31,301	57,000	730	7513 Salt		57,000	57,000	57,000	
9,863	7,631	8,076	4,982	5,649	5,767	11,000	5,169	8,363	730	7514 Crack Sealant		9,000	9,000	9,000	
5,472	5,498	3,219	5,041	6,318	6,136	5,800	6,938	7,000	730	7516 Signs		7,000	7,000	7,000	
4,397	5,857	7,062	5,404	6,957	9,484	6,500	4,027	6,500	730	7517 Street Supplies		6,500	6,500	6,500	
167	263	185	557	330	313	500	231	500	735	7611 Medical Supplies		500	500	500	
1,108	1,010	1,107	1,954	708	1,070	1,400	767	1,400	735	7612 Safety Equipment & Supplies		1,400	1,400	1,400	
144	1,486	1,062	984	658	803	1,000	200	300	740	7711 Agricultural Supplies		1,000	1,000	1,000	
									740	7713 Other Supplies					
54,110	93,036	116,070	111,513	119,458	104,152	147,500	60,285	100,063	Total Commodities			144,000	144,000	144,000	
-	-	-	-	-	-	34,999	820,000	44,126	1,085,000	805	8010 Land Improvements - Streets		290,000	290,000	290,000
-	-	-	-	-	-	-	40,000	-	-	805	8011 Land Improvements - Traffic Calming		50,000	50,000	50,000
-	-	-	-	-	-	34,999	860,000	44,126	1,085,000	Total Capital			340,000	340,000	340,000
436,482	518,055	570,758	558,544	604,774	648,591	1,590,684	370,381	1,640,120	Total Expenditures- PW Maintenance			1,078,428	1,078,428	1,078,428	

Fleet Management

Division Contact Information
James Swingle, Director of Public Works
jswingle@cityofcrestwood.org
314.729.4722

Division Summary:

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

Budget Summary: \$183,735

Staffing: 1.00 FTE



Cost Changes

Division cost has changed by
13.7%

Increases

Increase in personnel costs

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures

Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description					2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS FLEET MANAGEMENT 10-35-063-XXX-XXXX					Dept, City Adm.	Ways & Means Recomende	BOA Approved
50,411	48,888	53,161	49,431	51,703	53,479	59,094	38,221	56,996	505	5011	Wages, Non-Exempt Employees	-	66,456	66,456	66,456	
-	-	-	-	-	-	-	-	-	505	5013	Wages, Part-Time Employees	-	-	-	-	
1,313	1,272	4,435	1,748	2,036	3,227	3,900	2,414	3,814	505	5015	Overtime Wages	3,900	3,900	3,900	3,900	
5,044	7,271	7,908	12,750	19,306	15,749	16,770	10,963	16,608	510	5110	Health Insurance	17,272	17,272	17,272	17,272	
369	409	354	308	325	330	343	223	343	510	5111	Dental Insurance	372	372	372	372	
212	258	269	711	516	276	249	194	224	510	5112	Life/AD&D/LTD Insurance	271	271	271	271	
21	26	15	21	22	24	21	18	23	510	5114	Employee Assistance Program	24	24	24	24	
1,739	1,740	2,238	2,212	2,580	2,735	2,142	1,382	2,919	510	5115	Retirement Plan	1,689	1,689	1,689	1,689	
1,569	1,780	2,218	2,148	2,701	2,808	2,274	1,482	2,207	510	5116	Workers' Compensation Insurance	2,421	2,421	2,421	2,421	
3,056	3,133	3,534	2,590	3,031	3,256	3,906	2,339	3,770	515	5210	FICA Taxes	4,362	4,362	4,362	4,362	
715	733	826	678	709	762	913	547	882	515	5211	Medicare Taxes	1,020	1,020	1,020	1,020	
64,448	65,510	74,959	72,596	82,929	82,645	89,613	57,782	87,786	Total Personnel					97,785	97,785	97,785
-	1,069	45	227	133	-	400	-	400	605	6010	Training & Education	400	400	400	400	
-	231	-	-	-	-	-	-	-	605	6011	Travel & Expenses	-	-	-	-	
10,895	1,232	1,802	4,233	2,914	5,802	6,500	8,701	14,000	620	6310	Maintenance/Repair Motor Vehicles	10,000	10,000	10,000	10,000	
1,989	2,190	709	450	670	3,992	5,000	1,845	2,500	620	6313	Maintenance/Repair Other Equipment	5,000	5,000	5,000	5,000	
-	-	-	-	-	-	100	-	100	640	6611	Periodicals & Books	-	-	-	-	
12,885	4,722	2,556	4,911	3,717	9,794	12,000	10,546	17,000	Total Contractual					15,400	15,400	15,400
14,492	23,078	22,938	13,371	21,760	32,186	26,000	13,007	20,361	720	7310	Motor Vehicle Fuel	26,000	26,000	26,000	26,000	
2,856	3,851	3,467	3,019	3,551	4,015	4,500	2,471	3,145	720	7311	Motor Vehicle Fluids	4,500	4,500	4,500	4,500	
15,311	12,211	10,594	10,124	11,487	15,467	12,500	5,608	8,600	720	7312	Motor Vehicle Parts	12,500	12,500	12,500	12,500	
7,303	1,861	3,350	2,142	2,206	2,049	3,000	851	2,461	720	7313	Motor Vehicle Tools	2,500	2,500	2,500	2,500	
5,778	6,582	4,724	5,724	5,235	5,513	6,000	2,072	4,620	720	7314	Motor Vehicle Tires	6,000	6,000	6,000	6,000	
268	316	50	373	542	497	400	-	100	725	7410	Welding Supplies	400	400	400	400	
329	1,774	626	914	592	526	800	1,021	1,100	725	7411	Small Tools	900	900	900	900	
10,442	14,149	12,508	14,013	13,436	13,018	11,750	6,868	10,774	725	7412	Equipment Parts	11,750	11,750	11,750	11,750	
855	7,366	3,459	5,244	4,695	5,081	3,500	1,830	3,395	725	7413	Machinery & Equipment	3,500	3,500	3,500	3,500	
-	2,079	650	-	699	3,118	1,800	800	1,800	730	7112	Software Licensing	2,000	2,000	2,000	2,000	
881	1,060	798	367	1,336	690	700	11	450	735	7612	Safety Equipment & Supplies	500	500	500	500	
-	-	-	-	-	-	-	-	740	7713	Other Supplies	-	-	-	-		
58,516	74,327	63,164	55,291	65,539	82,159	70,950	34,539	56,806	Total Commodities					70,550	70,550	70,550
135,849	144,559	140,679	132,798	152,185	174,598	172,563	102,867	161,592	Total Expenditures- PW Fleet Mnmt					183,735	183,735	183,735



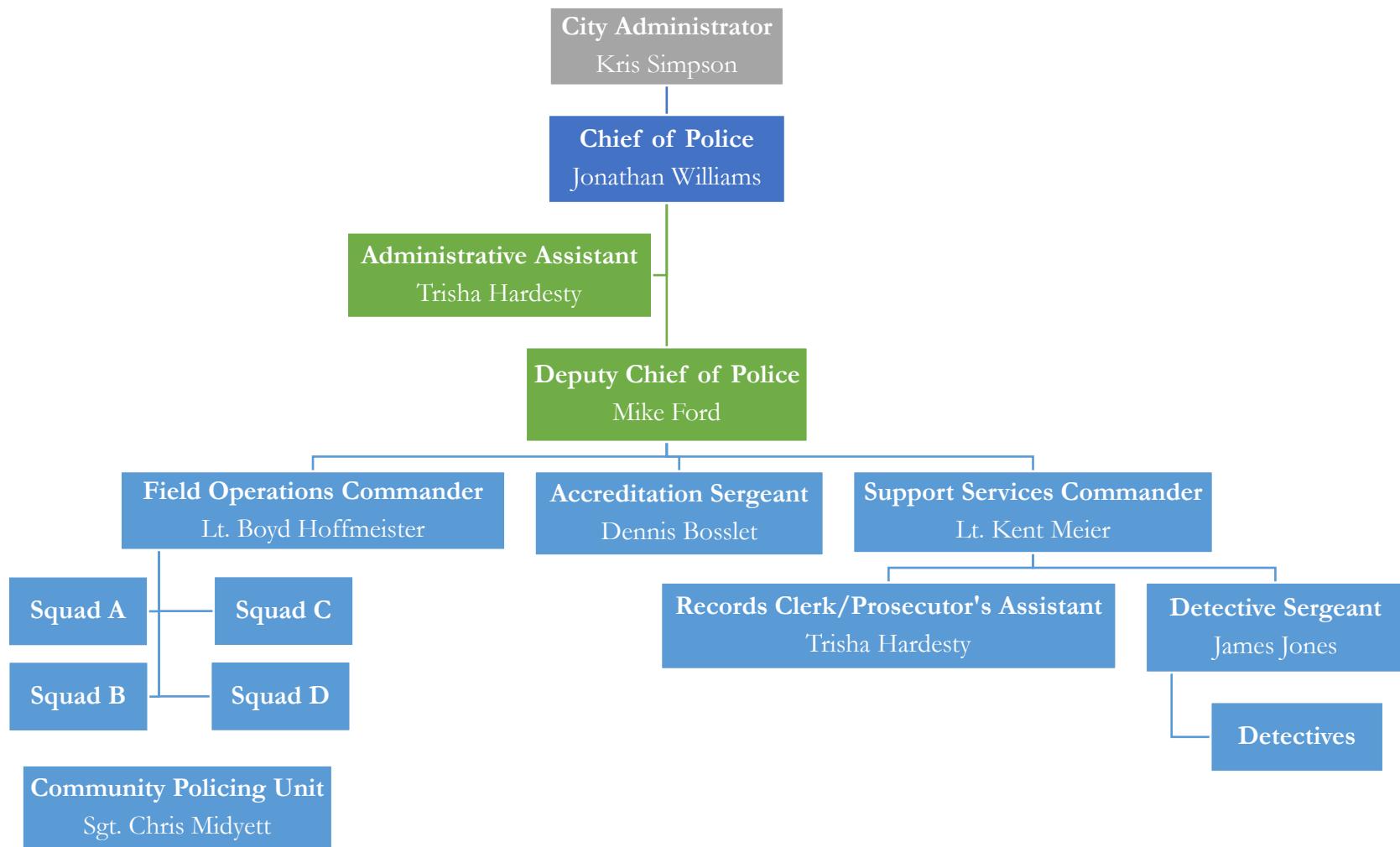
DEPARTMENTAL BUDGETS

General Fund

Police Department

In this Section:

Police Department	\$3,748,090
TOTAL	\$3,748,090



Police Department

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

Division Summary:

The Police Department strives to provide the highest level of public safety services to residents. The department is proud of its emergency response time, averaging 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: \$3,748,090

Staffing: 29.0 FTE



Cost Changes

Division cost has **changed** by

20.4%

Increases

Increase due to budgeting of police officers, which was previously offset by ARPA funds in recent years

Decreases

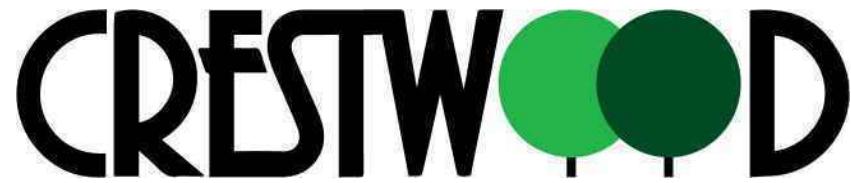
No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description			2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	199,729	218,539	141,979	212,969	505 5010 Salaries, Exempt Employees	231,715	231,715	231,715		
1,612,759	1,675,172	1,790,968	1,839,339	1,849,235	1,502,272	1,979,318	1,295,420	1,600,796	505 5011 Wages, Non-Exempt Employees	2,111,755	2,111,755	2,111,755		
-	-	4,395	4,491	4,689	4,883	3,840	3,821	5,732	505 5013 Wages, Part-Time Employees	-	-	-		
48,497	41,981	37,191	23,748	44,745	73,439	62,000	38,876	58,876	505 5015 Overtime Wages	65,762	65,762	65,762		
-	-	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	323,260	392,655	242,361	368,058	510 5110 Health Insurance	367,804	367,804	367,804		
15,995	13,243	11,563	10,935	9,474	9,045	10,295	6,431	9,667	510 5111 Dental Insurance	10,967	10,967	10,967		
8,070	9,270	9,350	22,271	13,467	9,381	8,716	6,619	7,895	510 5112 Life/AD/D/LTD Insurance	9,142	9,142	9,142		
686	872	526	702	705	719	631	535	713	510 5114 Employee Assistance Program	701	701	701		
58,531	60,240	73,559	97,882	107,707	131,111	142,080	92,806	122,374	510 5115 Retirement Plan	173,492	173,492	173,492		
59,154	71,117	86,881	96,643	99,871	137,151	110,957	61,518	112,879	510 5116 Workers' Compensation Ins.	118,968	118,968	118,968		
16,962	20,712	17,884	16,341	16,118	22,028	21,000	17,535	21,535	510 5117 Uniform/Clothing Allowance	21,000	21,000	21,000		
105,281	112,580	120,580	120,978	124,543	127,603	140,349	89,078	138,304	515 5210 FICA Taxes	149,372	149,372	149,372		
24,623	26,327	28,172	28,540	27,917	29,843	32,824	20,833	32,345	515 5211 Medicare Taxes	34,934	34,934	34,934		
2,342,237	2,525,782	2,692,404	2,804,143	2,811,446	2,570,465	3,123,205	2,017,811	2,692,142	Total Personnel	3,295,614	3,295,614	3,295,614		
9,398	7,186	9,757	9,125	12,345	15,015	23,550	23,884	25,000	605 6010 Training & Education	25,625	25,625	25,625		
1,690	(1,543)	1,212	-	1,436	7,229	6,000	6,317	7,500	605 6011 Travel & Expenses	6,800	6,800	6,800		
1,450	828	1,000	550	1,120	1,265	2,000	1,380	1,500	605 6012 Employee Memberships	2,000	2,000	2,000		
2,306	339	-	55	2,000	5,695	500	350	500	605 6015 Training & Education (POST)	500	500	500		
618	458	192	-	542	937	600	900	1,000	605 6016 Testing	900	900	900		
-	-	-	-	-	11,241	10,000	5,390	10,000	610 6110 Legal Services	10,000	10,000	10,000		
3,825	3,470	2,538	969	2,540	1,392	2,700	300	1,000	610 6111 Medical Services	2,700	2,700	2,700		
5,371	3,690	6,345	4,078	6,327	6,303	7,300	6,146	7,300	610 6115 Other Professional Services	7,750	7,750	7,750		
716	590	285	167	130	50	500	60	300	610 6121 Prisoner Services	500	500	500		
2,820	2,483	3,281	3,816	3,886	3,693	3,900	2,320	3,900	615 6217 Mobile Phones	3,900	3,900	3,900		
1,292	155	455	96	704	3,034	3,450	2,057	3,450	620 6310 Maint/Repair Motor Vehicles	4,700	4,700	4,700		
1,422	5,643	39,939	1,563	9,196	5,891	1,500	160	800	620 6311 Maint/Repair Communications Eq.	1,500	1,500	1,500		
-	115	-	-	437	2,325	1,500	2,691	3,000	620 6313 Maint/Repair Other Equipment	2,000	2,000	2,000		
10,768	10,465	14,988	9,710	24,887	13,387	18,677	16,426	16,426	620 6316 Maintenance Agreements	20,449	20,449	20,449		
1,763	408	502	-	375	-	2,500	-	-	620 6318 Maint/Repair Emerg. Equipment	2,500	2,500	2,500		
59,012	74,075	61,698	66,312	66,018	71,452	77,500	50,344	77,500	625 6410 Rejis Services	75,500	75,500	75,500		
35,595	35,595	35,595	28,926	22,332	-	14,399	7,240	7,240	625 6411 Dispatch Software Lease	4,590	4,590	4,590		
-	-	-	-	67,500	135,000	139,050	139,050	139,050	625 6413 Dispatch Contract	143,221	143,221	143,221		
1,908	1,908	1,908	1,908	-	2,042	2,185	2,185	2,185	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	4,787	3,000	1,522	2,000	645 6710 Public Relations & Promotion	3,000	3,000	3,000		
3,403	1,320	652	25	551	1,809	750	651	750	645 6711 Printing & Binding	750	750	750		
-	-	-	-	-	-	200	-	200	645 6712 Advertising & Publication	200	200	200		
849	715	996	45	1,251	745	700	522	700	645 6715 D.A.R.E. Program Expense	700	700	700		
-	51	6	-	400	9	-	14	-	650 6810 Postage	-	-	-		
146,231	148,915	182,914	128,012	226,221	293,300	322,961	269,907	311,301	Total Contractual	322,470	322,470	322,470		

