



CITY OF KIRKWOOD OPERATING BUDGETS | DRAFT Fiscal Year 2024/2025



CAPITAL BUDGETS Five Year Capital Plans Fiscal Years 2024/25 - 2028/29

KIRKWOOD EMPLOYEES KEEP THE CITY WORKING

At all hours of the day, Kirkwood employees are responsible for our resident's safety, lights, water, sanitation, relaxation, and transportation. The dedicated team of Kirkwood employees take pride in providing the highest quality municipal services. The cover photos show the level of dedication Kirkwood employees have to this community in order to ensure Kirkwood is beautiful and green, while keeping our utilities working, our vehicles running, our community safe and our commute pleasant.

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WHERE COMMUNITY AND SPIRIT MEET®

CITY OF KIRKWOOD

**OPERATING BUDGETS
DRAFT: DECEMBER, 2023**

FISCAL YEAR 2024/2025

**CAPITAL BUDGETS
Five Year Capital Plans**

FISCAL YEARS 2024/25 – 2028/29



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Introduction

City Officials

CITY OFFICIALS

MAYOR

Timothy Griffin

COUNCIL MEMBERS

Maggie Duwe

Liz Gibbons

Nancy Luetzow

Bob Sears

Kara Wurtz

Mark Zimmer

COUNCIL STAFF

Laurie Asche

City Clerk

ADMINISTRATION

Russell Hawes

Chief Administrative Officer

David Weidler

Asst. Chief Administrative Officer

Katherine Hessel

Communications Manager

DEPARTMENT HEADS

Sandra Stephens

Finance Director

Sara Foan-Oliver

Procurement Director

Kevin Campe

Information Systems Director

Brian Murphy

Police Chief

James Silvernail

Fire Chief

Mark Petty

Electric Director

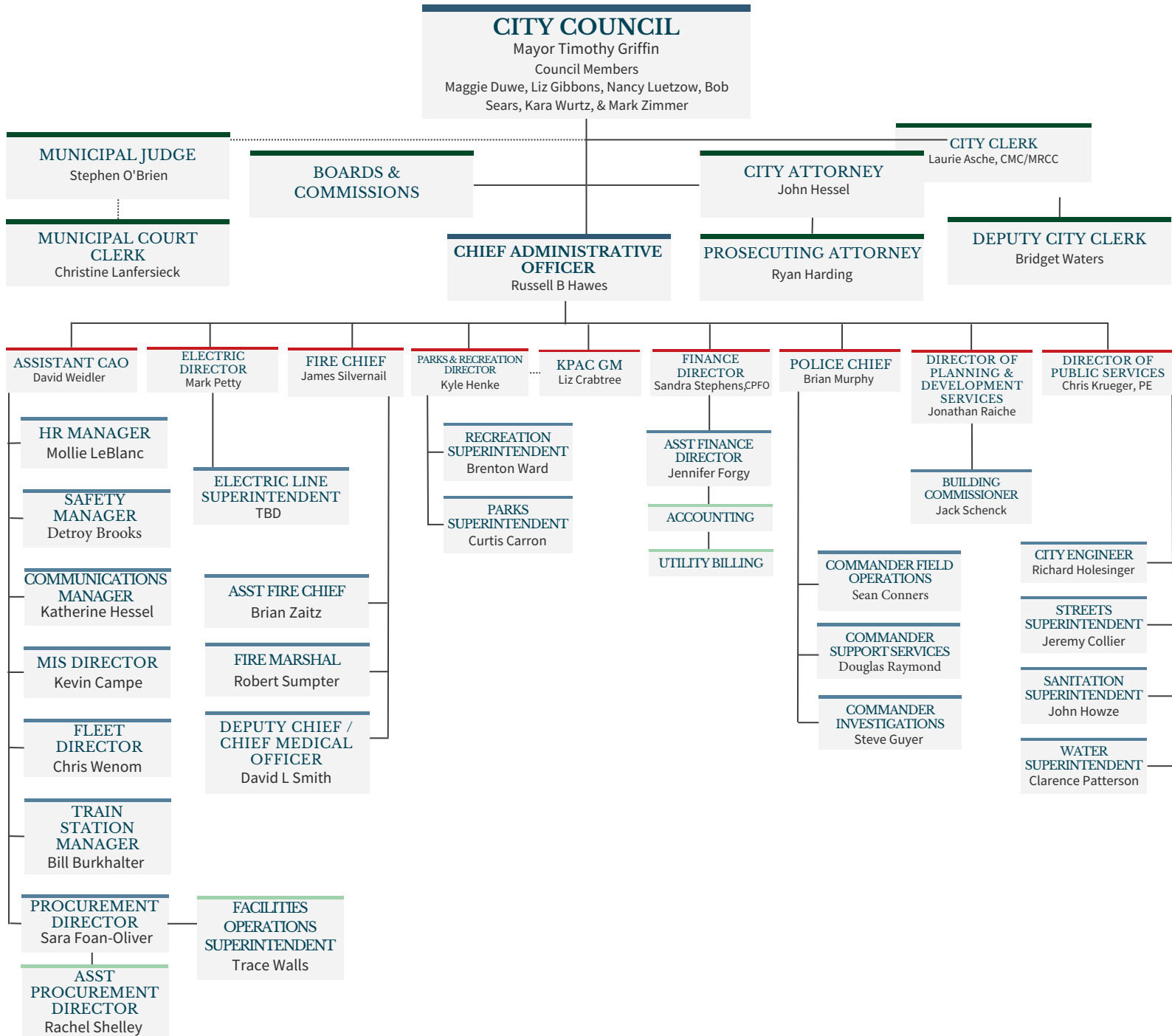
Christopher Krueger

Public Services Director

Jonathan Raiche

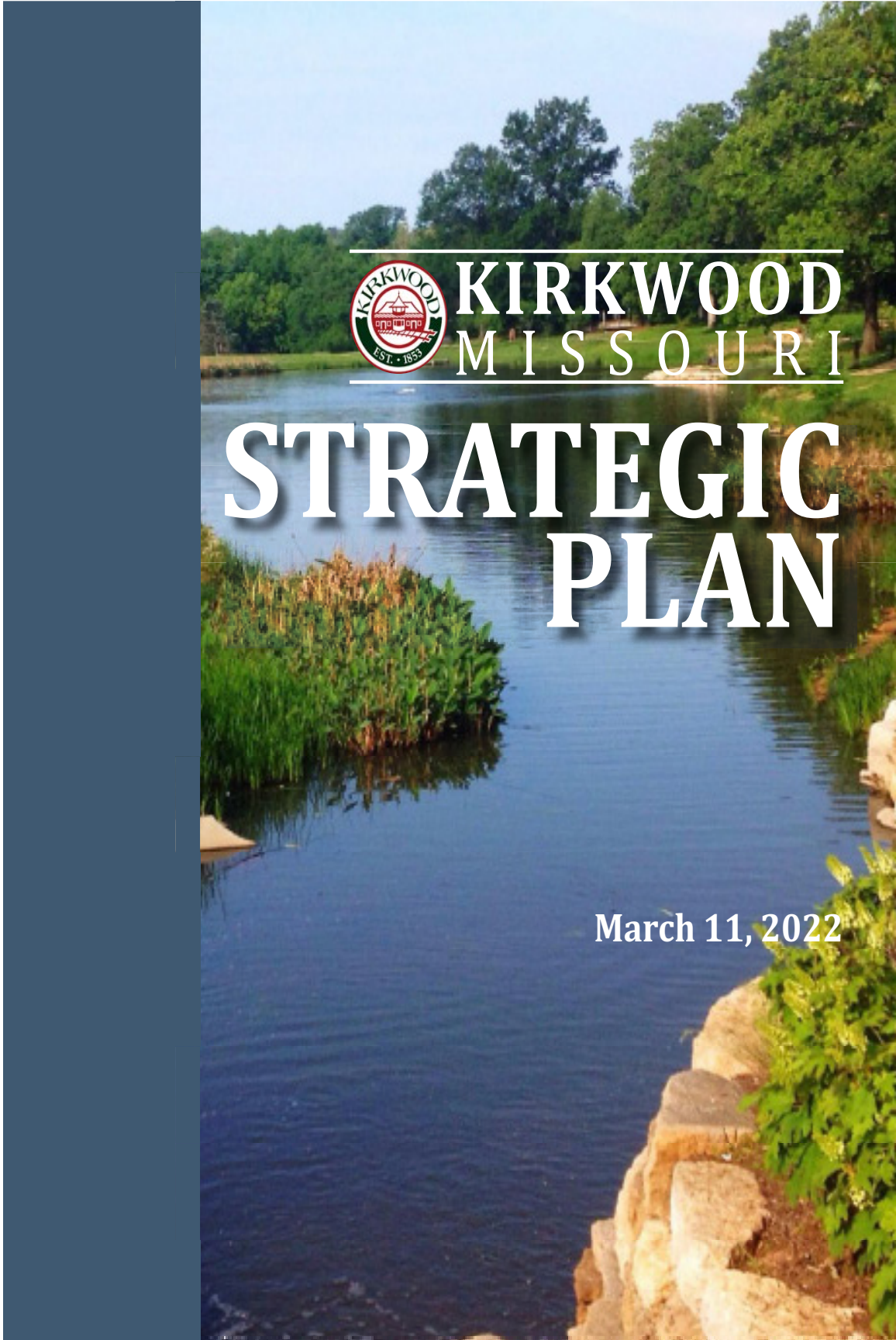
Planning and Development Director

Organization Chart





Section I - Strategic Plan and Budget Message



ACKNOWLEDGEMENTS

Mayor Tim Griffin

COUNCIL MEMBERS

Maggie Duwe

Liz Gibbons

Bob Sears

Wallace Ward

Kara Wurtz

Mark Zimmer

STAFF

Russ Hawes, Chief Administrative Officer

David Weidler, Assistant Chief Administrative Officer

Laurie Asche, City Clerk

Bill Bensing, Public Services Director

Freddy Doss, Communications Manager

Kyle Henke, Parks and Recreation Director

Mollie LeBlanc, Human Resources Manager

Sara Foan-Oliver, Procurement Director

Brian Murphy, Police Chief

Mark Petty, Electric Director

Jonathan Raiche, Planning and Development Services Director

James Silvernail, Fire Chief

Sandy Stephens, Finance Director



VISION

Kirkwood will be a livable, connected community with heart. Our strong neighborhoods, historic charm, and vibrant businesses attract residents and visitors. Love of community keeps people here.

A city for people.

Relationships and people are what make a set of buildings and streets a place. Life is what happens between the buildings. City government can play a role in connecting people physically and socially.

How we live matters.

We can easily connect to places and people without a lot of time spent in the car. There are desirable places to be and things to do throughout our community.

All are welcome.

Diversity is celebrated. Inclusion is actively sought.

VALUES

We serve the community.

We provide services of the highest quality. Our customer-service exceeds expectations. Our interactions with the public are respectful, professional, and demonstrate our commitment to public service. We keep the community safe.

We act with integrity.

We are honest, ethical, and transparent in everything we do and deeply respect the public's trust in us.

We innovate to shape our future.

We honor our community's historic past and build upon it for the future, proactively adapting to meet today's challenges.

We put people first.

We care about people and their well-being. We consider how decisions directly and indirectly impact our residents, businesses, and employees.

We embrace inclusion.

We work intentionally to foster a culture within city government and within our community that encourages collaboration, flexibility, and fairness to enable everyone to contribute to their full potential.

We are good stewards.

We prudently and efficiently manage financial and human resources while promoting a sustainable environment.

We value City of Kirkwood employees.

We appreciate and respect our city employees. We recognize their knowledge, their experience, and their commitment to service.



Strategic Plan Framework

VISION

ECONOMIC VITALITY

Goal 1:

Kirkwood will use its unique attractions to catalyze development that adds to the quality of life for residents and attracts visitors.

Objective 1 Promote commercial development in appropriate areas

STRATEGY	A	Promote redevelopment around the Performing Arts Center
	B	Continue to monitor vacant property Downtown and promote it to potential buyers
	C	Promote quality development along principle arterials (Big Bend, Kirkwood Road, Manchester)
	D	Monitor infrastructure to ensure accommodation of future growth

Objective 2 Promote the City as a tourist destination

STRATEGY	A	Use restoration of Train Station as a means to promote tourism
	B	Implement more place-making (fountains, streetscape, seating areas, public art) Downtown
	C	Attract more people to Downtown through events, especially encouraging evening activity
	D	Expand and develop wayfinding system

Objective 3 Continue to implement the Downtown Master Plan

STRATEGY	A	Attract Downtown hotel
	B	Require KirkWalk and other pedestrian and place-making features from the Downtown Master Plan in private development
	C	Continue to encourage mixed-use development Downtown

GOVERNANCE AND CIVIC ENGAGEMENT

Goal 2:

With ethics and integrity, the City of Kirkwood will provide professional services to citizens at a reasonable price and engage the community in decision-making.

Objective 1 Enhance the capacity of city staff to serve the organization and improve their own careers.

STRATEGY	A	Attract and retain top municipal employees through competitive pay and benefits and a great work environment
	B	Identify specific action steps to attract diversity and be inclusive
	C	Establish new opportunities for cross-departmental cooperation and communication
	D	Pursue enhanced retirement benefit program
	E	Provide training opportunities to build organizational capacity and offer employees paths to advancement
	F	Retain institutional knowledge and promote knowledge transfer within departments

Objective 2 Invest in technology to improve efficiency.

STRATEGY	A	Provide assessment of current business practices in the development of specifications for new technology implementations
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Objective 3 Collaborate with the community and regional partners.

STRATEGY	A	Strengthen and develop regional partnerships to represent Kirkwood's interests
	B	Communicate and engage with residents proactively on critical issues
	C	Maintain utility rates that keep up with market costs and maintain service levels



Kirkwood will be a livable, connected community with heart.

Our strong neighborhoods, historic charm, and vibrant businesses attract residents and visitors.
Love of community keeps people here.

QUALITY OF LIFE

Goal 3:

Kirkwood will be a place where people can enjoy life - a walkable and safe community with housing options for all stages of life that supports connections between people and places.

Objective 1 Strengthen social and physical connections

- STRATEGY**
- A** Continue to invest in public safety to ensure safety of Kirkwood residents and businesses
 - B** Continue to implement the City's Pedestrian and Bicycle Plan
 - C** Adopt and implement a Vision Zero Action Plan for all users in all modes of transportation
 - D** Pursue community center renovations to enhance function and appearance
 - E** Host events for all ages and interests that bring the community together; include options that offer multi-cultural and diverse experiences
 - F** Protect Kirkwood's tree canopy

Objective 2 Encourage quality housing options for all (varying cost, size, location, building type)

- STRATEGY**
- A** Encourage missing middle housing to provide range of opportunity, diversity, and appropriate density
 - B** Develop an attainable housing plan
 - C** Encourage housing density in appropriate locations
 - D** Continue to monitor residential Architectural Design Standards to ensure consideration of architectural context

ENVIRONMENTAL STEWARDSHIP

Goal 4:

Kirkwood will mitigate climate change by making environmentally-focused decisions.

Objective 1 Reduce the City's carbon footprint and contribute to energy independence

- STRATEGY**
- A** Transition the City's fleet to electric vehicles
 - B** Evaluate city vehicle routing for fuel efficiency
 - C** Explore alternative energy sources and costs
 - D** Expand installation of charging stations for electric vehicles Downtown
 - E** Encourage use of alternative transportation

Objective 2 Pursue energy efficient building methods

- STRATEGY**
- A** Review updated IBC Energy codes and consider adoption
 - B** Consider green design aspects for building improvements in all City facility projects



ECONOMIC VITALITY

Goal 1:

Kirkwood will use its unique attractions to catalyze development that adds to the quality of life for residents and attracts visitors.

Objective 1

Promote commercial development in appropriate areas

Strategy A
Promote redevelopment around the Performing Arts Center

Strategy B
Continue to monitor vacant property Downtown and promote it to potential buyers

Strategy C
Promote quality development along principle arterials (Big Bend, Kirkwood Road, Manchester)

Strategy D
Monitor infrastructure to ensure accommodation of future growth

Objective 2

Promote the City as a tourist destination

Strategy A
Use restoration of Train Station as a means to promote tourism

Strategy B
Implement more place-making (fountains, streetscape, seating areas, public art) Downtown

Strategy C
Attract more people to Downtown through events, especially encouraging evening activity

Strategy D
Expand and develop wayfinding system

Objective 3

Continue to implement the Downtown Master Plan

Strategy A
Attract Downtown hotel

Strategy B
Require KirkWalk and other pedestrian and place-making features from the Downtown Master Plan in private development

Strategy C
Continue to encourage mixed-use development Downtown



Objective 1		Promote commercial development in appropriate areas	
A Strategy	Promote redevelopment around the Performing Arts Center		
Assigned to: Director of Public Services and Director of Planning and Development Services			
Action	Why	Year	
Develop a Request for Proposal (RFP) to provide a complete market analysis and feasibility study of all potential redevelopment opportunities for the KPAC immediate environs.	With the completion of the Performing Arts Center the Public Works Facility is apt for redevelopment into a higher and better use for economic development.	FY 24	
Metrics: RFP is developed and issued, results evaluated and potential developer selected			
B Strategy	Continue to monitor vacant property Downtown and promote it to potential buyers		
Assigned to: Director of Planning and Development Services in partnership with the Special Business District (SBD) and Chamber of Commerce			
Action	Why	Year	
The SBD will continue to list available properties provided to them on their website. The City will investigate increasing the current Choose Kirkwood website to include an auto-generated property listing rather than relying on brokers to add their listings.	To help promote the active atmosphere desired.	FY 24	
Metrics: Verify continued listing of downtown properties on SBD website. Solicit information from existing website provider on option for auto-generated property listings			
C Strategy	Promote quality development along principle arterials (Big Bend, Kirkwood Road, Manchester)		
Assigned to: Director of Planning and Development Services			
Action	Why	Year	
Use the results of the city's existing commercial market analyses (Downtown, Kirkwood Rd/Big Bend Blvd) to advocate for appropriate development that enhances the downtown experience and diversity in offerings in these areas. Develop an RFP for a similar commercial market analysis for the Manchester Road corridor.	To encourage appropriate economic vitality.	FY 27	
Metrics: Monitoring redevelopment along these corridors and the completion of additional market analysis as needed			
Action	Why	Year	
Work with the Kirkwood Special Business District and property owners to provide a downtown business development plan.	To optimize retail space downtown for attracting patrons and enhancing the downtown experience.	Ongoing	
Metrics: Completion of a downtown business development plan			
D Strategy	Monitor infrastructure to ensure accommodation of future growth.		
Assigned to: Director of Public Services			
Action	Why	Year	
Contract with a professional engineering firm specializing in potable water distribution systems.	The City has accomplished several goals outlined from the 2014 Water Master Plan. With these improvements in place the distribution system model should be updated to identify system strengths and weaknesses.	FY 24	
Metrics: Completion of an updated Water Master Plan and the annual recording of recommended upgrades to the distribution system and facilities			

GOAL 1: ECONOMIC VITALITY

Objective 2 **Promote the City as a tourist destination**

A Strategy	Use restoration of Train Station as a means to promote tourism	
Assigned to: Director of Planning and Development Services and Communications Manager		
Action	Why	Year
Create promotional materials and communications incorporating the usefulness of the Amtrak connectivity.	To increase the knowledge of statewide transportation availability in Kirkwood and increase patronage of local businesses.	FY26 / FY27
Metrics: Increased ridership		

B Strategy	Implement more place-making (fountains, streetscape, seating areas, public art) Downtown	
Assigned to: Director of Planning, Development Services and Superintendent of Facility Operations		
Action	Why	Year
Require said features in private developments when possible. Evaluate opportunities on city-owned properties.	To increase a sense-of-place downtown.	Ongoing
Metrics: The number of place-making facilities constructed		

C Strategy	Attract more people to Downtown through events, especially encouraging evening activity	
Assigned to: Director of Planning and Development Services and Communications Manager		
Action	Why	Year
Optimize connectivity between Kirkwood Performing Arts Center and downtown Kirkwood through the creation of promotional material and communications displaying the charm of the Kirkwood Performing Arts Center and downtown business district.	To increase statewide awareness of the Kirkwood business corridor and to encourage patronage of local establishments, tourism, and appropriate development.	Ongoing
Metrics: Business patronage, new development		

D Strategy	Expand and develop wayfinding system	
Assigned to: Director of Public Services, Director of Planning and Development Services, and Kirkwood Special Business District		
Action	Why	Year
Develop a plan to help guide the City through the process of developing a broad wayfinding system.	Wayfinding helps visitors navigate the City and can direct people to important buildings, parks, historic sites, and more. A wayfinding plan would analyze and indicate appropriate location for signs, sign type, and design. By creating uniform, distinct signage, wayfinding can improve the City's appearance and enhance the City's identity.	FY23 Planning FY24 Implementation
Metrics: Completion of planning document and installation of wayfinding signage		

Objective 3 **Continue to implement the Downtown Master Plan**

A Strategy	Attract Downtown Hotel	
Assigned to: Director of Planning and Development Services		
Action	Why	Year
Use the results of the downtown commercial market analysis to advocate for the development of a hotel with developers and property owners.	To increase tourism and drive economic activity downtown.	FY26
Metrics: Receiving a proposal and/or application for the development of a downtown hotel		

B Strategy	Require KirkWalk and other pedestrian and place-making features from the Downtown Master Plan in private development	
Assigned to: Director of Planning Development Services		
Action	Why	Year
Approach the recommended KirkWalk and other pedestrian features as required pedestrian facilities for downtown developments	To increase pedestrian activity and safety.	Ongoing
Metrics: The number of private developments that incorporate these features		

C Strategy	Continue to encourage mixed-use development Downtown	
Assigned to: Director of Planning and Development Services		
Action	Why	Year
Educate developers, property owners, and residents about opportunities in the Downtown Master Plan.	To increase housing opportunities Downtown and provide additional customer base for businesses.	Ongoing
Metrics: The number of mixed-use developments proposed and approved by the City		

GOVERNANCE AND CIVIC ENGAGEMENT

Goal 2:

With ethics and integrity, the City of Kirkwood will provide professional services to citizens at a reasonable price and engage the community in decision-making.

Objective 1

Enhance the capacity of city staff to serve the organization and improve their own careers.

Strategy A

Attract and retain top municipal employees through competitive pay and benefits and a great work environment

Strategy B

Identify specific action steps to attract diversity and be inclusive

Strategy C

Establish new opportunities for cross-departmental cooperation and communication

Strategy D

Pursue enhanced retirement benefit program

Strategy E

Provide training opportunities to build organizational capacity and offer employees paths to advancement

Strategy F

Retain institutional knowledge and promote knowledge transfer within departments

Objective 2

Invest in technology to improve efficiency.

Strategy A

Provide assessment of current business practices in the development of specifications for new technology implementations

Objective 3

Collaborate with the community and regional partners.

Strategy A

Strengthen and develop regional partnerships to represent Kirkwood's interests

Strategy B

Communicate and engage with residents proactively on critical issues

Strategy C

Maintain utility rates that keep up with market costs and maintain service levels



Objective 1		Enhance the capacity of city staff to serve the organization and improve their own careers.		
A Strategy	Attract and retain top municipal employees through competitive pay and benefits and a great work environment			
Assigned to: ACAO and HR Manager				
Action		Why		Year
Utilize comprehensive salary studies to ensure salaries are competitive within the region.		To retain existing employees and position the City of Kirkwood competitively in the current labor market.		Ongoing
Metrics: Reduced attrition rate				
Assigned to: HR Manager supported by ACAO				
Action		Why		Year
Investigate ways to encourage and incorporate feedback loops in the employee communication process.		To improve employee satisfaction and foster a positive employment environment.		Ongoing
Metrics: Increased employee satisfaction rate and reduced attrition rate				
B Strategy	Identify specific action steps to attract diversity and be inclusive			
Assigned to: HR Manager supported by ACAO and Communications Manager				
Action		Why		Year
Conduct internal review of current recruitment and interview processes with a focus on diversity.		To improve the diversity in City employment in order to capitalize on alternate perspectives in service delivery.		FY25
Metrics: Increased employee diversity				
Action		Why		Year
Provide diversity and inclusion training to supervisors and managers.		To train supervisors and managers how to capitalize on alternate perspectives to promote improved service delivery.		Ongoing
Metrics: Increased employee retention rates				
C Strategy	Establish new opportunities for cross-departmental cooperation and communication			
Assigned to: CAO, ACAO, and HR Manager supported by Communications Manager				
Action		Why		Year
Implement Team Kirkwood initiative to encourage cross departmental interaction.		To improve cross departmental connectivity and the sharing of information amongst all members of the organization.		Ongoing
Metrics:				
D Strategy	Pursue enhanced retirement benefit program.			
Assigned to: HR Manager supported by ACAO				
Action		Why		Year
Evaluate retirement benefit options and make recommendations for improvements.		To improve employee recruitment and retention		FY23
Metrics: Increased employee satisfaction rate and reduced attrition rate				

GOAL 2: GOVERNANCE AND CIVIC ENGAGEMENT

Objective 1 Enhance the capacity of city staff to serve the organization and improve their own careers.

E Strategy Provide training opportunities to build organizational capacity and offer employees paths to advancement.

Assigned to: HR Manager

Action	Why	Year
Develop a comprehensive training plan that addresses citywide compliance training, supervisory and leadership training and development of interpersonal skills.	To improve cross departmental connectivity and the sharing of information amongst all members of the organization.	FY24

Metrics: Course completion rate, retention rate

F Strategy Retain institutional knowledge and promote knowledge transfer within departments

Assigned to: CAO, ACAO, and Department Heads

Action	Why	Year
Develop succession plans for key positions.	To improve long term knowledge retention and create smooth transitions in employee staff at the point of retirement.	Ongoing

Metrics:

Objective 2 Invest in technology to improve efficiency.

A Strategy Provide assessment of current business practices in the development of specifications for new technology implementations.

Assigned to: Department Heads

Action	Why	Year
Replace current Enterprise Resource Planning System to improve work flow efficiency for City services.	A new Enterprise Resource Planning System can reduce redundancies and improved workflows and work order process to allow real-time or near time updates for active work being done in the field, while reducing time spent in administrative workflows for office employees.	FY24

Metrics: Completion of migration to new ERP system.

Assigned to: Police Chief supported by Fire Chief and MIS Director

Action	Why	Year
Replace current Computer Aided Dispatching System to improve efficiency and communications in dispatch operations.	New Computer Aided Dispatching software can reduce redundancies and improved dispatched functionality in handling large call volumes for Police and Fire operations.	FY23

Metrics: Completion of migration to new CAD system

Objective 3	Collaborate with the community and regional partners.
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A	Strategy	Strengthen and develop regional partnerships to represent Kirkwood's interests.	
Assigned to: CAO, ACAO, and Department Heads			
Action		Why	Year
Continue to engage surrounding government entities, non-profits and businesses to promote partnerships and programs that create a positive impact on the City of Kirkwood's residents.		To improve the City's capacity to support the residents of Kirkwood through additional offerings.	Ongoing
Metrics:			
Action		Why	Year
Research and apply cost benefit models that identify economies of scale for extra jurisdictional agreements.		To capitalize on the economies of scale provided by the City of Kirkwood's current structure.	Ongoing
Metrics:			
Action		Why	Year
Develop internal business plans for future extra jurisdictional agreements.		To improve the City's ability to respond to future opportunities for extra jurisdictional agreements.	Ongoing
Metrics: Creation of business plans			

B	Strategy	Communicate and engage with residents proactively on critical issues	
Assigned to: CAO, ACAO, Finance Director, and Communications Manager			
Action		Why	Year
Review current communication strategies and implement new methods to improve critical content delivery, such as financial and strategic plan dashboards.		To provide transparent information on city issues and finances that is accessible and user friendly, promoting citizen engagement and trust in local government.	Ongoing
Metrics: Implementation of new communication strategies			

C	Strategy	Maintain utility rates that keep up with market costs and maintain service levels.	
Assigned to: Director of Public Services and Electric Director			
Action		Why	Year
Perform rate analysis and cost-of-service studies for the enterprise funds consisting of electric, sanitation and water.		Rate analysis and cost-of-service studies can quantify rates needed to maintain reliable and fiscally sustainable enterprise funds.	FY24
Metrics: Completion of rate analysis and cost-of-service study compared to market rates			

QUALITY OF LIFE

Goal 3:

Kirkwood will be a place where people can enjoy life - a walkable and safe community with housing options for all stages of life that supports connections between people and places.

Objective 1

Strengthen social and physical connections

Strategy A

Continue to invest in public safety to ensure safety of Kirkwood residents and businesses

Strategy B

Continue to implement the City's Pedestrian and Bicycle Plan

Strategy C

Adopt and implement a Vision Zero Action Plan for all users in all modes of transportation

Strategy D

Pursue community center renovations to enhance function and appearance

Strategy E

Host events for all ages and interests that bring the community together; include options that offer multi-cultural and diverse experiences

Strategy F

Protect Kirkwood's tree canopy

Objective 2

Encourage quality housing options for all (varying cost, size, location, building type)

Strategy A

Encourage missing middle housing to provide range of opportunity, diversity, and appropriate density

Strategy B

Develop an attainable housing plan

Strategy C

Encourage housing density in appropriate locations

Strategy D

Continue to monitor residential Architectural Design standards to ensure proper consideration of architectural context



Objective 1 **Strengthen social and physical connections**

A Strategy	Continue to invest in public safety to ensure safety of Kirkwood residents and businesses	
Assigned to: Police Chief, supported by Fire Chief, MIS Director, and Procurement Director		
Action	Why	Year
Improve efficiency of dispatch operations through implementation of new Computer Aided Dispatching Technology and facility improvements.	New facility improvements and Computer Aided Dispatching software can improve the functionality of the department, resulting in better response to the City's residents.	FY25
Metrics: Successful implementation of Computer Aided Dispatching software and facility improvements		

B Strategy	Continue to implement the City's Pedestrian and Bicycle Plan	
Assigned to: Director of Public Services and Director of Planning and Development Services		
Action	Why	Year
Inventory and update Kirkwood's 2015 Pedestrian and Bicycle Plan.	The inventory can be used to indicate progress towards implementing the 2015 plan and to identify weakness of the plan and/or plan revisions based on changing priorities.	FY24
Metrics: Compare miles of bicycle routes and pedestrian routes completed vs. planned		

C Strategy	Adopt and implement a Vision Zero Action Plan for all users in all modes of transportation	
Assigned to: Director of Public Services and Director of Planning and Development Services		
Action	Why	Year
Approve a Vision Zero Action Plan and implement it during the design of new infrastructure improvements.	To improve the overall safety of Kirkwood's transportation systems for all users.	Ongoing
Metrics: Decreased crashes and fatalities		

D Strategy	Pursue community center renovations to enhance function and appearance	
Assigned to: Director of Parks and Recreation		
Action	Why	Year
Review current options for Community Center improvement and construct new improvements.	To improve the experience of residents at the community center and create a long term solution for the facility's deteriorating condition.	FY26
Metrics: New offerings, renovated spaces, increased usage, and new revenues derived at the community center		

GOAL 3: QUALITY OF LIFE

Objective 1 **Strengthen social and physical connections**

E	Strategy	Host events for all ages and interests that bring the community together; include options that offer multi-cultural and diverse experiences		
Assigned to: Department Heads				
Action		Why		Year
Develop partnerships with area businesses and organizations; seek outreach opportunities to highlight City departments, creating positive exposure and promoting community inclusion.		To create a sense of community throughout Kirkwood and improve the City's response to residents.		Ongoing
Metrics: Attendance at community events supporting partnerships between City Departments and businesses or organizations				
Assigned to: KPAC General Manager and CAO				
Action		Why		Year
Provide diverse offerings at the Kirkwood Performing Arts Center that have appeal to all demographics.		To provide diverse offerings to the residents of Kirkwood and build upon our sense of community.		Ongoing
Metrics: Diverse offerings at KPAC				

F	Strategy	Protect Kirkwood's tree canopy		
Assigned to: Director of Public Services, Electric Director, and Urban Forester				
Action		Why		Year
Develop a comprehensive Urban Forest Master Plan to regulate tree maintenance, protection and tree planting that will support the City's Tree Ordinance.		Implementing a comprehensive Master Plan is needed to protect and manage the City's urban forest for which it is known.		FY24
Metrics: The management and protection of the urban forest may not show results for several years. However, success of the plan can be evaluated with the implementation of each task listed in the plan.				

Objective 2 Encourage quality housing options for all (varying cost, size, location, building type)

A Strategy	Encourage missing middle housing to provide range of opportunity, diversity, and appropriate density	
Assigned to: Director of Planning and Development Services		
Action	Why	Year
Monitor the recent zoning code changes that were intended to promote opportunities for missing middle housing and promote these opportunities to property owners/developers.	To increase housing opportunity and choice.	Ongoing
Metrics: The number of missing middle housing developments that occur		

B Strategy	Develop an attainable housing plan	
Assigned to: Director of Planning and Development Services		
Action	Why	Year
Solicit for a consultant that can develop an analysis of the current housing situation and provide recommendations for fostering what the community considers to be attainable housing.	To increase housing opportunity for a diverse group of residents and future residents.	FY23
Metrics: Completion of an attainable housing plan		

C Strategy	Encourage housing density in appropriate locations	
Assigned to: Director of Planning and Development Services		
Action	Why	Year
Monitor the recent zoning code changes that were intended to allow increased density downtown and by adding the new R-MM District. Promote these opportunities to property owners/developers.	To increase housing opportunity downtown.	Ongoing
Metrics: The increase in housing units from new developments		

D Strategy	Continue to monitor residential Architectural Design Standards to ensure consideration of architectural context	
Assigned to: Director of Planning and Development Services		
Action	Why	Year
Monitor the recent zoning code changes regarding Architectural Design Standards.	To ensure appropriate infill residential development.	Ongoing
Metrics: Feedback from the Architectural Review Board and City Council regarding standards		

ENVIRONMENTAL STEWARDSHIP

Goal 4:

Kirkwood will mitigate climate change by making environmentally-focused decisions.

Objective 1

Reduce the City's carbon footprint and contribute to energy independence

Strategy A

Transition the City's fleet to electric vehicles

Strategy B

Evaluate city vehicle routing for fuel efficiency

Strategy C

Explore alternative energy sources and costs

Strategy D

Expand installation of charging stations for electric vehicles Downtown

Strategy E

Encourage use of alternative transportation

Objective 2

Pursue energy efficient building methods

Strategy A

Review updated IBC Energy codes and consider adoption

Strategy B

Consider green design aspects for building improvements in all City facility projects



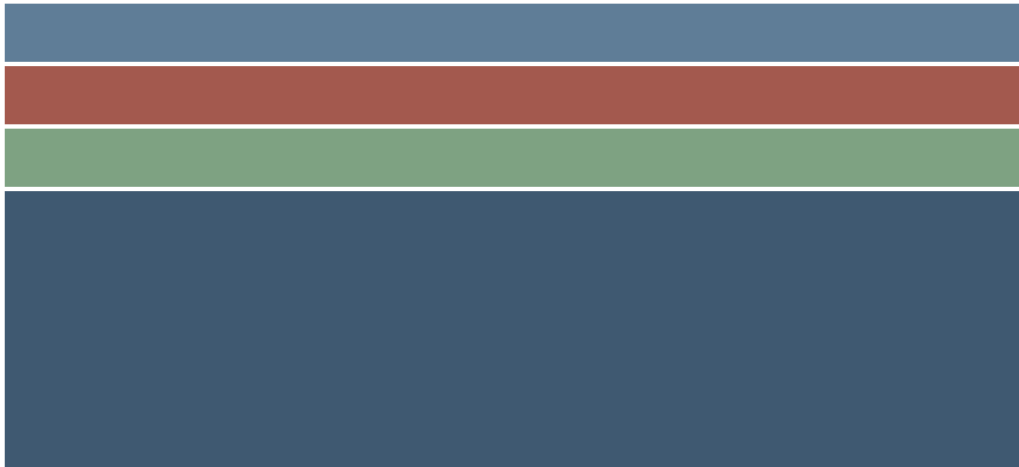
Objective 1		Reduce the City's carbon footprint and contribute to energy independence	
A	Strategy	Transition the City's fleet to electric vehicles.	
Assigned to: Fleet Director and Electric Director			
	Action	Why	Year
	Replace light-duty vehicles within the city's fleet with electric vehicles as new vehicles are acquired and investigate opportunities to integrate electric vehicles for City trucks and heavy equipment.	To reduce the carbon footprint of the City's fleet and total cost of ownership.	FY23
Metrics: Number of electric vehicles as percentage of fleet			
	Action	Why	Year
	Plan for and install electric vehicle charging stations at City Building locations.	To support the transition of the City's fleet to electric vehicles.	FY23
Metrics: Installation of new charging stations			
B	Strategy	Evaluate city vehicle routing for fuel efficiency	
Assigned to: Director of Public Services and Sanitation Superintendent			
	Action	Why	Year
	Install and implement a GPS tracking system along with a route optimizer program.	Improve driver safety and productivity; reduce fuel spending, maximize utilization, decrease wear and tear on City-owned assets, thereby increasing the effectiveness of our services to residents, all while reducing expenditures.	FY22
Metrics: Productivity, fuel usage, maintenance cost, and safety incident reduction or elimination			
C	Strategy	Explore alternative energy sources and costs	
Assigned to: Electric Director			
	Action	Why	Year
	Evaluate the addition of alternative energy sources to add to our power portfolio.	To improve overall cost and offset dependency on individual means of power generation.	Ongoing
Metrics: Percentage of power portfolio dedicated to alternative energy			
D	Strategy	Expand installation of charging stations for electric vehicles Downtown	
Assigned to: Electric Director			
	Action	Why	Year
	Evaluate the installation of EV charging stations in the Downtown area.	To increase the number of charging stations in order to provide the amenity and reduce range anxiety.	FY25
Metrics: Number of stations and charging capacity			
E	Strategy	Encourage use of alternative transportation	
Assigned to: Director of Public Services, Director of Planning and Development Services and Electric Director			
	Action	Why	Year
	Develop a multi-modal transportation plan that promotes an integrated system of walking, biking, transit, auto and other forms of transportation designed to effectively support mobility and access throughout the City.	To provide alternative modes of transportation encouraging healthier travel, social interaction and commerce for more vibrant neighborhoods and a more livable community.	FY24
Metrics: Creation of a multimodal transportation plan			

GOAL 4: ENVIRONMENTAL STEWARDSHIP

Objective 2 Pursue energy efficient building methods

A Strategy	Review updated IBC Energy codes and consider adoption	
Assigned to: Director of Planning and Development Services and Building Commissioner		
Action	Why	Year
Review and evaluate the most recent IBC Energy Codes.	To pursue more environmentally sustainable building practices.	FY24
Metrics: The creation of a staff recommendation to City Council on what energy codes should be considered		

B Strategy	Consider green design aspects for building improvements in all City facility projects	
Assigned to: Director of Procurement and Facilities Superintendent		
Action	Why	Year
Review opportunities for each major facility project to determine the effect and cost of green design aspects during the design phase of the improvements.	To pursue more environmentally conscience building practices.	Ongoing
Metrics: Lower energy consumption		







The Kirkwood Performing Arts Center (KPAC) was completed in 2020 with a grand-opening in 2021. It is home to STAGES St. Louis and over a half dozen regional arts partners. The KPAC is a tribute to the strength of Kirkwood's civic spirit, which inspired a collaboration between city leaders, residents, community partners, and generous private donors. The Strategic Plan envisions the KPAC as a catalyst for continued growth and development Downtown and to our local arts community.

Photo Credit: Documodern | Architectural Photography + Design







WHERE COMMUNITY AND SPIRIT MEET®

FY 2024-2025 Budget Message

The City of Kirkwood Charter stipulates that the Chief Administrative Officer develop a description of the significant changes and highlights of the budget and program priorities and submit them to City Council with the proposed fiscal year budget. I am pleased to present the proposed budget for the fiscal year beginning April 1, 2024 running through March 31, 2025. The City's budget, a carefully constructed plan for the operation of the City, was developed over the past six months by the City's department heads and the finance and administration management team. It is a balanced and workable outline for the expenditure of funds to continue the services that provide for the public safety, welfare, and quality of life of all the citizens of Kirkwood. The budget reflects City Council's and management's continued commitment to long-range strategic planning and City staff's teamwork and collaboration in providing high-value services to Kirkwood's citizens and customers. This budget letter provides a high-level summary of some of the major components of the budget. The other sections of the budget document outline the budget in much more detail, both in departmental summary and by specific fund. Management's proposed budget reflects a fiscally responsible approach to meet current demands while maintaining the City's strong financial position.

City operations will face challenges in the coming fiscal year. We continue to experience lingering effects of the economic upheaval from the pandemic. The past two years' inflation rates have affected the City budget, as some of the processed materials the City relies on, such as asphalt and concrete, as well as contractor services, have seen steep increases in cost. Some of those increases appear to be leveling out, but for FY25 we are projecting continued increases in these materials and services. It is also unclear whether the economy can avoid a recession in the coming year. A recession would slow or reverse revenue growth. The City relies greatly on the consumer economy through its sales tax, and management is cognizant of the impact of any economic slowdown. These challenges necessitate careful financial planning and cost-effective measures to ensure that we can maintain the quality of services our residents expect. As such, we have taken steps to identify cost-saving opportunities within our budget, while also considering grants and alternative funding options to support projects and maintain fiscal responsibility. We account for this uncertainty with conservative projections throughout the budget.

Recruiting and retaining quality employees has become a growing concern for our city. The competitive job market has made it challenging to attract and retain skilled and experienced individuals. To address this issue, we are exploring ways to improve and offer market-competitive compensation and benefits packages to our employees. It is

crucial that we ensure our workforce is professional, motivated, and capable of delivering the services on which our community relies. The City continues to explore ways to adapt to workforce changes, such as flexible work hours and alternative work scenarios for certain positions.

At this writing, the City is conducting a review of employee compensation and benefits, the results of which will inform management's benefit and pay recommendations for the FY25 budget. The study is expected by late January 2024. As the results of the study are not completed, this budget includes a projected 2.5% merit pay adjustment in April 2024, and a 1.5% CPI adjustment in January 2025. In light of the volatility and uncertainty of the economy, no new positions are included in the proposed FY25 budget.

FY25 will be pivotal, as three high profile projects get underway. The Community Center and Train Station renovations will bring both of these locations up to current standards in customer amenities and functionality. Both projects will go to construction during summer 2024. The year will also see significant preparation for the relocation of the Sanitation, Fleet, Water and Electric departments to the newly acquired Leffingwell location. These three projects will help define Kirkwood for years to come:

One of the cornerstones of our capital budget for the upcoming year is the renovation of our Community Center. This facility serves as the primary athletic and meeting space for our community. It provides a wide range of services to residents, including athletic and wellness facilities and programs, community events, and senior citizen activities. The renovation aims to modernize the infrastructure, improve accessibility, and enhance the overall experience for its users. This project is essential for maintaining the vitality of our community and ensuring that our citizens have access to valuable resources and recreational opportunities. It will entail gutting most of the interior, rebuilding the lobby and creating more of a gathering space, fully redesigned upper floor meeting spaces, refurbishing the gymnasiums to better accommodate a variety of activities, and replacing the ice rink and its systems. This \$16 million project is the culmination of years of planning, and will bring new infrastructure and state of the art functionality to the Community Center.

The restoration of our historic Train Station is the second significant project on our agenda. Preserving our city's history is vital, and this project will not only maintain the architectural heritage of our community but also attract tourists and contribute to our local economy. The restoration will include structural repairs, historical preservation efforts to celebrate the history of the building, and the creation of enhanced meeting spaces indoors and out. The intense nature of this construction will preclude normal station operations. Prior to the start of construction, a temporary passenger station will be placed at the parking lot next to Bar Louie. This will preserve Amtrak train service during construction.

In response to the growing needs of our community, we are planning to relocate our Public Works, Electric, and Water departments to a single, more appropriate and efficient location. This much larger and consolidated location will improve the coordination of

these critical services, reduce response times, and enhance our city's infrastructure and utility operations. This move will also clear the current public works space for appropriate redevelopment.

The FY25 proposed budget continues Kirkwood's focus on improving the condition and safety of our streets. Street and sidewalk improvements, resurfacing, and reconstruction will total over \$9.4 million in the upcoming year. Projects will include Kirkwood Road, Lindeman, South Geyer, and West Essex. The City secured grants to assist with the funding of all the aforementioned projects. Along with these, engineering work on Phase 1 of Grant's Trail Extension will begin in FY25. City Council has indicated its support for a ballot measure in November 2024 to establish a city-wide Transportation Development District (TDD). This would provide a dedicated source of revenue for street improvements.

Commercial investment is strong leading into FY25, with more than \$186 million in projects underway during FY24. New apartments and condominiums downtown will add foot traffic and contribute to the prosperity of businesses in the downtown Special Business District. Kirkwood continues to be in high demand in the metro area for residential real estate. New construction starts have settled at a pace of about 50-60 units per year.

Kirkwood Performing Arts Center is becoming a regional destination for its diverse offerings ranging from professional theater and touring concerts to local performances business meetings. The introduction of the Strauss Studio Series, which showcases St. Louis' blues, jazz and R & B roots, has filled the Strauss Black Box with music fans from all over the metro. The Coffee Series, which started in fall '23, brings a laidback café style for morning performances geared to an older clientele. Over 62,000 ticketed patrons attended shows at KPAC in FY24. These paying visitors help drive business in the downtown area. The private investment in the Aria condominiums directly across the street from KPAC is a testament to its economic development gravitas. The FY25 proposed budget reflects an increase in projected revenues and expenses for the building as it matures and takes its place as one the top performance venues in the St. Louis area.

FINANCIAL OVERVIEW

Over the past year, Kirkwood has experienced a notable increase in revenues and expenses. The positive trend for revenues may be attributed to continued economic growth coming out of the pandemic. Virtually unprecedented compensation increases, as well as materials and services inflation, have driven growth in the City's expenses. Kirkwood's relatively diversified revenue streams have contributed to a stable financial foundation, enabling us to fund essential services and capital projects, while adding to the fund balance. At the heart of our fiscal success is our commitment to conservative budgeting practices. We continue to adhere to realistic revenue projections and exercise careful consideration in expenditure planning. This disciplined approach has allowed us to maintain financial stability even in the face of economic uncertainties, ensuring that Kirkwood remains resilient and capable of weathering unforeseen challenges.

A cornerstone of our financial strength is the maintenance of a strong cash balance. By prioritizing fiscal discipline and responsible spending, we have been able to accumulate a healthy cash reserve. This financial cushion provides us with the flexibility to address unforeseen circumstances, seize strategic opportunities, and continue investing in critical infrastructure and community development projects. The City's strong General Fund balance is one of the primary reasons Kirkwood was able to have its Aa1 issuer rating affirmed recently by Moody's Investors Service. This strong bond rating not only reduces borrowing costs but also underscores our commitment to fiscal responsibility, transparency, and sound financial management.

Monies collected for City services are held in multiple segregated funds. The General Fund, Capital Improvement Fund, and the three enterprise funds (Electric, Sanitation, and Water) comprise the bulk of the operational and capital budgets. The remainder comes from internal service funds such as the Medical Fund for partial self-insurance, and the Workers Compensation Fund.

The most recent audited financials from FY23 indicate the City posted a General Fund unrestricted cash surplus. The positive margin of \$3,295,000 increased the City's total General Fund unrestricted cash balance to \$16,130,000, representing 53% of revenues. In addition, the City typically only expends 94-96% of budgeted authorization. Sales taxes continue to be the City's primary revenue source, and accounted for 34% of fiscal 2023 General Fund revenues, followed by gross receipts taxes at 14%.

The FY25 budget accounts for the effect of new legislation, both internal to the City and external, in future expenses and revenues. The Wayfair bill, which became law three years ago, will decrease franchise revenue gross collection percentage rate by .5 percentage points each year through FY27 until the maximum percentage is 2.5%. The second increment dropping the rate from 4.5% to 4.0% occurs in FY24. The City's long term sustainability approach ensures enough money is set aside to pay expenses in lower revenue periods, that there is suitable cash flow to fund ongoing operations, and that all necessary infrastructure maintenance and capital purchases are not delayed due to seasonal cash flow or other liquidity issues. Based on the first eight months of FY24, General Fund FY25 fiscal year budgeted revenues are projected to increase approximately 2.5%.

It is helpful to track the recent past in determining projections for the upcoming year's budget. The most recent audited actual revenue and expenditure figures for the City are for FY23 and FY22. General Fund revenues totaled \$30,431,000 in the fiscal year ended March 31, 2023, compared to \$26,399,000 for the year ended March 31, 2022, an increase of 15%. Expenditures for the General Fund, totaled \$29,673,000 for FY23. This was an increase of \$2,577,000 or 10% more than the previous year. As of March 31, 2023, unassigned General Fund balance, as a percentage of expenditures is steady with prior year at 32%. The City was able to add \$3,295,000 of its unrestricted cash on hand in the General Fund for FY23. The Electric Fund and the Water Fund continue to support the General Fund and Capital Improvement fund infrastructure projects through inter-fund transfers as dividends to the community.

The City's overall revenue receipts grew by 15%. Sales tax revenue increased 29% offset by decline in the cable and telecom revenues. Use tax receipts have seen marked growth over the last four years from \$618,000 to \$1,552,000 or 151%.

DEPARTMENTAL BUDGETS

City department leaders are challenged each year to operate as efficiently and effectively as possible in delivering their services. All the department heads involved in preparation of this budget understand the fiscal constraints of the City, and continually review process and procedure in their departments. The proposed budget is developed through the best efforts of staff to anticipate and evaluate departmental needs and fund programs efficiently and effectively. Management continually assesses operations to determine the best allocations of resources in order to achieve the goals outlined in the City's 2022 Strategic Plan, and maintain the City's high levels of service.

ADMINISTRATION DEPARTMENT

The Administration Department consists of seven employees including the Chief Administrative Officer, Assistant CAO, Safety Manager, Human Resources Manager, Communications Manager and two Administrative Associates. The Administration Department oversees citywide administrative functions, and manages risk. The Assistant CAO works directly with the CAO, Safety Manager, and Human Resources Manager to assess and minimize possible liability issues or exposures through strong policy, procedure, and enforcement.

Council and staff worked together to create a new City of Kirkwood Strategic Plan in March of 2022. The plan guides budgetary considerations, with each program evaluated with regard to its contribution to Strategic Plan elements such as goals, strategies and actions. During FY24 city staff are focusing on creating a new tracking system for the review of the plan's progress and for public reporting.

Compensation and benefits for the dedicated employees who make the City run comprise more than 70% of the City budget. The FY24 budget includes merit and CPI adjustments to employee compensation in April '23 (2.5%) and January '24 (1.5%) respectively. The proposed budget also includes an increase of 16% to employee health insurance, with no increase to employee dental insurance. Our worker's compensation insurance premium will see an increase of 5% in the FY25 budget.

Human Resources

This past year an Employee Advisory Committee was formed to provide ongoing communications link between employees and management. As a result, HR worked with a rewards and recognition subcommittee to provide a variety of activities and a city employee appreciation event and benefits fair. This team will continue to evaluate reward and recognition programs to improve participation. Additionally, an employee policy advisory subcommittee was created to provide the Employee Advisory Committee policy items for consideration for administration. This subcommittee team will continue to evaluate policies of interest to the employees of the city as we move forward. In order

to provide additional growth opportunities to the city’s staff, HR provided customer service training and a variety of soft skills courses.

The City of Kirkwood has continued to see the impact of the shifting economy. Turnover is at an all-time high for the City and candidate pools for many vacancies are very lean. During the current fiscal year HR has made improvements in advertising methods in order to increase the volume of applicants and broaden the City’s applicant pool for open positions.

Medical Fund

The City contracts with BJC for the services of a Wellness Coordinator 9 hours a week. The proposed budget includes funding to continue the City’s onsite biometric screening program as well as voluntary body and mind wellness programs. These regularly refreshed programs continue to be successful in improving employee lifestyle decisions, which mitigate adverse health experience.

Capital Items:

There are no capital items in the FY24 budget for the Administration Department.

TRAIN STATION

The City of Kirkwood owns and operates the train station in downtown Kirkwood. Built in 1893 and significantly renovated in 1941, it currently serves more than 50,000 Amtrak passengers per year through a volunteer work force dedicated to preserving the rich tradition of rail transportation in Kirkwood. The train station will undergo a major renovation that will impact operations in the coming year. While under construction, all passenger functions will be relocated across Kirkwood Road to a temporary facility in what is currently the overnight parking lot. That lot will lose about 12 spaces in order to accommodate the temporary modular building in early FY25. The FY25 operating and capital budgets contains funding to support train station operations through this transition, including the part-time salary of the station manager. Construction for the full train station restoration project is slated to begin as soon as the temporary building is functional in early FY25.

Capital Items:

The Train Station plans to use FY25 capital funds as proposed:

Restoration Construction	\$4,800,000
Construction Engineering Services	\$ 200,000
Construction Management	\$ 100,000
Modular Building	\$ 60,000

MANAGEMENT INFORMATION SYSTEMS

A primary task of MIS in FY25 will be to work across all City departments during the migration to the new ERP system. That implementation of the new work environment will mitigate the need for of the on premises capital upgrades we have seen in the past. The department continues 24-hour support of the supplementary business applications, phones and other computing devices that the City’s employees use on a daily basis.

Maintenance and license renewals for various software applications are included in the proposed budget.

GIS is one aspect of the operation that is seeing some growth with application in the Electric and Water departments. We see a future where, with the ultimate integration of the ERP and GIS systems, there will more of a GIS workload. We are tracking this carefully.

Capital Items:

There are no capital items in the FY25 budget for the MIS Department.

PROCUREMENT DEPARTMENT

The Procurement Department continues to work in tandem with the Finance Department to streamline operations and workflows. Bidding and purchase order processes are continually under review to eliminate duplicative effort. Staff are currently working to integrate the department's internal purchasing software and the new ERP. Full implementation in FY25 will improve processes to the benefit of both internal and external customers of the City.

Capital Items:

There are no capital items in the FY25 budget for the Procurement Department.

FACILITES OPERATIONS DEPARTMENT

The Facilities Operations Department will continue to support City operations by improving safety and security infrastructure in FY25. Facilities currently has three projects in the Fiscal Year 2025 capital program to improve current facilities and lower current City expenses. The City Hall generator is in need of replacement. The current generator was installed in 1998 and is at maximum load capacity. Due to the equipment's age, the availability of parts, spiking repair costs and at maximum load capacity, the generator is planned for replacement. City Hall is also in need of an update to its card security access system. That system, and the HVAC controls for City Hall which are integrated with it, were together installed in 2010. Due to old and soon to be unsupported software, aging components, recent licensing requirements, and security protection improvements, the systems are planned for an update. The facilities Operations ½ ton pickup truck is in need of replacement, as it has exceeded the City's replacement criteria. The truck is heavily relied-upon for snow removal and day-to-day operations.

Capital Items:

The Train Station plans to use FY24 capital funds as proposed:

City Hall Generator	\$ 250,000
Security Access System/HVAC Controls	\$ 135,000
½ Ton Pickup	\$ 52,500

CITY CLERK'S OFFICE

The City Clerk is the custodian of records for the City, and is a primary contact between the public and City Hall. The City Clerk also monitors compliance with the City's charter, fulfills Sunshine Law requests, and oversees municipal elections. As a part of the leadership team, the City Clerk serves as liaison between citizens and City departments regarding concerns, issues or disputes.

There will be a General Municipal Election in April 2024. This account is used for General Municipal Elections, as well as any proposition and Special Elections the City may be placed on ballots. The City of Kirkwood shares the expenses of ballots with other surrounding municipalities that have items on such ballots. But multiple ballots and ballot measures increase the amount of expenses the City of Kirkwood would incur. There is a General Municipal Election in April 2024. General Municipal Election expenses are paid for in February 2024, which comes from the FY24 budget as a prepayment to St. Louis County Board of Election Commissioners, which does not impact the FY25. However, depending on the election results, there may be a need to fill a seat by special election during FY25. Also, there are currently plans for a TDD ballot measure in November 2024. Therefore, the elections expense line item reflects a proposed increase.

The City Clerk's office also arranges travel for City Council, City Clerk and Deputy City Clerk, for conferences and other training opportunities. The majority of the City Council typically attend the Missouri Municipal League's Annual and Legislative Conferences. Other than travel related adjustments, operational costs in this area are projected to remain similar to years past.

Capital Items:

There are no new capital items in the FY25 budget for the City Clerk's Office.

FINANCE DEPARTMENT

The Finance Department is a service-oriented department whose customers include the City of Kirkwood residents, City Council, management, internal departments, vendors, and co-workers. Training is a focus for the newer members of the finance team, as excellent customer service is achieved when staff members are well-trained, knowledgeable, and function as a team. The FY25 budget includes multiple training days devoted to sessions for the entire Finance Department. The department will be welcoming a new director in 2024. Training will emphasize institutional, statutory, and technical knowledge so the director transition will be a smooth one.

The financial piece of the ERP software went live on May 1, 2023. This new package will allow timely and efficient reporting of the quarterly financial reports, the budget document, the Annual Comprehensive Financial Report, and department performance reports. The Finance staff is committed to learning the functionality and capabilities of the new system, and to educating the city staff. The new ERP system will provide the technology to allow the City to generate and update the reports, dashboards, graphs or

interactive illustrations used by City management and the departments to inform decision-making, as needed.

Capital Items:

There are no new capital items in the FY25 budget for the Finance Department.

FLEET SERVICES

Fleet has prioritized life cycle cost analysis to assist departments, validate the replacement schedule and ensure the City realizes the greatest return on investment (ROI) at point of sale. The department reviews vehicles' maintenance expenses, current percentage of anticipated life cycle and percentage of hours/miles vs. target, where applicable. These analyses produce a calculated value which is totaled and studied to adjust capital purchases, as needed, within the five year Capital Improvement Plan and beyond. Fleet's goal is to surplus assets as the depreciation trend and maintenance costs trend intersect which theoretically will produce the best ROI. In FY23 Fleet realized an ROI of 44%, which is well over the 30% industry standard, bringing our five-year average to 40%. Overall, surplus of assets in FY23 realized a total revenue of \$251,506.85 attained through sales as well as trade-in allowances.

The transition toward Electric Vehicles (EVs) continues at the City as they have proven to be excellent vehicles for work within the city limits. During FY24, the City of Kirkwood's fleet has increased the number of EVs to six, including a new unit placed in service within the Police Department.

The department includes a new refrigerant recovery machine that will allow capture of old refrigerant from vehicle air conditioners.

Capital Items:

Fleet Services plans to use FY25 capital funds as proposed:

Refrigerant recovery machine	\$18,000
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POLICE DEPARTMENT

The department continues its emphasis on the response readiness-training program for all officers. This past year we have also implemented more management training through several programs. Captain Raymond attended the FBI-National Academy; Lt. Connors attended Northwestern University Command College and Sgt. Lawrence attended the Eastern MO Command College at Lindenwood University. Some of the best training available for law enforcement is at these schools. This type of training prepares these individuals for command and executive positions in the organization for our succession plan. In addition to the above, our overall training program logged over 5,000 hours of training for our employees for the calendar year 2022. In the ever-changing police environment, it has become clear that a strong training program is in the best interest of the department and the City. For several years, Police has supplemented its training budget with asset forfeiture funds to make sure the department has the highest training level possible.

The department has also used forfeiture funds for the purchase of equipment for years. For FY25, we plan to supplement the budget with \$60,000 in asset forfeiture funds for the Axon body camera contract. This funding will be appropriated separately from the budget.

The department is now fully staffed for dispatchers and patrol officers for the first time since the pandemic. This is expected to stabilize overtime costs compared with the past few years where we saw increased overtime due to staffing shortages. We have been successful with recruiting and placing candidates in the police academy. This was borne out in the past year as we now have a dispatcher in police officer’s process.

Capital Items:

Kirkwood Police plans to use FY25 capital funds as proposed:

Patrol Vehicles	\$367,500
Leased Vehicles	\$ 9,800
Detective Vehicle	\$ 39,800
Motorcycle	\$ 29,000
Mobile Data Terminals	\$ 12,000

FIRE DEPARTMENT

The main priority of the Kirkwood Fire Department is to provide absolute dependable life safety to the Kirkwood community. This is accomplished by providing the necessary tools, resources, and safe working environment to its personnel. All proposed projects and programs within this document have been designed to provide a safe, effective and efficient operational delivery that help achieve the department’s critical mission for the City of Kirkwood.

The FY25 capital budget includes a new tower ladder (aerial platform) truck. The current tower ladder was purchased in 2010 and is currently 13 years old. This apparatus is a vital component within the City’s response fleet. There are currently 33 structures within our jurisdiction that are three stories or taller. Examples include nursing homes, senior citizen housing, apartment complexes, and hotels. This type of truck is used to provide rescues from multi-story structures in the event of fire, to raise firefighters to upper floors, or extinguish a fire in these multi-story or large area structures. This is one the most expensive single purchases for the department. At almost \$2 million, the City will utilize bond financing for this acquisition. Delivery of the vehicle is expected in approximately two years following the order.

Kirkwood Fire Department’s mission is executed through skillful administrators, firefighters, and paramedics. Supporting this effort requires both a commitment to continued improvement through training initiatives and through providing modern, state of the art personnel protective equipment for safe service delivery. It also entails creating healthy, safe, and efficient work environments. The FY25 operating budget includes membership for eligible firefighters to the Missouri Critical Illness Pool. The Missouri Fire Fighters Critical Illness Pool was created to aid the state’s fire

professionals and agencies to contain the human and financial burdens created by serious health issues by providing cancer benefits to the state’s firefighters. This membership not only provides an insurance type benefit, but also mandates proactive risk reduction initiatives that will protect firefighters during environmental hazardous events.

The budget includes a complete personnel protective equipment (PPE) replacement. The National Fire Protection Association mandates that all structural firefighting PPE must be replaced every 10 years. In addition, a ballistic vest replacement is included. Ballistic vests require replacement every five (5) years and are provided for every frontline position within the department.

The fire department must maintain operational proficiency through necessary equipment and asset replacement schedules in order to operate at a high level. These proposed projects are reflected in various capital improvement budget items over the five (5) year plan

Capital Items:

The Fire Department plans to use FY25 capital funds as proposed:

Aerial Platform/Pumper	\$1,900,000
Protective Turnout Gear	\$330,000
Thermal Imagers	\$ 95,000
Pickup with Plow	\$ 71,000
Firehouse Furniture	\$ 32,400
Hose Replacement	\$ 31,000
Ballistic Vests	\$ 24,000

PLANNING AND DEVELOPMENT SERVICES

The Planning & Development Services Department reorganized in FY23 into a “one stop shop” for development services. This reorganization has been performing well from both operational and budgetary viewpoints. In FY24, the department utilized its part-time position funding to split between a multi-disciplinary inspector and an administrative associate. This funding has previously been utilized to fund the part-time multi-disciplinary inspector position, but we have found that the need to provide professional levels of support to the six boards/commissions that our department supports warranted additional resources in the form of a part-time administrative assistant. The budget also includes a continued commitment to providing for professional training and development. This professional development and training is crucial to support succession planning. The department will continue to administer consistent, high-quality zoning and construction code compliance services for the City. Below are brief discussions on each division’s activities and budget requests that directly correspond to accomplishing the goals and objectives of the City’s various long-range plans including, but not limited to, the EnVision Kirkwood 2035 comprehensive plan and City Council’s five-year strategic plan.

Planning Division

The Planning Division has budgeted for a combination of long-range planning studies and tools to help the City implement its vision and goals. Planning tools included in the FY25 budget are annual agreements for: 1) the Choose Kirkwood website which serves as an economic development portal for the City with a budgeted amount of \$10,000; and 2) the Placer Labs portal which tracks on-demand visitor data at custom locations throughout the City with a budgeted amount of \$24,000. These tools have already begun to help multiple City departments, the Chamber of Commerce, and Downtown Special Business District in assessing and supporting economic activity in Kirkwood. This will help provide insight during strategic planning, business attraction/retention, and policy development.

Building Division

For FY25, the Building Division budget includes funding that will allow its employees to continue to pursue their continued professional training to maintain and increase the level of various professional certifications.

The last vehicle purchased was in FY23 when the department added a Chevy Bolt in an effort to work toward the effort to transition the City’s fleet to electric vehicles as listed in Goal 4, Objective 1, Strategy A of the City’s strategic plan. The proposed FY25 budget includes \$40,000 for an electric small SUV to replace the current vehicle, which has reached its replacement criteria.

In addition to investing in the employees and an environmentally friendly fleet, the FY25 budget includes increased amounts to purchase electronic office equipment that will allow staff to fully realize the anticipated benefits of the City’s new ERP system. During FY24, the department purchased tablets for the building inspectors to better utilize the mobile functions of the ERP when the system is fully implemented. In FY25, the budget includes state of the art larger computer monitors to allow staff to review construction documents electronically using the new Bluebeam software that integrates with the new ERP system. Additionally, the budget includes funds to purchase a computer for the lower-level lobby of City Hall to provide a permit station for the public. Because building permit and planning process applications will soon be able to be submitted online, this permit station will allow an option for the public to apply online while doing so at City Hall with staff available to answer questions as needed. All of these technology efforts will help the City move away from paper submissions in the Planning & Development Services Department and move toward making more environmentally focused decisions.

Capital Items:

Planning and Development Services plans to use FY25 capital funds as proposed:

Electric Small SUV	\$40,000
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PUBLIC SERVICES DEPARTMENT

Engineering and Infrastructure

The Engineering Division will be overseeing over 8.1 million in grant funded road projects in FY25, while continuing with resurfacing projects through the Street Restoration Program. The majority of the FY25 engineering budget includes design, right of way, and construction costs for West Essex, East Essex, Lindeman, North and South Kirkwood Road, South Clay, and Grants Trail Extension Phase 1.

The City's grant application decisions are determined by project priority and cash flow within the Capital Fund, among other considerations such as alignment with strategic goals, etc. We are preparing an application in the February 2024 STP-S funding round for Phase 2 of the Grant's Trail extension, which if approved would allow full completion of the extension from the trailhead to downtown. The City's cash and resources are stretched in implementing these projects. For FY25, in order to accommodate the increased capital budget for the aforementioned large scale grant projects the proposed funding for street restoration was reduced by \$800,000. The FY25 capital budget proposal reflects \$1 million for projects consisting of asphalt milling and overlays, ultra-thin bonded asphalt wearing surfaces, rejuvenator, and concrete slab replacement.

The Engineering Division will continue implementing the Sidewalk Program. This program includes the repair of hazardous sidewalks reported by residents and identifying hazards through the ADA Transition Plan. In addition, the Longview Improvement Project, which is underway in FY24, will close the gap in sidewalks on Longview Boulevard and provide traffic calming to achieve goals as set in the Kirkwood Pedestrian and Bicycle Plan and Vision Zero.

The above-referenced projects and programs support the City's Pedestrian and bicycle Plan and its Vision Zero Action Plan.

Engineering will also manage the upfit of the newly acquired Public Works location. Associated design costs of \$800,000 are included in the FY25 capital budget.

Capital Items:

Engineering/Infrastructure plans to use FY25 capital funds as proposed (Street Resurfacing includes federal and state grant assisted projects):

Street Resurfacing	\$8,215,179
PW Facility Design	\$ 800,000
Pavement Striping	\$ 250,000
Sidewalk Improvements	\$ 150,000
Longview Sidewalk	\$ 650,000
Bridge Maintenance	\$ 50,000

Forestry Division

In FY24, all contracted service agreements were re-bid. Service agreements were in line with FY24 Budgeted Funds. Forestry Division plans to continue these service agreements through FY29. City Council passed a new ordinance in FY24 that allows developers to pay into a tree fund that the city can use to fund tree maintenance and planting in City right of way and other City owned property. For FY25, there is an ever-increasing backlog for removing hazardous and Emerald Ash Borer-infected trees; and funding will continue for storm debris removal.

Sanitation Division

The City and its landfill operator will be entering a new agreement for FY25. The budget for solid waste disposal cost per ton was increased by 7% to \$47.03/ton. This past year the Average Market Value (AMV) of single-stream recyclables ranged from \$39.03/ton to \$115.78/ton. Cardboard prices in FY23 fluctuated from a low of \$11.99/ton to a high of \$137.91/ton still allowing an offset in processing costs by \$46,930.02. FY24 is seeing a downward trend in the AMV; if this trend continues, the cost of processing recyclables will increase. The past year the average price the City has been paying to process single street recycling has been \$54.92 per ton, down from \$89.78 per ton from the previous 12-month period. Based on these conditions the FY25 budget has set the average recycling processing cost at \$90 per ton, up from \$60 per ton budgeted in FY24.

During FY22, the Sanitation Division introduced the free Bulky Pickup program. This program allows residents to place bulky waste, i.e., couches and washers, at the street curb twice a year, to be picked up for free. Sanitation has completed three twice-a-year cycles of this program in FY24 and has made 9,372 free Bulky Pickups. This year’s Sanitation capital includes the replacement of one grapple truck to serve bulky pickup.

Capital Items:

The Sanitation Division plans to use FY25 capital funds as proposed:

Grapple Truck	\$125,000
Skid Steer	\$ 60,000
Flat-Bed Truck	\$ 55,000
Replacement Receptacles	\$ 20,000

Streets Division

The Street Division will continue to provide proactive preventative street maintenance in FY24 including both asphalt patching and concrete slab replacement. This division also services all street, parking, and traffic signage to maintain retro-reflectivity levels. The Street Division will also continue to refresh, maintain and install pavement striping including high visibility pedestrian crosswalks throughout the City that are goals of both the City’s Pedestrian and Bicycle Plan, and Vision Zero Action Plan.

The proposed budget includes capital funding of \$300,000 for the replacement of a full-size dump truck used in street repair projects and snow plowing.

Capital Items:

The Street Division plans to use FY25 capital funds as proposed:

Dump Truck	\$300,000
Pickup Truck ½ Ton	\$ 40,000

Water Division

The Water Division continues working towards maintaining and upgrading the City's water distribution system. In FY23, 7,450 feet of water main was replaced on Geyer Road and Orchard, which represents 1.05% of the distribution system. In FY24, we are replacing 2,800 feet of main on W Essex, which represents 0.39% of the distribution system. In the FY25 budget, it is planned to replace 2,440 feet of main on Rayner Road, and Taylor Young, which represents 0.34% of the distribution system. The national average for main replacement amount water suppliers is 0.5%. The average main replacement rate over those three years is .63%.

The replacement of Pump Station 1 is a major water project getting underway this year. The FY25 budget includes \$280,000 for engineering and design services for that project. The existing station has pumps that are approaching 50 years old. The Water Division will utilize revenue bond certificates of participation to fund the \$3.75 million pump station replacement and associated main repairs.

A cost of service study completed during FY24 indicates the need for a 20% rate increase in FY24 in order for the Water Fund to financially stabilize and build appropriate fund balance. This budget proposal includes the recommended rate increase.

Capital Items:

The Water Department plans to use FY25 capital funds as proposed:

Water Main Replacement	\$1,425,600
Tank Asset Management	\$ 400,000
Pump Station 1 Design	\$ 280,000
Arrow Board	\$ 18,000

RECREATION DEPARTMENT

Plans for the refurbishment and redesign of the Community Center are well in progress, addressing the need for modernization and improved functionality to better serve the community. The project will be funded with \$8.1 million in existing recreation capital funds, \$6 million in revenue bonds, and \$1.9 million in ARPA funds. The project will upgrade and/or replace portions of or entire mechanical, electrical and plumbing systems as well as the roof and elevator. The majority of these upgrades and replacements will not be immediately visible to the average Community Center user, but will set the course for decades of facility longevity. Major upgrades will also include improvement to the gyms, meetings rooms, lobby, ice rink, and restrooms. The projected total cost of the renovation is \$16 million.

During construction, we expect revenue derived from use of the Community Center to be reduced. The renovation will take place in three phases over two fiscal years, which will allow continued use of portions of the facility while work progresses. The following estimates for revenue encompass phases of the renovation project. The gym rentals and meeting rooms are projected to see reduced revenues, with volleyball league fees alone projected to see a \$46,000 reduction.

The project will include a completely new ice rink and its systems. The plan is for a new ammonia-based chiller system to replace the current outmoded R-22 refrigerant system. Rink renovations will include the new chiller package with cooling tower, rink floor and piping, desiccant dehumidification, rubber flooring (rink interior only), and dasher boards with glass.

Aquatic Center

Having completed 23 seasons out of its estimated 30-year lifespan, the Aquatic Center is showing signs of aging, particularly in the concrete structures around the pump room and competition pool. Leaking issues are becoming more prevalent, and the children's play structure will have significant maintenance done this year to extend its useful life by five years. Additionally, the bathhouse requires attention, including roof shingle replacement and refreshing bathrooms flooring and partitions, water heaters etc.

The main electric panel in the pump room that operates all of the motors for filtration and play structures is in need of replacement. Each year there are part malfunctions that require replacing, and the unit pieces are no longer being manufactured. Estimates place a new replacement panel at \$150,000-200,000. Among other issues at the Center, the leisure pool and lazy river paint layers are failing, resulting in thick paint chips. These two pool areas of the aquatic center need to have the old paint layers removed and then be repainted. Staff obtained an estimate of \$180,000 for remediation work prior to the FY25 pool season.

Aging SCS kiddie play structure with dumping bucket was assessed for safety this season. Although many of the water features no longer operate, the SCS structure has been assessed to be safe for another five years. In addition, there are portions of the structure that are in need of immediate cosmetic repair to ensure the five years of predicted life are obtained. Replacement of the entire play structure is estimated to be \$800,000+ in today's figures.

The security system for entire aquatic center is insufficient. Staff is unable to view a majority of the cameras, and the cameras that are functioning, are not clear enough to identify potential hazards or patrons of concern. While cameras are inexpensive to replace upgrading the entire system and to operate in conjunction with other city security systems is costly. Expected range is between \$60,000 to \$80,000.

Performing Arts Center (KPAC)

With three years under its belt, the KPAC is showing some signs of normal wear and tear, particularly in high-use areas such as the carpet and technical equipment like lighting,

cables, and sound systems. The capital plan has allocated \$5,000 in the next year to help address these issues, ensuring the continued excellence of the venue.

Capital Items:

Recreation plans to use FY25 capital funds as proposed:

Community Center Renovation	\$8,187,000
Pool Painting	\$ 190,000
Pool Repairs	\$ 60,000
Amphitheater Lighting	\$ 12,000
KPAC Equipment	\$ 5,000

KIRKWOOD ELECTRIC

Kirkwood Electric's focus for the upcoming fiscal year will be the installation of the new Sugar Creek Substation. In October 2024 the current substation will be shut down and the site will be prepared for the delivery of the equipment in December 2024. The new substation will be constructed and placed into service in May 2025, prior to the peak summer season.