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description		2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	
6,784	536	328	262	2,206	-	-	-	-	705 7010 Uniform/Clothing	-	-	-	
1,357	1,646	1,747	1,753	1,170	1,906	2,500	864	2,000	710 7110 Office Supplies	2,500	2,500	2,500	
-	654	192	-	502	61	3,000	786	786	710 7112 Photographic Supplies	500	500	500	
634	1,670	68	86	1,483	-	500	-	-	710 7114 Accreditation Supplies	500	500	500	
702	499	785	926	629	1,093	1,200	1,239	1,500	715 7210 Household Supplies	3,000	3,000	3,000	
27,199	31,824	31,836	24,048	37,480	46,475	46,000	26,577	46,075	720 7310 Motor Vehicle Fuel	44,000	44,000	44,000	
-	-	-	-	57,059	23,729	25,900	16,222	19,000	725 7614 Public Safety Supplies	40,000	40,000	40,000	
-	-	-	-	-	-	-	-	-	730 7110 Computer Parts	6,200	6,200	6,200	
891	-	-	-	-	4,500	4,500	143	4,643	730 7112 Software Licensing	2,500	2,500	2,500	
4,786	8,987	-	4,033	13,318	12,491	10,250	13,145	14,000	735 7610 Firearms	10,656	10,656	10,656	
4,650	3,100	4,297	3,250	5,115	5,050	4,950	3,400	4,950	735 7613 Bullet Proof Vest Program	4,950	4,950	4,950	
1,783	7,270	3,875	6,427	15,312	10,663	8,000	4,457	7,000	740 7713 Other Supplies	8,000	8,000	8,000	
1,032	279	8,204	378	735	31	1,200	-	500	740 7714 Prisoner Supplies	1,200	1,200	1,200	
-	-	511	-	-	-	-	-	-	740 7720 Other Supplies- The Alternative*	-	-	-	
-	24	-	-	1,229	-	-	-	-	750 7500 Donation Expenditures	-	-	-	
49,817	56,489	51,842	41,163	136,238	105,998	108,000	66,834	100,454	Total Commodities	124,006	124,006	124,006	
-	60,000	-	-	135	-	-	-	-	805 8011 Building & Improvements	6,000	6,000	6,000	
-	-	23,790	-	1,287	-	-	-	-	830 8211 Other Equipment & Machinery	-	-	-	
5,509	9,775	1,440	4,853	1,573	4,985	-	8,791	9,000	899 8211 Grant Equipment & Machinery	-	-	-	
5,509	69,775	25,230	4,853	2,995	4,985	-	8,791	9,000	Total Capital	6,000	6,000	6,000	
2,543,794	2,800,961	2,952,390	2,978,171	3,176,900	2,974,747	3,554,166	2,363,343	3,112,897	Total Expenditures- Police	3,748,090	3,748,090	3,748,090	



DEPARTMENTAL BUDGETS

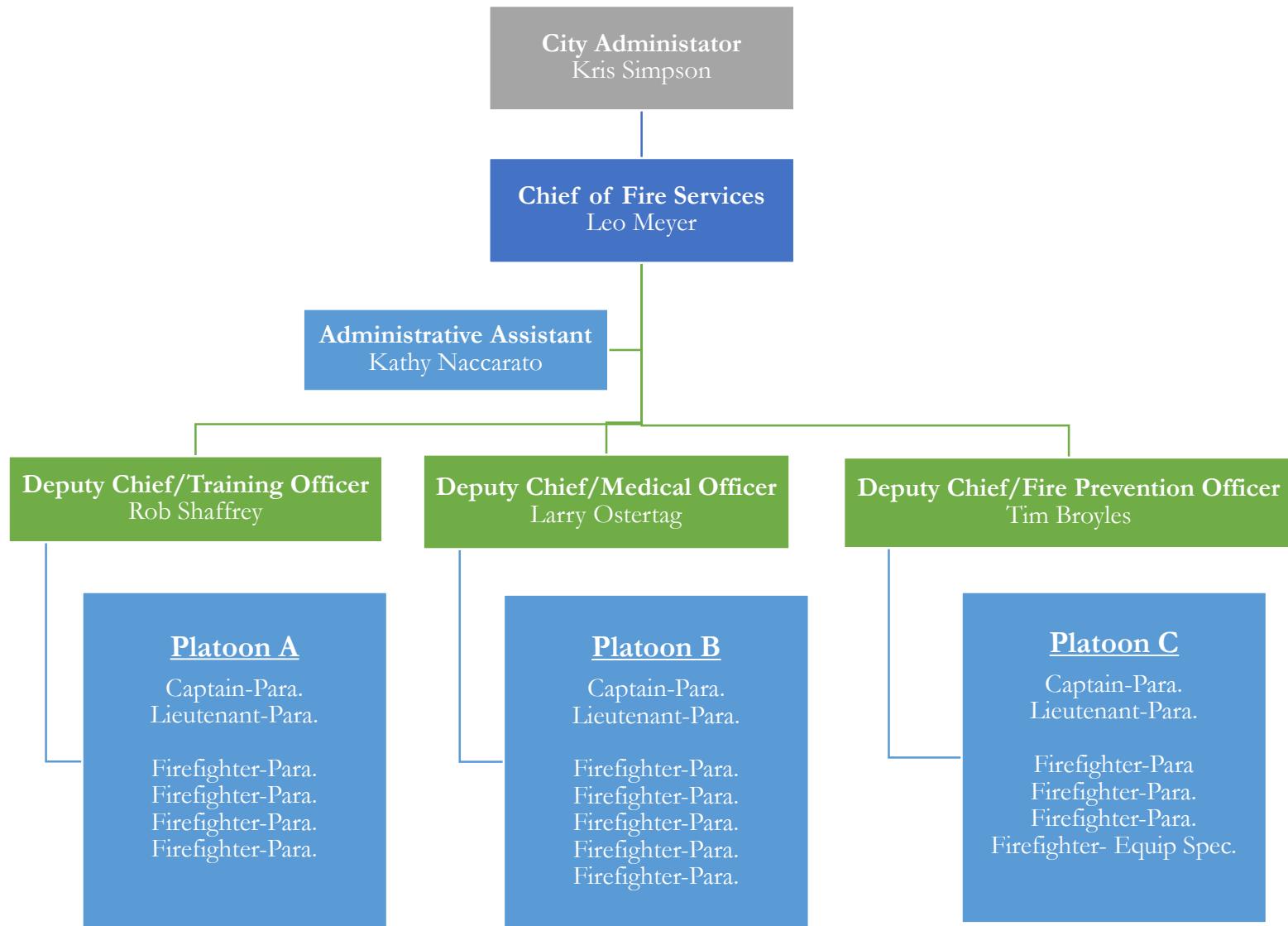
General Fund

Department of Fire Services

In this section:

Fire Department	\$4,441,416
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TOTAL	\$4,441,416
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Department of Fire Services

Division Contact Information

Leo Meyer, Fire Chief
lmeyer@cityofcrestwood.org
314.729.4741

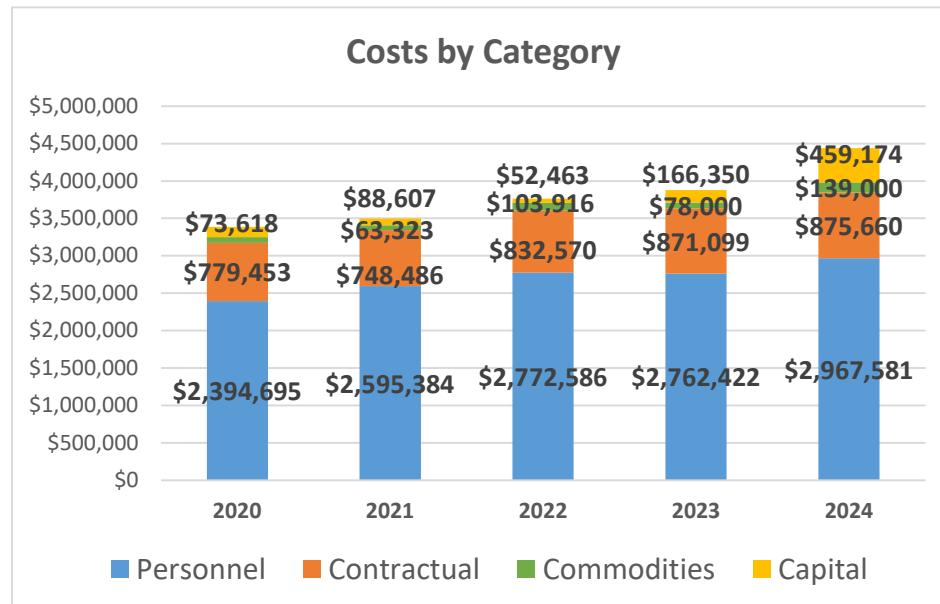
Division Summary:

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: \$4,441,416

Staffing: 24.0 FTE



Cost Changes

Division cost has **changed** by

14.5%

Increases

Increase in capital spending is due to final payment of new fire truck; increase in the budgeted amount of the AFD payment

Decreases

No significant decreases

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description			2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FIRE 10-45-080-XXX-XXXX	Dept, City Adm. Recommended	Ways & Means Recommende	BOA Approved		
138,671	166,406	180,094	189,365	194,507	192,941	212,168	68,534	130,106	505 5010 Salaries, Exempt Employees	111,106	111,106	111,106		
1,245,908	1,308,158	1,300,834	1,354,671	1,433,384	1,505,802	1,666,356	1,047,604	1,520,945	505 5011 Wages, Non-Exempt Employees	1,779,051	1,779,051	1,779,051		
141,774	88,844	118,708	90,888	127,106	144,639	90,000	206,810	226,810	505 5015 Overtime Wages	120,000	120,000	120,000		
16,402	21,705	17,539	17,833	28,023	28,867	25,000	24,006	34,698	505 5017 FLSA Overtime Wages	26,517	26,517	26,517		
38,206	58,020	59,465	41,959	67,673	74,843	70,571	42,544	67,618	505 5018 Wages, Holiday pay	75,549	75,549	75,549		
211,815	251,627	281,802	309,207	331,082	353,619	382,469	229,577	347,944	510 5110 Health Insurance	376,960	376,960	376,960		
11,758	9,344	8,146	7,598	7,561	8,222	8,579	5,148	7,714	510 5111 Dental Insurance	8,922	8,922	8,922		
6,292	7,283	7,151	19,308	13,042	8,098	7,647	5,160	5,920	510 5112 Life/AD&D/LTD Insurance	7,619	7,619	7,619		
475	635	372	495	545	594	525	440	586	510 5114 Employee Assistance Program	570	570	570		
80,404	96,590	91,684	86,522	81,177	98,993	111,461	72,121	89,108	510 5115 Retirement Plan	114,060	114,060	114,060		
103,768	111,215	127,846	145,066	162,135	196,995	167,088	91,402	159,800	510 5116 Workers' Compensation Insurance	166,891	166,891	166,891		
13,600	16,377	10,456	10,535	14,904	17,949	18,750	11,668	19,688	510 5117 Uniform/Clothing Allowance	18,750	18,750	18,750		
94,908	96,840	98,679	98,830	108,800	114,295	127,974	81,896	122,771	515 5210 FICA Taxes	130,958	130,958	130,958		
22,196	22,648	23,050	22,417	25,445	26,730	29,929	19,153	28,713	515 5211 Medicare Taxes	30,627	30,627	30,627		
2,126,178	2,255,692	2,325,826	2,394,695	2,595,384	2,772,586	2,918,517	1,906,063	2,762,422	Total Personnel	2,967,581	2,967,581	2,967,581		
10,165	11,335	16,718	7,839	14,473	22,662	26,000	9,652	16,000	605 6010 Training & Education	23,560	23,560	23,560		
2,295	2,833	4,630	770	5,960	2,091	6,000	2,089	4,518	605 6011 Travel & Expenses	4,000	4,000	4,000		
1,107	2,686	4,170	2,601	592	542	5,110	125	300	605 6012 Employee Memberships	1,000	1,000	1,000		
(95)	1,080	147	247	529	401	1,000	860	1,000	605 6016 Testing	1,000	1,000	1,000		
17,750	19,315	17,560	18,910	20,225	18,300	20,000	18,785	20,000	610 6111 Medical Services	20,000	20,000	20,000		
-	-	-	-	-	-	10,000	-	10,000	610 6112 Ambulance Services	10,000	10,000	10,000		
282	-	3,925	1,948	8,885	7,724	11,000	12,020	13,000	610 6115 Other Professional Services	11,000	11,000	11,000		
540,518	558,654	568,907	575,824	566,437	619,229	585,000	641,531	610 6116 Special Law Statutory Payment to AFPD	650,000	650,000	650,000			
2,019	3,172	4,630	3,149	3,034	5,181	4,000	3,259	4,000	615 6217 Mobile Phones	4,000	4,000	4,000		
3,856	15,370	22,594	36,097	14,525	34,130	20,000	17,863	20,000	620 6310 Maint/Repair Motor Vehicles	5,000	5,000	5,000		
1,324	1,086	4,964	15,780	235	1,225	3,000	2,063	3,000	620 6311 Maint/Repair Communications Equip.	3,000	3,000	3,000		
5,528	3,234	3,656	3,097	2,032	3,546	5,500	1,233	3,000	620 6313 Maint/Repair Other Equipment	5,500	5,500	5,500		
1,318	1,768	5,346	9,333	3,716	3,357	11,000	690	11,000	620 6316 Maintenance Agreement	16,000	16,000	16,000		
70,000	70,912	69,088	99,445	99,305	108,226	112,000	116,025	118,000	625 6413 Central County Dispatch	112,000	112,000	112,000		
950	1,670	1,825	2,360	2,190	2,220	3,000	2,261	3,000	640 6610 City Memberships	3,000	3,000	3,000		
259	61	280	-	2,790	1,346	2,000	82	350	640 6611 Periodicals & Books	1,000	1,000	1,000		
409	1,698	2,752	1,620	3,149	1,292	2,000	1,207	2,000	645 6710 Public Relations & Promotion	4,500	4,500	4,500		
929	125	397	432	403	409	1,000	141	300	645 6711 Printing & Binding	1,000	1,000	1,000		
-	-	-	-	-	690	100	-	100	645 6712 Advertising & Publication	100	100	100		
15	20	15	-	6	-	-	-	-	650 6810 Postage	-	-	-		
658,628	695,019	731,603	779,453	748,486	832,570	827,710	188,353	871,099	Total Contractual	875,660	875,660	875,660		

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description			2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	1,598	2,000	883	1,500	705 7010 Uniform/Clothing		1,500	1,500	1,500	
3,897	18,891	34,418	24,851	10,513	39,450	36,000	2,409	8,000	705 7011 Personal Protective Equipment		48,000	48,000	48,000	
598	1,303	3,171	2,705	1,551	5,143	1,500	655	1,250	710 7110 Office Supplies		1,000	1,000	1,000	
-	-	-	993	99	400	-	-	-	710 7112 Photographic Supplies		-	-	-	
1,971	1,212	1,767	1,700	1,661	1,661	3,000	714	1,500	715 7210 Household Supplies		3,000	3,000	3,000	
1,690	1,144	549	1,137	1,070	1,362	1,500	537	1,500	715 7211 Janitorial Supplies		1,500	1,500	1,500	
8,195	11,881	10,487	6,346	10,001	16,064	14,000	6,420	14,000	720 7310 Motor Vehicle Fuel		16,000	16,000	16,000	
324	365	439	148	1,689	680	1,000	1,032	1,500	720 7311 Motor Vehicle Fluids		2,000	2,000	2,000	
6,279	3,913	446	6,449	10,133	10,022	8,000	4,827	7,000	720 7312 Motor Vehicle Parts		8,000	8,000	8,000	
2,563	3,529	1,849	-	2,014	150	3,000	-	-	720 7314 Motor Vehicle Tires		3,000	3,000	3,000	
4,131	1,827	3,331	3,835	4,441	3,752	4,500	1,821	3,000	725 7411 Small Tools & Equipment		4,500	4,500	4,500	
-	2,250	7,095	20,325	11,962	16,161	18,000	11,825	18,000	730 7112 Software Licensing		18,000	18,000	18,000	
4,211	5,394	5,584	3,529	5,733	6,926	15,000	10,677	15,000	735 7611 Medical Supplies		25,000	25,000	25,000	
2,657	1,776	501	134	-	12	4,000	-	3,000	740 7712 Chemical Supplies		4,000	4,000	4,000	
964	768	494	1,044	88	836	1,500	294	750	740 7713 Other Supplies		1,500	1,500	1,500	
363	977	538	-	12	-	1,000	-	500	740 7715 Appliances		1,000	1,000	1,000	
2,165	2,524	999	-	551	-	1,500	-	1,500	750 7500 Donation Exp		1,000	1,000	1,000	
43,623	57,769	72,626	73,618	63,323	103,916	115,900	42,093	78,000	Total Commodities		139,000	139,000	139,000	
-	-	-	49,356	39,278	11,605	52,931	55,800	57,000	810 8110 Motor Vehicles		326,445	326,445	326,445	
-	134,663	67,445	91,441	49,329	40,858	173,800	41,148	109,350	830 8211 Other Equipment & Machinery		132,729	132,729	132,729	
-	-	-	-	-	-	-	-	-	899 8211 Grant Equipment & Machinery		-	-	-	
-	134,663	67,445	140,797	88,607	52,463	226,731	96,948	166,350	Total Capital		459,174	459,174	459,174	
2,828,428	3,143,143	3,197,500	3,388,562	3,495,800	3,761,536	4,088,858	2,233,458	3,877,871	Total Expenditures- Fire		4,441,416	4,441,416	4,441,416	



DEPARTMENTAL BUDGETS

General Fund

American Rescue Plan Act of 2021

In this section:

ARPA	\$349,486
TOTAL	\$349,486

American Rescue Plan Act

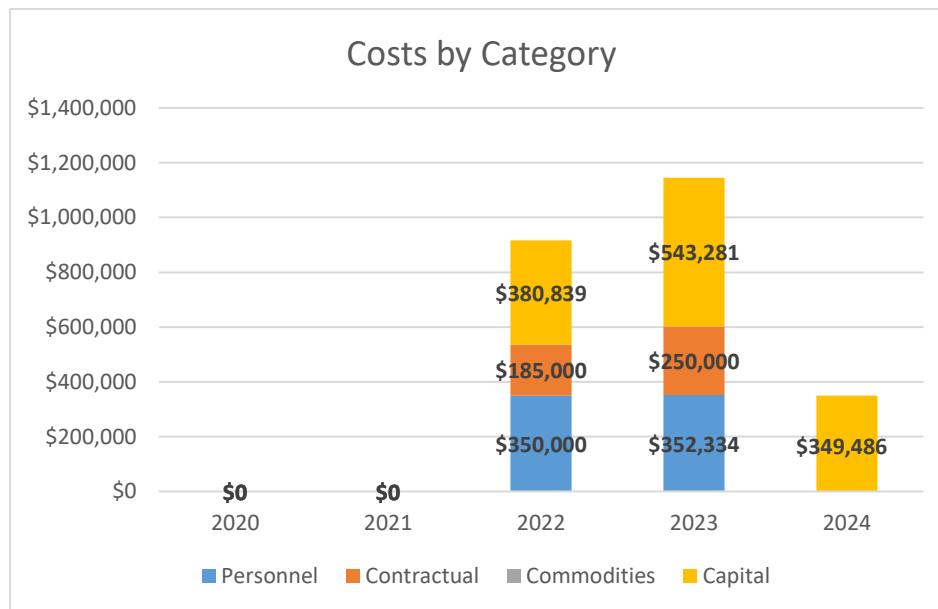
Division Contact Information
Kris Simpson, City Administrator
ksimpson@cityofcrestwood.org
314.729.4780

Division Summary:

The American Rescue Plan Act of 2021, also known as the COVID-19 Stimulus Package, was passed by the 117th 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: \$349,486

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

-69.5%

Increases

No significant increases

Decreases

No significant decreases

American Rescue Plan Act

Division Contact Information

Kris Simpson, City Administrator

ksimpson@cityofcrestwood.org

314.729.4780

Division Summary:

In FY2024, The American Rescue Plan Act funds will be spent in the following manner:

- **810-8110 Motor Vehicles**

The City will use \$349,486 by the Fire Department to pay for the remaining balance of the new fire truck, scheduled to be delivered in 2024.

City of Crestwood, Missouri
General Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description			2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	ARPA Expenses 10-51-051-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommendde	BOA Approved
-	-	-	-	-	350,000	352,334	-	352,334	505	5011	Wages, Non-Exempt Employees	-	-	-
-	-	-	-	-	350,000	352,334	-	352,334			Total Personnel	-	-	-
-	-	-	-	-	-	250,000	-	250,000	612	6152	Street Reconstruction	-	-	-
-	-	-	-	-	185,000	-	-	-	612	6154	Contracted Slab Replacement	-	-	-
-	-	-	-	-	-	-	-	-	612	6155	Mill & Overlay	-	-	-
-	-	-	-	-	-	-	-	-	612	6156	Microsurfacing	-	-	-
-	-	-	-	-	-	-	-	-	612	6157	Pavement Preservation	-	-	-
-	-	-	-	-	-	-	-	-	612	6170	Sidewalk Construction	-	-	-
-	-	-	-	-	185,000	250,000	-	250,000			Total Contractual	-	-	-
-	-	-	-	-	44,260	90,000	5,593	68,592	805	8010	Land Improvements - Parks	-	-	-
-	-	-	-	-	336,579	-	21,251	21,251	805	8011	Building & Improvements	-	-	-
-	-	-	-	-	-	465,106	284,843	453,438	810	8110	Motor Vehicles	349,486	349,486	349,486
-	-	-	-	-	-	-	-	-	830	8211	Other Equipment & Machinery	-	-	-
-	-	-	-	-	-	-	-	-	820	8310	Computer Parts & Equipment	-	-	-
-	-	-	-	-	380,839	555,106	311,687	543,281			Total Capital	349,486	349,486	349,486
-	-	-	-	-	915,839	1,157,440	311,687	1,145,615			Total Expenditures- ARPA	349,486	349,486	349,486

General Fund – Five Year Projections

Contact Information

Kris Simpson, City Administrator

ksimpson@cityofcrestwood.org

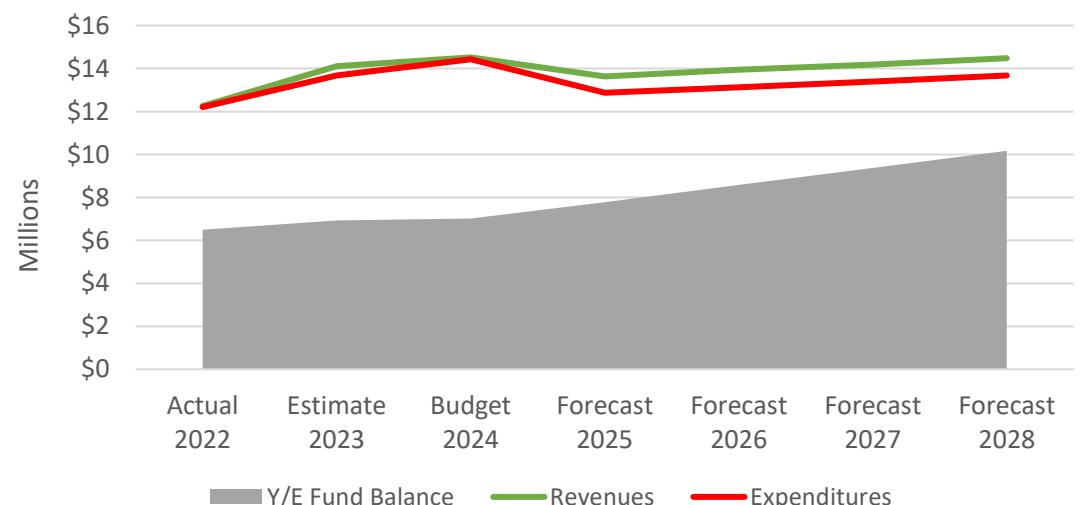
314.729.4780

Summary:

	2022 Actual	2023 Estimate	2024 Budget	2025 Trend	2026 Trend	2027 Trend	2028 Trend
Revenues	12,257,274	14,106,677	14,518,582	13,631,777	13,938,568	14,183,239	14,476,774
Expenditures	12,205,704	13,681,514	14,432,355	12,870,830	13,131,941	13,398,986	13,672,103
Surplus (Deficit)	51,570	425,163	86,227	760,947	806,627	784,253	804,671
Fund Balance	6,501,686	6,926,849	7,013,076	7,774,023	8,580,650	9,364,903	10,169,574

General Fund Revenues v Expenditures

2022-2028



Budgeted FY2024 Fund Balance:

\$7,013,076

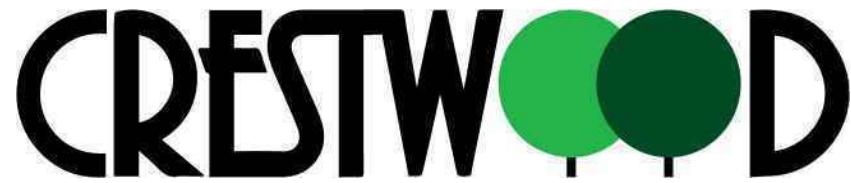
Reserve Percentage: 48.6%

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.



Park & Stormwater Fund



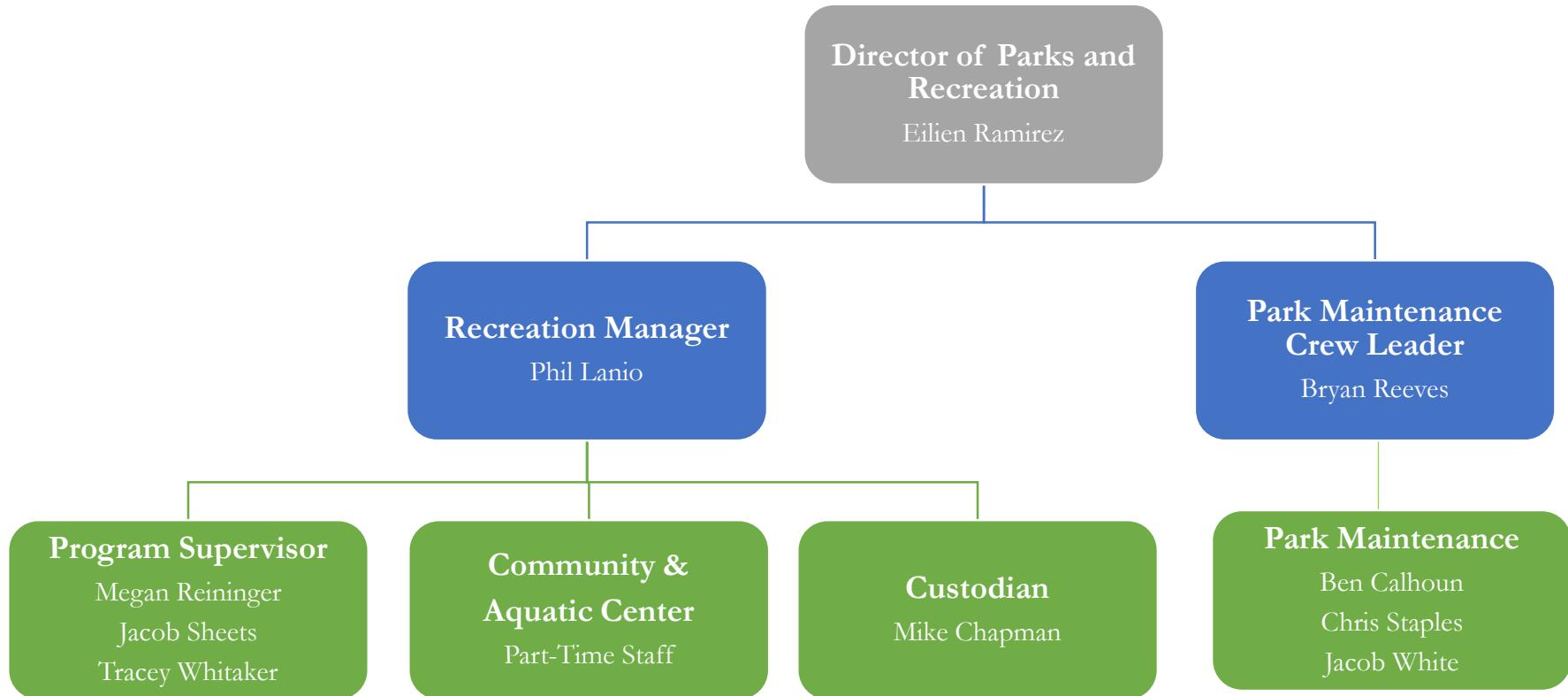
DEPARTMENTAL BUDGETS

Park and Stormwater Fund

Parks and Recreation & Public Services

In This Section:

Street Maintenance-Stormwater	\$9,500
Park Maintenance	\$543,062
Recreation Programs	\$2,094,148
Aquatic Center	\$869,177
Sappington House Campus	\$59,540
TOTAL	\$3,575,428



Street Maintenance-Stormwater

Division Contact Information

James Swingle, Director of Public Works

jswingle@cityofcrestwood.org

314.729.4722

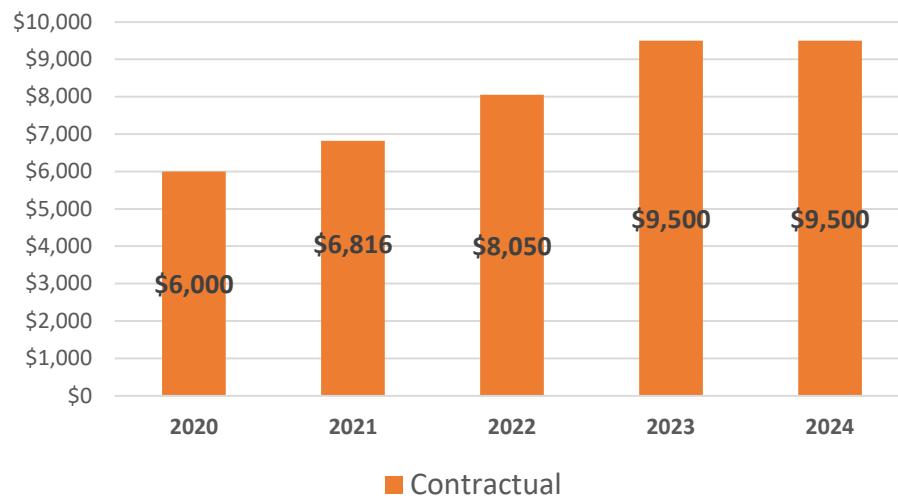
Division Summary:

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

0.0%

Increases

No significant increases

Decreases

No significant decreases

City of Crestwood, Missouri
 Park and Stormwater Expenditures
 Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description				2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	8,049	9,500	4,200	9,500	612	6151	Street Sweeping		9,500	9,500	9,500
-	-	-	-	-	-	-	-	-	612	6153	Curb & Gutter		-	-	-
4,311	5,380	5,270	6,000	6,816	8,049	9,500	4,200	9,500			Total Contractual		9,500	9,500	9,500
4,311	5,380	5,270	6,000	6,816	8,049	9,500	4,200	9,500			Total Expenditures- PW Street Maint		9,500	9,500	9,500