During FY25 distribution system circuit upgrades will also continue. These upgrades will make the new circuits compatible with the new substation. The work will primarily take place on the west side of the Kirkwood Electric service territory and continue to install new transformers, poles, and wires. Additional circuit upgrades will include underground primary installations associated with new service extensions for the Commerce Bank development, the Aria development and the Community Center.

The overall plan associated with the utility's upgrade program remains the same. The system will be more reliable and energy losses reduced with the commissioning of the new substation and distribution system upgrades. The installation of this new substation will mark the end of the capital-intensive system upgrade program. The department will then be able to scale back its capital expenditures and properly focus on replenishing and strengthening the fund's cash balance.

Capital Items:

Kirkwood Electric plans to use FY25 capital funds as proposed:


Distribution System - Circuit Upgrades	\$ 862,500
Distribution Line Clearance	\$ 310,000
Distribution Line Services	\$ 250,000
Distribution Underground Boring Services	\$ 150,000

CONCLUSION

I am pleased to present the City of Kirkwood’s proposed budget for the fiscal year of April 1, 2024 through March 31, 2025. The upcoming fiscal year will be pivotal as management is concerned with growth of expenses throughout the budget. While we conservatively expect further fund balance growth in FY25, the positive margin is trending lower. We are closely watching macroeconomic forces that could impact consumer behavior as that is the driver for a great portion of our revenues. Should revenues not show the growth expected, we are prepared to adjust this or future budgets to protect City financial strength.

I appreciate staff’s diligent efforts to find efficiencies in our operation, and their assistance in preparing this operational budget and capital plan. The Citizens Finance Committee has dedicated many hours to hear from department heads on the financial aspects of their operations. I look forward to reviewing their financial analysis and recommendations. The proposed budget reflects a fiscally responsible approach to providing needed services, improving the City’s infrastructure, and meeting current demands while maintaining the City’s strong financial position. Kirkwood’s adopted budget is a policy statement, a financial summary, and a communication tool to show that Kirkwood has been, and will continue to be, a leading city in St. Louis metropolitan area, remaining financially sound and providing high value services. I thank those who assisted in the preparation of this budget document, including Finance director Sandy Stephens, Assistant Finance Director Jennifer Forgy, Assistant CAO David Weidler; and I thank all of our Team Kirkwood members, who provide the services every day to make Kirkwood an exemplary city.

Respectfully,



Russell B. Hawes, AICP, ICMA-CM
Chief Administrative Officer

Section II - Reappropriations



Section III - Budgets

Budget Summaries

City-wide Summary

CITY OF KIRKWOOD, MISSOURI
CASH BASIS BUDGET OF REVENUES, EXPENDITURES AND OTHER SOURCES/USES
FISCAL YEAR 2024/2025 OPERATING BUDGET

Descriptions	General Fund	Electric Fund	Water Fund	Sanitation Fund	Worker's Comp. Fund	Fleet Services Fund	Medical Self-Insurance	Police/Fire Pension	Sewer Lateral Fund	Capital Imp. Fund	Park Cap. Imp. Fund	Total
Reserves	2,454,595	1,863,931	744,119	161,068	-	-	-	-	62,699	3,518,770	6,563,369	15,368,551
Operating Revenues	31,402,719	33,420,841	8,465,587	3,605,522	1,798,368	1,376,024	4,492,000	1,380,750	276,000	12,853,144	4,367,500	103,438,455
Transfers from:												
Electric	1,615,000									710,000		2,325,000
Water										710,000		710,000
Park/Rec Cap. Imp.	400,000									-	1,000,000	1,400,000
Sanitation										200,000		200,000
General Fund							275,630			867,500		1,143,130
Total Revenue/ Other Sources	35,872,314	35,284,772	9,209,706	3,766,590	1,798,368	1,376,024	4,492,000	1,656,380	338,699	18,859,414	11,930,869	124,585,136
Operating Expenditures	33,702,384	32,959,772	8,499,706	3,566,590	1,386,556	1,319,474	4,086,800	1,656,380	338,699	18,859,414	10,980,869	117,356,644
Transfers to:												
Capital Imp. Fund	867,500	710,000	710,000	200,000								2,487,500
Park/Rec Cap. Imp.	1,000,000											1,000,000
General Fund		1,615,000									400,000	2,015,000
Park Fund	26,800										550,000	576,800
Police/Fire Pension	275,630											275,630
SBD¹												-
Total Expenditures/ Transfers	35,872,314	35,284,772	9,209,706	3,766,590	1,386,556	1,319,474	4,086,800	1,656,380	338,699	18,859,414	11,930,869	123,711,574
Revenues Over/(Under) Expenditures/Uses	-	-	-	-	411,812	56,550	405,200	-	-	-	-	873,562

General Fund Department Expenditure Summary

General Fund Department Budget Comparison

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Train Station	30,630	30,638	40,223	56,722
City Clerk	280,370	244,379	388,039	395,767
Administration	3,015,156	3,211,236	5,732,163	3,819,936
Human Resources	234,198	251,694	352,983	361,291
Mis	873,838	974,899	1,068,786	1,039,935
Procurement	444,640	472,328	528,130	544,986
Facilities Operations	552,103	612,013	654,233	686,026
Finance	434,360	446,807	522,573	541,779
Municipal Court	219,809	226,201	221,503	230,740
Police	9,085,497	9,604,548	10,456,344	11,244,702
Fire	6,983,520	7,527,542	8,016,562	8,478,255
Engineering	1,148,647	1,133,751	1,409,589	1,522,877
Street	1,707,575	1,786,372	2,052,911	2,068,037
Planning and Development	1,046,607	1,176,638	1,357,223	1,443,078
Recreation	2,824,245	3,280,634	3,613,801	3,961,265
Total	28,881,193	30,979,680	36,415,063	36,395,396

General Fund

General Fund Revenues Budget Variances

Fund/Function/ Dept/Division	Object	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
101-00-000-000-000	410010	Property Taxes PILOTS	\$ 128,000	\$ 106,000	\$ (22,000)	-17.19%
<p>Narrative: Redevelopment agreement (10 years) is designed to guarantee the City a base revenue less actual taxes collected. The PILOTS are expected to decrease due to an expected increase in actual sales tax collections.</p>						
101-00-000-000-000	410030	Use Sales Tax	\$ 1,300,000	\$ 2,000,000	\$ 700,000	53.85%
<p>Narrative: With the passage of Wayfair and increase in on-line sales, the use tax is continuing to grow. FY2025 budget request reflects this growth.</p>						
101-00-000-000-000	412020	GR - KWD Utilities	\$ 2,025,000	\$ 2,615,000	\$ 590,000	29.14%
<p>Narrative: FY2025 accounts for rate increase for water and the FY2023 increase for electric.</p>						
101-00-000-000-000	412025	GR - Telecommunications	\$ 400,000	\$ 350,000	\$ (50,000)	-12.50%
<p>Narrative: Decrease is due to historical trends. This is a declining revenue source.</p>						
101-00-000-000-000	420010	Grants Federal Special Program	\$ 4,059,595	\$ 1,030,146	\$ (3,029,449)	-74.62%
<p>Narrative: This account is for the ARPA funds received in FY2022 and FY2023 that are classified as revenue when funds have been expended. FY2025 budget request reflects the planned use of the remaining ARPA funds.</p>						
101-00-000-000-000	422005	SRO Services	\$ 365,000	\$ 473,200	\$ 108,200	29.64%
<p>Narrative: FY2025 budget request includes the additional SRO officer added in FY2024 and increase in SRO wages including benefits.</p>						
101-00-000-000-000	440008	Interest Leases	\$ -	\$ 50,000	\$ 50,000	100.00%
<p>Narrative: This is a new GL account required with the City's implementation of GASB Statement # 87, Accounting for Leases. This line item for the City applies to the water tower lease agreements.</p>						

Recreation Revenues Budget Variances

Fund/Function/ Dept/Division	Object	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
101-00-000-082-000	453010	Concessions (CC Vending)	\$ 3,000	\$ 4,000	\$ 1,000	33.33%
Narrative: Increase based on recent history.						
101-00-000-083-000	453010	Concessions (Ice Rink)	\$ 6,800	\$ 11,000	\$ 4,200	61.76%
Narrative: Increase based on recent history.						
101-00-000-083-000	453025	Facility Rental (Ice Rink)	\$ 520,000	\$ 600,000	\$ 80,000	15.38%
Narrative: Increase based on recent history with a possible proposed fee increase in September 2024.						
101-00-000-083-000	453030	Party Room Rental (Ice Rink)	\$ 25,500	\$ 31,900	\$ 6,400	25.10%
Narrative: Increase based on recent history.						
101-00-000-083-000	453100	Dasher Board Advertising	\$ 7,500	\$ 11,000	\$ 3,500	46.67%
Narrative: Increase based on recent history.						
101-00-000-084-000	453025	Facility Rental (Aquatic)	\$ 8,000	\$ 10,000	\$ 2,000	25.00%
Narrative: Increase based on recent history.						
101-00-000-084-000	453070	Season Passes (Aquatic)	\$ 175,000	\$ 205,000	\$ 30,000	17.14%
Narrative: A proposed daily fee increase incentivizes season pass sales.						
101-00-000-084-000	453080	Swim Team	\$ 24,500	\$ 28,500	\$ 4,000	16.33%
Narrative: Increase based on past performance and increase in fees for FY2025.						
101-00-000-085-000	453075	Program Registration (Camp)	\$ 312,000	\$ 405,220	\$ 93,220	29.88%
Narrative: Increase in fees to offset rising labor rate increases.						
101-00-000-086-000	453075	Program Registration (Sports/General)	\$ 296,160	\$ 356,500	\$ 60,340	20.37%
Narrative: Increase in fees to offset rising labor rate increases.						
101-00-000-087-000	453075	Program Registration (Racquet Sports)	\$ 95,700	\$ 106,000	\$ 10,300	10.76%
Narrative: Increase in fees to offset rising labor rate increases.						
101-00-000-087-000	453070	Season Passes (Racquet Sports)	\$ 10,000	\$ 13,400	\$ 3,400	34.00%
Narrative: Increase in fees to offset rising labor rate increases.						

Recreation Revenues Budget Variances

Fund/Function/ Dept/Division	Object	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
101-00-000-090-000	443005	Sponsorships & Grants (KPAC)	\$ 5,000	\$ 20,000	\$ 15,000	300.00%

Narrative: Increase expected as General Manager begins to make progress with grant opportunities.

101-00-000-090-000	453090	Facility Rental (KPAC)	\$ 262,000	\$ 300,000	\$ 38,000	14.50%
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Narrative: Increase of interest in KPAC as a venue.

101-00-000-090-000	453060	Labor Reimbursement	\$ 13,000	\$ 10,000	\$ (3,000)	-23.08%
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Narrative: Decrease based on recent history.

101-00-000-090-000	453090	Facility Use Fees	\$ 130,000	\$ 200,000	\$ 70,000	53.85%
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Narrative: Increase of interest in KPAC as a venue.

General Fund Revenues

GENERAL FUND REVENUES FISCAL YEAR 2024/2025 OPERATING BUDGET

ACCOUNT NUMBER								
FUND/ FUNCTION/ DEPT	OBJECT	ACCOUNT DESCRIPTION	FY2022 ACTUAL	FY2023 ACTUAL	CURRENT FY ADJUSTED BUDGET	DEPARTMEN T REQUEST	\$ VARIANCE	% VARIANC E
10100000	410005	Property Taxes	2,976,187	2,884,592	2,800,000	3,000,000	200,000	7.14%
10100000	410010	Property Taxes PILOTS	26,752	261,813	128,000	106,000	(22,000)	-17.19%
10100000	410015	General Sales Tax 1%	4,023,389	4,582,532	3,750,000	4,600,000	850,000	22.67%
10100000	410020	Local Option Sales Tax .25%	1,250,532	1,321,138	1,150,000	1,300,000	150,000	13.04%
10100000	410025	Fire Protection Sales Tax	1,458,118	1,540,200	1,350,000	1,500,000	150,000	11.11%
10100000	410030	Use Sales Tax	1,221,307	1,552,286	1,300,000	2,000,000	700,000	53.85%
10100000	411005	Cigarette Tax	52,651	44,351	50,000	45,000	(5,000)	-10.00%
10100000	412005	GR Natural Gas	961,491	1,102,219	900,000	1,000,000	100,000	11.11%
10100000	412010	GR Water	41,489	43,058	42,000	50,000	8,000	19.05%
10100000	412015	GR Electric	502,636	532,838	500,000	525,000	25,000	5.00%
10100000	412020	GR KWD Utilities	2,028,148	2,332,336	2,025,000	2,615,000	590,000	29.14%
10100000	412025	GR - Telecommunication	456,645	427,298	465,000	400,000	(65,000)	-13.98%
10100000	413005	Franchise Tax	345,540	336,821	295,000	300,000	5,000	1.69%
10100000	414005	Fuel Sales Tax	781,341	960,193	685,000	1,000,000	315,000	45.99%
10100000	414010	Vehicle Sales Tax	293,850	306,105	250,000	300,000	50,000	20.00%
10100000	414015	Motor Vehicle Fee	134,535	140,704	130,000	130,000	-	0.00%
10100000	414020	County Road & Bridge	969,604	935,530	900,000	900,000	-	0.00%
10100000	414025	County Public Safety	1,613,328	1,782,816	1,550,000	1,800,000	250,000	16.13%
Tax Revenue			19,137,543	21,086,830	18,270,000	21,571,000	3,301,000	18.07%
10100000	430000	Business License Holding	-	39,472	-	-	-	0.00%
10100000	430005	Business Licenses	854,293	881,905	800,000	850,000	50,000	6.25%
10100000	430010	Liquor Licenses	36,665	29,395	30,000	30,000	-	0.00%
10100000	430020	Vehicle Fee	139,076	137,831	140,000	136,000	(4,000)	-2.86%
10100000	430025	Contractor Licenses	56,654	53,408	49,000	49,000	-	0.00%
10100000	431005	Building Permits	670,812	896,630	545,000	575,000	30,000	5.50%
10100000	431010	Grading Permits	150	300	400	350	(50)	-12.50%
10100000	431015	Electrical Permits	26,958	20,966	22,000	30,000	8,000	36.36%
10100000	431020	Plumbing Permits	50,103	55,813	46,500	50,000	3,500	7.53%
10100000	431025	Mechanical Permits	40,490	41,652	33,250	45,000	11,750	35.34%
10100000	431030	Excavation Permits	18,600	18,500	20,000	14,000	(6,000)	-30.00%
10100000	431035	Fence Permits	12,480	9,984	10,000	10,000	-	0.00%
10100000	431040	Sign Permits	3,954	2,996	2,500	4,000	1,500	60.00%
10100000	431045	Driveway Permits	7,248	4,944	6,500	5,500	(1,000)	-15.38%
10100000	432005	Parking Lot Permits	50,984	47,025	19,000	40,000	21,000	110.53%
10100000	432010	Housing Inspections	84,766	75,680	80,000	75,000	(5,000)	-6.25%
10100000	432015	Planning & Zoning Fees	102,379	127,382	104,500	100,000	(4,500)	-4.31%
10100000	435005	Court Fines & Costs	139,626	216,489	125,000	200,000	75,000	60.00%
10100000	435010	Court Live Scan	2,380	3,284	2,500	2,000	(500)	-20.00%
10100000	435015	Court KWD CVC	440	608	200	650	450	225.00%
10100000	435020	Court Police Train	12,746	4,580	3,000	5,000	2,000	66.67%
Licenses, Permits, Fines and Fees			2,310,804	2,668,844	2,039,350	2,221,500	182,150	8.93%
10100000	420005	Grants	62,638	86,094	70,000	70,000	-	0.00%
10100000	420010	Grants Federal Special Program	-	575,379	4,059,595	1,030,146	(3,029,449)	-74.62%
10100000	420015	Grants STLC Special Program	150	-	-	-	-	0.00%
10100000	421005	GEMT Program	198,212	154,245	175,000	200,000	25,000	14.29%

**GENERAL FUND REVENUES
FISCAL YEAR 2024/2025 OPERATING BUDGET**

ACCOUNT NUMBER								
FUND/ FUNCTION/ DEPT	OBJECT	ACCOUNT DESCRIPTION	FY2022 ACTUAL	FY2023 ACTUAL	CURRENT FY ADJUSTED BUDGET	DEPARTMEN T REQUEST	\$ VARIANCE	% VARIANC E
10100000	422005	SRO Services	353,870	401,455	365,000	473,200	108,200	29.64%
10100000	422010	Public Safety/Dispatch	626,006	615,303	634,444	612,305	(22,139)	-3.49%
10100000	422015	Financial Services	-	-	-	-	-	0.00%
Intergovernmental			1,240,876	1,832,476	5,304,039	2,385,651	(2,918,388)	-55.02%
10100000	440005	Interest Revenue	(332,730)	(176,969)	30,000	15,000	(15,000)	-50.00%
10100000	440008	Interest Leases	-	76,109	-	50,000	50,000	100.00%
10100000	440010	Credit Card Rebates	15,801	-	15,000	15,000	-	0.00%
Interest Income			(316,929)	(100,860)	45,000	80,000	35,000	77.78%
10100000	451005	Ambulance Fees	1,161,702	1,277,293	1,200,000	1,200,000	-	0.00%
10100082	453010	Concessions	2,559	3,994	3,000	4,000	1,000	33.33%
10100082	453025	Facility Rental	167,647	179,631	105,000	115,000	10,000	9.52%
10100082	453060	Labor Reimbursement	640	160	500	500	-	0.00%
10100083	453010	Concessions	7,730	10,857	6,800	11,000	4,200	61.76%
10100083	453025	Facility Rental	517,021	583,265	520,000	630,000	110,000	21.15%
10100083	453030	Party Room Rental	9,400	14,210	8,500	12,000	3,500	41.18%
10100083	453065	Daily Admissions	122,716	130,516	110,000	130,000	20,000	18.18%
10100083	453075	Program Registrations	80,399	80,260	75,000	96,625	21,625	28.83%
10100083	453095	Skate Sharpening	235	206	1,000	800	(200)	-20.00%
10100083	453100	Dasherboard Advertising	14,003	11,723	7,500	12,500	5,000	66.67%
10100084	453010	Concessions	6,021	4,490	6,000	6,500	500	8.33%
10100084	453025	Facility Rental	13,263	7,460	8,000	10,000	2,000	25.00%
10100084	453065	Daily Admissions	206,323	180,731	185,000	190,000	5,000	2.70%
10100084	453070	Season Passes	158,864	178,406	175,000	205,000	30,000	17.14%
10100084	453075	Program Registrations	28,497	21,943	31,900	36,200	4,300	13.48%
10100084	453080	Lessons	37,037	41,353	45,000	59,100	14,100	31.33%
10100084	453085	Swim Team	19,037	25,359	24,500	28,500	4,000	16.33%
10100085	453075	Program Registrations	138,603	314,668	312,000	405,220	93,220	29.88%
10100086	443005	Sponsorship	1,099	1,250	1,500	1,500	-	0.00%
10100086	453075	Program Registrations	223,236	373,589	296,180	364,540	68,360	23.08%
10100087	453065	Daily Admissions	7,845	6,206	7,500	7,000	(500)	-6.67%
10100087	453070	Season Passes	9,370	10,440	10,000	10,600	600	6.00%
10100087	453075	Program Registrations	80,011	109,554	95,700	107,150	11,450	11.96%
10100088	442005	Donations	25,835	33,760	35,000	35,000	-	0.00%
10100088	453035	Booth Rental	33,685	37,287	40,000	43,000	3,000	7.50%
10100088	453075	Program Registrations	815	2,263	3,500	3,500	-	0.00%
10100089	442005	Donations	8,881	8,696	15,000	15,000	-	0.00%
10100090	443005	Sponsorship & Grants	1,000	-	5,000	20,000	15,000	300.00%
10100090	453005	Merchandise Sales	-	-	1,000	2,500	1,500	150.00%
10100090	453010	Concessions	1,435	139,366	-	160,000	160,000	100.00%
10100090	453015	Concessions Alcohol	-	-	66,000	-	(66,000)	-100.00%
10100090	453020	Concessions Food	-	-	80,000	-	(80,000)	-100.00%
10100090	453025	Facility Rental	167,164	240,093	262,000	300,000	38,000	14.50%
10100090	453060	Labor Reimbursement	4,455	7,841	13,000	10,000	(3,000)	-23.08%

**GENERAL FUND REVENUES
 FISCAL YEAR 2024/2025 OPERATING BUDGET**

ACCOUNT NUMBER								
FUND/ FUNCTION/ DEPT	OBJECT	ACCOUNT DESCRIPTION	FY2022 ACTUAL	FY2023 ACTUAL	CURRENT FY ADJUSTED BUDGET	DEPARTMEN T REQUEST	\$ VARIANCE	% VARIANC E
10100090	453075	Program Registrations	1,521	17,420	5,000	5,000	-	0.00%
10100090	453090	Facility Use Fees	65,058	119,698	130,000	200,000	70,000	53.85%
Charges for Services			3,323,107	4,173,988	3,891,080	4,437,735	546,655	14.05%
10100000	450005	Grass Mowing & Cleanup	(5,164)	4,378	5,000	5,000	-	0.00%
10100000	451010	Fire Programs	9,868	30,477	10,000	10,000	-	0.00%
10100000	452005	Police Copies	3,990	1,898	5,000	2,000	(3,000)	-60.00%
10100000	460005	Bad Debt Recovered	22,731	13,616	10,000	10,000	-	0.00%
10100000	460010	NSF Check Fee	929	1,677	1,000	1,000	-	0.00%
10100005	452600	Facility Rental Other	9,100	9,100	6,000	1,500	(4,500)	-75.00%
10100050	452600	Facility Rental Other	-	-	-	5,000	5,000	100.00%
10100000	460015	Miscellaneous Revenue	15,690	67,698	30,000	25,000	(5,000)	-16.67%
10100000	460020	Miscellaneous Over/Short	(1,782)	(227)	-	-	-	0.00%
10100000	460025	Tower Lease Rental	158,031	149,939	183,948	172,733	(11,215)	-6.10%
10100000	460035	Administrative Fees	491,696	491,696	479,096	489,600	10,504	2.19%
Other Revenue			705,089	770,252	730,044	721,833	(8,211)	-1.12%
Total General Fund Revenue Before Other Financing Source			26,400,490	30,431,530	30,279,513	31,417,719	1,138,206	3.76%
10100000	480005	Transfers from Other Funds	607,200	575,000	683,000	400,000	(283,000)	-41.43%
10100000	480010	Transfers from Electric	1,015,000	1,010,000	1,627,000	1,600,000	(27,000)	-1.66%
10100000	490010	Insurance Proceeds	-	74,203	-	-	-	0.00%
Other Financing Sources			1,622,200	1,659,203	2,310,000	2,000,000	(310,000)	-13.42%
TOTAL REVENUES AND OTHER FINANCING SOURCES			28,022,690	32,090,733	32,589,513	33,417,719	828,206	2.54%



General Fund Departments

Train Station

Mission Statement

The City of Kirkwood will keep this historic structure open to the traveling public as a working train station and further utilize the station in ways that help maintain the charm and vibrancy of the downtown.

Staffing

The Train Station is staffed by 63 volunteers that are coordinated by one part-time Station Manager.

Function

The volunteers keep the station open from 8:00 a.m. to 5:00 p.m. every day to greet and assist passengers traveling on four daily Amtrak trains. The station also re-opens from 8:00 p.m. to 9:30 p.m. or until the last Amtrak train arrives. They also assist visitors to the station with local and metropolitan information. The station is available for rental and used regularly for events such as wedding receptions, birthday parties, and fundraisers.

Goals Accomplished

Dozens of volunteers contribute hours every month to keep the station open. The volunteers count the number of passengers and visitors to the train station. In FY2023 volunteers contributed 4,025 hours.

Passengers/Visitors

FY2019	FY2020	FY2021	FY2022	FY2023
95,234	80,639	15,933	46,547	59,675

The popularity of the train station as a rental venue is shown below. During FY2021 rentals were unavailable due to the covid-19 pandemic, but volume has returned in subsequent years.

Station Rentals

FY2019	FY2020	FY2021	FY2022	FY2023
40	58	0	49	73

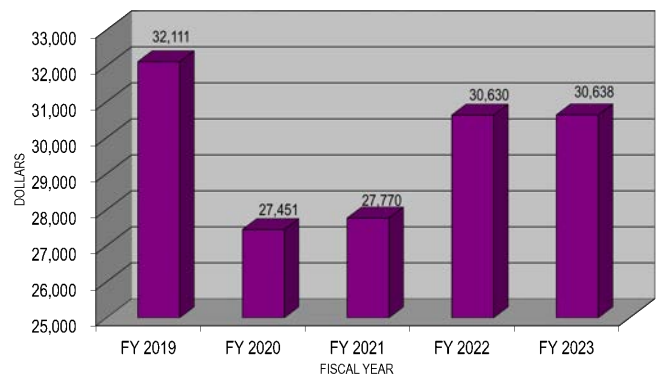
Improvements

A major physical restoration of the train station is planned to be underway within the next three years. The Historic Kirkwood Train Station Foundation (HKTSF), a 501c3 foundation, was created independently of city government for the sole purpose of assisting the city in funding the train station improvements. The HKTSF is now raising funds for this purpose and currently has raised funds through donations and grants.

Expenditures

The train station budget is primarily composed of expenditures for the part-time Station Manager and on expenses related to the maintenance and operation of the station. The Station Manager has proven adept at obtaining grant funding for maintenance and improvement of the station from MoDOT, East West Gateway, and other sources. Grant revenue is appropriated to the General Fund and then to expenditure line items in the train station budget.

CITY OF KIRKWOOD
TRAIN STATION
EXPENDITURES



Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Medicare	119	147	181	375
Social Security	506	628	771	1,603
Wages Part-time	8,176	10,134	12,431	25,844
Personnel Services Total	8,801	10,909	13,383	27,822
Contractual Services Total	12,186	8,330	16,140	16,600
Commodities Total	3,794	4,189	4,000	4,000
Capital Outlay Total	—	27	—	—
Interdepartmental Charges Total	5,849	7,183	6,700	8,300
Total	30,630	30,638	40,223	56,722

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-01-005-000	510020	Wages Part Time	8,176	10,134	12,431	25,844	13,413	1.08%
101-01-005-000	511005	Social Security	506	628	771	1,603	832	1.08%
101-01-005-000	511010	Medicare	119	147	181	375	194	1.07%
101-01-005-000	520075	Professional Services Other	977	516	2,240	2,300	60	0.03%
101-01-005-000	522005	Alarm System Maintenance	857	1,102	850	850	—	—%
101-01-005-000	522010	Building & Grounds Maint	7,386	2,010	8,000	8,000	—	—%
101-01-005-000	522020	Custodial Services	1,080	1,420	1,200	1,500	300	0.25%
101-01-005-000	522060	Telephone & Cellular	1,885	3,283	3,600	3,700	100	0.03%
101-01-005-000	527005	Travel	—	—	250	250	—	—%
101-01-005-000	530005	Office Supplies	685	477	500	500	—	—%
101-01-005-000	530035	Food	499	399	400	400	—	—%
101-01-005-000	530040	Janitorial Supplies	91	250	600	600	—	—%
101-01-005-000	531020	Natural Gas	2,519	3,062	2,500	2,500	—	—%
101-01-005-000	550010	Electric Charges	4,256	5,132	4,700	6,000	1,300	0.28%
101-01-005-000	550025	Sanitation	900	900	900	900	—	—%
101-01-005-000	550030	Water Charges	693	1,151	1,100	1,400	300	0.27%
101-01-005-000	610060	Small Cap Office Furniture	—	27	—	—	—	—%
Expenditures Total			30,630	30,638	40,223	56,722	16,499	0.41%



City Clerk

Mission Statement

The mission of the City Clerk's Office is to provide assistance to the City Council and all customers in a courteous and service-oriented manner; by providing a welcoming environment to citizens and visitors; by being effective in the legislative process; by serving as the Custodian of Records; by assuring conformance with the Missouri Open Meeting Law; and by implementing all municipal elections.

Staffing

The City Clerk's department is staffed by the City Clerk and Deputy City Clerk.

Function

The City Clerk works directly for the Mayor and City Council and the Deputy City Clerk is supervised by the City Clerk. The City Clerk's Office is a service-oriented office. While this office is not a revenue-generating department funds are received for the Special Event Application Fee of \$500 that is collected for walks and runs taking place in Kirkwood. The fee is paid for the amount of staff time to review and assist with the planning of such events. Revenues generated by the City Clerk's Office have diminished since the majority of revenues were acquired through Sunshine Law requests. With the ability to provide records in an electronic format on most occasions, the cost for copies has decreased. Any Sunshine Law requests that require staff time to respond to the request are charged the average clerical rate, costs for copies and the cost estimate must be paid prior to staff beginning their research.

Following are some of the responsibilities of the City Clerk and Deputy City Clerk. One of the main functions of the City Clerk is to provide assistance to customers regarding processes, complaints, concerns and other issues. The role of the City Clerk's Department is to fully understand the issue and determine the appropriate department that is responsible for providing assistance. Follow-up to ensure that the issue has been addressed is essential to the success of this service. The City Clerk's Office provides assistance to the Mayor and City Council through investigating citizen concerns that have been brought to their attention and obtaining information that may assist in their roles as elected officials. The Department is also responsible for directing and assisting departments with good record management practices through the Laserfiche Software program and City Records Program Policy Manual.

Goals Accomplished

The main goal of the City Clerk's Office is to provide a safe secure atmosphere where customers can feel comfortable bringing concerns directly to the City. This goal meets expectations with the number of citizens who come to the City Clerk's Office to advise of their concerns. On average the City Clerk and Deputy City Clerk assist more than 1,200 customers annually through phone calls, emails, letters and one-on-one meetings and by providing information

and working with various departments to resolve problems and follow-up with customers. This goal would not be accomplished without the continued support and assistance from the various City departments.

The City purchased the Laserfiche software a few years ago which allows for permanent digital storage of records. The goal of all City departments using the software for this purpose has exceeded expectations and will likely result in the need to purchase more storage space on the server. Using the Laserfiche Software for document retention is a secure way in which to retain and maintain public records. To ensure that records will not be lost in the event of a disaster, the City Council has agreed that the City's policy require that records be retained in digital format. Computer records are backed up daily and secured off-site. Having a viable Records Management Policy and reliable software assures that the city is in compliance with state law and also provides that historical information is retained.

The City Clerk and Deputy City Clerk are available to provide assistance to City departments to assure that all city records are retained in accordance with the State of Missouri Records Retention Manual and that records are retained in the same format.

The City contracted with General Code a few years ago for a full review of the City's Code of Ordinances. General Code provides all services in this regard, including hosting the Code on its website. General Code's website includes any ordinances that amend the code but have not yet been codified on their website, they will monitor state laws that may require amendments to the code and provide information directly to the City Clerk in this regard, provide supplemental services pertaining to updates to the Code Book.

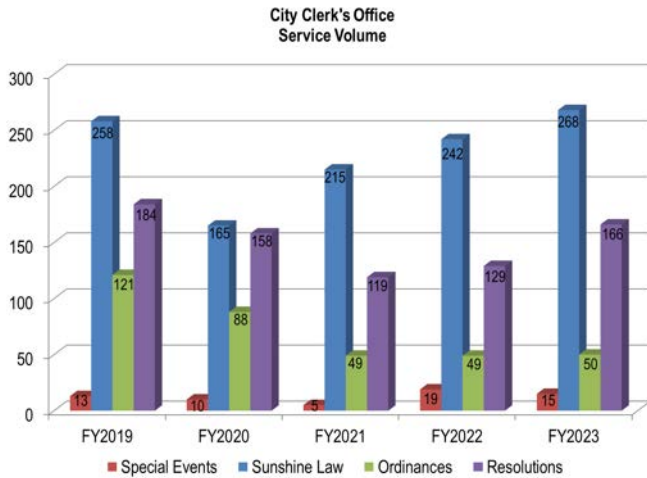
The City Clerk continues to be informed on changes to the Missouri Sunshine Law to guarantee that the City is in compliance with the current law and any changes that take place through the State Legislature. All Sunshine Law requests are directed to the City Clerk as the City's Custodian of Records. The Deputy City Clerk has been assigned the responsibility of working with the various departments and responding to the majority of the Sunshine Law requests. The proper training and direction from the City Clerk assures that the City is in compliance with the Open Meetings Law. As in previous years, this goal continues to be exceeded.

The City Clerk follows proposed state legislation through the Missouri Municipal League and St. Louis County Municipal League and works with legislators to ensure that any proposed legislation does not have a negative impact on the Kirkwood community.

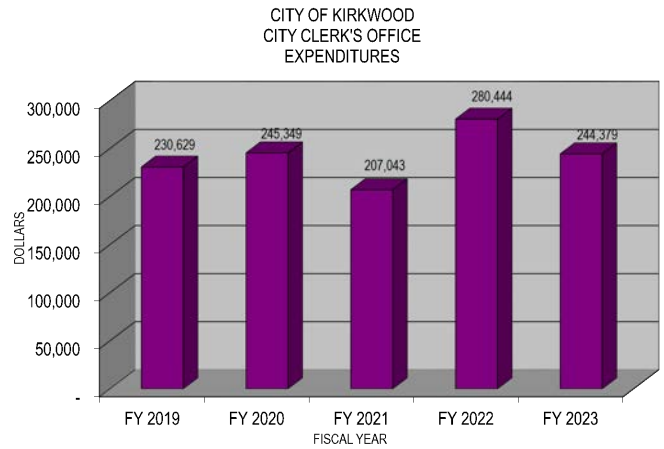
The City Clerk and Deputy City Clerk attend annual Missouri City Clerk and Finance Officer Association conferences as well as additional training opportunities. As part of the Deputy City Clerk's responsibilities as Project Manager for the Laserfiche program, she attends annual Laserfiche conferences that are conducted in California.

The City Clerk is dedicated to succession planning and provides constant training and mentoring to the Deputy City Clerk on all aspects of the City Clerk's functions and responsibilities. It is essential that this department is able to operate in its full capacity in the absence of the City Clerk.

The chart below shows the service volume for the City Clerk's office for the past three fiscal years. Excluded from this chart are telephone calls, e-mails, and walk-in customer assistance.



Expenditures



The City Clerk's Budget includes all related expenditures for the Mayor and City Council, City Clerk, and Deputy City Clerk.

Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	7,008	7,445	9,043	9,500
Deferred Compensation	2,458	2,290	2,705	2,950
Medicare	2,075	2,084	2,297	2,375
Social Security	8,873	8,907	9,815	10,123
Elected Officials	18,000	18,000	18,000	18,000
Wages Full-time Civilian	122,046	121,621	137,566	142,060
Overtime - Civilian	835	1,634	3,200	3,200
Personnel Services Total	161,295	161,981	182,626	188,208
Other Benefits Total	14,358	15,382	18,783	18,649
Contractual Services Total	85,731	37,346	132,130	135,716
Commodities Total	18,985	29,070	54,000	52,000
Capital Outlay Total	—	600	500	500
Total	280,370	244,379	388,039	395,073

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-01-010-000	510005	Wages Full Time Civilian	122,046	121,621	137,566	142,060	4,494	0.03%
101-01-010-000	510015	Wages Elected Officials	18,000	18,000	18,000	18,000	—	—%
101-01-010-000	510025	Overtime Civilian	835	1,634	3,200	3,200	—	—%
101-01-010-000	511005	Social Security	8,873	8,907	9,815	10,123	308	0.03%
101-01-010-000	511010	Medicare	2,075	2,084	2,297	2,375	78	0.03%
101-01-010-000	512005	Pension Civilian	7,008	7,445	9,043	9,500	457	0.05%
101-01-010-000	512015	Deferred Compensation	2,458	2,290	2,705	2,950	245	0.09%
101-01-010-000	513005	Insurance Health	13,423	14,530	17,798	17,765	(33)	(0.00)%
101-01-010-000	513010	Insurance Dental	780	711	822	726	(96)	(0.12)%
101-01-010-000	513015	Insurance Vision	155	141	163	158	(5)	(0.03)%
101-01-010-000	520020	Election Expenses	65,430	19,572	95,000	95,000	—	—%
101-01-010-000	520065	Training	797	1,501	500	3,500	3,000	6.00%
101-01-010-000	520075	Professional Services Other	3,683	5,516	15,000	15,000	—	—%
101-01-010-000	522025	Equipment Maintenance	300	—	—	—	—	—%
101-01-010-000	522060	Telephone & Cellular	605	474	—	500	500	—%
101-01-010-000	525010	Insurance Workers Comp	1,420	1,560	1,630	1,716	86	0.05%
101-01-010-000	526005	Advertising	4,150	4,513	4,500	4,500	—	—%
101-01-010-000	526020	Printing	—	—	500	500	—	—%
101-01-010-000	527005	Travel	9,345	4,211	15,000	15,000	—	—%
101-01-010-000	530005	Office Supplies	1,432	2,347	4,000	6,500	2,500	0.63%
101-01-010-000	530035	Food	4,667	5,596	8,500	8,500	—	—%
101-01-010-000	532005	Membership Dues	12,887	20,329	40,000	35,000	(5,000)	(0.13)%
101-01-010-000	535010	Service Awards	—	799	1,500	2,000	500	0.33%
101-01-010-000	610060	Small Cap Office Furniture	—	600	500	500	—	—%
Expenditures Total			280,370	244,379	388,039	395,073	7,034	0.02%

Administration

The City of Kirkwood in its charter chose to place legislative and policy-making authority with the City Council and administrative authority with the Chief Administrative Officer. The Administration Department helps “facilitate the prompt, economical and efficient dispatch of city business” (Charter of the City of Kirkwood, Missouri, 1983). It also serves as an important interface between the council, the public, and city departments. Members of the department bring to the city professional city management and public relations skills and play an important leadership role in the governance of the community

Staffing

The Administration Department consists of the Chief Administrative Officer, Assistant Chief Administrative Officer, Communications Manager, and an Administrative Associate. Reporting to the Chief Administrative Officer is the Asst. CAO, Police Chief, Fire Chief, Director of Public Services, Parks and Recreation Director, Finance Director, and Electric Director. Departments reporting to the Asst. CAO include Human Resources, Procurement (includes Warehouse and Facilities Operations), Safety, Management of Information Systems, Fleet, and the Communications Manager.

Functions

The Administration Department links the vision set out by the elected officials with the departments responsible for implementing that vision within the parameters of the city’s code of ordinances and adopted budget. Communication with the council, the public, and staff is very important and is accomplished through the city’s website, electronic newsletters, monthly WKT newsletter, and social media. Relationships are fostered with groups like the downtown special business district, service clubs, and the Chamber of Commerce. In 2021 the department was responsible for a community survey to assess the satisfaction with the delivery of major city services to help set community priorities. Kirkwood continues to rate at or above the national average in most of the 38 areas that were assessed, and significantly above the national average in many of the areas. The full report can be found on the city’s website.

The city council, along with city staff, set forth the city’s core values and goals. The work of the Administration Department actively furthers those values and goals. Other activities support core values of providing exceptional services and involving the local community. All members of the administrative staff maintain a variety of relationships and communication channels through

community organizations like the Chamber of Commerce, Rotary, R-7 School District, Glendale-Kirkwood Kiwanis, etc. Listed below are a few specific areas of responsibility for each staff member.

Administrative Associate

Provides support to the CAO, ACAO, Human Resources Manager, Public Information Officer, and is the first point of contact for the public when interacting with the Administration Department. Provides secretarial support to the Police and Fire Pension Board, Civilian Employees Pension Board, Human Rights Commission and other boards/committees as needed – i.e. preparing agendas, meeting packets, composing minutes, etc. Coordinates the Mission Possible Committee, the employee awards and recognition programs, and the organization’s United Way campaign.

Communications Manager

Maintains ongoing communication with media contacts; developing relationships with local reporters and working with them to get the information they need to report on issues affecting the City of Kirkwood. Approves, formats, and posts information on the website. Administers the City’s social media accounts. Develops and maintains printed communication pieces that help citizens better understand their local government and the services provided. Authors the e-newsletters, monthly utility bill inserts, the monthly employee newsletter, and other communication pieces.

Assistant Chief Administrative Officer (ACAO)

Provides staff support to the two pension boards, Civil Service Commission, and the Kirkwood Youth Advisory Commission. Administers the City’s various benefit programs for employees. Supervises the Communications Manager and the managers in charge of Human Resources, Procurement, MIS, Fleet, and Safety Departments. Assists the CAO and City Council in a wide range of special projects. Serves as department head for the Administration Department.

Chief Administrative Officer (CAO)

Coordinates materials in support of council work sessions and formal meetings as well as meeting agreed upon strategic goals. Provides support to the City’s Human Rights Commission. By charter the CAO is responsible for the administration of all City operations.

March 2022 Strategic Plan

Vision Statement:

Kirkwood will be a livable, connected community with heart. Our strong neighborhoods, historic charm, and vibrant businesses attract residents and visitors. Love of community keeps people here.

VALUES

We serve the community. We provide services of the highest quality. Our customer-service exceeds expectations. Our interactions with the public are respectful, professional, and demonstrate our commitment to public service. We keep the community safe.

We act with integrity. We are honest, ethical, and transparent in everything we do and deeply respect the public's trust in us.

We innovate to shape our future. We honor our community's historic past and build upon it for the future, proactively adapting to meet today's challenges.

We put people first. We care about people and their well-being. We consider how decisions directly and indirectly impact our residents, businesses, and employees.

We embrace inclusion. We work intentionally to foster a culture within city government and within our community that encourages collaboration, flexibility, and fairness to enable everyone to contribute to their full potential.

We are good stewards. We prudently and efficiently manage financial and human resources while promoting a sustainable environment.

We value City of Kirkwood employees. We appreciate and respect our city employees. We recognize their knowledge, their experience, and their commitment to service.

STRATEGIC GOALS

- 1. Economic Vitality.** Kirkwood will use its unique attractions to catalyze development that adds to the quality of life for residents and attracts visitors.
- 2. Governance and Civic Engagement.** With ethics and integrity, the City of Kirkwood will provide professional services to citizens at a reasonable price and engage the community in decision-making.
- 3. Quality of Life.** Kirkwood will be a place where people can enjoy life – a walkable and safe community with housing options for all stages of life that supports connections between people and places.
- 4. Environmental Stewardship.** Kirkwood will mitigate climate change by making environmentally focused decisions.

Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	23,490	27,857	31,008	31,850
Deferred Compensation	24,603	20,118	21,605	21,800
Medicare	6,504	6,551	6,966	7,000
Social Security	22,671	22,563	26,167	26,167
Wages Full-time Civilian	432,233	443,750	470,862	490,000
Wages Part-time	—	—	5,000	5,000
Overtime - Civilian	111	202	—	—
Personnel Services Total	509,611	521,040	561,608	581,817
Other Benefits Total	44,417	54,649	66,868	68,771
Contractual Services Total	515,486	586,990	676,418	703,088
Commodities Total	23,468	29,544	249,900	252,300
Capital Outlay Total	1,371	575,939	2,277,072	3,000
Debt Service Total	76,050	72,300	68,400	64,350
Interdepartmental Charges Total	84,552	89,385	94,197	92,426
Total	1,254,956	1,929,847	3,994,463	1,765,752

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-01-015-000	510005	Wages Full Time Civilian	432,233	443,750	470,862	490,000	19,138	0.04%
101-01-015-000	510020	Wages Part Time	—	—	5,000	5,000	—	—%
101-01-015-000	510025	Overtime Civilian	111	202	—	—	—	—%
101-01-015-000	511005	Social Security	22,671	22,563	26,167	26,167	—	—%
101-01-015-000	511010	Medicare	6,504	6,551	6,966	7,000	34	0.00%
101-01-015-000	512005	Pension Civilian	23,490	27,857	31,008	31,850	842	0.03%
101-01-015-000	512015	Deferred Compensation	24,603	20,118	21,605	21,800	195	0.01%
101-01-015-000	513005	Insurance Health	42,801	53,050	64,975	67,000	2,025	0.03%
101-01-015-000	513010	Insurance Dental	1,460	1,422	1,644	1,455	(189)	(0.11)%
101-01-015-000	513015	Insurance Vision	157	177	249	316	67	0.27%
101-01-015-000	520010	Bank & Credit Card Fees	—	—	—	4,000	4,000	—%
101-01-015-000	520030	Legal	240,014	233,977	250,000	260,000	10,000	0.04%
101-01-015-000	520050	Personnel Consultants	45,130	47,826	63,000	65,000	2,000	0.03%
101-01-015-000	520055	Public Relations	1,388	720	1,500	1,500	—	—%
101-01-015-000	520065	Training	8,201	6,082	8,000	8,000	—	—%
101-01-015-000	520075	Professional Services Other	101,733	134,358	169,000	170,000	1,000	0.01%
101-01-015-000	520085	Human Rights Commission	883	500	2,000	2,000	—	—%
101-01-015-000	520095	Urban Forestry Commission	—	433	1,200	1,200	—	—%
101-01-015-000	522010	Building & Grounds Maint	800	800	2,500	2,500	—	—%
101-01-015-000	522035	Laundry Towels	1,765	2,227	1,928	2,500	572	0.30%
101-01-015-000	522040	Office Equipment Maintenance	—	—	100	—	(100)	(1.00)%
101-01-015-000	522060	Telephone & Cellular	3,429	2,893	5,600	5,600	—	—%
101-01-015-000	524005	Rentals Copier	3,038	2,911	3,100	3,100	—	—%
101-01-015-000	524025	Rentals Parking Lots	34,467	65,938	79,000	83,000	4,000	0.05%
101-01-015-000	525005	Insurance General Liability	24,142	30,981	29,900	32,892	2,992	0.10%
101-01-015-000	525010	Insurance Workers Comp	3,540	3,876	4,090	4,296	206	0.05%
101-01-015-000	526005	Advertising	26,177	29,972	27,500	27,500	—	—%
101-01-015-000	526020	Printing	14,010	15,232	14,000	16,000	2,000	0.14%
101-01-015-000	527005	Travel	6,770	8,263	14,000	14,000	—	—%
101-01-015-000	530005	Office Supplies	4,570	3,309	5,000	5,000	—	—%
101-01-015-000	530015	Clothing	280	—	600	800	200	0.33%
101-01-015-000	530020	Coffee Services	1,782	1,237	1,900	2,200	300	0.16%
101-01-015-000	530035	Food	2,028	3,702	3,000	3,000	—	—%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-01-015-000	530060	Postage	5,193	1,230	1,700	1,700	—	—%
101-01-015-000	532005	Membership Dues	7,486	9,647	7,500	7,500	—	—%
101-01-015-000	532010	Publications	476	807	500	2,500	2,000	4.00%
101-01-015-000	533055	Motor Fuel & Lubricants	1,550	754	1,100	1,000	(100)	(0.09)%
101-01-015-000	533060	Operating Supplies Other	102	174	400	400	—	—%
101-01-015-000	535005	Mission Possible	—	1,075	3,000	3,000	—	—%
101-01-015-000	535010	Service Awards	—	7,607	5,200	5,200	—	—%
101-01-015-000	535025	Contingency	—	—	220,000	220,000	—	—%
101-01-015-000	540015	Debt Service Interest	76,050	72,300	68,400	64,350	(4,050)	(0.06)%
101-01-015-000	550010	Electric Charges	65,763	77,048	74,520	80,000	5,480	0.07%
101-01-015-000	550020	Fleet Services	10,893	2,130	9,552	1,926	(7,626)	(0.80)%
101-01-015-000	550025	Sanitation	1,500	1,500	1,500	1,500	—	—%
101-01-015-000	550030	Water Charges	6,397	8,707	8,625	9,000	375	0.04%
101-01-015-000	560005	Transfers to Other Funds	1,760,200	1,281,389	1,737,700	2,143,130	405,430	0.23%
101-01-015-000	610020	Small Cap Equip & Machinery	449	460	1,000	1,000	—	—%
101-01-015-000	610060	Small Cap Office Furniture	922	100	2,000	2,000	—	—%
101-01-015-000	620020	Building & Site Improvement	—	—	500,000	—	(500,000)	(1.00)%
101-01-015-000	620040	Machinery & Equipment	—	575,379	1,774,072	—	(1,774,072)	(1.00)%
Expenditures Total			3,015,156	3,211,236	5,732,163	3,908,882	(1,823,281)	(0.32)%



Human Resources

Mission Statement

The Human Resources (HR) Department strives to provide professional and High-quality customer service to the City of Kirkwood’s most valuable asset, our employees. The HR Department will:

- Recruit an exceptional workforce.
- Foster an enjoyable work environment through fair administration of policies and benefits, and equal opportunity for training, development, and advancement.
- Encourage a safe and healthy working environment.
- Inspire employee engagement through employee development, recognition, and effective communication.

These services are provided through commitment to excellence in teamwork, consistent policy administration, and management of our customers’ concerns with confidentiality, respect, and dignity.

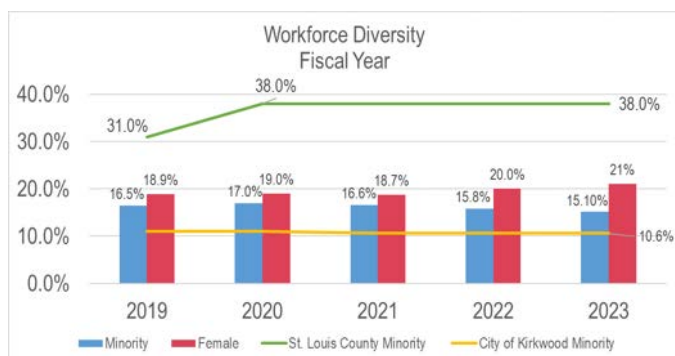
The following Human Resources’ performance measures are designed to reflect progress toward the City’s strategic objective, “Enhance the capacity of city staff to serve the organization and improve their own careers.” These measures also show our department’s commitment to utilizing the City’s values, specifically, serving the community, acting with integrity, putting people first and embracing inclusion, as identified within the City’s strategic plan. The HR Department utilizes the following metrics to gage performance: Workforce Diversity, Turnover, Staffing, and Employee Engagement.

Human Resource Staffing

- 1 – Human Resource Manager
- 1 – Human Resource Assistant

Workforce Diversity

By placing the right people in the right positions, the City of Kirkwood can better serve its residents and help fulfill its responsibilities to taxpayers. This measure tracks minority and women employment in the City’s workforce and compares it to Census data for St. Louis County and Kirkwood.

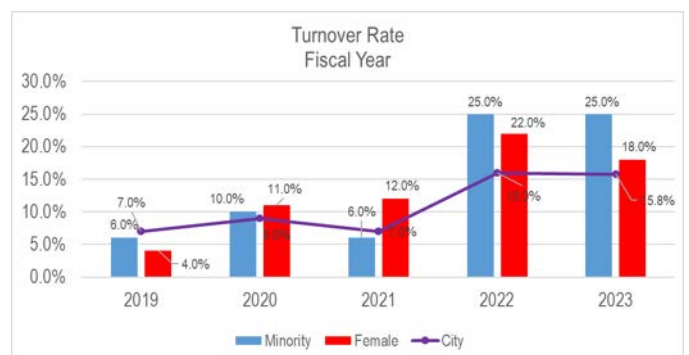


Data shows a slight uptick in the number of women working for the City. Although women make up 50% of the population, when considering the physical demands of the majority of the positions staffed, it is unrealistic for that to be the goal. Over the last few years, female police officers and fire-fighters have left employment and were replaced by men. Despite recruiting efforts, the City only has 2 female police officers and 1 female firefighter.

In terms of minority employment, the City scores well when compared to the diversity of the residents of Kirkwood, however, when looking out at the recruiting area of St. Louis County, our numbers do not fare as well. Whenever possible, HR staff reaches out to diverse groups when staffing vacancies and creates an environment that supports all employees. Human Resources has identified this as an area to focus on improving. HR continues to strive to develop a Diversity Initiative Plan (DIP) which will implement diversity recruitment and retention initiatives to ensure the City’s Workforce more closely reflect the diversity in our community.

Turnover

The cost of turnover for an organization can be extremely high. When employees leave the City, we lose a large investment in recruiting, hiring, and training that employee. This measure tracks the percent of employees who leave City of Kirkwood. Turnover rates as shown in this first chart include employee resignations, retirements, long term disability separations, and involuntary terminations resulting from performance or conduct issues. The chart also provides the same data for minorities and women. While some turnover is appropriate to bring innovation and new ideas to an organization, it is essential for the City to retain an engaged workforce that has the knowledge and specialized skills to deliver the services and value expected by our residents.



This year, turnover remained at the unprecedented level that was seen in the previous Fiscal Year. In Fiscal Year 2023, 46 fulltime regular employee left the City for a variety of reasons. Of these 46 separations that occurred during the most recent Fiscal Year, 8 were due to retirements, 30 employees resigned and 8 employees were discharged for cause. A concerning trend that we have seen over several fiscal year and to which HR will continue to find ways to address were the significant number of separations (17) during the employee’s first year of employment with the City.

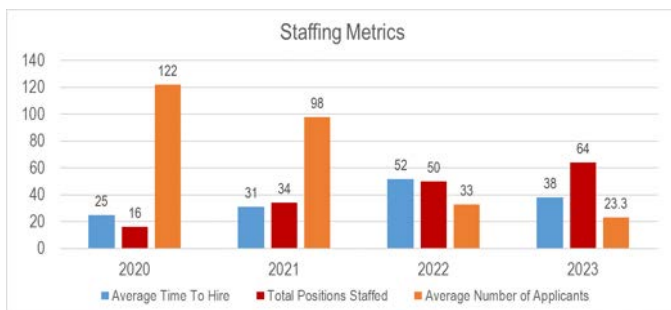
As in the past several fiscal years, separation rates for minority and female employees continues to trend significantly higher than the average. In order to improve the City's retention of minority employees and expand the diversity of our workforce, it is important that we foster a culture of respect for all, as well as, identify and address concerns respectfully and promptly.

Although there were positive results from efforts to acclimate new employees to the organization as they begin their career with the City through our Onboarding program, this year's turnover rates for new employees was even higher than last year. Exit interviews responses varied reasons as to why these new employees are leaving; therefore, we will continue to provide employees with the necessary training, proper tools, and a positive professional work environment.

During this this fiscal year, the Sanitation Division had the highest turnover rate at 57%. Parks and Recreation Department experienced significant amount of turnover in some high impact positions. Both the General Manager and Technical Coordinator at the Performing Arts Center, a Recreation Superintendent and a Recreation Program Manager, as well as two park maintenance employees.

City-wide Staffing

In Human Resources, we measure how well we source, recruit, hire and onboard employees when turnover occurs. The chart below shows key hiring metrics from our Applicant Tracking System, (ATS). FY 2020 totals and averages includes data only from the months in which the ATS was utilized for staffing (November, 2019 through March, 2020).



During FY2023, Human Resources brought 57 new full time, regular employees on board and promoted or transferred 22 current employee, many of which occurred through the competitive staffing process.

All departments are feeling the pressure of a very tight hiring market. Despite Human Resources efforts to advertise positions in as many outlets as possible, the number of qualified candidates for positions continues to fall short of supervisors' expectations. The City continues to face "ghosting" issues as candidates neglect to show up for interviews, do not completing the post offer screenings, or do not show up for work on their first day.

The chart does a really good job of illustrating the issues around staffing positions. Each year, we are forced to staff more and more positions with significantly fewer applicants. The City's less than competitive benefits package results in very few experienced applicants from other municipalities in the region.

Employee Engagement

As noted previously, creating an environment that attracts and retains talented personnel is key to the City providing all its services to residents. Employee Engagement is a leading indicator used by progressive employers.

In the fall of 2020, the City hired a consultant to administer a culture and opinion survey. Department heads received the results of the survey in January 2021. After which, Human Resources led focus groups and facilitated a Quick Action Team (EAC) to make recommendations to address the issues identified in the survey. The chart below illustrates the City's results on key constructs of Employee Engagement.

The survey results, as well as employee comments during the focus groups, reveal that opportunities for improvement exist throughout the organization. Strategies around communication, leadership development, technology as well as rewards and recognition were developed and implemented in FY2022.

In summer of 2020, an Employee Advisory Committee (EAC) was established with representatives from all departments within the city. To date, the team has:

- Established a website on the Employee Portal to disseminate information
- Created a web-based portal where employees can submit comments, suggestions and questions that the EAC reviews at their monthly meetings.
- Tracks progress toward the recommendations of the QAT that are then reported on the EAC web portal page. All employees have access to these metrics.
- Coordinates with the Policy Review Team to keep recommended policy changes moving.

In additions to the EAC, other efforts to address employee concerns include:

- Team Kirkwood meetings were held for Administration to share information about the expectations relating to the Team Kirkwood concept, the recently approved Strategic Plan, and progress made since the listening session meetings in 2021.
- Human Resources has partnered with AAIM Employer group to offer more training than ever before. There are compliance training models and soft skill modules.

- The Employee Recognition Team has hosted several new and different events to encourage networking and fostering a more enjoyable work environment.
- And technology. . . The City has implemented the financial piece of the new Enterprise Resource Planning (ERP) system through Tyler Technologies. Staff is currently working to integrate all aspects of the City software systems including, HRIS, Work Orders, Utility Billing, Licensing and Permitting, etc. onto the Tyler platform. This new technology will touch every one of us in some way.
- Police Department has fully implemented a new comprehensive CAD system and continues to explore new/additional workspace for the Dispatch team.

Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	7,774	9,203	9,933	10,093
Deferred Compensation	2,685	2,783	2,970	3,106
Medicare	1,891	2,007	2,167	2,252
Social Security	8,084	8,582	9,263	9,628
Wages Full-time Civilian	135,221	141,584	151,100	155,284
Overtime - Civilian	—	—	1,000	1,000
Personnel Services Total	155,654	164,159	176,433	181,363
Other Benefits Total	18,470	19,541	23,412	23,998
Contractual Services Total	41,615	51,338	87,703	89,616
Commodities Total	18,357	16,585	64,435	64,435
Capital Outlay Total	102	71	1,000	1,000
Total	234,198	251,694	352,983	360,412

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-01-020-000	510005	Wages Full Time Civilian	135,221	141,584	151,100	155,284	4,184	0.03%
101-01-020-000	510025	Overtime Civilian	—	—	1,000	1,000	—	—%
101-01-020-000	511005	Social Security	8,084	8,582	9,263	9,628	365	0.04%
101-01-020-000	511010	Medicare	1,891	2,007	2,167	2,252	85	0.04%
101-01-020-000	512005	Pension Civilian	7,774	9,203	9,933	10,093	160	0.02%
101-01-020-000	512015	Deferred Compensation	2,685	2,783	2,970	3,106	136	0.05%
101-01-020-000	513005	Insurance Health	17,620	18,688	22,516	23,110	594	0.03%
101-01-020-000	513010	Insurance Dental	692	695	730	730	—	—%
101-01-020-000	513015	Insurance Vision	157	157	166	158	(8)	(0.05)%
101-01-020-000	520030	Legal	14,281	14,028	15,000	16,000	1,000	0.07%
101-01-020-000	520040	Medical Examinations	13,198	20,559	34,173	35,000	827	0.02%
101-01-020-000	520065	Training	4,154	4,300	8,000	8,000	—	—%
101-01-020-000	520075	Professional Services Other	—	—	3,900	3,900	—	—%
101-01-020-000	522040	Office Equipment Maintenance	3,044	3,054	3,300	3,300	—	—%
101-01-020-000	522060	Telephone & Cellular	718	481	600	600	—	—%
101-01-020-000	525010	Insurance Workers Comp	1,420	1,560	1,630	1,716	86	0.05%
101-01-020-000	526015	Personnel Recruitment	2,617	2,596	9,000	9,000	—	—%
101-01-020-000	527005	Travel	2,183	4,760	12,100	12,100	—	—%
101-01-020-000	530035	Food	1,130	1,792	2,400	2,400	—	—%
101-01-020-000	532005	Membership Dues	3,456	3,164	3,835	3,835	—	—%
101-01-020-000	533060	Operating Supplies Other	—	511	200	200	—	—%
101-01-020-000	535010	Service Awards	13,771	11,118	58,000	58,000	—	—%
101-01-020-000	610060	Small Cap Office Furniture	102	71	1,000	1,000	—	—%
Expenditures Total			234,198	251,694	352,983	360,412	7,429	0.02%



MIS

Mission Statement

The Management Information Services Department will provide Information Technology leadership, expertise and operational support, enabling city staff, volunteers, and elected officials to provide exceptional city services.

Performance Measurements

The MIS Department has identified the following key indicators: Staffing, network system, hardware and software maintenance costs, telephone system and maintenance costs, training classes, and GIS projects.

Staffing

The MIS Department’s personnel expenditures include 4 staff positions funded in the General Fund and the GIS Technician funded in the Water Fund. Listed below are these positions.

MIS Staff – Funded in the General Fund

- 1 – MIS Director
- 1 – Senior System Administrator
- 1 – IT Analyst
- 1 – IT System Administrator

MIS Staff – Funded in the Water Fund

- 1 – GIS Technician

Network System

The MIS department is responsible for maintaining 56 servers as part of the city’s computer network system. Graph below shows total number of pcs and printers both networked and stand-alone.

Dept.	PC	Laptop	iPad	Virtual PC ¹	Total Devices	CCs ²	Possibility more CCs	Network Printers	Non-Network Printers	Total Printers
Admin.	5	0	15	4	24	4	0	4	3	7
Court Clerk	2	2	0	0	4	0	2	1	1	2
Electric	7	7	6	4	24	4	0	2	6	8
Finance	10	2	0	0	12	0	0	4	4	8
Fire	5	23	3	18	49	9	0	6	5	11
Fleet	2	3	0	4	9	2	0	2	1	3
MIS	7	3	3	3	16	1	0	3	0	3
Parks	1	0	0	4	5	4	0	2	0	2
Police	39	13	0	4	56	4	4	8	10	18
Procurement	3	0	2	5	10	5	0	6	2	8
Public Works	11	1	0	9	21	9	0	6	1	7
Recreation	6	3	2	18	29	13	0	3	3	6
Sanitation	0	0	0	4	4	2	0	1	1	2
SBD	1	2	0	0	3	0	0	0	1	1
Training RM	1	0	0	6	7	6	0	0	1	1
Water	1	3	6	10	20	6	0	2	0	2
Total Type	101	62	37	93	293	69	6	50	39	89

NOTE:

¹Virtual PC is assigned to an individual.

²“CC” stands for “Clear Cube” which is a device.

Telephone System and Maintenance Cost

The MIS Department is responsible for the telephone system and the associated maintenance cost. The City of Kirkwood's telephone system includes a total of 212 telephones and over 300 voice mailboxes. Voice mailboxes exceed the number of telephones because the Police Department has voice mail for each police officer, but do not have a dedicated telephone for each and services such as ball field hotline, etc.

Consulting Services/GIS Projects

Since 2001 the GIS division has been providing assistance on a number of projects for the city and also for outside entities. These projects include GIS data conversion for other municipalities, fire house location analysis, maps for tracking fire hydrant testing, tree location maps for R7 school district, July 4th

celebration logistics maps, and Greentree festival maps. In addition we have completed the initial task of digitizing the old 3x5 cards that the Water dept. was using for all of the service lines to buildings. We have done fire map books for the City and also have done fire map books for the City of Ladue. We continue to do GIS work for the City of Ballwin on an as needed basis.

Major Projects Completed

Most of the focus has been supporting departments in their efforts to migrate to the new Tyler Tech ERP system.

Upcoming Projects

We have no capital projects this coming year except for normal pc replacements.

Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	19,097	22,191	25,207	23,340
Deferred Compensation	5,829	6,826	7,544	7,190
Medicare	4,900	5,350	5,625	5,560
Social Security	20,954	22,875	24,041	23,750
Wages Full-time Civilian	328,902	352,326	368,596	359,500
Overtime - Civilian	4,541	10,664	15,000	15,000
Personnel Services Total	384,222	420,232	446,013	434,340
Other Benefits Total	36,804	36,233	44,913	19,795
Contractual Services Total	449,176	510,896	569,510	577,305
Commodities Total	3,636	7,538	8,350	8,350
Total	873,838	974,899	1,068,786	1,039,790

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-01-025-000	510005	Wages Full Time Civilian	328,902	352,326	368,596	359,500	(9,096)	(0.02)%
101-01-025-000	510025	Overtime Civilian	4,541	10,664	15,000	15,000	—	—%
101-01-025-000	511005	Social Security	20,954	22,875	24,041	23,750	(291)	(0.01)%
101-01-025-000	511010	Medicare	4,900	5,350	5,625	5,560	(65)	(0.01)%
101-01-025-000	512005	Pension Civilian	19,097	22,191	25,207	23,340	(1,867)	(0.07)%
101-01-025-000	512015	Deferred Compensation	5,829	6,826	7,544	7,190	(354)	(0.05)%
101-01-025-000	513005	Insurance Health	34,931	34,490	42,940	18,825	(24,115)	(0.56)%
101-01-025-000	513010	Insurance Dental	1,561	1,457	1,644	730	(914)	(0.56)%
101-01-025-000	513015	Insurance Vision	312	286	329	240	(89)	(0.27)%
101-01-025-000	520045	Microfilming & Storage Service	6,239	5,953	13,000	6,000	(7,000)	(0.54)%
101-01-025-000	520065	Training	10,241	15,993	18,350	17,700	(650)	(0.04)%
101-01-025-000	520075	Professional Services Other	96,192	119,725	89,500	90,500	1,000	0.01%
101-01-025-000	522015	Computer Maintenance	69,189	69,459	81,300	89,800	8,500	0.10%
101-01-025-000	522055	Software Maintenance	264,349	294,684	361,910	367,725	5,815	0.02%
101-01-025-000	522060	Telephone & Cellular	845	864	1,000	1,000	—	—%
101-01-025-000	525010	Insurance Workers Comp	2,120	2,340	2,450	2,580	130	0.05%
101-01-025-000	527005	Travel	—	1,877	2,000	2,000	—	—%
101-01-025-000	530005	Office Supplies	559	2,887	3,000	3,000	—	—%
101-01-025-000	530025	Computer Supplies	3,063	4,651	5,000	5,000	—	—%
101-01-025-000	530060	Postage	14	—	100	100	—	—%
101-01-025-000	532005	Membership Dues	—	—	250	250	—	—%
Expenditures Total			873,838	974,899	1,068,786	1,039,790	(28,996)	(0.03)%

Procurement

Mission Statement

To provide the City with the highest quality goods and services in the most cost effective, timely and fiscally responsive manner in compliance with applicable regulations and policies using a fair and transparent process.

Vision Statement

Provide a market leading example of the procurement model for municipalities of similar composition through the provision of value and efficiency for each procurement; while adhering to local ordinances, state regulations, federal regulations and sound business practices.

Core Values

Transparency – Provide easily accessible and understandable policies and processes to facilitate the responsible use of public funds.

Ethics – Act true to the values of public procurement to preserve the public's trust.

Accountability – Take ownership and responsibility for all stakeholders to preserve public trust and protect public interest.

Professionalism – Uphold high technical and ethical standards to balance diverse public interests.

Impartiality – Provide unbiased decision making and actions to ensure fairness.

Service – Proactively assist stakeholders to support the public.

Procurement Goals

The Procurement Department is committed to supporting the mission of all city-wide departments with the following goals:

- Deliver user friendly and efficient buying methods, training programs, customer service and support
- Develop strategic supplier based business relationships and cost effective contracts that leverage the City's purchasing power and generate significant financial return-on-investment
- Decrease liability risk through the utilization of compliance auditing
- Improve annual procurement scheduling for the City through implementation of innovative ideas and the procurement plan

General Description

The centralized Procurement Department is responsible for the acquisition of quality products, supplies and services for projects and professional services throughout the City. Procurement works closely with businesses, government

agencies and internal departments throughout the entire procurement process to ensure procurements are completed quickly, efficiently, cost effectively and follow all regulatory laws and requirements.

In addition to managing the procurement processes, the Procurement Department has a number of other significant functions and responsibilities, including:

- Strategic management, direct management and oversight of the Warehouse and Facilities Operations Departments
- Supervision, control, maintenance, auditing, cycle counting and process improvement of all inventory-controlled stock systems, the main warehouse, fuel stock, and sanitation stock
- Accounts payable invoicing for purchase order procurements
- Contract management and administration
- Facilitating risk management and liability limitation through compliance auditing of federal, state, and local ordinances, laws, legislation, and regulations
- Internal audits and process review for Procurement, Warehouse and Facilities Operations
- Developing, implementing and reviewing procurement internal controls
- Reviewing, evaluating, and disposing surplus assets held by the City to limit depreciation and improve marketing effectiveness, producing increased revenue from sales of surplus equipment
- Budget assistance and evaluation
- City-wide Program Management for special projects, multi-departmental procurements, and other procurement activities
- Preventing, researching and resolving protests
- Reviewing, recommending and awarding procurements
- Documenting and retention of procurement transactions

Procurement Department Highlights

- Generated a measurable cost avoidance of \$1,149,966.47 achieved through bidding the appropriate markets, adhering to proper procurement procedures, and strategic sourcing
- Followed the City's Code of Ordinance for procurement related activities, which effectively provided a reduction in solicitation processing time while improving internal controls
- Maintained the City's Master Procurement Plan which effectively reduced scheduling conflicts, while increasing interdepartmental collaboration and communication

- Established various multi-year contracts to reduce operational impact, limit cost fluctuations, and minimize costly vendor switchover processes

Performance Measurements

The Procurement Department has identified the following key performance indicators: Staffing, Purchase Orders, Invoices, Procurement Card Administration, Formal Bids, Informal Bids, Proceeds from Sale of Fixed Assets, and Rebates.

Staffing and Equipment

The Procurement Department provides strategic planning and management for two (2) departments (Warehouse and Facilities Operations).

The Procurement Department continues to increase its responsibility and services to the City. Through continual training and development, the Procurement Department is able to increase workflow, generate higher returns on investment and encompass more responsibility and liability risk management. This training allows the Procurement Department to increase value added services and to ensure the continual view of the City’s Procurement Department as a market leading agency, for cities of a comparable composition.

Procurement Department is composed of:

- 1 – Procurement Director
- 1 - Assistant Procurement Director
- 1 – Senior Procurement Officer/Analyst
- 1 – Procurement Officer/Analyst
- 0.5 – Administrative Associate

Procurement Department equipment:

Quantity	Equipment Type	Year	Equipment
1	Passenger Vehicle	2018	Ford Fusion

Procurement includes the Warehouse Department, which provides necessary supply chain management functions, but does not contribute services directly related to the procurement function. The supply chain functions of the Warehouse department allow for the management and forecasting of costly, time sensitive, and critical long lead time items. These factors limit negative impacts on operational functions for the City’s Departments, decrease opportunity cost and reduce the liability of the City. The Warehouse department currently utilizes Procurement Department personnel to assist in daily operation to manage product and to ensure optimization of the inventory system.

Warehouse Division is composed of:

- 0.5 – Superintendent of Facilities Operations (Warehouse)

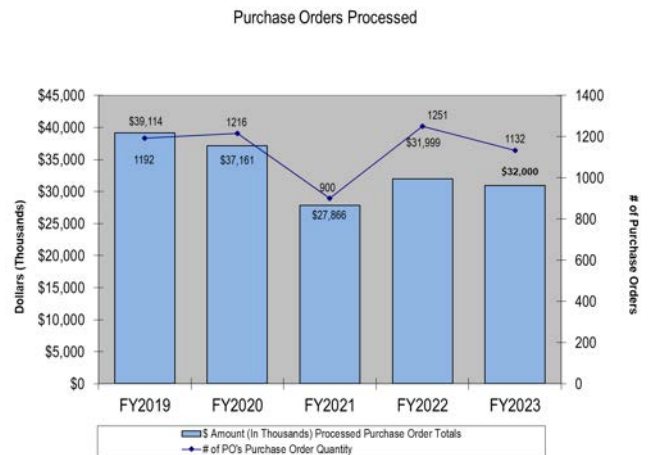
Warehouse Division equipment:

Quantity	Equipment Type	Year	Equipment
1	Forklift	2012	Doosan

As a binding form of agreement, purchase orders are required for the procurement of tangible goods and contractual services. Purchase orders and their content reflect salient conditions of the purchase; allowing the Procurement Department to manage the purchase, generate cost savings and avoidance, track spend, and assist in the performance of risk management. The importance of having purchase orders is vital to the integrity of the Procurement System by limiting legal and financial liability.

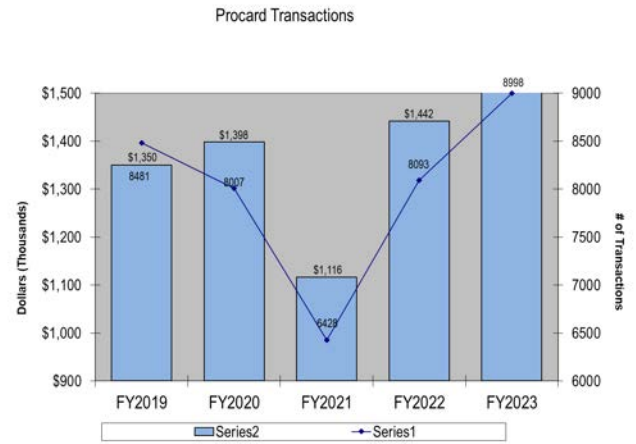
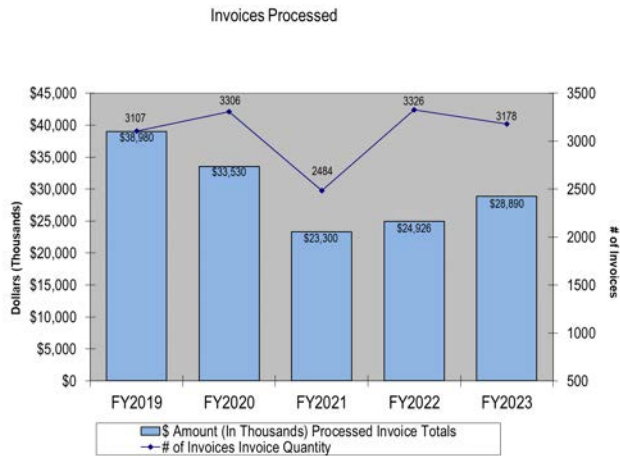
Only in instances of low value and risk procurements are purchase orders forgone in favor of Procurement Card transactions.

The volume of Purchase Orders and their value vary by fiscal year based on the needs of the City, the current budget, and the capital projects during the year.



Invoices

The Procurement Department reviews, approves and processes invoices that are issued against purchase orders and contracts. Each invoice is audited, pairing it against requirements, terms and conditions obligated by the purchase order/contract. Construction and other public work invoices are reviewed for prevailing wage compliance and other regulations. This process ensures price, additional charges, proper shipping costs, tax exemptions and prevailing wage rates are accurate. Procurement is responsible and held accountable by state and federal agencies making it imperative that the Procurement Department review invoices and manage all procurements to limit the City’s legal and financial liability.



Procurement Card Administration (Procard)

The Procurement Department manages the Procard Program. The Procard Program streamlines and reduces the total cost of procurement and payment. Cost reduction is generated by forgoing purchase orders in favor of Procurement Card transactions for the procurement of products of low dollar and risk.

Our particular program offers 24/7 oversight, improves efficiencies and saves money by greatly reducing requisitions, purchase orders, check requisitions and checks issued.

The Procurement Department spot audits random individual cardholders and performs an annual comprehensive audit to ensure program adherence. Audits include but are not limited to, audit of authority and approval, ordinance compliance, proper MCC code controls per card, and adherence to allowable purchase types.

All new cardholders receive training and every two years current cardholders are provided refresher training. In FY2023 the Procurement Department issued or maintained 154 individual Procards. The average spend per transaction was \$159.17 in FY2019, \$174.61 in FY2020, \$173.75 in FY2021, \$178.30 in FY2022, and \$195.80 in FY23.

Formal Bids

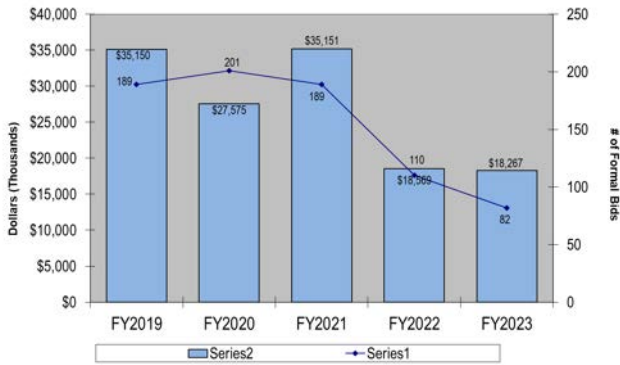
Advertisement and Formal bids are required for all contractual obligations and purchases in excess of \$15,000. This value was recently changed from \$7,500 in December of 2016 with the approval of updates to the City's Code of Ordinances.

Formal Bids include Invitations for Bid, Requests for Information, Request for Qualifications, Request for Proposals (including negotiation), cooperative agreements and other governmental agreements. The use of these types of bids allows for better management and more timely response to the needs of the City.

The Procurement Department continues to develop and implement processes that lead to increases in competitively evaluated multi-year contracts, effectively limiting the costs of vendor switchover and negative operational impact for all departments. The continuation of these contracts shifts the responsibility for maintenance and negotiation duties to the Procurement Department, allowing for increased effectiveness in the utilization of City personnel for all departments in their respective core functions.

Formal bidding can vary greatly year to year, depending on the number and scope of City's projects and Capital budget. The current measures have decreased slightly in number but dollar value remains consistent. The Procurement Department managed 82 NEW formal bids in FY23. In addition to managing all other ongoing and renewed bids throughout the City.

Formal Bids Processed

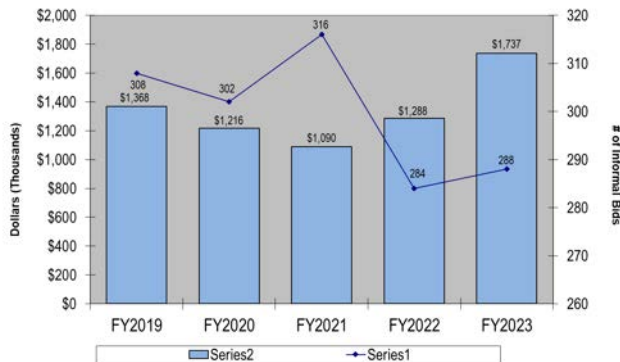


Informal Bids

Informal bids are required for all purchases and contractual needs in excess of \$1,500, but equal to or less than the \$15,000 threshold requiring a formal bid process. The Procurement Department continued to implement new efficiencies in its internal processes while increasing the review of small contractual agreements for the City to reduce liability risk. These changes allowed the Procurement Department the opportunity to help departments lower their overall cost of services and combine small procurements.

Informal bidding varies greatly year to year, depending on the number and scope of City procurements. The current measures have slightly decreased in value and in number reflecting the grouping of small orders and a shift of small value transactions to the Procard Program.

Informal Bids Processed

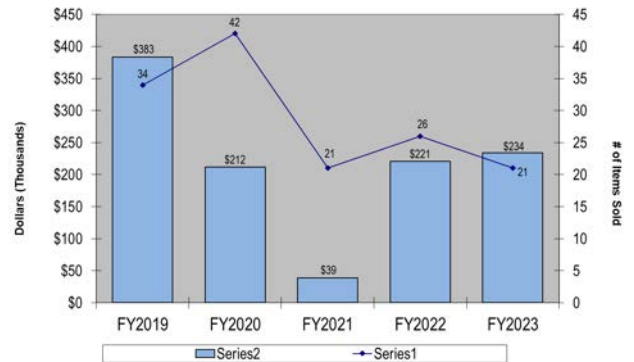


Proceeds from Sale of Fixed Assets

Proceeds are received when Procurement surpluses obsolete, unusable assets or goods, and scrap metal. Procurement uses various web-based auctions in lieu of formal bidding, traditional auctions and trade-ins for many of its surplus transactions, which resulted in a higher rate of return for surplus goods.

Surplus sales or bids vary greatly from year to year depending on demand and turnover.

Surplus



Rebates

The Procurement Department searches for procurement methods and establishes contracts that offer monetary rebates for usage and method of procurement among other factors.

All rebate proceeds go directly in the General Fund.

FY2019 \$14,752	FY2021 \$12,117
FY2020 \$15,791	FY2022 \$15,801
FY2023 \$19,195	

Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	13,423	18,186	21,103	21,749
Deferred Compensation	4,048	5,345	6,300	6,692
Medicare	4,441	4,675	5,088	4,866
Social Security	18,991	19,985	21,742	20,770
Wages Full-time Civilian	281,113	297,763	320,544	333,515
Wages Part-time	24,336	21,394	28,321	28,746
Overtime - Civilian	1,577	1,272	3,500	3,500
Personnel Services Total	347,927	368,621	406,598	419,838
Other Benefits Total	39,088	43,967	50,870	48,465
Contractual Services Total	48,261	50,429	60,430	62,526
Commodities Total	4,304	4,213	6,682	7,645
Capital Outlay Total	1,881	—	2,000	2,000
Interdepartmental Charges Total	3,179	5,097	1,550	2,459
Total	444,640	472,328	528,130	542,933

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-01-030-031	510005	Wages Full Time Civilian	242,082	256,480	277,117	288,330	11,213	0.04%
101-01-030-031	510020	Wages Part Time	24,336	21,394	28,321	28,746	425	0.02%
101-01-030-031	510025	Overtime Civilian	1,577	1,272	3,500	3,500	—	—%
101-01-030-031	511005	Social Security	16,575	17,412	19,062	17,920	(1,142)	(0.06)%
101-01-030-031	511010	Medicare	3,876	4,073	4,461	4,196	(265)	(0.06)%
101-01-030-031	512005	Pension Civilian	11,207	15,503	18,218	18,809	591	0.03%
101-01-030-031	512015	Deferred Compensation	3,267	4,519	5,446	5,787	341	0.06%
101-01-030-031	513005	Insurance Health	31,846	34,000	41,584	41,790	206	0.00%
101-01-030-031	513010	Insurance Dental	1,366	1,422	1,644	1,460	(184)	(0.11)%
101-01-030-031	513015	Insurance Vision	241	227	246	320	74	0.30%
101-01-030-031	514005	Unemployment	—	2,414	—	—	—	—%
101-01-030-031	520030	Legal	952	1,403	1,500	1,600	100	0.07%
101-01-030-031	520065	Training	6,450	2,679	5,000	5,000	—	—%
101-01-030-031	520075	Professional Services Other	12,750	13,045	16,000	16,000	—	—%
101-01-030-031	522060	Telephone & Cellular	2,471	2,066	3,000	3,000	—	—%
101-01-030-031	524005	Rentals Copier	168	232	700	700	—	—%
101-01-030-031	525005	Insurance General Liability	2,100	2,680	2,800	3,084	284	0.10%
101-01-030-031	525010	Insurance Workers Comp	1,420	3,888	4,090	4,296	206	0.05%
101-01-030-031	526020	Printing	147	49	250	250	—	—%
101-01-030-031	527005	Travel	—	3,158	8,500	8,500	—	—%
101-01-030-031	530005	Office Supplies	1,080	2,332	2,000	2,250	250	0.13%
101-01-030-031	530015	Clothing	233	362	1,000	500	(500)	(0.50)%
101-01-030-031	530035	Food	467	244	500	550	50	0.10%
101-01-030-031	530040	Janitorial Supplies	437	635	500	500	—	—%
101-01-030-031	530060	Postage	—	1	100	100	—	—%
101-01-030-031	532005	Membership Dues	1,223	160	1,000	1,000	—	—%
101-01-030-031	532010	Publications	—	—	500	500	—	—%
101-01-030-031	533055	Motor Fuel & Lubricants	—	248	300	150	(150)	(0.50)%
101-01-030-031	535015	Inventory Adjustments	530	34	—	—	—	—%
101-01-030-031	550020	Fleet Services	1,971	2,925	800	1,709	909	1.14%
101-01-030-031	610060	Small Cap Office Furniture	1,881	—	2,000	2,000	—	—%
101-01-030-032	510005	Wages Full Time Civilian	39,031	41,284	43,427	45,185	1,758	0.04%
101-01-030-032	511005	Social Security	2,416	2,573	2,680	2,850	170	0.06%
101-01-030-032	511010	Medicare	565	602	627	670	43	0.07%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-01-030-032	512005	Pension Civilian	2,216	2,683	2,885	2,940	55	0.02%
101-01-030-032	512015	Deferred Compensation	781	826	854	905	51	0.06%
101-01-030-032	513005	Insurance Health	5,596	5,850	7,148	4,665	(2,483)	(0.35)%
101-01-030-032	513010	Insurance Dental	—	15	206	190	(16)	(0.08)%
101-01-030-032	513015	Insurance Vision	39	39	42	40	(2)	(0.05)%
101-01-030-032	520065	Training	—	—	1,000	1,000	—	—%
101-01-030-032	520075	Professional Services Other	18,262	17,342	13,000	14,300	1,300	0.10%
101-01-030-032	525010	Insurance Workers Comp	3,540	3,888	4,090	4,296	206	0.05%
101-01-030-032	527005	Travel	—	—	500	500	—	—%
101-01-030-032	533055	Motor Fuel & Lubricants	54	81	182	1,495	1,313	7.21%
101-01-030-032	533060	Operating Supplies Other	280	116	300	300	—	—%
101-01-030-032	533070	Safety Equipment	—	—	300	300	—	—%
101-01-030-032	550020	Fleet Services	1,208	2,172	750	750	—	—%
Expenditures Total			444,640	472,328	528,130	542,933	14,803	0.03%



Facilities Operations

Mission Statement

The Mission of the Facilities Operations Division is to provide ongoing high quality maintenance of City facilities by integrating preventative maintenance with active response.

General Description

Facilities Operations is responsible for maintaining and overseeing 26 City-owned buildings and properties, which total approximately 296,000 sq ft. They also manage snow removal from 3.8 miles of City-owned sidewalks in the downtown area and overseeing the grounds of Memorial Walkway, Bisso Park, Ken Connor Park, Hummel Park, the Farmers Market, and Farmers Market Greenway.

The City’s security and proximity card systems, including the policies and procedures, are managed by Facilities Operations, utilizing the Procurement Department for administrative support to ensure immediate response and assistance.

Kirkwood City buildings, valued at nearly \$86 million, with their history and functionality, help create, enhance, and improve the City’s brand image. Therefore, it is imperative that all buildings be well-maintained and it is Facilities Operations responsibility to ensure that proper maintenance, repair, and system replacements are performed on these buildings and Memorial Walkway, Bisso Park, Ken Connor Park, Hummel Park, the Farmers Market, and Farmers Market Greenway in a timely, efficient and fiscally responsible manner, while safeguarding the City’s significant investment in facilities.

Facilities Operations performs professionally skilled work in repair, construction and maintenance of these facilities or outsources projects to qualified companies. Proper planning, budgeting, and management of and internal services for the City’s facilities are critical.

Staffing & Equipment

Facilities Operations is staffed with two maintenance workers (Lead Technician and Technician), a custodian, 50 percent of an Administrative Associate, and is managed by the Superintendent of Facilities Operations, who is also responsible for warehouse operations for the Procurement Department, for a total of 4 employees.

Facilities Operations utilizes the following equipment to assist with their current duties:

- **SUV** – 2020 Ford Explorer
- **Truck** – 2021 Chevrolet 2500 Silverado
- **Truck** – 2008 Chevrolet 1500 Silverado
- **Truck** – 2009 Chevrolet 1500 Silverado

- **ATV** – 2021 CanAm 650 Outlander
- **ATV** – 2021 CanAm 650 Outlander

Contracted Services

Due to staffing levels, compliance issues and needed specialized expertise, Facilities Operations provides contracted services and management for services such as: elevator maintenance, generator maintenance, security and fire alarm services, pest control, HVAC maintenance, overhead door maintenance, fire extinguisher testing and maintenance, fire suppression testing and maintenance, backflow/irrigation inspection, testing and repairs, and lawn irrigation maintenance. In FY23 we had \$142,358 in total contracted services.



Facilities Operations Expense

The following graph tracks total maintenance and repair expenses, including strategic capital plan projects, over the last five years. The City’s buildings are generally older and require more planned maintenance. Since 2007, Facilities Operations has planned, budgeted and executed capital and non-capital projects replacing or repairing critical systems, effectively extending the expected useful life of the City’s facilities.

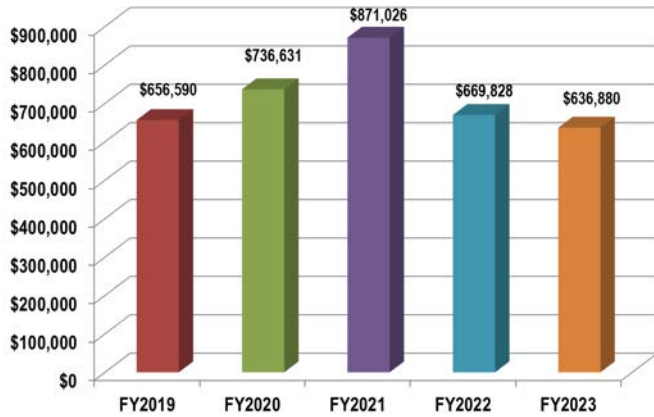
The only Capital project completed was Police Building Security Improvements.

The variance in expense depicted in the following graph reflects the change in capital projects. It is anticipated that future expenses will maintain around those shown in FY2019 through FY2023 based on our projected capital budget.

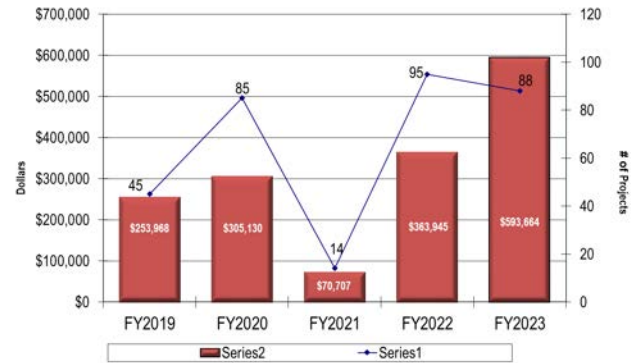
We anticipate expenses to maintain at similar rates for future years, as capital projects are stabilizing and our focus is placed on preventative maintenance.

*Building expenses include budget minus balance plus capital expenses.

Facilities Operations Expenses



Assisted Projects



Facilities Operations Project Management

One of Facilities Operations focuses is Project Management of Capital Projects. Through the internal project management of capital projects the City receives an average savings of 10%-15% of the contracted price.

Projects managed in FY2023:

- KPAC Dressing Room Renovation \$87,262
- KPAC Lobby HVAC \$231,123

FY2023 Projected Savings \$31,838 - \$47,758

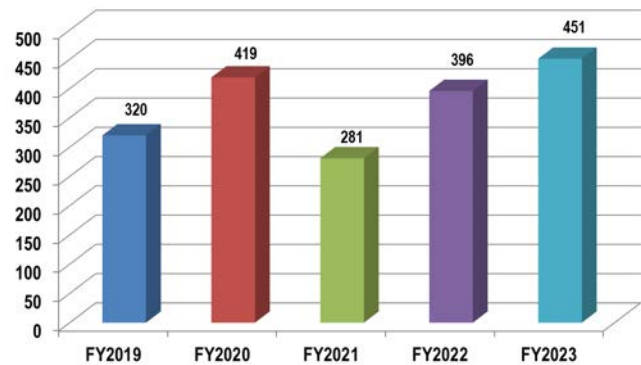
In addition to capital projects managed through Facilities Operations Capital Budget, Facilities Operations also provides contractual oversight and management for projects funded by other departments that utilize trades that are typically associated with Facilities Maintenance.

Outsourced Jobs

The following graph shows outsourced jobs managed by Facilities Operations.

Outsourced jobs augment the services and the available capacity of Facilities Operations. The quantity of outsourced jobs increased, as shown from FY2022, with the addition of the Kirkwood Performing Arts Center.

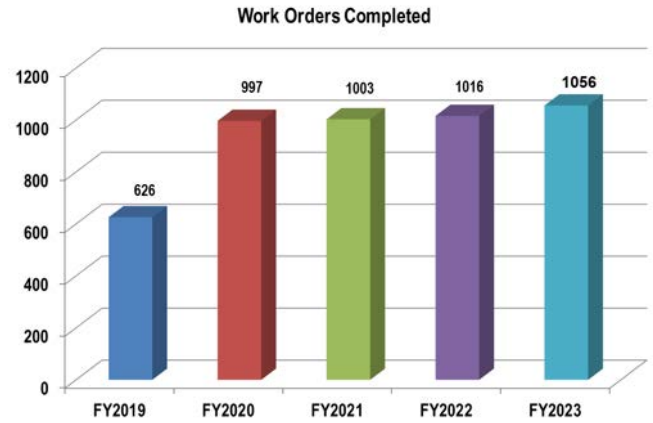
Outsourced Jobs



Work Orders

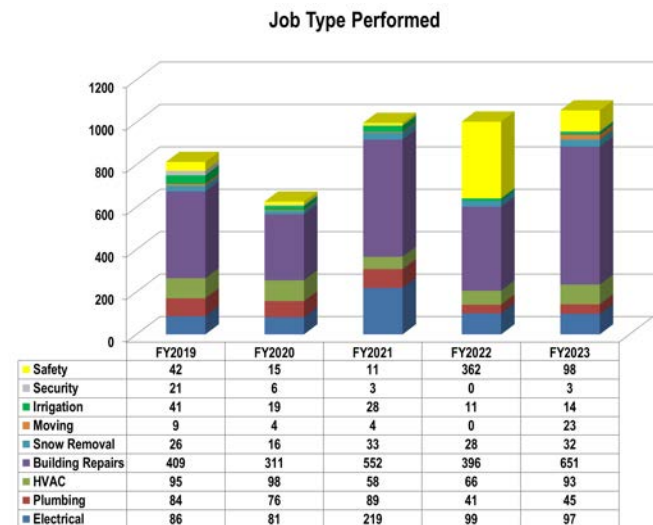
The following graph shows work orders completed by Facilities Operations.

Work orders enable critical, safety, and preventative maintenance repairs to be properly scheduled, managed, and executed. Work orders initially stabilized but the addition of the Performing Arts Center in FY21, work orders increased. As the current maintenance staff's workload has increased, the ability for Facilities Operations to take on additional work has reduced. In the future, it is recommended the City add an additional Facilities Technician in order to increase levels in services rendered, subsequently improving response time and reducing outsourced work.



Work Orders by Type

Work orders are designated by different types of categories listed below. Building repairs reflect the additional in-house projects.



Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	11,432	11,681	14,707	16,870
Deferred Compensation	3,823	3,364	4,403	5,190
Medicare	2,935	2,962	3,753	3,875
Social Security	12,548	12,667	16,029	16,550
Wages Full-time Civilian	196,418	197,798	214,797	215,489
Wages Part-time	—	—	34,500	35,018
Overtime - Civilian	4,111	3,151	9,000	9,000
Personnel Services Total	231,268	231,622	297,189	301,992
Other Benefits Total	32,683	33,684	25,618	32,430
Contractual Services Total	222,563	278,294	254,853	269,204
Commodities Total	46,066	51,945	58,207	61,255
Capital Outlay Total	10,380	2,154	3,100	3,500
Interdepartmental Charges Total	9,143	14,313	15,266	15,699
Total	552,103	612,013	654,233	684,080

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-07-035-000	510005	Wages Full Time Civilian	196,418	197,798	214,797	215,489	692	0.00%
101-07-035-000	510020	Wages Part Time	—	—	34,500	35,018	518	0.02%
101-07-035-000	510025	Overtime Civilian	4,111	3,151	9,000	9,000	—	—%
101-07-035-000	511005	Social Security	12,548	12,667	16,029	16,550	521	0.03%
101-07-035-000	511010	Medicare	2,935	2,962	3,753	3,875	122	0.03%
101-07-035-000	512005	Pension Civilian	11,432	11,681	14,707	16,870	2,163	0.15%
101-07-035-000	512015	Deferred Compensation	3,823	3,364	4,403	5,190	787	0.18%
101-07-035-000	513005	Insurance Health	31,705	33,118	24,465	31,320	6,855	0.28%
101-07-035-000	513010	Insurance Dental	780	436	1,028	910	(118)	(0.11)%
101-07-035-000	513015	Insurance Vision	197	131	125	200	75	0.60%
101-07-035-000	520065	Training	—	—	4,000	4,000	—	—%
101-07-035-000	520075	Professional Services Other	90,667	86,494	84,000	88,200	4,200	0.05%
101-07-035-000	522005	Alarm System Maintenance	14,603	10,049	13,175	13,834	659	0.05%
101-07-035-000	522010	Building & Grounds Maint	83,938	113,257	101,928	107,024	5,096	0.05%
101-07-035-000	522020	Custodial Services	5,995	42,919	24,500	26,950	2,450	0.10%
101-07-035-000	522060	Telephone & Cellular	3,252	2,069	2,700	3,000	300	0.11%
101-07-035-000	525005	Insurance General Liability	6,419	7,932	8,200	9,024	824	0.10%
101-07-035-000	525010	Insurance Workers Comp	17,690	15,576	16,350	17,172	822	0.05%
101-07-035-000	530005	Office Supplies	158	211	150	150	—	—%
101-07-035-000	530010	Building & Grounds Supplies	39,370	43,105	46,596	48,926	2,330	0.05%
101-07-035-000	530015	Clothing	213	636	700	1,100	400	0.57%
101-07-035-000	530040	Janitorial Supplies	2,980	4,399	5,500	7,000	1,500	0.27%
101-07-035-000	533055	Motor Fuel & Lubricants	2,857	3,184	4,661	3,079	(1,582)	(0.34)%
101-07-035-000	533070	Safety Equipment	489	410	600	1,000	400	0.67%
101-07-035-000	550020	Fleet Services	8,159	13,329	13,966	14,349	383	0.03%
101-07-035-000	550025	Sanitation	984	984	1,300	1,350	50	0.04%
101-07-035-000	610020	Small Cap Equip & Machinery	10,380	2,154	3,100	3,500	400	0.13%
Expenditures Total			552,103	612,013	654,233	684,080	29,847	0.05%



Finance

Mission Statement

To accurately record, report, and safeguard the financial assets and activities of the city. Maintain an environment, which encourages employee integrity, creativity, and a spirit of excitement, personal growth and ensures a high level of customer satisfaction. Conduct our business in a way that is transparent and creates confidence in the financial records of the City of Kirkwood.

Performance Measurements

The Finance Department’s number one priority is customer service. This is for both our citizens and our internal customers who we serve with payroll and accounts payables. We have a dedicated team of professionals who go the extra mile to ensure our customers are satisfied.

Finance Service Levels

	FY2019	FY2020	FY2021	FY2022	FY2023
Business Licenses Issued	1,039	985	890	850	914
Liquor Licenses Issued	50	56	55	68	55
AP-Checks	2,444	2,283	2,295	2,214	2,125
AP-EFT ¹	3,698	3,056	2,069	2,637	2,750

¹Fiscal Year 2010 the city implemented Electronic Fund Transfers (EFT) to make vendor payments.

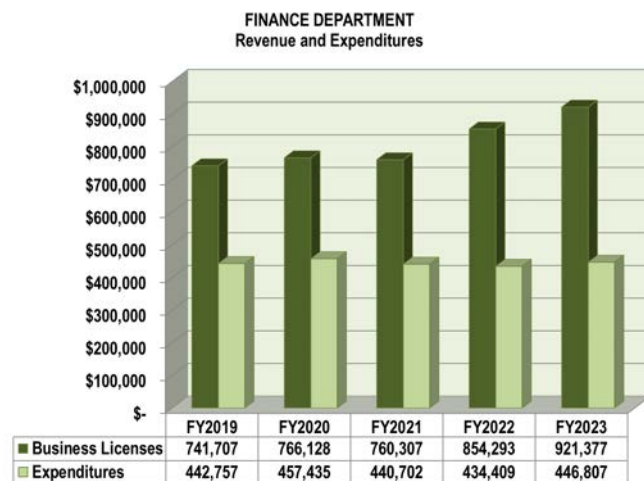
Finance Department Highlights

- Finance Department is responsible for the administration of business licenses for the City of Kirkwood. This includes annually preparing and mailing out business license renewals, receipting in payments, the collection of delinquent business license revenues, and assisting new businesses in complying with the City’s business license ordinance.
- The Finance Department coordinates all liquor license applications and renewal processing with the police, fire, and building commissioner offices. New applications are then submitted to council for approval.

The Finance Department is responsible for the financial accounting and financial reporting for all city activities. This includes providing accurate and timely results to all key decision makers. In addition, the department is the primary contact for citizen customer service, processes business/liquor licenses, processes the utility billing and cash receipts. The expenses relating to the utility billing and cash receipts functions including personnel are budgeted under the Electric, Water, and Sanitation enterprise funds.

Finance Staffing

- 1 – Finance Director
- 1 – Assistant Director
- 1 – Accountant
- 2 – Accounting Technician



- The Finance Department continues to work closely with all departments as a member of the City of Kirkwood’s management team. This includes providing analysis, historical financial information, expenditure and revenue projections, and updating citywide performance measurement reporting.
- The Finance Department has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the last twenty-one fiscal years. The Fiscal Year 2023 Annual Comprehensive Financial Report will be submitted for the GFOA’s consider-

ation for the Certificate of Achievement for Excellence in Financial Reporting by September 30, 2023.

- The Finance Department has prepared the Annual Comprehensive Financial Report in-house for the last seventeen years. The City of Kirkwood is one of the few local governments that prepare their own financial statements. The FY23 Comprehensive Annual Financial Report received a clean audit opinion.
- A key role of the Finance Department as a member of the City of Kirkwood’s management team is to work with the Citizens Finance Committee and all departments in creating the citywide budget for the Chief Administrative Officer to present to council.
- In accordance with auditing standard (SAS112), Communicating Internal Control Related Matters, the Finance Department will work closely with the City’s audit committee in preparing and reviewing the city’s documentation of internal controls. This includes documenting risk assessments, internal control procedures, and how the internal control procedures will be monitored and evaluated.

- Financial staff continues professional development by active participation in professional associations such as the Government Finance Officers Association (GFOA) and training activities.
- In order to reduce accounts payable processing costs and increase operational efficiencies, the Finance Department continues to promote electronic funds transfers (EFT) vendor payments.

Utility Customer Accounting Staffing

The utility customer accounting staffing allows the City’s three enterprise funds to take advantage of economies of scale and share equally the cost associated with customer accounting. The utility customer accounting staff is responsible for providing billing, cash receipts, and customer service for the enterprise funds. The utility customer accounting staff has been successful in fulfilling all the duties of the department with minimal overtime. The average overtime used over the last six years has been approximately 0.5% of total payroll and without the use of comp time.

- 1 – Office Manager
- 2 – Customer Service Associates

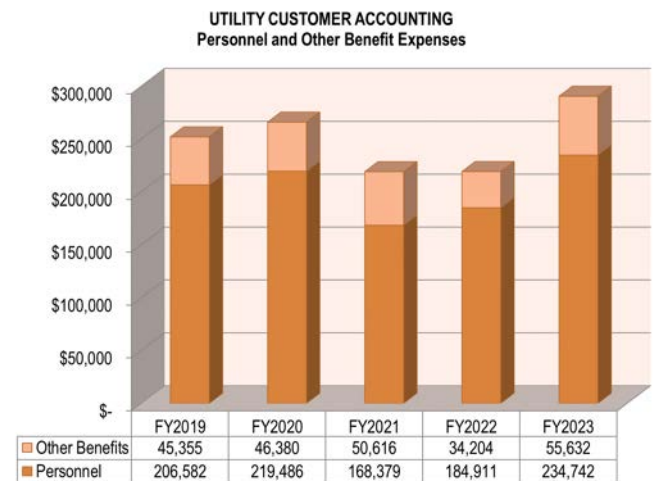
Utility Customer Accounting Service Levels

	FY2019	FY2020	FY2021	FY2022	FY2023
Utility Bills Generated	159,504	159,365	147,969	159,811	160,280
Payments Received:					
Face-to-face	16,122	15,924	14,373	12,203	10,370
Mail	80,618	75,821	75,611	75,043	74,071
Customer Bank Drafts	22,942	23,271	23,741	24,502	25,117
On-line ¹	32,205	37,599	44,070	49,397	53,846

¹Fiscal Year 2011 the city implemented utility on-line payments.

Utility Customer Accounting Highlights

- The below graph shows the total personnel and other benefit costs associated with providing utility customer services. As stated on the previous page, the city is able to take advantage of economies of scale and share these costs between each of the enterprise funds.



- The utility customer accounting staff participates in training activities and is continually focusing on quality customer service for all telephone and personal contact with all customers/citizens.

- In May 2010, on-line utility customer account access was implemented. The on-line utility customer account access allows all utility customers to view their account information, access consumption and billing history, view bills, and pay utility accounts on-line. The on-line utility customer

account access continues to be successful with 53,846 payments (\$10,301,565) received in FY2023. This is an increase in usage of 9% from FY2022.

Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	15,545	19,248	23,074	24,230
Deferred Compensation	12,616	5,874	24,240	7,455
Medicare	4,670	4,773	5,147	5,460
Social Security	19,970	20,406	22,006	23,530
Wages Full-time Civilian	318,412	325,201	350,988	369,700
Overtime - Civilian	182	1,011	2,000	3,000
Personnel Services Total	371,394	376,513	427,455	433,375
Other Benefits Total	28,777	36,450	36,968	40,590
Contractual Services Total	23,234	23,900	44,950	46,272
Commodities Total	8,789	9,508	11,700	12,500
Capital Outlay Total	2,165	435	1,500	3,000
Total	434,360	446,807	522,573	535,737

Finance Budget Variances

Fund/Function/ Dept/Division	Object	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
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101-01-040-000-000	510025	Overtime	\$ 2,000	\$ 3,000	\$ 1,000	50.00%
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Narrative: A new finance director assume leadership of the Finance Department in FY2025. The additional overtime request is to allow the department flexibility for this transition and the final implementation of the new ERP software.

101-01-040-000-000	510025	Deferred Compensation	\$ 24,240	\$ 7,455	\$ (16,785)	-69.25%
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Narrative: FY2024 finance director was entitled to 25% one-time payout of sick time into the deferred compensation account.

101-01-040-000-000	520005	Audit	\$ 10,000	\$ 14,000	\$ 4,000	40.00%
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Narrative: FY2025 budget request was increased to allow new finance director the ability to have assistance for implementing GASB 96, Subscription-Based Information Technology Arrangements and providing calculations for GASB 87, Leases.

101-01-040-000-000	522060	Telephone	\$ 750	\$ 1,440	\$ 690	92.00%
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Narrative: Current assistant finance director and finance director do not have city issued cell phones. The budget increase will allow the new finance director to acquire a city issued cell phone for both positions.

101-01-040-000-000	610060	Small Cap Office Furniture	\$ 1,500	\$ 3,000	\$ 1,500	100.00%
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Narrative: FY2025 budget request allows for replacement of desktop scanners vital for use with the new ERP software. The majority of the current desktop scanners are over 10 years old and are beginning to fail.

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-01-040-000	510005	Wages Full Time Civilian	318,412	325,201	350,988	369,700	18,712	0.05%
101-01-040-000	510025	Overtime Civilian	182	1,011	2,000	3,000	1,000	0.50%
101-01-040-000	511005	Social Security	19,970	20,406	22,006	23,530	1,524	0.07%
101-01-040-000	511010	Medicare	4,670	4,773	5,147	5,460	313	0.06%
101-01-040-000	512005	Pension Civilian	15,545	19,248	23,074	24,230	1,156	0.05%
101-01-040-000	512015	Deferred Compensation	12,616	5,874	24,240	7,455	(16,785)	(0.69)%
101-01-040-000	513005	Insurance Health	27,058	34,730	35,087	37,310	2,223	0.06%
101-01-040-000	513010	Insurance Dental	1,431	1,421	1,552	1,460	(92)	(0.06)%
101-01-040-000	513015	Insurance Vision	289	300	329	320	(9)	(0.03)%
101-01-040-000	514005	Unemployment	—	—	—	1,500	1,500	—%
101-01-040-000	520005	Audit	7,000	6,250	10,000	14,000	4,000	0.40%
101-01-040-000	520030	Legal	2,475	1,403	1,500	1,600	100	0.07%
101-01-040-000	520065	Training	540	1,400	5,000	5,000	—	—%
101-01-040-000	520075	Professional Services Other	2,667	2,105	10,000	7,000	(3,000)	(0.30)%
101-01-040-000	522040	Office Equipment Maintenance	3,126	4,223	6,500	5,500	(1,000)	(0.15)%
101-01-040-000	522060	Telephone & Cellular	483	474	750	1,440	690	0.92%
101-01-040-000	525005	Insurance General Liability	2,100	2,680	2,800	3,084	284	0.10%
101-01-040-000	525010	Insurance Workers Comp	3,540	4,668	4,900	5,148	248	0.05%
101-01-040-000	527005	Travel	1,303	698	3,500	3,500	—	—%
101-01-040-000	530005	Office Supplies	3,535	4,452	3,200	4,750	1,550	0.48%
101-01-040-000	530035	Food	246	319	750	500	(250)	(0.33)%
101-01-040-000	530060	Postage	4,198	3,682	5,000	4,500	(500)	(0.10)%
101-01-040-000	532005	Membership Dues	590	815	1,000	1,000	—	—%
101-01-040-000	532010	Publications	220	240	1,750	1,750	—	—%
101-01-040-000	610060	Small Cap Office Furniture	2,165	435	1,500	3,000	1,500	1.00%
Expenditures Total			434,360	446,807	522,573	535,737	13,164	0.03%

Municipal Court

The Kirkwood Municipal Court works diligently to ensure that each person accused of an ordinance violation is guaranteed and provided all the constitutional rights to a fair and speedy judicial process in such a manner that it preserves both the dignity and rights of the defendant.

Description

The Municipal Court consists of the Municipal Judge, Municipal Court Clerk and Assistant Court Clerk. Municipal Court sessions are held multiple times each month. The Municipal Court Clerk and Assistant Court Clerk are responsible for the daily operations of the Municipal Court, including processing all city ordinance violations and traffic code violations, recording dispositions,

and collecting fines and court costs as well as the operation of the Show Me Courts computer data system. In addition, the court clerk reports traffic convictions to the Missouri Department of Revenue as required by law.

Staffing

Listed below is the Municipal Court’s current budgeted staffing.

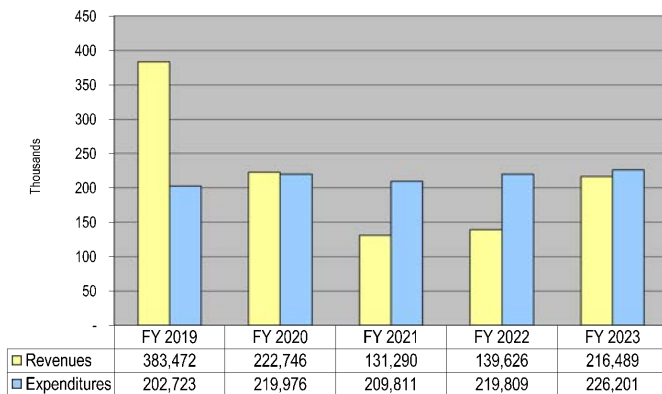
- 1 – Municipal Court Clerk
- 1 – Assistant Court Clerk
- 0.5 – Part-time Municipal Judge

Service Levels

	FY2019	FY2020	FY2021	FY2022	FY2023
Fines Collected	\$339,522	\$199,804	\$119,396	\$130,773	\$242,936
Court Costs Collected	\$ 67,676	\$ 55,886	\$ 22,745	\$ 34,739	\$ 47,831
Total Fines and Court Costs Collected	\$407,198	\$255,690	\$142,141	\$165,512	\$290,767
Total New Cases	3,678	3,142	769	2,125	2,528

Department Highlights

CITY OF KIRKWOOD MUNICIPAL COURT
Revenue and Expenditures



- Municipal Court revenues for FY 2023 increased 55% from FY2022, while expenditures increased 3% compared to FY2022.
- Revenues over expenditures for FY2023 produced a deficit of \$9,713. FY2023 is the fourth fiscal year since FY2018 that the City has subsidized the municipal court division.
- The Municipal Court Clerk is a Certified Court Administrator and the Assistant Court Clerk is in the process of obtaining certification per the Missouri Association of Court Administrator (MACA).
- The Municipal Court operates within parameters established by Missouri legislation governing court operation, and strives to remain consistent with other St. Louis County municipal courts to deliver fair and equitable justice.

- Missouri State statutes require municipalities to report an accounting of the percent of “annual general operating revenue” from fines and costs for traffic violations. All fines and costs from traffic violations in excess of 20% of the City’s “annual general operating revenue” are required to be remitted to the director of the department of revenue for annual distribution to the schools of the county. “Annual general operating revenue of the City” is defined by the Missouri State Auditor as revenue that is not required by the enacting ordinance law or Constitution to be used only for a designated purpose and can be used to pay any bill or obligation of the City. This includes, but is not limited to, general sales tax, general property tax, and fees from certain licenses and permits, interest, fines, and penalties. “General Operating Revenues” does not include, among other items, designated sales or use taxes, user fees, grant funds or other revenue designated by law, ordinance, or Constitution, for a specific purpose.

Fiscal Year 2023

Total court fines and costs (traffic cases)	\$ 90,102
Total general operating revenue of the city	19,775,813
Court fines and cost as a percentage of total general operating revenue of the city	0.456%

- Continue to focus on maintaining and updating the Show Me Courts record and case management automation system to support the business needs of the court, as mandated by the Missouri Legislature by section 476.005.3.
- Continue to focus on quality customer service:

- Showing respect to all defendants and attorneys.
- Providing defendants and attorneys with explanations and direction regarding court procedures.
- Continue professional development of court personnel by active participation in professional associations and training opportunities.
- Continue to maintain the integrity of court records and follow the record retention procedures in accordance with the state law and the Public Records Management Manual.
- Continue to follow current internal controls and continue to research new and improved solutions to maintain those internal controls.

Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	8,408	9,697	8,937	9,570
Deferred Compensation	2,935	6,251	2,750	2,610
Medicare	2,320	2,419	2,059	2,320
Social Security	9,917	10,342	8,794	9,915
Wages Full-time Civilian	131,427	137,429	119,232	130,260
Wages Part-time	17,938	17,937	17,800	17,800
Overtime - Civilian	15,320	11,761	16,900	8,500
Personnel Services Total	188,264	195,836	176,472	180,975
Other Benefits Total	12,129	15,149	23,956	24,460
Contractual Services Total	12,556	10,675	13,325	16,405
Commodities Total	5,862	4,541	6,750	6,950
Capital Outlay Total	998	—	1,000	1,000
Total	219,809	226,201	221,503	229,790

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-01-045-000	510005	Wages Full Time Civilian	131,427	137,429	119,232	130,260	11,028	0.09%
101-01-045-000	510020	Wages Part Time	17,938	17,937	17,800	17,800	—	—%
101-01-045-000	510025	Overtime Civilian	15,320	11,761	16,900	8,500	(8,400)	(0.50)%
101-01-045-000	511005	Social Security	9,917	10,342	8,794	9,915	1,121	0.13%
101-01-045-000	511010	Medicare	2,320	2,419	2,059	2,320	261	0.13%
101-01-045-000	512005	Pension Civilian	8,408	9,697	8,937	9,570	633	0.07%
101-01-045-000	512015	Deferred Compensation	2,935	6,251	2,750	2,610	(140)	(0.05)%
101-01-045-000	513005	Insurance Health	11,191	14,294	22,968	23,570	602	0.03%
101-01-045-000	513010	Insurance Dental	780	711	822	730	(92)	(0.11)%
101-01-045-000	513015	Insurance Vision	157	144	166	160	(6)	(0.04)%
101-01-045-000	520010	Bank & Credit Card Fees	—	—	—	150	150	—%
101-01-045-000	520030	Legal	2,380	2,806	3,000	3,100	100	0.03%
101-01-045-000	520065	Training	2,033	2,062	2,500	3,500	1,000	0.40%
101-01-045-000	520075	Professional Services Other	843	380	1,600	3,500	1,900	1.19%
101-01-045-000	522060	Telephone & Cellular	241	237	275	275	—	—%
101-01-045-000	524010	Rental Criminal Inform Syst	4,615	2,850	2,500	2,300	(200)	(0.08)%
101-01-045-000	525010	Insurance Workers Comp	2,120	2,340	2,450	2,580	130	0.05%
101-01-045-000	527005	Travel	323	—	1,000	1,000	—	—%
101-01-045-000	530005	Office Supplies	4,850	3,369	5,500	5,500	—	—%
101-01-045-000	530060	Postage	812	952	1,000	1,200	200	0.20%
101-01-045-000	532005	Membership Dues	200	220	250	250	—	—%
101-01-045-000	610020	Small Cap Equip & Machinery	998	—	1,000	1,000	—	—%
Expenditures Total			219,809	226,201	221,503	229,790	8,287	0.04%

Police

The information provided in this document identifies the most commonly-utilized performance measures currently recognized in the law enforcement community. While this information is not intended to evaluate the entire spectrum of services provided by the Kirkwood Police Department, it provides a useful insight when compared to other departments in the area. The Kirkwood Police Department is a full-service law enforcement agency providing Kirkwood and Oakland police service that is community based and dedicated to providing quality service to the citizens of both municipalities. The Department investigates city ordinance violations, and state misdemeanor and felony statutes. Local ordinance violations are adjudicated in Kirkwood Municipal Court while misdemeanor and felony offenses are handled at the state level.

Staffing

The Kirkwood Police Department has an authorized strength of 62 commissioned police officers, 22 full-time civilians, and an additional 11 part time civilian positions. The organizational structure of the Department is listed below:

- 1 – Police Chief
- 3 – Captains (Field Operations, Detectives and Support Services)
- 4 – Lieutenants (1 Records/Communications and 3 Watch Commanders)
- 7 – Sergeants (5 Shift Supervisors, 1 Traffic Safety and 1 Detective/SEG)
- 47 – Police Officers

The 47 Police Officers are divided into the following assignments

- 23 – Patrol Officers provide basic patrol functions 24/7
- 3 – Traffic Safety Officers
- 12 – Detectives
- 1 – Juvenile Officer
- 5 – School Resource Officers (75% paid by Kirkwood School District)
- 1 – Community Services Officer
- 1 – Training Officer

Civilians consist of:

- 1 – Administrative Assistant
- 13 – Dispatchers
- 2 – Lead Dispatchers
- 8 – Dispatcher Positions, Part-time
- 2 – Code Enforcement Positions
- 2 – Clerks: One Police Records Clerk and one Police/Prosecutor Clerk
- 2 – Parking Control Positions, Part-time
- 1 – City Hall Security Officer
- 1 – Systems Administrator
- 1 – Grant Administrator/CALEA Accreditation Assistant, Part-time

Police Volunteers consists of:

- 3 – POST Certified Reserve Police Officer
- 6 – Police Explorers
- 4 – Police Explorer Advisors

By design, Police Explorers may only participate in the program until they are 21 years old, so several of our Explorers have aged out of the program. Recruitment efforts are ongoing.

Staffing Allocation/Scheduling

In January 2018, the Police Department made a number of positive changes within the Patrol Division, including:

- Adopting a 12-hour work-day schedule
- Restructuring the Patrol Division from three platoons to four
- The creation of a Traffic Safety Unit within the Patrol Division (fully discussed later in this document)

These changes have facilitated appropriate patrol officer staffing and coverage levels, have better allowed the Department to focus on areas of traffic concern, and have so far resulted in lower overtime expenses. As with any change, the effects of this will continue to be examined.

In part these changes came about through a collective bargaining agreement between the police officers' association and the City, and have been well received.

Social Media

In January 2011, the Police Department started an email notification system for citizens wishing to receive notifications and updates from the Police Department. The Community Service Officer can use this system to help keep citizens informed of police and public safety related matters.

Early in 2016, the Department started a Facebook page that is linked to a Twitter account. The Facebook page provides an additional resource for citizens to contact and/or interact with the Police Department. We also use a Nixle account (cell phone text and/or email messages) for notifications, allowing for the wide distribution of information to citizens, which in emergencies can be very important.

Police Department School Resource Officers (SROs) have access to the Kirkwood school district emergency notification phone application called Crisis GO. This system alerts SROs to any emergency that requires police response (assault, fight, bomb threat, intruder, etc.)

The school district also uses 911 Real-time analytics (911RTA). 911RTA, serves as an interface between 911 dispatch centers and school district administrators. This program notifies school administrators the reason for 911 calls at or near their address.

Dispatching

The Kirkwood Police Department provides Police, Fire and EMS dispatching services for the cities of Kirkwood, Oakland, Des Peres, Glendale and Warson Woods. This has resulted in the communications center being staffed with three dispatchers 24 hours a day, with a fourth on duty during peak call periods. There are two Lead Dispatcher positions to assist the Communications Lieutenant with supervision and quality control.

The Police Department utilizes Emergency Medical Dispatching (EMD) for EMS calls. EMD allows dispatchers to provide emergency medical assistance to callers until paramedics arrive on scene, and each dispatcher has successfully completed initial EMD certification training, and must meet additional continuing education training standards and recertification. The Police and Fire Departments work very closely together on the EMD program, and meet regularly with a Medical Director to ensure a consistent high level of service to citizens.

Ongoing collaboration between the Kirkwood Police Department and the cities of Des Peres, Glendale and Warson Woods significantly helped transitional success and has continued to be a great benefit to this positive emergency service relationship.

During FY2023, Kirkwood dispatched the Kirkwood Fire Department to over 4,000 Fire and EMS calls, the Des Peres Fire Department to over 1,400 Fire and EMS calls, and the Glendale Fire Department to over 500 Fire and EMS calls.

Call for service data for Police agencies during fiscal year 2023, which includes traffic stops and other activities not considered calls for service by this Department, are:

Kirkwood PD	35,000
Oakland	1,000
Des Peres PD	17,000
Glendale PD	3,000
Warson Woods PD	3,000

CERT (Community Emergency Response Team)

The Community Emergency Response Team (CERT) program was established after the September 11 terrorist attacks and is designed to encourage citizens and communities to be diligent in their awareness of emergency preparedness. CERT training is a program designed to give ordinary citizens the knowledge and basic equipment needed to care for themselves, their families and their community following a disaster or terrorist act. Following a major disaster, first responders, such as police, fire fighters, paramedics and even public utility providers, may not be able to meet the demands for public service. Individual neighbors may have to rely on each other for immediate life-saving and life-sustaining needs.

The Kirkwood Police Department is a member of the Meramec Valley Citizen Corps Council (MVCCC) which partners with several police and fire agencies to provide CERT training throughout the St. Louis area. Training is coordinated through the MVCCC and the St. Louis Community College. The Kirkwood Police Department maintains a list of CERT training graduates who are willing to be a resource to the City in the case of an emergency. All CERT members on the list have successfully completed the CERT curriculum.

During FY2021, there was no CERT training, nor was there any utilization of CERT members. The COVID Pandemic limited opportunities in this area as well as many others.

Equipment

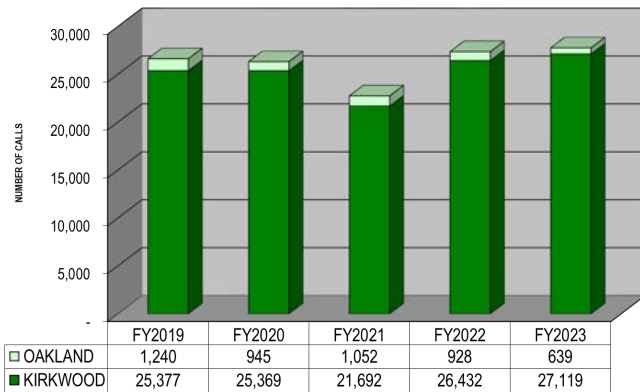
Police vehicles and the equipment to operate the dispatch center and jail constitute the most expensive items utilized by the Department. Listed on the following page are the vehicles assigned to the Department. The Department has been aggressive in analyzing the fleet each year and we work closely with the Fleet Director to maximize this process. When considering replacement of police vehicles, condition, maintenance costs, mileage and resale value are examined, and purchasing decisions are made after consideration of functionality, vehicle safety and costs. We are committed to providing savings to the City and citizens, while maintaining the ability to provide quality service. The present PD fleet consists of the following:

- **17** – Marked police vehicles utilized for patrol and supervision. Five of these vehicles are used primarily by the School Resource Officers, and three are primarily assigned to Traffic Safety officers. One of the Traffic Safety vehicles is a fully marked pickup truck that is also used to carry traffic control barricades and other temporary traffic control devices, and for special details such as the Greentree Festival.
- **1** – Marked SUV obtained by grant and by funding from the City of Oakland. This vehicle is used for traffic safety.
- **1** – Unmarked police vehicle utilized for county court appearances, training attendance and administrative functions.
- **4** – Unmarked police vehicles for detective assignments, administrative functions, and surveillances of criminal activity.
- **1** – Chief’s vehicle, utilized for administrative purposes and surveillance.
- **3** – Motorcycles for special details, traffic functions (one motorcycle is vintage and is on display in the PD lobby and is used for special events only).
- **1** – Marked SUV that serves as a crime scene vehicle.
- **1** – Unmarked vehicle utilized by the SBD parking control employees.
- **1** – Model A used for parades and other non-enforcement related purposes.
- **1** – Unmarked vehicle utilized by Code Enforcement employees.
- **1** – Unmarked vehicle used for auto theft investigations, provided by NICB.
- **1** – Canine vehicle, a Dodge pickup truck donated by Glendale Chrysler.
- **1** – Trailer camera surveillance system.

Calls For Service

The Police Department contracts with the City of Oakland to provide 100% of its law enforcement needs. More than 95% of calls for service are within the City of Kirkwood, with the remaining calls for service being within the City of Oakland. Providing police services to the City of Oakland is not a burden on the Department and does not substantially impact the cost of service.

CALLS FOR SERVICE BY CITY



Officers perform patrols within the City of Oakland as a public safety service and to help the Police Department track service levels. Officers patrolling Oakland are still available for actual calls for service, so these documented Oakland patrols are not recorded in the "Calls For Service by City" table, and are identified below.

Oakland Patrols

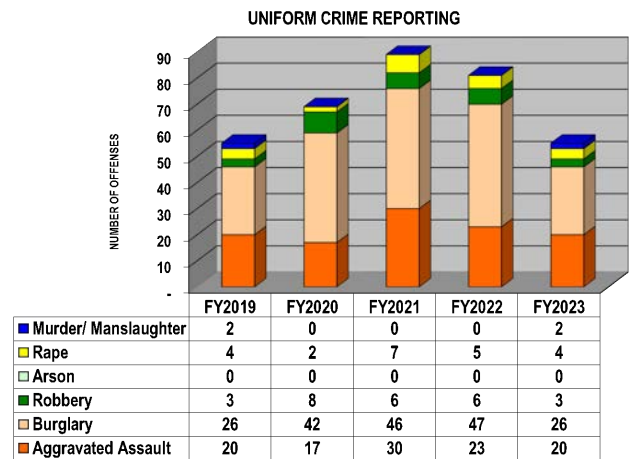
FY2019	715
FY2020	628
FY2021	523
FY2022	645
FY2023	622

Officers also conducted dedicated traffic enforcement in Oakland, and in FY2023 this task was completed 309 times by Traffic Safety Officers.

Miscellaneous Calls For Service

Description	FY2019	FY2020	FY2021	FY2022	FY2023
Disturbances	401	393	312	282	335
Alarms (non-fire)	1,097	1,201	961	1,097	1,946
Assist Fire Department	3,170	3,383	3,182	3,393	3,355
Suspicious Person/Activity	767	868	620	667	746

Uniform Crime Reporting



The Uniform Crime Reporting system has been used nationally and reflects the information and statistics that the Federal government analyzes to determine crime trends in our country. Criminal activity is divided into Part 1 Crimes and Part 2 Crimes. While this system effectively evaluates serious offenses, it does not include all offenses. During FY2019/20, the Kirkwood Police Department joined other Missouri law enforcement agencies in utilizing the Missouri Incident Based Reporting System (MIBRS), which changed our method of reporting from being summary based to being incident based. Below is a summary chart to show some serious offenses across five fiscal years for Kirkwood and Oakland.

In addition to the crimes noted above the department handles a wide variety of lesser criminal offenses and city ordinance violations, and many other calls for service types. The Department also responds to Fire Department calls in order to provide traffic control and security for the firefighters and citizens. An example of some of the frequent call types for Kirkwood and Oakland are included in the table below.

Check the Welfare	580	599	586	602	703
Advisement of Rights	1,047	1,002	1,005	859	990
Panhandler	109	365	116	52	166
911 Hang-up	1,387	1,463	1,814	2,191	1,674
911 Misdialed	1,057	1,087	1,123	2,132	1,443

Code Enforcement

The Kirkwood Police Department handles all Code Enforcement complaints, and the Code Enforcement section is staffed by two full time employees. The Code Enforcement section is primarily responsible for investigating complaints regarding issues such as property maintenance, health and environmental concerns, signs, nuisances and some zoning issues. As a part of the investigative process, Code Enforcement employees work with property owners in an effort to abate nuisances, with the goal being property owner compliance. In FY2023, 1,093 complaints were handled.

Accreditation

In early 2016, the Department began the process of accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), an internationally recognized organization. This is an intensive process that encompasses the review of policies, practices, facilities and equipment to ensure consistent, professional service to citizens. The Department successfully participated in remote review of policies and on-site inspections by CALEA assessors in November 2018, and earned initial accreditation by CALEA May 4, 2019 in Huntsville, Alabama. In 2020, 2021 and 2022 the Department participated in remote policy and proof inspections by CALEA Compliance Service Members, as a part of a four-year cycle for re-accreditation. On July 29th, 2023 the Department received it's CALEA re-accreditation in Oklahoma City, Oklahoma. During FY2020/21, a new part-time position was created to administer grants and to assist the CALEA accreditation manager with ensuring compliance and obtaining proofs. We hope to achieve re-accreditation in 2023.

Community Camera Program

In 2018, the Department began a "Community Camera Program," which offers voluntary camera registration to residents who have surveillance systems. The purpose of the program is to help investigators when a serious crime occurs, so they know there may be relevant footage available nearby. As previously stated, participation in the program is completely voluntary, and residents who may have an interest can register at <https://kirkwoodmo.seamless-docs.com/f/camerareg>. The effectiveness of this program will be evaluated on an ongoing basis.

Flock Camera Program

IN 2021 Lowes granted the City funds for the installation of three Flock cameras on the lot of Kirkwood Commons. These cameras are used to assist criminal investigations, including the locating of stolen and wanted vehicles. In 2023, the City approved the purchase an installation of four additional Flock cameras, which were strategically placed at various locations in the city.

Overtime

Overtime management is a challenge for first responder agencies nationwide because of the need to manage time and budget constraints, while still having enough personnel available to adequately respond to emergencies and conduct appropriate follow up duties. The Kirkwood Police Department's overtime expenditures are affected both positively and negatively by the number and seriousness of crimes, serious inclement weather, minimum staffing levels, management efforts, availability of compensatory time, training requirements, employee retention and other variables not mentioned.

Supervisors place emphasis on achieving efficiencies of operation that help reduce overtime while not reducing the quality of service to the citizens. In addition, a collective bargaining agreement with officers was set in place early in 2018 that moved patrol officers from 8.5 hour shifts to 12 hour shifts daily, and Dispatchers moved to 12 hours shifts the year before. Just making these changes helped overtime management.

During FY2022/23, overtime expenses in Dispatch were lower than the two previous years, as added responsibilities outpaced the ability to hire and train new employees, with some employees leaving for employment elsewhere and three left while in training. Staffing shortages continue to be a challenge for dispatchers, and they have now become a challenge for police officers as well. Nationwide, Police Agencies are suffering shortages in these two key areas, and in order to provide necessary levels of service to citizens, overtime must be utilized to a greater extent than previously. The Department continues to seek ways to attract and retain quality employees.

The figures below show the overtime spent over the last five fiscal years. Included within these totals are amounts reimbursed to the City for time officers spent working traffic safety and other grants, and reimbursed overtime expenses for the two detectives who are detached to DEA.

FISCAL YEAR	TOTAL OT	REIMBURSED GRANT OT	REIMBURSED DEA OT	UNREIMBURSED OT
FY2019	\$150,201	\$ 34,101	\$ 42,042	\$ 74,058
FY2020	\$148,539	\$47,061	\$42,760	\$ 58,718
FY2021	\$ 98,662	\$21,587	\$38,787	\$ 38,288
FY2022	\$261,699	\$12,956	\$38,551	\$210,192
FY2023	\$218,531	\$13,433	\$38,375	\$166,723

Community Survey and the Police Department

This section of the budget narrative will discuss some areas of Police Department performance, and will try to examine the available information through a budgetary lens.

This is particularly challenging, because the easiest metric to use to gauge performance, revenue, is not a consideration at any point in Police Department operations. Largely, that leaves the examination to center on whether the Police Department is effectively using budgetary funds to carry out its functions, and whether those functions are in line with the goals of the City and needs of the citizens.

In the spring of 2021, no current data available, the City of Kirkwood contracted with the ETC Institute to conduct a “City of Kirkwood Community Survey” of 882 residents, which resulted in a survey offering 95% confidence in an error rate of +/- 3.3%. Questions were asked of residents about services from many departments, including the Police Department.

A table of results provided by the City to the Police Department provided the following relevant data regarding “satisfaction ratings”:

Overall Quality of Police Protection

Kirkwood 86%, National Average 64%. Kirkwood 22% above

How Quickly Police Respond to Emergencies

Kirkwood 85%, National Average 65%. Kirkwood 20% above

Overall Feeling of Safety in the City

Kirkwood 89%, National Average 75%. Kirkwood 14% above

Enforcement of Local Traffic Laws

Kirkwood 61%, National Average 60%. Kirkwood 1% above

Visibility of Police in Neighborhoods

Kirkwood 62%, National Average 62%. Same

Visibility of Police in Retail Areas

Kirkwood 59%, National Average 62%. Kirkwood 3% below

The data was mostly positive, but suggests there are three areas where uniformed Patrol and Traffic Safety officers can focus to improve services the citizens of Kirkwood view as needing improvement.

1. Visibility of police in neighborhoods
2. Visibility of police in retail areas
3. Enforcement of local traffic laws

All three of the areas listed are valid concerns from citizens. The first two involve visibility, which is very difficult to measure and is an area we always want to improve upon. Visible patrols occur when officers are not handling calls or are busy with some other activity (follow up investigations, traffic

stops, etc). Fortunately, the Kirkwood Police Department maintains staffing levels so that during a shift an officer will typically still have some discretionary time that can be devoted to activities such as visible patrols.

The third citizen identified area is traffic enforcement, which we’ve been more directly addressing since the creation of our Traffic Safety Unit (TSU) in 2018. The creation of the TSU was made possible without the need to hire additional officers, when we restructured the Patrol Division into four platoons working 12 hour schedules. The TSU was formed primarily to help the Department address citizen traffic complaints, focus on traffic safety concerns and handle auto accidents. The TSU consists of three uniformed officers and one sergeant. Overall traffic enforcement was lower for the entire agency during the COVID pandemic, but the easing of the pandemic has caused a return to more normal operations, which has a positive effect on traffic enforcement efforts.

The TSU is tasked daily not only with traffic enforcement efforts in Kirkwood and Oakland, they also handle the majority of traffic accidents when they are on duty. The TSU’s focus helps keep Patrol officers available for needs elsewhere, and allows more discretionary time for activities as described above. It is not known whether the increased enforcement efforts (both warnings and citations) have had an overall effect on traffic accidents, but it is worth noting that in a five-year snapshot below of accident investigations handled by the Kirkwood Police Department, the total was highest before the creation of the TSU, decreased during FY2017/18 and remained very steady until FY2020/21, when they declined sharply, most likely because of the COVID pandemic (808 investigated). Five-year accident investigation totals:

FY2019	FY2020	FY2021	FY2022	FY2023
1,162	1,147	808	950	945

The daily actions of the TSU (directed enforcement, visibility during enforcement efforts, issuance of citations and warnings, etc.) certainly can only have a positive effect on these statistics, and the Department’s TSU will continue to have a positive impact on traffic safety while being able to respond to citizen traffic concerns.

A second look at the accident investigation above, as maintained by the Missouri LETS reporting system, shows that the three TSU officers and their sergeant accounted for 54% of the 945 accidents investigated of the accident investigations in FY2022/23. That helped to free Patrol officers for other duties, and helped the agency maintain high standards of accident investigation.

Service Levels and Similar Departments

The Kirkwood Police Department is a full service professional police agency that provides citizens with a high quality service that is community based and dedicated to protecting our citizens. The Department has 2.1 officers per 1,000 citizens, which is consistent with staffing among many other departments in St. Louis County.

There are close to sixty police departments in St. Louis County providing a wide spectrum of services. Each department is molded by the type and quality of service a city desires to provide for its citizens, current financial situation, crime patterns, traffic patterns, parking needs, demographics, geography and many additional factors.

In addition to varying service philosophies and the other factors listed above, some cities have large increases to their daytime population, some outsource services such as dispatching to other agencies, and some do not include pension costs in their departmental operating budgets. These factors would impact the accuracy of directly comparing operating budgets with similar agencies. Even so, there can still be a benefit to reviewing budgets, crimes

and other similar performance indicators, and the City of Kirkwood participates in the "STL Benchmark Cities Performance Measurement Initiative," in partnership with the East-West Gateway Council of Governments. The overall project consists of information regarding many types of services provided by participating local governments (including police services), and it is useful in areas where our agency and others who have submitted data operate similarly. We will continue to participate in this project and examine the data to determine if there are opportunities to improve our efficiency and our service levels to the public. Likewise, we will continue to review the Kirkwood Community survey to determine areas for adjustment and/or improvement of service.

Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Clothing Allowance	8,340	7,320	9,360	9,360
Civilian Pension	67,890	90,695	97,758	106,190
Deferred Compensation	159,779	122,396	146,427	153,600
Medicare	21,381	23,390	24,142	28,095
Social Security	91,310	99,775	106,566	120,060
Wages Full-time Civilian	1,684,095	1,794,548	2,018,956	1,520,763
Wages Full-time PF	4,510,839	4,670,660	5,110,433	5,896,221
Wages Part-time	205,268	226,328	178,000	189,000
Overtime - Civilian	149,758	178,178	103,600	107,100
Overtime - PF	111,941	130,351	128,000	136,350
Personnel Services Total	7,010,602	7,343,640	7,923,242	8,266,739
Other Benefits Total	833,841	887,701	1,066,213	1,212,830
Contractual Services Total	749,896	837,312	897,113	1,030,506
Commodities Total	193,954	251,721	256,403	227,995
Capital Outlay Total	7,717	20,073	15,000	16,000
Interdepartmental Charges Total	289,487	264,101	298,373	371,417
Total	9,085,497	9,604,548	10,456,344	11,125,487

Police Budget Variances

Fund/Function/ Dept/Division	Object	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
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101-02-050-051-000	510025	Overtime Civilian	\$ 11,500	\$ 5,000	\$ (6,500)	-56.52%
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Narrative: This line item was separated from 101-02-050-000-510030, Overtime P&F.

101-02-050-051-000	520075	Admin Other Professional Services	\$ 100,149	\$ 144,700	\$ 44,551	44.48%
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Narrative: AXON (Body worn cameras), Evidence.com, and FLOCK cameras

101-02-050-051-000	527005	Travel	\$ 13,400	\$ 18,000	\$ 4,600	34.33%
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Narrative: More supervisors have attended training and will continue to receive training with emphasis on leadership.

101-02-050-055-000	510025	Communications Overtime Civilian	\$ 90,000	\$ 100,000	\$ 10,000	11.11%
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Narrative: Staffing shortages continue to be an issue.

101-02-050-055-000	522060	Telephone and Cellular	\$ 28,800	\$ 41,800	\$ 13,000	45.14%
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Narrative: Increase due to fiber optics, routers needed for Fire station alerting system and AT&T back-up.

101-02-050-055-000	522065	Vehicle Cleaning	\$ 1,600	\$ -	\$ (1,600)	-100.00%
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Narrative: Vehicle cleaning was moved to 101-02-050-055-000-533055, Motor fuel and lubricants per Fleet Director. City is using Wex (fuel card) for vehicle washes.

101-02-050-055-000	533055	Motor Fuel and Lubricants	\$ 133,338	\$ 104,715	\$ (28,623)	-21.47%
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Narrative: Fleet Director analyzes the use and projects the fuel costs for City departments.

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-02-050-051	510005	Wages Full Time Civilian	469,151	498,373	529,548	209,162	(320,386)	(0.61)%
101-02-050-051	510010	Wages Full Time PF	—	—	—	333,941	333,941	—%
101-02-050-051	510025	Overtime Civilian	14,831	14,329	11,500	5,000	(6,500)	(0.57)%
101-02-050-051	510030	Overtime PF	—	—	—	4,000	4,000	—%
101-02-050-051	511005	Social Security	11,128	11,632	12,431	13,225	794	0.06%
101-02-050-051	511010	Medicare	2,570	2,630	2,909	3,095	186	0.06%
101-02-050-051	512005	Pension Civilian	10,480	11,308	13,290	13,630	340	0.03%
101-02-050-051	512015	Deferred Compensation	9,675	10,058	10,595	11,175	580	0.05%
101-02-050-051	513005	Insurance Health	57,555	65,021	82,208	85,960	3,752	0.05%
101-02-050-051	513010	Insurance Dental	2,182	2,191	2,466	2,180	(286)	(0.12)%
101-02-050-051	513015	Insurance Vision	435	441	492	480	(12)	(0.02)%
101-02-050-051	520030	Legal	40,463	39,745	42,500	44,000	1,500	0.04%
101-02-050-051	520040	Medical Examinations	19,104	25,914	27,500	29,500	2,000	0.07%
101-02-050-051	520075	Professional Services Other	63,592	92,705	100,149	144,700	44,551	0.44%
101-02-050-051	525005	Insurance General Liability	97,764	113,395	110,000	121,008	11,008	0.10%
101-02-050-051	525010	Insurance Workers Comp	233,540	249,120	261,580	274,668	13,088	0.05%
101-02-050-051	526020	Printing	1,679	780	3,000	1,500	(1,500)	(0.50)%
101-02-050-051	527005	Travel	11,452	20,995	13,400	16,000	2,600	0.19%
101-02-050-051	530015	Clothing	20,110	34,225	20,500	20,500	—	—%
101-02-050-051	530035	Food	1,844	2,469	1,600	1,800	200	0.13%
101-02-050-051	531020	Natural Gas	980	1,215	1,700	1,700	—	—%
101-02-050-051	532005	Membership Dues	5,859	6,775	7,885	5,300	(2,585)	(0.33)%
101-02-050-051	532010	Publications	672	818	500	500	—	—%
101-02-050-051	533010	Community Services	2,887	4,450	3,500	3,500	—	—%
101-02-050-051	533025	Grant Funds	12,480	12,414	15,000	15,000	—	—%
101-02-050-051	533060	Operating Supplies Other	3,120	2,457	3,250	2,750	(500)	(0.15)%
101-02-050-051	550010	Electric Charges	74,495	82,265	77,000	77,000	—	—%
101-02-050-051	550025	Sanitation	1,500	1,500	1,600	1,600	—	—%
101-02-050-051	550030	Water Charges	4,972	6,207	5,700	6,800	1,100	0.19%
101-02-050-051	610020	Small Cap Equip & Machinery	7,717	20,073	15,000	16,000	1,000	0.07%
101-02-050-052	510010	Wages Full Time PF	1,503,144	1,592,881	1,746,133	1,751,439	5,306	0.00%
101-02-050-052	510030	Overtime PF	63,863	86,779	65,000	68,250	3,250	0.05%
101-02-050-052	510035	Clothing Allowance	8,340	7,320	9,360	9,360	—	—%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-02-050-052	512015	Deferred Compensation	58,313	32,550	36,165	36,405	240	0.01%
101-02-050-052	513005	Insurance Health	189,876	222,441	270,070	296,040	25,970	0.10%
101-02-050-052	513010	Insurance Dental	7,151	7,142	8,220	7,275	(945)	(0.11)%
101-02-050-052	513015	Insurance Vision	1,373	1,296	1,491	1,425	(66)	(0.04)%
101-02-050-052	520075	Professional Services Other	11,146	13,130	10,770	17,280	6,510	0.60%
101-02-050-052	530030	Film & Media Processing	481	1,855	1,300	1,000	(300)	(0.23)%
101-02-050-052	533030	Law Enforcement	4,654	6,596	5,230	5,230	—	—%
101-02-050-053	510010	Wages Full Time PF	2,685,873	2,729,839	2,998,287	3,175,817	177,530	0.06%
101-02-050-053	510030	Overtime PF	25,068	29,542	47,000	47,000	—	—%
101-02-050-053	512015	Deferred Compensation	60,477	44,927	60,944	64,485	3,541	0.06%
101-02-050-053	513005	Insurance Health	357,653	353,341	455,108	492,900	37,792	0.08%
101-02-050-053	513010	Insurance Dental	11,963	11,523	13,060	12,350	(710)	(0.05)%
101-02-050-053	513015	Insurance Vision	2,235	2,243	2,561	2,300	(261)	(0.10)%
101-02-050-053	533030	Law Enforcement	46,163	57,436	45,800	48,000	2,200	0.05%
101-02-050-054	510010	Wages Full Time PF	321,821	347,940	366,013	373,999	7,986	0.02%
101-02-050-054	510030	Overtime PF	23,010	14,030	16,000	17,100	1,100	0.07%
101-02-050-054	511010	Medicare	—	146	—	—	—	—%
101-02-050-054	512015	Deferred Compensation	6,754	7,051	7,583	7,825	242	0.03%
101-02-050-054	513005	Insurance Health	32,299	39,850	18,193	49,270	31,077	1.71%
101-02-050-054	513010	Insurance Dental	1,437	1,552	822	1,455	633	0.77%
101-02-050-054	513015	Insurance Vision	299	312	163	320	157	0.96%
101-02-050-055	510005	Wages Full Time Civilian	1,100,769	1,174,172	1,361,543	1,180,369	(181,174)	(0.13)%
101-02-050-055	510010	Wages Full Time PF	—	—	—	261,025	261,025	—%
101-02-050-055	510020	Wages Part Time	205,268	226,328	178,000	189,000	11,000	0.06%
101-02-050-055	510025	Overtime Civilian	133,655	163,350	90,000	100,000	10,000	0.11%
101-02-050-055	511005	Social Security	73,570	81,035	86,600	99,175	12,575	0.15%
101-02-050-055	511010	Medicare	17,265	18,952	19,469	23,200	3,731	0.19%
101-02-050-055	512005	Pension Civilian	50,780	71,423	76,018	83,890	7,872	0.10%
101-02-050-055	512015	Deferred Compensation	22,252	25,390	28,540	31,040	2,500	0.09%
101-02-050-055	513005	Insurance Health	141,136	150,982	177,410	226,360	48,950	0.28%
101-02-050-055	513010	Insurance Dental	6,430	6,362	6,576	6,545	(31)	(0.00)%
101-02-050-055	513015	Insurance Vision	1,196	1,203	1,242	1,345	103	0.08%
101-02-050-055	520065	Training	69,759	63,240	70,800	75,000	4,200	0.06%
101-02-050-055	520070	Tuition Reimbursement	4,000	7,810	8,000	9,000	1,000	0.13%
101-02-050-055	522025	Equipment Maintenance	12,973	15,736	25,700	25,700	—	—%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-02-050-055	522045	Radio Equipment Maintenance	6,940	8,878	15,664	16,000	336	0.02%
101-02-050-055	522050	Rifle Range Maintenance	443	1,839	14,000	8,000	(6,000)	(0.43)%
101-02-050-055	522060	Telephone & Cellular	23,448	28,553	28,800	41,800	13,000	0.45%
101-02-050-055	522065	Vehicle Cleaning	4	—	1,600	—	(1,600)	(1.00)%
101-02-050-055	524005	Rentals Copier	1,002	818	650	650	—	—%
101-02-050-055	524010	Rental Criminal Inform Syst	150,105	150,368	153,300	196,000	42,700	0.28%
101-02-050-055	530005	Office Supplies	12,128	15,642	14,000	15,200	1,200	0.09%
101-02-050-055	530035	Food	356	310	1,000	1,000	—	—%
101-02-050-055	530060	Postage	893	1,327	1,800	1,800	—	—%
101-02-050-055	533055	Motor Fuel & Lubricants	80,727	101,933	133,338	104,715	(28,623)	(0.21)%
101-02-050-055	550020	Fleet Services	208,520	174,129	214,073	286,017	71,944	0.34%
101-02-050-056	510005	Wages Full Time Civilian	114,176	122,003	127,865	131,232	3,367	0.03%
101-02-050-056	510025	Overtime Civilian	1,272	500	2,100	2,100	—	—%
101-02-050-056	511005	Social Security	6,612	7,107	7,535	7,660	125	0.02%
101-02-050-056	511010	Medicare	1,546	1,662	1,764	1,800	36	0.02%
101-02-050-056	512005	Pension Civilian	6,629	7,963	8,450	8,670	220	0.03%
101-02-050-056	512015	Deferred Compensation	2,308	2,420	2,600	2,670	70	0.03%
101-02-050-056	513005	Insurance Health	19,681	20,873	25,143	25,810	667	0.03%
101-02-050-056	513010	Insurance Dental	780	776	822	735	(87)	(0.11)%
101-02-050-056	513015	Insurance Vision	157	151	166	80	(86)	(0.52)%
101-02-050-056	520015	Derelict Properties	425	(150)	1,500	1,500	—	—%
101-02-050-056	520075	Professional Services Other	568	3,584	4,700	4,700	—	—%
101-02-050-056	522010	Building & Grounds Maint	1,250	615	3,100	3,100	—	—%
101-02-050-056	522060	Telephone & Cellular	241	237	400	400	—	—%
101-02-050-056	535020	Write Off	600	1,800	—	—	—	—%
Expenditures Total			9,085,497	9,604,548	10,456,344	11,125,487	669,143	0.06%



Fire

Mission and Vision Statements

The mission of the Kirkwood Fire Department is to Save Life and Property. We complete this mission by providing excellent fire and injury prevention, emergency medical response, fire-based ambulance transport, fire suppression, public education, technical rescue, hazardous materials response, and severe weather emergency response and emergency preparedness services. We deliver efficient, effective all-hazards emergency services to our entire

community in order to achieve the best possible life, property, and environmental safety protection. This commitment is intended to safeguard the general welfare and economy of the cities of Kirkwood and Oakland, and to protect and serve every resident and visitor in our community. Our attitude is “put the people first and never betray the trust they place in us.” It is a sworn duty and we take it seriously.