Park Maintenance

Division Contact Information

Eileen Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

314.729.4861

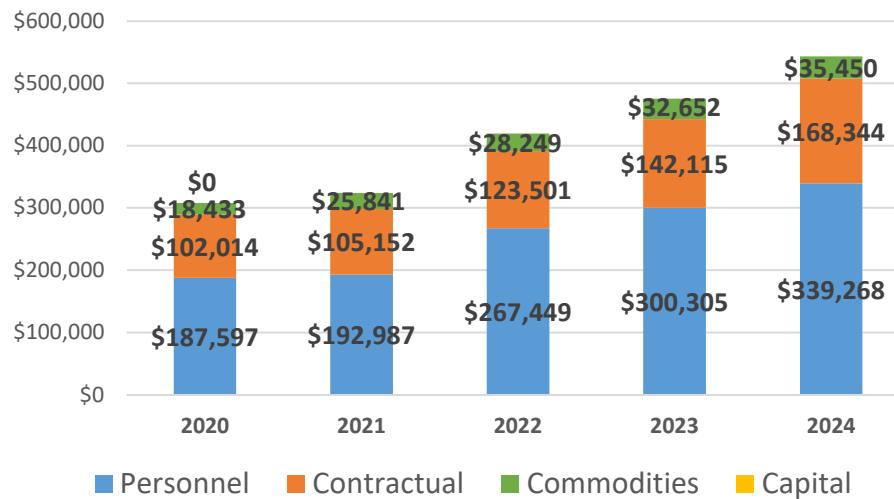
Division Summary:

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

Budget Summary: \$543,062

Staffing: 4.00 FTE

Costs by Category



Cost Changes

Division cost has **changed** by

14.3%

Increases

Increase in wages for four employees; increase in contractual tree service work

Decreases

No significant decreases

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description					2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	168,173	199,904	125,625	187,967	505	5011	Wages, Non-Exempt Employees		219,068	219,068	219,068	
-	333	4,812	-	-	-	-	-	-	505	5013	Wages, Part-Time Employees		-	-	-	
5,102	7,667	-	-	3,800	6,617	5,500	3,465	3,465	505	5014	Wages, Seasonal		10,800	10,800	10,800	
6,705	6,568	12,059	3,171	4,594	8,317	10,000	8,607	13,007	505	5015	Overtime Wages		10,607	10,607	10,607	
26,716	25,015	26,356	32,139	25,792	52,202	78,384	39,128	59,222	510	5110	Health Insurance		61,488	61,488	61,488	
1,572	1,136	1,002	897	759	1,118	1,373	859	1,305	510	5111	Dental Insurance		1,487	1,487	1,487	
706	669	703	3,534	823	863	889	670	717	510	5112	Life/AD&D/LTD Insurance		945	945	945	
62	77	46	62	67	95	84	71	95	510	5114	Employee Assistance Program		95	95	95	
4,623	3,860	6,245	5,258	6,252	5,949	7,137	3,498	9,647	510	5115	Retirement Plan		5,512	5,512	5,512	
5,376	5,797	7,384	6,446	8,876	11,068	9,980	6,107	9,241	510	5116	Workers' Compensation Ins		10,869	10,869	10,869	
8,388	8,013	8,828	6,305	8,395	10,574	13,355	7,990	12,675	515	5210	FICA Taxes		14,909	14,909	14,909	
1,962	1,874	2,065	1,725	1,963	2,473	3,123	1,869	2,964	515	5211	Medicare Taxes		3,487	3,487	3,487	
190,009	182,731	201,346	187,597	192,987	267,449	329,729	197,888	300,305	Total Personnel					339,268	339,268	339,268
692	705	839	185	600	249	1,200	-	1,200	605	6010	Training & Education		1,200	1,200	1,200	
292	439	-	-	-	-	400	-	400	605	6011	Travel & Expenses		400	400	400	
160	395	347	405	175	180	180	191	191	605	6012	Employee Memberships		300	300	300	
101	170	227	276	138	210	400	213	400	610	6111	Medical Services		400	400	400	
17	31	30	23	10	15	200	-	200	610	6115	Other Professional Services		200	200	200	
44,950	26,400	53,774	45,336	52,242	68,964	71,100	52,266	77,904	612	6150	Contract Mowing		77,904	77,904	77,904	
15,500	22,704	12,144	7,460	16,113	23,466	25,000	5,750	25,000	612	6160	Contractual Tree Service		50,000	50,000	50,000	
6,691	7,792	6,013	7,621	6,596	6,993	7,500	4,582	7,500	615	6210	Electric		7,500	7,500	7,500	
2,284	2,675	5,672	2,575	2,755	3,271	2,800	1,425	2,800	615	6212	Sewer		2,800	2,800	2,800	
942	1,098	3,393	951	983	1,105	1,500	724	1,500	615	6213	Water		1,400	1,400	1,400	
4,608	4,554	4,248	4,192	4,208	4,126	4,000	2,655	4,000	615	6214	Street Lighting		4,200	4,200	4,200	
420	420	420	385	420	420	420	280	420	615	6217	Mobile Phones		440	440	440	
-	-	-	2,026	-	-	-	-	-	620	6311	Maint/Repair Communications Equip.		-	-	-	
14,126	10,671	4,950	21,297	14,584	2,615	5,000	3,363	5,000	620	6312	Maint/Repair Buildings/Facilities		5,000	5,000	5,000	
1,338	1,415	3,089	1,340	1,035	1,960	1,600	685	1,600	620	6315	Solid Waste Disposal		1,600	1,600	1,600	
8,501	10,848	6,086	9,642	5,048	9,927	10,000	10,884	13,000	620	6317	Maint/Repair Grounds		13,000	13,000	13,000	
750	190	-	-	280	-	300	105	1,000	630	6452	Other Rentals/Leases		2,000	2,000	2,000	
122	53	-	291	-	-	-	-	-	640	6611	Periodical & Books		-	-	-	
101,494	90,560	103,259	102,014	105,152	123,501	131,600	83,122	142,115	Total Contractual					168,344	168,344	168,344
1,556	1,844	1,980	1,688	2,199	2,965	3,000	2,124	3,000	705	7010	Uniform/Clothing		4,000	4,000	4,000	
1,525	1,690	1,136	1,176	1,064	2,915	3,000	1,258	3,000	715	7211	Janitorial Supplies		3,000	3,000	3,000	
4,239	5,004	3,958	3,190	4,154	3,399	3,700	3,394	3,800	715	7212	Building Maint. Supplies		4,500	4,500	4,500	
1,100	2,063	777	613	931	349	750	1,151	1,152	725	7411	Small Tools & Equipment		2,000	2,000	2,000	
53	-	624	695	1,909	2,919	2,000	1,081	2,000	725	7412	Equipment Parts		2,000	2,000	2,000	
1,627	2,754	1,810	360	1,017	303	1,000	748	1,000	725	7413	Machinery & Equipment		1,000	1,000	1,000	
437	296	17	-	-	-	500	554	700	730	7510	Concrete		2,000	2,000	2,000	
149	-	574	297	466	948	500	-	500	730	7512	Rock		1,500	1,500	1,500	
-	152	135	-	147	-	200	-	100	735	7611	Medical Supplies		200	200	200	
5,870	5,244	6,329	5,256	5,480	3,795	4,500	4,879	5,500	740	7711	Agricultural Supplies		5,500	5,500	5,500	
424	649	675	-	-	1,500	1,500	1,094	1,500	740	7712	Chemical Supplies		1,500	1,500	1,500	
104	98	54	749	417	151	400	-	400	740	7713	Other Supplies		250	250	250	
1,371	5,313	8,898	4,409	8,057	9,005	10,000	3,626	10,000	745	7905	Recreation Supplies		8,000	8,000	8,000	
18,455	25,107	26,967	18,433	25,841	28,249	31,050	19,910	32,652	Total Commodities					35,450	35,450	35,450

City of Crestwood, Missouri
 Park and Stormwater Expenditures
 Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description		2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	
-	-	-	-	-	-	-	-	-	805 8011 Building & Improvements	-	-	-	
7,517	-	-	-	-	-	-	-	-	805 8015 Park Improvements	-	-	-	
7,517	-	-	-	-	-	-	-	-	Total Capital	-	-	-	
317,475	298,398	331,571	308,044	323,980	419,199	492,379	300,920	475,072	Total Expenditures-PW Park Maint	543,062	543,062	543,062	

Recreation Programs

Division Contact Information

Eilien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

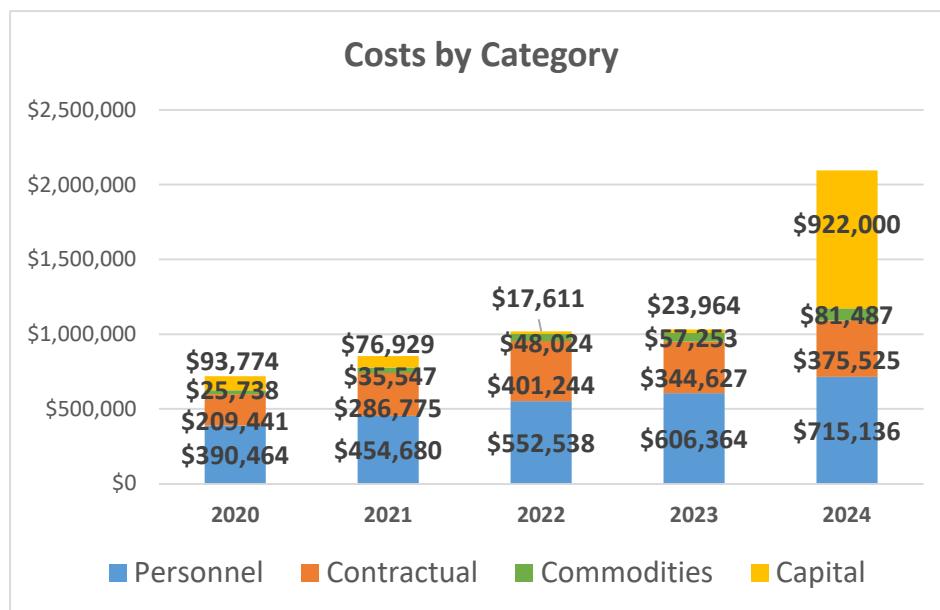
314.729.4861

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: \$2,094,148

Staffing: 6.50 FTE



Cost Changes

Division cost has **changed** by

102.9%

Increases

Increase is due almost entirely to grant revenue expenditures for the Whitecliff Park quarry restrooms addition and parking lot expansion

Decreases

No significant decreases

City of Crestwood, Missouri
Park and Stormwater Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description					2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	181,796	165,552	107,802	158,742	505	5010	Salaries, Exempt Employees		107,060	107,060	107,060	
200,138	207,538	192,608	197,633	158,982	146,270	204,345	120,161	180,121	505	5011	Wages, Non-Exempt Employees		276,223	276,223	276,223	
19,519	29,913	42,416	16,838	25,461	40,982	65,112	43,365	69,266	505	5013	Wages, Part-Time Employees		83,876	83,876	83,876	
2,097	-	-	-	-	13,287	2,500	-	-	505	5014	Wages, Seasonal		2,500	2,500	2,500	
5,643	5,387	3,204	(45)	1,613	3,189	5,000	2,051	4,951	505	5015	Overtime Wages		5,000	5,000	5,000	
29,649	41,014	31,922	1,324	29,689	35,766	60,000	70,167	70,167	505	5016	Wages, Day Camp Employees		80,000	80,000	80,000	
3,235	4,180	1,967	-	-	-	-	-	-	505	5019	Overtime Wages - The Alternative*		-	-	-	
31,081	36,671	37,267	58,062	51,329	71,313	90,854	54,496	62,614	510	5110	Health Insurance		101,496	101,496	101,496	
2,016	1,840	1,385	1,579	1,192	1,981	1,373	1,269	1,515	510	5111	Dental Insurance		1,487	1,487	1,487	
1,145	1,405	1,442	1,456	1,941	1,784	1,539	1,134	1,336	510	5112	Life/AD&D/LTD Insurance		1,578	1,578	1,578	
124	155	93	124	133	143	126	113	143	510	5114	Employee Assistance Program		143	143	143	
7,383	9,037	10,633	12,813	11,769	13,179	12,576	6,958	16,503	510	5115	Retirement Plan		9,199	9,199	9,199	
5,621	7,383	7,608	6,343	9,892	11,993	8,185	4,236	4,039	510	5116	Workers' Compensation Ins		4,143	4,143	4,143	
16,815	20,902	20,849	17,018	21,117	25,007	31,156	19,978	29,961	515	5210	FICA Taxes		34,389	34,389	34,389	
3,932	4,888	4,876	4,006	4,917	5,848	7,286	4,672	7,007	515	5211	Medicare Taxes		8,043	8,043	8,043	
355,392	433,652	427,119	390,464	454,680	552,538	655,603	436,403	606,364	Total Personnel					715,136	715,136	715,136
1,292	2,324	2,338	1,079	1,263	2,418	2,155	3,668	4,200	605	6010	Training & Education		4,990	4,990	4,990	
3,011	2,826	2,586	1,185	1,266	3,335	3,500	929	4,200	605	6011	Travel & Expenses		4,800	4,800	4,800	
1,532	610	717	909	796	779	950	1,035	1,100	605	6012	Employee Memberships		1,100	1,100	1,100	
9,591	11,624	12,772	10,432	10,346	139,032	11,110	20,510	44,189	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	7,585	67,833	2,964	28,500	610	6126	City Beautification		65,000	65,000	65,000	
33,842	57,081	48,937	37,862	46,345	53,456	50,000	31,669	50,000	615	6210	Electric		50,000	50,000	50,000	
12,784	13,945	15,227	14,238	24,425	34,888	10,000	2,983	10,000	615	6212	Sewer		10,000	10,000	10,000	
10,790	12,280	12,879	13,608	22,719	26,184	18,000	13,104	18,000	615	6213	Water		18,000	18,000	18,000	
776	920	761	1,257	731	835	1,500	-	-	615	6215	Telephone		-	-	-	
-	-	-	-	748	1,136	-	1,304	1,500	615	6216	Telecommunications Internet		1,955	1,955	1,955	
420	420	420	420	420	420	420	280	420	615	6217	Mobile Phones		420	420	420	
958	1,145	1,206	1,232	1,097	1,422	1,440	893	1,440	615	6218	Cable TV		1,550	1,550	1,550	
31,836	11,903	34,942	83,475	98,182	36,285	63,830	17,931	55,000	620	6312	Maint/Repair Buildings / Facilities		51,000	51,000	51,000	
400	1,449	3,811	2,173	5,501	1,409	2,750	990	2,750	620	6313	Maint/Repair Other Equipment		2,800	2,800	2,800	
258	344	325	327	330	330	300	82	1,300	630	6451	Equipment Leases		1,000	1,000	1,000	
871	1,057	7,212	4,345	7,712	7,676	8,500	3,970	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	1,774	1,500	3,593	4,000	645	6712	Advertising & Publication		5,000	5,000	5,000	
3,544	2,234	1,346	24	-	2,314	3,500	581	2,000	650	6810	Postage		2,500	2,500	2,500	
7,813	8,859	12,976	14,446	15,828	19,062	18,000	24,795	25,000	650	6811	Interest Expense/Penalty/Fees		25,000	25,000	25,000	
(11)	85	(33)	(1,616)	(454)	(1,438)	-	(2,196)	(2,196)	650	6817/18	Cash Over/ Short		-	-	-	
26,649	34,965	23,225	6,096	7,076	7,097	11,000	5,085	8,000	655	6910	Fitness Contractual Services		11,000	11,000	11,000	
7,879	8,171	6,595	3,839	4,618	5,702	6,000	4,408	6,125	655	6914	Performing Arts/Dance Cont Svc		6,500	6,500	6,500	
455	1,266	1,384	1,500	2,000	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	12,902	8,000	10,500	14,630	655	6922	Gen Sports & Leagues Cont Svc		15,000	15,000	15,000	
2,788	4,203	3,172	-	1,790	11,679	10,000	13,838	16,086	655	6930	Day Camp Contractual		25,000	25,000	25,000	
19,611	19,792	20,347	-	-	476	16,000	-	18,500	655	6934	Swim Program Contractual Svc		20,000	20,000	20,000	
3,460	8,580	6,480	4,000	2,784	12,134	7,000	6,410	11,000	655	6938	Special Event Contractual Svc		21,000	21,000	21,000	
3,853	4,311	815	2,535	1,950	3,670	-	200	-	655	6942	Day Trip Contractual Services		1,300	1,300	1,300	
320	2,559	4,364	-	3,046	5,507	5,500	6,383	6,383	655	6946	YTP/WSP Contractual Services		7,000	7,000	7,000	
2,495	1,850	1,100	-	975	1,175	2,000	1,300	2,000	655	6950	Free Summer Concert Contract Svcs		2,000	2,000	2,000	
222,536	244,637	246,551	209,441	286,775	401,244	332,788	178,205	344,627	Total Contractual					375,525	375,525	375,525