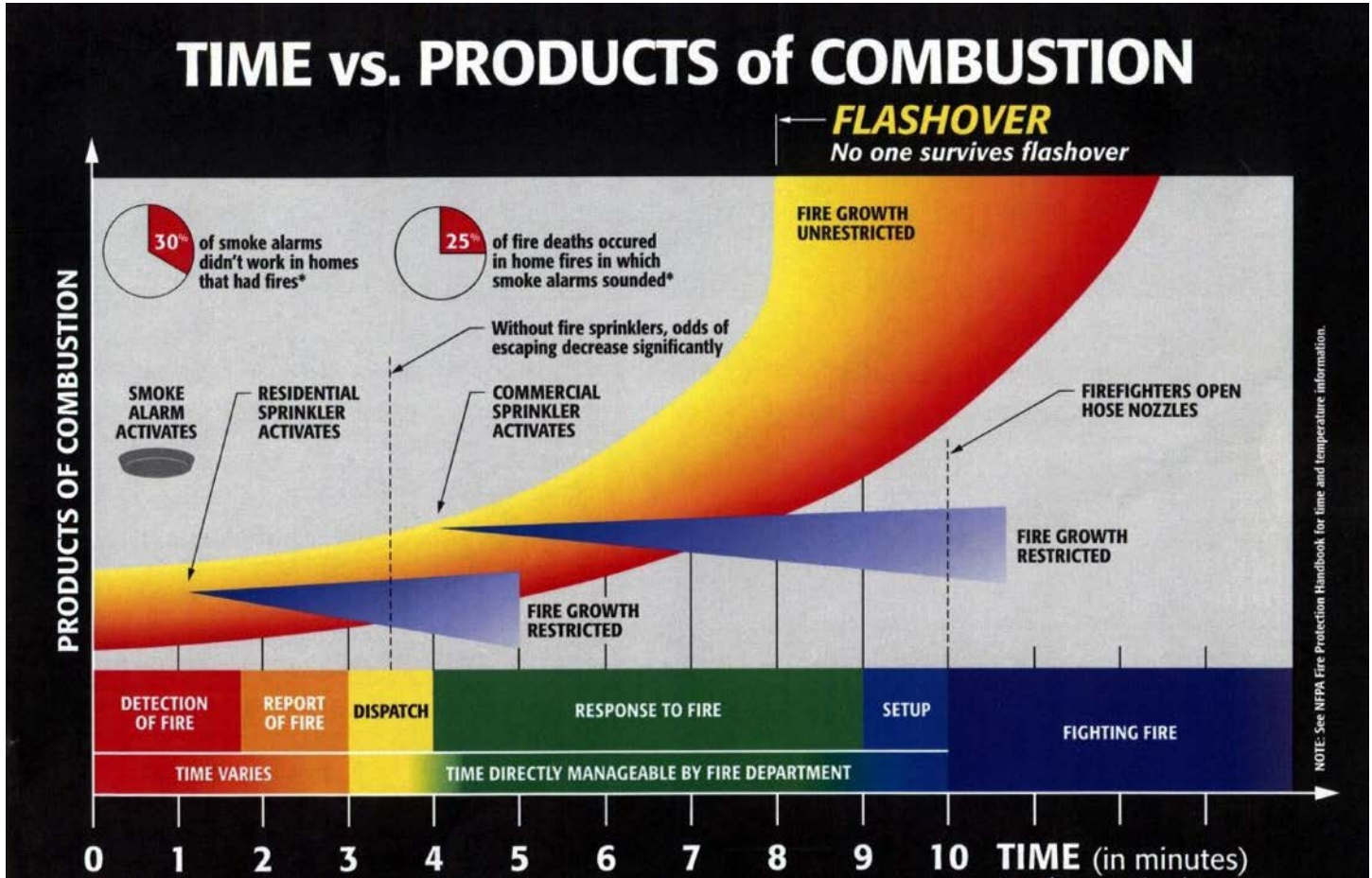
The Kirkwood Fire Department through teamwork, integrity, compassion, and community loyalty will strive to enhance the quality of life of Kirkwood citizens by providing professional excellence in safety and by meeting the evolving needs of the public. This will be accomplished by honorably providing a progressive, modern department that will maintain high levels of service, be proactive through risk reduction initiatives, and focus on the professional development and training of all personnel priority. We will move deliberately and with determination toward mastering our mission --- to “Save Life and Property.” First and foremost, these actions will result in a safe community; and secondly, in a safe, stable and consistent work environment where all members are respected, learn, grow and enjoy the job and each other.

Effectiveness - The Kirkwood Fire Department is effective in its mission to save life and property. Time is a critical factor with most calls for emergency service and will have a direct impact on the outcome of the incident. One measure of effectiveness is response time. It is imperative that a Fire Department unit arrive on the emergency scene quickly to control and stabilize the incident in order to minimize pain and suffering, improve patient outcomes, and stop the loss of life or property due to fire or other natural or manmade threats. Fire suppression, rescue, and emergency medical services (EMS) all require a timely response. With three fire stations strategically located in Kirkwood, our goal is to have the first unit on the scene within five minutes or less. In fiscal year from April 1, 2022 to March 31, 2023, the fire department

achieved an average response time to all emergencies in Kirkwood and Oakland of 6 minutes 02 seconds. The statistics below indicate the fire department's effectiveness for the FY2022-23 period:

- Estimated value of property/contents at risk: \$ 9,301,904

- Percentage of property saved: 88.2%
- Estimated value of property lost: \$1,750,400
- Total fire injuries – 0
- Total fire fatalities – 1



As the graphic above illustrates, response time is critical to controlling the development of fire and more importantly saving lives. Kirkwood has not had a fire related fatality in over 25 years and benefits from a very high percentage of property saved from fire. Our excellent fire prevention and public education efforts in schools and with senior citizen groups can be credited with some of this success. Once a structure fire has taken hold a great deal of the credit and success is due to funding provided by the City of Kirkwood to maintain an adequate number of well trained and properly equipped firefighters who can arrive at the fire scene to begin fire suppression activities in less than eight minutes, which is the approximate point in the fire's progression that all

combustible materials in a room simultaneously ignite – a phenomenon known as “flashover.” At flashover room temperatures exceed 1200o F, a temperature that is fatal to any occupant, including a firefighter in full protective equipment.

Fire Suppression Service – Rapid Response Equals Low Property Loss -
 The fire department provides excellent response time with three strategically located fire stations. As the graphic above illustrates, firefighters can prevent flashover and major fire damage with a response time of less than eight minutes. The fire department's average response time is 6 minutes 02 seconds.

FIRES IN KIRKWOOD/OAKLAND INVOLVING PROPERTY LOSS

Annual Fire Frequency and Dollar Value at Risk

Fiscal Year	FY2019	FY2020	FY2021	FY2022	FY2023
Total Number of Fires	61	56	51	59	54
Property Value Saved	\$58,716,700	\$11,852,200	\$8,175,436	\$11,479,015	\$9,301,904
Property Value Lost	2,781,100	651,202	1,639,761	784,737	1,750,400
Percentage Saved	95.47%	94.75%	83.29%	93.17%	88.20%

The chart above shows the number of fires with property loss that occurred in the last five fiscal years. These are fires that left unchecked would have destroyed the entire building or affected property. This chart displays the insured value of property at risk from fire and more importantly the value of the property saved from the fires destruction. In the report period of 2022/23, the Fire Department responded to 54 fires threatening with approximately \$9.3 million in property value and saved over 88.2% of the property and contents. This reporting period included fires in commercial buildings that contributed to the high value of property at risk from fire.

Productivity – Listed below are statistics related to fire department productivity for the period of April 1, 2022 to March 31, 2023:

- Total emergency calls for service – 5,785
- Total apparatus (fire truck or ambulance) responses – 9874
- Average number emergency calls per day – 15.72
- Average apparatus responses per day – 27.05
- Total hours on incident response – 12,153
- Total hours on training – 14,851
- Total fire inspections completed – 19 (down due to software transition)
- Total feet of fire hose tested – 20,050
- Total hydrants tested - 118

Other services provided: smoke detector and battery installations, public and school fire safety education, CPR and first aid training, fire extinguisher training, equipment and vehicle checks, station maintenance, and community event participation.

Staffing –The Fire Department currently has 55 uniformed personnel and one civilian secretary. Included in this total are 51 shift personnel (including 3 Battalion Chiefs), 1 Fire Marshal, and 3 Chief Officers. It is important to note that all of our members are cross-trained as Firefighters and Paramedics or

Emergency Medical Technicians (EMT’s). We are a fully integrated department and all personnel are cross-trained to manage fire, emergency medical, haz-mat or rescue incidents. (Please note that the Fire Marshal was added in FY 2020 after the function was split from the Assistant Chief’s title). Listed below are the positions currently maintained in the department:

- 1 – Fire Chief
- 1 – Assistant Fire Chief
- 1 – Deputy Chief/Chief Medical Officer
- 1 – Fire Marshal
- 3 – Battalion Chiefs
- 9 – Captains – 3 per shift x 3 shifts
- 9 – Engineers – 3 per shift x 3 shifts
- 29 – Firefighters/Paramedics – 7 per shift x 3 shifts, plus 1 “float” medic
- 1 – Firefighter/EMTs – 1 per shift x 3 shifts

NOTE: The Fire Department has added the position of Battalion Chief, adding three (3) Battalion Chiefs. This change did not go into effect until FY2022/23.

Firefighters Required To Combat a Structure Fire - Because fires and other emergencies escalate quickly, sometimes exponentially over time, fire-fighters must arrive rapidly and in sufficient numbers to control the emergency. A “rule of thumb” based on the rate of heat release (HRR in kilowatts) from an incipient fire in a room, suggests that the fire will double in size every thirty seconds. Please refer to previous graphic, Time vs.Products of Combustion.

The following chart lists the tasks that must be completed simultaneously to control a moderate risk structure fire similar to those commonly encountered in Kirkwood. The task list is based on National Fire Protection Association (NFPA) standards. This is the minimum number of firefighters for a routine 1st alarm residential structure fire. In order to deliver this number of firefighters to an emergency scene (based on normal staffing patterns in Kirkwood and surrounding areas) the response will require three fire engines, one aerial ladder, two rescue ambulances, and a chief officer.

REPRESENTATIVE TASKS NECESSARY AT A MODERATE RISK STRUCTURE FIRE	
Task	Number of Firefighters
Search and Rescue Team	2
Fire Attack Hose Line Team	2
Back-up Hose Line Team	2
Hose Line Support	2
Smoke/Heat Ventilation	2
Rapid Intervention Team	2
Pump Operator	1
Aerial Operator	1
Incident Commander	1
Total	15

The Kirkwood Fire Department operates three 24-hour shifts with a minimum required staffing of 15 firefighters per shift. The shift personnel work a 56 hour work week for a total of 2912 hours annually. The minimum staffing number must also account for vacation leave, sick and injury leave, military leave, etc. Overtime is required to maintain minimum staffing levels. The Fire Department does not have sufficient numbers of personnel in routine daily staffing to perform all of the basic required tasks at a structure fire incident, so Automatic Mutual Aid from surrounding departments is required on all structure fire calls.

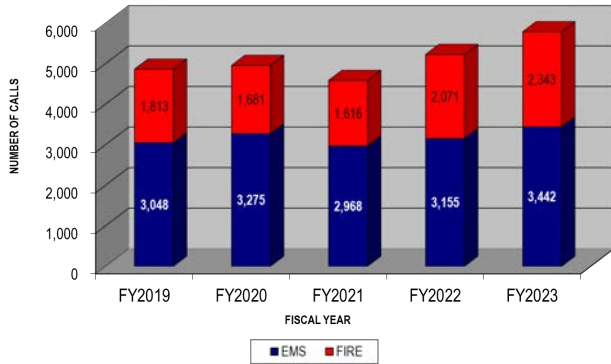
Apparatus and Staffing – Each piece of fire department apparatus (vehicle) is assigned a radio identification number. The number assigned is based on a standardized system utilized throughout St. Louis County. The first two digits indicate the City or District the unit is from. For example, 15 is Kirkwood and 14 is Glendale. The next number is the station that the unit is assigned to. For example, Unit 1535; the 3 indicates Station #3. The last number is the type of unit. For example, the 5 in 1535 means the unit is an aerial ladder/quint. So by looking at 1535, we know that it is an aerial ladder from Kirkwood’s Firehouse #3.

The first line apparatus operated by the fire department is listed below along with equipment carried and routine staffing levels:

- 1510 – Structural Firefighting Engine with a 1500 gallon per minute (gpm) pump, 900 gallons of tank water, a Compressed Air Foam (CAF) system, 30 gallons of Class A foam, and a light tower for night operations, and 7500 watt diesel generator, ALS equipment and a three person operating crew, purchased in 2018
- 1517 – Rescue Ambulance carries advanced life support (ALS) paramedic equipment and supplies, the two person operating crew treats and transports patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2018.
- 1524 – Technical Rescue Engine with a 1500 gpm pump, 750 gallons of tank water, a Compressed Air Foam (CAF) system, 30 gallons of Class A foam, an air cascade system, hydraulic and pneumatic rescue equipment, and a light tower for night operations, a 10,500 watt hydraulic generator, ALS equipment and a three person operating crew, purchased in 2009.
- 1527 – Rescue Ambulance carries advanced life support paramedic equipment and supplies, the two person operating crew treats and transports patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2016.
- 1531 – Fast Attack Mini-Pumper with a 1500 gpm pump, 250 gallons of tank water, essential firefighting equipment, and ALS equipment. This apparatus responds to EMS related alarms and to miscellaneous fire calls. It is cross-staffed with a two to three person operating crew from 1535 and is not the main suppression apparatus at its station, purchased in 2023.
- 1535 - Aerial Ladder Tower with 100 foot aerial ladder and platform, 2000 gpm pump and 400 gallons of tank water, 121 feet of ground ladders, 10,000 watt hydraulic generator, ALS equipment and a three person operating crew, purchased in 2010.
- 1537 – Rescue Ambulance carries advanced life support paramedic equipment and supplies, the two person operating crew treats and transports patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2015.

Number of Emergency Responses - The graph below shows a five-year history of the total emergency responses made by the Fire Department. These totals also include Fire and EMS responses to the City of Oakland. Kirkwood provides fire/EMS services to Oakland under a five-year contract that was renewed in July, 2019. There are no additional staffed positions required to provide this contract service to Oakland. The Fire Department will continue to explore possibilities for contracting fire or ambulance service to surrounding municipalities where opportunities for service improvement at revenue neutral or profit basis exist.

KIRKWOOD FIRE DEPARTMENT
NUMBER OF CALLS BY TYPE

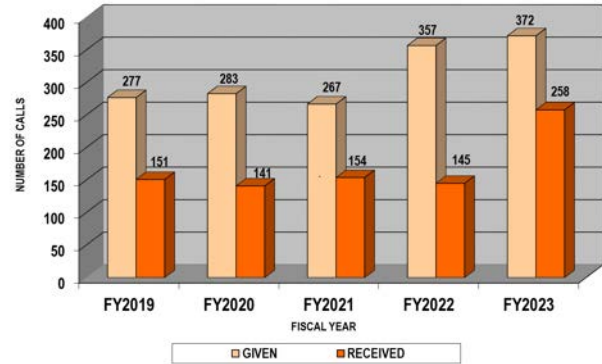


Types of Fire Calls - Fire Department calls for service fall into two broad categories, Fire Calls and Emergency Medical Service (EMS) calls. The chart below represents the number of calls in each classification. Emergency medical calls represent the largest category of emergency calls answered by the Fire Department. The remaining calls are classified as Fire Calls and are further divided into subcategories following guidelines established in the National Fire Incident Reporting System (NFIRS). The graph below shows six general categories that make up fire calls. The categories are: Structure Fires, Vehicle Fires, Other Fires, False Alarms, Hazardous Materials and Conditions, and Other Responses. False Alarms include fire alarm and smoke detector malfunctions, accidental activation, and carbon monoxide detector malfunction. Other Responses include items such as “smell of smoke”, fog or dust thought to be smoke, smoke or odor removal, and mutual aid assist to another department (this is for assistance with a fire, vehicle accident, or medical call in another jurisdiction). Hazardous Materials and Conditions calls include chemical spills, contractors rupturing a natural gas line, power lines down, and toxic conditions.

Overlapping Calls - Emergency calls (911) by their very nature cannot be scheduled and occur at any time. At times multiple emergency calls can stress the operations of any Fire Department. The fire mutual aid system in St. Louis County is designed to assist fire departments to provide coverage when they have greater than ordinary demand for fire and emergency medical services. During the FY22-23 reporting period there were 2013 overlapping calls; where a second, third, or fourth 911 emergency call was received for fire department assistance while one or more of our fire/EMS units were still committed to an earlier 911 emergency. This is an overlapping call rate of 40.13%

Mutual Aid Given and Received - The Kirkwood Fire Department assists neighboring fire departments when they need additional equipment and personnel to complete the required tasks at an emergency incident scene, or to fill in if they are unavailable due to a simultaneous call. Kirkwood receives assistance in return when needed. This assistance is known as “mutual aid” or “automatic aid”. All mutual aid data includes ambulance responses. The graph below presents this data. Kirkwood provided mutual aid assistance 372 times and received mutual aid assistance 258 times.

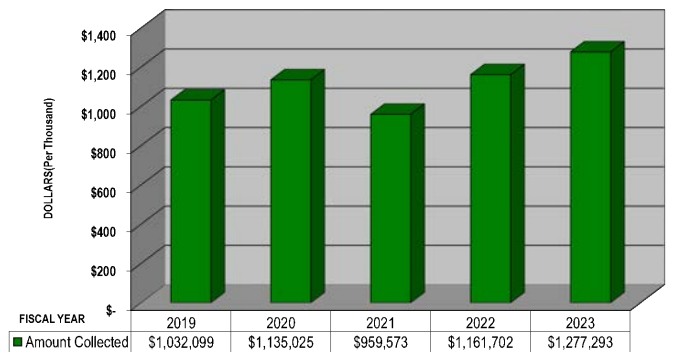
CITY OF KIRKWOOD
FIRE DEPARTMENT
MUTUAL AID GIVEN AND RECEIVED



Ambulance Service – On June 1, 2003, the Fire Department added ambulance transportation to the list of services it provides to the citizens of Kirkwood and Oakland. The addition of ambulance service allows Kirkwood to control the quality of this vital component of public safety. Ambulance transport is provided under a “fee-for-service” arrangement. In most cases, medical insurance provides the majority of payment for a patient’s ambulance service bill. Patients are only responsible for any remaining insurance co-pay. Since the Fire Department has always provided emergency medical care, the ambulance service now provides a mechanism to bill and recover a substantial part of the cost associated with this service.

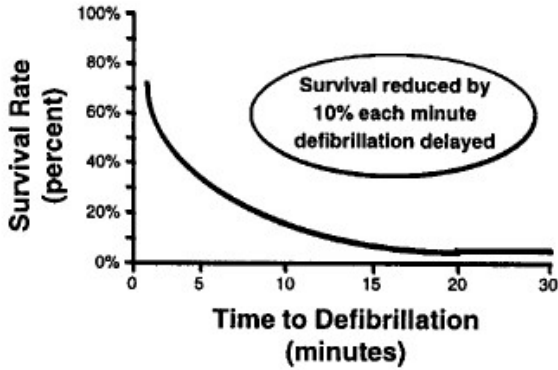
Ambulance fee receipts for Fiscal Year 2022-23 were \$1,277,293 based on financial information provided by the Kirkwood Finance Department. Since the inception fire based ambulance service in June 2003, through March 31, 2023, the ambulance service has resulted in \$15,421,127 in service fees collected and placed in the Kirkwood General Fund. More importantly, the ambulance service is under the direct control of the City of Kirkwood through the Fire Department and provides the highest quality emergency medical care to the Kirkwood and Oakland communities.

CITY OF KIRKWOOD
FIRE DEPARTMENT
AMBULANCE COLLECTIONS



Ambulance Service – Good Response Times -The Fire Department provides rapid response times and quality on-scene care for our patients. There are two important time benchmarks for Ambulance response: the

“Chain of Survival” standard developed by the American Heart Association, and the “Golden Hour” for trauma patient survival established in Pre-Hospital Trauma Life Support.



The chain of survival states that basic life support (CPR with defibrillation) should be available to the victim of a cardiac arrest within 4 minutes of the event, and advanced life support (paramedic service) should be available within 8 minutes or less to achieve a positive patient outcome. A patient is classified as “clinically dead” the instant the pulse and breathing stop, but “clinical death” can be reversed with rapid, skilled medical treatment. The human brain cannot be deprived of oxygen carrying blood for more than 4-6 minutes before brain damage begins and 6-10 minutes before brain death occurs. This is the point of “biological death.”

The Kirkwood Fire Department responded to 26 “sudden death” cardiac arrests between April 1, 2022 and March 31, 2023. A cardiac arrest is a condition where the patient has no pulse, has stopped breathing, and is therefore clinically dead. A clinical save is the return of spontaneous cardiac circulation. Kirkwood achieved a 43.7% return of spontaneous circulation (ROSC) clinical save percentage where resuscitation efforts were initiated. A CARES Summary REPORT UTSTEIN indicates a national overall clinical save ROSC rate of 9.3% for 2022.

We continue to strive for higher success rates by following evolving medical best practices and increasing public CPR training and public access AED placement. On the occasions where death occurs outside of the hospital, the dignity of the patient is of utmost importance to the emergency responders. Caring, compassionate Fire Department paramedics make a significant difference in the emotional well-being of the surviving family and friends. We place great emphasis on supporting the family members during this period of shock and sudden loss.

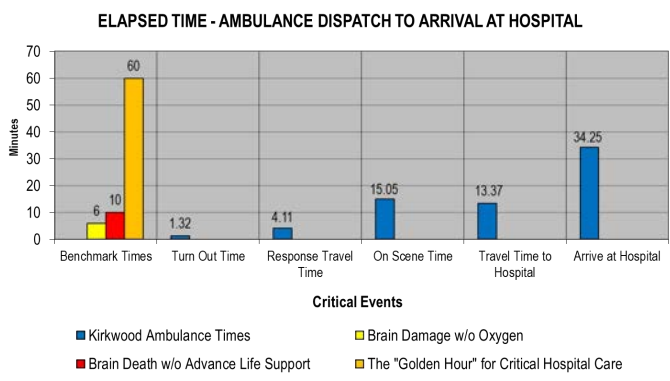
The “Golden Hour” concept states that critical patients must arrive at an appropriate Trauma Care Hospital within 60 minutes from the time of the injury so that surgical intervention can repair damaged organs and tissues to provide the best chance for survival. Early arrival of emergency medical care is paramount to successful resuscitation and positive patient outcomes.

The Fire Department has very good ambulance response times. The average response time for a Kirkwood Fire Department Ambulance is 5 min: 45 seconds as shown in the chart and graph below. Ambulances are often dispatched to a call when returning from the hospital, resulting in a slightly longer average response time. In these instances, the closest paramedic staffed fire truck is dispatched simultaneously providing the fastest method of getting advanced medical care to the patient prior to arrival of the ambulance. The average total time from dispatch to arrival at a hospital is approximately 34:25 seconds. Both times beat the nationally accepted benchmark times and are well within the “Golden Hour” time limit for trauma patients. The “Total Time” (not included on the chart) is the average amount of time that an ambulance is out-of-service for one ambulance trip, from dispatch until the unit is back in-service in the City. That average time is 52 minutes and 10 seconds.

FY2018-19 AVERAGE AMBULANCE RESPONSE TIMES-

Continuous Clock Time, Dispatch to Hospital

Turn Out Time	Response/Travel Time	On Scene Time	Travel Time to Hospital	Arrive at Hospital
1 min:32 sec	4 min:11 sec	15 min:05 sec	13 min:37 sec	34 min:25 sec



During this period of time, the Fire Department responded to 3442 patient contacts, and transported 2412 of those patients to area hospitals. This equates to a transport rate of 70% of all calls for emergency medical care. The

remaining patients refuse transportation after paramedic personnel render initial on-scene care, or refuse care entirely when paramedics arrive on the scene.

Glendale Contractual Agreements - The Fire Department has committed to regional consortia and has attempted to improve the economies of scale for the department and for fire service delivery in the region. In 2021 the City of Kirkwood entered into an agreement with the City of Glendale to provide management for the Fire Department. In addition to the management agreement, the City also contracted ambulance transport services and dispatch for Glendale.

The current agreement for ambulance transport for Glendale stipulates a "response time" benchmark of the first arriving definitive care unit to be on scene 75% of the time within 9 minutes. This benchmark is currently being exceeded by the rate of 85.7%. The total number of EMS incidents in Glendale during from April 1, 2022 to March 31, 2023 was 221. The "average rolling response time" was 6:00. The transport rate was 98%, compared to a national average of 70%.

Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Licensing Pay	85,591	2,805	98,544	98,844
Civilian Pension	3,367	3,917	4,020	4,090
Deferred Compensation	101,477	110,198	114,425	120,700
Medicare	834	859	880	880
Social Security	3,564	3,677	3,760	3,800
Wages Full-time Civilian	538,492	562,731	598,933	62,767
Wages Full-time PF	4,350,200	4,559,602	4,810,447	5,653,216
Overtime - Civilian	81	1,274	100	100
Overtime - PF	293,506	378,039	250,000	250,000
Personnel Services Total	5,377,113	5,623,102	5,881,109	6,194,397
Other Benefits Total	599,925	624,974	760,193	795,315
Contractual Services Total	631,612	732,899	816,675	886,903
Commodities Total	197,796	256,145	267,083	256,333
Capital Outlay Total	3,765	27,378	18,000	17,250
Interdepartmental Charges Total	173,310	263,044	273,502	249,202
Total	6,983,520	7,527,542	8,016,562	8,399,400

Fire Budget Variances

Fund/Function/ Dept/Division	Object	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
101-03-060-061-000	520065	Training	\$ 45,725	\$ 50,850	\$ 5,125	11.21%

Narrative: FY 2025 budget request was increase due to an addition of EMS Classes at a cost of \$3000.00, this was previously funded through Safety. Additional increases were noted to Training Supplies and Materials.

101-03-060-061-000	520075	Professional Services, Other	\$ 203,400	\$ 227,255	\$ 23,855	11.73%
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Narrative: FY2025 budget request increased due to the addition of the Missouri Critical Incident Pool and the increased fees associated with ambulance billing and GEMT revenue.

101-03-060-061-000	531020	Natural Gas	\$ 8,580	\$ 11,583	\$ 3,003	35.00%
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Narrative: FY2025 budget request was increased due to increases in natural gas prices.

101-03-060-061-000	533055	Motor Fuel and Lubricants	\$ 90,828	\$ 77,800	\$ (13,028)	-14.34%
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Narrative: FY 2025 budget request was decreased due to decrease in fuel usage. This is associated with change in operating procedures associated with the mini-pumper.

101-03-060-061-000	550020	Fleet Services	\$ 198,384	\$ 172,694	\$ (25,690)	-12.95%
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Narrative: FY 2025 budget request was decreased due to decrease in maintenance fees for apparatus. This is associated with change in operating procedures associated with the mini-pumper.

101-03-060-061-000	550030	Water Charges	\$ 6,950	\$ 8,340	\$ 1,390	20.00%
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Narrative: FY2025 budget request was increased due to increases in water prices.

101-03-060-062-000	520075	Professional Services, Other	\$ 39,850	\$ 50,000	\$ 10,150	25.47%
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Narrative: FY2025 budget request was increased due to a funds being moved from Safety to this account for appropriate accounting. Operative IQ Narcotics Module cost of 3550 and an increase in medical control fees from 2.00 to 2.50 per call, an additional cost of 1900.

101-03-060-062-000	522045	Radio Equipment Maintenance	\$ 21,600	\$ 24,500	\$ 2,900	13.43%
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Narrative: FY2025 budget request was increased due the associated costs with St. Louis County fire station alerting maintenance. This went into effect in 2023.

101-03-060-062-000	533010	Community Services	\$ 3,700	\$ 6,000	\$ 2,300	62.16%
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Narrative: FY2025 budget request was increased due to additional community risk reduction programs and added employee recognition initiatives.

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-03-060-061	510005	Wages Full Time Civilian	538,492	562,731	598,933	62,767	(536,166)	(0.90)%
101-03-060-061	510010	Wages Full Time PF	—	—	—	558,318	558,318	—%
101-03-060-061	510025	Overtime Civilian	81	1,274	100	100	—	—%
101-03-060-061	510040	Licensing Pay	—	—	3,168	—	(3,168)	(1.00)%
101-03-060-061	511005	Social Security	3,564	3,677	3,760	3,800	40	0.01%
101-03-060-061	511010	Medicare	834	859	880	880	—	—%
101-03-060-061	512005	Pension Civilian	3,367	3,917	4,020	4,090	70	0.02%
101-03-060-061	512015	Deferred Compensation	10,720	11,075	10,755	12,490	1,735	0.16%
101-03-060-061	513005	Insurance Health	39,685	43,093	47,856	57,730	9,874	0.21%
101-03-060-061	513010	Insurance Dental	1,951	1,875	1,644	1,820	176	0.11%
101-03-060-061	513015	Insurance Vision	391	378	329	395	66	0.20%
101-03-060-061	520030	Legal	1,809	2,806	3,000	3,100	100	0.03%
101-03-060-061	520040	Medical Examinations	18,945	21,045	25,295	26,650	1,355	0.05%
101-03-060-061	520065	Training	30,095	38,498	45,725	50,850	5,125	0.11%
101-03-060-061	520075	Professional Services Other	198,330	192,213	203,400	227,255	23,855	0.12%
101-03-060-061	522010	Building & Grounds Maint	8,899	9,434	9,000	9,500	500	0.06%
101-03-060-061	522025	Equipment Maintenance	1,579	304	1,000	1,000	—	—%
101-03-060-061	522060	Telephone & Cellular	5,425	5,350	5,425	5,500	75	0.01%
101-03-060-061	525005	Insurance General Liability	64,194	79,315	81,400	89,544	8,144	0.10%
101-03-060-061	525010	Insurance Workers Comp	247,700	326,976	343,330	360,504	17,174	0.05%
101-03-060-061	526020	Printing	498	108	—	500	500	—%
101-03-060-061	527005	Travel	3,869	4,456	8,000	8,000	—	—%
101-03-060-061	530005	Office Supplies	3,671	3,874	3,800	3,800	—	—%
101-03-060-061	530040	Janitorial Supplies	4,931	5,223	6,650	6,800	150	0.02%
101-03-060-061	530060	Postage	146	94	100	50	(50)	(0.50)%
101-03-060-061	531020	Natural Gas	7,002	7,861	8,580	11,583	3,003	0.35%
101-03-060-061	532005	Membership Dues	3,520	6,655	7,565	7,550	(15)	(0.00)%
101-03-060-061	532010	Publications	3,152	3,471	3,600	3,800	200	0.06%
101-03-060-061	533055	Motor Fuel & Lubricants	63,085	90,862	90,828	77,800	(13,028)	(0.14)%
101-03-060-061	550010	Electric Charges	44,835	54,080	65,000	65,000	—	—%
101-03-060-061	550020	Fleet Services	119,236	199,984	198,384	172,694	(25,690)	(0.13)%
101-03-060-061	550025	Sanitation	3,168	3,168	3,168	3,168	—	—%
101-03-060-061	550030	Water Charges	6,070	5,812	6,950	8,340	1,390	0.20%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-03-060-061	610020	Small Cap Equip & Machinery	648	893	1,000	1,500	500	0.50%
101-03-060-061	610040	Small Cap Health & Exercise	1,927	5,645	7,000	7,500	500	0.07%
101-03-060-061	610060	Small Cap Office Furniture	204	18,602	8,500	6,750	(1,750)	(0.21)%
101-03-060-062	510010	Wages Full Time PF	4,350,200	4,559,602	4,810,447	5,094,898	284,451	0.06%
101-03-060-062	510030	Overtime PF	293,506	378,039	250,000	250,000	—	—%
101-03-060-062	510040	Licensing Pay	85,591	2,805	95,376	98,844	3,468	0.04%
101-03-060-062	512015	Deferred Compensation	90,757	99,124	103,670	108,210	4,540	0.04%
101-03-060-062	513005	Insurance Health	534,832	556,881	685,345	712,900	27,555	0.04%
101-03-060-062	513010	Insurance Dental	19,366	18,976	20,961	18,520	(2,441)	(0.12)%
101-03-060-062	513015	Insurance Vision	3,699	3,770	4,058	3,950	(108)	(0.03)%
101-03-060-062	520075	Professional Services Other	19,566	24,338	39,850	50,000	10,150	0.25%
101-03-060-062	522025	Equipment Maintenance	19,003	15,259	29,500	29,750	250	0.01%
101-03-060-062	522035	Laundry Towels	—	—	150	250	100	0.67%
101-03-060-062	522045	Radio Equipment Maintenance	11,699	12,797	21,600	24,500	2,900	0.13%
101-03-060-062	530015	Clothing	34,605	45,976	46,000	45,500	(500)	(0.01)%
101-03-060-062	530030	Film & Media Processing	—	—	—	500	500	—%
101-03-060-062	530035	Food	804	1,127	975	1,050	75	0.08%
101-03-060-062	533010	Community Services	5,482	5,495	3,700	6,000	2,300	0.62%
101-03-060-062	533070	Safety Equipment	71,397	85,507	95,285	91,900	(3,385)	(0.04)%
101-03-060-062	610020	Small Cap Equip & Machinery	985	2,238	1,500	1,500	—	—%
Expenditures Total			6,983,520	7,527,542	8,016,562	8,399,400	382,838	0.05%



Engineering

Mission Statement

- To provide engineering services, project management, and contract administration for all public improvements from conception to completion.
- To ensure City standards are met and are consistent across the city with work within the right of way performed by private land developers and utilities.
- To provide the City's Staff, Council, Boards, and Commissions with engineering and forestry support and information.
- To ensure a safe and aesthetically pleasing streetscape through maintenance of right-of-way trees and public grounds.
- To preserve, maintain, and introduce new tree canopy within the City of Kirkwood.

General Description

The Engineering/Forestry Divisions are responsible for planning, management, and administration for City-related projects including public and Council inquiries, budgeting, planning, estimating, and preparing specifications, plans, and bid documents; inspecting and contract administration for capital projects; and inspection of improvements in new developments (subdivisions and commercial sites) for compliance with City codes; review and issuance of permits and inspections for driveways, grading, and storm water BMP's; continued maintenance of the City's street inventory; inspection of street excavations; administration of the City's Sidewalk Program; and review of site plans for new construction.

This office provides staff liaison support to the Planning and Development Department in new developments and provides administration and enforcement of engineering conditions including maintenance of performance guarantees. This office also meets with petitioners and the general public regarding proposed land developments; and coordinating activities with the public, other City departments, and other government agencies.

The City Forester working within the Engineering Division is responsible for the management of City trees within the public rights of way and planning for the overall health of the urban forest. City Forester duties include responding to public, staff, Council inquiries, working with the Kirkwood Urban Forestry Commission, budgeting, planning, estimating, and preparing specifications, plans, and bid documents; inspection and contract administration of forestry projects; inspection of landscape improvements in new developments (subdivisions and commercial sites) for compliance with City codes and special Planning and Zoning conditions; inspection of right of way tree maintenance; continued maintenance of the City's street tree inventory; inspection of street tree pruning; development and administration of invasive pest management strategies; and review of tree protection plans for new construction.

The Engineering Division has identified the following key indicators: staffing levels, contract administration of capital improvement projects including both locally funded and federally funded projects, hazardous sidewalk replacement program, and City Forestry activities.

Staffing

The Engineering/Planning Office has a staff of 5.33 full time employees. The positions of City Planner and Assistant City Planner were removed in FY21 as the Department of Planning and Development Services was removed from Engineering/Forestry.

- 0.33 – Public Services Director
- 1.00 - City Engineer
- 1.00 – Assistant City Engineer
- 1.00 – City Forester
- 1.00 – Project Engineer

Inspections of Public Improvements by Private Land Developers

The Engineering Office along with the Planning and Development Services administers performance guarantees, including construction inspections, for private developments to ensure compliance to City construction standards.

Capital Projects (Public)

The Engineering Department is continuing the implementation of the Street Restoration Program. The FY25 capital budget reflects funds that will be allocated for projects that will consist of asphalt milling and overlays, ultra-thin bonded asphalt wearing surfaces (UBAWS), micro-surfacing and concrete slab replacement.

Engineering will also be managing projects funded from grants received through EWGCG or MoDOT. The first project is for repaving and pedestrian improvements on Geyer Rd., from Adams Ave. to Big Bend Ave. The second and third project are pedestrian and aesthetic enhancements to a planned MoDOT project to resurface Manchester Road. Phase 1 is east of Kirkwood Road and Phase 2 is west of Kirkwood Road. Phase 2 was awarded a 50/50 cost share program through MoDOT in FY20. Another federal aid project to reconstruct the pavement and sidewalks along W. Essex Ave between Kirkwood Road and Geyer Road has begun design in FY22. E. Essex is a joint project with the City of Glendale to add a sidewalk and paving from the East City Limits to Dickson. The Kirkwood Road phase 1 project from Swan to Adams grant project includes new paving, curb ramps, new sidewalks and pedestrian enhancements including a pedestrian hybrid beacon near Washington Avenue. The Lindeman grant project includes new paving, curb ramps, pedestrian crossings with rectangular rapid flashing beacons. The Engineering Department also submitted a grant application and was awarded a grant for the Historic Kirkwood Train Station Restoration. In 2021, the city was awarded two additional grants on S Kirkwood Road and Clay Avenue. In 2023, the City

was awarded both Grants Trail Phase 1A and Phase 1B that will be combine into one Tap grant. This section of Grants Trail is from Downtown Kirkwood to Leffingwell. The Engineering Department will be diligent in the administration of these federally funded projects which may exceed \$32 million in project cost. The City has received grants through East West Gateway Council of Governments and MoDOT for the design and construction of these projects covered under the MoDOT Cost Share, TAP, CMAQ and STP programs.

The Engineering Department will continue the implementation of the Sidewalk Program. This program includes repairs of hazardous sidewalk reported by residents and provides for implementation of the Kirkwood Pedestrian and Bicycle Plan. The Sidewalk Improvement Program will also need to fund the modifications identified in the plan in future years.

The Engineering Department continued implementation of bicycle routes identified in the Kirkwood Pedestrian and Bicycle Plan through striping. Engineering completed the design of a bike route signage and wayfinding project to enhance the usability of the bike network.

The Engineering Department prepares specifications, drawings, bid documents: performs contract administration, including field inspections for City Capital Projects. The total value of the public projects is shown below. These projects include, concrete street reconstructions, contracted asphalt projects and several design projects, but do not include project with federal funds.

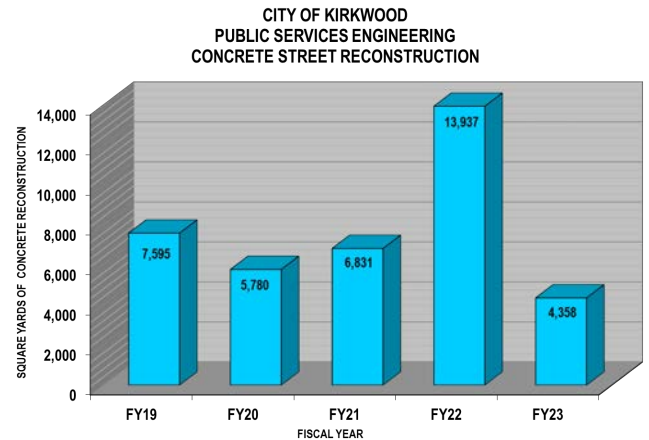
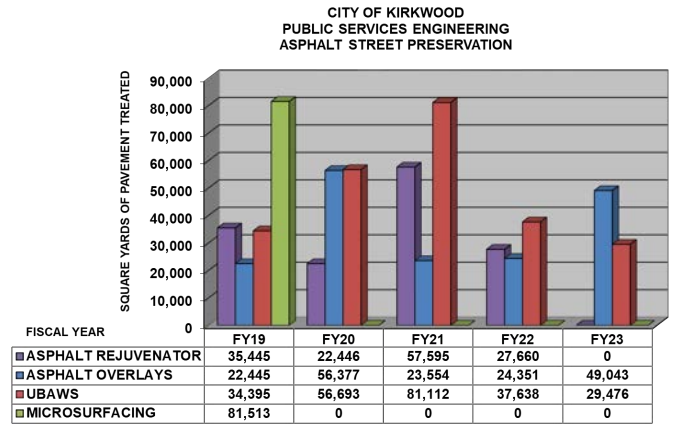
PUBLIC SERVICES ENGINEERING TOTAL CAPITAL PROJECTS		
FISCAL YEAR	TOTAL COST	NUMBER OF PROJECTS
FY2019*	\$2,018,014	22
FY2020*	\$2,454,071	14
FY2021*	\$2,951,182	9
FY2022*	\$2,673,502	10
FY2023	\$2,396,621	11

*Does not include federal and state aid projects

Street Replacement and Preservation

The primary capital improvement work in the last five years has been concrete street replacement and pavement preservation projects. There are 74 lane miles of concrete streets and 174 lane miles of asphalt or asphalt overlay streets. The Engineering Department continued street replacements and the pavement preservation program in FY22. The maintenance techniques used to

maintain our streets will include a combination of ultrathin bonded asphalt wearing surface (UBAWS) overlays, mill & structural overlays, joint repairs, slab replacements and complete reconstruction.



Federal and State Aid Projects

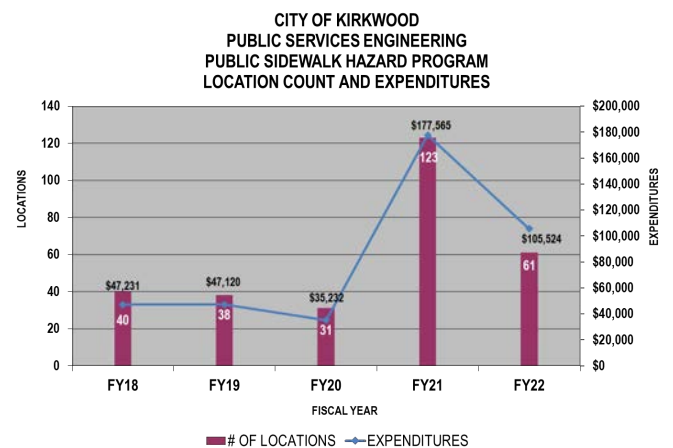
The Engineering Department is also responsible for the management, administration and implementation of the grant projects according to federal and state regulations. The department continued managing ten (10) projects during FY23 including Geyer Road Phase 1 and 2, Manchester Road Phase 1 and 2, the West Essex and East Essex Projects, N Kirkwood Road, Lindemann Road, S. Kirkwood Rd. and S. Clay Ave.

The Engineering Department continued applying for federal aid projects through MoDOT and East-West Gateway Council of Governments during FY22. The department submitted two (2) project applications, which included Pavement Preservation Projects on S Kirkwood Road from Monroe to the BNSF Railroad Tracks, and South Clay from Woodbine to Adams. East-West Gateway Council of Governments awarded both of these projects.

Project Name	Program	FY24 Phase	Federal Obligation	Kirkwood Obligation	Total Project Costs
Kirkwood Road Signals	CMAQ	Completed	\$3,974,409	\$1,093,603	\$5,068,012
Kirkwood Road Sidewalks	TAP	Completed	\$403,027	\$100,757	\$503,784
Geyer Road Resurfacing Phase 1	STP-S	Completed	\$970,462	\$242,615	\$1,213,077
Geyer Road Resurfacing Phase 2	STP-S	Bidding	\$1,139,635	\$640,811	\$1,780,446
W. Essex Ave. Reconstruction	STP-S	Right of Way	\$1,517,600	\$589,400	\$2,107,000
E. Essex Ave. Improvements	STP-S	Right of Way	\$241,077	\$60,269	\$301,346
Manchester Rd Enhancement Phase 1	MODOTCost Share	Completed	\$822,675	\$1,668,119	2,490,794
Manchester Rd Enhancement Phase 2	MODOTCost Share	Construction	\$1,275,667	\$1,275,667	\$2,551,334
N. Kirkwood Road Resurfacing	STP-S	Right of Way	\$1,286,350	\$321,588	\$1,607,938
Lindeman Resurfacing	STP-S	Right of Way	\$1,349,737	\$337,434	\$1,687,171
Train Station Restoration	TAP	Preliminary Engineering	\$1,500,000	\$3,107,498	\$4,607,498
S. Clay Resurfacing	STP-S	Preliminary Engineering	\$1,538,528	\$384,633	\$1,923,161
S. Kirkwood Rd Resurfacing	STP-S	Preliminary Engineering	\$1,578,999	\$394,750	\$1,973,749
Grants Trail Phase 1	TAP	Awarded	\$1,745,560	\$436,390	\$2,181,950
Grants Trail Phase 2	STP-S	Submitted	\$1,231,160	\$360,790	\$1,538,950
Totals			\$23,074,886	\$9,706,826	\$32,781,712

Sidewalk Improvement Program

The Engineering and Forestry Division manages the sidewalk hazard program. As Kirkwood has a large amount of large mature trees in the right of way that are adjacent to sidewalks, trip hazards do occur frequently with this scenario. Through the program, the City pays 100% of the costs to repair public sidewalks maintained by property owners with a hazardous condition. Prior to April 2018 or FY19, the City funded 50% of the sidewalk repair costs and the other 50% was the responsibility of the homeowner. For FY23, there were a total of 61 locations throughout the City at a total cost of \$105,524.



City Forestry Activities

The Urban Forester working within the Engineering/Planning Division is responsible for the management of City trees within the public rights of way and planning for the overall health of the urban forest. The Urban Forester also provides staff support to the Kirkwood Urban Forestry Commission and provides administration and enforcement of forestry regulations. Staff support includes processing and reviewing inquiries and tree removal requests and attendance at meetings. Below are key activities managed by the Urban Forester.

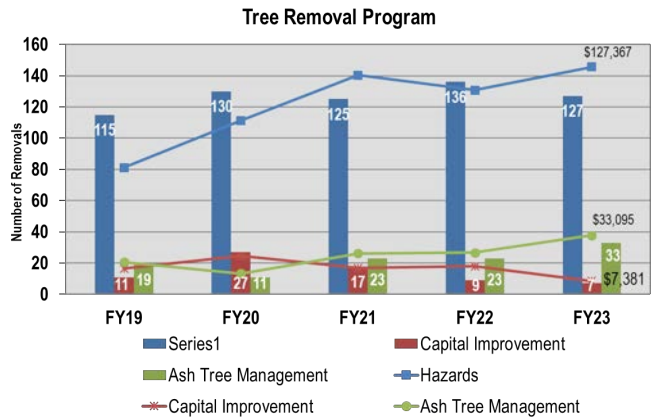
FY22 an Assistant Urban Forester was hired to assist with the inspections and oversight of Forestry and vegetation management through out the City rights of way and Kirkwood Electric utility corridors. Forestry continues to manage removals on a risk and priority based schedule and an annual pruning program with the City separated into eight management districts. In this 6th year of these programs, the benefits have continued to be abundant; specifically with the reduction of hazards, electric outages due to trees, and the reduction of storm debris from City maintained trees. Forestry continues to assess these programs in hopes to reduce the trimming cycle from 8 years to 5. This will further reduce hazardous conditions with mature trees as well as reduce the time and care needed when then trees are maintained.

In FY22 the City had completed a City Right of Way inventory of all trees, a canopy analysis, and an all-inclusive Urban Forestry Management Plan. This plan was completed by PlanIT Geo and was an assessment of our current programs and budgets in relation to the overall goals of our Forestry program.

In FY19 the City adopted a new Tree Ordinance, in doing so it has increased the Urban Forester’s responsibilities to include the review and approval of Demolition, Excavations, and other site disturbance permits administered through the Building and Engineering Departments. In addition to this review process, the Tree Ordinance also instituted a new City Tree Maintenance Permit for trees in the public right of way.

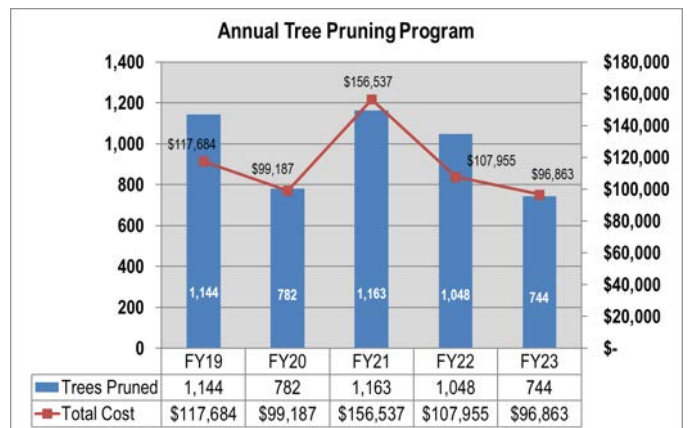
Tree Removals

The Urban Forester inspects, manages, and prioritizes the removal of all trees within the City Rights of Ways. A total number of 167* trees, at a cost of \$167,843.00 were removed in FY23. Of these, 127 were designated hazardous, 7 were removed due to construction damage during capital improvement projects, and 33 were ash trees removed in part of the ash tree management project. A breakdown of costs associated with these removals can be seen below.



Tree Pruning

The designated eight Forestry Management Districts are to be maintained on an annual pruning cycle, with approximately 1,400 trees being pruned each year. The total number of trees and cost associated with pruning is shown below. In FY23 we were required to complete Management Zone 6, and due to storm related damages in June and an increase of ash tree removals Zone 6 was not completed. In FY23 we pruned a total of 744 trees. The results from the actual pruning and the numbers below show that we continuing to fall behind on the scheduled pruning cycle.



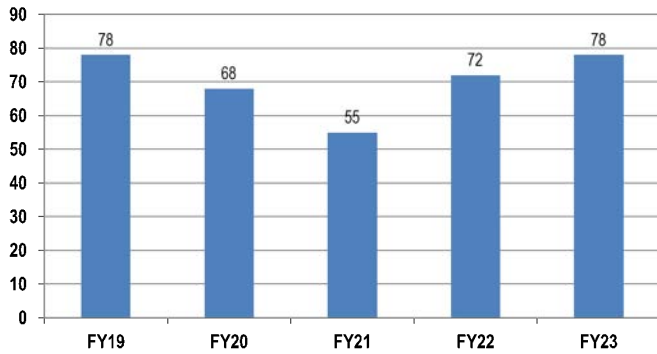
Street Tree Planting Projects

The Urban Forester administers and supervises the replanting effort of the public trees in the Rights of Way. These plantings are needed to maintain a stable urban forest as trees are removed. Coordination with volunteer groups is a pivotal part of this effort. The 50 Trees volunteer group has dedicated a minimum of 50 trees each year to plant in the rights of way throughout the City. The total number of trees planted with the associated group is shown on the graph below.

In FY20 the Urban Forester developed a planting program, that was to be implanted in FY21 increasing the new trees planted within the public space by an additional 50-75 trees. This program was suspended until the budget was able to sustain hazardous trimming and removals with the addition of

planting. These additional plantings however would increase our overall canopy coverage for the City, but also reverse the downward trend we are seeing with the large number of dead and hazardous removals we have throughout the City.

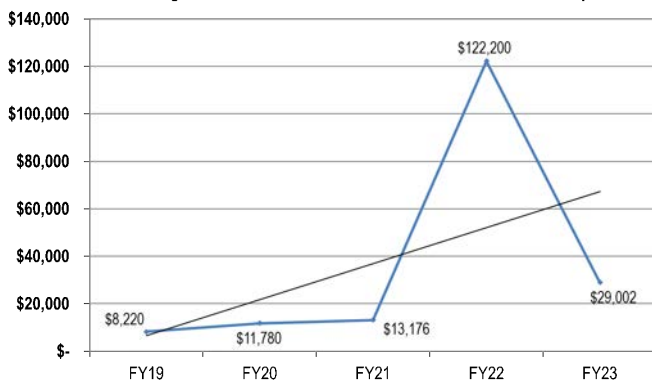
Total of Trees Planted in the City Right of Way



Storm Response and City Debris Clean-up

The Urban Forester manages the use of contractors for the purpose of storm damage response and clean-up. This includes trees or limbs that fall into the right of way blocking access to streets and sidewalks, as well as clean-up of private debris associated with large storm events that requires assistance. The figure below discerns the cost associated with these services.

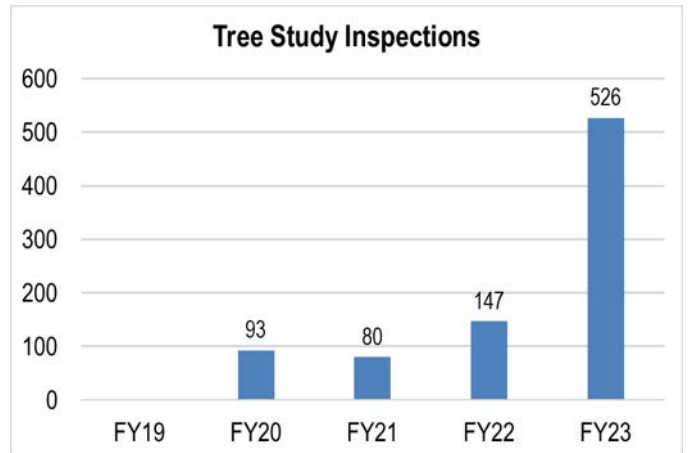
Storm Management Costs Associated with Storm Debris Cleanup



Tree Study Review

With the passing of the new Tree Ordinance in FY19, the Urban Forester has been tasked with reviewing and approving the Tree Studies from all Demolition and New Construction Projects in Kirkwood. The review of Tree Studies officially started February 2019. In FY22 the Forestry Division hired an Assistant City Forester who was tasked to manage the review and inspections of the Tree Studies. With this additional support, 526 inspections took place for FY23.

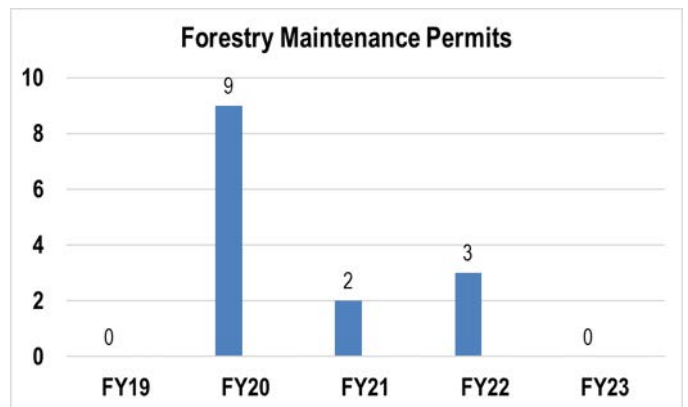
Tree Study Inspections



Forestry Maintenance Permits

Under the Tree Ordinance that was adopted in FY19 it is required to apply for a Forestry Maintenance Permit when wanting to plant, prune, remove, or chemically treat a tree located in the City Right of Way. In FY23 there were a total of 0 permits that were submitted and approved.

Forestry Maintenance Permits



Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	22,727	28,203	30,305	29,440
Deferred Compensation	7,784	15,177	9,094	9,315
Medicare	5,876	6,332	6,720	6,995
Social Security	24,930	26,796	28,582	28,460
Wages Full-time Civilian	407,017	433,784	459,980	452,780
Wages Part-time	—	—	7,200	7,500
Overtime - Civilian	248	83	1,000	500
Personnel Services Total	468,580	510,374	542,881	534,990
Other Benefits Total	48,995	50,725	51,366	50,365
Contractual Services Total	611,244	554,937	791,440	702,288
Commodities Total	10,165	12,023	13,781	14,300
Capital Outlay Total	—	—	4,000	—
Interdepartmental Charges Total	9,663	5,692	6,121	16,827
Total	1,148,647	1,133,751	1,409,589	1,318,770

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-04-065-066	510005	Wages Full Time Civilian	351,141	371,217	392,912	387,880	(5,032)	(0.01)%
101-04-065-066	510020	Wages Part Time	—	—	7,200	7,500	300	0.04%
101-04-065-066	510025	Overtime Civilian	248	83	500	500	—	—%
101-04-065-066	511005	Social Security	21,525	22,944	24,304	24,310	6	0.00%
101-04-065-066	511010	Medicare	5,080	5,431	5,718	5,950	232	0.04%
101-04-065-066	512005	Pension Civilian	19,471	24,135	25,863	25,220	(643)	(0.02)%
101-04-065-066	512015	Deferred Compensation	6,667	13,925	7,766	7,965	199	0.03%
101-04-065-066	513005	Insurance Health	40,109	41,915	40,680	39,475	(1,205)	(0.03)%
101-04-065-066	513010	Insurance Dental	1,690	1,357	1,644	1,650	6	0.00%
101-04-065-066	513015	Insurance Vision	334	269	332	350	18	0.05%
101-04-065-066	520025	Engineering	—	23,744	15,000	15,000	—	—%
101-04-065-066	520030	Legal	3,808	3,741	4,000	4,200	200	0.05%
101-04-065-066	520065	Training	665	2,325	1,100	1,500	400	0.36%
101-04-065-066	520075	Professional Services Other	9,118	44,314	5,000	10,000	5,000	1.00%
101-04-065-066	522060	Telephone & Cellular	3,151	3,183	3,500	3,500	—	—%
101-04-065-066	524005	Rentals Copier	3,904	3,386	4,500	4,000	(500)	(0.11)%
101-04-065-066	525005	Insurance General Liability	2,100	2,680	2,800	3,084	284	0.10%
101-04-065-066	525010	Insurance Workers Comp	14,150	12,456	13,080	13,740	660	0.05%
101-04-065-066	526020	Printing	—	291	600	—	(600)	(1.00)%
101-04-065-066	527005	Travel	1,685	5,530	5,800	3,000	(2,800)	(0.48)%
101-04-065-066	530005	Office Supplies	3,792	4,499	4,000	4,500	500	0.13%
101-04-065-066	530015	Clothing	780	412	1,000	1,000	—	—%
101-04-065-066	530060	Postage	825	1,171	1,500	1,500	—	—%
101-04-065-066	532005	Membership Dues	961	1,021	1,885	1,200	(685)	(0.36)%
101-04-065-066	533055	Motor Fuel & Lubricants	2,973	4,037	3,596	4,000	404	0.11%
101-04-065-066	533060	Operating Supplies Other	31	182	100	—	(100)	(1.00)%
101-04-065-066	533070	Safety Equipment	—	—	300	500	200	0.67%
101-04-065-066	550020	Fleet Services	9,663	5,692	6,121	16,827	10,706	1.75%
101-04-065-066	610020	Small Cap Equip & Machinery	—	—	4,000	—	(4,000)	(1.00)%
101-04-065-067	510005	Wages Full Time Civilian	55,875	62,567	67,068	64,900	(2,168)	(0.03)%
101-04-065-067	510025	Overtime Civilian	—	—	500	—	(500)	(1.00)%
101-04-065-067	511005	Social Security	3,404	3,852	4,278	4,150	(128)	(0.03)%
101-04-065-067	511010	Medicare	796	901	1,002	1,045	43	0.04%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-04-065-067	512005	Pension Civilian	3,256	4,067	4,442	4,220	(222)	(0.05)%
101-04-065-067	512015	Deferred Compensation	1,117	1,252	1,328	1,350	22	0.02%
101-04-065-067	513005	Insurance Health	6,396	6,725	8,216	8,440	224	0.03%
101-04-065-067	513010	Insurance Dental	388	382	411	370	(41)	(0.10)%
101-04-065-067	513015	Insurance Vision	78	78	83	80	(3)	(0.04)%
101-04-065-067	520065	Training	211	200	500	500	—	—%
101-04-065-067	520075	Professional Services Other	565,040	442,074	722,440	630,000	(92,440)	(0.13)%
101-04-065-067	522060	Telephone & Cellular	1,013	340	1,200	1,200	—	—%
101-04-065-067	525005	Insurance General Liability	1,881	2,680	2,800	3,084	284	0.10%
101-04-065-067	525010	Insurance Workers Comp	4,250	7,776	8,170	8,580	410	0.05%
101-04-065-067	526020	Printing	—	217	250	400	150	0.60%
101-04-065-067	527005	Travel	267	—	700	500	(200)	(0.29)%
101-04-065-067	530015	Clothing	394	276	400	600	200	0.50%
101-04-065-067	532005	Membership Dues	260	425	500	500	—	—%
101-04-065-067	533070	Safety Equipment	149	—	500	500	—	—%
Expenditures Total			1,148,647	1,133,751	1,409,589	1,318,770	(90,819)	(0.06)%

Street

Mission Statement

- To assure public safety and free flow of vehicle/pedestrian traffic through reliable and economical maintenance and repair of City streets, bridges, public parking lots, traffic control signs, and pavement markings
- To respond efficiently to urgent community needs, emergencies, or seasonal needs such as snow/ice removal, fallen trees, sign replacement and temporary street repairs

General Description

The Street Division is responsible for the maintenance and repair of 248 lane miles of street pavement (74 lane miles of concrete streets and 174 lane miles of asphalt streets), approximately 200 miles of concrete and asphalt curbs, 7 City bridges, 13 City sidewalks, walkways, drainage culverts under roadways; traffic control signs and pavement markings. Street maintenance and repair includes patching of deteriorated asphalt pavement, crack filling of asphalt and concrete streets, sealing of bridge decks, routine cleaning of street pavement, removal of dead animals from City streets, snow/ice removal from street pavement and sidewalks adjacent to public buildings and removal emergency storm debris i.e. trees and hazardous limbs blocking the public rights-of-way.

In 2015, the City conducted a Citizen Survey and the results of the survey indicated that the condition of the City’s streets was the number one area of dissatisfaction. Since the survey, the City Council authorized a comprehensive pavement assessment. The study showed that the overall rating of City streets received a grade of 64 out of 100 points. It was indicated that the City needs nearly \$41 million in street repairs.

The Street Department is completing its third year of proactive preventative street maintenance. The transition of this department to focus more on street work is paying the anticipated dividends not only in the amount of savings in contractual work, but also in the timely completion of work orders. The department has also expanded its capabilities in the repair and replacement of concrete curbing and concrete slab replacements. Even though there is an extensive amount of street work still needed throughout the City, the department’s effort and improvement has not gone unnoticed.

The Public Services Department Street Division has identified the following key indicators: Staffing levels, cost of traffic control devices (signs and pavement markings), and response to winter storms and street sweeper operations.

Staffing

The Street Division consists of 13 employees. There is one general street maintenance crew and a street cleaning crew with the following positions.

- 1 – Street Superintendent
- 2 – Supervisor

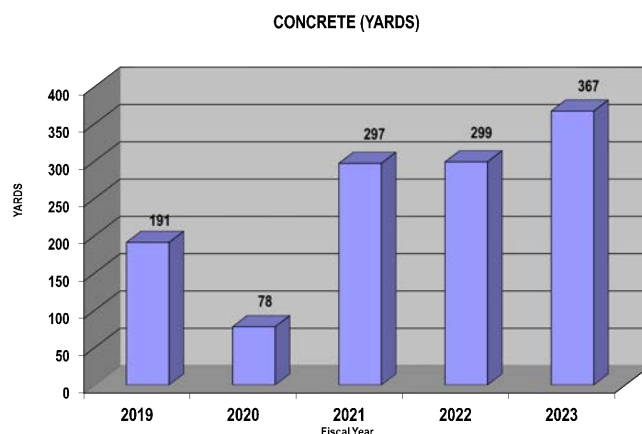
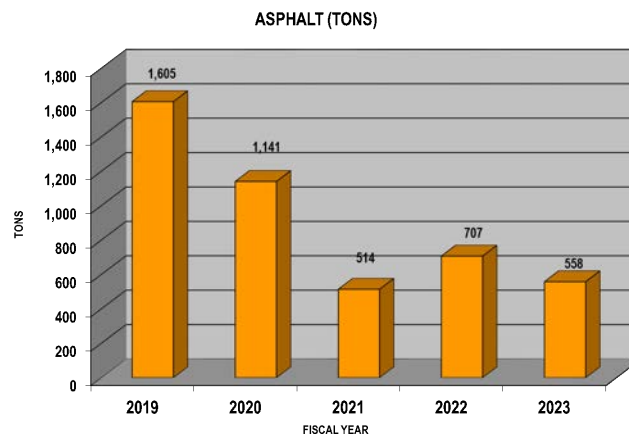
- 2 – Lead Street Maintenance Worker
- 1 – Traffic Sign Technician
- 6 – Street Maintenance Worker
- 1 – Administrative Assistant

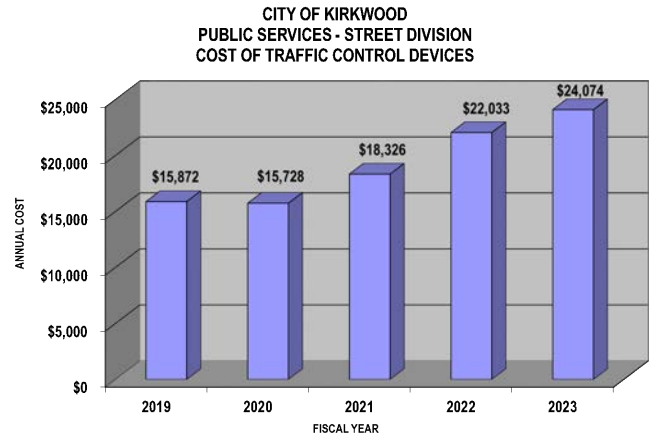
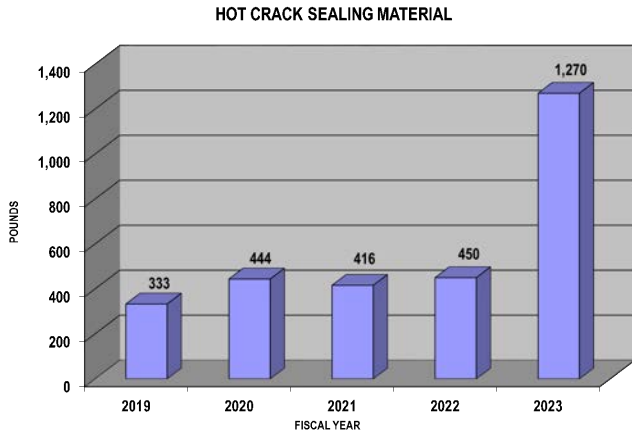
The Street Division has been utilizing only one seasonal employee during the summer months for ground maintenance, sign replacements, and general construction labor.

Street Maintenance

Major street maintenance, asphalt overlay, and concrete street replacement are included in the capital budget. This work is performed by contract with contract management and inspections performed by the Engineering Division.

The Street Division concentrates its efforts on routine street maintenance, including crack filling, on both concrete and asphalt streets; patching and minor repairs; asphalt curb replacement; concrete pavement joint milling; and bridge deck sealing.





Traffic Control Devices

The Street Division sign crew consists of one or two people (as needed) who are responsible for the maintenance of traffic control signs and pavement markings on over 100 miles of streets and 12 parking lots. The public demand for increased vehicular, pedestrian and bicycle safety has expanded the need for better and more signage and pavement markings. The Street Division uses a material called “Hot Tape” for most pavement markings. Striping of center-lines and lane lines is performed mostly by contract.

The government mandated upgrades to all Regulatory, Warning, and Guide signs to a “high intensity” backing in accordance with the Manual on Uniform Traffic Control Devices (MUTCD) by 2015. The Street Division had a 100 percent completion prior to the mandate being suspended due to governmental financial concerns.

Snow/Ice Removal

Public perception of snow removal is almost entirely based on timeliness. The Street Division has good response time, although manpower is usually limited. During winter storms, all Street Division personnel and two Parks Department personnel are used for the clearing of City streets, some Public Services personnel are also used as needed, and all Public Services personnel (Engineering, Building Commissioner’s Office, and Sanitation) are subject to call-in during extreme winter conditions.

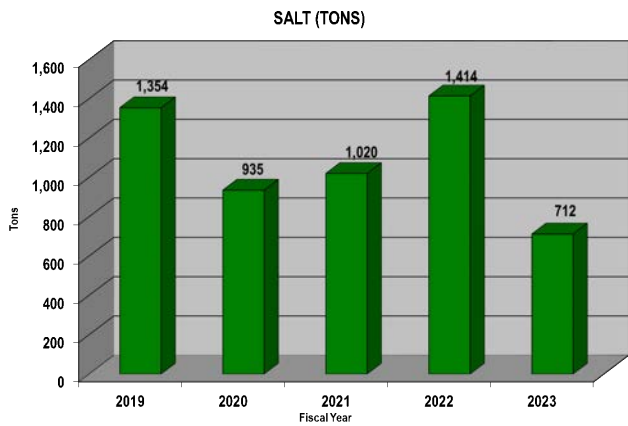
Snow/ice removal costs are not a factor of total snowfall. The controlling cost factors for clearing winter streets include the number of callouts, when the winter weather occurs (off duty hours, Saturdays, Sundays), temperature, and type/length of precipitation. The Building Maintenance Division is responsible for clearing sidewalks on City properties. Total costs vary significantly from season to season and are difficult to predict. A mild winter will affect the following year’s expenditures, less salt and calcium chloride are purchased and fewer snow plow blades are needed.

PUBLIC SERVICES – STREET DIVISION

WINTER STORM COSTS

Fiscal Year	Date of First Storm	# of Call Outs	Snow (Inches)	Salt (Tons)	Labor Hours	Total Costs ¹
2019	04/01/2019	12	28.01	1,354	1,315	\$154,885
2020	11/11/2019	8	12.00	935	1,165	\$147,797
2021	12/15/2020	12	15.00	1,020	1,289	\$171,083
2022	01/01/2022	7	12.50	1,414	1,146	\$180,513
2023	01/14/2022	5	4.30	712	708	\$126,125

¹Total costs include labor, equipment, and material.



Street Sweeping

Prior to FY05, the City Street Division provided extraordinary street cleaning services by operating the street sweeper on a daily basis with a rotating schedule in which all streets were swept monthly and the business district was swept daily. Due to escalating disposal and equipment maintenance costs and limited manpower, the sweeping schedule has been reduced to twice a year. Sweeping and cleaning City streets meets the requirements of the National Pollutant Discharge Elimination System (NPDES) Phase II permit for the City

Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	38,324	49,326	52,454	50,550
Deferred Compensation	13,226	13,078	16,911	15,565
Medicare	10,186	10,738	11,352	11,425
Social Security	43,553	45,913	48,505	48,830
Wages Full-time Civilian	705,374	757,514	787,994	777,380
Wages Part-time	—	—	11,520	12,000
Overtime - Civilian	19,037	8,324	25,000	10,000
Personnel Services Total	829,698	884,892	953,736	925,750
Other Benefits Total	145,498	154,237	184,334	185,420
Contractual Services Total	268,745	272,003	305,460	309,844
Commodities Total	286,057	322,354	381,026	337,700
Capital Outlay Total	1,460	6,550	13,000	30,000
Interdepartmental Charges Total	176,117	146,335	215,355	188,307
Total	1,707,575	1,786,372	2,052,911	1,977,021

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-05-070-000	510005	Wages Full Time Civilian	705,374	757,514	787,994	777,380	(10,614)	(0.01)%
101-05-070-000	510020	Wages Part Time	—	—	11,520	12,000	480	0.04%
101-05-070-000	510025	Overtime Civilian	19,037	8,324	25,000	10,000	(15,000)	(0.60)%
101-05-070-000	511005	Social Security	43,553	45,913	48,505	48,830	325	0.01%
101-05-070-000	511010	Medicare	10,186	10,738	11,352	11,425	73	0.01%
101-05-070-000	512005	Pension Civilian	38,324	49,326	52,454	50,550	(1,904)	(0.04)%
101-05-070-000	512015	Deferred Compensation	13,226	13,078	16,911	15,565	(1,346)	(0.08)%
101-05-070-000	513005	Insurance Health	139,984	148,540	178,326	179,670	1,344	0.01%
101-05-070-000	513010	Insurance Dental	4,525	4,673	4,932	4,720	(212)	(0.04)%
101-05-070-000	513015	Insurance Vision	989	1,024	1,076	1,030	(46)	(0.04)%
101-05-070-000	520030	Legal	2,856	2,806	3,000	3,200	200	0.07%
101-05-070-000	520065	Training	376	383	1,500	2,000	500	0.33%
101-05-070-000	520075	Professional Services Other	3,145	3,426	4,500	3,500	(1,000)	(0.22)%
101-05-070-000	522010	Building & Grounds Maint	4,913	3,327	7,500	8,000	500	0.07%
101-05-070-000	522025	Equipment Maintenance	—	—	250	—	(250)	(1.00)%
101-05-070-000	522035	Laundry Towels	22,470	13,819	24,000	14,000	(10,000)	(0.42)%
101-05-070-000	522060	Telephone & Cellular	2,984	2,912	4,720	3,500	(1,220)	(0.26)%
101-05-070-000	523005	Landfill Fees	925	1,685	5,000	5,000	—	—%
101-05-070-000	525005	Insurance General Liability	47,077	56,807	58,300	64,140	5,840	0.10%
101-05-070-000	525010	Insurance Workers Comp	184,000	186,840	196,190	206,004	9,814	0.05%
101-05-070-000	527005	Travel	—	—	500	500	—	—%
101-05-070-000	530005	Office Supplies	3,053	1,695	3,000	3,000	—	—%
101-05-070-000	530015	Clothing	786	1,523	1,600	1,600	—	—%
101-05-070-000	530035	Food	2,357	2,597	3,000	3,000	—	—%
101-05-070-000	531020	Natural Gas	8,707	12,708	8,968	9,000	32	0.00%
101-05-070-000	532005	Membership Dues	—	—	100	100	—	—%
101-05-070-000	533055	Motor Fuel & Lubricants	44,211	51,845	70,858	60,000	(10,858)	(0.15)%
101-05-070-000	533070	Safety Equipment	4,714	4,507	6,000	6,000	—	—%
101-05-070-000	533080	Salt & Calcium Chloride	76,667	80,872	100,000	85,000	(15,000)	(0.15)%
101-05-070-000	533085	Signs	21,533	24,074	27,500	30,000	2,500	0.09%
101-05-070-000	533090	Street Repairs/Maintenance	124,030	142,533	160,000	140,000	(20,000)	(0.13)%
101-05-070-000	550010	Electric Charges	19,464	22,596	22,000	22,000	—	—%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-05-070-000	550020	Fleet Services	154,187	121,276	189,527	160,407	(29,120)	(0.15)%
101-05-070-000	550025	Sanitation	828	828	828	900	72	0.09%
101-05-070-000	550030	Water Charges	1,638	1,635	3,000	5,000	2,000	0.67%
101-05-070-000	610020	Small Cap Equip & Machinery	1,460	6,550	13,000	30,000	17,000	1.31%
Expenditures Total			1,707,575	1,786,372	2,052,911	1,977,021	(75,890)	(0.04)%

Planning and Development

Mission Statement

- To practice sound urban planning techniques and policies, practice professional building plan review and inspection services, and offer quality development-related services
- To promote and encourage development within the City that aligns with the City’s long-range vision
- To ensure that new construction, remodeling, or repairs meet standards as defined in the model building codes and zoning ordinances as adopted by the City
- To maintain quality neighborhoods, housing stock, adherence to safety, and quality of life that residents of Kirkwood have come to expect through fair and consistent enforcement of the property maintenance (re-occupancy) code of the City
- To provide the City’s Staff, Council, Boards, and Commissions with support and information as needed to facilitate planning and decision-making related to existing and future development
- To assist and support in the historic preservation of properties in neighborhoods identified as historic districts and individual properties designated as landmarks by advocating for protecting, retaining, and enhancing designated historic properties
- To consider every contact an opportunity to provide both education and excellent customer service to residents, property-owners, contractors, and developers in the City of Kirkwood

General Description

The Planning & Development Services Department consists of two divisions: building and planning. Having single management oversight of these two divisions on a daily basis streamlines development activities and provides a single point of contact for physical development and economic development within the City. The autonomy of this department also allows appropriate managerial resources for the high demand, in volume and quality, for development-related services.

The Building Division is responsible for issuing residential and commercial building permits, plumbing permits, and mechanical permits; residential building, plumbing, electrical, and mechanical permits; contractors’ licenses; residential and commercial re-occupancy permits; miscellaneous other permits (fences, signs, sprinkler systems); reviewing commercial and residential construction plans for code compliance; inspecting new construction and additions; inspecting residential and commercial buildings prior to re-occupancy; and maintaining and archiving building permits and plans as required by State regulations. The Building Division is also responsible for administering the Sewer Lateral Program.

The Planning & Development Services Department provides staff liaison support to the (1) Board of Adjustment, which meets monthly to hear variances to the Zoning Code; (2) Architectural Review Board, which meets twice a month to review all new houses, and additions for residential areas, all new structures or alterations in multi-family and non-residential areas, and the

review of sign permits; (3) Board of Building Appeals, which meets on-call to hear appeals to building code requirements or interpretations; (4) Landmarks Commission which meets monthly to review plans related to construction for properties designated as local landmarks or in local historic districts, and also establish historic districts and landmarks; (5) Planning and Zoning Commission which meets twice a month to review requests for rezoning of property, zoning code text amendments, special use permits, site plan review, and subdivision requests; and (6) Industrial Development Authority which meets on-call for matters related to promoting the development in the City primarily through their ability to issue bonds for eligible projects.

Staff support for these various boards/commissions includes processing and reviewing applications and plans; preparing packets for the members; publishing public notices; preparing public notices for public hearings; preparing agendas; attendance and presentations at meetings; maintaining all minutes and files; meeting with petitioners and the general public regarding proposed applications; and coordinating activities with the public, other City departments, and other government agencies. In FY24, the P&DS Department has begun the process to purchase equipment necessary to shift the various boards and commissions from paper packets to digital packets. This effort is intended to provide efficiency with staff time related to these tasks, provide an environmental benefit, and streamline the review process through integration with the City’s new ERP system.

Staff is responsible for tracking all conditions placed upon approved development and ensuring that these conditions are satisfied. This includes maintenance of financial performance guarantees, for 16 projects in FY23, in the amount of \$4,220,761.

The Planning & Development Services Department has identified the following key indicators: staffing levels, revenues and expenditures, permits issued and construction value, inspections performed, planning & zoning activities, sewer lateral program activity, and, citizen board support.

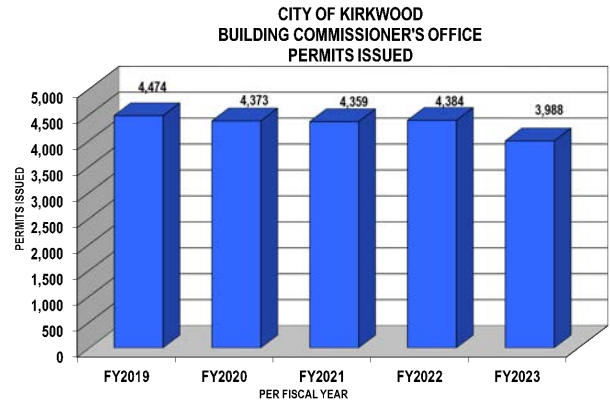
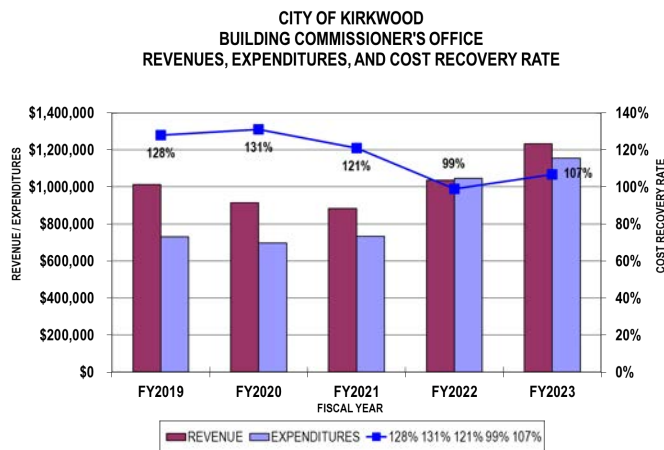
Staffing

In FY 23, The Planning & Development Services Department had a staff of eleven full-time employees and one part-time employee this includes the Planner I position that was new in FY22 to cover duties left by the creation of the Planning & Development Services Director position in FY21. The department’s positions are listed below:

- 1.00 – Planning & Development Service Director
- 1.00 – Building Commissioner
- 1.00 – Plan Reviewer/Inspector (Deputy Building Commissioner)
- 3.00 – Building Inspector
- 0.50 – Building Inspector – Part-time
- 3.00 – Permit Clerk or Technician
- 1.00 – Planner I (New in FY2022)
- 1.00 – Planner II (Previously in Engineering)

Revenues and Expenditures

The Building Commissioner’s operation has historically been above the revenue recovery amount of 75%, which is the national ICC standard. The City Council significantly increased permit fees in April, 2003, with the intent to cover 100% of the Building Commissioner’s Office’s expenses. In FY22, the Building Commissioner’s Office’s was merged with planning to form the Planning and Development Services Department. The Building and Planning Divisions are intricately involved in review of permits that create the revenue for the department. With the current department structure, the cost recovery rate includes the expenditures related to the Planning Division which was previously under the Engineering Division of the Public Services Department. Staff believes this re-organization creates positive effects operationally and also provides a more accurate account of the recovery rate. The Planning and Development Services FY23 cost/revenue recovery rate was 107%.



The Building Commissioner’s Office tracks permits for new construction (residential and commercial) including the estimated construction value of the building or structure. The value of the new construction fluctuates when the office issues permits for large commercial or multi-family projects. This is apparent in this year’s data as the total value of construction is nearly three times as high as the previous three years; however, the number of overall permits decreased in FY23. This is the first year in nearly 10 years that the City has seen a significant decrease in the number of new residential home. While previous years averaged between 70 and 80 new residential homes permits, FY23 recorded just 48. Because multiple permits can be issued on a single project, the numbers for new permits reflected in the table below do not correspond directly to the number of projects. As an example, there were 48 new residential permits issued this year on 45 new residential homes. New residential home numbers are reported in the Planning Division’s portion of this report. While there was a decrease in new homes, the value of residential additions remained consistent with previous years.

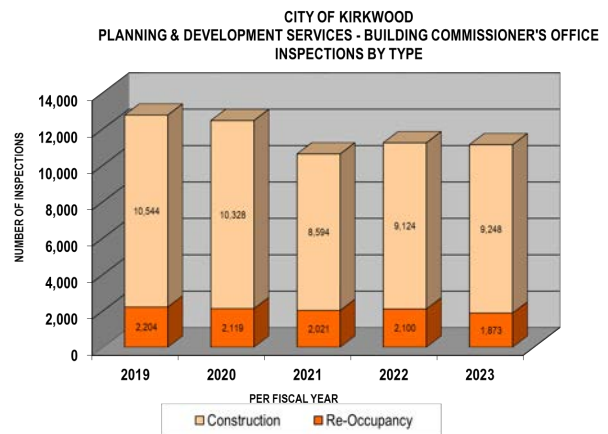
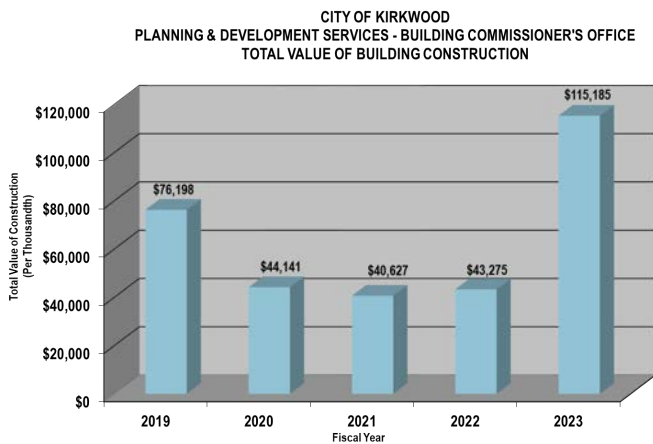
Permits Issued

The Building Commissioner’s Office issued 3,988 permits for building construction, re-occupancy, electrical, plumbing, fences, signs, and other miscellaneous items. Permits are reviewed for code compliance prior to issuance primarily by the City’s Plans Examiner/Inspector with assistance from the Building Commissioner as needed.

FISCAL YEAR	NEW RESIDENTIAL		NEW MULTI-FAMILY		NEW COMMERCIAL	
	# OF NEW PERMITS	VALUE	# OF NEW PERMITS	VALUE	# OF NEW PERMITS	VALUE
2019	111	\$35,548,865	*	*	3	\$27,415,000
2020	72	\$25,335,941	*	*	3	\$ 6,365,000
2021	71	\$29,250,654	*	*	4	\$ 3,139,049
2022	86	\$30,627,565	*	*	2	\$ 408,257
2023	48	\$17,599,331	4	\$925,000	3	\$43,900,000

¹Not reported in previous years.

FISCAL YEAR	TOTAL PERMITS FOR NEW PROJECTS	TOTAL VALUE NEW RESIDENTIAL PROJECTS	TOTAL VALUE RESIDENTIAL ADDITIONS	TOTAL VALUE NEW COMMERCIAL/MULTI-FAMILY PROJECTS	TOTAL VALUE COMMERCIAL/MULTI-FAMILY ADDITIONS	TOTAL VALUE OF CONSTRUCTION
2019	114	\$35,599,865	\$10,601,258	\$27,430,500	\$13,233,759	\$ 76,197,624
2020	75	\$25,335,941	\$11,725,094	\$ 6,365,000	\$12,440,517	\$ 44,141,458
2021	75	\$29,250,654	\$ 7,915,059	\$ 3,139,049	\$ 8,236,971	\$ 40,626,674
2022	88	\$30,627,565	\$10,137,210	\$ 408,257	\$ 2,101,600	\$ 43,274,632
2023	55	\$17,599,331	\$ 9,045,059	\$44,825,000	\$43,715,530	\$115,184,920



Inspections

Each Building Permit produces the need for an average of about six inspections. This varies widely based on the type of structure, i.e., with a new residence or commercial building needing a minimum of 15 inspections. A re-occupancy permit generates two or three inspections on average. Miscellaneous permits usually require one or two inspections.

Planning and Zoning Activities

The City's current comprehensive plan, EnVision Kirkwood 2035, was adopted in September of 2017. As part of these new plans, planning personnel has begun implementing the goals and objectives through various code amendments that resulted from the 2017 Downtown Master Plan & Parking Study and from the Kirkwood By Design code review project. Kirkwood By Design included a review of the zoning, subdivision, and sign code. Recommendations from this process were ultimately reviewed and voted upon by the City Council in February of 2021. The complete review of the City's various development regulations allowed the City to align the regulations with the various

goals in these plans. These new regulations will continue to be monitored to ensure that they have the desired effect of guiding development that aligns with the City's vision.

Long Range Planning

In FY23, the Planning Division led a subcommittee of the Planning & Zoning Commission through the first 5-year review of the EnVision Kirkwood 2035 plan. The subcommittee met multiple times over the course of approximately four months and reviewed each chapter of the plan. Meetings were held in public and notice was posted in accordance with state law. The Planning & Zoning Commission also held an advertised public hearing to present the findings and recommendations of the 5-year review to provide an additional opportunity for public comment. Ultimately, there were no substantial revisions to the plan but minor revisions were recommended and approved by the Planning & Zoning Commission. Overall, the plan was found to be relevant and appropriate to continue to serve as the guiding document for the City regarding land-use and development related goals.

A second long-range planning effort in FY23 was the City's Attainable Housing Study. A consultant was hired in the Fall of 2022 and the bulk of the research and analysis being conducted through February of 2023. The study includes an in-depth analysis of population demographic statistics, housing supply/demand statistics, and recommendations on how to increase the diversity of housing options within Kirkwood to a broader range of people from various ages, abilities, and socio-economic needs. These recommendations were finalized and presented to the City Council in June of 2023. The next step is for Staff to make prioritizations recommendations to the City Council about which actions to take first.

Staff also continued planning work on the Grant's Trail extension in FY23. Staff applied for and received a Transportation Alternatives Program (TAP) grant and a Surface Transportation Program (STP-S) grant in calendar years 2022 and 2023. These grants secured 80% federal funding for phases 1A and 1B of the planned extension which will extend from the Farmer's Market to Leffingwell Avenue.

Accomplishments and Achievements

- Continued implementation of the Downtown Master Plan & Parking Study by incorporating various recommendations into proposed private developments.
- Facilitated an approximately 10-month long attainable housing study.
- Submitted for and received two federal grants for implementation of Phase 1A and 1B of the Grant's Trail/Gravois Greenway extension.
- Applied for and received a federal Safe Streets for All supplemental planning grant to start implementation of the City's Vision Zero Action Plan.
- Continued to update the various webpages on the City's website in order to offer more documents and information to the general public.
- Maintained Certified Local Government Status with State Historic Preservation Office.

- Staff maintained various professional certifications.

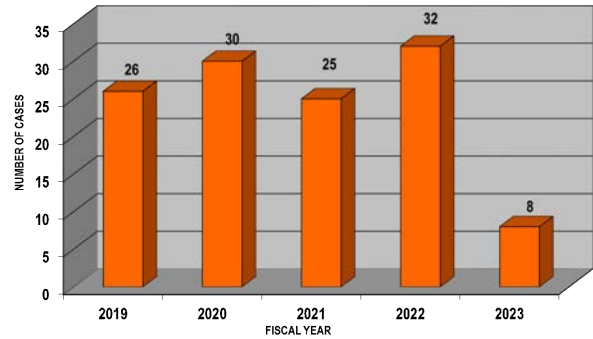
The following table shows a number of performance measures that indicate the amount of activity related to the Planning Division and the corresponding results.

Planning & Zoning Performance Measures	
Demand	FY2023
Boundary/Consolidation Plats/Condo Plats	17
Subdivision Plats	3
Subdivision Waivers	0
Site Plan Reviews (Major & Minor)	7
Special Use Permits	4
Rezoning Cases	1
CUP Cases	1
B-2 Mixed Use Cases	2
B-4 Cases	0
B-5 Cases	0
Zoning Code Amendments	3
Architectural Review Board Cases	201
Board of Adjustment Cases	8
Landmarks Commission Cases	18
Historic Districts/Landmarks Approved	0
Workload	FY2023
Planning & Zoning Meetings	15
Architectural Review Board Meetings	24
Landmarks Commission Meetings	11
Board of Adjustment Meetings	6
Site Condition Inspections	19
Zoning Verification Letters	11
Zoning Violations Inspections	14
Results	FY2023
Average Case Timeline (Submittal to CC Action)	107 days
New Lots Platted	8
New Single Family Homes Permitted	45
Median Construction Value – New Home (\$)	372,106
Median Square Footage – New Home (sf)	2,614
New Commercial Structures Permitted	2

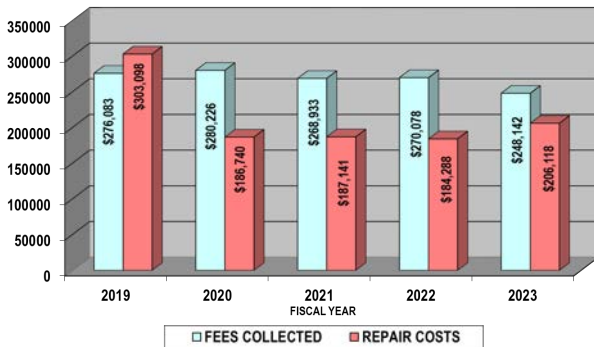
Sewer Lateral Program

The Sewer Lateral Insurance program began in June, 1999, after being approved by the voters in Kirkwood. Until January 31, 2019, the Engineering Office was responsible for the administration of this insurance program, which covers 75% of the cost of repairing a broken private house sewer lateral. On February 1, 2019, the Building Division began managing the program. In this program, the City, through a private contractor, verifies the break in the line and determines if the repair qualifies under the program and the extent of the repairs required. Of the 122 applications submitted in FY23, 78 laterals were repaired with the City paying an average cost of \$2,712.

CITY OF KIRKWOOD
PLANNING & DEVELOPMENT SERVICES - BUILDING COMMISSIONER'S OFFICE
BOARD OF ADJUSTMENT
NUMBER OF CASES FILED



CITY OF KIRKWOOD
PLANNING & DEVELOPMENT SERVICES
SEWER LATERAL PROGRAM
FEES COLLECTED VS. REPAIR COSTS



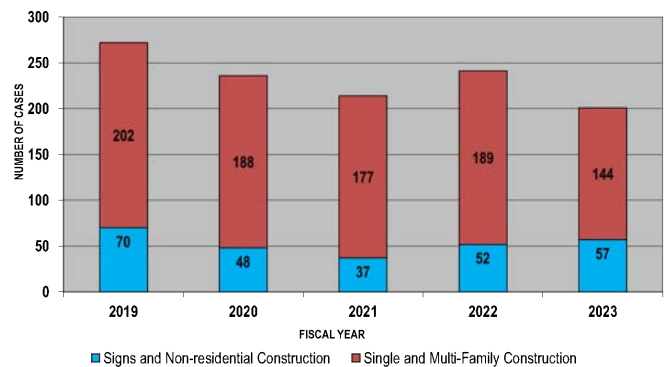
The Planning & Development Services Department also provides full staff support to the Architectural Review Board. The Board consists of five members appointed by the City Council. The Architectural Review Board (ARB) reviews the architectural design of all new houses and additions for residential areas as an advisory function. The ARB has final authority for architectural review of all new structures or alterations in multi-family and non-residential areas, and the review of sign permits.

The intent of architectural review is to insure that the architectural scheme of proposed new construction, exterior renovation, or additions and proposed new signs are in harmony with the architectural scheme of the building, site, and surrounding area while striving not to destroy individual creativity for the sake of conformity. A summary of the number of cases that they reviewed in the past five years can be seen in the following chart.

Citizen Boards and Commission Support

The Planning & Development Services Department provides full staff support to the Board of Adjustment. The Board of Adjustment is a quasi-judicial board consisting of five members appointed by the City Council. The Board meetings are conducted the second Monday of each month. The Board hears petitions for variances to the Zoning Code. A variance is a relaxation of the terms of a zoning ordinance or another regulatory document in order to avoid unnecessary hardships to a landowner. A variance usually deals with some measurable physical requirements such as height, bulk, or setbacks and is based upon a finding that such relaxation will not be contrary to public interest. A typical use of the variance procedure would be to permit construction of a home on a lot too narrow to have the required side yards because it was platted before the adoption of the current side yard regulations. A summary of the number of cases that they reviewed in the past five years can be seen in the following chart. In FY23, the Board of Adjustment saw its lowest number of cases and lowest number of meetings held when compared to previous years with only 6 of the 12 regular meetings being held due to the lack of cases during the other 6 months.

CITY OF KIRKWOOD
PLANNING & DEVELOPMENT SERVICES - BUILDING COMMISSIONER'S OFFICE
ARCHITECTURAL REVIEW BOARD
NUMBER OF CASES FILED

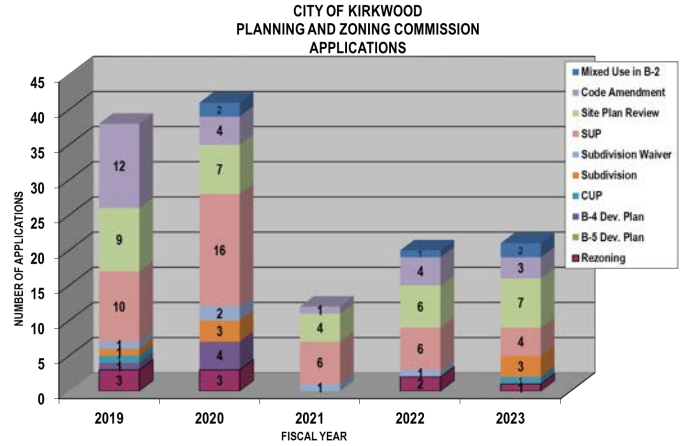


The Planning & Development Services Department provides staff support to the Planning & Zoning Commission. The Planning & Zoning Commission is made up of nine volunteer residents who are appointed by the City Council. This Commission is responsible for analyzing, reviewing, and making recommendations on zoning matters to the City Council for the following petition types:

- Commercial Site Plan Reviews (Mixed-use or Special Use)
- Re-zonings

- Special Use Permits
- Subdivision of Property
- Community Unit Plans
- Zoning Code Amendments

A summary of the number of cases that they reviewed in the past five years can be seen in the following chart.



Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	36,828	45,708	53,045	53,930
Deferred Compensation	12,786	13,947	15,934	16,335
Medicare	10,576	11,282	12,336	12,830
Social Security	45,227	48,238	52,712	54,000
Wages Full-time Civilian	714,469	753,145	806,390	829,624
Wages Part-time	23,420	23,555	42,831	64,595
Overtime - Civilian	82	181	500	500
Personnel Services Total	843,389	896,056	983,748	1,031,814
Other Benefits Total	97,789	108,778	130,400	120,400
Contractual Services Total	83,518	139,853	204,550	131,128
Commodities Total	16,147	18,254	30,751	26,148
Capital Outlay Total	—	4,319	—	23,100
Interdepartmental Charges Total	5,764	9,378	7,774	11,212
Total	1,046,607	1,176,638	1,357,223	1,343,802

Planning and Development Services Budget Variances

Fund/Function/ Dept/Division	Object	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
101-06-075-000-000	510020	Wages Part Time	\$ 42,831	\$ 64,595	\$ 21,764	50.81%

Narrative: In FY24, we began utilizing our part-time salary funds for a part-time administrative associate in addition to the part-time building inspector historically funded. This new part-time position will support the six boards that our department supports. This increase in funding will allow for a maximum of 24 hours per week for each part-time position.

101-06-075-000-000	610060	Small Cap Office Furniture	\$ -	\$ 23,100	\$ 23,100	100.00%
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Narrative: This request includes replacing 7 office desks within the department which have been deferred for many years. It also includes purchasing larger computer monitors to allow full use of our anticipated Bluebeam plan review software and a new permit station computer for the lower level lobby for applicants to utilize to submit permits into our new ERP system.

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-06-075-000	510005	Wages Full Time Civilian	714,469	753,145	806,390	829,624	23,234	0.03%
101-06-075-000	510020	Wages Part Time	23,420	23,555	42,831	64,595	21,764	0.51%
101-06-075-000	510025	Overtime Civilian	82	181	500	500	—	—%
101-06-075-000	511005	Social Security	45,227	48,238	52,712	54,000	1,288	0.02%
101-06-075-000	511010	Medicare	10,576	11,282	12,336	12,830	494	0.04%
101-06-075-000	512005	Pension Civilian	36,828	45,708	53,045	53,930	885	0.02%
101-06-075-000	512015	Deferred Compensation	12,786	13,947	15,934	16,335	401	0.03%
101-06-075-000	513005	Insurance Health	93,813	104,809	125,543	115,540	(10,003)	(0.08)%
101-06-075-000	513010	Insurance Dental	3,374	3,358	4,110	4,110	—	—%
101-06-075-000	513015	Insurance Vision	602	611	747	750	3	0.00%
101-06-075-000	520010	Bank & Credit Card Fees	—	—	—	20,000	20,000	—%
101-06-075-000	520030	Legal	24,071	22,024	22,000	23,000	1,000	0.05%
101-06-075-000	520045	Microfilming & Storage Service	688	2,689	3,500	3,500	—	—%
101-06-075-000	520065	Training	1,089	5,657	7,000	7,000	—	—%
101-06-075-000	520075	Professional Services Other	27,375	75,934	135,000	38,400	(96,600)	(0.72)%
101-06-075-000	522060	Telephone & Cellular	2,087	2,275	2,700	3,000	300	0.11%
101-06-075-000	525005	Insurance General Liability	8,561	10,182	10,500	11,556	1,056	0.10%
101-06-075-000	525010	Insurance Workers Comp	18,400	15,576	16,350	17,172	822	0.05%
101-06-075-000	526020	Printing	1,249	1,143	2,000	2,000	—	—%
101-06-075-000	527005	Travel	—	4,372	5,500	5,500	—	—%
101-06-075-000	530005	Office Supplies	4,830	5,996	13,514	9,250	(4,264)	(0.32)%
101-06-075-000	530015	Clothing	1,439	888	2,750	2,750	—	—%
101-06-075-000	530060	Postage	2,102	1,896	4,000	4,000	—	—%
101-06-075-000	532005	Membership Dues	2,580	2,885	3,011	3,500	489	0.16%
101-06-075-000	533055	Motor Fuel & Lubricants	4,486	5,835	6,176	5,348	(828)	(0.13)%
101-06-075-000	533060	Operating Supplies Other	207	—	400	400	—	—%
101-06-075-000	533070	Safety Equipment	504	754	900	900	—	—%
101-06-075-000	550020	Fleet Services	5,764	9,378	7,774	11,212	3,438	0.44%
101-06-075-000	610060	Small Cap Office Furniture	—	4,319	—	23,100	23,100	—%
Expenditures Total			1,046,607	1,176,638	1,357,223	1,343,802	(13,421)	(0.01)%



Recreation

The Parks and Recreation Department’s Recreation Division has outlined performance metrics for the FY22-23 report. These include staffing levels, recovery rates, market comparisons, user/participant satisfaction rates, and vehicle usage. The report also features a “Performance Based Budget Report” analyzing cost centers based on performance.

The Recreation Division oversees five primary recreation facilities: a performing arts center, community center, ice rink, racquet sports complex, and aquatic center. It is also responsible for all recreation programs, the Green-tree Festival, and the annual July 4th celebration and any offsite program locations. Furthermore, the Division manages facility rental policies as well as the development and implementation of the same.

Staffing

In FY22-23, the Recreation Division functioned with a total of 16 full-time employees. It’s worth noting that 50% of the director’s salary was funded from the Park Fund, aligning with the expectation that 50% of the role’s responsibilities should be dedicated to park operations.

Full Time Staff

- Director of Parks and Recreation
- Superintendent of Recreation
- Recreation Supervisors (2 Positions)
- Office Manager
- Building Maintenance Worker
- Ice Rink Manager
- Assistant Ice Rink Manager
- Community Center Custodians (2 Positions)
- Ice Rink Maintenance Worker
- Recreation Specialist – Aquatic & Events
- Performing Arts Center General Manager
- Performing Arts Center Business Manager
- Performing Arts Center Technical Coordinator
- Performing Arts Center Guest Relations Coordinator

Two sets of figures related to hours worked have been developed. The first shows the number of hours worked during the fiscal year by payroll and contract staff. This offers a comparison from year to year of hours expended within certain cost centers.

The second set of figures takes revenue generated within a cost center divided by the number of hours expended on cost center activities. These figures serve as an indicator of the effectiveness of the operation within the cost center. Ideally as the amount of hours worked rises, the average earned per hour worked should stay nearly the same, reflecting that the additional hours used were an important factor in generating additional revenue.

Full Time, Part-Time, Overtime and Contractual Hours Worked by Cost Center

	FY2021	FY2022	FY2023
Administrative	12,966	13,751	13,683
Community Center	5,936	5,803	7,865
Rink	8,484	11,809	11,474
Aquatic Center ¹	11,871 ²	18,260	21,682
Day Camps	445	8,378	8,509
Tennis	1,032	1,394	1,350
KPAC	2,753	6,282	10,605
Total	43,487	65,679	75,168

¹Includes hours for pool management company. ²FY2021 is lower due to half of the facility being open during COVID closures.

	FY2021 ²	FY2022	FY2023
Community Center	\$10.58	\$29.43	\$23.37
Rink	\$47.03	\$63.64	\$72.43
Aquatic Center ¹	\$11.01	\$25.69	\$21.20
Day Camps	\$16.62	\$16.54	\$36.98
Tennis	\$31.42	\$69.75	\$93.48
KPAC	\$15.18	\$38.21	\$49.45

¹Includes hours for pool management company. ²FY2021 is lower due to half of the facility being open during COVID closures.

Recovery Rates

The City has adopted a User Fee Policy for the services provided by the recreation department. Three distinct categories are classified: Public Services, Merit Services, and Private Services. The recovery level is based upon the definitions of the three categories. Public Services are offered free of charge and are generally available to anyone. Merit Services have restrictions on who can participate but generally benefit not for profits. Private Service benefit an individual or individuals who pay for the direct costs of a service. In some cases, a distinction between resident and non-resident status will result in different fees as well.

Fees and charges are determined within each category and through market research. Municipalities offering similar activities and facilities, with some comparisons to for-profit or semi-public, define the market. For example, athletic associations, YMCA’s or aquatic centers.

Kirkwood Parks and Recreation Department has historically strived to reach a minimum recovery rate of 80% through fees, while maintaining a balance of affordable and quality services. Monitoring this rate is a benefit, as the Recreation Division is independent of the general fund. This independence is accomplished through a transfer from the Parks and Recreation Sales Tax Fund that offsets operating deficiencies. Striving for a higher recovery rate allows for the preservation of funds to be used for capital purposes.

Historically, the Recreation Division’s recovery rate has fluctuated from 81% to a remarkable 95%+ peak in FY06-07. FY2018-19 showcased an impressive 92% recovery rate, signifying exceptional financial performance. Conversely,

the division faced its most challenging year in FY20-21, recording a mere 43% recovery rate due to the severe impact of Covid-19 closures. A strong recovery has taken place with the culmination of a FY23 recovery rate of 88%, falling in the middle of the historical figures.

Influencing Factors

From one year to the next, a variety of factors may influence outcomes for any of the cost centers. A listing of these factors is included at the end of the “Recovery Rates” section.

This overall rate is derived from the rates for the various cost centers as detailed below:

Cost Center	FY2019 % of Expenses Recovered	FY2020 % of Expenses Recovered	FY2021 % of Expenses Recovered	FY2022 % of Expenses Recovered	FY2023 % of Expenses Recovered
Administrative	0%	0%	0%	0%	0%
Community Center ¹	55%	55%	29%	56%	67%
Ice Rink ²	160%	148%	98%	146%	144%
Aquatic Center ³	93%	79%	44%	89%	83%
Day Camps	137%	146%	90%	121%	172%
Recreation Programs	193%	207%	125%	130%	189%
Tennis Complex	193%	175%	189%	179%	185%
Greentree Festival	127%	117%	-90%	91%	96%
July 4 th Event	76%	52%	0%	29%	27%
KPAC ⁴			24%	50%	75%
Overall Recovery Rate ⁵	92%	87%	43%	76%	88%

Influencing Factors

¹The Community Center recovery rate does not reflect revenue generated by other aspects of the recreation division’s operation that generate positive revenue such as recreation programs and day camp.

²Rink revenues and use were negatively impacted in FY2021 by COVID closures.

³Weather, COVID & facility closures are contributing factor when considering the last five fiscal year performances.

⁴KPAC opened during FY2021 and initially was impacted by COVID capacity limitations.

⁵The overall recovery rate depicted in FY2021 indicates the lowest recovery rate in recent history.

Market Research Pricing Strategy

As with any commodity or service offered on the market, pricing strategies must be developed to determine the fee charged. In our case, that strategy is guided by a these factors: User Fee Policy; philosophy of service; perceived value by the consumer; and market pricing.

It is a common practice by the recreation division to rely on fee surveys of local municipalities to determine fees and charges. Staff also utilizes the Missouri Park and Recreation Association statewide studies on fees and charges for comparison purposes. It is the intent to analyze the data on a regular basis to assure that our prices are competitive and in line with the market. Adjustments will be made according to those figures. The following chart compares fees and charges related to local camps.

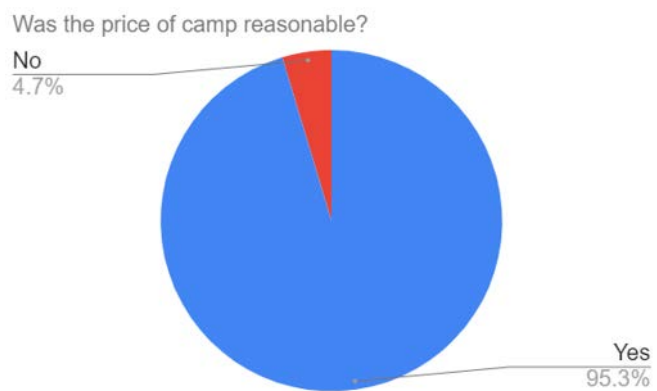
2023	Kirkwood	Ballwin	Crestwood	Des Peres	Ellisville	Manchester	Sunset Hills
Traditional Day Camp (per week rate)							
Resident	\$163.00	\$140.00	\$87.50	\$165.00	\$120.00	\$103.00	\$120.00
Non-Resident	\$230.00	\$160.00	\$100.00	\$200.00	\$137.50	\$123.50	\$140.00
Teen Camp (per week rate)							
Resident	\$212.00	\$150.00	N/A	N/A	N/A	N/A	N/A
Non-Resident	\$263.00	\$175.00	N/A	N/A	N/A	N/A	N/A
Before Care (per week rate)							
Resident	\$40.00	\$25.00	\$40.00	\$33.00	\$40.00	\$28.00	\$45.00
Non-Resident	\$45.00	\$30.00	\$45.00	\$40.00	\$45.00	\$34.00	\$50.00
After Care (per week rate)							
Resident	\$40.00	\$25.00	\$42.50	\$50.00	\$40.00	\$47.00	\$55.00
Non-Resident	\$45.00	\$30.00	\$47.50	\$60.00	\$45.00	\$56.00	\$65.00

Satisfaction Rates

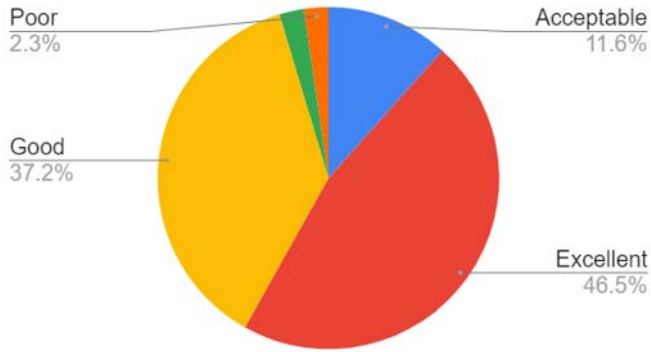
Measuring the quality of park and recreation services is important. For multiple years, the staff has undertaken an ongoing survey process. Surveys measure satisfaction rates along with assessment of costs. A target of 80% positive satisfaction rate is strived for. For cost related questions the goal is to ensure at least, 2/3 of the respondents find fees are acceptable. The goal is to develop survey's that indicate specific feedback that allow for appropriate program changes.

It is not possible to highlight all of the survey work done by the department over the course of a year, so only a select sample is shown.

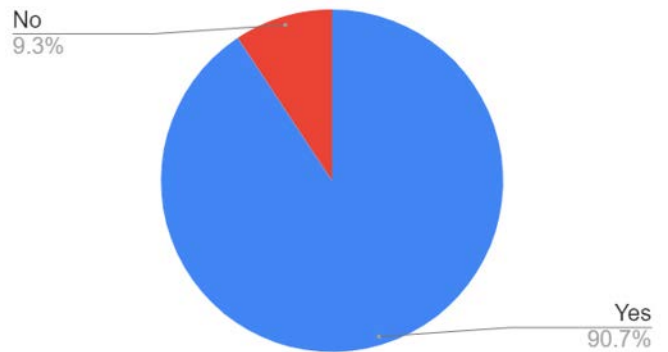
The Department uses a variety of methods in gathering surveys. One of the most common are electronic surveys administrated through Constant Contact, or Survey Monkey or in this case, the following results were derived using Google Forms. The information below shows survey results from the 2023 Camp Satisfaction Survey.



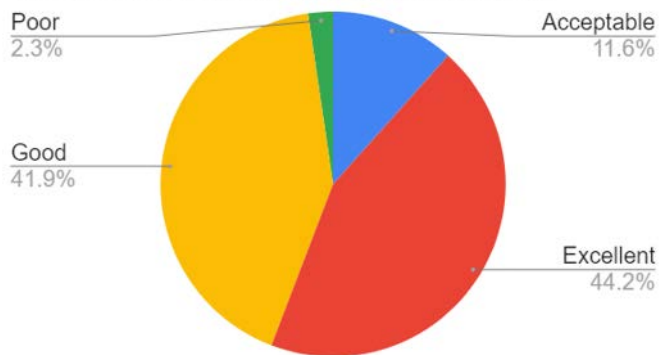
How would you rate the overall quality of camp?



Would you recommend our camps to friends or family?



How would you rate the scheduled activities at camp?



Department Vehicles

The Recreation Division’s vehicles include; two ice resurfacing machines, a 2016 Olympia that is the primary machine, and a 2003 Olympia that serves as a backup. Both machines are operated exclusively within the ice arena by rink staff members, including the manager, assistant manager, ice rink maintenance person and part time ice rink shift managers.

The other vehicle associated with the Recreation Division is 2009 Dodge Caravan minivan. It is driven by full time Recreation Division staff members for a variety of purposes. This vehicle will be replaced by the end of 2022.

RECREATION DIVISION – PROGRAM BUDGET ANALYSIS

This document serves as a program budget based analysis for the recreation division. The budget structure is based on ten cost centers utilized for the budget. The current 10 cost centers are:

- Administration (101-081) - encompasses costs that are not directly attributable to any of the following nine cost centers. It includes salary and benefit expense for much of the professional and front desk staff members.
- Community Center (101-082) – expenses to operate the community center, including custodial and maintenance staff. It should be noted that many of the other cost centers are able to function only because of the existence of the community center. Revenue associated with this cost center is limited for the most part to rent collected in exchange for use of a space within the community center.
- Ice Rink (101-083) – expenses include staff dedicated to the operation of the rink as well as much of the utility costs for the rink. Revenue is generated by rink related activities, including public admission, rentals and lesson programs.
- Aquatic Center (101-084) –includes expenses associated with operation of the facility plus 10% of both the Recreation Superintendent and Office Manager’s salaries and benefits. Revenue comes from activities taking place at the aquatic center. The Cities of Glendale and Oakland share in any operating losses/gains.
- Day Camp (101-085) – includes expenses for the seasonal day camp staff as well as contract staff for specialty camps and camp supplies. Most of these camps operate out of the community center. Revenue is generated through fees for the various camp programs.
- Recreation Programs (101-086) – this includes expenses for a wide range of programs such as athletic leagues, senior activities, fitness, and youth theatre to name just a few examples. These programs utilize a wide range of facilities including the community center, Kirkwood Park and other off site venues. Revenue is generated through fees and charges for such programs. The expectation is that programs operated within this cost center will, at a minimum, return their direct costs plus 25%.
- Racquet Sports Center (101-087) – expenses include cost for seasonal staff and contract staff that supervise the center and conduct related programs such as lessons, leagues and tournaments. Revenue is generated by daily and season passes, and fees for participation in facility related programs.
- Greentree Festival (101-088) – expenses include overtime costs for staffing the festival, entertainment and material and supplies to support the event. Revenue is generated through booth fees, participation fees and sponsorships.
- July 4th Fireworks (101-089) – Expenses include overtime for park staff, fireworks, entertainment and event supplies. Revenue is derived from sponsorships.

- Performing Arts Center (101-090) - expenses include full-time staff dedicated to the operation of the Performing Arts Center as well as utility costs, general supplies, show promotions, and contracted staff. Revenue is generated through rent of the main stage, event space, studio theater and a dedicated facility fees for each ticket sold.

To develop a program budget based analysis of the current recreation division budget, each of the ten cost centers is evaluated. Historically each cost center is analyzed during budget development and measures such things as cost recovery (revenue divided by expenses), and net dollars (revenue minus expenses) as a method of comparing performance from one year to the next. In this analysis, the following items are examined for each cost center:

- A valuation of each cost center, based on the value to the community and the operation of the recreation division. A scale of 1 – 4 is being used, with 1 having the lowest value and 4 the highest. The valuation is based on staff input and discussion, and considers a number of factors, including financial performance, resident participation or usage, need within the community for such services, tradition of activities.
- Average recovery rate and net dollars for each cost center for the last five completed fiscal years (2019-2023).
- A target recovery and net dollar rate for each cost center based on those historical figures and other considerations such as recovery policy for the individual cost center.
- Modified budget amounts, recovery rates and net dollars for each cost center for the current budget based on an attempt to assess what are mostly personnel costs housed in the administrative cost center to the other cost centers. This distribution of time and personnel cost is based on estimates from staff as to how much of their time is used within the various cost centers.

In the lists below, the following definitions would apply:

- **Five Year Recovery Rate** is defined as the five year average of revenue divided by expenses.
- **Five Year Net Dollars** is the five year average of each cost center’s revenue minus expenses. Negative amounts are shown in parentheses.
- **Current Target Recovery Rate** is revenue divided by expenses and is a consideration in budget preparation. In some cases, the target number is set by policy (the aquatic center for example), and in others by historical performance, and serves as a guide when developing the budget for the upcoming year
- **Current Target Net Dollars** is a calculation of revenue minus expenses. The target amount is developed through historical performance and is set a guide during the budget process.
- **FY 24-25 Budget Recovery Rate** is revenue divided by expenses as projected in the proposed budget for the upcoming fiscal year.
- **FY 24-25 Net Dollars** is again revenue minus expenses as projected in the upcoming year’s budget request.

Administrative Cost Center (101-081)

Value=4 – This value is based primarily on the idea that without an administrative structure, none of the other cost centers can function.

Five Year Recovery Rate – 0%
Five Year Net Dollars – (\$556,088)
Current Target Recovery Rate – 0%
Current Target Net Dollars – N/A
FY24-25 Budget Recovery Rate – N/A
FY24-25 Net Dollars – (\$744,094)

Community Center (101-082)

Value = 4 – The community center serves as the hub for the recreation division operation, as the administrative cost center serves the remaining cost centers. Its ability to generate some revenue also gives it value.

Five Year Recovery Rate – 52%
Five Year Net Dollars – (\$135,752)
Current Target Recovery Rate – 55%
Current Target Net Dollars – (\$140,000)
FY24-25 Budget Recovery Rate – 40%
FY24-25 Net Dollars – (\$182,890)

Ice Rink (101-083)

Value = 3 – Although the ice rink is most heavily used by nonresidents, its ability to generate revenue far above its cost to operate make it a key in sustaining other aspects of the recreation division that do not generate adequate revenue to cover costs.

Five Year Recovery Rate – 137%
Five Year Net Dollars – \$203,999
Current Target Recovery Rate – 135%
Current Target Net Dollars – \$200,000
FY24-25 Budget Recovery Rate – 132%
FY24-25 Net Dollars – \$217,373

Aquatic Center (101-084)

Value=3 – Historically swimming is regarded as one of the most popular recreation activities. This score reflects that value. On the downside the facility does not typically pay for itself, and is only open for 100 days a year. Note that none of the figures below reflect payments made by the Cities of Glendale and Oakland that help cover operational and capital costs for the facility.

Five Year Recovery Rate – 78 %
Five Year Net Dollars – (\$88,077)
Current Target Recovery Rate – 100%

Current Target Net Dollars – \$0
FY24-25 Budget Recovery Rate – 72%
FY-24-25 Net Dollars – (\$207,585)

Day Camp (101-085)

Value = 3 – The longest running recreation program offered by the Parks and Recreation Department, the day camp program has become increasingly valuable to families as its scope, including before and after care, and specialty camps.

Five Year Recovery Rate – 133%
Five Year Net Dollars – \$54,506
Current Target Recovery Rate – 125%
Current Target Net Dollars – \$40,000
FY24-25 Budget Recovery Rate – 154%
FY24-25 Net Dollars – \$142,622

Recreation Programs (101-086)

Value=3 – This cost center is something of a catch all for a variety of recreation programs. It includes everything from fitness programs, athletic leagues, senior trips and youth theatre. A separate evaluation of individual programs within this cost center will be conducted, but in the meantime the score for this cost center is based on an overall perception that many of these programs are unique, serve many residents and generate significant revenue over income to support the division.

Five Year Recovery Rate – 170%
Five Year Net Dollars – \$108,336
Current Target Recovery Rate – 180%
Current Target Net Dollars – \$125,000
FY24-25 Budget Recovery Rate – 154%
FY24-25 Net Dollars – \$128,030

Racquet Sports Center (101-087)

Value = 2 – The racquet sports cost center's score is based on its small capacity for the area utilized, the existence of similar facilities around Kirkwood, and significant non-resident use. Its advantages are a good recovery rate (though relatively low dollars) and the core of a good relationship with the school district.

Five Year Recovery Rate – 184%
Five Year Net Dollars – \$30,775
Current Target Recovery Rate – 175%
Current Target Net Dollars – \$20,000
FY24-25 Budget Recovery Rate – 175%
FY24-25 Net Dollars – \$53,390

Greentree Festival (101-088)

Value=3 – The Greentree Festival was once described as “Kirkwood’s Fifth Season.” With that kind of reputation, it is easy to see why the score for this cost center is so high based on the rich history and tradition of the event. The fact that it more than covers its cost is also considered a plus.

- Five Year Recovery Rate** – 65%
- Five Year Net Dollars** – \$(1,450)
- Current Target Recovery Rate** – 100%
- Current Target Net Dollars** – \$0
- FY24-25 Budget Recovery Rate** – 102%
- FY-24-25 Net Dollars** - \$1,800

July 4th Fireworks (101-089)

Value = 1 – While the fireworks display has a long history, there are negatives that bring its score down. They include a relatively short duration event versus the effort involved and failure to generate revenue to cover costs for the event. There are also numerous other opportunities to view fireworks displays in the metropolitan area.

- Five Year Recovery Rate** – 32%
- Five Year Net Dollars** – \$(13,380)
- Current Target Recovery Rate** – 50%
- Current Target Net Dollars** – \$11,000
- FY24-25 Budget Recovery Rate** – 42%
- FY24-25 Budget Net Dollars** – \$(21,000)

Performing Arts Center (101-090)

Value = 4 – The new Performing Arts Center is ranked similarly high as the community center. In addition, the usage and the tradition of theater in Kirkwood are factors that result in a higher value. The PAC will serve as the hub of performing and visual arts in Kirkwood and will be considered a regional destination. No historical data can be incorporated into this year’s analysis.

- THREE Year Recovery Rate** – 30%
- THREE Year Net Dollars** – (108,753)
- Current Target Recovery Rate** – 75%
- Current Target Net Dollars** – \$(75,000)
- FY24-25 Budget Recovery Rate** – 86%
- FY24-25 Budget Net Dollars** – \$(111,476)

Expenditure Summary

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	41,165	53,258	63,866	63,485
Deferred Compensation	12,069	12,054	19,153	19,898
Medicare	14,986	17,930	19,755	21,428
Social Security	64,080	76,673	83,609	90,649
Wages Full-time Civilian	782,043	888,396	968,945	999,182
Wages Part-time	261,009	346,533	389,812	453,441
Overtime - Civilian	4,087	4,854	4,440	2,800
Personnel Services Total	1,179,439	1,399,699	1,549,580	1,650,883
Other Benefits Total	131,330	153,041	227,431	205,620
Contractual Services Total	1,011,639	1,102,697	1,223,355	1,365,160
Commodities Total	173,124	232,448	200,814	222,622
Capital Outlay Total	16,369	326	700	1,550
Interdepartmental Charges Total	287,144	366,794	385,291	481,780
Total	2,799,045	3,255,004	3,587,171	3,927,615

Recreation Expenditures Budget Variances

Fund/Function/ Dept/Division	Object	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
101-08-080-081-000	510020	Wages Part-time (Community Center)	\$ 47,024	\$ 52,366	\$ 5,342	11.36%
Narrative: Increase in part-time labor rates and additional hours after front desk remodel.						
101-08-080-081-000	527005	Travel	\$ 2,250	\$ 4,630	\$ 2,380	105.78%
Narrative: In addition to regular travel to state conference, a recreation software symposium is taking place that staff needs to attend.						
101-08-080-081-000	530060	Postage	\$ 7,500	\$ 10,000	\$ 2,500	33.33%
Narrative: Postage increase for recreation guides in addition to more direct communication with residents regarding local recreation events.						
101-08-080-083-000	510020	Wages Part-time (Ice Rink)	\$ 72,330	\$ 84,452	\$ 12,122	16.76%
Narrative: Increase in labor rates and public skate sessions.						
101-08-080-083-000	522010	Building & Grounds Maintenance	\$ 3,350	\$ 2,600	\$ (750)	-22.39%
Narrative: Decreased based on recent history.						
101-08-080-083-000	531020	Natural Gas (Ice Rink)	\$ 10,374	\$ 12,000	\$ 1,626	15.67%
Narrative: Increased based on recent history.						
101-08-080-083-000	550010	Electric Charges (Ice Rink)	\$ 128,700	\$ 160,700	\$ 32,000	24.86%
Narrative: Increased based on recent history and trend with Kirkwood electric rates.						
101-08-080-084-000	520075	Professional Services Other (Aquatic)	\$ 380,425	\$ 498,500	\$ 118,075	31.04%
Narrative: Increase based on FY2024 being short one week, compounded by FY2025 increase for lifeguard management services.						
101-08-080-084-000	522010	Building & Grounds Maintenance	\$ 10,454	\$ 16,717	\$ 6,263	59.91%
Narrative: Increase in mowing contract. Additional of new permit fee with DNR. Wi-Fi cost increase.						
101-08-080-084-000	510020	Wages Part-time (Camp)	\$ 130,268	\$ 177,703	\$ 47,435	36.41%
Narrative: Increase in labor rates to remain competitive with other camps in the area. Also offset by increase in revenue.						
101-08-080-085-000	511005	Social Security (Camp)	\$ 7,135	\$ 11,018	\$ 3,883	54.42%
Narrative: Increase based on history and to match increase in wages.						
101-08-080-086-000	530010	Printing	\$ 8,990	\$ 12,090	\$ 3,100	34.48%
Narrative: Increase with Recreation Guide production and paper.						

Recreation Expenditures Budget Variances

Fund/Function/ Dept/Division	Object	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
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101-08-080-086-000	533065	Recreation Supplies	\$ 30,580	\$ 42,407	\$ 11,827	38.68%
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Narrative: Increased based on the addition of the Kirkwood Beer run which is offset by \$20,000 in revenue.

101-08-080-087-000	510020	Wages Part-time (Racquet Sports)	\$ 7,700	\$ 10,400	\$ 2,700	35.06%
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Narrative: Increase based on labor rate increase. In addition, to added hours for pickleball courts.

101-08-080-087-000	520075	Professional Services Other	\$ 44,000	\$ 55,600	\$ 11,600	26.36%
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Narrative: Increased participation payments to Vetta Sports. Offset by additional revenue from same participant increase.

The following accounts represent the Kirkwood Performing Art Center. Account variances are larger amounts as historical financial information is acquired year to year.

101-08-080-090-000	520075	Bank & Credit Card Fees	\$ -	\$ 3,000	\$ 3,000	100.00%
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Narrative: New account no history.

101-08-080-090-000	520075	Professional Services Other	\$ 105,000	\$ 85,000	\$ (20,000)	-19.05%
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Narrative: Cleaning services contract review.

101-08-080-090-000	522010	Building and Ground Maintenance	\$ 40,000	\$ 45,000	\$ 5,000	12.50%
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Narrative: Expected decrease due to post construction maintenance needs slow down as building normalizes.

101-08-080-090-000	524015	Rental Equipment	\$ -	\$ 3,500	\$ 3,500	100.00%
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Narrative: New account no history.

101-08-080-090-000	526005	Advertising	\$ -	\$ 5,000	\$ 5,000	100.00%
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Narrative: New account no history.

101-08-080-090-000	530005	Food	\$ 10,000	\$ 7,500	\$ (2,500)	-25.00%
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Narrative: Adjustment based on history.

101-08-080-090-000	530070	Alcohol Supplies	\$ 10,000	\$ 13,000	\$ 3,000	30.00%
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Narrative: Adjustment based on history.

101-08-080-090-000	550010	Electric Charges	\$ 60,000	\$ 100,000	\$ 40,000	66.67%
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Narrative: Increased based on recent history and trend with Kirkwood electric rates.

101-08-080-090-000	550030	Water Charges	\$ 7,000	\$ 8,000	\$ 1,000	14.29%
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Narrative: Increased based on current year projections and trend.

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
101-08-080-081	510005	Wages Full Time Civilian	301,682	338,487	372,811	387,475	14,664	0.04%
101-08-080-081	510020	Wages Part Time	32,279	40,265	47,024	52,366	5,342	0.11%
101-08-080-081	510025	Overtime Civilian	1,858	1,015	400	500	100	0.25%
101-08-080-081	511005	Social Security	20,122	22,758	24,963	27,700	2,737	0.11%
101-08-080-081	511010	Medicare	4,706	5,322	5,842	6,480	638	0.11%
101-08-080-081	512005	Pension Civilian	15,844	19,891	24,544	25,000	456	0.02%
101-08-080-081	512015	Deferred Compensation	5,013	5,533	7,356	8,000	644	0.09%
101-08-080-081	513005	Insurance Health	44,710	49,087	82,490	70,955	(11,535)	(0.14)%
101-08-080-081	513010	Insurance Dental	1,893	2,103	2,385	2,110	(275)	(0.12)%
101-08-080-081	513015	Insurance Vision	375	416	478	470	(8)	(0.02)%
101-08-080-081	514005	Unemployment	120	(28)	7,322	500	(6,822)	(0.93)%
101-08-080-081	520030	Legal	2,951	2,806	2,850	2,900	50	0.02%
101-08-080-081	520065	Training	225	420	300	600	300	1.00%
101-08-080-081	520075	Professional Services Other	27,261	25,508	24,000	26,570	2,570	0.11%
101-08-080-081	522045	Radio Equipment Maintenance	—	—	200	200	—	—%
101-08-080-081	522060	Telephone & Cellular	6,047	6,562	7,100	8,400	1,300	0.18%
101-08-080-081	524005	Rentals Copier	1,865	2,840	3,000	3,000	—	—%
101-08-080-081	525005	Insurance General Liability	15,049	18,221	18,700	20,580	1,880	0.10%
101-08-080-081	525010	Insurance Workers Comp	60,160	46,716	49,050	54,360	5,310	0.11%
101-08-080-081	527005	Travel	2,018	2,331	2,250	4,630	2,380	1.06%
101-08-080-081	530005	Office Supplies	3,618	3,630	4,570	4,500	(70)	(0.02)%
101-08-080-081	530035	Food	193	292	550	550	—	—%
101-08-080-081	530060	Postage	8,412	10,625	7,500	10,000	2,500	0.33%
101-08-080-081	532005	Membership Dues	2,190	2,240	2,000	2,300	300	0.15%
101-08-080-081	533055	Motor Fuel & Lubricants	543	810	1,080	1,104	24	0.02%
101-08-080-081	550005	Administation Fee	10,100	10,100	—	10,100	10,100	—%
101-08-080-081	550020	Fleet Services	4,036	2,129	—	10,289	10,289	—%
101-08-080-081	610020	Small Cap Equip & Machinery	14,715	—	—	—	—	—%
101-08-080-082	510005	Wages Full Time Civilian	148,214	126,376	121,803	117,833	(3,970)	(0.03)%
101-08-080-082	510025	Overtime Civilian	1,205	1,158	1,000	700	(300)	(0.30)%
101-08-080-082	511005	Social Security	9,245	7,851	7,748	7,306	(442)	(0.06)%
101-08-080-082	511010	Medicare	2,162	1,835	1,813	1,709	(104)	(0.06)%
101-08-080-082	512005	Pension Civilian	8,421	7,807	8,139	7,000	(1,139)	(0.14)%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-08-080-082	512015	Deferred Compensation	2,485	—	2,479	2,400	(79)	(0.03)%
101-08-080-082	513005	Insurance Health	22,352	18,512	26,838	23,320	(3,518)	(0.13)%
101-08-080-082	513010	Insurance Dental	1,171	970	1,233	910	(323)	(0.26)%
101-08-080-082	513015	Insurance Vision	233	194	246	200	(46)	(0.19)%
101-08-080-082	522005	Alarm System Maintenance	2,556	375	1,000	750	(250)	(0.25)%
101-08-080-082	522010	Building & Grounds Maint	32,696	21,832	24,100	25,400	1,300	0.05%
101-08-080-082	522025	Equipment Maintenance	184	144	250	250	—	—%
101-08-080-082	530010	Building & Grounds Supplies	7,754	9,157	6,900	7,500	600	0.09%
101-08-080-082	530015	Clothing	247	1,049	—	800	800	—%
101-08-080-082	530040	Janitorial Supplies	6,781	6,928	5,500	6,500	1,000	0.18%
101-08-080-082	530050	Machinery/Equipment Supplies	563	327	500	600	100	0.20%
101-08-080-082	531020	Natural Gas	8,322	9,648	7,800	7,800	—	—%
101-08-080-082	533060	Operating Supplies Other	1,585	668	1,400	1,000	(400)	(0.29)%
101-08-080-082	550010	Electric Charges	43,066	55,051	83,200	83,200	—	—%
101-08-080-082	550025	Sanitation	5,232	5,232	5,232	5,232	—	—%
101-08-080-082	550030	Water Charges	525	525	730	730	—	—%
101-08-080-082	610020	Small Cap Equip & Machinery	264	28	150	150	—	—%
101-08-080-083	510005	Wages Full Time Civilian	184,648	200,173	208,868	216,526	7,658	0.04%
101-08-080-083	510020	Wages Part Time	56,365	64,907	72,330	84,452	12,122	0.17%
101-08-080-083	510025	Overtime Civilian	623	271	1,500	1,500	—	—%
101-08-080-083	511005	Social Security	14,830	16,303	18,052	18,661	609	0.03%
101-08-080-083	511010	Medicare	3,468	3,813	4,224	4,364	140	0.03%
101-08-080-083	512005	Pension Civilian	10,660	13,029	13,731	14,000	269	0.02%
101-08-080-083	512015	Deferred Compensation	2,731	2,943	4,099	4,100	1	0.00%
101-08-080-083	513005	Insurance Health	40,253	42,675	51,415	52,760	1,345	0.03%
101-08-080-083	513010	Insurance Dental	1,171	1,164	1,233	1,090	(143)	(0.12)%
101-08-080-083	513015	Insurance Vision	157	157	166	160	(6)	(0.04)%
101-08-080-083	520010	Bank & Credit Card Fees	5,280	7,474	7,400	8,000	600	0.08%
101-08-080-083	520075	Professional Services Other	19,971	20,348	24,072	24,372	300	0.01%
101-08-080-083	522010	Building & Grounds Maint	2,571	—	3,350	2,600	(750)	(0.22)%
101-08-080-083	522025	Equipment Maintenance	29,354	28,183	30,980	34,046	3,066	0.10%
101-08-080-083	525005	Insurance General Liability	170	—	—	—	—	—%
101-08-080-083	530005	Office Supplies	696	897	500	500	—	—%
101-08-080-083	530010	Building & Grounds Supplies	3,110	3,444	6,400	6,500	100	0.02%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-08-080-083	530015	Clothing	—	294	500	500	—	—%
101-08-080-083	530040	Janitorial Supplies	1,223	1,801	2,380	2,400	20	0.01%
101-08-080-083	530050	Machinery/Equipment Supplies	12,165	13,302	12,920	12,100	(820)	(0.06)%
101-08-080-083	531020	Natural Gas	10,080	11,844	10,374	12,000	1,626	0.16%
101-08-080-083	532005	Membership Dues	—	180	300	300	—	—%
101-08-080-083	533060	Operating Supplies Other	539	650	800	600	(200)	(0.25)%
101-08-080-083	533065	Recreation Supplies	2,531	3,453	3,300	3,701	401	0.12%
101-08-080-083	550010	Electric Charges	106,015	132,793	128,700	160,700	32,000	0.25%
101-08-080-083	550025	Sanitation	1,500	1,500	1,500	1,500	—	—%
101-08-080-083	550030	Water Charges	5,020	5,491	6,000	6,000	—	—%
101-08-080-083	610020	Small Cap Equip & Machinery	—	—	300	300	—	—%
101-08-080-084	510005	Wages Full Time Civilian	11,565	12,272	13,066	13,631	565	0.04%
101-08-080-084	510020	Wages Part Time	47,566	60,921	62,308	62,055	(253)	(0.00)%
101-08-080-084	510025	Overtime Civilian	77	32	40	100	60	1.50%
101-08-080-084	511005	Social Security	3,651	4,499	4,707	4,629	(78)	(0.02)%
101-08-080-084	511010	Medicare	854	1,052	1,103	1,083	(20)	(0.02)%
101-08-080-084	512005	Pension Civilian	426	797	860	885	25	0.03%
101-08-080-084	512015	Deferred Compensation	158	245	258	273	15	0.06%
101-08-080-084	513005	Insurance Health	1,753	1,917	3,526	2,890	(636)	(0.18)%
101-08-080-084	513010	Insurance Dental	75	78	84	75	(9)	(0.11)%
101-08-080-084	513015	Insurance Vision	15	15	17	20	3	0.18%
101-08-080-084	520010	Bank & Credit Card Fees	9,967	11,192	9,000	9,500	500	0.06%
101-08-080-084	520075	Professional Services Other	330,167	338,225	380,425	498,500	118,075	0.31%
101-08-080-084	522010	Building & Grounds Maint	10,940	10,282	10,545	16,717	6,172	0.59%
101-08-080-084	522025	Equipment Maintenance	9,090	8,138	6,400	6,500	100	0.02%
101-08-080-084	525005	Insurance General Liability	9,634	9,861	10,200	11,568	1,368	0.13%
101-08-080-084	526020	Printing	—	90	100	100	—	—%
101-08-080-084	530005	Office Supplies	2,152	1,135	1,500	1,600	100	0.07%
101-08-080-084	530010	Building & Grounds Supplies	7,729	7,150	4,700	5,000	300	0.06%
101-08-080-084	530015	Clothing	182	337	325	480	155	0.48%
101-08-080-084	530040	Janitorial Supplies	1,827	2,816	2,300	2,800	500	0.22%
101-08-080-084	530050	Machinery/Equipment Supplies	872	64	1,350	2,000	650	0.48%
101-08-080-084	532005	Membership Dues	855	1,264	1,700	1,800	100	0.06%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-08-080-084	533060	Operating Supplies Other	2,408	3,278	6,450	6,420	(30)	(0.00)%
101-08-080-084	550005	Administation Fee	2,500	2,500	—	2,500	2,500	—%
101-08-080-084	550010	Electric Charges	35,857	39,932	54,035	54,035	—	—%
101-08-080-084	550025	Sanitation	1,764	1,764	1,764	1,764	—	—%
101-08-080-084	550030	Water Charges	32,387	30,160	34,250	34,250	—	—%
101-08-080-084	560005	Transfers to Other Funds	1,500	1,530	1,400	1,500	100	0.07%
101-08-080-084	610020	Small Cap Equip & Machinery	—	63	—	100	100	—%
101-08-080-085	510020	Wages Part Time	92,379	103,569	130,268	177,703	47,435	0.36%
101-08-080-085	510025	Overtime Civilian	—	20	—	—	—	—%
101-08-080-085	511005	Social Security	5,728	6,423	7,135	11,018	3,883	0.54%
101-08-080-085	511010	Medicare	1,339	1,503	1,764	2,577	813	0.46%
101-08-080-085	520075	Professional Services Other	11,921	63,098	65,750	61,300	(4,450)	(0.07)%
101-08-080-085	530035	Food	392	1,247	1,600	2,450	850	0.53%
101-08-080-085	533065	Recreation Supplies	2,679	7,502	7,225	7,550	325	0.04%
101-08-080-086	510020	Wages Part Time	49	18,937	20,892	21,440	548	0.03%
101-08-080-086	511005	Social Security	3	1,174	1,633	1,685	52	0.03%
101-08-080-086	511010	Medicare	1	274	499	515	16	0.03%
101-08-080-086	520010	Bank & Credit Card Fees	3,405	4,687	2,700	3,200	500	0.19%
101-08-080-086	520060	Recreation - Trips	8,483	25,530	32,400	30,900	(1,500)	(0.05)%
101-08-080-086	520075	Professional Services Other	112,110	110,544	119,193	117,013	(2,180)	(0.02)%
101-08-080-086	526020	Printing	8,388	10,628	8,990	12,090	3,100	0.34%
101-08-080-086	530010	Building & Grounds Supplies	4,129	2,812	5,060	5,060	—	—%
101-08-080-086	530035	Food	1,380	953	2,700	2,500	(200)	(0.07)%
101-08-080-086	533065	Recreation Supplies	23,134	21,375	30,580	42,407	11,827	0.39%
101-08-080-086	560005	Transfers to Other Funds	1,200	1,200	1,200	1,200	—	—%
101-08-080-087	510020	Wages Part Time	6,988	5,882	7,700	10,400	2,700	0.35%
101-08-080-087	511005	Social Security	434	364	400	650	250	0.63%
101-08-080-087	511010	Medicare	101	86	70	150	80	1.14%
101-08-080-087	520075	Professional Services Other	45,418	59,362	44,000	55,660	11,660	0.27%
101-08-080-087	530010	Building & Grounds Supplies	—	—	1,000	1,000	—	—%
101-08-080-087	530015	Clothing	—	475	250	300	50	0.20%
101-08-080-087	532005	Membership Dues	—	—	50	50	—	—%
101-08-080-087	533060	Operating Supplies Other	1,254	1,380	2,050	2,550	500	0.24%
101-08-080-087	533065	Recreation Supplies	33	519	450	600	150	0.33%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-08-080-088	520075	Professional Services Other	41,947	52,204	58,950	55,850	(3,100)	(0.05)%
101-08-080-088	530035	Food	674	672	800	800	—	—%
101-08-080-088	530060	Postage	—	7	—	—	—	—%
101-08-080-088	533010	Community Services	—	240	1,000	1,000	—	—%
101-08-080-088	533060	Operating Supplies Other	1,849	1,673	800	800	—	—%
101-08-080-088	533065	Recreation Supplies	3,479	2,688	1,650	1,650	—	—%
101-08-080-088	560005	Transfers to Other Funds	18,000	18,600	19,530	19,600	70	0.00%
101-08-080-089	520075	Professional Services Other	26,376	28,158	32,150	31,100	(1,050)	(0.03)%
101-08-080-089	530035	Food	—	—	100	100	—	—%
101-08-080-089	533065	Recreation Supplies	—	—	150	300	150	1.00%
101-08-080-089	560005	Transfers to Other Funds	4,500	4,300	4,500	4,500	—	—%
101-08-080-090	510005	Wages Full Time Civilian	135,934	211,088	252,397	263,717	11,320	0.04%
101-08-080-090	510020	Wages Part Time	25,383	52,052	49,290	45,025	(4,265)	(0.09)%
101-08-080-090	510025	Overtime Civilian	325	2,358	1,500	—	(1,500)	(1.00)%
101-08-080-090	511005	Social Security	10,068	17,300	18,971	19,000	29	0.00%
101-08-080-090	511010	Medicare	2,354	4,046	4,440	4,550	110	0.02%
101-08-080-090	512005	Pension Civilian	5,814	11,734	16,592	16,600	8	0.00%
101-08-080-090	512015	Deferred Compensation	1,681	3,333	4,961	5,125	164	0.03%
101-08-080-090	513005	Insurance Health	16,037	34,234	48,025	48,380	355	0.01%
101-08-080-090	513010	Insurance Dental	846	1,287	1,644	1,460	(184)	(0.11)%
101-08-080-090	513015	Insurance Vision	170	260	329	320	(9)	(0.03)%
101-08-080-090	520010	Bank & Credit Card Fees	—	—	—	3,000	3,000	—%
101-08-080-090	520030	Legal	4,323	1,596	1,500	1,400	(100)	(0.07)%
101-08-080-090	520075	Professional Services Other	49,575	92,313	105,050	85,000	(20,050)	(0.19)%
101-08-080-090	520090	Kirkwood Arts Commission	8,831	171	16,000	16,000	—	—%
101-08-080-090	522005	Alarm System Maintenance	—	—	500	500	—	—%
101-08-080-090	522010	Building & Grounds Maint	92,999	64,802	40,000	45,000	5,000	0.13%
101-08-080-090	522020	Custodial Services	—	1,351	57,600	54,000	(3,600)	(0.06)%
101-08-080-090	522025	Equipment Maintenance	—	1,965	1,500	700	(800)	(0.53)%
101-08-080-090	522060	Telephone & Cellular	1,954	4,646	3,600	3,500	(100)	(0.03)%
101-08-080-090	524015	Rentals Equipment	—	—	—	3,500	3,500	—%
101-08-080-090	525005	Insurance General Liability	8,310	15,541	16,000	17,604	1,604	0.10%
101-08-080-090	526005	Advertising	—	2,077	—	5,000	5,000	—%
101-08-080-090	526020	Printing	9,445	1,146	2,200	1,500	(700)	(0.32)%
101-08-080-090	527005	Travel	—	1,333	—	1,800	1,800	—%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
101-08-080-090	530005	Office Supplies	995	2,757	800	1,800	1,000	1.25%
101-08-080-090	530010	Building & Grounds Supplies	6,521	6,085	2,500	1,800	(700)	(0.28)%
101-08-080-090	530015	Clothing	—	314	600	600	—	—%
101-08-080-090	530035	Food	—	—	10,000	7,500	(2,500)	(0.25)%
101-08-080-090	530040	Janitorial Supplies	5,106	4,426	2,700	2,300	(400)	(0.15)%
101-08-080-090	530050	Machinery/Equipment Supplies	6,099	8,636	3,000	1,500	(1,500)	(0.50)%
101-08-080-090	530055	Merchandise Supplies	—	—	12,000	10,500	(1,500)	(0.13)%
101-08-080-090	530060	Postage	37	28	150	150	—	—%
101-08-080-090	530070	Alcohol Supplies	—	—	10,000	13,000	3,000	0.30%
101-08-080-090	530075	Dry Good Supplies	—	—	—	2,500	2,500	—%
101-08-080-090	531020	Natural Gas	6,298	10,517	9,000	9,000	—	—%
101-08-080-090	532005	Membership Dues	—	—	—	700	700	—%
101-08-080-090	533055	Motor Fuel & Lubricants	—	2	—	300	300	—%
101-08-080-090	533060	Operating Supplies Other	8,575	2,303	500	—	(500)	(1.00)%
101-08-080-090	533065	Recreation Supplies	13,914	58,558	500	500	—	—%
101-08-080-090	550010	Electric Charges	44,027	72,111	60,000	100,000	40,000	0.67%
101-08-080-090	550020	Fleet Services	—	—	—	600	600	—%
101-08-080-090	550025	Sanitation	—	2,880	2,880	2,880	—	—%
101-08-080-090	550030	Water Charges	(4,885)	4,626	7,000	8,000	1,000	0.14%
101-08-080-090	610020	Small Cap Equip & Machinery	1,389	235	250	1,000	750	3.00%
Expenditures Total			2,824,245	3,280,634	3,613,801	3,954,415	340,614	0.09%

Enterprise Funds

Electric

Kirkwood Electric Department has identified the following performance measures: Staffing levels, revenue per kilowatt-hour, debt to total assets, retail customers per employee, operations and maintenance expense per customer, customer service, accounting, and sales expense per customer, system load factor, and return on investment.