City of Crestwood, Missouri
 Park and Stormwater Expenditures
 Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description			2024 BUDGET		
2017	2018	2019	2020	2021	2022	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
291	422	577	205	915	957	1,500	1,054	1,500	705	7010	Uniform/Clothing	2,000	2,000	2,000
2,546	1,667	1,641	982	1,236	5,877	4,200	1,314	3,000	710	7110	Office Supplies	3,500	3,500	3,500
-	250	-	400	22	-	800	1,022	1,022	710	7112	Photographic Supplies	1,300	1,300	1,300
82	10	19	123	151	-	125	15	125	715	7210	Household Supplies	100	100	100
3,609	3,893	4,752	4,369	5,005	6,157	4,500	4,797	7,000	715	7211	Janitorial Supplies	7,000	7,000	7,000
6,045	6,622	5,026	5,711	4,549	8,278	5,500	6,686	7,500	715	7213	General Maint. Supplies	7,000	7,000	7,000
773	50	1,712	-	243	-	250	100	250	725	7411	Small Tools & Equipment	150	150	150
7,063	1,935	1,640	-	-	-	1,500	-	500	725	7413	Machinery & Equipment	1,000	1,000	1,000
-	-	2,347	52	2,823	171	-	-	-	730	7110	Computer Parts	-	-	-
3,276	11,489	17,424	10,308	10,854	11,027	13,650	12,100	12,100	730	7112	Software Licensing	12,837	12,837	12,837
5	7	24	-	38	829	200	33	150	735	7611	Medical Supplies	150	150	150
631	963	1,145	167	251	267	500	-	500	740	7713	Other Supplies	250	250	250
4,701	1,662	2,143	-	236	-	-	-	-	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	4,283	3,000	1,013	2,000	745	7905	Recreation Supplies	3,500	3,500	3,500
482	490	259	-	315	21	500	-	200	745	7910	Fitness Supplies	500	500	500
1,028	911	73	150	39	168	500	78	250	745	7914	Performing Arts/Dance Supplies	750	750	750
113	98	1,054	-	40	-	150	-	150	745	7918	Arts Supplies	150	150	150
661	4,731	-	768	1,215	1,496	800	890	900	745	7922	Gen. Sports & League Supplies	3,000	3,000	3,000
-	-	5,374	-	-	-	50	-	50	745	7926	Club Supplies	50	50	50
3,273	3,147	1,985	41	1,064	3,360	4,000	2,923	3,300	745	7930	Day Camp Supplies	5,000	5,000	5,000
2,793	4,238	3,733	1,655	3,488	2,655	1,000	549	1,310	745	7934	Swim Program Supplies	1,000	1,000	1,000
5,277	8,426	29	780	1,108	2,477	1,500	1,222	3,261	745	7938	Special Event Supplies	11,000	11,000	11,000
-	275	-	-	-	-	-	(15)	(15)	745	7942	Day Trip Supplies	250	250	250
-	-	-	-	-	-	-	-	-	745	7951	Concession Supplies	6,000	6,000	6,000
-	-	-	-	-	-	-	-	-	745	7952	SunCrest Fest	15,000	15,000	15,000
45,725	54,213	53,010	25,738	35,547	48,024	44,225	35,047	57,253	Total Commodities			81,487	81,487	81,487
419,304	209,371	93,282	82,717	-	-	-	-	-	805	8011	Building and Improvements	-	-	-
6,048	10,331	-	2,660	63,913	5,266	130,000	-	12,000	805	8020	Park Improvements	117,000	117,000	117,000
6,558	11,545	10,509	8,397	13,016	12,345	13,000	11,964	11,964	825	8460	Fitness Equipment	-	-	-
-	1,000	-	-	-	-	-	-	-	899	8020	Grants - Park Improvements	805,000	805,000	805,000
431,910	232,247	103,791	93,774	76,929	17,611	143,000	11,964	23,964	Total Capital			922,000	922,000	922,000
1,055,563	964,749	830,471	719,417	853,931	1,019,416	1,175,616	661,619	1,032,208	Total Expenditures - Parks & Recreation			2,094,148	2,094,148	2,094,148

Aquatic Center

Division Contact Information

Eilien Ramirez, Director of Parks and Recreation

eramirez@cityofcrestwood.org

314.729.4861

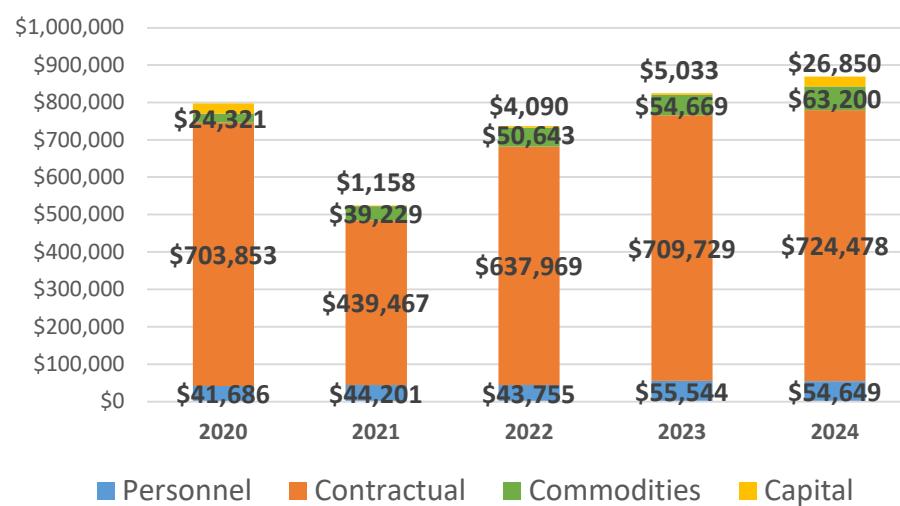
Division Summary:

Crestwood's Aquatic Center is located in Whitecliff Park, adjacent to the Community Center. The City contracts with a private company for many of the maintenance and operational needs of the facility.

Budget Summary: \$869,177

Staffing: 0.00 FTE

Costs by Category



Cost Changes

Division cost has changed by

5.4%

Increases

Increase in purchase of capital pool equipment

Decreases

No significant decreases

City of Crestwood, Missouri
 Park and Stormwater Expenditures
 Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description				2024 BUDGET			
2017	2018	2019	2020	2021	2022	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	39,446	48,000	44,518	49,518	505	5014	Wages, Seasonal Employees	50,160	50,160	50,160	50,160	
459	163	-	-	52	921	-	-	-	505	5015	Overtime Wages	-	-	-	-	
1,321	1,503	1,157	247	876	300	2,224	87	2,238	510	5116	Workers' Compensation Insurance	652	652	652	652	
2,408	2,316	2,384	2,387	2,450	2,503	2,976	2,982	3,070	515	5210	FICA Taxes	3,110	3,110	3,110	3,110	
563	542	557	558	573	585	696	698	718	515	5211	Medicare Taxes	727	727	727	727	
43,137	41,708	42,843	41,686	44,201	43,755	53,896	48,285	55,544	Total Personnel				54,649	54,649	54,649	
217,509	225,965	233,135	221,503	273,320	297,394	308,840	391,910	393,000	610	6115	Other Professional Services	401,095	401,095	401,095	401,095	
34,695	34,798	35,595	29,396	31,937	33,046	34,000	19,264	40,000	615	6210	Electric	40,000	40,000	40,000	40,000	
25,569	27,891	30,454	28,475	48,850	69,776	17,000	5,967	40,000	615	6212	Sewer	40,000	40,000	40,000	40,000	
21,873	24,813	26,287	27,673	45,854	69,202	35,000	26,499	40,000	615	6213	Water	40,000	40,000	40,000	40,000	
66,175	74,282	116,959	393,678	32,929	162,445	189,386	114,404	189,386	620	6312	Maint/Repair Buildings / Facilities	194,383	194,383	194,383	194,383	
1,727	-	-	46	350	424	1,000	-	-	620	6313	Maint/Repair Other Equipment	500	500	500	500	
-	-	-	14	45	68	500	300	500	620	6317	Maint/Repair Grounds	-	-	-	-	
700	840	840	990	1,065	990	1,000	840	1,000	630	6451	Equipment Leases	1,000	1,000	1,000	1,000	
-	-	-	-	-	-	-	-	-	630	6452	Other Rentals/Leases	-	-	-	-	
1,130	-	584	356	-	-	500	202	202	645	6711	Printing & Binding	1,000	1,000	1,000	1,000	
(3)	(94)	15	1,722	-	-	-	-	-	650	6817	Cash Over/Short	-	-	-	-	
6,176	5,039	5,398	-	5,117	4,624	6,500	5,641	5,641	655	6995	Swim & Dive Officials	6,500	6,500	6,500	6,500	
375,552	393,534	449,267	703,853	439,467	637,969	593,726	565,027	709,729	Total Contractual				724,478	724,478	724,478	
353	221	354	384	284	474	500	364	364	705	7010	Uniform/Clothing	500	500	500	500	
128	128	192	162	225	1,360	250	506	506	710	7110	Office Supplies	300	300	300	300	
2,823	3,082	2,891	2,909	2,326	1,509	1,600	1,356	1,410	715	7211	Photographic Supplies	-	-	-	-	
178	142	74	88	-	26	500	357	500	715	7212	Janitorial Supplies	1,600	1,600	1,600	1,600	
5,022	2,215	3,960	2,623	2,162	2,999	3,000	3,209	4,000	715	7213	Building Maint. Supplies	-	-	-	-	
-	-	-	-	-	415	500	-	-	725	7412	General Maint. Supplies	4,000	4,000	4,000	4,000	
-	-	-	-	-	-	500	-	-	725	7413	Equipment Parts	-	-	-	-	
5,181	-	-	-	-	-	-	-	-	725	7414	Machinery & Equipment	-	-	-	-	
1,487	2,257	-	491	1,998	-	-	75	-	730	7110	Computer Parts	-	-	-	-	
397	429	381	6	-	90	250	385	385	740	7713	Other Supplies	300	300	300	300	
6,498	6,069	7,098	5,827	3,131	7,180	3,000	7,504	7,504	745	7718	Swim & Dive Supplies	7,500	7,500	7,500	7,500	
23,976	24,050	25,905	11,831	29,103	36,591	45,000	37,685	40,000	745	7950	Concession Supplies	49,000	49,000	49,000	49,000	
40,861	43,774	40,855	24,321	39,229	50,643	55,100	51,443	54,669	Total Commodities				63,200	63,200	63,200	
-	10,780	13,625	26,977	1,158	4,090	4,250	5,033	5,033	825	8470	Pool Equipment	26,850	26,850	26,850	26,850	
-	10,780	13,625	26,977	1,158	4,090	4,250	5,033	5,033	Total Capital				26,850	26,850	26,850	
459,550	489,796	546,590	796,837	524,055	736,458	706,972	669,788	824,975	Total Expenditures- Aquatic Center				869,177	869,177	869,177	

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 restaurant, 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 a restaurant, where the City contracts with a private entity to operate it. The Library of Americana is overseen by the Sappington House Foundation, 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: \$59,540



Staffing: 0.00 FTE

Cost Changes

Division cost has **changed** by

-4.4%

Increases

No significant increases

Decreases

No significant decreases

City of Crestwood, Missouri
 Park and Stormwater Expenditures
 Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description SAPPINGTON HOUSE CAMPUS 23-50-092-XXX-XXXX		2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	10,092	10,000	6,270	10,000	610	6115 Other Professional Services			
2,907	2,901	2,794	2,006	2,577	2,847	3,000	2,601	3,800	615	6210 Electric	11,000	11,000	11,000
8,124	7,960	11,684	9,180	10,548	8,368	5,000	2,563	8,800	615	6211 Natural Gas	4,000	4,000	4,000
5,636	7,063	5,727	4,505	5,457	5,957	6,000	5,678	8,000	615	6212 Sewer	8,000	8,000	8,000
130	174	(205)	590	1,305	1,138	600	305	600	615	6213 Water	8,000	8,000	8,000
602	870	1,074	1,912	1,840	1,038	1,000	914	1,300	615	6215 Telephone	600	600	600
9,568	10,694	22,393	9,871	6,218	5,505	17,000	867	17,000	620	6216 Telecommunications Internet	1,440	1,440	1,440
									620	6312 Maint/Repair Buildings / Facilities	17,000	17,000	17,000
									620	6313 Maint/Repair Other Equipment			
									645	6710 Public Relations & Promotions			
									Total Contractual		50,040	50,040	50,040
35,793	39,381	52,667	35,009	36,803	34,945	42,600	19,197	49,500					
									715	7211 Janitorial Supplies			
1,224	1,738	4,088	2,728	852	2,548	3,000	2,821	4,500	715	7212 Building Maint. Supplies	3,000	3,000	3,000
123									730	7110 Office Supplies			
1,224	1,861	4,088	2,728	852	2,548	3,000	2,821	4,500	Total Commodities		3,000	3,000	3,000
24,369	-	-	740	28,053	-	5,000	8,293	8,293	805	8011 Building and Improvements	6,500	6,500	6,500
3,050	8,010	-	-	-	-	-	-	-	899	8020 Grants - Improvements	-	-	-
27,419	8,010	-	740	28,053	-	5,000	8,293	8,293	Total Capital		6,500	6,500	6,500
64,436	49,252	56,755	38,477	65,708	37,493	50,600	30,311	62,293	Total Expenditures- Historic Fac.		59,540	59,540	59,540

Park and Stormwater Fund – Five Year Projections

Contact Information

Eilien Ramirez, Director of Parks and Recreation

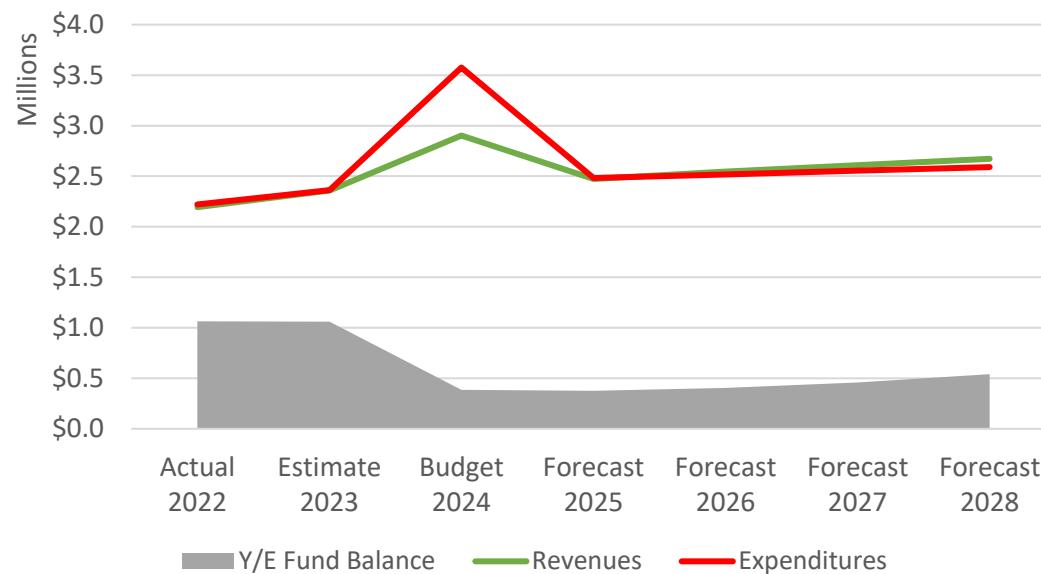
eramirez@cityofcrestwood.org

314.729.4861

Summary:

	2022 Actual	2023 Estimate	2024 Budget	2025 Trend	2026 Trend	2027 Trend	2028 Trend
Revenues	2,193,934	2,358,508	2,902,601	2,473,006	2,546,500	2,608,731	2,672,751
Expenditures	2,220,614	2,362,746	3,575,428	2,482,696	2,518,270	2,554,414	2,591,139
Surplus (Deficit)	(26,680)	(4,238)	(672,827)	(9,690)	28,230	54,317	81,612
Fund Balance	1,063,845	1,059,607	386,780	377,090	405,320	459,637	541,249

Park and Stormwater Fund Revenues v Expenditures
2022-2028



Budgeted FY2024 Fund Balance:
\$386,780

Reserve Percentage: 10.8%

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 potential for a new community center and other major parks changes during this five-year timeframe, but that is not reflected in this forecast until after the election.