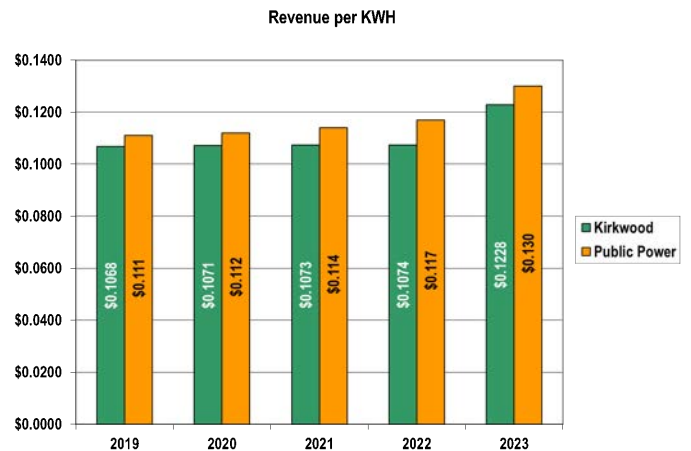
Staffing

During this past fiscal year, the electric department maintained a staffing level of 20 5/6 employees. Listed below are the current positions maintained in the electric department (Total 21 1/3):

- 1 – Electric Director
- 1 – Electric Administrative Assistant
- 1 – Electric Line Superintendent
- 11 – Electric Line Workers
- 1 – Electric Operations Superintendent
- 1 – Distribution Planning Technician
- 1 – Electric Meter Tester
- 1 – Electric Metering Lead Worker
- 2 – Line System Investigators
- 1/3 – Finance Office Manager (1 Full-time employee allocated 33% each to Electric, Water, and Sanitation)
- 2/3 – Finance Customer Service Associates (2 Full-time employees allocated 33% each to Electric, Water, and Sanitation)
- 1/3 – Finance Accounting Technician (1 Full-time employee allocated 33% each to Electric, Water, and Sanitation)

Revenue per Kilowatt Hour

This ratio shows the average level of rates for a combination of the rate classes for municipal utilities. According to the Department of Energy, Kirkwood’s 12.28¢ FY2023 per kWh residential rate was lower than the 13¢ per kWh FY2023 national average. A closer inspection of the data reveals an even greater rate advantage for Kirkwood Electric residential customers. Investor owned utilities generally have higher rates than municipally owned utilities, and this is particularly true when it comes to Kirkwood. Kirkwood’s 10.73¢ per kWh FY2022 rate is 24.8% lower than the 14.27¢ per kWh national average residential rate charged by investor owned utilities, is 16.23% less than the 12.81¢ per kWh average investor-owned residential rate in Missouri, and is 3.2% less than the 11.09¢ per kWh average publicly owned utility residential rate in Missouri.



Debt to Total Assets

	2017 APPA National Average		2018 APPA National Average		2019 APPA National Average		2020 APPA National Average	
FY2017		FY2018		FY2019		FY2020		FY2021
0.0286	0.321	0.0286	0.331	0.0640	0.286	0.0640	0.296	0.015

Debt represented just over 29% of assets on average for municipal utilities in 2020. The ratio is much higher for utilities that generate a large portion of their power. This relationship makes sense because an investment in a generating plant, which is typically large and used over many years, is logically financed through debt rather than from current rates. Distribution only

systems, like Kirkwood, more often finance system upgrades from current rates. Kirkwood Electric has a miniscule amount of debt during this reporting year and is atypical in that we fund most major system improvements from current rates.

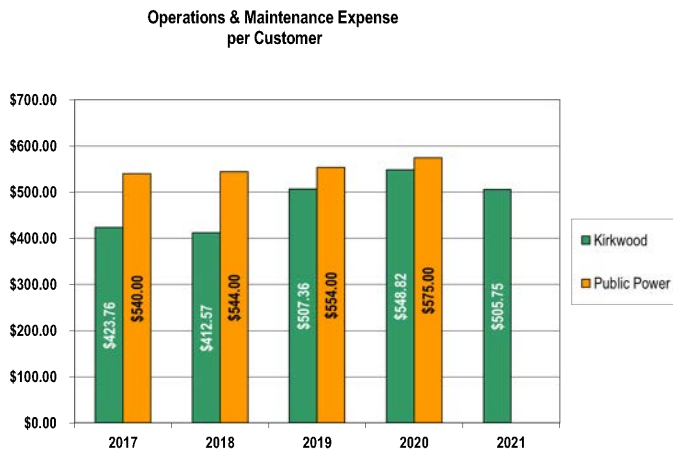
Retail Customers per Employee

	2017 APPA National Average		2018 APPA National Average		2019 APPA National Average		2020 APPA National Average	
FY2017		FY2018		FY2019		FY2020		FY2021
468	313	484	318	484	321	484	332	470

This is a general measure of staffing levels. It is not a perfect measure because variables such as customer mix, territory density and how a utility counts employees shared with other departments all affect the measure. Kirkwood's ratio shows that we are "lean" relative to other municipal utilities. Some factors contributing to this are the economies of scale we experience by splitting billing costs with water and sanitation, our system is older, has a low growth rate, and we have high customer density.

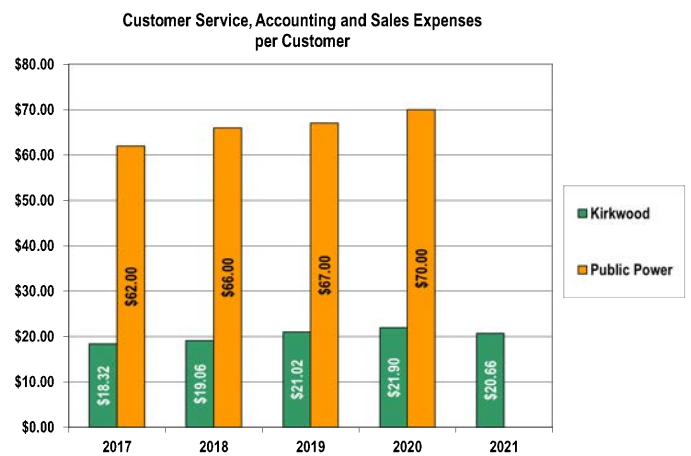
Operations and Maintenance Expense per Customer

This ratio looks at non-power expenses compared to the number of retail customers served. The high average age of our system dictated more replacement and maintenance work in 2017 and 2018. In FY15 we ramped up our capital expenditures to begin to reduce our O&M expenses. One major advantage that Kirkwood has in this area is our extremely high customer density. Kirkwood has approximately 76 customers per mile of distribution line, almost twice the average for municipal utilities.



Customer Service, Accounting, and Sales Expense per Customer

These expenses are lumped together because they are small and all associated with customer relations. They are expressed on a per customer basis because these expenses are more closely related to the number of customers than to the amount of kilowatt-hours sold. This expense for Kirkwood is lower than the national municipal average because we divide billing and accounting expenses with water and sanitation.



System Load Factor

	2016 APPA National Average		2017 APPA National Average		2018 APPA National Average		2019 APPA National Average	
FY2016		FY2017		FY2018		FY2019		FY2020
42.96%	57.7%	56.6%	57.4%	41.33%	57.18%	44.3%	56.6%	42.65%

This is not a financial ratio, but has a large impact on Kirkwood's cost of power. It is a measure of system utilization. A utility with a 100% load factor would use a uniform amount of power every hour of the year. Kirkwood's load factor

is poor because of the large proportion of residential load we have. A utility with a large industrial base typically has a better load factor. Weather also has a significant influence on load factor. Kirkwood's load factor decreased in FY 2020 due to a reduced load and lower peak.

Return on Investment

The return on investment for a utility is the revenue the owners of the operation receive from the operation of the enterprise. Kirkwood Electric provides an annually fair and reasonable 5% gross revenue rate of return to the citizens

of Kirkwood that is consistent with public service commission approved levels. Last year Kirkwood Electric contributed \$1.7 Million to the general fund and capital improvement fund. This year Kirkwood Electric is on pace to transfer at least another \$1.7 Million to the general fund. According to the American Public Power Association, the 2018 median contribution for public power systems was 5.4%. Similarly, the 2018 median payment in taxes and fees to state and local governments for investor owned utilities was 4.8%.

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	138,335	139,995	155,326	155,385
Deferred Compensation	43,384	42,204	47,739	47,775
Medicare	34,598	34,363	34,506	34,506
Social Security	142,374	140,238	147,516	147,836
Wages Full-time Civilian	1,905,573	1,856,574	2,280,797	2,284,548
Wages Part-time	—	13,752	5,000	5,000
Overtime - Civilian	449,775	504,535	197,283	197,283
Personnel Services Total	2,714,040	2,731,661	2,868,167	2,872,333
Other Benefits Total	254,515	290,040	332,804	329,254
Contractual Services Total	1,300,547	1,577,376	1,623,420	1,672,626
Commodities Total	21,050,421	30,532,613	23,864,913	23,869,913
Capital Outlay Total	1,004,661	1,078,610	3,464,350	2,625,939
Debt Service Total	—	571,932	469,386	756,439
Interdepartmental Charges Total	213,718	196,879	197,805	226,268
Total	26,537,901	36,979,111	32,820,845	32,352,772

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Revenues								
501-20-000-000	440005	Interest Revenue	(67,790)	324,074	165,000	165,000	0	0.00%
501-20-000-000	440015	Interest & Late Fees UT	89,384	97,458	100,000	100,000	0	0.00%
501-20-000-000	454005	Metered Sales	20,264,475	23,605,363	21,642,141	27,357,041	5,714,900	0.26%
501-20-000-000	454025	Service Calls	6,045	6,355	6,000	6,000	0	0.00%
501-20-000-000	454030	Miscellaneous Charges	47,959	34,253	54,000	54,000	0	0.00%
501-20-000-000	454045	Wholesale Electric Sales	6,722,644	11,415,668	5,200,000	5,200,000	0	0.00%
501-20-000-000	454080	Interdepartment Usage	559,551	718,324	500,000	500,000	0	0.00%
501-20-000-000	460005	Bad Debt Recovered	10,608	2,460	1,800	1,800	0	0.00%
501-20-000-000	460015	Miscellaneous Revenue	(2,166)	2,322	27,000	27,000	0	0.00%
501-20-000-000	490005	Sale of Capital Asset	914	47,004	10,000	10,000	0	0.00%
501-20-000-000	490010	Insurance Proceeds	8,028	—	—	—	0	0.00%
Revenues Total			27,639,652	36,253,280	27,705,941	33,420,841	5,714,900	0.21%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
501-20-250-251	510005	Wages Full Time Civilian	386,580	547,875	541,717	541,717	0	0.00%
501-20-250-251	510025	Overtime Civilian	661	292	5,600	5,600	0	0.00%
501-20-250-251	511005	Social Security	19,713	28,704	33,584	33,584	0	0.00%
501-20-250-251	511010	Medicare	5,546	7,652	7,858	7,858	0	0.00%
501-20-250-251	512005	Pension Civilian	21,824	32,512	36,029	35,900	(129)	(0.00)%
501-20-250-251	512015	Deferred Compensation	7,679	9,972	11,035	11,035	0	0.00%
501-20-250-251	513005	Insurance Health	33,560	57,698	72,094	78,680	6,586	0.09%
501-20-250-251	513010	Insurance Dental	1,041	1,674	1,850	1,850	0	0.00%
501-20-250-251	513015	Insurance Vision	197	354	374	374	0	0.00%
501-20-250-251	520005	Audit	15,850	20,000	24,000	24,000	0	0.00%
501-20-250-251	520025	Engineering	149,503	176,216	183,000	183,000	0	0.00%
501-20-250-251	520030	Legal	20,749	25,114	21,000	22,000	1,000	0.05%
501-20-250-251	520065	Training	39,511	103,370	106,350	106,350	0	0.00%
501-20-250-251	520075	Professional Services Other	104,288	135,415	109,000	109,000	0	0.00%
501-20-250-251	522010	Building & Grounds Maint	2,230	4,505	3,000	3,000	0	0.00%
501-20-250-251	522015	Computer Maintenance	50,000	50,000	50,000	50,000	0	0.00%
501-20-250-251	522040	Office Equipment Maintenance	5,055	5,552	6,500	6,500	0	0.00%
501-20-250-251	522055	Software Maintenance	104,786	79,289	99,000	99,000	0	0.00%
501-20-250-251	522060	Telephone & Cellular	26,170	26,178	21,266	21,266	0	0.00%
501-20-250-251	525005	Insurance General Liability	42,735	52,519	53,900	59,292	5,392	0.10%
501-20-250-251	525010	Insurance Workers Comp	134,460	148,692	156,130	163,944	7,814	0.05%
501-20-250-251	526015	Personnel Recruitment	—	—	5,000	5,000	0	0.00%
501-20-250-251	526025	Special Events	30,062	47,768	47,000	47,000	0	0.00%
501-20-250-251	527005	Travel	—	1,435	4,574	4,574	0	0.00%
501-20-250-251	530005	Office Supplies	3,653	5,027	4,500	4,500	0	0.00%
501-20-250-251	530015	Clothing	(35)	3,839	4,000	4,000	0	0.00%
501-20-250-251	530035	Food	2,154	3,790	1,700	1,700	0	0.00%
501-20-250-251	530040	Janitorial Supplies	—	63	750	750	0	0.00%
501-20-250-251	530060	Postage	158	104	450	450	0	0.00%
501-20-250-251	531020	Natural Gas	2,587	3,012	2,129	2,129	0	0.00%
501-20-250-251	532005	Membership Dues	20,579	20,145	21,500	21,500	0	0.00%
501-20-250-251	532010	Publications	4,194	10,767	7,795	7,795	0	0.00%
501-20-250-251	533055	Motor Fuel & Lubricants	15,769	22,206	16,878	16,878	0	0.00%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
501-20-250-251	534005	Electric Equip Rebate	7,450	7,111	19,116	19,116	0	0.00%
501-20-250-251	535015	Inventory Adjustments	113,964	(186)	—	—	0	0.00%
501-20-250-251	535020	Write Off	21,985	17,294	14,500	14,500	0	0.00%
501-20-250-251	535025	Contingency	—	—	4,657	4,657	0	0.00%
501-20-250-251	550005	Administation Fee	156,821	156,821	156,821	156,821	0	0.00%
501-20-250-251	550020	Fleet Services	54,399	37,423	37,620	66,083	28,463	0.76%
501-20-250-251	550025	Sanitation	1,764	1,764	2,364	2,364	0	0.00%
501-20-250-251	550030	Water Charges	734	871	1,000	1,000	0	0.00%
501-20-250-251	560005	Transfers to Other Funds	1,725,850	1,720,004	2,352,000	2,352,000	0	0.00%
501-20-250-252	510005	Wages Full Time Civilian	1,463,989	1,238,954	1,661,916	1,661,916	0	0.00%
501-20-250-252	510020	Wages Part Time	—	13,752	5,000	5,000	0	0.00%
501-20-250-252	510025	Overtime Civilian	448,910	504,071	190,183	190,183	0	0.00%
501-20-250-252	511005	Social Security	119,342	107,272	109,168	109,168	0	0.00%
501-20-250-252	511010	Medicare	28,276	25,715	25,531	25,531	0	0.00%
501-20-250-252	512005	Pension Civilian	113,856	103,921	114,125	114,125	0	0.00%
501-20-250-252	512015	Deferred Compensation	34,794	31,158	35,115	35,115	0	0.00%
501-20-250-252	513005	Insurance Health	201,263	205,815	232,571	223,270	(9,301)	(0.04)%
501-20-250-252	513010	Insurance Dental	5,798	4,780	6,255	6,255	0	0.00%
501-20-250-252	513015	Insurance Vision	1,027	806	1,260	1,260	0	0.00%
501-20-250-252	521005	Street Lighting	25,807	30,943	42,000	42,000	0	0.00%
501-20-250-252	522025	Equipment Maintenance	8,340	3,355	10,000	10,000	0	0.00%
501-20-250-252	522045	Radio Equipment Maintenance	450	130	5,000	5,000	0	0.00%
501-20-250-252	523010	Tree Trimming	432,949	542,855	581,700	581,700	0	0.00%
501-20-250-252	530015	Clothing	7,157	6,606	8,000	8,000	0	0.00%
501-20-250-252	531005	Electricity	20,575,205	29,362,015	22,549,744	22,549,744	0	0.00%
501-20-250-252	531010	Electric Transmission	25,785	703,068	876,206	876,206	0	0.00%
501-20-250-252	533015	Dusk to Dawn Lighting	4,580	302	10,000	10,000	0	0.00%
501-20-250-252	533045	Meters & Parts	284	1,542	18,988	18,988	0	0.00%
501-20-250-252	533070	Safety Equipment	13,095	11,810	12,000	12,000	0	0.00%
501-20-250-252	533100	Substation Equipment	13,205	19,854	30,000	30,000	0	0.00%
501-20-250-252	533110	Transformer Poles & Conductor	173,427	285,154	217,000	217,000	0	0.00%
501-20-250-252	533115	Traffic Signals	2,526	4,179	5,000	5,000	0	0.00%
501-20-250-252	610020	Small Cap Equip & Machinery	21,371	57,144	20,000	20,000	0	0.00%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
501-20-250-253	510005	Wages Full Time Civilian	55,005	69,744	77,164	80,915	3,751	0.05%
501-20-250-253	510025	Overtime Civilian	204	172	1,500	1,500	0	0.00%
501-20-250-253	511005	Social Security	3,320	4,262	4,764	5,084	320	0.07%
501-20-250-253	511010	Medicare	776	997	1,117	1,117	0	0.00%
501-20-250-253	512005	Pension Civilian	2,654	3,562	5,172	5,360	188	0.04%
501-20-250-253	512015	Deferred Compensation	911	1,074	1,589	1,625	36	0.02%
501-20-250-253	513005	Insurance Health	11,151	18,305	17,741	16,940	(801)	(0.05)%
501-20-250-253	513010	Insurance Dental	398	506	544	510	(34)	(0.06)%
501-20-250-253	513015	Insurance Vision	80	103	115	115	0	0.00%
501-20-250-253	520010	Bank & Credit Card Fees	106,699	123,457	90,000	125,000	35,000	0.39%
501-20-250-253	520065	Training	(166)	—	1,500	1,500	0	0.00%
501-20-250-253	522040	Office Equipment Maintenance	1,070	583	3,500	3,500	0	0.00%
501-20-250-253	530060	Postage	22,653	22,694	20,000	25,000	5,000	0.25%
501-20-250-253	533120	Utility Billing Supplies	20,046	22,217	20,000	20,000	0	0.00%
501-20-250-253	610060	Small Cap Office Furniture	240	—	1,500	2,000	500	0.33%
501-20-250-254	540005	Debt Service Principal	—	—	570,000	580,000	10,000	0.02%
501-20-250-254	540015	Debt Service Interest	—	434,961	464,386	451,439	(12,947)	(0.03)%
501-20-250-254	540020	Debt Service Fiscal Agent	—	528	5,000	5,000	0	0.00%
501-20-250-254	540025	Debt Service Issuance Cost	—	136,443	—	300,000	300,000	0.00%
501-20-250-254	620050	Rolling Stock	26,825	82,970	364,000	—	(364,000)	(1.00)%
501-20-250-254	620080	Distribution Syst Improvement	—	(39,510)	3,078,850	2,603,939	(474,911)	(0.15)%
501-20-250-254	620100	Feasibility Studies	2,500	—	—	—	0	0.00%
501-20-250-254	621000	Depreciation Expense	953,725	978,005	—	—	0	0.00%
Expenditures Total			28,263,751	38,699,115	35,742,845	35,284,772	(458,073)	(0.01)%

Water

Mission Statement

The Water Division will provide an abundant supply of drinking water, as supplied by the Missouri-American Water Company (MoAm), at acceptable pressures and flows, with minimal interruptions in service. We will monitor the status of all pending future distribution system regulations and will plan for improvements necessary to meet or exceed any and all future requirements. We will provide a high level of service to our customers. We will operate our water utility as safely, efficiently and economically as possible, providing a high quality product at a reasonable and acceptable cost. The Water Division continues working toward maintaining and upgrading the City's water distribution system.

A water rate increase of 20% is being proposed in the FY25 budget due to operational costs, debt service and the continued transfer of funds out of the Water Fund.

Due to these conditions it is recommended that the City continues to annually increase water rates a minimum of 5%.

	Current	Proposed	Delta	% Change
3/4" Meter	15.19	18.23	3.04	20.00
Rate/CCF	3.5359	4.2431	0.7072	20.00
IRC	1.31	1.58	0.27	20.61
11 CCF User	68.49	82.19	13.70	20.00

2022 Strategic Plan

Economic Vitality Goal 1, Objective 1, Strategy D. Monitor infrastructure to ensure accommodation of future growth.

The City has accomplished several goals outlined from the 2014 Water Master Plan. With these improvements in place the distribution system model will be updated to identify system strengths and weaknesses. In the FY24 budget funds are being allocated to update the 2014 Water Master Plan and update the associated water model.

Governance and Civic Engagement Goal 2, Objective 3, Strategy C. Maintain Utility Rates that keep up with market costs and maintain service levels.

Rate analysis and cost-of-service studies can quantify rates needed to maintain reliable and fiscally sustainable enterprise fund. In the FY24 budget funds are being allocated to perform a cost-of-services study. This study may be incorporated into the Water Master Plan update.

The Water Department has identified the following performance measures: staffing, main breaks, water main replacements, water loss, and calls for service.

Staffing

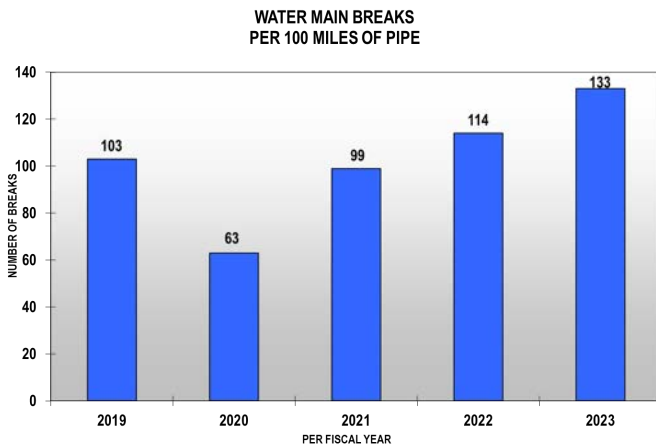
The Water Department has a staff of 19.34 employees. Listed below are the current positions:

- 0.34 - Public Services Director
- 1.00 – Water Superintendent
- 1.00 – Administrative Assistant
- 1.00 – Distribution System Engineer Technician
- 4.00 – Equipment Mechanic
- 8.00 – Distribution System Worker
- 2.00 - Distribution Lead
- 1.00 – Distribution System Supervisor
- 1.00 – Support Services Supervisor

The Water Department shares equally with the Electric and Sanitation Departments the expenses for the positions listed below. These positions provide utility-billing services to the Water, Electric, and Sanitation Departments. In addition, the Water funds a position, GIS Technician, in the Management Information Services Department.

- 1 – Office Manager/Finance
- 2 – Customer Service Associates/Finance
- 1 – Accounting Technician/Finance
- 1 – GIS Technician

Water Main Breaks



The chart shown recaps the five-year history for water main breaks/leaks for Kirkwood expressed as annual number of breaks per 100 miles of pipe. Within our entire 135 mile system, we incurred 133 breaks/leaks in the 2023 fiscal year.

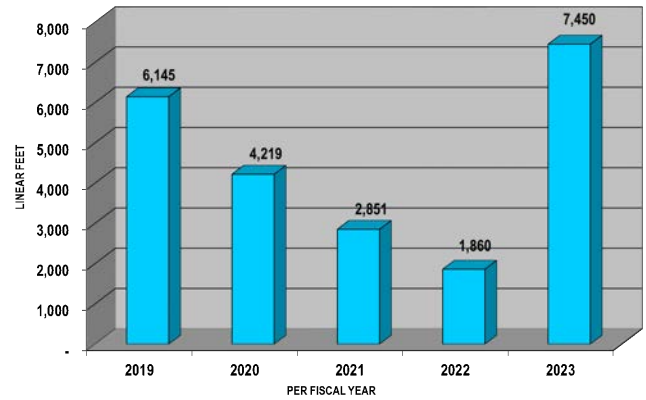
Water Main Replacement

Over the past fiscal year (FY23), 7,450 feet of water main was replaced on two streets (Geyer Rd. and Orchard) which represents 1.05% of the distribution system replacement. In the current fiscal year (FY24), we are replacing 2,800 feet of main (W. Essex Ave. 2,650' and 600 Block N. Kirkwood Rd. 150') which represents 0.39% of the distribution system. In FY25 1700' Rayner Rd, and 740' on Taylor Young Dr. is budgeted for replacement which replaces 0.34% of the distribution system.

Criteria used to prioritize main replacement projects include: 1) frequency of main breaks, 2) available flows, 3) potential damage from breaks, 4) difficulty of installation, and 5) cost. The majority of new mains installed are eight-inch and twelve-inch diameter, and replaces largely two-inch, four-inch and six-inch diameter mains.

Over the past five years, we have replaced and/or abandoned an average of 4,505 feet of water main annually. This represents approximately 0.63% of the distribution system. Last year, 1.05% of the distribution system was replaced, while the national average for main replacement among water suppliers is 0.5%.

WATER MAIN REPLACEMENT/ABANDONMENT



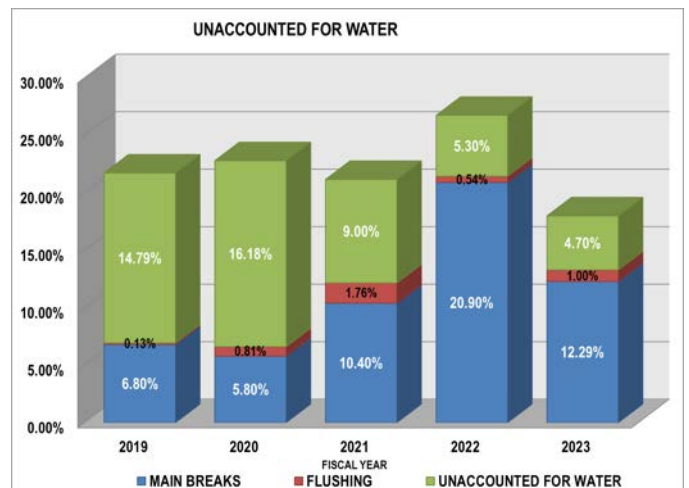
Unaccounted for Water

Unaccounted for water is the difference between the quantities of water purchased from Missouri American compared to the quantity of water sold according to the City's billing system. AWWA further defines this type of unaccounted water as Apparent Losses and Real Losses.

Apparent Losses - are the non-physical losses due to customer meter inaccuracies, data handling errors and unauthorized consumption. This type of loss directly translates into lost revenue.

Real Losses - are the physical losses due to water main leaks/breaks, is unmetered water used in the annual fire hydrant flushing, water used through hydrants by contractors and unmetered water service. This type of loss increases operational cost.

The graph below shows the combined history of both apparent and real losses. Monitoring protocol has been developed to better define apparent and real losses. Having a better understanding of where these losses occur will enable the Water Department to proactively work towards reducing these water losses.



Calls for Service

The Water Department maintains a Work Order System to schedule and track the completion of service calls received from our customers. These calls can range from a concern about a wet spot in the back yard, meter errors, to

Missouri One-Call requests. The Water Department records work activity through the Work Order System which provides a clearer picture of the Water Department’s assignments and allow us to focus and prioritize our workload.

TYPE OF CALLS	FY2019 CALLS FOR SERVICE	FY2020 CALLS FOR SERVICE	FY2021 CALLS FOR SERVICE	FY2022 CALLS FOR SERVICE	FY2023 CALLS FOR SERVICE
Investigations	428	517	635	903	381
Meter Issues	263	183	104	21	8
Fire Hydrant Maintenance	81	59	65	89	59
Miscellaneous Locates	12	17	12	12	11
Tap Destroys	81	87	87	60	59
New Taps	92	86	98	85	89
Low Pressure Check	35	36	23	38	38
Water Quality	2	9	2	5	12
Mo-One Call Locates	6,753	6,609	0	0	6,822

Water Pressure (in psi)

—

	Low:	Avg:	High:
AWWA	43	70	108
City of Kirkwood	40	55-60	150
Mo-American Water Company	30	80	195

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	66,028	73,618	87,061	96,150
Deferred Compensation	17,791	18,831	26,151	29,625
Medicare	16,922	17,813	19,235	20,145
Social Security	72,163	75,879	82,058	86,600
Wages Full-time Civilian	1,064,131	1,148,843	1,242,362	1,395,830
Wages Part-time	5,561	—	6,000	6,000
Overtime - Civilian	103,011	100,001	91,100	121,100
Personnel Services Total	1,345,606	1,434,987	1,553,967	1,755,450
Other Benefits Total	214,910	245,620	275,036	305,955
Contractual Services Total	1,034,936	1,059,967	988,920	1,130,012
Commodities Total	1,641,468	1,599,286	1,735,855	1,800,136
Capital Outlay Total	948,338	935,559	2,481,769	1,868,100
Debt Service Total	256,354	229,328	234,174	322,252
Interdepartmental Charges Total	249,236	306,698	268,314	281,416
Total	5,690,848	5,811,445	7,538,035	7,463,321

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Revenues								
505-30-000-000	440005	Interest Revenue	(89,433)	(3,004)	20,000	20,000	0	0.00%
505-30-000-000	452600	Facility Rental Other	25,444	25,815	26,000	26,000	0	0.00%
505-30-000-000	454005	Metered Sales	2,608,496	2,931,825	2,969,950	4,453,982	1,484,032	0.50%
505-30-000-000	454010	Water Base Charge	1,654,526	1,715,587	1,727,496	2,072,995	345,499	0.20%
505-30-000-000	454015	Capital/Debt Service	674,823	690,329	741,702	—	(741,702)	(1.00)%
505-30-000-000	454020	Infrastructure Renewal	1,213,270	1,347,737	1,563,672	1,680,000	116,328	0.07%
505-30-000-000	454030	Miscellaneous Charges	—	—	—	20,000	20,000	0.00%
505-30-000-000	454035	Water Taps	23,735	21,470	20,000	20,000	0	0.00%
505-30-000-000	454040	Unmetered Fire Protection	55,596	56,890	62,610	62,610	0	0.00%
505-30-000-000	454050	Water Meter Sales	64,889	48,050	50,000	50,000	0	0.00%
505-30-000-000	454080	Interdepartment Usage	39,413	54,068	50,000	50,000	0	0.00%
505-30-000-000	460015	Miscellaneous Revenue	39,810	25,491	10,000	10,000	0	0.00%
505-30-000-000	480005	Transfers from Other Funds	—	2,100	—	—	0	0.00%
505-30-000-000	490005	Sale of Capital Asset	(14,494)	(32,249)	—	—	0	0.00%
505-30-000-000	490010	Insurance Proceeds	—	5,963	—	—	0	0.00%
Revenues Total			6,296,075	6,890,071	7,241,430	8,465,587	1,224,157	0.17%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
505-30-300-301	510005	Wages Full Time Civilian	202,634	228,181	235,078	248,280	13,202	0.06%
505-30-300-301	510025	Overtime Civilian	702	58	600	600	0	0.00%
505-30-300-301	511005	Social Security	12,798	13,628	14,633	15,720	1,087	0.07%
505-30-300-301	511010	Medicare	3,040	3,254	3,455	3,680	225	0.07%
505-30-300-301	512005	Pension Civilian	12,295	14,422	15,493	16,185	692	0.04%
505-30-300-301	512015	Deferred Compensation	2,842	3,067	4,634	4,985	351	0.08%
505-30-300-301	513005	Insurance Health	19,600	20,458	24,646	32,000	7,354	0.30%
505-30-300-301	513010	Insurance Dental	1,076	744	1,168	1,220	52	0.04%
505-30-300-301	513015	Insurance Vision	220	215	231	265	34	0.15%
505-30-300-301	520005	Audit	4,500	3,500	5,000	5,500	500	0.10%
505-30-300-301	520030	Legal	4,284	4,208	4,500	4,600	100	0.02%
505-30-300-301	520065	Training	—	—	2,500	2,500	0	0.00%
505-30-300-301	522015	Computer Maintenance	42,000	42,000	42,000	42,000	0	0.00%
505-30-300-301	522040	Office Equipment Maintenance	315	350	500	500	0	0.00%
505-30-300-301	522060	Telephone & Cellular	2,690	2,283	3,500	3,500	0	0.00%
505-30-300-301	523015	Property Damage	—	70	1,000	1,000	0	0.00%
505-30-300-301	525005	Insurance General Liability	42,735	52,519	53,900	59,292	5,392	0.10%
505-30-300-301	525010	Insurance Workers Comp	141,540	221,868	232,970	244,620	11,650	0.05%
505-30-300-301	527005	Travel	829	—	2,000	2,000	0	0.00%
505-30-300-301	530005	Office Supplies	2,278	2,252	2,200	2,400	200	0.09%
505-30-300-301	530060	Postage	297	308	500	500	0	0.00%
505-30-300-301	532005	Membership Dues	1,756	2,528	2,502	2,500	(2)	(0.00)%
505-30-300-301	532010	Publications	260	—	200	200	0	0.00%
505-30-300-301	535015	Inventory Adjustments	52,151	40,076	54,000	54,000	0	0.00%
505-30-300-301	535020	Write Off	978	2,822	4,000	4,000	0	0.00%
505-30-300-301	535025	Contingency	—	—	20,000	20,000	0	0.00%
505-30-300-301	550005	Administation Fee	111,125	111,125	111,125	114,000	2,875	0.03%
505-30-300-301	560005	Transfers to Other Funds	710,000	—	710,000	710,000	0	0.00%
505-30-300-302	510005	Wages Full Time Civilian	808,111	852,969	931,728	1,069,000	137,272	0.15%
505-30-300-302	510020	Wages Part Time	5,561	—	6,000	6,000	0	0.00%
505-30-300-302	510025	Overtime Civilian	102,110	99,777	90,000	120,000	30,000	0.33%
505-30-300-302	511005	Social Security	56,143	58,115	62,874	66,000	3,126	0.05%
505-30-300-302	511010	Medicare	13,130	13,592	14,713	15,315	602	0.04%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
505-30-300-302	512005	Pension Civilian	51,158	55,739	66,576	74,820	8,244	0.12%
505-30-300-302	512015	Deferred Compensation	14,064	14,722	19,985	23,050	3,065	0.15%
505-30-300-302	513005	Insurance Health	175,759	198,980	17,741	248,000	230,259	12.98%
505-30-300-302	513010	Insurance Dental	5,999	5,881	6,576	6,175	(401)	(0.06)%
505-30-300-302	513015	Insurance Vision	968	983	1,159	1,265	106	0.09%
505-30-300-302	520065	Training	3,371	2,879	2,500	4,000	1,500	0.60%
505-30-300-302	520075	Professional Services Other	656,306	591,924	473,450	600,000	126,550	0.27%
505-30-300-302	522025	Equipment Maintenance	29,082	17,748	53,000	20,000	(33,000)	(0.62)%
505-30-300-302	522030	Laboratory Equipment	5,881	8,493	6,000	9,000	3,000	0.50%
505-30-300-302	522040	Office Equipment Maintenance	167	448	1,000	1,000	0	0.00%
505-30-300-302	522060	Telephone & Cellular	8,007	10,429	9,600	10,000	400	0.04%
505-30-300-302	530010	Building & Grounds Supplies	16,559	17,500	15,100	16,000	900	0.06%
505-30-300-302	530015	Clothing	8,265	16,292	8,000	8,000	0	0.00%
505-30-300-302	530035	Food	1,754	3,312	3,000	5,000	2,000	0.67%
505-30-300-302	530040	Janitorial Supplies	1,506	1,703	1,200	1,600	400	0.33%
505-30-300-302	530050	Machinery/Equipment Supplies	4,749	8,207	5,500	9,000	3,500	0.64%
505-30-300-302	531005	Electricity	7,247	4,042	8,000	5,000	(3,000)	(0.38)%
505-30-300-302	531020	Natural Gas	5,487	6,408	5,670	7,000	1,330	0.23%
505-30-300-302	531025	Purchased Water	1,203,642	1,189,473	1,209,286	1,293,936	84,650	0.07%
505-30-300-302	533020	Fire Hydrants Maintenance	26,574	19,182	15,000	25,000	10,000	0.67%
505-30-300-302	533040	Mains Pipes Fittings	193,384	154,397	200,000	200,000	0	0.00%
505-30-300-302	533045	Meters & Parts	19,388	27,213	60,000	30,000	(30,000)	(0.50)%
505-30-300-302	533055	Motor Fuel & Lubricants	31,046	32,616	46,697	40,000	(6,697)	(0.14)%
505-30-300-302	533070	Safety Equipment	4,905	11,008	5,000	6,000	1,000	0.20%
505-30-300-302	533130	Water Tap Supplies	18,141	19,025	20,000	20,000	0	0.00%
505-30-300-302	550010	Electric Charges	308	284	350	350	0	0.00%
505-30-300-302	550015	Electric Pumping Station	70,785	94,314	73,000	100,000	27,000	0.37%
505-30-300-302	550020	Fleet Services	64,460	98,102	81,211	64,216	(16,995)	(0.21)%
505-30-300-302	550025	Sanitation	828	828	828	850	22	0.03%
505-30-300-302	550030	Water Charges	1,730	2,045	1,800	2,000	200	0.11%
505-30-300-302	610020	Small Cap Equip & Machinery	4,378	3,084	4,500	4,500	0	0.00%
505-30-300-303	510005	Wages Full Time Civilian	53,386	67,694	75,556	78,550	2,994	0.04%
505-30-300-303	510025	Overtime Civilian	199	166	500	500	0	0.00%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
505-30-300-303	511005	Social Security	3,222	4,137	4,551	4,880	329	0.07%
505-30-300-303	511010	Medicare	753	968	1,067	1,150	83	0.08%
505-30-300-303	512005	Pension Civilian	2,575	3,457	4,992	5,145	153	0.03%
505-30-300-303	512015	Deferred Compensation	885	1,042	1,532	1,590	58	0.04%
505-30-300-303	513005	Insurance Health	10,823	17,769	222,859	16,440	(206,419)	(0.93)%
505-30-300-303	513010	Insurance Dental	386	491	544	480	(64)	(0.12)%
505-30-300-303	513015	Insurance Vision	78	100	112	110	(2)	(0.02)%
505-30-300-303	520010	Bank & Credit Card Fees	91,346	100,666	90,000	115,000	25,000	0.28%
505-30-300-303	520065	Training	(166)	—	1,500	1,500	0	0.00%
505-30-300-303	522040	Office Equipment Maintenance	2,048	583	4,000	4,000	0	0.00%
505-30-300-303	530060	Postage	22,658	22,686	25,000	25,000	0	0.00%
505-30-300-303	533120	Utility Billing Supplies	18,443	18,236	25,000	25,000	0	0.00%
505-30-300-303	610060	Small Cap Office Furniture	243	—	—	2,000	2,000	0.00%
505-30-300-304	540005	Debt Service Principal	—	—	1,007,402	1,036,385	28,983	0.03%
505-30-300-304	540015	Debt Service Interest	253,951	225,453	231,174	319,252	88,078	0.38%
505-30-300-304	540020	Debt Service Fiscal Agent	2,403	3,875	3,000	3,000	0	0.00%
505-30-300-304	610020	Small Cap Equip & Machinery	17,329	13,616	20,500	—	(20,500)	(1.00)%
505-30-300-304	620040	Machinery & Equipment	7,290	0	95,000	18,000	(77,000)	(0.81)%
505-30-300-304	620050	Rolling Stock	—	—	207,000	—	(207,000)	(1.00)%
505-30-300-304	620080	Distribution Syst Improvement	102,019	81,683	2,154,769	1,843,600	(311,169)	(0.14)%
505-30-300-304	621000	Depreciation Expense	817,079	837,175	—	—	0	0.00%
Expenditures Total			6,400,848	5,811,445	9,255,437	9,209,706	(45,731)	(0.00)%

Sanitation

Mission Statement

- To provide cost-effective curbside recycling, residential trash, rear yard trash collection and specially bagged yard waste.
- To efficiently operate and maintain a first-rate, user-friendly Recycling Depository
- To make customer service the highest priority in all areas of operation

General Description

The Sanitation Division is responsible for the collection of curbside recycling, trash, and yard waste from approximately 9,244 single-family residences, and operation of the Recycling Depository.

The Sanitation Division’s residential collection consists of (1) once weekly curbside recycling and refuse collection for approximately 9,244 customers using six routes with each route containing approximately 1,500 residences; (2) once weekly rear yard service to approximately 45 residences. (3) special pick up service of large items once-a-week; and (4) twice-a-year bulky pick up free to residential customers. Currently the Sanitation Division has 27 customers remaining on a limited bag program.

In FY22 Sanitation introduced a new program, free Bulky Pickup. This program, initiated in April 2021 allows residents to place bulky waste i.e. couches; washers at the street curb twice a year, free pickup. Sanitation has completed two full cycles of this program and has made 9,372 free Bulky Pickups.

Curbside single-stream recycling program continues to be well received by our by residents. The diversion rate for the City is at 31.80% (includes yard waste) as of March 31, 2023

The City will also be entering its 10th year of a 10-year agreement with the landfill operated by Waste Connections. This agreement also gives the City the ability to extend the agreement for two additional five-year terms. Waste Connections cost per ton in FY23 was at \$41.10/ton. On April 1, 2023, the rate increased to \$43.95 (6.93%). The FY25 budget is estimating a rate adjustment of 7% for an April 2024 rate of \$47.03.

This past fiscal year the average market value for single-stream recycling materials ranged from \$39.03 to \$115.78/ton. Cardboard prices in FY23 fluctuated from a low of \$11.99/ton to a high of \$137.91/ton still allowing an offset in processing by \$46,930.02.

This past year the average price the City has been paying to process single stream recycling has been \$54.92 per ton, down from \$89.78 per ton from the previous 12-month period. The recycling market has seen an increase in the late part of 2022 and has continued into 2023. Based on these conditions the FY25 budget is forecasted on an average price of \$90 per ton.

Collection from Residential Properties Effective October 1, 2020

BASIC RESIDENTIAL SERVICES:

Curbside Service	Rear Yard Service
65 Gallon Garbage Cart 65 Gallon Recycling Cart \$27.23/month	65 Gallon Garbage Cart 65 Gallon Recycling Cart \$46.82/month
95 Gallon Garbage Cart 65 Gallon Recycling Cart \$32.23/month	95 Gallon Garbage Cart 65 Gallon Recycling Cart \$51.82/month
Additional Cart \$15.00/month	Additional Cart \$15.00/month

SPECIAL RESIDENTIAL SERVICES:

Yard Waste Bags	Yard Waste Stickers	Special Pick-up
\$12.27/package of 5 bags	\$2.00/each	\$25.00 Per Items \$25.00 Per 2 Cu. Yds. for miscellaneous items.

The Public Services Sanitation Division has identified the following key indicators: Staffing, Landfill Usage, Disposal Costs, Yard Waste Bags Collected, Special Pickup Services provided, Recycling Efforts, and Recycling Expenses and Revenues.

Staffing

The Sanitation Fund has a staff of 15.33 employees. Listed below are the current positions:

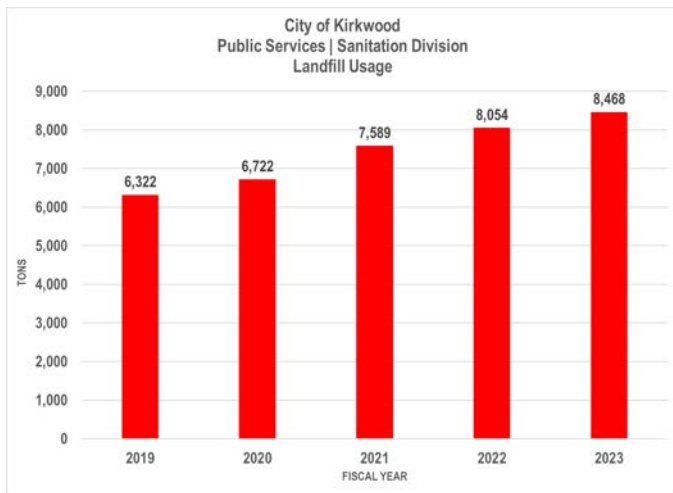
- 0.33 – Public Services Director
- 1.00 – Sanitation Superintendent
- 1.00 – Sanitation Lead
- 10.00 – Sanitation Drivers
- 2.00 – Recycling Center Works
- 1.00 – Customer Service Representative

The Sanitation Fund shares equally with the Electric and Water Departments the expenses for the positions listed below. These positions provide utility-billing services to the Water, Electric, and Sanitation Departments.

- 1 – Office Manager/Finance
- 2 – Customer Service Associates/Finance
- 1 – Accounting Technician/Finance

Landfill Usage

The amount of refuse in the Kirkwood solid waste stream shows a steady increase beginning in FY19. This increase is due to educational efforts to reduce contamination within our single-stream recycling.



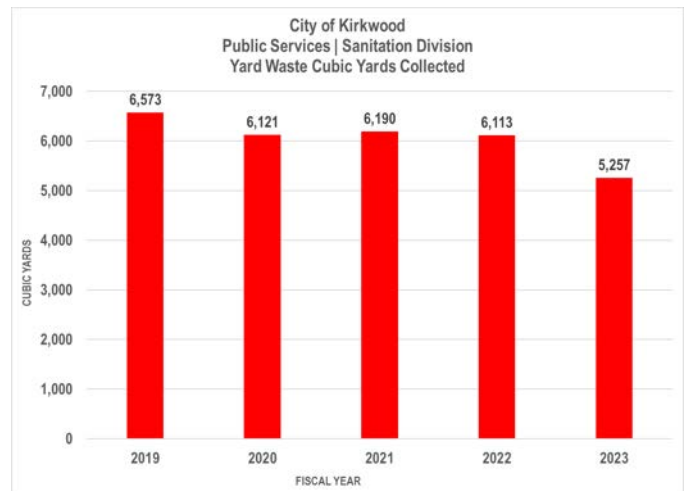
Landfill Costs

Landfill disposal costs per ton rate will increase in FY25 per contract. This increase is annual, based on the prior year’s Consumers Price Index (CPI). The current contract with Waste Connection has an initial term of 10 years which expires in 2024. The City can continue this agreement for two additional five year terms if it is deemed financially sustainable.



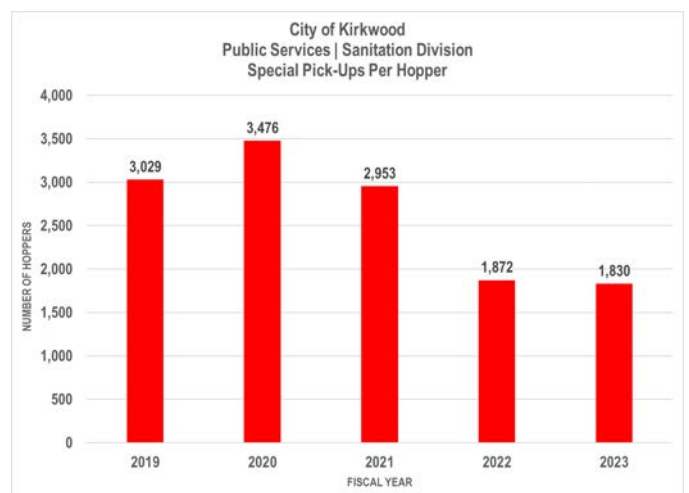
Yard Waste Collected

Disposal costs for yard waste had been very stable at \$8.50/cubic yard for several years. Although a new contract was entered into in FY22 with a new rate of \$8.75/cubic yard. Yard waste collection, while provided year round, the cubic yard volume is very seasonal and weather dependent. This often requires the Sanitation Division to work overtime hours, during some months, into the late evening.



Special Pick-ups

Special pick up services are available to residents who request such service. Large volume and items of refuse are collected for a fee of \$25 per item or hopper load (2 cubic yards). Items are separated at the Public Services yard for disposal according to State law. State law prohibits white goods and tires from being disposed of in a landfill.



In FY22 Sanitation introduced a new program, free Bulky Pickup. This program, initiated in April 2021 allows residents to place bulky waste i.e. couches; washers at the street curb twice a year, free pickup.

Bulky Waste Pickup			
	FY2022	FY2023	FY2024
Spring	2,033	1,591	1,195
Fall	1,810	1,478	1,265
Total	3,843	3,069	2,460

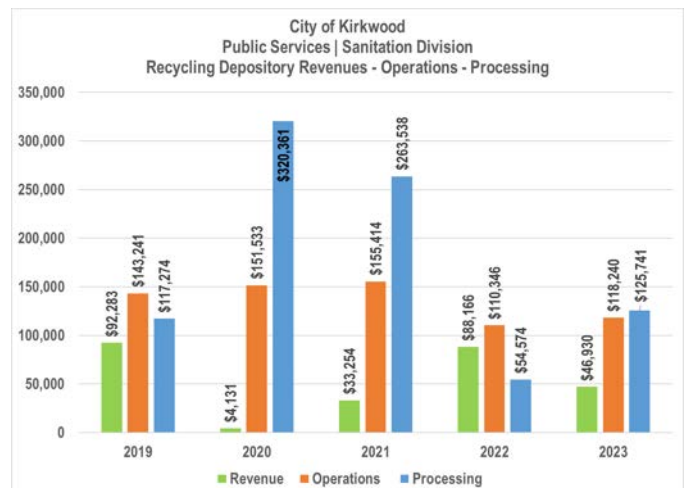
Recycling

The Sanitation Division is responsible for the operation of the Recycling Depository. The Depository is open 24 hours a day, 7 days a week. This is one of the longest running recycling drop-off programs in the State of Missouri, serving a significantly larger region than the City of Kirkwood.

The chart below is a 5-year history of recycling materials collected from the collection of residential curbside single stream materials and recyclables collected at the Recycling Depository. The chart shows somewhat of a flat level of materials collected annually.

RECYCLING TONS					
MONTH	FY2020	FY2021	FY2022	FY2023	FY2024
April	333.78	341.66	311.01	166.23	198.10
May	360.61	304.23	242.77	243.84	270.98
June	285.61	341.57	355.42	158.72	271.95
July	329.92	338.84	263.47	154.63	218.63
August	293.34	314.18	279.75	202.21	284.30
September	324.25	326.73	276.56	186.72	
October	314.26	255.62	257.63	120.44	
November	240.58	289.60	209.96	161.48	
December	395.70	409.02	243.32	254.18	
January	332.58	310.31	270.14	325.18	
February	241.70	253.60	196.39	200.03	
March	324.45	278.44	229.02	251.87	
TOTALS	3,776.78	3,763.80	3,135.44	2,425.53	1,243.96

The Public Services Department maintains records of the costs of operation of the Recycling Depository. In FY19, revenues started to decrease and operational cost began to increase, these changes were due to the crash of international recycling markets. FY20 and FY21 saw a slight increase in revenues due recycling market price fluctuations, but overall, the cost of processing recyclable materials still outpaces revenues.



Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	43,284	49,053	62,355	62,100
Deferred Compensation	15,528	12,622	19,138	19,135
Medicare	11,963	12,260	13,840	13,840
Social Security	50,965	52,138	59,160	59,120
Wages Full-time Civilian	773,147	801,083	928,629	925,285
Overtime - Civilian	39,846	42,543	29,500	45,500
Personnel Services Total	934,733	969,698	1,112,622	1,124,980
Other Benefits Total	121,961	156,766	181,691	213,540
Contractual Services Total	742,021	852,084	1,073,263	987,213
Commodities Total	262,158	363,266	374,959	366,800
Capital Outlay Total	329,864	416,650	1,232,400	263,000
Debt Service Total	2,826	709	2,570	2,500
Interdepartmental Charges Total	421,546	432,870	462,930	498,557
Total	2,815,109	3,192,044	4,440,435	3,456,590

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Revenues								
509-40-000-000	440005	Interest Revenue	(43,187)	(22,651)	5,000	10,000	5,000	1.00%
509-40-000-000	454055	Refuse Collection	3,118,885	3,139,428	3,156,338	3,156,338	0	0.00%
509-40-000-000	454060	Dumpster Charge	5,322	6,232	40,200	6,000	(34,200)	(0.85)%
509-40-000-000	454065	Recycling Revenue	22,951	15,009	—	—	0	0.00%
509-40-000-000	454070	Special Pickup	50,272	49,008	46,800	48,000	1,200	0.03%
509-40-000-000	454075	Lawn Bag	417,925	380,294	429,289	350,000	(79,289)	(0.18)%
509-40-000-000	454080	Interdepartment Usage	35,184	38,064	35,184	35,184	0	0.00%
509-40-000-000	460015	Miscellaneous Revenue	540	—	—	—	0	0.00%
509-40-000-000	490005	Sale of Capital Asset	68,821	14,520	—	—	0	0.00%
Revenues Total			3,676,714	3,619,904	3,712,811	3,605,522	(107,289)	(0.03)%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
509-40-350-351	510005	Wages Full Time Civilian	669,297	673,557	776,389	766,175	(10,214)	(0.01)%
509-40-350-351	510025	Overtime Civilian	35,831	37,996	25,000	40,000	15,000	0.60%
509-40-350-351	511005	Social Security	44,379	43,986	49,686	49,000	(686)	(0.01)%
509-40-350-351	511010	Medicare	10,424	10,352	11,620	11,450	(170)	(0.01)%
509-40-350-351	512005	Pension Civilian	39,447	43,896	52,095	51,450	(645)	(0.01)%
509-40-350-351	512015	Deferred Compensation	14,294	11,062	16,028	15,850	(178)	(0.01)%
509-40-350-351	513005	Insurance Health	98,051	121,724	137,917	171,220	33,303	0.24%
509-40-350-351	513010	Insurance Dental	4,530	4,452	5,203	4,840	(363)	(0.07)%
509-40-350-351	513015	Insurance Vision	860	849	1,015	900	(115)	(0.11)%
509-40-350-351	520005	Audit	2,000	1,500	2,000	2,000	0	0.00%
509-40-350-351	520030	Legal	2,380	2,338	2,500	2,600	100	0.04%
509-40-350-351	520055	Public Relations	18,861	24,941	31,000	35,000	4,000	0.13%
509-40-350-351	520065	Training	1,587	97	250	250	0	0.00%
509-40-350-351	520075	Professional Services Other	18,836	50,931	113,000	50,000	(63,000)	(0.56)%
509-40-350-351	522015	Computer Maintenance	6,500	6,500	6,500	6,600	100	0.02%
509-40-350-351	522025	Equipment Maintenance	15,271	2,680	1,000	5,000	4,000	4.00%
509-40-350-351	522035	Laundry Towels	—	—	250	250	0	0.00%
509-40-350-351	522040	Office Equipment Maintenance	150	240	300	300	0	0.00%
509-40-350-351	522060	Telephone & Cellular	362	355	380	380	0	0.00%
509-40-350-351	523005	Landfill Fees	360,877	404,591	414,283	424,283	10,000	0.02%
509-40-350-351	525005	Insurance General Liability	42,735	53,377	53,900	59,292	5,392	0.10%
509-40-350-351	525010	Insurance Workers Comp	193,915	155,700	163,490	171,672	8,182	0.05%
509-40-350-351	526020	Printing	—	—	500	500	0	0.00%
509-40-350-351	527005	Travel	—	—	500	500	0	0.00%
509-40-350-351	530005	Office Supplies	1,579	2,630	1,700	1,700	0	0.00%
509-40-350-351	530015	Clothing	3,852	4,517	5,200	5,500	300	0.06%
509-40-350-351	530040	Janitorial Supplies	428	457	500	500	0	0.00%
509-40-350-351	533055	Motor Fuel & Lubricants	116,292	167,508	199,873	200,000	127	0.00%
509-40-350-351	533070	Safety Equipment	4,155	5,088	4,500	4,500	0	0.00%
509-40-350-351	533135	Yard Bags	88,290	142,767	95,000	95,000	0	0.00%
509-40-350-351	535015	Inventory Adjustments	1,507	(33,354)	2,000	2,000	0	0.00%
509-40-350-351	535020	Write Off	3,765	32,839	5,000	500	(4,500)	(0.90)%
509-40-350-351	535025	Contingency	—	—	10,000	10,000	0	0.00%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
509-40-350-351	550005	Administration Fee	55,750	55,750	55,750	57,000	1,250	0.02%
509-40-350-351	550010	Electric Charges	5,308	6,148	5,500	6,000	500	0.09%
509-40-350-351	550020	Fleet Services	336,447	352,693	350,906	420,553	69,647	0.20%
509-40-350-351	550030	Water Charges	447	446	500	500	0	0.00%
509-40-350-351	560005	Transfers to Other Funds	200,000	200,004	200,000	200,000	0	0.00%
509-40-350-351	610020	Small Cap Equip & Machinery	458	39	500	500	0	0.00%
509-40-350-352	510005	Wages Full Time Civilian	50,464	59,830	76,684	80,575	3,891	0.05%
509-40-350-352	510025	Overtime Civilian	3,816	4,381	3,000	5,000	2,000	0.67%
509-40-350-352	511005	Social Security	3,364	4,015	4,849	5,240	391	0.08%
509-40-350-352	511010	Medicare	786	940	1,136	1,230	94	0.08%
509-40-350-352	512005	Pension Civilian	1,261	1,699	5,236	5,440	204	0.04%
509-40-350-352	512015	Deferred Compensation	349	517	1,568	1,675	107	0.07%
509-40-350-352	513005	Insurance Health	6,754	10,715	18,171	18,660	489	0.03%
509-40-350-352	513010	Insurance Dental	376	548	822	730	(92)	(0.11)%
509-40-350-352	513015	Insurance Vision	103	118	166	160	(6)	(0.04)%
509-40-350-352	520075	Professional Services Other	—	66	500	500	0	0.00%
509-40-350-352	522035	Laundry Towels	—	1,500	—	—	0	0.00%
509-40-350-352	522060	Telephone & Cellular	121	118	150	150	0	0.00%
509-40-350-352	523005	Landfill Fees	54,574	125,742	256,000	200,000	(56,000)	(0.22)%
509-40-350-352	525005	Insurance General Liability	4,283	5,359	5,500	6,060	560	0.10%
509-40-350-352	525010	Insurance Workers Comp	14,150	11,676	12,260	12,876	616	0.05%
509-40-350-352	530015	Clothing	—	—	600	600	0	0.00%
509-40-350-352	533055	Motor Fuel & Lubricants	1,831	226	5,286	1,000	(4,286)	(0.81)%
509-40-350-352	533070	Safety Equipment	249	—	300	500	200	0.67%
509-40-350-352	550010	Electric Charges	2,944	3,148	3,585	3,600	15	0.00%
509-40-350-352	550020	Fleet Services	20,650	14,685	46,689	10,904	(35,785)	(0.77)%
509-40-350-352	610020	Small Cap Equip & Machinery	1,640	—	500	500	0	0.00%
509-40-350-353	510005	Wages Full Time Civilian	53,386	67,696	75,556	78,535	2,979	0.04%
509-40-350-353	510025	Overtime Civilian	199	166	1,500	500	(1,000)	(0.67)%
509-40-350-353	511005	Social Security	3,222	4,137	4,625	4,880	255	0.06%
509-40-350-353	511010	Medicare	753	968	1,084	1,160	76	0.07%
509-40-350-353	512005	Pension Civilian	2,575	3,458	5,024	5,210	186	0.04%
509-40-350-353	512015	Deferred Compensation	885	1,042	1,542	1,610	68	0.04%
509-40-350-353	513005	Insurance Health	10,823	17,769	17,741	16,440	(1,301)	(0.07)%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
509-40-350-353	513010	Insurance Dental	386	491	544	480	(64)	(0.12)%
509-40-350-353	513015	Insurance Vision	78	100	112	110	(2)	(0.02)%
509-40-350-353	520010	Bank & Credit Card Fees	4,026	3,789	3,500	3,500	0	0.00%
509-40-350-353	520065	Training	(166)	—	1,500	1,500	0	0.00%
509-40-350-353	522040	Office Equipment Maintenance	1,559	584	4,000	4,000	0	0.00%
509-40-350-353	530060	Postage	22,645	22,686	25,000	25,000	0	0.00%
509-40-350-353	533120	Utility Billing Supplies	17,566	17,902	20,000	20,000	0	0.00%
509-40-350-353	610060	Small Cap Office Furniture	243	—	1,000	2,000	1,000	1.00%
509-40-350-354	540010	Debt Service - Lease Payments	4,370	1,549	109,644	110,000	356	0.00%
509-40-350-354	540015	Debt Service Interest	2,826	709	2,570	2,500	(70)	(0.03)%
509-40-350-354	620020	Building & Site Improvement	—	19,461	—	—	0	0.00%
509-40-350-354	620040	Machinery & Equipment	—	10,731	135,000	20,000	(115,000)	(0.85)%
509-40-350-354	620050	Rolling Stock	—	66,421	1,095,400	240,000	(855,400)	(0.78)%
509-40-350-354	621000	Depreciation Expense	327,524	319,998	—	—	0	0.00%
Expenditures Total			3,019,479	3,393,597	4,750,079	3,766,590	(983,489)	(0.21)%

Internal Service Funds

Workers Compensation

Mission Statement

Through the application of sound risk management, procedures, communication, training, and compliance with regulations to reduce workplace injuries and accidents to an absolute minimum and create and maintain a safe and healthy working culture and environment for employees.

The Worker’s Compensation Fund has identified the following performance measures: Staffing, injury/incident report, and severity and frequency including an analysis by location, and by cause of loss. The Worker’s Compensation Fund was established during FY 2002 with council’s approval.

Staffing

The Worker’s Compensation Fund maintains one staff position of Safety Manager. The Safety Manager is responsible for directing; developing, implementing and managing city-wide safety, risk management and loss preven-

tion programs that comply with all applicable federal, state, and local regulations. Processing and investigating injury, accident and liability claims; coordinating with our third party administrator for all workers’ compensation and liability claims, report preparation and documentation; providing safety inspections, training; chairing the safety committee; publishing the safety newsletter.

Injury / Incident Report

The chart below reflects internal record keeping for the number of injuries and incidents by departments. An incident is a work-related occurrence that does not require professional medical attention.

Department	FY2019		FY2020		FY2021		FY2022		FY2023	
	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident
Admin.	0	1	1	1	1	0	1	0	1	0
Electric	1	0	1	0	1	0	0	1	3	0
Finance	0	1	1	0	1	0	0	0	0	0
Fire	9	0	3	0	8	1	4	1	9	1
Fleet Services	0	0	0	0	0	0	0	0	2	0
Parks	2	0	1	1	2	0	4	0	3	0
Police	7	2	4	2	4	2	7	2	11	2
Procurement	0	0	0	0	0	0	0	0	0	0
Planning & Develop.	0	0	0	0	0	0	0	0	0	0
Facilities Oper.	0	0	0	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	1	0	0	0	0
Street	2	1	0	0	0	0	1	0	0	0
Recreation	4	1	1	0	0	0	3	0	3	1
Sanitation	4	0	2	0	2	0	2	0	1	0
Water	6	1	0	0	1	1	0	0	1	0
Totals	35	7	14	4	20	4	20	4	34	4

Frequency and Severity

Frequency and severity are two of the ways a worker’s compensation program is measured and evaluated.

Frequency – is the number of occurrences.

Severity – is the money we are spending on claims. The forces acting to drive up these costs include “pure” inflation (rising wages and medical costs), changes in the frequency or types of medical services provided, types of injuries, more attorney involvement and claim settlements/awards. A department can have a small number of injuries (frequency) and still be high in the associated costs of those claims (severity) because of the above factors.

Overall Analysis by Department: Frequency

The data that follows gives an overall perspective of the variances and fluctuation within the city’s departments. *Please note cumulative data, starting with Fiscal Year 2019 and ending with Fiscal Year 2023 (4/01/2018 – 3/31/2023), are used throughout this report. The charts are analyzed by department, utilizing the principles of frequency and severity.

Chart “A”: This chart illustrates the percent of claims (frequency) by department.

Table “A”: This table lists the actual number of claims by department in descending order. Chart “A” shows the order of frequency with the Fire department with 35 claims, Police department with 35 claims, Parks department with 13 claims, Sanitation department with 13 claims, and Recreation department with 9 claims. These five departments will almost always comprise the majority of the claims because they are high-risk categories due to the nature of factors, i.e., labor-intensive, weather conditions, and multiple variable occurrences.

Overall Analysis by Department: Frequency

Chart A

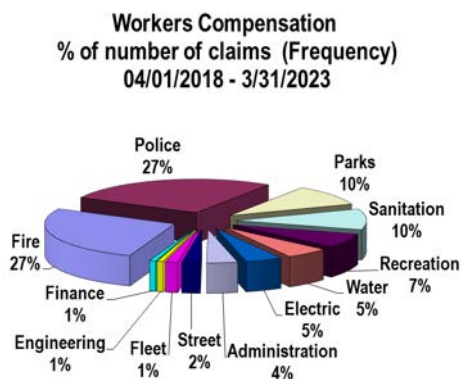


Table A

WORKERS COMPENSATION NUMBER OF CLAIMS 04/01/2018 TO 03/31/2023	
LOCATION	# CLAIMS
Fire	35
Police	35
Parks	13
Sanitation	13
Recreation	9
Water	7
Electric	6
Administration	5
Street	3
Fleet	2
Engineering	1
Finance	1
Total	130

Chart “B”: This chart illustrates the percent of severity by department.

Table “B”: This table lists the actual dollar costs (severity) incurred by departments in descending order. The total incurred is the total paid plus the outstanding reserves—the variable is the outstanding reserves. These reserves, if not completely spent on the claim, will zero out once a claim is closed thereby reducing the total incurred on a claim and that department’s totals.

There can be a variety of costs associated with workers’ compensation claims that may be on going for long periods of time—one to two years, or sometimes longer. These costs may be compounded by inflation, frequency, and types of medical services provided, as well as legal and medical expenses, which can rapidly escalate when closure of a case is delayed until all parties agree upon resolution.

The top five departments are Fire \$877,418, Police \$724,354, Parks \$270,066, Electric \$243,107, and Street \$225,273.

Overall Analysis by Department: Severity

Chart B

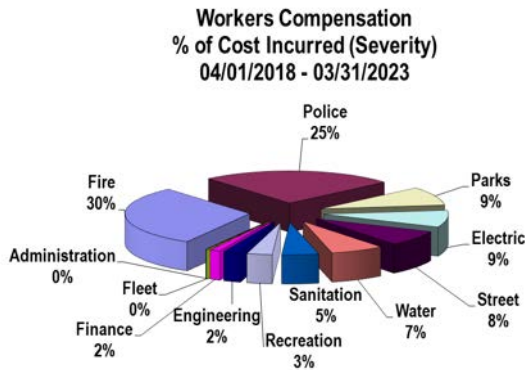


Table B

WORKERS COMPENSATION DOLLAR COSTS INCURRED 04/01/2023 TO 03/31/2023	
LOCATION	TOTAL COST INCURRED
Fire	\$ 877,418
Police	\$ 724,354
Parks	\$ 270,066
Electric	\$ 243,107
Street	\$ 225,273
Water	\$ 200,772
Sanitation	\$ 138,260
Recreation	\$ 94,881
Engineering	\$ 65,596
Finance	\$ 39,719
Fleet	\$ 6,453
Administration	\$ 3,701
Total	\$2,889,599

Experience Modification Rating: Chart "C"

The National Council on Compensation Insurance, Inc. (NCCI) is the nation's largest information company serving the workers compensation marketplace. Operating on a not-for-profit basis since 1992, NCCI studies workplace injuries and other national and state factors impacting workers' compensation. With this information they provide analyses of industry trends, prepare workers' compensation insurance rates and loss costs recommendations. Each year,

they send out the current experience rating worksheet, on behalf of the insurance industry, and it is one of the factors used to calculate insurance premiums. The rating in large part is based on a three year rolling average of past claims.

A factor higher than 1.00 means your premium will be higher than that of the average company in your category. For example, a factor of 1.10 means your base premium will be surcharged 10 percent. A factor of .90 means you have earned a 10 percent credit on your base premium.

A factor of 1.00 rating = the average experience rating.

A factor of 1.10 rating = additional charges to insurance premiums.

A factor of 0.90 rating = insurance premiums may be lowered.

Chart "C" shows Kirkwood's Experience Modification rating. The city is currently rated at 0.88 as of 03/31/2023.



Controlling Costs:

Self Insurance: The City was granted provisional permission to self-insure as of 1 June 2006. The city became fully Self-Insured on 18 August 2008, (effective date 1 June 2006). From Policy Year 2017 through Policy Year 2022 the city has saved \$1,498,357 by being self-insured versus the conventional insurance premiums for Workers Compensation, Auto and General Liability programs.

Safety Meetings: Departments continue to hold their safety meetings on a regular basis, depending on their individual schedules, Parks, Water, Streets, Sanitation and Fleet Services hold weekly meetings. Electric and Recreation departments have a monthly safety meeting and Administration, Finance and all other City Hall offices have quarterly meetings.

Safety Programs: All programs are reviewed and updated annually and additional programs, policies and safe work practices are developed and reviewed for implementation as regulations and practices change. As each

facet is completed, training takes place for each affected department and then monitored for effectiveness with scheduled and random department safety compliance audits.

Safety Council: All departments are represented by their Department Head, conducted in conjunction with the monthly staff meetings and policies, procedures, implementation and management of the safety programs are reviewed.

Safety Committee: All departments are represented at the Safety Committee, guided by the Safety Manager, where vehicle accidents and work comp injuries and incidents are reviewed. The Committee also makes follow up safety recommendations and reviews as needed. Department heads frequently attend and participate at these meetings.

Risk Management: AJ Gallagher became our agent of record and provider of risk management services effective 6/1/06. They provide hands-on assistance with many city insurance programs, including loss control inspections and other areas of safety ensuring the highest rated insurance coverages. Meetings are regularly held with the city's third party administrator. The meetings are conducted to review existing claims and determine how best to bring them to timely closure. Litigated cases are also closely monitored.

Seminars and Training: This is ongoing; some classes are mandatory to maintain certain certifications. Classes are offered by our Employee Assistance Program provider, insurance carriers and industry specific classes are scheduled when available. The Safety Manager continues to provide training and establish training requirements and schedules as needed, and also attends classes and seminars on safety practices, medical information and regulatory updates, and works closely with our third party administrator in obtaining the highest rated medical services and treatment.

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	4,875	5,904	6,281	5,240
Deferred Compensation	1,697	1,817	1,878	1,615
Medicare	1,233	1,324	1,388	1,110
Social Security	5,271	5,661	5,934	4,730
Wages Full-time Civilian	85,664	92,510	95,546	80,515
Personnel Services Total	98,740	107,216	111,027	93,210
Other Benefits Total	18,432	18,032	21,648	22,170
Contractual Services Total	501,051	472,966	521,440	553,000
Commodities Total	3,027	2,283	4,900	4,900
Capital Outlay Total	65	46	35,300	500
Interdepartmental Charges Total	12,348	11,505	11,333	12,776
Total	633,662	612,047	705,648	686,556

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Revenues								
602-00-000-000	440005	Interest Revenue	(30,369)	(13,367)	1,000	—	(1,000)	(1.00)%
602-00-000-000	454085	Interdepartment Services	1,411,875	1,557,000	1,634,870	1,798,368	163,498	0.10%
602-00-000-000	460015	Miscellaneous Revenue	6,257	—	—	—	0	0.00%
602-00-000-000	490010	Insurance Proceeds	7,996	—	—	—	0	0.00%
Revenues Total			1,395,759	1,543,633	1,635,870	1,798,368	162,498	0.10%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
602-01-450-451	510005	Wages Full Time Civilian	85,664	92,510	95,546	80,515	(15,031)	(0.16)%
602-01-450-451	511005	Social Security	5,271	5,661	5,934	4,730	(1,204)	(0.20)%
602-01-450-451	511010	Medicare	1,233	1,324	1,388	1,110	(278)	(0.20)%
602-01-450-451	512005	Pension Civilian	4,875	5,904	6,281	5,240	(1,041)	(0.17)%
602-01-450-451	512015	Deferred Compensation	1,697	1,817	1,878	1,615	(263)	(0.14)%
602-01-450-451	513005	Insurance Health	17,963	17,565	21,154	21,720	566	0.03%
602-01-450-451	513010	Insurance Dental	390	388	411	370	(41)	(0.10)%
602-01-450-451	513015	Insurance Vision	79	79	83	80	(3)	(0.04)%
602-01-450-451	513025	Claims Expense	262,536	1,026,008	700,000	700,000	0	0.00%
602-01-450-451	520010	Bank & Credit Card Fees	—	—	—	1,000	1,000	0.00%
602-01-450-451	520040	Medical Examinations	5,604	4,772	11,000	11,000	0	0.00%
602-01-450-451	520065	Training	—	—	2,000	2,000	0	0.00%
602-01-450-451	520075	Professional Services Other	35,023	47,837	45,000	50,000	5,000	0.11%
602-01-450-451	522060	Telephone & Cellular	1,207	1,107	1,400	1,400	0	0.00%
602-01-450-451	525010	Insurance Workers Comp	261,750	246,754	310,540	326,100	15,560	0.05%
602-01-450-451	527005	Travel	—	1,181	1,500	1,500	0	0.00%
602-01-450-451	530005	Office Supplies	54	146	400	400	0	0.00%
602-01-450-451	530035	Food	123	58	400	400	0	0.00%
602-01-450-451	532005	Membership Dues	130	—	300	300	0	0.00%
602-01-450-451	533055	Motor Fuel & Lubricants	1,460	1,723	2,300	2,300	0	0.00%
602-01-450-451	535010	Service Awards	1,260	356	1,500	1,500	0	0.00%
602-01-450-451	550005	Administration Fee	10,000	10,000	10,000	10,500	500	0.05%
602-01-450-451	550020	Fleet Services	2,348	1,505	1,333	2,276	943	0.71%
602-01-450-451	610060	Small Cap Office Furniture	65	46	300	500	200	0.67%
602-01-450-451	620050	Rolling Stock	—	—	35,000	—	(35,000)	(1.00)%
602-01-450-452	520075	Professional Services Other	197,466	171,315	150,000	160,000	10,000	0.07%
Expenditures Total			896,198	1,638,055	1,405,648	1,386,556	(19,092)	(0.01)%



Fleet Services

Mission Statement

Fleet Services strives to protect our citizens' investments by delivering safe, dependable and cost-effective units while providing support services that are receptive to the needs of our officials and employees.

General Description

The Fleet Services Department is responsible for maintaining and repairing 259 vehicles and heavy/light equipment. In addition to inventoried equipment, Fleet is accountable for completing the maintenance on various pieces of portable equipment. The range of vehicles/equipment begins with small items such as a chainsaw and progresses through vehicles as large as the Fire Department's 100' Aerial Ladder truck. Our hours of operation are from 7:00 AM until 3:30 PM, Monday through Friday with on-call emergency operations available twenty-four hours a day, seven days a week. Preventative maintenance, warranty management, licensing/title administration, record keeping, and assisting with Procurement's auctions and bids are also key services executed by Fleet.