Capital Improvement Fund



ANNUAL BUDGET

Capital Improvement Fund

In This Section:

CI Fund Purchases – General Public Works	\$300,000
CI Fund Purchases – Public Works Maintenance	\$1,768,900
CI Fund Purchases – Police Department	\$174,000
CI Fund Purchases – Fire Department	\$0
CI Fund Purchases – Parks Department	\$0
TOTAL	\$2,242,900

Capital Improvement – General Public Works

Contact Information

James Swingle, Director of Public Works

jswingle@cityofcrestwood.org

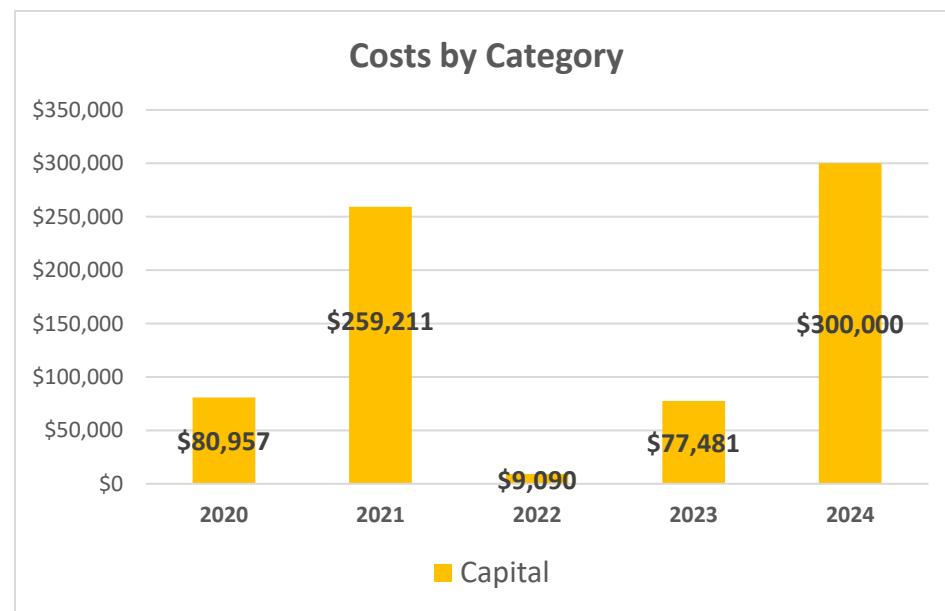
314.729.4722

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: \$300,000

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

287.2%

Increases

Added a cost-share percentage for the Whitecliff Park Bridge

Decreases

No significant decreases

City of Crestwood, Missouri
 Capital Improvements Fund Expenditures
 Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description General PUBLIC WORKS 21-35-060-XXX-XXXX		2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	-	-	77,481	805 8011 Building and Improvements	300,000	300,000	300,000	
2,685,289	1,429,659	214,090	80,957	259,211	9,090	-	-	77,481	Total Capital	300,000	300,000	300,000	
2,685,289	1,429,659	214,090	80,957	259,211	9,090	-	-	77,481	Total Expenditures - PW General	300,000	300,000	300,000	

Capital Improvement – Public Works Maintenance

Contact Information

James Swingle, Director of Public Works

jswingle@cityofcrestwood.org

314.729.4722

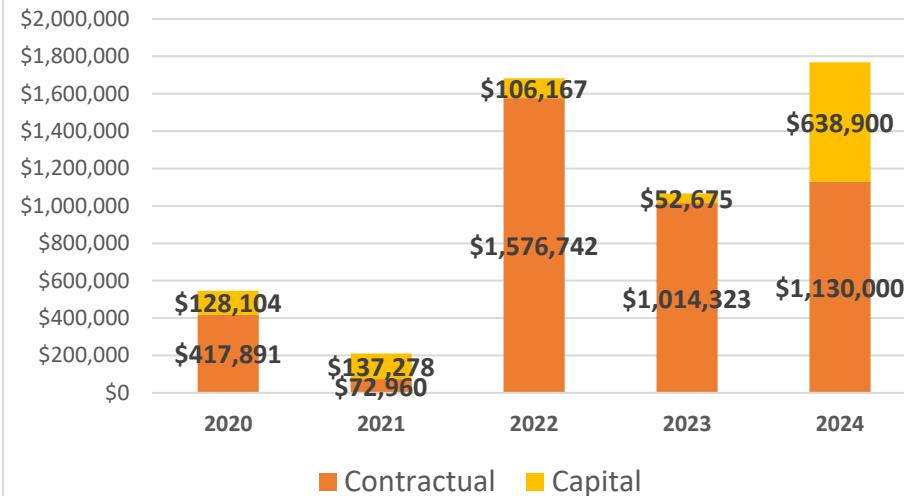
Summary:

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: \$1,768,900

Staffing: 0.00 FTE

Costs by Category



Cost Changes

Division cost has **changed** by

65.8%

Increases

Added \$440,000 for City staff to look into ways to combat stormwater/erosion issues

Decreases

No significant decreases

City of Crestwood, Missouri
 Capital Improvements Fund Expenditures
 Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description			2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	PUBLIC WORKS MAINTENANCE 21-35-062-XXX-XXXX			Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
-	-	-	-	-	-	-	-	-	Total Personnel	-	-	-	-	-
-	-	-	18,326	-	12,461	-	-	-	610 6115 Other Professional Services	-	-	-	-	-
480,379	-	462,751	-	200	752,244	980,000	282,882	720,178	612 6152 Street Reconstruction	-	-	-	-	-
-	618,453	-	399,565	-	575,439	-	-	-	612 6154 Contracted Slab Replacement	-	-	-	-	-
-	-	10,264	-	-	93,008	65,000	64,145	64,145	612 6155 Mill & Overlay	850,000	850,000	850,000	850,000	850,000
-	240,897	56,981	-	72,760	143,590	285,000	24,914	230,000	612 6157 Pavement Preservation	65,000	65,000	65,000	65,000	65,000
-	-	-	-	-	-	-	-	-	612 6170 Sidewalk Construction	155,000	155,000	155,000	155,000	155,000
-	-	-	-	-	-	-	-	-	615 6214 Street Lighting	60,000	60,000	60,000	60,000	60,000
-	-	-	-	-	-	-	-	-	620 6312 Maint/Repair Buildings	-	-	-	-	-
-	-	-	-	-	-	-	-	-	620 6315 Solid Waste Disposal	-	-	-	-	-
480,379	859,350	529,996	417,891	72,960	1,576,742	1,330,000	371,941	1,014,323	Total Contractual	1,130,000	1,130,000	1,130,000	1,130,000	1,130,000
-	-	-	-	-	-	-	-	-	730 7510 Concrete	-	-	-	-	-
-	-	-	-	-	-	-	-	-	730 7512 Rock	-	-	-	-	-
-	-	-	-	-	-	-	-	-	730 7518 Street Supplies	-	-	-	-	-
-	-	-	-	-	-	-	-	-	Total Commodities	-	-	-	-	-
-	-	-	-	-	-	-	-	-	805 8010 Land Improvements	384,000	440,000	440,000	440,000	440,000
130,809	-	161,523	89,405	96,548	30,060	136,500	-	-	810 8110 Motor Vehicles	162,000	162,000	162,000	162,000	162,000
108,979	116,410	71,568	38,699	40,730	76,107	70,000	52,675	52,675	815 8211 Heavy Equipment	36,900	36,900	36,900	36,900	36,900
-	-	-	-	-	-	-	-	-	830 8211 Other Equipment &	-	-	-	-	-
239,788	116,410	233,091	128,104	137,278	106,167	206,500	52,675	52,675	Total Capital	582,900	638,900	638,900	638,900	638,900
720,167	975,760	763,087	545,995	210,238	1,682,908	1,536,500	424,616	1,066,998	Total Expenditures - PW Maint	1,712,900	1,768,900	1,768,900	1,768,900	1,768,900

Capital Improvement – Police Department

Contact Information

Jonathan Williams, Chief of Police

jwilliams@cityofcrestwood.org

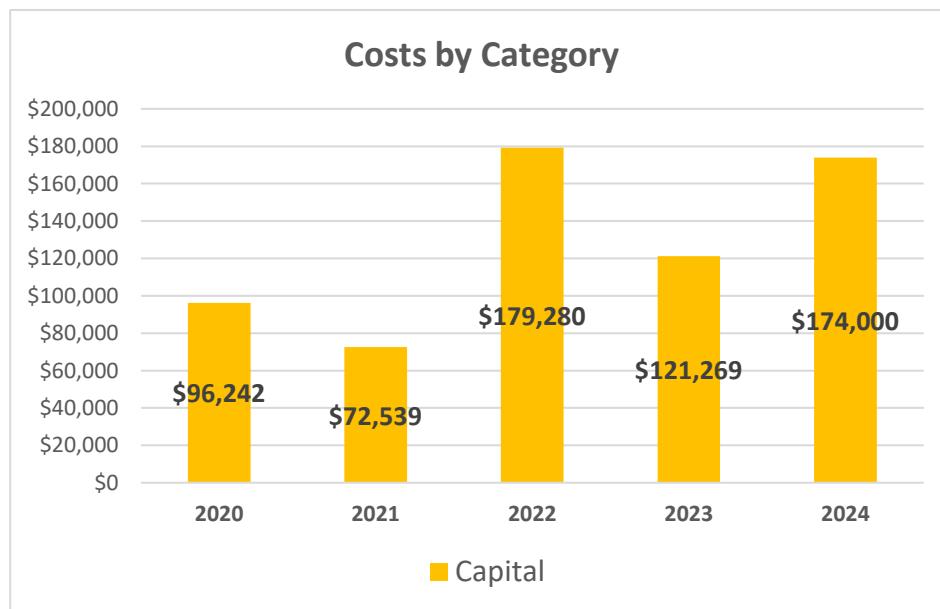
314.729.4832

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: \$174,000

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

43.5%

Increases

Increase due to the purchase of three police cars, instead of the usual two

Decreases

No significant decreases

City of Crestwood, Missouri
 Capital Improvements Fund Expenditures
 Budget for the Year Ending December 31, 2024

ACTUAL						2023			Account Description		2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	-	-	-	
-	-	-	-	-	-	-	-	-	Total Contractual	-	-	-	
69,303	104,579	42,326	88,255	44,620	164,285	100,000	108,398	108,398	805 8020 Improvements	-	-	-	
9,734	-	-	7,987	27,919	14,995	17,000	12,871	12,871	810 8111 Motor Vehicles	160,000	160,000	160,000	
79,037	104,579	42,326	96,242	72,539	179,280	117,000	121,269	121,269	830 8211 Other Equipment and Machinery	14,000	14,000	14,000	
79,037	104,579	42,326	96,242	72,539	179,280	117,000	121,269	121,269	Total Capital	174,000	174,000	174,000	
79,037	104,579	42,326	96,242	72,539	179,280	117,000	121,269	121,269	Total Expenditures - Police	174,000	174,000	174,000	

Capital Improvement – Fire Department

Contact Information

Leo Meyer, Chief of Fire Services

lmeyer@cityofcrestwood.org

314.729.4741

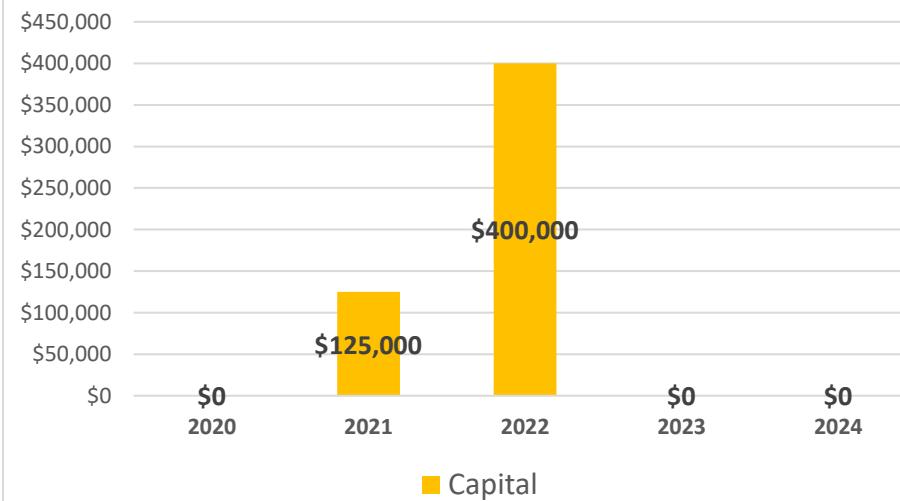
Division Summary:

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

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, 2024

ACTUAL						2023			Account Description			2024 BUDGET		
2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	FIRE 21-45-080-XXX-XXXX			Dept, City Adm.	Ways & Means Recommended	BOA Approved
-	-	-	-	-	-	-	-	-	620	6312	Maint/Repair Buildings	-	-	-
-	-	-	-	-	-	-	-	-			Total Contractual	-	-	-
-	24,970	-	-	125,000	400,000	-	-	-	810	8111	Motor Vehicles	-	-	-
-	-	-	-	-	-	-	-	-	810	8120	Capital Outlay Expense	-	-	-
47,561	-	-	-	-	-	-	-	-	830	8211	Other Equipment and Machinery	-	-	-
47,561	24,970	-	-	125,000	400,000						Total Capital	-	-	-
47,561	24,970	-	-	125,000	400,000						Total Expenditures- Fire	-	-	-

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



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, 2024

ACTUAL						2023			Account Description PARKS 21-50-090-XXX-XXX		2024 BUDGET		
2017	2018	2019	2020	2021	2022	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	-	-		
-	198,276	316,895	(6,216)	5,328	-	-	-	-	Total Expenditures - Parks	-	-		



Project: Mill and overlay of City Streets

Capital Improvement Summary

Budget: \$850,000

Status: Active

Project Department

Public Works, Street Division

Funding Source

City Funding - Capital Improvement Fund

Account Number

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

Project Description

\$850,000 in selective slab replacement on 23 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.