Preventative maintenance is an essential part of preserving vehicles and equipment to a safe and serviceable condition. These preservation repairs save money, increase life cycles, maintain optimum performance and reduce downtime. Proper and timely preventative maintenance creates cost savings by decreasing emergency repairs and strengthening overall residual value. Most importantly, it helps ensure operator and passenger safety.

Performance Measures

The Fleet Services Department assesses the following performance measurements: Staffing Levels, Vehicles/Equipment Inventory Level, Work Orders, Vehicle-In-Commission Rating, Labor Rate, Fuel Utilization, Ownership Costs, Internal Fleet Charges/Revenue and the City of Kirkwood's Asset Inventory.

Staffing Levels

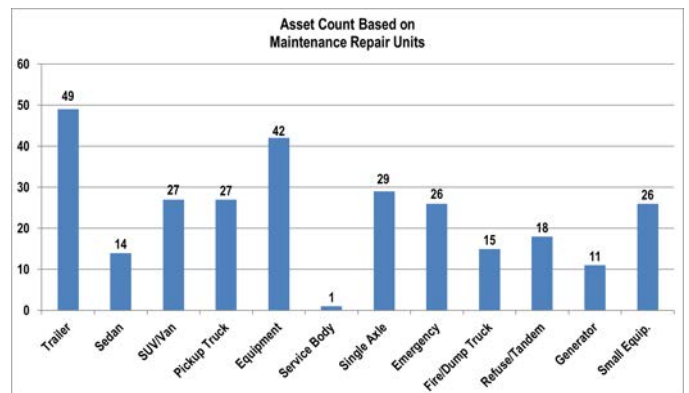
The Fleet Services Fund has 7 staff positions as follows:

- 1 – Fleet Services Director
- 1 – Administrative Associate
- 5 – Fleet Service Technicians

Maintenance Repair Units (MRU) are used to correlate the relationship between the assets repaired by Fleet Services and Service Technicians required.

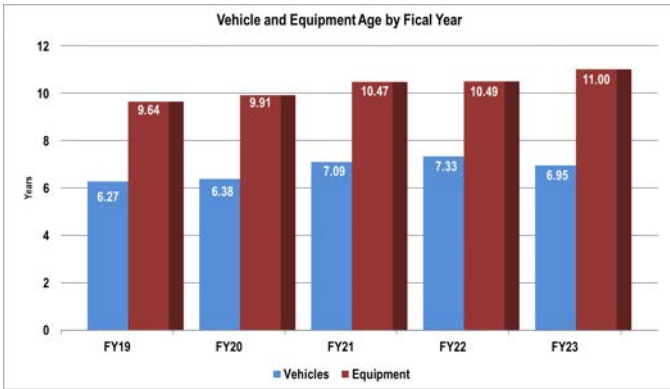
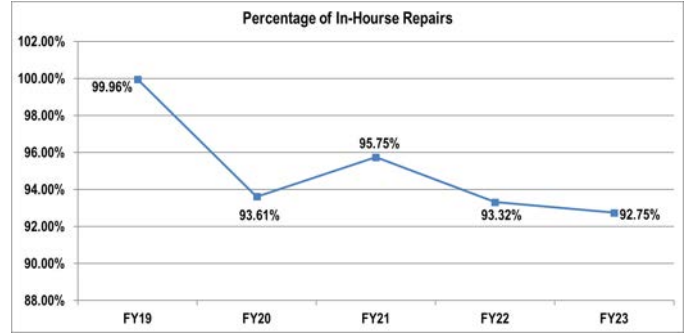
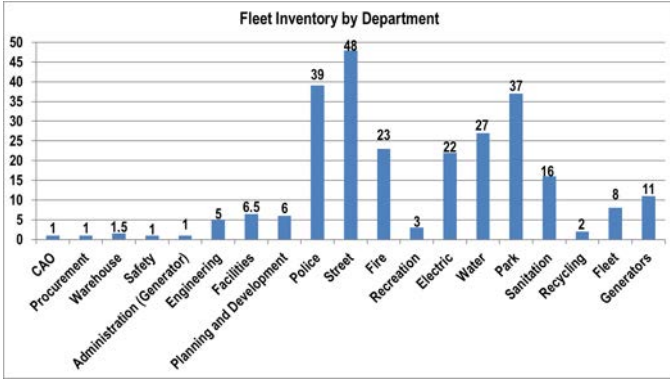
To calculate the technician requirement for the City of Kirkwood's assets, Fleet had to first assign a MRU to each vehicle and piece of equipment, as well as small equipment, within our asset inventory. The MRU is a classification used to analyze and compare the various types of vehicles/equipment that today's fleets encounter. The value assigned is set by weighting the asset's respective maintenance burdens against the sedan. For example, a Fire Truck has a MRU of 10 since the average reported maintenance hours are ten times higher than that of the sedan. The sedan's baseline is adjusted annually and reported as the "Direct Labor Hour's Equivalent". All of the assets and small equipment accounts totaled establish the current City of Kirkwood's Overall MRU as 879.24.

The technician requirement is then calculated by totaling the assigned Maintenance Repair Units (MRU) of all assets, (879.24); multiplying the direct labor hour's equivalent (7.875), multiplying by the fiscal year's percentage of in-house repairs (91.45%) and dividing the number of estimated annual labor hours per technician (1430). This calculation validates the requirement of 4.43 technicians to maintain the City's current fleet and 6.53 technicians are required when including our neighboring municipal repairs.



Vehicles and Equipment Inventory Level

Fleets are established and grow based on the mobility needs of an organization. The size and composition of the fleet is based on the actual needs of, and changes to the organization. Annual utilization and cost analysis reports are completed by validating a current or adjusted replacement schedule. Replacement schedules, or life cycles, dictate the primary function of the Fleet Services Department. Newer assets are primarily a preventative maintenance function, as opposed to extending a life cycle thereby increasing repair costs and downtime.

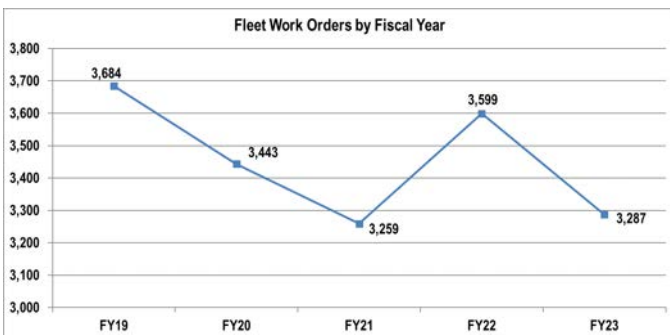
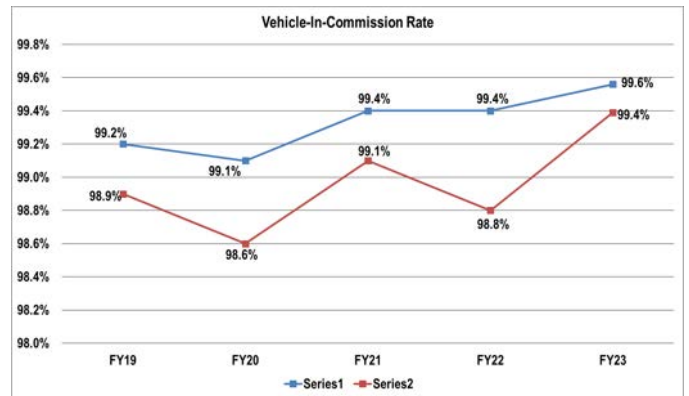


Vehicle-In-Commission Rating

The Vehicle-In-Commission Rating, or VIC, is the percentage of time a specified unit is available to perform its intended operations. Fleet Services' goal is to maintain an overall rating greater than 95% VIC. The VIC rating is calculated by dividing the total number of hours available within a given time period by the Departmental Maintenance Duration. The Maintenance Duration, or downtime of a vehicle or equipment, is the period of time an asset is unavailable to execute its operations. The downtime clock begins when the asset is brought to Fleet Services for repair and continues to accumulate until the unit is repaired and available to the department. The data is reported monthly, by department, and is reviewed as a whole on an annual basis.

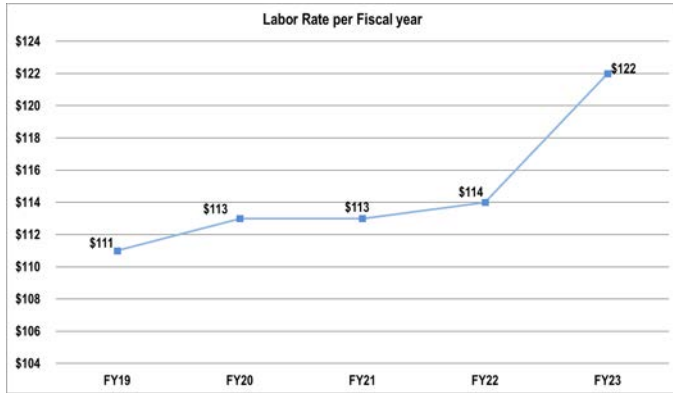
Work Orders

Work Orders are used for each preventative maintenance, repair, modification and fabrication on vehicles and equipment. Emphasis is focused on adhering to a comprehensive preventative maintenance schedule, improved documentation and accurate downtime tracking. Advances in maintenance processes reduce emergency repairs, sustain operational life and helps safeguard value. In-House repairs are essential to calculate Fleet's technician requirement and will be reported annually within the performance measures.



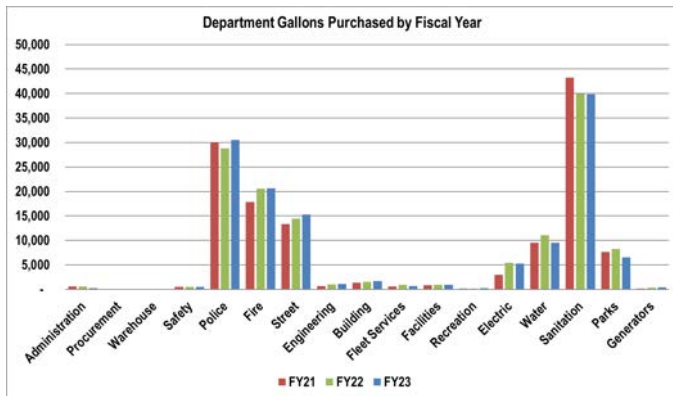
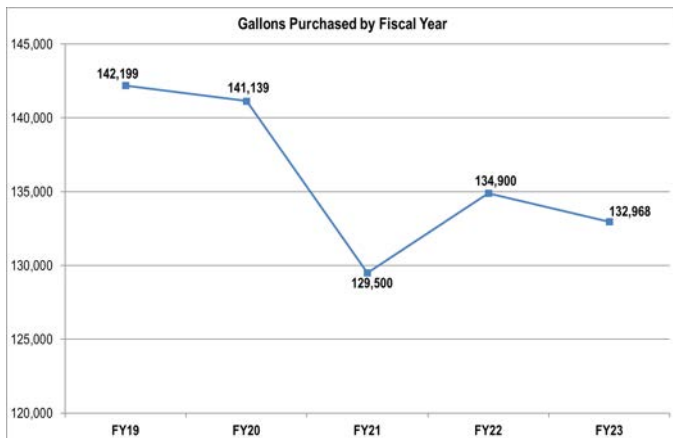
Labor Rate

To capture all costs associated with operating the Fleet Services Department, a rate structure was developed to support our cost charge-back, or labor rate, method. The labor rate represents our fully allocated costs for providing an hour's worth of maintenance and repair to end users. These rates can then be compared to other municipalities and the private sector, should the accounting methodology be consistent.



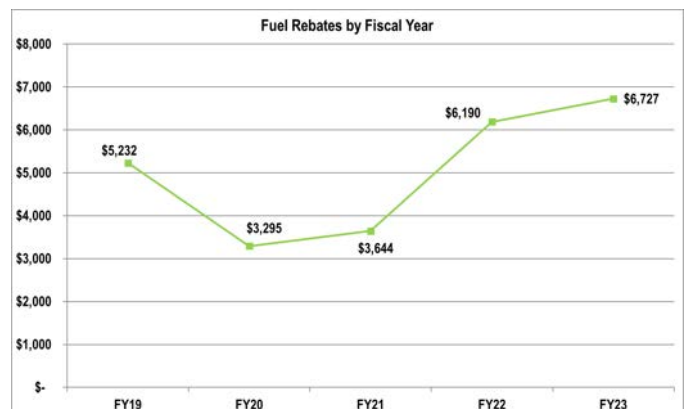
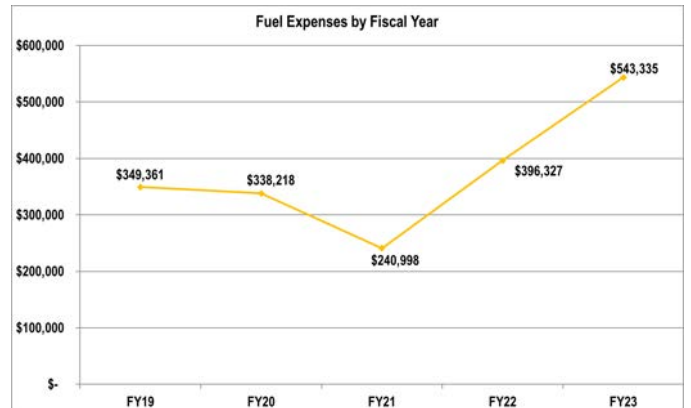
Fuel Utilization

The Fleet Services Department trends current fuel purchases against historic data to assist in future departmental budgets.



Fuel Expenses and Rebates

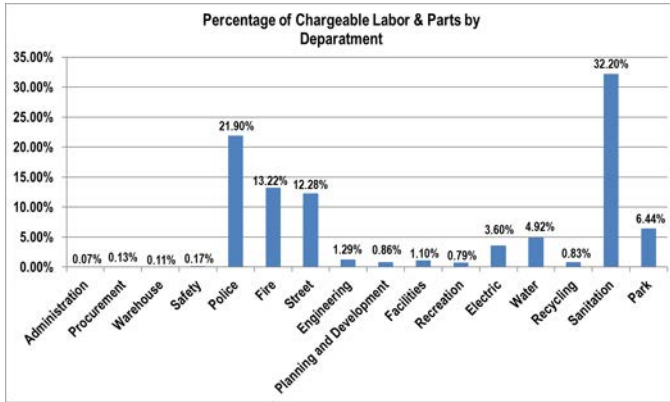
Fuel expenses are monitored on a daily basis, recorded monthly, by department, compared to line items within the fiscal year purchase order and project overall annual expenses. The current State of Missouri contracted fuel card vendor is WEX Inc., formerly Wright Express, and within the agreement, we receive monthly station rebates as well as quarterly utilization rebates.



Ownership Costs

The average ownership costs of operating the City's fleet of vehicles and equipment is \$6,537 per unit. The American Automobile Association cost of ownership, based on 15,000 miles a year for 2022, is \$8,184 for a small sedan, \$10,351 for a medium sedan, \$9,246 for a subcompact SUV, \$9,324 for a compact SUV and \$11,305 for a medium SUV. In addition to repairs and fuel, Fleet Services includes accident charges in cost of ownership. Even with this variable, our annual operating cost is significantly lower than that of a small sedan.

Fleet Services provides a repair cost analysis for vehicle and equipment maintenance by department. The percentage is calculated by the labor hours performed and parts for each department, including accidents, divisible by the overall charges billed by Fleet Services. The following chart shows the FY23 percentage of labor hours per department, as reported in the Fleet Management Information System (FMIS).



Internal Charges and Revenue

Fleet Service's budgetary expenditures are calculated by reviewing historical maintenance/repair charges in addition to the estimated revenue and total receipts from the previous three fiscal years. This calculation is then combined with vendor indicated parts/services increases, anticipated operating

expenses and requested capital, if applicable. Operating expenses are departmental expenses that are necessary to the functionality of Fleet Services, but cannot be immediately associated with chargeable direct labor. The Fleet Services' expenses are then allocated to the various departments/funds based on utilization from the previous fiscal year. Departmental utilization, provided by the FMIS, is translated to a percentage and proportioned to the overall annual Fleet charges. The result is then multiplied by the impending fiscal year budget creating the future departmental charges.

Fleet Services continues to offer its expertise to neighboring municipal fleets. The City of Rock Hill has increased the number of assets to include the Police Department and incorporated preventative maintenance. In some cases, these repairs are performed on assets under warranty and a reimbursement from the manufacturer is requested. The Fleet Services Department realized a revenue of \$84,316.75 for municipal, as well as warranty, repairs completed throughout FY23.

	FY202	FY2021	FY2022	FY2023
Administration	\$1,668	\$3,421	\$10,893	\$9,552
Procurement	\$980	\$658	\$1,971	\$820
Safety	\$668	\$979	2,348	\$1,333
Warehouse	\$702	\$605	\$1,208	\$750
Engineering	\$6,349	\$3,992	\$9,663	\$6,121
Facilities Operations	\$6,795	\$9,609	\$8,159	\$13,966
Planning and Development	\$6,470	\$10,315	\$5,764	\$7,774
Police	\$184,216	\$188,824	\$208,520	\$214,073
Street	\$117,294	\$129,915	\$154,187	\$189,527
Fire	\$190,969	\$126,002	\$119,236	\$198,384
Recreation	\$4,281	\$4,621	\$4,036	\$5,471
Electric	\$48,218	\$99,200	\$54,399	\$56,372
Water	\$82,451	\$105,697	\$64,460	\$81,211
Parks	\$67,918	\$69,870	\$69,392	\$76,322
Sanitation	\$292,390	\$320,225	\$336,447	\$350,906
Recycling	\$14,881	\$17,037	\$20,650	\$46,689
Total Budgeted	\$1,026,250	\$1,090,970	\$1,071,333	\$1,259,271

Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Current Budget	FY 2025 Department Request
Personnel Services				
Civilian Pension	25,963	30,187	33,962	34,400
Deferred Compensation	8,941	8,336	10,156	10,585
Medicare	6,735	6,664	7,416	7,674
Social Security	28,795	28,498	31,691	32,812
Wages Full-time Civilian	466,989	461,179	513,653	529,300
Overtime - Civilian	3,222	1,903	3,000	3,000
Personnel Services Total	540,644	536,767	599,878	617,771
Other Benefits Total	73,218	81,860	100,861	104,790
Contractual Services Total	94,771	92,501	98,520	102,034
Commodities Total	349,776	394,174	448,976	452,979
Capital Outlay Total	21,383	24,213	43,500	28,500
Interdepartmental Charges Total	11,510	13,189	13,400	13,400
Total	1,091,302	1,142,704	1,305,135	1,319,474

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Revenues								
608-00-000-000	422020	Fleet Services	70,560	84,317	35,000	50,000	15,000	0.43%
608-00-000-000	440005	Interest Revenue	(6,207)	(2,927)	—	1,000	1,000	0.00%
608-00-000-000	454085	Interdepartment Services	1,071,666	1,106,715	1,259,271	1,325,024	65,753	0.05%
608-00-000-000	460015	Miscellaneous Revenue	—	3,566	—	—	0	0.00%
608-00-000-000	490005	Sale of Capital Asset	643	1,388	—	—	0	0.00%
608-00-000-000	490010	Insurance Proceeds	674	—	—	—	0	0.00%
Revenues Total			1,137,335	1,193,059	1,294,271	1,376,024	81,753	0.06%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
608-01-500-000	510005	Wages Full Time Civilian	466,989	461,179	513,653	529,300	15,647	0.03%
608-01-500-000	510025	Overtime Civilian	3,222	1,903	3,000	3,000	0	0.00%
608-01-500-000	511005	Social Security	28,795	28,498	31,691	32,812	1,121	0.04%
608-01-500-000	511010	Medicare	6,735	6,664	7,416	7,674	258	0.03%
608-01-500-000	512005	Pension Civilian	25,963	30,187	33,962	34,400	438	0.01%
608-01-500-000	512015	Deferred Compensation	8,941	8,336	10,156	10,585	429	0.04%
608-01-500-000	513005	Insurance Health	69,935	78,657	97,406	101,680	4,274	0.04%
608-01-500-000	513010	Insurance Dental	2,732	2,651	2,877	2,550	(327)	(0.11)%
608-01-500-000	513015	Insurance Vision	551	552	578	560	(18)	(0.03)%
608-01-500-000	520035	Licensing Processing	988	1,762	950	950	0	0.00%
608-01-500-000	520065	Training	982	1,277	5,000	5,000	0	0.00%
608-01-500-000	522015	Computer Maintenance	25,000	25,000	25,000	25,000	0	0.00%
608-01-500-000	522025	Equipment Maintenance	6,929	5,366	5,500	5,500	0	0.00%
608-01-500-000	522035	Laundry Towels	2,403	2,485	2,675	2,675	0	0.00%
608-01-500-000	522040	Office Equipment Maintenance	345	437	500	500	0	0.00%
608-01-500-000	522060	Telephone & Cellular	1,498	1,706	1,725	1,725	0	0.00%
608-01-500-000	525005	Insurance General Liability	12,556	15,541	14,500	15,960	1,460	0.10%
608-01-500-000	525010	Insurance Workers Comp	42,460	38,928	40,870	42,924	2,054	0.05%
608-01-500-000	527005	Travel	1,611	—	1,800	1,800	0	0.00%
608-01-500-000	530005	Office Supplies	146	434	500	500	0	0.00%
608-01-500-000	530015	Clothing	711	847	750	750	0	0.00%
608-01-500-000	530035	Food	155	—	150	150	0	0.00%
608-01-500-000	530040	Janitorial Supplies	66	—	100	100	0	0.00%
608-01-500-000	530060	Postage	743	171	100	100	0	0.00%
608-01-500-000	531020	Natural Gas	4,237	5,134	4,000	4,000	0	0.00%
608-01-500-000	532005	Membership Dues	—	46	700	700	0	0.00%
608-01-500-000	532010	Publications	2,500	3,249	2,750	2,750	0	0.00%
608-01-500-000	533005	Accidents	17,381	21,249	20,000	21,000	1,000	0.05%
608-01-500-000	533035	Lubricants	16,093	20,633	15,200	15,960	760	0.05%
608-01-500-000	533055	Motor Fuel & Lubricants	3,514	1,762	4,000	4,000	0	0.00%
608-01-500-000	533060	Operating Supplies Other	8,906	9,459	10,000	10,000	0	0.00%
608-01-500-000	533070	Safety Equipment	1,253	2,071	1,250	1,250	0	0.00%
608-01-500-000	533105	Tires	48,571	67,707	78,000	81,900	3,900	0.05%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
608-01-500-000	533125	Vehicle Repair & Parts	245,502	261,412	291,476	289,819	(1,657)	(0.01)%
608-01-500-000	535025	Contingency	—	—	20,000	20,000	0	0.00%
608-01-500-000	550010	Electric Charges	10,617	12,297	12,000	12,000	0	0.00%
608-01-500-000	550030	Water Charges	893	892	1,400	1,400	0	0.00%
608-01-500-000	610020	Small Cap Equip & Machinery	4,713	9,999	8,000	10,000	2,000	0.25%
608-01-500-000	610060	Small Cap Office Furniture	20	147	500	500	0	0.00%
608-01-500-000	620040	Machinery & Equipment	16,650	14,067	—	18,000	18,000	0.00%
608-01-500-000	620050	Rolling Stock	—	—	35,000	—	(35,000)	(1.00)%
Expenditures Total			1,091,302	1,142,704	1,305,135	1,319,474	14,339	0.01%

Medical Self-Insurance

Revenues

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Revenues								
601-00-000-000	440005	Interest Revenue	(24,302)	(1,494)	1,500	1,500	0	0.00%
601-00-000-000	455005	Medical Insurance	3,207,517	3,466,763	4,347,200	4,240,500	(106,700)	(0.02)%
601-00-000-000	455010	Medical Insurance COBRA	174,666	258,473	242,500	250,000	7,500	0.03%
Revenues Total			3,357,882	3,723,742	4,591,200	4,492,000	(99,200)	(0.02)%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
601-01-400-000	513025	Claims Expense	2,684,407	3,359,538	3,000,000	3,000,000	—	—%
601-01-400-000	520075	Professional Services Other	95,834	102,064	106,735	110,000	3,265	0.03%
601-01-400-000	520100	Medical Premiums	988,614	780,858	975,000	975,000	—	—%
601-01-400-000	550005	Administration Fee	1,500	1,500	1,500	1,800	300	0.20%
Expenditures Total			3,770,355	4,243,960	4,083,235	4,086,800	3,565	0.00%



Special Revenue Funds

Police & Fire Property Tax Pension Fund

Revenues

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Revenues								
204-00-000-000	410005	Property Taxes	1,340,851	1,302,195	1,320,000	1,380,000	60,000	0.05%
204-00-000-000	440005	Interest Revenue	(19,831)	(9,916)	1,000	750	(250)	(0.25)%
204-00-000-000	480005	Transfers from Other Funds	236,825	265,000	257,000	275,630	18,630	0.07%
Revenues Total			1,557,845	1,557,279	1,578,000	1,656,380	78,380	0.05%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
204-02-050-051	511010	Medicare	4,466	4,821	4,615	5,000	385	0.08%
204-02-050-051	512010	Pension PF	37,133	40,633	40,258	43,550	3,292	0.08%
204-02-050-052	511010	Medicare	23,161	24,252	25,021	26,245	1,224	0.05%
204-02-050-052	512010	Pension PF	196,715	216,355	220,052	230,450	10,398	0.05%
204-02-050-053	511010	Medicare	38,879	39,451	41,975	46,250	4,275	0.10%
204-02-050-053	512010	Pension PF	327,642	332,111	369,661	407,150	37,489	0.10%
204-02-050-054	511010	Medicare	1,554	3,552	1,693	5,680	3,987	2.35%
204-02-050-054	512010	Pension PF	31,355	48,205	33,948	49,700	15,752	0.46%
204-02-050-055	511010	Medicare	3,439	1,682	5,368	3,740	(1,628)	(0.30)%
204-02-050-055	512010	Pension PF	44,590	33,684	46,873	32,960	(13,913)	(0.30)%
204-03-060-061	511010	Medicare	7,039	7,397	7,647	8,180	533	0.07%
204-03-060-061	512010	Pension PF	59,203	63,469	66,608	71,175	4,567	0.07%
204-03-060-062	511010	Medicare	68,373	71,175	72,500	71,050	(1,450)	(0.02)%
204-03-060-062	512010	Pension PF	580,212	622,584	641,357	655,250	13,893	0.02%
Expenditures Total			1,423,761	1,509,369	1,577,576	1,656,380	78,804	0.05%



Sewer Lateral

Revenues

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Revenues								
207-00-000-000	434005	Sewer Lateral Fees	281,646	273,447	275,000	275,000	0	0.00%
207-00-000-000	440005	Interest Revenue	(11,566)	(4,073)	1,000	1,000	0	0.00%
207-00-000-000	460015	Miscellaneous Revenue	—	14,980	—	—	0	0.00%
Revenues Total			270,080	284,354	276,000	276,000	0	0.00%

Expenditures

Fund/ Function/ Department/ Division	Object Code	Account Description	FY 2022 Actuals	FY 2023 Actuals	FY 2024 Adjusted Budget	FY 2025 Department Request	\$ Variance	% Variance
Expenditures								
207-01-200-000	510005	Wages Full Time Civilian	48,370	55,851	53,737	56,974	3,237	0.06%
207-01-200-000	511005	Social Security	2,888	3,397	3,285	3,410	125	0.04%
207-01-200-000	511010	Medicare	675	795	770	800	30	0.04%
207-01-200-000	512005	Pension Civilian	2,665	2,841	4,992	3,690	(1,302)	(0.26)%
207-01-200-000	512015	Deferred Compensation	918	864	1,070	1,135	65	0.06%
207-01-200-000	513005	Insurance Health	11,402	11,812	12,442	15,130	2,688	0.22%
207-01-200-000	513010	Insurance Dental	386	424	408	360	(48)	(0.12)%
207-01-200-000	513015	Insurance Vision	78	82	84	84	—	—%
207-01-200-000	520075	Professional Services Other	205,129	241,432	250,000	250,000	—	—%
207-01-200-000	525010	Insurance Workers Comp	1,420	1,560	1,630	1,716	86	0.05%
207-01-200-000	550005	Administration Fee	5,150	5,150	5,150	5,400	250	0.05%
Expenditures Total			279,082	324,207	333,568	338,699	5,131	0.02%



Section IV - Five Year Capital Improvement Plans

Capital - General Government

Summary

CITY OF KIRKWOOD - FIVE-YEAR CAPITAL PLAN PROJECTED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE

	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29
Revenues:					
Taxes	2,580,000	2,599,350	2,618,845	2,638,486	2,643,763
Interest on investments	5,000	5,080	5,160	5,240	5,320
Total revenues	2,585,000	2,604,430	2,624,005	2,643,726	2,649,083
Other financing sources:					
Streets Infrastructure Dividend (Electric, Water, Sanitation)	1,620,000	1,620,000	1,620,000	1,620,000	1,620,000
Grants - Police Department	7,200	7,200	7,200	7,200	7,200
Donations - Train Station	1,000,000				
American Rescue Plan Act - State	2,500,000				
Grants - Historic Train Station Restoration	1,500,000				
Infrastructure Grants (Grants are 80/20 except as noted below)					
Geyer Rd Mill/Overlay Constuction Testing - STP 5502(609)	880,000				
W Essex Reconstruction - STP 5500(610)					
Right of Way					
Construction Material Testing	823,360				
E. Essex Avenue Improvements - STP-9901(653)					
Right of Way					
Construction Material Testing	240,000				
Kirkwood Rd. Improvements Ph. 1 - STP-5502(611)					
Right of Way					
Construction Material Testing	763,789	327,338			
Lindemann Improvements - STP 5502(612)					
Engineering Design					
Right of Way					
Construction Material Testing	865,184				
Clay Ave. Improvements - STP 5502(6XX)					
Engineering Design					
Right of Way	100,000				
Construction Material Testing	545,532	781,797			
Kirkwood Rd. Improvements Ph. 2 - STP-5502(6XX)					
Engineering Design					
Right of Way	100,000				
Construction Material Testing	564,679	800,000			
Grants Trail Phase Phase 1 - TAP					
Engineering Design	278,400				
Right of Way		300,800			
Construction Material Testing			1,212,293	1,307,915	
Grants Trail Phase 2 - STP					
Engineering Design		296,000			
Right of Way			2,080,000		
Construction Material Testing				1,200,000	
Safe Streets 4 All Grant (FHWA 80%)					1,200,000
Stormwater Master Plan (MSD 100%)					
Sale of Assets	100,000	100,000	100,000	100,000	100,000
Certificate of Participation Proceeds - Fire	-	-	-	-	-
Police Capital - General Fund	367,500	386,000	325,000	256,000	90,000
Fire Capital - General Fund	500,000	384,700	58,500	500,000	500,000
Total other financing sources	12,755,644	5,003,835	5,402,993	4,991,115	3,517,200
Total Revenues and Other Financing	15,340,644	7,608,265	8,026,998	7,634,841	6,166,283

**CITY OF KIRKWOOD - FIVE-YEAR CAPITAL PLAN
PROJECTED STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29
Expenditures:					
Train Station	5,160,000	1,000,000	-	-	-
Administration	-	-	45,000	-	-
MIS	90,000	115,000	15,000	15,000	15,000
Police	458,100	452,500	432,400	280,800	254,400
Fire	2,918,635	929,700	686,159	1,099,962	1,908,580
Engineering	-	-	30,000	80,000	-
Public Works Infrastructure	9,415,179	5,157,418	6,140,366	5,184,894	3,550,000
Street Department	340,000	40,000	620,000	336,000	258,000
Planning & Development	40,000	42,000	-	-	-
Procurement	-	-	-	-	-
Facilities Operations	437,500	292,000	183,000	354,000	142,000
Total expenditures	18,859,414	8,028,618	8,151,925	7,350,656	6,127,980
Revenues and other financing sources over expenditures	(3,518,770)	(420,353)	(124,927)	284,185	38,303
Fund Balance:					
Beginning Balance	4,874,235	1,355,465	935,112	810,185	1,094,370
Ending Balance	1,355,465	935,112	810,185	1,094,370	1,132,673

Train Station

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Building Restoration:					
Design and Preliminary Engineering TR2301	—	—	—	—	—
Construction Engineering/Architectural Services	200,000	—	—	—	—
Construction Management	100,000	—	—	—	—
Modular Building	60,000	—	—	—	—
Restoration Construction	4,800,000	1,000,000	—	—	—
Annual Subtotal	5,160,000	1,000,000	—	—	—
Annual Total	5,160,000	1,000,000	—	—	—

FY2024/2025

- Construction Engineering/Architectural: Construction period services.
- Construction Management: Owner Rep Construction period services
- Modular Building: Lease, unfitting, and placement of temporary structure to serve train station customers while building is under construction.
- Restoration construction: Construction costs for train station restoration, storage building, canopy extension, site work, and new parking lot.

- Train Station project has funding provided from the Historic Train Station Foundation, Tap Grant Funding, and ARPA Funding.

FY2025/2026

- Restoration construction: Construction costs for train station restoration, storage building, canopy extension, site work, and new parking lot.
- Train Station project has funding provided from the Historic Train Station Foundation, Tap Grant Funding, and ARPA Funding.

Administration

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Communication Audit	—	—	45,000	—	—
Annual Subtotal	—	—	45,000	—	—
Annual Total	—	—	45,000	—	—

FY2024/2025 through FY2025/2026

- No capital acquisitions have been budgeted.

review/plan outlining all communication methods/tools, and a multi-year plan to address the needs of the department.

FY2026/2027

- A full audit of the City's Communication Department. A final report would include a summary from internal and external surveys, a communications

FY2027/2028 through FY2028/2029

- No capital acquisitions have been budgeted.

Management Information Systems

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Upgrade Personal	15,000	15,000	15,000	15,000	15,000
Business Continuity Study	40,000	—	—	—	—
Vulnerability Assessment Cyber Security	35,000	—	—	—	—
Upgrade Services	—	100,000	—	—	—
Annual Subtotal	90,000	115,000	15,000	15,000	15,000
Annual Total	90,000	115,000	15,000	15,000	15,000

FY2024/FY2025

Upgrade Personal Computers

- This is a standing item to keep user devices up to date.

Business Continuity Study

- Hire a consultant to do an analysis of the city departments to create a plan for business continuity in case of a catastrophic failure of the IT infrastructure or complete destruction of the computer room. Disaster planning.

Vulnerability Assessment Cyber Security

- Hire a consultant to do penetration testing and other methods to ensure the safety of the cities IT computer systems and networks. This should include the analysis of the Electric and Water SCADA systems as well.

FY2025/2026

Upgrade Personal Computers

- This is a standing item to keep user devices up to date.

Upgrade Services

- This will allow us to keep infrastructure in place to support applications and storage for end-user data.

FY2026/2027

Upgrade Personal Computers

- This is a standing item to keep user devices up to date.

FY2027/2028

Upgrade Personal Computers

- This is a standing item to keep user devices up to date.

FY2028/2029

Upgrade Personal Computers

- This is a standing item to keep user devices up to date.

Police

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Patrol Vehicles	367,500	386,000	325,000	256,000	90,000
Detective Vehicles	39,800	43,600	83,900	—	138,300
Leased Vehicle	9,800	10,300	10,300	10,900	11,500
Police Motorcycle	29,000	—	—	—	—
MDT Vehicle Laptops and MDT Printers	12,000	12,600	13,200	13,900	14,600
Annual Subtotal	458,100	452,500	432,400	280,800	254,400
Annual Total	458,100	452,500	432,400	280,800	254,400

Police Vehicles

- The Police Department continues to work closely with the Fleet Director in determining the optimal time to replace police vehicles, examining factors such as current condition, maintenance costs, mileage and resale value. The Fleet Services replacement program is a very important consideration during the replacement process, and is based in part on a point system. Vehicles are listed below as Okay or Replace, depending on whether their Fleet point threshold has been reached. Recommendation is as of the last analysis, and are not projected totals for the time of replacement. Consideration when purchasing is given to cost, functionality, vehicle safety, and costs to operate compared to other vehicles available for patrol and detective work. Costs include all equipment necessary to outfit vehicles, including emergency lighting system, sire, partition, weapon racks, mounting equipment, graphics, etc. and are estimates that try to take into account expected yet uncertain future price increases. Replacement of most vehicles scheduled for FY2023/2024 were deferred, which impacts projected replacement in the five-year plan.

- It is anticipated that the following schedule will be utilized for vehicle replacement:

- FY2024/2025
 - Fleet Vehicle 5941 - 2014 Patrol Vehicle: Status – Replace
 - Fleet Vehicle 5942 - 2017 Patrol Vehicle: Status – Replace
 - Fleet Vehicle 5945 - 2017 Patrol Vehicle: Status – Replace
 - Fleet Vehicle 5922 - 2017 Patrol Vehicle: Status – Replace
 - Fleet Vehicle 5940 - 2014 Patrol Vehicle: Status – Replace
 - Fleet Vehicle 5907 - 2006 Motorcycle: Status – Replace
 - Fleet Vehicle 5909 - 2013 Unmarked Vehicle: Status – Replace
- FY2025/2026
 - Fleet Vehicle 5933 - 2019 Patrol Vehicle: Status – Okay
 - Fleet Vehicle 5934 - 2016 Patrol Vehicle: Status – Okay
 - Fleet Vehicle 5928 - 2015 Canine Vehicle: Status – Okay
 - Fleet Vehicle 5943 - 2015 Patrol Vehicle: Status – Okay
 - Fleet Vehicle 5920 - 2019 Patrol Vehicle: Status – Okay
 - Fleet Vehicle 5903 - 2015 Unmarked Vehicle: Status – Okay
 - Fleet Vehicle 5904 - 2017 Unmarked Vehicle: Status – Okay

- FY2026/2027
 - Fleet Vehicle 5927 - 2015 Patrol Vehicle: Status – Okay
 - Fleet Vehicle 5937 - 2019 Patrol Vehicle: Status – Okay
 - Fleet Vehicle 5944 - 2022 Patrol Vehicle: Status – Okay
 - Fleet Vehicle 5935 - 2012 Patrol Vehicle: Status – Okay
 - Fleet Vehicle 5910 - 2019 Unmarked Vehicle: Status – Okay
- FY2027/2028
 - Fleet Vehicle 5930 - 2022 Patrol Vehicle: Status – Okay
 - Fleet Vehicle 5938 - 2022 Patrol Vehicle: Status – Okay
 - Fleet Vehicle 5931 - 2023 Patrol Vehicle: Status – Okay
- FY2028/2029
 - Fleet Vehicle 5926 - 2020 Patrol Vehicle: Status – Okay
 - Fleet Vehicle 5900 - 2021 Unmarked Vehicle: Status – Okay
 - Fleet Vehicle 5901 - 2020 Unmarked Vehicle: Status – Okay
 - Fleet Vehicle 5908 - 22201 Unmarked Vehicle: Status – Okay

- The replacement schedule for the final years should be considered incomplete because they may involve the replacement of vehicles not yet in service, or vehicles with undetermined lifecycles based on the factors described above. Analysis could affect the number of vehicles needing to be replaced in those years. Anticipated annual increases are at 3% for planning purposes, and should be considered tentative.

Leased Vehicle

- The City leases one unmarked vehicle for undercover use by a detective detached to DEA. A grant administered by the Missouri State Highway Patrol reimburses the City for \$7,200 of the annual cost of this vehicle.

MDT Laptops and MDT Printers

- MDT laptops and MDT printers are not included in capital annually to allow for partial replacement each year.

Police Motorcycles

- One new motorcycle has been placed in the budget for FY2024/2025. It will replace a model year 2006 Harley Davidson.

Fire

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Hose Replacement	31,000	—	—	—	—
Firefighter Protective Turnout Gear	330,000	—	—	—	—
Ballistic Vests	24,000	—	—	—	—
Thermal Imagers	95,000	—	—	—	—
Pick-up with Plow	71,000	—	—	—	—
Firehouse-Upstairs Furnishing	64,800	—	—	—	—
Aerial Platform Pumper	1,900,000	—	—	—	—
Command Vehicle	—	58,500	58,500	58,500	—
Cardiac Monitors/Defibrillators	—	292,000	—	—	—
Firehouse-Other Furnishing	—	—	34,200	—	—
Stair Chairs	—	—	—	60,000	—
Ambulance	—	—	—	390,000	—
Pumper	—	—	—	—	1,200,000
Ruggedized Laptop Computers (CAD)	—	—	—	—	115,000
Annual Subtotal	2,515,800	350,500	92,700	508,500	1,315,000
Debt Service Payments					
COPS Series 2022	336,453	339,075	336,209	337,837	338,955
COPS Series 2024	66,382	240,125	257,250	253,625	254,625
Annual Subtotal	402,835	579,200	593,459	591,462	593,580
Annual Total	2,918,635	929,700	686,159	1,099,962	1,908,580

FY2024/2025

Hose Replacement

- In accordance to the standards set in NFPA 1961, Standards for Hose, the acceptable life span for a section of hose is 10 years. The fire department has recently undergone an internal audit and has created a replacement schedule. In 2024/2025, the total needed sections of hose that is expiring is \$31,000.

Firefighter Protective Turnout Gear

- This project is the purchase of firefighter protective clothing. This essential safety clothing is used by firefighters during fire suppression, vehicle extrication, and rescue activities. The protective clothing is custom sized and manufactured for each firefighter. The clothing is subjected to extreme use conditions including the high temperature extremes of structural and vehicular firefighting, and some hazardous material incidents. The protective clothing is manufactured using high tech materials and is sanctioned by the National Fire Protection Association (NFPA). Replacement of the protective clothing will ensure that the fire department remains compliant

with current safety standards and more importantly ensure a high level of safety and protection for FD personnel. The purchase for 2024/2025 is a complete department replacement due to NFPA age mandates.

Ballistic Vests

- Due to social strife and the nature of some dangerous situations which the fire department responds to, ballistic vests have become an essential part of the personal protective equipment. Currently all riding positions (17) and the chief officers (3) have been issued ballistic vests. The original vests were purchased in 2019. According to the manufacturer, the lift span of the vest is 5 years. This project includes the purchase of 20 ballistic vests.

Thermal Imaging Cameras

- The fire department uses thermal imaging equipment to help locate burning wires, overhead motors, malfunctioning light ballasts, etc. The use of this technology increases efficiency in locating some fires and reduces unnecessary damage. The current units were purchased in 2017. Technology will continue to improve and the newer generation of thermal imaging equipment will be lighter, smaller, and more effective which increases the

efficiency and safety of the firefighters on the emergency scene. The current units will be 7-8 years old when replaced.

Pick-up with Plow

- This unit will replace a fire department command vehicle at the recommendation of the fleet manager. This vehicle will provide increased versatility for the department as both a snow plow, response vehicle, and utility truck for the use to haul equipment and tools for both emergency and non-emergency situations.

Firehouse Upstairs Furnishings

- This project is to replace fire station (x3) upstairs furnishings. The items include: beds, nightstands and armoires. The current items in all stations are approximately 15-19 years old and purchased when each station was renovated. The items are past their life cycles and in need of repair.

Aerial Platform Pumper

- The fire department operates one aerial platform pumper in it's fleet of fire vehicles. This platform is used to provide rescue from a multi-story structure in the event of fire, to raise firefighters to upper floors, or extinguish a fire in a multi-story or large area structure. These multi-story structures often have large concentrations of people, sometimes with limited mobility. Examples are nursing homes, senior citizen housing, apartment complexes, or hotels. The current aerial platform functions as an aerial ladder and fire pumper and was purchased in 2010. It has exceeded the replacement criteria of 15 and it currently is 20.98 aerial platforms lose significant resale value after 15 years.

FY2025/2026

Command Vehicle

- This will provide for the replacement of an FD command vehicle in accordance with the recommendation of the fleet manager. The fire department command vehicles operate on scene as mobile command posts providing for on-scene management, communications, and overall scene safety. These units carry both portable and mobile radios, laptop computers and accountability tools to ensure safe, effective and efficient emergency scene operations. The cost includes all associated costs for up fitting to an emergency vehicle to include emergency lighting, siren and mobile command center.

Cardiac Monitors/Defibrillators

- Each ambulance and fire truck carry a cardiac monitor/defibrillator in order to provide advance life support in medical emergencies. This sophisticated medical equipment provides advance medical diagnostics and can deliver defibrillation (electrical shock) to a patient's hear to restart the correct rhythm. These units also produce a hospital quality eletrocardiogram of the patients hear rhythm that can be transmitted to the hospital emergency department. These units utilize electronics, computer circuitry, and battery

technology and are critical to the EMS program and quality patient care. These units will be 7 years old when replaced and are requiring increasing maintenance with a resulting decrease in reliability. This is critical life saving equipment.

FY2026/2027

Command Vehicle

- This will provide for the replacement of an FD command vehicle in accordance with the recommendation of the fleet manager. The fire department command vehicles operate on scene as mobile command posts providing for on-scene management, communications, and overall scene safety. These units carry both portable and mobile radios, laptop computers and accountability tools to ensure safe, effective and efficient emergency scene operations. The cost includes all associated costs for up fitting to an emergency vehicle to include emergency lighting, siren and mobile command center.

Firehouse Other Furnishings

- This project is to replace fire station (x3) downstairs furnishings. The items include: recliners and office chairs. The current items in all stations are approximately 15-19 years old and purchased when each station was renovated. The items are past their life cycles and in need of repair.

FY2027/2028

Command Vehicle

- This will provide for the replacement of an FD command vehicle in accordance with the recommendation of the fleet manager. The fire department command vehicles operate on scene as mobile command posts providing for on-scene management, communications, and overall scene safety. These units carry both portable and mobile radios, laptop computers and accountability tools to ensure safe, effective and efficient emergency scene operations. The cost includes all associated costs for up fitting to an emergency vehicle to include emergency lighting, siren and mobile command center.

Stair Chairs

- Each ambulance currently carries a manual operated "Stair Chair" in order to assist movement of patients up and down stairs in medical emergencies. This now sophisticated piece of equipment is battery powered to assist in climbing and descending staircases with a higher patient weight capacity. These units utilize improved stability features, safety measures and battery technology. This equipment is critical to the EMS program and quality patient transport while actively reducing the potential back injuries. The current units will be 18 years old when replaced and are requiring increasing maintenance with a resulting decrease in reliability and replacement parts availability. This is critical patient moving equipment with the added safety factor for both the patient and employee.

Ambulance

- Replace unit 1537. 1537 replacement is a the recommendation of the fleet manager. This unit will be between 10 years old at the time of replacement and will exceed the replacement criteria established.

FY2028/2029

Pumper

- Replace unit 1510. 1510 is a 2018 Pierce Dash Pumper that is projected to exceed the replacement criteria of 15 in 2028/2029. This apparatus purchase will be placed into front-line, active service at house 1, moving the 2018 Pierce Dash Pumper to reserve status (assuming the DSN 1594). It is

the current practice of the Fire Department to rotate the oldest front-line apparatus to reserve status when replacing apparatus in the FD fleet.

Ruggedized Laptop Computers (CAD)

- Fire personnel utilize laptop computers to receive dispatch location information and collect patient information at the emergency scene. Ruggedized laptops are required due to the harsh conditions they must operate in. Loss of dispatch data and location information would present significant response problems in the areas of timely response and incident and patient medical care records. The current laptops will be 7 years old when replaced. All eleven laptops will be replaced at this time. This price includes vehicle mount and charging stations plus extended warranty coverage.

Engineering

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Acquisitions					
Vehicle	—	—	30,000	80,000	—
Annual Subtotal	—	—	30,000	80,000	—
Annual Total	—	—	30,000	80,000	—

FY2024/2025 through FY2025/2026

- No capital acquisitions have been budgeted.

FY2026/2027

Vehicle

- Replace fleet vehicle 5601, a 2016 Ford Escape, it is anticipated to exceed the replacement criteria of 15. Current Score: 15.47

FY2027/2028

Vehicles

- Replace fleet vehicle 5600, a 2017 Ford Escape, it is anticipated to exceed the replacement criteria of 15. Current Score: 13.81
- Replace fleet vehicle 5610, a 2017 Ram 1500 4x2, it is anticipated to exceed the replacement criteria of 15. Current Score: 9.95

FY2028/2029

- No capital acquisitions have been budgeted.

Public Works, Infrastructure

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Street Restoration Program	1,000,000	1,600,000	1,600,000	1,600,000	1,600,000
Sidewalk Improvement Program	150,000	150,000	150,000	150,000	150,000
Pavement Striping and Markings	200,000	225,000	225,000	250,000	250,000
Bridge Maintenance and Design	50,000	50,000	50,000	50,000	50,000
Public Works Facility Design	800,000	—	—	—	—
Longview Blvd. Sidewalk	650,000	—	—	—	—
Geyer Rd. Phase II - STP-5502(609)					
Construction/Material Testing	1,100,000	—	—	—	—
W. Essex Ave. - STP-5500(610)					
Construction/Material Testing	1,029,200	—	—	—	—
E. Essex Ave. - STP-9901(653)					
Construction/Material Testing	300,000	—	—	—	—
Kirkwood Rd. Phase I - STP-5502(611)					
Right-of-Way	75,000	—	—	—	—
Construction/Material Testing	954,736	409,172	—	—	—
Lindeman Improvements - STP-5502(612)					
Construction/Material Testing	1,081,479	—	—	—	—
Clay Ave. Improvements - STP-5502(614)					
Right-of-Way	125,000	—	—	—	—
Construction/Material Testing	681,915	977,246	—	—	—
Kirkwood R. Phase II - STP-5502(615)					
Right-of-Way	125,000	—	—	—	—
Construction/Material Testing	705,849	1,000,000	—	—	—
Grants Trail Phase I (TAP)					
Engineering Design	387,000	—	—	—	—
Right-of-Way	—	376,000	—	—	—
Construction/Material Testing	—	—	1,515,366	1,634,894	—
Gants Trail Phase II (STP)					
Engineering Design	—	370,000	—	—	—
Right-of-Way	—	—	2,600,000	—	—
Construction/Material Testing	—	—	—	1,500,000	1,500,000
Annual Total	9,415,179	5,157,418	6,140,366	5,184,894	3,550,000

FY2024/2025

Street Restoration Program

- The West Street Maintenance Area is scheduled for restoration which

includes street reconstructions, mill and overlays, and a pavement rejuvenator. The West Maintenance area is bounded by Big Bend, west City Limit, Adams Ave. and Geyer Road. Streets are identified by the amount of traffic served and pavement rating completed by the AI Program.

Sidewalk Improvement Program

- This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

Pavement Striping and Markings

- This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes, etc.

Bridge Maintenance and Design

- The City owns and maintains 11 bridges throughout its transportation system, which are deteriorating and range in age from 20 – 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

Public Works Facility Design

- The City is in process of purchasing the property at 545 Leffingwell and covert it to serve the needs of the City departments that will occupy the building. This work is to fund design services in advance of building renovations proposed in FY2026.

Longview Blvd. Sidewalk

- In the City's Pedestrian and Bicycle Plan Longview was identified as a gap in the recommended sidewalk network. A design has been completed and bid out in FY2024. This continues funding this project in FY2025.

Geyer Rd. Phase II

- Construction and Material Testing
 - This work will consist of the construction phase of the mill and asphalt overlay Geyer Rd. from Adams Ave. to Big Bend Blvd. This project will also provide ADA compliant ramps and crossings. The City has received a 20/80 grant from the East West Gateway Council of Governments.

W. Essex Ave. Reconstruction

- Construction/Material Testing
 - This work will consist of the construction phase to rehabilitate W. Essex Ave. from Geyer Rd. to Dougherty Ferry Rd. This project will also provide ADA compliant ramps and crossings. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

E. Essex Ave. Improvements

- The City submitted a joint grant application with the City of Glendale to reconstruct E. Essex Ave. These improvements will include new cur and

gutters, asphalt pavement and sidewalks. These funds are Kirkwood's portion for engineering design services.

Kirkwood Rd. Improvements Phase I

- Construction/Material Testing
 - This work will consist of the construction phase to construct the improvements on Kirkwood Rd. from Swan Ave. to Adams Ave. This project will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

Lindeman Improvements

- Construction/Material Testing
 - This work will consist of the construction phase to construct the improvements on Lindeman Road from Dougherty Ferry Road to the northern City limit. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings, adding bicycle facilities per the City's bike and pedestrian plan. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

Clay Avenue Improvements

- Construction/Material Testing
 - This work will consist of the construction phase to rehabilitate Clay Avenue from Adams Avenue to Woodbine Avenue. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

Kirkwood Road Improvements Phase II

- Construction/Material Testing
 - This work will consist of the construction phase to rehabilitate Kirkwood Road from Monroe Avenue to Grand Avenue. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

Grants Trail Phase Phase I (TAP)

- Engineering/Design
 - This work will consist of the engineering and design to create a separate multi-use path that will connect the Farmer's Market to the intersection of Fillmore & Monroe to Leffingwell just south of the UP railroad tracks and ultimately to the Grant's Trail trailhead at Holmes and Leffingwell. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

FY2025/2026

Street Restoration Program

- The Northwest Street Maintenance is scheduled for restoration which includes street reconstructions, mill and overlays, and a pavement rejuvenator. The northwest Maintenance area is bounded by Adams Avenue, west city limit, northern city limit, and Geyer Road. Streets are identified by the amount of traffic served and pavement rating completed by the AI Program.

Sidewalk Improvement Program

- This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

Pavement Striping and Markings

- This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes, etc.

Bridge Maintenance and Design

- The City owns and maintains 11 bridges throughout its transportation system, which are deteriorating and range in age from 20 – 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

Kirkwood Rd. Improvements Phase I

- Construction/Material Testing
 - This work will consist of the construction phase to construct the improvements on Kirkwood Rd. from Swan Ave. to Adams Ave. This project will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

Clay Avenue Improvements

- Construction/Material Testing
 - This work will consist of the construction phase to rehabilitate Clay Avenue from Adams Avenue to Woodbine Avenue. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

Kirkwood Road Improvements Phase II

- Construction/Material Testing
 - This work will consist of the construction phase to rehabilitate Kirkwood Road from Monroe Avenue to Grand Avenue. These improvements will include resurfacing the roadway, ADA improvements, improving pedes-

trian crossings. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

Grants Trail Phase I (TAP)

- Right-of-Way
 - This work will consist of acquiring right-of-way to create a separate multi-use path that will connect the Farmer's Market to the intersection of Fillmore & Monroe to Leffingwell just south of the UP railroad tracks and ultimately to the Grant's Trail trailhead at Holmes and Leffingwell. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

Grants Trail Phase Phase II (STP)

- Engineering/Design
 - This work will consist of engineering and design to create an off-road multi-use trail that will connect Phase I to the Grant's Trail trailhead at Holmes and Leffingwell. The City is planning to submit for a 20/80 grant from the East West Gateway Council of Governments.

FY2026/2027

Street Restoration Program

- The Northeast Street Maintenance is scheduled for restoration which includes street reconstructions, mill and overlays, and a pavement rejuvenator. The northeast Street Maintenance Area is bounded by Adams Avenue, Geyer Road, northern City limit and east city limit. Streets are identified by the amount of traffic served and pavement rating completed by the AI Program.

Sidewalk Improvement Program

- This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

Pavement Striping and Markings

- This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes, etc.

Bridge Maintenance and Design

- The City owns and maintains 11 bridges throughout its transportation system, which are deteriorating and range in age from 20 – 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

Grants Trail Phase I (TAP)

- Construction/Testing

- This work will consist of the construction phase to create a separate multi-use path that will connect the Farmer’s Market to the intersection of Fillmore & Monroe to Leffingwell just south of the UP railroad tracks and ultimately to the Grant’s Trail trailhead at Holmes and Leffingwell. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

Grants Trail Phase II (STP)

- Right-of-Way
 - This work will consist of acquiring right-of-way to create an off-road multi-use trail that will connect Phase I to the Grant’s Trail trailhead at Holmes and Leffingwell. The City is planning to submit for a 20/80 grant from the East West Gateway Council of Governments.

FY2027/2028

Street Restoration Program

- The East Street Maintenance is scheduled for restoration which includes street reconstructions, mill and overlays, and a pavement rejuvenator. The east Street Maintenance Area is bounded by Adams Avenue, Geyer Road, Big Bend and east city limit. Streets are identified by the amount of traffic served and pavement rating completed by the AI Program.

Sidewalk Improvement Program

- This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

Pavement Striping and Markings

- This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes, etc.

Bridge Maintenance and Design

- The City owns and maintains 11 bridges throughout its transportation system, which are deteriorating and range in age from 20 – 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

Grants Trail Phase I (TAP)

- Construction/Testing
 - This work will consist of the construction phase to create a separate multi-use path that will connect the Farmer’s Market to the intersection of Fillmore & Monroe to Leffingwell just south of the UP railroad tracks

and ultimately to the Grant’s Trail trailhead at Holmes and Leffingwell. The City has received an award for a 20/80 grant from the East West Gateway Council of Governments.

Grants Trail Phase II (STP)

- Construction/Testing
 - This work will consist of the construction phase to create an off-road multi-use trail that will connect Phase I to the Grant’s Trail trailhead at Holmes and Leffingwell. The City is planning to submit for a 20/80 grant from the East West Gateway Council of Governments.

FY2028/2029

Street Restoration Program

- The South Street Maintenance is scheduled for restoration which includes street reconstructions, mill and overlays, and a pavement rejuvenator. The South Street Maintenance Area is bounded by Big Bend and southern city limit. Streets are identified by the amount of traffic served and pavement rating completed by the AI Program.

Sidewalk Improvement Program

- This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

Pavement Striping and Markings

- This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes, etc.

Bridge Maintenance and Design

- The City owns and maintains 11 bridges throughout its transportation system, which are deteriorating and range in age from 20 – 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

Grants Trail Phase II (STP)

- Construction/Testing
 - This work will consist of the construction phase to create an off-road multi-use trail that will connect Phase I to the Grant’s Trail trailhead at Holmes and Leffingwell. The City is planning to submit for a 20/80 grant from the East West Gateway Council of Governments.

Street

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Dump Truck	300,000	—	300,000	300,000	150,000
Pickup Truck	40,000	40,000	40,000	—	—
Loader	—	—	200,000	—	—
Skid Steer	—	—	80,000	—	—
Trailers	—	—	—	36,000	18,000
Stake Bed Truck	—	—	—	—	60,000
Roller	—	—	—	—	30,000
Annual Subtotal	340,000	40,000	620,000	336,000	258,000
Annual Total	340,000	40,000	620,000	336,000	258,000

FY2024/2025

Dump Truck

- Replace vehicle 6143 and 6188, a 2009 Ford F450 4x2 dump and a 2008 Ford F750 dump, as they have exceeded the replacement criteria of 15. Current scores: 22.83 and 45.63, respectively. These vehicles are used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

Pickup Truck

- Replace vehicle 6106, a 2014 F250 extended pickup truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 17.89

FY2025/2026

Pickup Truck

- Replace vehicle 6100, a 2014 F150 4x2 pickup truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 22.33

FY2026/2027

Dump Truck

- Replace vehicle 6187 and 6189, 2008 Ford F750 dumps, as they have exceeded the replacement criteria of 15. Current scores: 41.41 and 37.80, respectively. These vehicles are used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

Pickup Truck

- Replace vehicle 6107, a 2016 Ram Crew Cab 4x2 pickup truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 17.71

Loader

- Replace vehicle 6130, a 2012 John Deere 544K, as it is anticipated to exceed the replacement criteria of 15. Current score: 11.19

Skid Steer

- Replace vehicle 6184, a 2015 Bobcat Skid Steer S590, as it has exceeded the replacement criteria of 15. Current score: 17.64

FY2027/2028

Dump Truck

- Replace vehicle 6140 and 6141, 2015 Ford F550 dump and 2016 Ford F550 dump, as it is anticipated that they will exceed the replacement criteria of 15. Current scores: 14.72 and 12.96, respectively. These vehicles are used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

Trailer

- Replace units 6164 and 6193, are 2010 Cronkhite 2800EA trailers, as they have exceeded the replacement criteria of 15. Current scores: 29.84 and 22.23, respectively.

FY2028/2029

Dump Truck

- Replace vehicle 6144, a 2016 RAM 5500 dump, as it is anticipated that it will exceed the replacement criteria of 15. Current scores: 13.48 These vehicles are used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

Trailer

- Replace unit 6146, is a lift trailer, that has exceeded the replacement criteria of 15. Current scores: 31.19

Stake Bed Truck

- Replace vehicle 6122, 2014 Ford F350 4x2 Stake Bed, as it has exceeded the replacement criteria of 15. Current score: 15.83 This vehicle is used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

Roller

- Replace unit 6180, a 2012 Wacker Roller RD16, as it is anticipated to exceed the replacement criteria of 15. Current score: 14.02 This roller is used in asphalt operations on a daily basis.

Planning & Development

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Compact SUV	40,000	42,000	—	—	—
Annual Subtotal	40,000	42,000	—	—	—
Annual Total	40,000	42,000	—	—	—

FY2024/2025

Compact SUV

- Replace vehicle 5700, a 2015 Ford Fusion, as it is anticipated to exceed the replacement criteria of 15. Current score: 14.03

FY2025/2026

Compact SUV

- Replace vehicle 5702, a 2017 Ford Escape S, as it is anticipated to exceed the replacement criteria of 15. Current score: 13.26

Facilities Operations

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Acquisition					
City Hall Generator	250,000	—	—	—	—
Security JACEs/Card Access/HVAC Control Upgrade	135,000	—	—	—	—
Pickup Truck	52,500	—	—	—	—
Firehouse #3 Driveway Replacement	—	185,000	—	—	—
Firehouse #2 Concrete Repairs Walkway/Driveway	—	77,000	—	—	—
City Hall Marble Flooring Restoration	—	30,000	—	—	—
Firehouse #3 Vehicle Bay Gas Heater	—	—	37,500	—	—
Firehouse #1 Vehicle Bay Gas Heater	—	—	37,500	—	—
Firehouse #1 Vehicle Bay Exhaust System	—	—	108,000	—	—
City Hall Lower Level HVAC Replacement	—	—	—	162,000	—
Farmers Market Canopy/Restroom New Cedar Roof	—	—	—	80,000	—
Firehouse #2 Vehicle Bay Exhaust System	—	—	—	112,000	—
Firehouse #3 Vehicle Bay Exhaust System	—	—	—	—	142,000
Annual Subtotal	437,500	292,000	183,000	354,000	142,000
Annual Total	437,500	292,000	183,000	354,000	142,000

FY2024/2025

City Hall Generator – Priority 1

- The current generator was installed in 1998 and is at maximum load capacity. The generator is currently drawing over the recommended capacity and the emergency panel GPP is also over capacity. The 200 amp main circuit breaker is only recommended to be loaded at 80% by code which is a maximum of 160 amps. Currently it is showing amperage spikes of up to 170 amps. In addition, the current generator cannot support any future increase in load.

Security JACEs/Card Access/HVAC Controls Upgrade - Priority 2

- The current security JACEs and card access readers which are located at City Hall, Police, Purchasing/Utilities, Public Works, Meter Shop and the Parks maintenance building were installed in 2010. Due to old software, aging component and recent licensing and security protection improvements it is recommended that all (7) security JACEs which include card access and HVAC controls be updated.

1/2 Ton 4x4 Pickup Truck 5804 - Priority 3

- Replace vehicle 5804, a 2008 Chevrolet Silverado 2500 2WD, as it has exceeded the replacement criteria of 15. Current score 15.12. The truck is heavily relied on for snow and day to day operations.

FY2025/2026

Firehouse #3 Concrete Driveway Replacement - Priority 1

- The current concrete conditions of the aggregate driveway is deteriorating due to the weight of the ladder truck traffic. The driveway needs to be replaced with new concrete designed for vehicle weights in excess of 80,000 pounds which is what the current ladder trucks weigh.

Firehouse #2 Concrete Driveway Replacement - Priority 2

- The current concrete conditions on the west side of the building are deteriorating due to inferior concrete and ground settlement. The west side driveway needs to be replaced along with the building sidewalks leading to the main entrance on the west side of the building.

City Hall Marble Flooring Restoration - Priority 3

- The marble floors in City Hall are on a 10 year maintenance cycle in order to reduce the permanent damage, ensuring extended life due to heavy traffic and maintain appearance. The restoration process allows for minor chips or scratches to be removed and to restore the floors luster.

FY2026/2027

Firehouse #3 Vehicle Bay Gas Heater - Priority 1

- The vehicle bay currently has electric radiant heaters mounted to the ceiling which do not satisfy the space during the winter. The ambulances store meds which require room temperatures around 70 degrees consistently. Its recommended that the bay be heated with gas Reznor heater which would satisfy the space when overhead doors are opened in the winter during emergency calls.

Firehouse #1 Vehicle Bay Gas Heater - Priority 2

- The vehicle bay currently has electric radiant heaters mounted to the ceiling which do not satisfy the space during the winter. The ambulances store meds which require room temperatures around 70 degrees consistently. Its recommended that the bay be heated with gas Reznor heater which would satisfy the space when overhead doors are opened in the winter during emergency calls.

Firehouse #1 Vehicle Bay Exhaust System - Priority 3

- The Fire Department has requested a new vehicle bay exhaust system. The proposed system is the most effective and efficient exhaust system available for firehouse vehicle bays. No building modifications are needed or exhaust hoses required with the new system. The system automatically activates during vehicle startup removing diesel carcinogens from the facility.

FY2027/2028

City Hall Lower Level HVAC Replacement - Priority 1

- Facilities Operations is recommending that the current HVAC system which services the lower level of City Hall be replaced. The current equipment has

reached the 20 year industry life expectancy, maintenance costs are steadily increasing and parts/components discontinued due to age.

Farmers Market Canopy/Restroom New Cedar Roof - Priority 2

- The current cedar shakes roofing system on both the canopy and building restrooms are in need of replacement due to age and poor materials conditions. It is recommended to return with a new cedar shake roofing system on both buildings also addressing gutters, down spouts and addressing deteriorating/rotting surfaces on both buildings.

Firehouse #2 Vehicle Bay Exhaust System - Priority 3

- The Fire Department has requested a new vehicle bay exhaust system. The proposed system is the most effective and efficient exhaust system available for firehouse vehicle bays. No building modifications are needed or exhaust hoses required with the new system. The system automatically activates during vehicle startup removing diesel carcinogens from the facility.

FY2028/2029

Firehouse #3 Vehicle Bay Exhaust System - Priority 1

- The Fire Department has requested a new vehicle bay exhaust system. The proposed system is the most effective and efficient exhaust system available for firehouse vehicle bays. No building modifications are needed or exhaust hoses required with the new system. The system automatically activates during vehicle startup removing diesel carcinogens from the facility.

Capital - Enterprise Funds

Electric

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Acquisition					
Distribution System - Circuit Upgrades	862,500	—	—	—	—
Distribution Line Services	250,000	250,000	250,000	250,000	250,000
Distribution Underground Boring Services	150,000	150,000	150,000	150,000	150,000
Distribution Line Clearance	310,000	310,000	310,000	310,000	310,000
Vehicles - EV	—	—	555,000	—	—
Distribution System - Leffingwell Substation Energy Storage	—	—	1,000,000	—	—
Annual Subtotal	1,572,500	710,000	2,265,000	710,000	710,000
Debt Service Payments					
COPS Series 2022	1,031,439	1,031,748	1,031,079	1,034,334	1,036,571
Annual Subtotal	1,031,439	1,031,748	1,031,079	1,034,334	1,036,571
Annual Total	2,603,939	1,741,748	3,296,079	1,744,334	1,746,571

FY2024/2025

Distribution System - Circuit Upgrades

- In FY2024/2025 the department will complete the upgrade of its remaining 11 circuits.

Distribution Line Services

- In FY2024/2025 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability.

Distribution Underground Boring Services

- In FY2024/2025 the department will continue to utilize boring services to avoid utility conflicts during pole installations.

Distribution Line Clearance (Line Services Crew)

- In FY2024/2025 the department will continue to utilize line clearance services in conjunction with line services installations.

Debt Service Payments

- Certificates of Participation Series 2022 (COPS 2022) principal and interest payments.

Distribution Underground Boring Services

- In FY2026/2027 the department will continue to utilize boring services to

FY2025/2026

Distribution Line Services

- In FY2025/2026 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability.

Distribution Underground Boring Services

- In FY2025/2026 the department will continue to utilize boring services to avoid utility conflicts during pole installations.

Distribution Line Clearance (Line Services Crew)

- In FY2025/2026 the department will continue to do tree trimming in conjunction with line services installations.

Debt Service Payments

- COPS 2022 principal and interest payments.

FY2026/2027

Distribution Line Services

- In FY2026/2027 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability.

avoid utility conflicts during pole installations.

Distribution Line Clearance (Line Services Crew)

- In FY2026/2027 the department will continue to do tree trimming in conjunction with line services installations.

Vehicles - EV

- Replace vehicle 8105, a 2014 Ford F550 Crane Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 14.38

Distribution System - Leffingwell Substation Energy Storage

- In FY2025/FY2026 the Electric Department will upgrade the substation by adding energy storage to the site.

Debt Service Payments

- COPS 2022 principal and interest payments.

FY2027/2028

Distribution Line Services

- In FY2027/2028 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability.

Distribution Underground Boring Services

- In FY2027/2028 the department will continue to utilize boring services to avoid utility conflicts during pole installations.

Distribution Line Clearance (Line Services Crew)

- In FY2027/2028 the department will continue to do tree trimming in conjunction with line services installations.

Debt Service Payments

- COPS 2022 principal and interest payments.

FY2028/2029

Distribution Line Services

- In FY2028/2029 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability.

Distribution Underground Boring Services

- In FY2028/2029 the department will continue to utilize boring services to avoid utility conflicts during pole installations.

Distribution Line Clearance (Line Services Crew)

- In FY2028/2029 the department will continue to do tree trimming in conjunction with line services installations.

Debt Service Payments

- COPS 2022 principal and interest payments.

Water

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Acquisition					
Water Main Replacement	1,425,600	1,425,600	1,425,600	1,425,600	1,425,600
Tank Asset Management	400,000	400,000	400,000	400,000	400,000
Arrow Board	18,000	—	—	—	—
Park No. 1 Pump Station Replacement - Engineering Design	280,000	—	—	—	—
Park No. 1 Pump Station Replacement Construction/ Inspection	—	2,750,000	—	—	—
Service Truck	—	70,000	—	80,000	—
Backhoe	—	150,000	—	—	—
Dump Truck	—	—	90,000	—	150,000
Vehicle	—	—	—	40,000	—
Pickup Truck	—	—	—	40,000	—
Annual Subtotal	2,123,600	4,795,600	1,915,600	1,985,600	1,975,600
Debt Service Payments					
COPS Series 2012 Refunding	231,543	231,343	235,538	234,050	232,144
COPS Series 2014	295,300	297,650	299,700	296,525	298,125
COPS Series 2019	388,650	383,675	383,475	387,900	386,950
COPS Series 2024	—	—	—	—	—
Capital Lease Swan Pump Station	316,229	316,230	316,229	316,329	316,230
Annual Subtotal	1,231,722	1,228,898	1,234,942	1,234,804	1,233,449
Annual Total	3,355,322	6,024,498	3,150,542	3,220,404	3,209,049

FY2024/2025

Water Main Replacement

- Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$1,325,600 will be utilized to replace water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1% of our 135 mile distribution system. The remaining \$100,000 is budgeted to design FY 2025/26.

Tank Asset Management

- Within the City's water distribution system two elevated tanks and two ground storage tanks provide water storage for daily usage and emergency fire flow demands. To keep these tanks functionally reliable and extend their useful life annual tank maintenance program is being implemented.

Arrow Board

- Replace asset 8529, a 2009 Arrow Board, as it has exceeded the replacement criteria of 15. Current Score: 17.43.

Park No 1. Pump Station Replacement

- This project consists of the design phase for the replacement of the Park No. 1 Pump Station. This pump station has been in operation since the mid 1950's and is in need of modernization. Based on the 2013 Water Master Plan the station needs updated electrical systems, back up power generator, earthquake resistant construction and new mains existing the pump station.

FY2025/2026

Water Main Replacement

- Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$1,325,600 will be utilized to replace water main.

Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1% of our 135 mile distribution system. The remaining \$100,000 is budgeted to design FY 2026/27.

Pickup Truck w/ Service Bodies

- Replace 8514, a 2014 F250 w/Utility Body, as it has exceeded the replacement criteria of 15. Current Score: 18.44.

Tank Asset Management

- Within the City's water distribution system two elevated tanks and two ground storage tanks provide water storage for daily usage and emergency fire flow demands. To keep these tanks functionally reliable and extend their useful life annual tank maintenance program is being implemented.

Park No 1. Pump Station Replacement

- This project consists of the construction phase for the replacement of the Park No. 1 Pump Station. This pump station has been in operation since the mid 1950's and is in need of modernization. Based on the 2013 Water Master Plan the station needs updated electrical systems, back up power generator, earthquake resistant construction and new mains exiting the pump station.

Backhoe

- Replace 8570, a 2016 John Deere Backhoe, as it is anticipated to exceed the replacement criteria of 15. Current Score: 13.52.

FY2026/2027

Water Main Replacement

- Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$1,325,600 will be utilized to replace water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1% of our 135 mile distribution system. The remaining \$100,000 is budgeted to design FY 2026/27.

Tank Asset Management

- Within the City's water distribution system two elevated tanks and two ground storage tanks provide water storage for daily usage and emergency fire flow demands. To keep these tanks functionally reliable and extend their useful life annual tank maintenance program is being implemented.

Dump Truck

- Replace vehicle 8523, a 2014 F350 dump truck, as it is anticipated to exceed the replacement criteria of 15. Current Score: 12.60.

FY2027/2028

Water Main Replacement

- Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$1,325,600 will be utilized to replace water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1% of our 135 mile distribution system. The remaining \$100,000 is budgeted to design FY 2026/27.

Vehicle

- Replace vehicle 8501, a 2017 Ford Escape, as it is anticipated to exceed the replacement criteria of 15. Current Score: 8.55.

Pickup Truck w/ Service Bodies

- Replace 8518, a 2016 F250 w/Utility Body, as it is anticipated to exceed the replacement criteria of 15. Current Score: 11.95.

Tank Asset Management

- Within the City's water distribution system two elevated tanks and two ground storage tanks provide water storage for daily usage and emergency fire flow demands. To keep these tanks functionally reliable and extend their useful life annual tank maintenance program is being implemented.