Sources	FY 2024	Total
Federal Grants		
State & Local Grants		
City Funding	\$850,000	\$850,000
Other		
Total	\$850,000	\$850,000

STREET	PASER Ratings	Sq. Yards
Ayers Dr.	4	1395
Banbury Ct.	4	1297
Cherry Brook Ln.	4	3610
Clover Ln.	4	2845
Clydesdale Dr.	4	4010
Coffey Ct	4	1398
Coffey Dr.	4	2421
Conover Ln.	4	2508
Craigwood Terr.	5	6003
Crompton Ct.	4	2175
Curwood Dr.	4	3028
Denton Ct.	4	1514

STREET	PASER Ratings	Sq. Yards
Diversey Dr.	4	6526
Ferndale Ave.	4	2219
Fox Creek Ct.	4	2500
Fox Creek Dr.	4	2200
Friendly Dr.	4	838
Gallop Ln.	4	1892
Hawkins Ct.	4	1963
Hemingway Dr.	4	2754
Montego Dr.	4	2499
Pardee Spur	4	2530
Yolanda Ct.	4	600
TOTALS		58,725



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

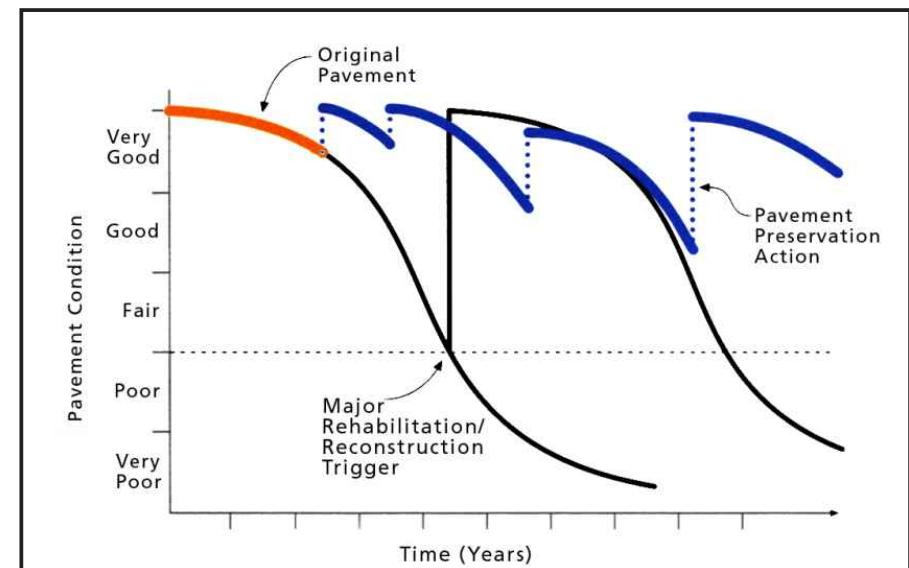
In the short term, there is a moderate financial output, but the treatment should expand the life span of the overlayed streets, at a much greater rate than non-treated streets, thus saving the City money in the long term.

Capital Improvement Summary

Budget: \$65,000

Status: Active

Sources	FY 2024	Total
Federal Grants		
State & Local Grants		
City Funding	\$65,000	\$65,000
Other		
Total	\$65,000	\$65,000





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
\$30,000 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: \$30,000
Status: Active

Sources	FY 2024	Total
Federal Grants		
State & Local Grants		
City Funding	\$30,000	\$30,000
Other		
Total	\$30,000	\$30,000



Project: Pre-Construction Services for 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

\$125,000 for the engineering services for new sidewalks from Spellman Park to Sappington Road. This money will be part of the City's cost-share of a \$520,000 Transportation Alternatives Program (TAP) grant. The grant money is not reflected in the project due to construction starting in 2025.

Project Justification

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

Financial Implications

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

Capital Improvement Summary

Budget: \$125,000

Status: Active

Sources	FY 2024	Total
Federal Grants		
State & Local Grants		
City Funding	\$125,000	\$125,000
Other		
Total	\$125,000	\$125,000



Project: Replacement of a F-550

Capital Improvement Summary

Budget: \$81,000
Status: Active

Project Department

Public Works, Street Division

Funding Source

City Funding - Capital Improvement Fund

Account Number

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

Project Description

\$81,000 to replace a Ford F-550 one ton

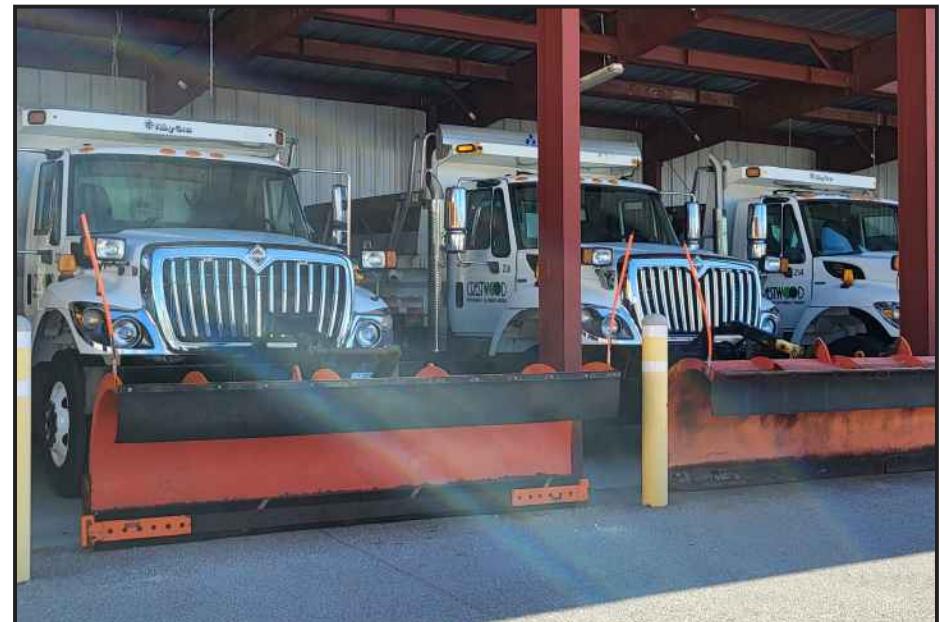
Project Justification

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

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.

Sources	FY 2024	Total
Federal Grants		
State & Local Grants		
City Funding	\$81,000	\$81,000
Other		
Total	\$81,000	\$81,000



Project: Replacement of a Staff Vehicle

Capital Improvement Summary

Budget: \$40,000
Status: Active

Project Department

Public Works, Administration Division

Funding Source

City Funding - Capital Improvement Fund

Account Number

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

Project Description

\$40,000 to replace the public works staff vehicle. The vehicle being replaced was a hybrid vehicle and the City hopes to find another hybrid, if the costs and availability exist.

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.

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.

Sources	FY 2024	Total
Federal Grants		
State & Local Grants		
City Funding	\$40,000	\$40,000
Other		
Total	\$40,000	\$40,000



Project: Purchase of Three New Truck Storage Vaults

Project Department
Police Department

Funding Source
City Funding - Capital Improvement Fund

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

Project Description
\$14,000 to purchase three new truck vault storage units for the City's three detective/administrative vehicles.

Project Justification
This purchase will allow for all Police Department vehicles to have locking units to store additional supplies and have space to put evidence for safe handling.

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: \$14,000
Status: Active

Sources	FY 2024	Total
Federal Grants		
State & Local Grants		
City Funding	\$14,000	\$14,000
Other		
Total	\$14,000	\$14,000



Project: Replacement of three police vehicles

Project Department
Police Department

Funding Source
City Funding - Capital Improvement Fund

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

Project Description
\$160,000 to replace three, older model police pursuit vehicles. The City will be replacing three Ford Explorers with three Dodge Durangos, due to the inability to receive Ford Explorers. The cost also includes the proper upfitting of a police vehicle.

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: \$160,000
Status: Active

Sources	FY 2024	Total
Federal Grants		
State & Local Grants		
City Funding	\$160,000	\$160,000
Other		
Total	\$160,000	\$160,000



Project: Whitecliff Bridge Replacement Project

Project Department

Public Works Department

Funding Source

City Funding - Capital Improvement Fund

Account Number

21-35-060-805-8011 - Building and Improvements

Project Description

The \$1.7 million Whitecliff Park bridge project is a full replacement for the main entrance of the City's largest park.

Project Justification

This bridge received a ranking of 5 out of 10 during an annual inspection and thus deemed to be replaced, per federal standards. Overall, a new bridge will require less maintenance than an older bridge would.

Financial Implications

The total bridge replacement project is budgeted to be \$1,700,000, with \$1,400,000 coming out of the general fund, which is covered by a Department of Transportation grant, and another \$300,000 coming from the City's capital improvement fund.

Capital Improvement Summary

Budget: \$300,000

Status: Active

Sources	FY 2024	Total
Federal Grants	\$1,400,000	\$1,400,000
State & Local Grants		
City Funding	\$300,000	\$300,000
Other		
Total	\$1,700,000	\$1,700,000



Project: Gravois Creek Wall, Other Stormwater Projects

Project Department
Public Works Department

Funding Source
City Funding - Capital Improvement Fund

Account Number
21-35-062-805-8010 - Land Improvements

Project Description
\$440,000 to build a gabion wall in Gravois Creek, along Pardee Road, which is a City-owned road and to work on other potential stormwater projects that are identified throughout the City.

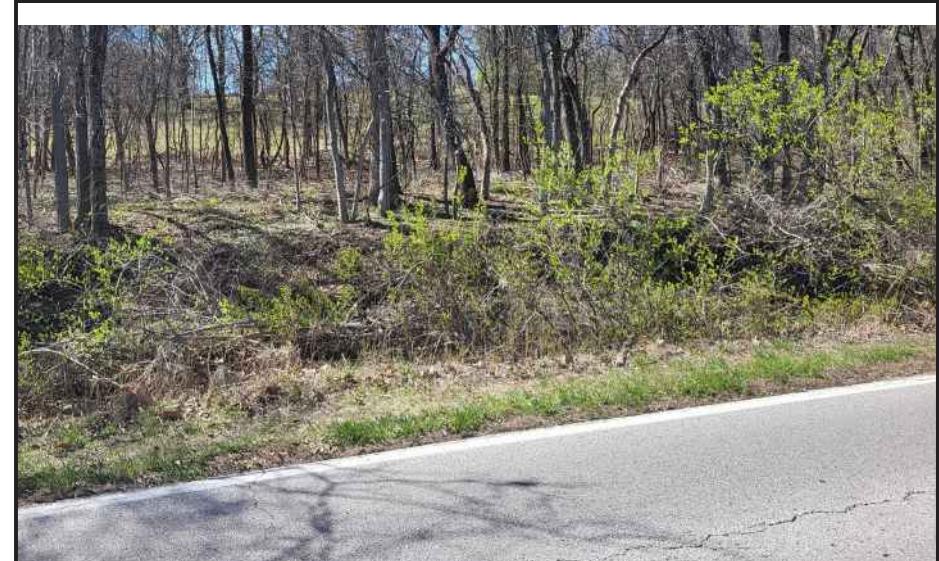
Project Justification
The Pardee Road gabion wall was determined to be needed to secure the creek bank to stop the creek from inching towards Pardee. Additionally, the Board of Aldermen asked staff to identify other potential stormwater issues to address as well.

Financial Implications
While this is a fiscal loss for the City, it is a preventive measure against the creek causing Pardee Road to buckle. Failure of Pardee Road would be significantly more expensive to repair and a potentially hazardous situation for drivers.

Capital Improvement Summary

Budget: \$440,000
Status: Active

Sources	FY 2024	Total
Federal Grants		
State & Local Grants		
City Funding	\$440,000	\$440,000
Other		
Total	\$440,000	\$440,000





Project: Replacement Work Van for Facilities

Project Department

Public Works, Facilities Maintenance

Funding Source

City Funding - Capital Improvement Fund

Account Number

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

Project Description

\$40,000 to replace a work van for one of the City's two facilities maintenance employees

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.

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: \$40,000

Status: Active

Sources	FY 2024	Total
Federal Grants		
State & Local Grants		
City Funding	\$40,000	\$40,000
Other		
Total	\$40,000	\$40,000





Project: Various Public Works Heavy Equipment Purchases

Project Department

Public Works, Street Division and Parks, Maintenance Division

Funding Source

City Funding - Capital Improvement Fund

Account Number

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

Project Description

\$36,900 was budgeted for the purchase of various heavy equipment items, including a new compressor, a bucket grapple and a Rhino post driver.

Project Justification

These purchases were requested by the employees to improve employee safety, prepare for specific needs, and to increase workforce performance for those that don't have to use outdated equipment.

Financial Implications

These are financial losses for the City. However, they are also tied into workplace safety for these maintenance employees. Simply, if these are not purchased, and a work comp complaint occurs, it would cost much more.

Capital Improvement Summary

Budget: \$36,900

Status: Active

Sources	FY 2024	Total
Federal Grants		
State & Local Grants		
City Funding	\$36,900	\$36,900
Other		
Total	\$36,900	\$36,900



Capital Improvement Fund – Five Year Projections

Contact Information

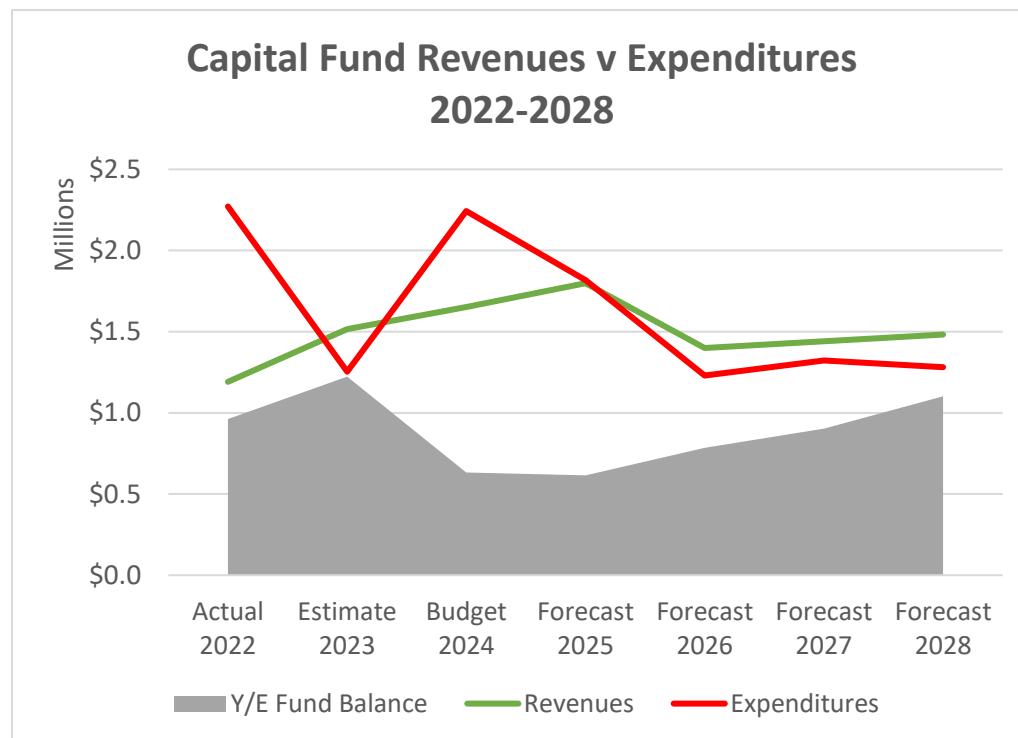
Kris Simpson, City Administrator

ksimpson@cityofcrestwood.org

314.729.4780

Summary:

	2022 Actual	2023 Estimate	2024 Budget	2025 Trend	2026 Trend	2027 Trend	2028 Trend
Revenues	1,191,210	1,515,359	1,652,979	1,798,873	1,399,787	1,440,281	1,481,989
Expenditures	2,271,279	1,254,766	2,242,900	1,818,000	1,230,000	1,322,000	1,282,000
Surplus (Deficit)	(1,080,069)	260,593	(589,921)	(19,127)	169,787	118,281	199,989
Fund Balance	962,625	1,223,218	633,297	614,170	783,957	902,238	1,102,227



Budgeted FY2024 Fund Balance:

\$633,297

Reserve Percentage: 28.2%

Key Assumptions

- Assumes a minor 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 2023-24 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

314.729.4780

Capital Projects Projected for FY2025-28 are as follows:

2025		CIP Rank
Street Maintenance	\$850,000	
Sidewalk Maintenance	\$30,000	
New Streetlight Installation	\$30,000	
TOTAL Maintenance	\$910,000	
TAP Grant - Samoa Sidewalk	\$548,000	
PD Vehicle Replacements x2	\$115,000	
Misc Equipment/Vehicles, various	\$245,000	
TOTAL Vehicles/Equipment	\$908,000	
TOTAL CI FUND	\$1,818,000	

2026		CIP Rank
Street Maintenance	\$850,000	
Sidewalk Maintenance	\$30,000	
New Streetlight Installation	\$30,000	
TOTAL Maintenance	\$910,000	
PD Vehicle Replacements x2	\$115,000	
Misc Equipment/Vehicles, various	\$205,000	
TOTAL Vehicles/Equipment	\$320,000	
TOTAL CI FUND	\$1,230,000	

2027		CIP Rank
Street Maintenance	\$875,000	
Sidewalk Maintenance	\$30,000	
New Streetlight Installation	\$30,000	
TOTAL Maintenance	\$935,000	
PD Vehicle Replacements x2	\$127,000	
Misc Equipment/Vehicles, various	\$260,000	
TOTAL Vehicles/Equipment	\$387,000	
TOTAL CI FUND	\$1,322,000	

2028		CIP Rank
Street Maintenance	\$875,000	
Sidewalk Maintenance	\$30,000	
New Streetlight Installation	\$30,000	
TOTAL Maintenance	\$935,000	
PD Vehicle Replacements x2	\$127,000	
Misc Equipment/Vehicles, various	\$220,000	
TOTAL Vehicles/Equipment	\$347,000	
TOTAL CI FUND	\$1,282,000	

Sewer Lateral Fund



ANNUAL BUDGET

Sewer Lateral Fund

In This Section:

Sewer Lateral Program	\$152,852
TOTAL	\$152,852

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 Director) administers the program, receiving applications and authorizing projects. Approximately 20 percent of the Director of Public Works' 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: \$152,852

Staffing: 0.00 FTE



Cost Changes

Division cost has **changed** by

10.7%

Increases

The increase is due to the higher salary/benefits of the Director administering the program.

Decreases

No significant decreases

City of Crestwood, Missouri
Sewer Lateral Fund Expenditures
Budget for the Year Ending December 31, 2024

ACTUAL							2023			Account Description				2024 BUDGET		
2016	2017	2018	2019	2020	2021	2022	BUDGET Amended	8/31 YTD ACTUAL	12/31 YTD ESTIMATE	SEWER LATERAL 30-35-061-XXX-XXXX				Dept, City Adm. Recommended	Ways & Means Recommended	BOA Approved
-	-	-	-	12,966	13,253	13253.7	13,310	14,892	14,892	505	5011	Wages, Non-Exempt Employees	27,652	27,652	27,652	
-	-	-	-	2,682	2,676	2903.96	3,014	1,233	1,233	510	5110	Health Insurance	2,077	2,077	2,077	
-	-	-	-	71	65	66	69	42	42	510	5111	Dental Insurance	74	74	74	
-	-	-	-	49	99	63.08	85	59	59	510	5112	Life/AD&D/LTD Insurance	132	132	132	
-	-	-	-	639	626	642.26	453	541	541	510	5115	Retirement Plan	664	664	664	
-	-	-	-	37	73	76.01	60	67	67	510	5116	Workers' Compensation Ins	41	41	41	
-	-	-	-	783	769	779.41	825	923	923	515	5210	FICA Taxes	1,714	1,714	1,714	
-	-	-	-	183	180	182.3	193	216	216	515	5211	Medicare Taxes	401	401	401	
-	-	-	-	17,410	17,741	17967	18,009	17,975	17,975	Total Personnel				32,756	32,756	32,756
-	-	-	-	91	84	84	84	63	84	615	6217	Mobile Phones	96	96	96	
119,313	132,920	113,947	93,365	123,616	92,805	113,968	120,000	62,168	120,000	610	6115	Other Professional Services (30-35-65)	120,000	120,000	120,000	
119,313	132,920	113,947	93,365	123,707	92,889	114,052	120,084	62,231	120,084	Total Contractual				120,096	120,096	120,096
119,313	132,920	113,947	93,365	141,117	110,630	132,019	138,093	80,206	138,059	Total Expenditures - Sewer Lateral				152,852	152,852	152,852

Sewer Lateral Fund – Five Year Projections

Contact Information

James Swingle, Director of Public Works

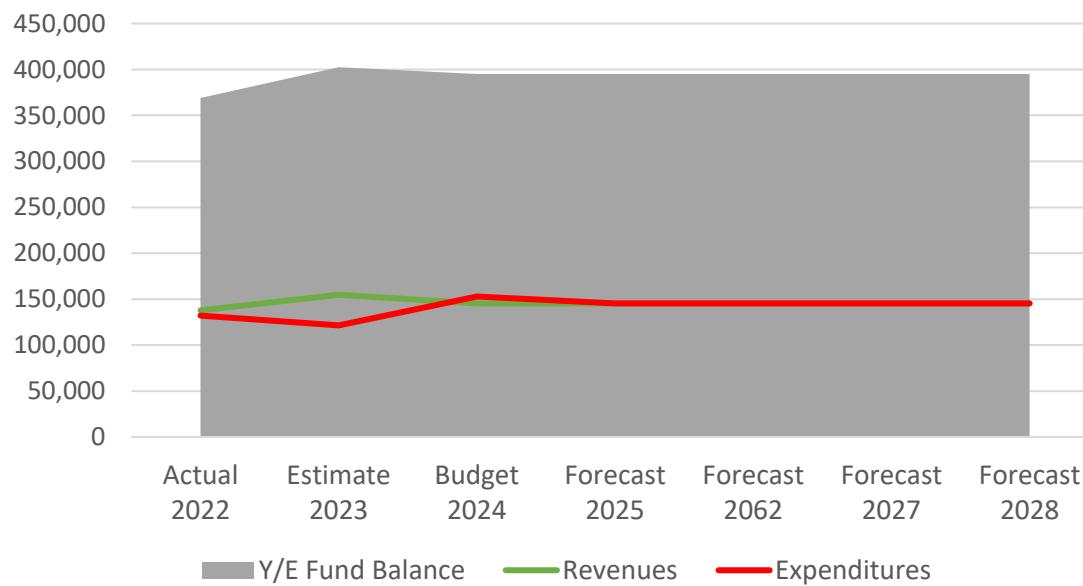
jswingle@cityofcrestwood.org

314.729.4722

Summary:

	2022 Actual	2023 Estimate	2024 Budget	2025 Trend	2026 Trend	2027 Trend	2028 Trend
Revenues	137,758	154,785	145,400	145,400	145,400	145,400	145,400
Expenditures	132,019	121,442	152,852	145,400	145,400	145,400	145,400
Surplus (Deficit)	5,739	33,343	(7,452)	0	0	0	0
Fund Balance	369,136	402,479	395,027	395,027	395,027	395,027	395,027

**Sewer Lateral Fund Revenues v Expenditures
2022-2028**



Budgeted FY2024 Fund Balance:
\$395,027

Reserve Percentage: 258.4%

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	Source	FY23 Cost	Priority	Total
30	Addition of Lower Pavilion Area - Restroom (Done in conjunction with Quarry Project)	Whitecliff Park	Parks Master Plan (2023)	\$ 300,000	Short Term	59
79	Addition of new playground equipment, surfacing and swings	Crestwood Park	Parks Master Plan (2023)	\$ 400,000	Long Term	54
101	Expansion of parking lot in lower Whitecliff Park	Whitecliff Park	Parks Master Plan (2023)	\$ 50,000	Short Term	52
65	Replace/Add LED Light Fixtures	Sanders Park	Parks Master Plan (2023)	\$ 273,000	Mid Term	50
77	Pardee Rd/Gravois Creek Gabion Wall	OMCI Improvements	Staff	\$ 250,000	Short Term	48
95	Addition of LED Light Fixtures	Spellman Park	Parks Master Plan (2023)	\$ 18,000	Short Term	44
63	Reconstruction of Watson Industrial Drive (Street, bridge, sidewalk, stormwater, etc.)	Streets of Crestwood	Staff	\$ 3,600,000	Long Term	43
94	Addition of pond improvements	Sappington House Park	Parks Master Plan (2023)	\$ 105,000	Short Term	42
93	Addition of upgraded play equipment	Sanders Park	Parks Master Plan (2023)	\$ 400,000	Long Term	42
56	Addition of Family Games Area (including shuffleboard, cornhole, etc.)	Whitecliff Park	Parks Master Plan (2023)	\$ 26,000	Long Term	39
104	Addition of outdoor pickleball courts	Whitecliff Park	Parks Master Plan (2023)	\$ 120,000	Long Term	39
51	Renovating remaining GC Bathrooms (6 total)	Government Center	Staff	\$ 308,000	Mid Term	37
72	Replacement and Resurfacing of Playground	Spellman Park	Parks Master Plan (2023)	\$ 300,000	Short Term	37
75	Replacing Electronic Message Center (EMC)	Government Center	Staff	\$ 80,000	Long Term	33
24	Reconfigure and Replace Parking Area	Crestwood Park	Parks Master Plan (2023)	\$ 450,000	Short Term	32
84	Addition of upgraded playground equipment	Ferndale Park	Parks Master Plan (2023)	\$ 250,000	Mid Term	31
91	Repair asphalt	Sanders Park	Parks Master Plan (2023)	\$ 125,000	Short Term	31
106	Addition/Replacement of Exterior LED Lights	Government Center	Staff	\$ 100,000	Mid Term	31
107	Pardee Road Sidewalk Project (Phase II)	Streets of Crestwood	Comp Plan/Lindbergh Schools	\$ 300,000	Long Term	29
85	Addition of Picnic Table with Gazebo/Covering	Rayburn Park	Parks Master Plan (2023)	\$ 20,000	Long Term	27
23	Addition of Trails for Whitecliff Park (Paved or Not)	Whitecliff Park	Parks Master Plan (2023)	\$ 500,000	Mid Term	25
44	General Grant Lane - approx 2,000' (Street, sidewalk, stormwater, etc.)	Streets of Crestwood	Staff	\$ 2,000,000	Long Term	24
108	Addition of ADA ramp at Sappington House	Sappington House Park	Sapp. House Foundation	\$ 75,000	Long Term	24
82	Addition of Second ADA Access Path (~265 ft)	Ferndale Park	Parks Master Plan (2023)	\$ 300,000	Mid Term	23
15	Addition of Trail Bridge at Lodgepole & Sheryl Ann (into Whitecliff Park)	Whitecliff Park	Parks Master Plan (2023)	\$ 1,100,000	Mid Term	22
73	Covered Parking at PW Garage	PW Garage	Staff	\$ 400,000	Long Term	22
90	Addition of perennial area & raingarden plants	Sanders Park	Parks Master Plan (2023)	\$ 30,000	Short Term	19
102	Addition of nature play area	Whitecliff Park	Parks Master Plan (2023)	\$ 200,000	Short Term	19

Proj #	Project Name	Location	Source	FY23 Cost	Priority	Total
35	Addition of Whitecliff Amphitheater (w/bandshell)	Whitecliff Park	Parks Master Plan (2023)	\$ 1,000,000	Long Term	17
76	New Ramp from Shoppers Lane to Grant's Trail (approx. 200 ft)	Streets of Crestwood	Comp Plan/BOA	\$ 1,100,000	Long Term	17
80	Addition of new basketball court	Crestwood Park	Parks Master Plan (2023)	\$ 120,000	Long Term	17
81	Addition of pickleball/tennis courts	Crestwood Park	Parks Master Plan (2023)	\$ 120,000	Long Term	17
83	Addition of Picnic Table with Gazebo/Covering	Ferndale Park	Parks Master Plan (2023)	\$ 20,000	Mid Term	17
86	Addition of understory tree b&b - native and standard variety	Rayburn Park	Parks Master Plan (2023)	\$ 24,000	Long Term	17
87	Addition of perennial area	Rayburn Park	Parks Master Plan (2023)	\$ 31,000	Long Term	17
88	Addition of hill slide	Rayburn Park	Parks Master Plan (2023)	\$ 25,000	Long Term	17
89	Addition of educational signage throughout Parks	All Parks of Crestwood	Parks Master Plan (2023)	\$ 100,000	Long Term	17
92	Addition of restroom building	Sanders Park	Parks Master Plan (2023)	\$ 300,000	Mid Term	17
96	Addition of perennial area & raingarden plants	Spellman Park	Parks Master Plan (2023)	\$ 100,000	Short Term	17
97	Addition of dry streambed gravel	Spellman Park	Parks Master Plan (2023)	\$ 34,000	Short Term	17
98	Addition of loop trail (1,500 LF)	Spellman Park	Parks Master Plan (2023)	\$ 125,000	Mid Term	17
99	Restore pond - add littoral bench with plantings	Spellman Park	Parks Master Plan (2023)	\$ 100,000	Mid Term	17
100	Addition of restroom building	Spellman Park	Parks Master Plan (2023)	\$ 300,000	Long Term	17
103	Addition of Picnic Table with Gazebo/Covering	Whitecliff Park	Parks Master Plan (2023)	\$ 50,000	Mid Term	17
105	Addition of quarry overlooks	Whitecliff Park	Parks Master Plan (2023)	\$ 60,000	Long Term	17
17	Replace HVAC	Whitecliff Community Center	Staff/Maint.	\$ 155,000	Short Term	13
18	Replace Entryway Heaters (Electric Cabinet)	Whitecliff Community Center	Staff/Maint.	\$ 35,000	Short Term	13
20	Replace Electrical Switchboards, Panels, and Transformers	Whitecliff Community Center	Staff/Maint.	\$ 223,000	Short Term	13
59	Replace Interior Lighting with LED	Whitecliff Community Center	Staff	\$ 55,000	Long Term	13

TOTALS

51 Projects

\$16,968,000

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	Dema Engineering Company
3	Weir Pump and Valve Solutions, Inc.
4	Sam's Club
5	Streib Electric
6	Schnucks Market
7	Dierberg's Crestwood Crossing
8	Kohl's #671
9	St. Louis Home Health, Inc.
10	Savers Thrift Superstore

*Based on number of employees |

Land Area

Square Miles | 3.59

City-Maintained Streets

Lane Miles | 101.3

City-Maintained Parks

Acres | 120

Business Licenses

Total Licensed Businesses | Approx. 350

Top Taxpayers

1	Sam's Club
2	Weir Pump and Valve Solutions, Inc.
3	Schnucks Market
4	Woodard Cleaning and Restoration, Inc.
5	Dema Engineering Company

*Based on business license tax |

Position Classification Plan

Function	Job Title	Starting	Hiring Max (5)%	Maximum
Support Services	Administrative Assistant	41,000	43,050	51,250
Public Services	Custodian/Facilities Maintenance Worker	38,000	39,900	49,400
	Maintenance Worker	43,075	45,229	58,212
	Building Maintenance Tech I	43,000	45,150	53,750
	Code Enforcement Officer	50,000	52,500	65,000
	Street Crew Leader	60,000	63,000	75,000
	Facilities Crew Leader	60,000	63,000	75,000
	Park Maintenance Crew Leader	60,000	63,000	75,000
	Fleet Crew Leader	60,000	63,000	75,000
	Project Manager	63,000	66,150	78,750
Recreation Services	Recreation Specialist	48,000	50,400	64,800
	Recreation Manager	63,000	66,150	78,750
Fire Services	Firefighter/Equip. Spec.	52,545		74,000
	Firefighter/Paramedic	60,500		85,000
	Lieutenant	65,000		89,000
	Captain	72,000		94,000
Administrative Services	Accounting Clerk	50,000	52,500	62,500
	Court Administrator	50,000	52,500	62,500
	Human Resources Officer	50,000	52,500	62,500
	City Clerk	68,000	71,400	85,000
	City Planner	70,000	73,500	87,500
Police Services	Administrative/Prosecutor's Assistant	47,000	49,350	58,750
	Patrol Officer	57,570		76,760
	Detective	57,570		76,760
	Corporal	59,590		78,780
	Sergeant	76,000	79,800	95,000

	Lieutenant	85,688	89,973	105,397
Management Services	Deputy City Administrator	70,000	73,500	87,500
	Superintendent of Maintenance	75,000	78,750	93,750
	Finance Officer	92,000	96,600	115,000
	Deputy Fire Chief	92,000	96,600	115,000
	Deputy Chief of Police	92,000	96,600	115,000
	Director of Parks and Recreation	105,000	110,250	136,500
	Director of Public Works	105,000	110,250	136,500
	Chief of Fire Services	105,000	110,250	136,500
	Chief of Police	105,000	110,250	136,500