Pickup Truck

- Replace 8515, a 2016 Ram 2500 Crew Cab 4x2, as it has exceeded the replacement criteria of 15. Current Score: 21.50.

FY2028/2029

Water Main Replacement

- Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$1,325,600 will be utilized to replace water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1% of our 135 mile distribution system. The remaining \$100,000 is budgeted to design FY 2026/27.

Tank Asset Management

- Within the City's water distribution system two elevated tanks and two ground storage tanks provide water storage for daily usage and emergency fire flow demands. To keep these tanks functionally reliable and extend their useful life annual tank maintenance program is being implemented.

Dump Truck

- Replace vehicle 8560, a 2017 Freightliner 8YD dump truck, as it is anticipated to exceed the replacement criteria of 15. Current Score: 8.95

Sanitation

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Acquisition					
Replacement Roll Carts and Receptacles	20,000	20,000	20,000	20,000	20,000
Rear Loader	—	275,000	290,000	305,000	310,000
Side Loader	—	—	650,000	—	320,000
Skid Steer	60,000	—	—	—	—
Flat Bed	55,000	—	—	—	—
Grapple Truck	125,000	—	—	—	—
Roll Off Truck	—	160,000	—	—	—
Pickup Truck	—	—	—	40,000	—
Annual Subtotal	260,000	455,000	960,000	365,000	650,000
Debt Service Payments					
COPS Series 2024	—	—	—	—	—
Annual Subtotal	—	—	—	—	—
Annual Total	260,000	455,000	960,000	365,000	650,000

FY2024/2025

Replacement Roll Carts and Receptacles

- This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Skid Steer

- Replace vehicle 8981, a 2014 Bobcat S550, as it has exceeded the replacement criteria of 15. Current score: 30.81.

Flat Bed

- Replace vehicle 8910, a 2008 Flat Bed Stake Body Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 13.79.

Grapple Truck

- This is an additional truck to assist in the collection of weekly and bi-annual bulky pickups.

FY2025/2026

Replacement Roll Carts and Receptacles

- This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Rear Loader

- Replace vehicle 8911, a 2017 8YD Rear Loader Refuse Truck, as it has exceed the replacement criteria of 15. Current score: 15.44

Roll Off Truck

- Replace vehicle 8940, a 2013 Roll Off Truck, as it has exceed the replacement criteria of 15. Current score: 19.95.

FY2026/2027

Replacement Roll Carts and Receptacles

- This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Rear Loader

- Replace vehicle 8912, a 2019 8YD Rear Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 5.88.

Side Loader

- Replace vehicle 8926 and 8927, a 2017 and 2019 Peterbilt/New Way Side-winder Refuse Truck, as it is anticipated that these trucks will to exceed the replacement criteria of 15. Current Score: 8.55 and 14.70 respectively.

FY2027/2028

Replacement Roll Carts and Receptacles

- This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Rear Loader

- Replace vehicle 8930, a 2019 25YD Rear Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 6.96.

Pickup Truck

- Replace vehicle 8900, a 2018 Ram 2500 Crew Cab 4x2, as it is anticipated to exceed the replacement criteria of 15. Current score: 7.42.

FY2028/2029

Replacement Roll Carts and Receptacles

- This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Side Loader

- Replace vehicle 8922, a 2022 Freightliner/New Way Sidewinder Refuse Truck, as it is anticipated that this truck will to exceed the replacement criteria of 15. Current Score: 3.64

Rear Loader

- Replace vehicle 8933, a 2020 Freightliner/New Way 25YD Rear Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 3.18

Fleet Services

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Refrigerant Recovery Machine	18,000	—	—	—	—
Service Truck	—	—	—	70,000	—
Pickup Truck	—	—	—	—	55,000
Annual Subtotal	18,000	—	—	70,000	55,000
Annual Total	18,000	—	—	70,000	55,000

FY2024/25

Refrigerant Recovery Machine

- Replace the current Robinair 34788-H refrigerant recovery machine due to increasing failures and repair costs. Purchasing a new machine will also allow servicing the newer air conditioning systems utilizing the 1234yf refrigerant as well as the current 134a refrigerant.

FY2027/28

Service Truck

- Replace vehicle 6601, a 2012 Ford F550 Service Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 12.86

FY2028/29

Pickup Truck

- Replace vehicle 6602, a 2017 RAM 1500 Crew Cab Pickup Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 13.95

Capital - Parks/Recreation

Summary

	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29
Revenues:					
Taxes	3,050,000	3,057,625	3,065,269	3,072,932	3,080,615
Interest on investments	10,000	12,000	15,000	15,000	20,000
Total Operational Revenues	3,060,000	3,069,625	3,080,269	3,087,932	3,100,615
Other financing sources					
Grants	1,150,000	-	-	-	575,000
Naming Rights	122,500	122,500	122,500	22,500	-
American Rescue Plan Act	1,000,000	-	-	-	-
Glendale*	30,000	25,000	25,000	25,000	25,000
Oakland*	5,000	4,000			
Total other financing sources	2,307,500	151,500	147,500	47,500	600,000
*Includes repayment of operating losses for aquatic center					
Total Revenues and Other Financing	5,367,500	3,221,125	3,227,769	3,135,432	3,700,615
Expenditures:					
Parks Recreation Capital Projects	9,604,000	5,335,518	2,125,000	135,000	1,055,000
Debt Service Payments	1,514,524	1,701,457	1,703,632	1,699,557	1,704,307
General Administrative Fees	1,162,750	1,162,250	1,162,250	962,250	962,250
Total Expenditures	12,281,274	8,199,225	4,990,882	2,796,807	3,721,557
Revenues and Other Financing Sources Over Expenditures	(6,913,774)	(4,978,100)	(1,763,113)	338,625	(20,942)
Cash Balance					
Beginning of year, April, 1	14,454,320	7,540,546	2,562,446	799,333	1,137,958
End of year, March, 31	7,540,546	2,562,446	799,333	1,137,958	1,117,016

Parks/Recreation

Acquisition	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29
Acquisitions					
Community Center Design Fees	119,000	119,000	—	—	—
Community Center Owner’s Rep Services	168,000	112,000	—	—	—
Community Center Construction	7,900,000	1,789,518	—	—	—
Gymnasium Renovation Grant	575,000	—	—	—	—
Mitchell Park Grant	575,000	—	—	—	—
Pool Repairs	60,000	65,000	70,000	75,000	80,000
Pool Painting	190,000	45,000	50,000	55,000	80,000
Amphitheater Lighting	12,000	—	—	—	—
KPAC Equipment	5,000	5,000	5,000	5,000	5,000
Community Center Parking Lot	—	40,000	—	—	—
Aquatic Center Electric Panel	—	160,000	—	—	—
Ice Rink Mechanical	—	3,000,000	2,000,000	—	—
SCS Replacement	—	—	—	—	850,000
Paint Rink Ceiling Trusses	—	—	—	—	40,000
Annual Subtotal	9,604,000	5,335,518	2,125,000	135,000	1,055,000
Debt Service Payments					
COPS Series 2017 Principal/Interest	1,316,857	1,319,657	1,321,457	1,317,257	1,317,257
COPS Series 2024 Principal/Interest	197,667	381,800	382,175	382,300	387,050
Annual Subtotal	1,514,524	1,701,457	1,703,632	1,699,557	1,704,307
Transfer to Other Funds and General Administrative Fees					
Transfer to Park Fund	550,000	550,000	550,000	550,000	550,000
Transfer to General Fund	600,000	600,000	600,000	400,000	400,000
Professional Services	12,750	12,250	12,250	12,250	12,250
Annual Subtotal	1,162,750	1,162,250	1,162,250	962,250	962,250
Annual Total	12,281,274	8,199,225	4,990,882	2,796,807	3,721,557

FY2024/2025

Community Center Renovation Project

- Design Fees
- Owner’s Rep Services
- Construction

Gymnasium Renovation Grant

- This represents the expense for fronting the project amount for the Community Center Gym renovations.

Mitchell Park Grant

- This represents the expense for fronting the project amount for the Mitchell Park Grant, if awarded.

Pool Repairs

- The annual allocation for pool repairs.

Pool Painting

- The Lazy River and Leisure pool surfaces require complete rehabilitation. This will entail sandblasting and painting.

Amphitheater Lighting

- Aging equipment requires replacement

Kirkwood Performing Arts Center (KPAC) Equipment

- This represents an amount used to purchase or replace theatrical lighting or equipment at KPAC.

Debt Service Payments

- Certificates of Participation Series 2017 (COPS 2017) principal and interest payments.
- Certificates of Participation Series 2024 (COPS 2024) principal and interest payments.

Transfers to Other Funds

- Park Fund operational transfer of \$550,000.
- General Fund operational transfer (cost recovery) for recreation expenditures in excess of recreation revenues. A reconciliation is prepared after the fiscal year end has been closed. Transfers that exceed actual operating deficit will reduce the next year's budgeted transfer. Transfers that are less than the operating deficit will increase the next year's budgeted transfers. \$600,000 is estimated for the next three fiscal years due to the Community Center renovations.

General Administrative Fees

- The is a professional services item that may include legal, audit, fiscal agents fees, and other miscellaneous services.

FY2025/2026

Community Center Renovation Project

- Design Fees
- Owner's Rep Services
- Construction

Pool Repairs

- The annual allocation for pool repairs.

Pool Painting

- The annual allocation for painting pools. Based on the established rotation for painting pools, the plunge pool will be painted.

KPAC Equipment

- This represents an amount used to purchase or replace theatrical lighting or equipment at KPAC.

Community Center Parking Lot

- Seal aging asphalt lot and stripe.

Aquatic Center Electric Panel

- The control panel for the pump and feature motors requires updating.

Ice Rink Mechanical

- This represents a place holder to the ice rink chiller replacement.

Debt Service Payments

- COPS 2017 principal and interest payments.
- COPS 2024 principal and interest payments.

Transfers to Other Funds

- Park Fund operational transfer of \$550,000.
- General Fund operational transfer (cost recovery) for recreation expenditures in excess of recreation revenues. A reconciliation is prepared after the fiscal year end has been closed. Transfers that exceed actual operating deficit will reduce the next year's budgeted transfer. Transfers that are less than the operating deficit will increase the next year's budgeted transfers. \$600,000 is estimated for the next three fiscal years due to the Community Center renovations.

General Administrative Fees

- The is a professional services item that may include legal, audit, fiscal agents fees, and other miscellaneous services.

FY2026/2027

Pool Repairs

- The annual allocation for pool repairs.

Pool Painting

- The annual allocation for painting pools. Based on the established rotation for painting pools, the competition pool will be painted.

KPAC Equipment

- This represents an amount used to purchase or replace theatrical lighting or equipment at KPAC.

Ice Rink Mechanical

- This represents a place holder to the ice rink floor and boards replacement.

Debt Service Payments

- COPS 2017 principal and interest payments.
- COPS 2024 principal and interest payments.

Transfers to Other Funds

- Park Fund operational transfer of \$550,000.

- General Fund operational transfer (cost recovery) for recreation expenditures in excess of recreation revenues. A reconciliation is prepared after the fiscal year end has been closed. Transfers that exceed actual operating deficit will reduce the next year’s budgeted transfer. Transfers that are less than the operating deficit will increase the next year’s budgeted transfers. \$600,000 is estimated for the next three fiscal years due to the Community Center renovations.

General Administrative Fees

- The is a professional services item that may include legal, audit, fiscal agents fees, and other miscellaneous services.

FY2027/2028

Pool Repairs

- The annual allocation for pool repairs.

Pool Painting

- The annual allocation for painting pools. Based on the established rotation for painting pools, the kiddie pool will be painted.

KPAC Equipment

- This represents an amount used to purchase or replace theatrical lighting or equipment at KPAC.

Debt Service Payments

- COPS 2017 principal and interest payments.
- COPS 2024 principal and interest payments.

Transfers to Other Funds

- Park Fund operational transfer of \$550,000.
- General Fund operational transfer (cost recovery) for recreation expenditures in excess of recreation revenues. A reconciliation is prepared after the fiscal year end has been closed. Transfers that exceed actual operating deficit will reduce the next year’s budgeted transfer. Transfers that are less than the operating deficit will increase the next year’s budgeted transfers. \$400,000 is estimated for this fiscal year.

General Administrative Fees

- The is a professional services item that may include legal, audit, fiscal agents fees, and other miscellaneous services.

FY2028/2029

Pool Repairs

- The annual allocation for pool repairs.

Pool Painting

- The annual allocation for painting pools. Based on the established rotation for painting pools, the lazy river and leisure pool will be painted.

KPAC Equipment

- This represents an amount used to purchase or replace theatrical lighting or equipment at KPAC.

SCS Replacement

- The children’s pool play feature may require replacement and a portion of this could be funded through a grant.

Paint Rink Ceiling Trusses

- Taking advantage of schedule down time at the rink to paint the rink ceiling trusses which requires use of a lift on the ice.

Debt Service Payments

- COPS 2017 principal and interest payments.
- COPS 2024 principal and interest payments.

Transfers to Other Funds

- Park Fund operational transfer of \$550,000.
- General Fund operational transfer (cost recovery) for recreation expenditures in excess of recreation revenues. A reconciliation is prepared after the fiscal year end has been closed. Transfers that exceed actual operating deficit will reduce the next year’s budgeted transfer. Transfers that are less than the operating deficit will increase the next year’s budgeted transfers. \$400,000 is estimated for this fiscal year.

General Administrative Fees

- The is a professional services item that may include legal, audit, fiscal agents fees, and other miscellaneous services.



Appendixes

Finance Committee Ordinance

DIVISION 5. FINANCE COMMITTEE

Sec. 2-565. Creation, number members; purposes.

(a) There is hereby created a citizen's finance advisory committee which shall consist of eight (8) members who shall serve a three-year term. The committee shall be appointed by the mayor, with approval of the city council. The first term of three (3) committee members shall be for three (3) years. The first term of three (3) committee members shall be for two (2) years. The first term of two (2) committee members shall be for one (1) year. Each member shall continue to serve until a successor is duly appointed and qualified. In the event of death, resignation or removal of any member, a successor shall be appointed by the council to serve for the unexpired term for which such member has been appointed. The council may remove any member of the committee at any time.

(b) The purpose of this committee shall be:

- (1) To serve as an advisory body to the city council and to provide suggestions, recommendations, and comments to the city council concerning the preparation of the city's annual operating and capital budget, and the three-year capital program. The primary objective of the committee is to assure citizen input on both the short term and long term financial condition of the city, the reasonableness and appropriateness of specific budget requests, and to provide other financial direction as may be requested by the city council.
- (2) To work with the chief administrative officer and city comptroller in a mutually cooperative fashion, including the interviewing of department heads annually during the budget process in order to gain an understanding of the need and cost of specific line-item operating and capital requests.
- (3) To work with the chief administrative officer and the city comptroller in a mutually cooperative fashion in reviewing revenue forecasts and the assumptions upon which they are based.
- (4) To conduct such other reviews as may be deemed necessary or as requested to adequately formulate recommendations on the city's financial condition, budgetary actions, and fiscal policies.

(Ord. No. 8007, §1, 11-15-90)

Sec. 2-566. Coordination of recommendations.

(a) The chief administrative officer upon preparing the annual budget and submission of that budget to the city council shall, at the same time, submit a copy to the citizen's finance committee.

(b) At least four (4) weeks prior to the established date for the public hearing on the budget the citizen's finance committee shall present to the city council a written appraisal or critique of the chief administrative officer budget submission, along with specific recommendations for change, if any.

(Ord. No. 8007, §1, 11-15-90)

Sec. 2-567. Organization.

The citizens finance committee shall annually elect from its members its own chair and vice chair. The vice chair is to act as chair in the absence of the chair. The chair and vice chair may be elected to two (2) consecutive one-year terms but shall hold office until a successor has been elected. (Ord. No. 8007, §1, 11-15-90)

Sec. 2-568. Meeting facilities and staff assistance.

The city, by and through the office of the city comptroller, shall provide such office space and administrative and staff support as deemed necessary for the fulfillment of the duties of the citizens finance committee. (Ord. No. 8007, §1, 11-15-90)

Finance Committee Members

CITY OF KIRKWOOD

CITIZENS FINANCE COMMITTEE MEMBERS

Matt Kersting, Chair

Gina Jaksetic

Thomas Feiner, Co-chair

Joshua Loeffler

Douglas Coombs

Hunter Martiniere

Brian Gill

Randy Moore

COUNCIL LIAISON

Nancy Luetzow

STAFF LIAISON

Sandy Stephens

Jennifer Forgy

FY2025 Budget Calendar

Citizens Finance Committee Calendar - Summary
Fiscal Year 2024/2025
Meet Scheduled Friday Mornings @ 7:00am - 8:15am
City Hall Main Level Conference Room

	<u>SECTION 1</u>	<u>SEPTEMBER</u>	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>
Friday		15	CFC KICK OFF - ORIENTATION		Laurie Asche Jen Forgy
Friday		22	CFC KICK OFF LEADERS CITY		Mayor Tim Griffin Russ Hawes, CAO
Friday		29	Fire	Randy Moore Tom Feiner	Jim Silvernail
		<u>OCTOBER</u>			
Friday		6	Engineering/Streets	Brian Gill Gina Jaksetic	Chris Krueger
Friday		13	Sanitation	Matt Kersting Doug Coombs	Chris Krueger
Friday		20	CFC Memorandum Finalization For Section 1	All CFC	Matt Kersting
	<u>SECTION 2</u>				
Friday		27	Electric	Hunter Martiniere Tom Feiner	Mark Petty
		<u>NOVEMBER</u>			
Friday		3	Police	Doug Coombs Joshua Loeffler	Brian Murphy
Friday		10	Water	Randy Moore Matt Kersting	Chris Krueger
Friday		17	CFC Memorandum Finalization For Section 2	All CFC	Matt Kersting
Thursday		23	THANKSGIVING HOLIDAY		
Friday		24	NO MEETING		
	<u>SECTION 3</u>				
		<u>DECEMBER</u>			
Friday		1	Recreation/ Performing Arts Center	Hunter Martiniere Joshua Loeffler	Kyle Henke
Friday		8	Comp Planning Workers Comp Medical Claims	Brian Gill Gina Jaksetic	David Weidler
Friday		15	CAO Budget Priorities		Russ Hawes
Friday		22	CFC Memorandum Finalization For Section 3	All CFC	Matt Kersting
Friday		29	NO MEETING		
		<u>JANUARY</u>			
Friday		5	CFC Memorandum Finalize Memo	All CFC	Matt Kersting
Friday		12	Optional Session if needed	All CFC	Matt Kersting
			CFC TO COUNCIL WORK SESSION		

CFC Recommendations - 2024

CITIZENS FINANCE COMMITTEE RECOMMENDATION MEMORANDUM
FISCAL YEAR 2023/2024 BUDGET CYCLE
CITY COUNCIL WORK SESSION
JANUARY 6, 2023

INTRODUCTION

The Citizens Finance Committee (“CFC”) has met weekly since September to review the City’s proposed FY24 budget and dedicated revenue sources. Over the last several months, the CFC met with the following departments: Sanitation, Recreation, Fire, Water, Police, Engineering/Streets, Electric, and Administration (including Workers Compensation, Human Resources, and Employment Benefits).

After two years of pandemic related shocks and shutdowns, the City is now operating at normal capacity across all Departments. Recreation programs saw a resurgence of participation among residents, sales tax revenues returned to pre-pandemic levels, and the Performing Arts Center hosted several capacity crowds. At the end of Q2 FY23, sales tax revenue was 16% higher than a comparable period in 2021 and in line with sales tax collection in 2019 (pre-Covid). New investment in restaurants, retail ventures, and mixed-use developments continue to materialize and serve as evidence of Kirkwood’s attractiveness across the region. Despite these positive developments, challenges remain to the City’s budget for FY24. Labor shortages, inflationary cost increases, aging infrastructure, and the increasing likelihood of an economic recession creates cause for concern and warrants a conservative budgetary approach for the fiscal year ahead.

As municipalities and businesses emerged from COVID-19 shutdowns, many struggled to attract the workforce needed to meet surging demand. Wage inflation and historically low unemployment increased turnover throughout the economy as employees transitioned to higher wage jobs or enhanced benefits in an attractive labor market. Through Q2 FY23, the City’s turnover rate was ~18% compared to the annual average of 6%. Retaining employees post-COVID also presented new challenges for the City due to competition from work-from-home offerings and/or flexible schedules. These challenges had a direct impact on the City’s ability to provide services throughout the year. On two occasions the Sanitation Department postponed pickups due to a lack of personnel, the Streets Department delayed repair projects because of personnel shortages, and the Police and Fire Departments both incurred increased overtime expenses because of vacated shifts. The City continues to explore fiscally responsible options to attract and retain talented employees in this competitive labor market. For instance, the City implemented a 5% Cost of Living (“COLA”) wage increase for all City workers, in addition to 2% merit increase, and added three weeks of maternity/paternity leave as an employment benefit. While these wage increases and additional benefits are necessary to attract talent in the current labor market, they also create a sizable increase to the City’s largest budgetary expense – personnel.

However, labor cost is just one area within the City’s budget impacted by the strong grip of inflation. At the start of Q3 of FY23, the Electric Department implemented a \$25 Fuel Charge

on residents' monthly electric bills to help offset the dramatic increase in the price of purchased power – due to volatility in natural gas prices following the Russia/Ukraine war. Additionally, the Fire Department advanced the purchase of a Mini-Pumper through a Certificate of Participation in the Electric Department's bond issue. The goal was to avoid the inflationary cost increases and shipment delays that would have otherwise occurred if the purchase was deferred according to the capital plan. And, finally, capital projects at the Train Station and Community Center were also delayed due to sizable cost increases in construction materials and services – just over the last several months. Inflation has dramatically impacted spending with the budget, but the City has responded swiftly by cutting ~\$307,000 of capital expense from the FY24 budget that was originally submitted to the CFC in September 2022. While the Committee commends the City for its proactive approach, challenges remain as increasing expenses leave insufficient funds to fully address the City's aging infrastructure.

Significant capital commitments will be required over the next decade to address the City's aging infrastructure. Within Parks and Recreation, both the Ice Rink and Aquatic Center are entering the final stages of their expected life span, and each will likely require capital commitments exceeding \$8MM – 10MM. However, the fund balance within the Parks Capital Improvement Fund is forecasted to be ~\$2.5MM at the end of the current five-year capital plan (2028). That projected fund balance will be insufficient to address either capital improvement, much less both, within a short window of time. Moreover, as the infrastructure at these facilities continues to age, the on-going capital commitment required to maintain them also increases, thus further reducing the balance of the Park's Capital Improvement Fund and further constraining the City's ability to finance the facilities' replacement in the future. In addition to these challenges, capital constraints also exist within the City's water distribution system. Aging water mains, pipes, and valves have led to above average water loss and expensive repairs. The Water Department has seen its fund balance dwindle to ~\$6MM over the last several years, but the estimated cost to upgrade the water distribution system is estimated to exceed \$60 million. Moreover, the impact of inflation has increased the repair cost for water main breaks and led to an operating deficit within the Water Department. To address this budgetary shortfall, the City adopted a 15% increase in water fees starting in FY24. While the fee increase will certainly help shore up the operational deficit, it will not generate the necessary revenue to address the aging infrastructure in a meaningful way.

As the City navigates a tight labor market, inflationary cost increases, and a shortfall in available capital, the broader macroeconomic picture also continues to get more challenging. The Federal Reserve remains diligent in its efforts to tame inflation by embarking on one of the most aggressive cycles of interest rate increases in modern history. As consumers feel the effects of inflation through higher prices at the grocery store, restaurants, and retail outlets, those challenges are compounded by higher interest rates on their credit cards, auto loans, and home mortgages. The high cost of credit, along with the higher prices from inflation, may cause many consumers to tighten their purse strings or focus on paying down debt – rather than purchasing new items. This could have a significant impact on the City as ~40% of revenues are derived from a combination of sales tax and gross receipts. A significant drop in City revenues, immediately following a year

in which wages increased ~7% across City personnel and other inflationary pressures increased the City’s expenses, could create budget deficits within the General Funds. However, the City remains well positioned to handle economic volatility due to prudent budgeting and efficient management by the City Administration. There is likely sufficient reserve cash to shore-up any operational losses in the event of a mild-recession and, as witnessed during the COVID-19 pandemic, the City is quick to review the budget and make any necessary changes.

While the challenges outlined above are both real and nuanced, the CFC has confidence in the City’s leadership to navigate through the turbulent weather ahead. The CFC extends our sincerest thanks to department heads and staff who participated in the FY24 budget process. We appreciate their flexibility in scheduling and their attention to detail throughout the planning process. There is no doubt that all of the department heads are dedicated to the long-term success of the City and have deep knowledge in their area of expertise. We especially want to thank Jen Forgy and Sandy Stephens of the City’s Finance Department. Their knowledge of City finances and operations is unmatched and deeply valued by the CFC and the City at large.

KIRKWOOD PUBLIC SERVICES ENGINEERING/STREETS

Observation: Capital Challenges and Opportunities. Improving the condition of the City’s streets has generally been given a high priority by City administration. The Department is currently in the second year of the current 5-year plan for street improvement and the efforts of the Department appear to be paying dividends. The preliminary results of the road condition survey work currently underway indicate a road condition index score between 82 - 85 points on a scale of 100 – contrasted with the score of 64 points in 2015. While acknowledging the success of the Department in recent years, it must also be recognized that the Department continues to be hampered by insufficient capital funds made available to for on-going street restoration. The current and planned future capital allocation for street restoration is \$1,800,000 per year and is partially dependent upon transfer payments from each of the Enterprise Funds – which also have their own capital challenges. It is noted that over the last few years, the Department has been successful in procuring grants from Federal and state entities. However, depending upon the requirements of the various grant programs, the City was required to expend funds up front, and then wait for repayment, thus creating cash flow problems. The City should aggressively explore options to generate additional sources of funding for street restoration through the recommendations listed below.

- 1. Recommendation: Transportation Development District (TDD).** In 2021, the City sought voter approval to establish a TDD (“Transportation Development District”) that would implement a district-wide sales tax of 1%. However, due to COVID-related lockdowns at that time, the ability of the City to educate voters with respect to this proposal was severely limited. The proposition failed. Under applicable law, starting in November 2023, the City has the ability to once again propose that voters approve the creation of a TDD. The CFC strongly recommends that the City consider this option. It may be that a new proposal, perhaps more limited in size and duration, coupled with a robust public education campaign, would be successful. The advantage of a TDD is that it would ensure that the cost of maintaining the City’s streets is borne by everyone who frequents Kirkwood

businesses, and not just by Kirkwood residents. Disadvantages of a TDD include the variability of sales tax revenue generated, which is economically dependent, and the possibility that an aggregate sales tax amount more than that imposed by neighboring municipalities may act to discourage consumers from shopping in Kirkwood or may discourage businesses from opening or remaining in Kirkwood.

2. **Recommendation: Bond Issue.** The CFC suggests that, as an alternative to creation of a TDD, or if a new TDD proposal does not gain voter support, the City consider issuance of general obligation bonds to increase the funds immediately available for street restoration. This option also requires voter approval. An advantage of this approach is that immediately available funds may permit the City to fully take advantage of the enhanced Federal matching grant programs that currently exist. There are also disadvantages to this approach. Although bond proceeds would create sufficient capital to fix the streets, it does not create new revenue to sufficiently maintain those streets. As such, the degradation of new streets starts all over again. Further, issuance of additional debt may adversely impact the City’s credit rating from the various rating agencies.

WATER

Observation: Capital Constraints & Revenues. The Water Department continues to wrestle with the balance between affordable rates for citizens and the required capital needed to maintain the water system. Capital needs exceed the net revenues available to meet those needs. As such, the Water Department will need a clear picture of all the water system assets, their current conditions, their remaining service-life, and the cost to replace/rehab each asset to accurately project the required capital expenditures, as well as appropriate rates to generate the needed capital. Once there is a complete understanding of all system-wide needs, the challenge will be prioritizing each capital project, based on the scope and sequence.

1. **Recommendation:** The CFC supports the proposed 15% water rate increase for FY24, as well as the 3% annual increases going forward. Despite the planned rate increases, it appears the Water Department will still not have sufficient revenue to meet the capital challenges to maintain the water system over the years ahead.
2. **Recommendation:** The CFC recommends an update to the 2014 Water Master Plan and associated Water Model. Updates should include detailed rate analysis with a cost-of-service study to determine the long-term viability of the water system. This should aid in accurate rate projections needed to maintain a reliable, and fiscally sustainable, water system enterprise fund over the next 25 years.
3. **Recommendation:** In the event that the City decides not to pursue a comprehensive water study, or aggressively address the shortfalls in capital through thoughtful rate increases or other funding options, then the CFC recommends exploring a of the sale of the water system.

Observation: Main Replacements

Given the extended age of the mains within the water distribution system, a significant proportion of them need to be replaced. The national average for water main replacements ranges from 0.5% to 1.0%. A replacement rate of 1% means an average service life of a water main is 100 years, which may be obtainable with modern water mains. Over the past 5 years the Department has replaced an annual average of 4,220 feet of water mains, or 0.59% per year. In FY22, 1,837 feet, or 0.26%, of water mains were replaced. This rate of replacement is not sufficient to maintain a sustainable or dependable water distribution system.

1. **Recommendation:** The CFC recommends a goal of 1% annually for the rate of water main replacement with priority based on the findings in the updated Water Master Plan and updated condition assessment.

Observation: Water Main Breaks.

As of November 2022, the Water Department incurred 154 breaks/leaks within the 135 miles of City water mains – or 114 breaks/100 miles in the current calendar year. This represents an increase of over 99 breaks/100 miles in 2021 and 63 breaks/100 miles in 2020. As a point of context, the national average is 25 breaks/100 miles. The number of breaks experienced within the City’s water system are primarily the result of ageing water mains, climate fluctuation, soil conditions, and pressure fluctuations. The Fire Department conducts annual hydrant flushing to confirm proper operation and flow rates in the event of a fire. Several main breaks can be attributed to these types of pressure fluctuations, especially with aging water mains, if the hydrants are operated improperly during the testing process.

1. **Recommendation:** The CFC recommends a training program for the Fire Dept crews conducting hydrant testing to minimize the number of main breaks that occur while flushing.

Observation: Water Loss

In FY22, the total unaccounted for water loss, which includes a combination of real and apparent losses, was 26.74% - which is slightly higher than the industry average of 20-25%. Our average unaccounted water loss over the past 5 years is 20.6%.

1. **Recommendation:** The CFC supports the plans to conduct an AWWA Water Audit in FY24 and then recommends implementing a water loss reduction program.

SANITATION

Observation: Rates. The Department’s grant-funded educational program continues to improve the purity of the City’s single-stream recycling by making citizens aware of what materials can be properly recycled. While this is certainly beneficial, a natural by-product of the program is increased landfill tonnage generated by citizens correctly identifying and allocating unrecyclable items to their trash bins. Unfortunately, landfill cost increased by 7.39% in FY23 (due to rates that are contractually tethered to the Consumer Price Index) while landfill tonnage also increased by

~6% due to the educational program. This resulted in a large, and unexpected, operational expense to the Department throughout the fiscal year. In response, the Department adjusted its FY23 budget to account for an 8% increase in landfill cost. Moreover, the City approved an annual CPI rate increase, which went into effect in November 2022, to help offset increased cost to the Department's operations. This rate adjustment follows an ~30% rate increase in FY22 and leaves the City's sanitation rates ~ 30-33% higher than surrounding municipalities, which may widen further following the CPI increases in November 2022.

Recycling operations also benefited from a substantial increase in the market value of recycled cardboard, which helped significantly reduce the Department's processing cost throughout FY22 and in FY23. Despite these tailwinds, recycling operations still resulted in a \$136,000 net expense in FY22. These net expenses will likely increase over the years ahead as cardboard prices return to pre-COVID levels and traditional supply chains are re-established. Moreover, higher operational expenses from increased capital outlay (due to inflationary impact on capital goods), higher contractual services, and higher personnel cost will likely result in additional rate increases over the years ahead to maintain a net-neutral operation.

1. **Recommendation.** The CFC recommends continued monitoring of cost creep within the Department's operations to reduce the need for rate increases in the future. Although the inflationary pressures experienced throughout FY22 and FY23 were unexpected, and a CPI rate adjustment is warranted in light of the current economic environment, the difference between the City's current sanitation rates and comparable municipalities continues to widen. This creates additional focus on the costs/benefits of owning and operating a municipal sanitation department – especially in a market that has become increasingly volatile and capital intensive over the past several years. The CFC, however, neither recommends nor rejects a potential change to private providers, but merely acknowledges the potential for a critical decision down the road between significant capital commitment and a shift to contract services for sanitation.

Observation: Personnel & Operational Efficiencies. As experienced across the broader economy, the Sanitation Department also had trouble retaining and replacing employees throughout the previous fiscal year. These staffing shortages, along with delayed delivery of new equipment or replacement parts, resulted in three different instances of stopped services in FY23. Moreover, the increased turnover in staffing has neutralized the operational efficiencies targeted over the last few years (*e.g.* routing system) due to the continual need to train new employees.

1. **Recommendation.** The CFC recommends a review of different compensation options employed by private sanitation companies to encourage and incentivize employee productivity (*e.g.* bonus incentives for additional collections beyond allocated addresses). The CFC acknowledges the key differences between municipalities and private businesses, but encourages creative ways to enhance worker output, while also retaining high performing employees through different productivity incentives.

2. **Recommendation.** The CFC recommends a review of operational efficiencies that reduce the Department’s reliance on personnel and/or reduce the physical demands of newly hired employees. Examples include automated bulky pickup, automated yard waste pickup, and/or public/private partnerships that contract-out individual services that cannot be automatized.

RECREATION

The Recreation Department offers many of the primary gathering locations and activities for Kirkwood residents. In many respects, the Department is back to normal operations after COVID-19 regulatory restrictions related to group size were removed and citizens resumed normal activities. However, certain new challenges have emerged including labor shortages and an inflationary environment, which is expected to put additional pressure on the cost of operating recreational activities, as well as increase the cost of major capital expenditures. These factors are beyond the control of the Department, which continues to operate efficiently and innovatively, but serves as the basis for the following recommendations.

Observation: Ice Rink. In 2020, The United States Government began to phase out the production and importation of R-22, a refrigerant used in many applications, including the City’s Ice Rink. As a result, R-22 is becoming both difficult and expensive to source, so the Ice Rink will eventually need to be converted to ammonia, an alternative refrigerant which is readily available and much less expensive than R-22. The cost to convert the chillers to ammonia from R-22 is significant and estimated to be ~\$1.9 million, with an install time of eight to nine months. The City is working on options to procure and store enough R-22 to fully charge the existing chillers two times, which is expected to last for a period of five years or longer. Funds needed for the purchase of R-22 would be partially derived from monies currently earmarked for new Ice Rink dehumidifiers. However, additional appropriations may be necessary depending on the contracted price and quantity.

1. **Recommendation:** The CFC recommends a thorough cost analysis of sourcing a large quantity of R-22 and deferring the conversion to ammonia. Continuing to operate with R-22, rather than ammonia, is significantly more expensive, and there are additional risks such as R-22 leakage, difficulty in sourcing parts and labor for unanticipated repairs, and the impact that inflation has on the projected capital outlay of replacement.
2. **Recommendation.** The CFC recommends reviewing other Ice Rink repairs that may be necessary over the next five years to ensure all repairs or renovations can be completed at the same time, with as little downtime as possible.

Observation: Capital Expenditures. The Recreation Department is responsible for maintaining several facilities throughout the City – many of which are approaching the end of their original life expectancy. Although management continues to innovate to prolong the estimated life expectancy of larger capital projects (e.g. Ice Rink and Aquatic Center), both could require replacement within a short window of one another. This would require new capital (*i.e.* Bond issue) to complete the

renovations, but a thorough review of cash flow would be necessary to assure that the debt service from a proposed renovation, along with the debt service from the KPAC, wouldn't create a deficit within the Parks Capital Improvement Fund.

1. **Recommendation:** The CFC recommends the Department develop a long-term capital plan for large ticket items, such as the Ice Rink and Aquatic Center, that are nearing the end of their useful lives.
2. **Recommendation:** The CFC encourages new sources of revenues, as well as limiting operational expenses where possible, considering the potential looming recession. Economic volatility may negatively impact the Department's primary fundings source – the ½ cent sales tax. New revenue sources do not currently include KPAC, which is projected to operate at a loss 20% loss in FY24.
3. **Recommendation:** The CFC recognizes the Park Fund is not under the purview of the Committee and is separately governed by The Parks Board. However, an annual transfer is made to the Park Fund, from Parks and Capital Improvement Fund, to provide funding for standard Parks maintenance and repairs (e.g. landscaping, equipment, personnel). A review of the amount of this transfer to the Park Fund, and the equation used to determine the *pro-rata* sharing of sales tax revenue, is recommended to determine if a lower amount is warranted. A lower transfer would ultimately lead to a higher Parks and Capital Improvement Fund and help support future capital expenditures.

Observation: Aquatic Center. The Aquatic Center represents a majority of the Department's planned capital budget and is becoming increasingly expensive to operate given the rising labor costs, primarily among lifeguard costs, which is the largest operating expense. To possibly lower the cost of operating and maintaining the 20-plus year-old facility, the CFC recommends the following:

1. **Recommendation:** The CFC recommends a review of the resident membership fees in light of the anticipated increase in labor costs. The CFC also recommends a review of the contractual relationship between the City and Glendale/Oakland for access to the Aquatic Center to determine if any of the anticipated increases in labor costs can be passed along through increased fees that the City collects from these municipalities. The City's anticipated labor costs are expected to increase while the fees collected from the cities of Glendale and Oakland are anticipated to decline over the coming years, as reflected in the budget.
2. **Recommendation:** The CFC recommends review of the pool management agreement with Midwest Pool Management against other pool management companies to ensure costs for labor remain competitive.

Observation: Community Center. The City has recently retained an Owner’s Rep and Design Team to design the planned renovations at the Community Center, which will be primarily financed with proceeds remaining from the KPAC bond issuance. However, the project is currently delayed due to substantial increases in the cost from the original projections last year. When the project resumes, if at all, planned renovations include redesigning and configuring the entrance, gym space and meeting rooms. This will ultimately modernize and maximize the utilization of the space.

1. **Recommendation:** The CFC recommends using this opportunity to design spaces that are not only functional, but that can also be used to generate additional revenues moving forward. The CFC recognizes the Community Center is viewed as a cost center, but this serves as an opportunity to increase the Center’s cost recovery rate going forward.

ELECTRIC DEPARTMENT

Observation: Reduced Cash Balance & Fuel Charge. The cash balance within the Electric Fund continued to decrease throughout FY22, and the first two quarters of FY23. Contrary to previous reductions in the cash balance, which were used for capital improvements to modernize the electric infrastructure and enhance operational efficiency, the current deficits are related to increased cost for purchased power. Natural gas prices, which are the primary fuel sources for electric generation in the Department’s portfolio, soared in the wake of Russia’s war in Ukraine. The resulting dislocations within the liquified natural gas (LNG) market created unexpected cost for the purchasing of power, which in turn created an operational deficit between revenues and expenses in the Department’s budget. To address this problem, the Electric Department, with approval of Council, implemented a \$25 Fuel Charge to resident’s electric bills. The fuel charge was adopted in lieu of a broader rate increase, due to the transitory nature of the market dislocation. Once the normal supply of natural gas is restored, and prices moderate, the additional charge can be easily removed without an impact to standard electric rates charged to citizens.

1. **Recommendation.** The CFC commends the Electric Department for their ability to navigate volatility in the price of purchased power with a reasonable, and narrowly tailored, budget solution. Projections show that the Fuel Charge will add ~\$375,000 per month to the Department’s cash balance and will result in a ~4.5 MM increase to the cash balance within one year of implementation. At that point, the funds lost due to the operational deficits through FY22 and FY23 will be restored, the cash balance will be healthy, and a removal of the fuel charge will likely be warranted. This analysis should be closely monitored to assure that the Department is made whole, but not unjustly enriched from the market dislocation. Once natural gas prices stabilize and the budget is balanced then a reduction or elimination of the fuel surcharge is encouraged.
2. **Recommendation.** The CFC recommends an established process or criteria for the implementation of a Fuel Charge going forward. Although the war in Ukraine, and its impact on the natural gas market, were unpredictable, the current scenario demonstrates the budgetary risk associated with large increases in the cost of purchased power. In

addition to operational deficits, collateral obligations of the Department are also tied to the purchase price of power and, thus, can create large margin calls during period of price volatility. These items directly affect the cash balance in the Electric Fund and the operations for the Department. The CFC does not promote any single formula, but rather encourages the Department to adopt a standard procedure for implementing such charges going forward. This will hopefully allow for smaller offset charges (if needed in the future) that are intended to balance the budget, rather than offset previous deficits.

Observation: Wind Energy & Time of Use Rates. The Electric Department continues to explore renewable energy sources to supplement its current portfolio of purchased power. The Grain Belt Wind Energy project, originally planned for 2024, has been pushed back to 2027. However, the project has overcome several legal and regulatory hurdles, which should provide more reliability around its proposed start date. Once active, wind energy could replace up to 25% of the power purchased by the Electric Department and, thus, reduce reliability on a single fuel source for power generation (e.g. natural gas).

Following the implementation of the new ERP system, the Electric Department intends to introduce Time of Use billing. This format will directly align the use of power by citizens with the purchase price of power incurred by the Electric Department by charging varying rates during on-peak and off-peak hours. Although this new billing format will be optional to residents once introduced, it will be monitored for deeper implementation in the future.

1. **Recommendation.** The CFC supports the exploration of renewable energy sources to diversify the Department's portfolio of purchased power. The introduction of wind energy, as well as other alternative energy sources, will help mitigate the impact of natural gas prices on the Department's expenses for purchased power and reduce the impact of unpredictable events from a single fuel source.
2. **Recommendation.** The CFC supports the implementation of Time of Use billing. Although this will likely translate into higher electric bills for some residents, it will establish a direct relationship between the use of power and the actual price paid by the Department to procure the power. This may encourage users to adapt their behavior to conserve energy during on-peak periods and increase usage during off-peak periods – ultimately lowering the purchase price of power for the Department and saving personal funds for citizens. Finally, Time of Use billing will provide the Department with tighter spreads between their purchase price and their wholesale sale price during times of market volatility. This will hopefully result in less frequent and smaller budget deficits in time of price volatility.

Observation: Infrastructure Modernization & Capital Investment. The Electric Department has invested heavily in modernizing projects to upgrade circuits and substations to improve automation, reduce line loss, and improve efficiency in delivering consistent electric services to citizens. Currently 75% of the City's distribution system has been upgraded. The circuit conversion is scheduled to be completed in summer of 2024 so that the Sugar Creek substation modernization

can begin. An increase of 5-7% efficiency from upgrades in the distribution system is expected to generate \$600,000 in annual savings. Additionally, the transfer to LED street lighting is anticipated to save an added \$100,000 per year.

Historically, all capital investments were funded out of cash generated from revenues. To expedite modernization of the remaining circuits, and upgrade the Sugar Creek substation, the City moved forward with a bond issue providing \$15.3 MM in capital proceeds.

1. **Recommendation.** The CFC supports the \$3.44 MM capital plan for FY24 – including circuit upgrades, service extensions, LED street lighting, and line services crew. The remaining circuit upgrades are expected to happen in FY25 for \$860K and Leffingwell energy storage for \$1MM in fiscal FY26. The Sugar Creek substation upgrade is underway in the current budget to take advantage of supply chain pre-purchases. Reappropriation may be necessary into the proposed budget and should be reflected in capital planning.
2. **Recommendation.** The CFC also supports continued investment in technology to increase operational efficiency. The current investment in the Daupler phone answering automated service restoration system, which has relieved emergency dispatch from calls during service outages, has proved effective. Additionally, enhanced knowledge-based systems to model the electric grid, assess and predict the necessary load, and suggest new line developments, should assist in worker knowledge and provide for seamless succession planning in the future.

PUBLIC SAFETY

POLICE DEPARTMENT

Observation: Dispatch Services to Other Municipalities. KPD dispatchers handle the police, fire, and EMS calls for five municipalities, even though the KPD limits its police services to Kirkwood and Oakland. This produces a net positive to the bottom line, noting that revenue accrues to the General Fund and expenses to the Police Department.

1. **Recommendation:** The CFC recommends that the City work with the KPD to gather data and perform an analysis to determine if expanding dispatch services to more municipalities would be financially positive for the City. Compliance with the Hancock Amendment is a consideration. It appears that providing dispatch service to more municipalities could offer more than enough revenue to offset the additional expense of a larger facility and increased personnel.

Observation: Crowded Dispatch Services Area. The current space for Dispatch is functional, but far from ideal. It is not necessary that Dispatch be in the same building as the Police Department.

1. **Recommendation:** The CFC recommends locating Dispatch to a larger space outside of the KPD building. In addition to improving the efficiency and working conditions of the dispatchers, this would allow for the implementation of the first recommendation above.

Observation: Police Officers Manage the Dispatch Area. Currently a police lieutenant manages the Dispatch. However, dispatchers are civilians and perform a different function than a standard police officer. Moreover, the officer in charge of Dispatch must undergo somewhat of a learning curve and, generally, police officers do not enjoy managing the dispatch function.

1. **Recommendation:** The CFC recommends that the City consider replacing the current organizational structure that utilizes a police lieutenant as manager and hire/promote a civilian to manage dispatch services. This would create a new City department separate from KPD and would provide better financial transparency of the Dispatch business as a stand-alone operation.

Observation: Partnership with Kirkwood School District. The KPD currently supplies resource officers to Kirkwood High School, each of the middle schools, and two officers to cover the five elementary schools. The Kirkwood School District covers 75% of all costs, including benefits and capital expenses. In return, these resource officers are freed up in the summers and school holiday periods to return to general city policing, when there is a higher demand for their services. The school district has indicated an interest in partnering with the KPD for three more officers so that each elementary school would also have a resource officer. Note that this would have to be included in the KSD’s budget, which is out of the purview of this Committee.

1. **Recommendation:** The CFC recommends the City work with the KPD to do a cost-benefit analysis of the improvement in police work conditions, and the potential savings from reduced overtime, against the extra 25% cost the City must bear for each resource officer. The extra officers allow for more flexible work schedules for the other police officers and potential savings from reduced overtime. It is also possible that some officers enjoy being assigned to the schools and interacting with students. The potential increase in job satisfaction could have a favorable impact on turnover within the Department and, thus, create cost savings related to hiring and training new officers.

FIRE DEPARTMENT

Observation: Staffing Opportunities. Department leadership is thorough and thoughtful in monitoring and analyzing the organizational structure, on-going performance, and future needs of the Department while also considering external market forces impacting the availability and cost of labor, equipment, and supplies. The Department command structure was re-organized in July of 2022 to minimize cost and maximize effectiveness, with minimum staffing requirements at each fire house to maintain a high ISO rating. Attracting and retaining qualified personnel continues to be a challenge, largely due to factors beyond the control of the Department. Planned equipment upgrades and facility refurbishments are designed to make the Department a more desirable workplace, at a relatively low cost. The Department continues to monitor overtime costs versus the possibility of adding staff. Prior City analyses have indicated that the cost of paying overtime, compared to adding staff, was the most cost-effective option for the present.

1. **Recommendation.** The CFC recommends monitoring the financial and service level impact of the new command structure to ensure no additions to staff are needed and overtime is minimized.
2. **Recommendation.** The CFC recommends monitoring attrition, time to fill open positions, and compensation metrics compared to other Fire Departments within our operating area. A cost/benefit analysis should be completed prior to implementing any changes to the existing benefit plan offered.
3. **Recommendation.** The CFC recommends that the Department continue to look for opportunities to enhance the work environment at relatively low cost.

Observation: Capital Opportunities. The Department will have significant capital requirements over the next five years. Department leadership is focused on equipment upgrades, facility refurbishments, and forward buying opportunities on equipment to mitigate inflation risk and supply chain delays. The most significant rolling stock capital investment is replacing the ladder truck. Current rolling stock capital investment is designed to extend the life of the existing ladder truck while balancing increased maintenance costs.

1. **Recommendation.** The CFC supports the continued pursuit of forward buying opportunities on rolling stock to take advantage of these opportunities. A cost/benefit analysis needs to be completed for each decision considering overall City capital requirements.
2. **Recommendation.** The CFC supports the Department’s decision to defer the replacement of the ladder truck (estimated \$1.8 MM acquisition cost) until FY27.

ADMINISTRATION/HR/WORKERS COMPENSATION

Observations: Pension Plan – Police and Fire. The cash balance of the Police and Fire Pension Fund continues to decline as expenditures exceed the property taxes collected to fund liabilities. Amounts not covered by the allocated property tax are supplemented by the County Public Safety Prop P Tax, and transferred the General Fund.

1. **Recommendation.** Increased revenues may come from higher service fees and growing sales tax, but difficult economic conditions could have a negative impact on pension funding. Moreover, increasing the percentage of property tax permitted for collection would require voter approval. Thus, due to the confined revenue sources, the CFC recommends continued monitoring of the fund balance and the exploration of other revenue options if liabilities continue to outstrip dedicated revenue sources.

Observation: Employee Benefits. The City recently established an on-line portal through Gallagher Marketplace for employees to use when selecting benefits. The City also expanded the menu of options for medical, dental, and vision plans to better suit the needs and priorities of each employee.

1. **Recommendation.** The CFC supports the City’s emphasis on expanding employee benefits while also providing access to information for employees to make informed decisions for themselves and their families.

Observations: LAGER. Over the past year the City has re-explored the adoption of LAGERS, a defined-benefit retirement plan for *civilian* employees. Currently, the City operates a defined-contribution plan for both civilian and public safety employees. However, there is no budgeted line-item for LAGERS in FY24.

1. **Recommendation.** The CFC agrees with the City’s exclusion of LAGERS from planned budgetary expenses for FY24. If discussions are resumed, and the adoption of LAGERS is explored further in the future, then the CFC request any pertinent information to help assess the financial cost/benefits of benefit plan change.

Observation: Wellness Program. The City is starting its 10th year of a wellness incentive program. Currently, the City contracts with BJC for a wellness coordinator for 10 hours/week to meet with employees to discuss individual wellness incentive/strategies/plans. The wellness incentive plan requires a biometric screening and an annual physical. Then, to fulfill the incentive plan, the employee completes three other activities such as flu shot, dental visit, eye or hearing exam, attending a financial program, or participating in a wellness challenge. If all of the criteria are completed, then the City awards a bonus day of Paid Time Off as a reward.

1. **Recommendation.** The CFC agrees with the City’s continued approach to improving the health and well-being of City employees while managing costs through preventive medicine and wellness initiatives.

CONCLUSION

The City’s proposed FY24 budget continues to follow a generally conservative approach. The direct impact of the pandemic’s effect on the City’s finances has receded, but ancillary economic concerns remain a threat to the City’s revenues. Accordingly, the CFC agrees that cautious optimism is the best way to approach the FY24 budget cycle.

The CFC appreciates City Council’s consideration of our recommendations, and we are happy to answer questions regarding the contents of this document. We welcome the opportunity to discuss responses to our recommendations with the Mayor and City Administrative leadership soon.

CFC Recommendations - 2023

CITIZENS FINANCE COMMITTEE RECOMMENDATION MEMORANDUM
FISCAL YEAR 2023 BUDGET CYCLE
CITY COUNCIL WORK SESSION
JANUARY 20, 2022

INTRODUCTION

The Citizens Finance Committee (“CFC”) has been meeting weekly since September to review departments’ proposed FY23 budgets as well as major fund balances and overall City sources of revenues. Due to the pandemic, we began our meetings via Zoom, but starting in November, live meetings resumed.

The CFC met with the following departments this fall: Sanitation, Procurement/Facilities, Recreation, Planning & Development Services, Fire, Water, Police, Engineering/Streets, Electric, and Administration (including Workers Compensation, Human Resources, and Employment Benefits). The CFC last met with Procurement/Facilities in 2018 and decided to add that department again for 2021, particularly given the change in leadership occurring this year for that department. This is the first year that Planning & Development separated from Streets/Engineering, also adding new leadership for that department. Thus, Planning & Development was added for review as well.

While this year our approach generally was like that used in prior years, we continued to keep in mind that City operations still are operating under the uncertainty of pandemic conditions. The unprecedented COVID-19 pandemic became widespread in March 2020 just before the beginning of FY21, immediately following City approval of the FY21 budget. The City was faced with COVID-19 economic uncertainties from business shutdowns to control spread of the virus. The City immediately pulled together department leadership to determine critical services and identify expense savings and capital expenditure deferrals while maintaining a safe work environment. Thus, the City immediately executed departmental budgeted expense reductions, including furloughs and hiring freezes, and identified numerous capital expenditures that could be delayed into the next fiscal year until the City could better understand revenue impact from COVID-19.

The FY22 budget also was conservative but began to assume a return to a more “normal” environment with anticipated improvement in the economy and public health. The City continued a disciplined approach to protecting financial viability as revenues began to stabilize and as federal support monies were received. The CFC commends the City on its approach during FY21 and FY22 in responding to the pandemic. Meetings with department heads revealed multiple examples of the use of pandemic conditions as an opportunity to rethink and reimagine City organization, expenses, and capital plans.

For FY23, normalization continues, although because pandemic uncertainty still looms, the City continues to adopt a conservative approach in estimating revenues and expenses for that fiscal year. There is room for cautious optimism though as revenues reported through the second

quarter of FY22 generally are rebounding, and the receipt of federal funds based on losses from the pandemic will bolster future expenditures, such as the delayed enterprise resource program (“ERP”) system.

Several initiatives have been added that impact the FY23 budget. One major new project in FY23 is the adoption of the new ERP system. The adoption of the ERP system, recommended by the CFC in prior years, will commence in FY22 and continue through FY23. This system is expected to generate or expedite savings from operational efficiencies in a timely fashion, provide data for rate/billing flexibility, and automate performance-based budgeting. Funding for this system is pursuant to the American Relief Plan Act (“ARPA”). The ERP system should allow for additional future projects in some City departments, such as “time of use” rates for Electric, dynamic pricing in Recreation, and GPS for Fire, which should favorably impact the citizens. In addition, in adopting the new ERP system, the CFC recommends that a priority be placed on utilizing the system to maximize opportunities for more comprehensive asset and capital replacement tracking.

In addition to the adoption of the ERP system, there are various additional initiatives proposed for FY23. The City continues to increase its green fleet pursuant to a pillar of its 5-year strategic plan, which focuses on environmental sustainability. The Kirkwood Performing Arts Center (“KPAC”) became operational in FY22 and will continue to expand operations in FY23. It also is anticipated that renovations to the train station, refreshment of the Community Center, and continued facilities-related adjustments at the KPAC will commence or continue during FY23. Conversion to the LAGERS pension for civilian employees also is being explored. As you will see in individual department discussions below, the CFC generally supports exploring the potential investment in these initiatives because the revenue picture, including receipt of federal funding, has improved.

As noted last year, the CFC is concerned about the City’s aging infrastructure. Most notable are the streets, which the citizens continue to rank as their number one concern. The City is addressing the streets over time and has begun the second five-year plan to improve conditions. A proposed ballot measure for a Transportation Development District (“TDD”) failed to pass, which would have had a significant, positive impact on street repair and replacement in Kirkwood. The FY23 capital budget anticipates that repairing and replacing streets will utilize 80% of the annual allocation for capital and even that is inadequate. The City actively and successfully pursues grants for street repair and replacement, although these are limited by their nature and cannot, due to their terms and requirements, meet the City’s overall needs in this area. Innovative financing measures likely will need to be pursued in the future, which could include another, possibly scaled-down, TDD in future years.

While streets are the biggest concern, aging or inadequate infrastructure within other areas of the City also are concerning. Capital improvements no longer are subject to deferral in the FY23 budget. With so much capital dedicated to streets, this diminishes the amount available for other areas. Ongoing needs for capital improvement in areas outside of streets include the following: distribution system mains, water tanks, the aquatic center, and vehicle purchases (for example, for Sanitation, the Fire Department, and the new electric fleet).

The dividends from Electric, Water and Sanitation pay for a large portion of capital needs and should continue. Additional revenue sources for capital may need to be contemplated, including revenue increases where appropriate related to the Recreation and Fire Departments. Throughout this document, the CFC has included other recommendations regarding potential increased revenue opportunities.

Due to COVID-19, the City instituted a hiring freeze during FY21 and took the opportunity to explore reorganization of some employee structures to increase efficiency and financial impact to the City. The CFC commends the City on its approach to personnel during the pandemic. In FY22, as noted above, Planning & Development Services officially was separated from Streets/Engineering. A new Department head was named and an Assistant Planner position was filled. As the KPAC became more fully operational in FY22, some personnel adjustments were made and continue to be assessed as operational needs become clearer.

Overall, the City's strategic plan does not involve substantial increases in personnel as the City continues to look for opportunities to utilize employees efficiently and to structure departments in the most effective manner. During our meetings, it was relayed that a few of the more senior department heads are planning retirement either during FY23 or within the next few years. Strong succession planning is critical to mitigate risk of knowledge transfer when senior leaders leave the City. As the City begins succession and transition for replacement of these key leaders, the CFC stands ready to meet with them during onboarding and beyond to share our work, our charter, and our history as well as our ongoing relationship with the City.

The CFC extends our sincere thanks to department heads and staff who participated in the FY23 budget process. We appreciate their flexibility in meeting on Zoom or socially distanced and masked at a large conference table. Each department head is dedicated and has deep knowledge and a sense of ownership of her/his area. We especially want to thank Jen Forgy and Sandy Stephens of the City's Finance Department. Their unparalleled deep knowledge of City finances and departments and relationships with department heads and their staff were very helpful to the CFC as we went through the budget process.

REVENUE AND FUND BALANCES

Observation: General Fund Revenue Risk. As the COVID-19 pandemic enters its third year, there continues to be uncertainty surrounding municipal revenues that rely heavily on sales and use tax revenues. City tax receipts have rebounded in FY21 and FY22 and continue to show positive increases. The City continues to carefully monitor tax receipts from various sources, however, and is taking a conservative approach to budgeting for tax receipts in FY23 as a new normal emerges.

The Electric, Water and Sanitation Departments generate approximately half of total City revenues, and approximately \$1.6 million is budgeted to transfer to the General Fund in FY23 as a dividend from the Electric Department.

In FY21, \$25.7 million governmental activity revenue sources, including transfers from other funds, flowed through the General Fund. The City's General Fund revenue came from

various sources, including tax revenue (66.48%), charges for services (7.24%), and licenses, permits, fines and fees (7.23%). Intergovernmental revenues supplied 10.42% of General Fund revenues, which included a one-time \$1.9 million payment pursuant to the CARES Act. These percentages do not represent the norm as charges for services were significantly decreased and intergovernmental revenues were increased due to federal funds receipt.

The City is cautiously optimistic about revenues going into FY23, although given the continuing uncertainty inherent in pandemic conditions, including potential lockdowns and increased inflation possibilities, revenue sources continually should be assessed for adequacy. Property taxes have been stable over the course of the pandemic. Sales and use tax collections increased in FY21 and exceed pre-pandemic levels in the first half of FY22. This increase in sales and use tax can be traced to the City’s diversified tax base and possibly some freeing up of pent-up demand due to the pandemic. It cannot necessarily be expected to continue at the same rate of growth in future years, however. Service fees, specifically for ambulance and recreation, have rebounded in FY22 after dropping significantly in FY21.

The City continues to experience significant revenue declines from existing cable franchise fees and reduced telecommunication taxes, making these income streams unreliable for the future. For FY23, these revenue sources are budgeted at \$765,000, a decrease of \$145,000 (16%). It is likely that in future fiscal years, cable franchise fees will be reduced significantly due to recent state legislation and that telecommunications tax receipts may decrease to zero with the move to streaming and decline in telephone land lines.

Although there has been slow growth in use tax receipts over the last three years due to increased online purchasing by citizens, the City also arguably has missed out on increased revenues currently not authorized for collection by the State of Missouri. Recent legislative changes at the state level should allow for increased use tax collection in future years. It currently is unclear, however, what other financial impacts this new legislation will have on the City, some of which may not be beneficial, such as a likely reduction in cable franchise fees discussed above, which could offset any increase.

Newer revenue sources to fund Fire and Police activities from the Fire Prevention Sales Tax (1/4 cent from FY16) and County Public Safety Prop P (1/2 cent from FY18) generated approximately \$2.7 million in FY21. The FY23 budget for these revenue sources is in line with FY21 collections.

- 1. Recommendation.** The CFC supports continued monitoring of COVID-19’s impact on traditional City revenue sources and related impact to the General Fund cash reserves. Given the apparent stabilization of the pandemic, the CFC supports the return to normalized budget procedures for FY23 within an overall conservative framework given looming potential uncertainties. The CFC also supports continuing the dividend distributions from the enterprise operations to the General Fund and Capital Improvement Fund provided the enterprise cash fund balances do not fall below FY21 cash fund balance levels.

- 2. Recommendation.** The CFC supports continued monitoring of risks associated with state legislative actions regarding the Missouri Utility Gross Receipts Tax, telecommunications revenues, cable franchise fees, internet-related taxes, and other possible revenue sources. Given uncertainties from state legislative action, conservative forecasting in connection with various revenue streams seems warranted.

Observation: Service Charges and Licenses, Permits, Fines and Fees. Excluding charges for electric, water and sanitation, this category represented 14.5% of overall FY21 revenues primarily for GEMT (ambulance) fees, recreation fees, business licenses, and building permits. The pandemic impacted these revenue streams, with the most significant impact on the KPAC and Community Center programs due to capacity and social distancing requirements. Despite no reduction in EMS calls, transport to hospitals significantly declined due to COVID-19, resulting in reduced ambulance revenue for the Fire Department. With the lifting of capacity and social distancing requirements, along with the introduction of a vaccine protocol for COVID-19, as of the second quarter FY22, there has been a major increase in the collection of these charges and fees, which are normalizing. There is cautious optimism that these fees will return to a normal collection pattern in FY23. Thus, charges for services overall are budgeted to reflect this normalized situation.

- 1. Recommendation.** The CFC supports a review of our current service fee levels for any opportunity for increased fees provided the fees are competitive with like services in our area, particularly in light of ongoing inflation trends. Opportunities may exist with non-transport ambulance activities, dynamic pricing ice rink fees, KPAC non-ticket opportunities, etc.

Observation: Federal COVID-19 Funds. In FY21, the City received \$1.9 million pursuant to the CARES Act. These funds supported Fire Department salaries. Minor supplemental federal funding also was received for pandemic-related supplies. In September 2021, the City received the first tranche of federal funds pursuant to the American Relief Plan Act (“ARPA”) in the amount of approximately \$2.8 million. The City will receive the second tranche in FY23. The FY23 budget includes \$3,019,051 requested for a new City-wide enterprise resource program (“ERP”) software system, improvements related to dispatch services, and other projects to be determined.

- 1. Recommendation.** The CFC supports the City’s utilization of these funds for the ERP and for other authorized purposes. The City needs to be mindful of the one-time nature of these funds and the need to budget for ongoing associated costs.

Observation: Grants. The City continues to do a great job securing infrastructure and public safety grants. Federal and State grants typically cover 80% of major infrastructure improvement projects. It should be noted that grants in almost all instances require the City to contribute matching funds and are limited in how funds can be used. Current fiscal year grant activity includes projects listed at Appendix I attached to this report. For FY23, the Grant’s Trail project commences with a five-year time frame with a potential \$2 million match requirement. The budget reflects a decrease in the amount budgeted for KPAC sponsorships/grants. The upcoming train

station project will be funded in part by a grant, and the expectation is that matching City funds will be supplied by donations in large part. The Aquatic Center has applied and received grants every two years from the Park Metropolitan Commission for pool improvements.

1. **Recommendation.** The CFC supports the City’s continued monitoring of all available grants to share in the costs of infrastructure projects and the support of public safety, recognizing the financial and structural limitations involved with such grants. With continued demonstrated operational success, the CFC is hopeful that grants in connection with KPAC activity also could be successfully sought.

2. **Recommendation.** The CFC recommends closely monitoring grant cash outflows versus inflows and impacts on Cash Fund Balances for each fiscal year.

Observation: Expanding City Service to Other Municipalities. The City has expanded our services for a fee to other municipalities for police and fire protection, dispatch services, fleet services, administration/finance services and recreation facilities. With the addition of Glendale for police dispatch and EMS services and expanded or added dispatch services for Des Peres and Warson Woods, the City is gaining economies of scale.

1. **Recommendation.** The CFC recommends continuing the initiative of exploring long-term contracts with surrounding communities by adding new contracts for existing intergovernmental services like dispatch where capacity to add makes operational sense considering available resources. Consider whether other City services could be shared with other municipalities, for example, procurement services. It is recommended that a guiding principle be that such contracts reflect the value of services provided, including capital expenditures required to support such services, while maintaining the same or better service levels for the citizens of Kirkwood.

Observation: Fund Balances. Fund balances were established to mitigate future risk to the City, augmenting the City’s ability to maintain a strong bond rating with the rating agencies to reduce interest costs on debt issued. The City’s enterprise operations (Electric, Water and Sanitation) also contribute to maintaining a strong bond rating.

The City’s quick response to pandemic uncertainty with prudent spending and delayed capital expenditures in the near term while providing essential City services, along with the receipt of federal CARES Act and ARPA funds, generally preserved existing fund balances during FY21. The General Fund is the largest City fund second to the enterprise Electric Fund. At FY21, the General Fund balance totaled 37% of General Fund annual expenditures, within the guidelines of 30-50% of annual operation expenditures. As of the first two quarters of FY22, the General Fund balance is 36%, with the unrestricted cash balance at 44%, although that includes recently received ARPA funds that are identified for the ERP system, improvements related to dispatch services, and other projects to be determined. Even with additional federal fund receipt and with COVID-19 impacts, the General Fund balance remains static compared to pre-COVID-19 levels.

The Capital Fund decreased substantially in FY21, but that was a temporary dip due to a need to pay an upfront grant matching contribution for the Manchester joint-MoDOT project. As of the second quarter FY22, this Fund has increased as tax receipts, Enterprise Fund transfers, and grant funding amounts have been received. The Parks Capital Improvement Fund remains healthy based on the CFC target, although the fund includes remaining bond proceeds from the 2018 KPAC bond issuance, and it is anticipated this fund will decrease by \$4.9 million due to Community Center refresh.

The Fund Balance of the Police and Fire Pension Plan continues to decline as expenditures exceed the property taxes collected for the Fund. Amounts not covered by the property tax collections have been supplemented annually by the General Fund from the Fire Prevention Sales Tax and County Public Safety Prop P Tax. The property tax for the Police & Fire Property Tax Pension Fund has held at the current rate since 1996. As of the second quarter of FY22, this Fund Balance had decreased approximately 83% from FY21 year end from \$709,702 to \$123,417. During the third quarter of FY22, additional tax receipts will be added to the Police and Fire Pension Plan Fund, along with a transfer of \$236,825 made out of the General Fund from Prop P funds.

1. **Recommendation.** Particularly in light of the continued uncertainty due to the pandemic, the CFC supports continued close monitoring of all fund balances with prudent revenue and expense protocols to mitigate any existing fund balance declines that may impact the City's existing bond rating and interest expense on outstanding bonds.
2. **Recommendation.** The CFC should commence a full review of CFC Fund/Cash Balance target recommendations going forward to inform future budget decisions.
3. **Recommendation.** The CFC supports the City's exploration of additional revenue resources to support the Police and Fire Pension Fund and ensure all liabilities can be satisfied going forward, without a continuing impact on the General Fund. Such an additional revenue source could include an addition to property tax that would need to be approved by voters, which would increase the stability of the Fund.

KIRKWOOD PUBLIC SERVICES

ENGINEERING/STREETS

Observations. The condition of streets continues to be a high priority for citizens. The current methodology for street replacement and maintenance has made progress and is in the first year of its second 5-year plan. Added funds are needed to expedite street replacement and maintenance as the current \$1.8 million/year spending is not adequate. The City continues to benefit from federal and state grants for major infrastructure projects, which include street improvements, as stated in the revenue discussion in this document.

The City needs a new stream of cash flow for street improvements. We cannot continue to rely solely on the annual transfers funded by the Electric, Water and Sanitation Departments.

Below are two potential options for the City to consider, including general obligation debt and the creation of a Transportation Development District (“TDD”). There is a lot of work that goes into both options, and both would require voter approval.

The City attempted to pass a 1% sales tax TDD in November 2021, and the vote was unsuccessful.

1. **Recommendation.** The CFC supports another TDD ballot item in 2023 for a vote by the citizens of Kirkwood. This option is not possible until 2023 per Missouri statute. A TDD does not impose a direct tax on Kirkwood homeowners but still requires voter approval. The TDD may impose a sales tax in increments of 1/8 of 1% up to a maximum of 1% on all retail sales made within the TDD. We recommend the new TDD could consider an increase less than 1%.

2. **Recommendation.** The CFC also supports the consideration of the issuance of General Obligation debt for the amount needed to repair the streets. This would be a large debt issuance of potentially around \$20-\$40 million. But this has some drawbacks. General Obligation debt requires voter approval because the principal and interest on the bonds is paid back by tax revenue pledged by the City, and pledged revenue could potentially come from a property tax increase.

PLANNING & DEVELOPMENT SERVICES

Observations. In FY22, the Planning & Development Services Department gained new leadership and added a new planner position, reflecting an increased focus on the planning function for the City. The transition of the Building Division from Public Services to Planning & Development now is complete. An increase in the Personnel Services budget for FY22 reflected the transition of the Building Division employees to Planning & Development Services, as well as the addition of a new planner position. In FY23, the Personnel Services budget stabilizes with a modest increase only. Planning & Development Services also has contracted for an Attainable Housing Study, which causes a 79% increase for Contractual Services for FY23.

The ERP rollout is expected to have a significant impact on Planning & Development Services, presenting substantial opportunities to streamline processes but also likely entailing some logistical challenges. In connection with the ERP rollout, the FY23 budget includes the purchase of four iPads for building inspector use. Planning & Development Services also joins the City’s move toward electric vehicles and will be adding a new electric vehicle to accommodate its expanded operations in FY23.

The Building Division generally has revenue exceeding costs on an annual basis, with a cost recovery rate for FY21 of about 121%. The cost recovery rate is anticipated to decrease with the addition of the Building Division to the Planning & Development Services Department. Fees charged are at market rates.

A judicious approach to repairs has leveled Sewer Lateral annual costs, resulting in an increased Sewer Lateral Fund Balance in recent years.

- 1. Recommendation.** As noted, it is likely the revenue/cost recovery rate will decline now that the Building Division has been added to the Planning and Development Department. While current fee structures do not exceed market rates, with the addition of the Building Division, the CFC supports continued monitoring of the recovery rate, specifically to ensure that fee structures are reasonable, even considering market prescriptions.
- 2. Recommendation.** As the ERP system is implemented, the CFC recommends the assessment of efficiencies gained and review for potential shrinkage that may be feasible in other areas of the budget, for instance supplies or personnel.
- 3. Recommendation.** The judicious approach to repairs seems like a workable and commendable approach to administering the Sewer Lateral Fund. The CFC supports the continued monitoring of anticipated future needs and the assessment of whether adjustments to the amount currently charged citizens should be increased/decreased accordingly to maintain the proper balance in the Sewer Lateral Fund.

WATER

Observation: Water Main Replacement and Financial Constraints. Several years ago, the City established a goal to replace 1% of water mains annually, which is 7,128 lineal feet of main. The City came close to achieving this goal in FY18 and FY19 (.85% and .89% respectively), but since then the actual and budgeted replacements have lagged the goal by a greater amount. Except for FY21, the height of COVID-19, replacements have exceeded or are budgeted to exceed the industry average of .50%

The pace of water main replacement is a budget issue. With the current budget parameter of 3% annual increases in rates and the transfer of \$710,000 to the capital budget for streets, the Water Department cannot keep up with the goal of replacing 1% of water mains while also supporting the rest of the capital budget. The department's net asset position continues to increase with the expenditures for capital assets, but the cash balance is declining as the purchases exceed revenues. The cash balance was \$6.9 million at the end of FY18 and \$5.4 million in FY21. It is expected to decline approximately \$450,000 this year and again in FY23.

- 1. Recommendation.** The CFC recognizes that it has been a goal of the City to keep rates at or below those charged by Missouri American Water. However, given the continuing decline in the department's cash balance, the City needs to consider increasing water rates by more than the planned 3% annual increase to continue to fund department operations, much needed water main replacements, other capital items, and the transfer

for streets. Alternatively, reducing or eliminating the annual transfer for streets would also act to mitigate the cash depletion to some extent and reduce any rate increase.

2. **Recommendation.** The CFC recommends that a complete distribution system condition assessment be considered to allow prioritization of the limited capital funds for main replacement. Knowing which mains are most critical will maximize the capital expenditure and lower operational costs by minimizing main break repair costs.

Observation: Unaccounted Water. Unaccounted water, including main breaks, has averaged 22-23% over the past five years. While the annual cost to the City of lost water (approximately \$270,000) is less than the cost of finding and repairing leaks, the industry average and the Department of Natural Resources recommendation is 10% for unaccounted water.

Unaccounted water has two components-apparent loss and real loss. Apparent loss is from issues with billing, accounting, etc., and real loss is from main breaks, flushing and leaks. Currently, the City does not know how much of the unaccounted water is attributable to each of the two components. The Water Department intends to conduct an AWWA water audit next year, which should allow for a more accurate understanding of the cause of the unaccounted water.

1. **Recommendation.** The CFC commends the department for initiating an audit to identify apparent versus real losses. The audit also should assist in determining the causes of apparent losses so that the City can address accounting processes or practices to reduce these losses. Identifying actual losses will inform the main replacement prioritization as well. Over time, the ongoing repair and replacement of water mains should reduce the actual losses.

Observation: Water Tanks and Towers. The City's water tanks and towers currently are on a 15-year maintenance schedule. In approximately 3 years the tanks will likely start to need painting and other maintenance work to bring them up to industry standards. This will be an expense in the budget in just a few years.

1. **Recommendation.** The CFC recommends that the department perform condition assessments of all the tanks now and begin to plan for a regular cycle of painting, repair and maintenance over the foreseeable future. Newer tank coating technologies now offer extended service life of 25+ years, which will significantly lower life cycle costs over our current 15-year cycle.

SANITATION

Observation: Rates. The Kirkwood Community Survey for 2021 showed citizen level of satisfaction at 86% for solid waste operations. In FY21, in response to a steep increase in the cost of recycling due to the global market collapse of the recycling market and the need for additional sanitation trucks, the Kirkwood City Council adopted an approximate 30% rate increase plus future annual CPI adjustment. The rate increase commenced October 1, 2020, including increased fees

for curbside service, yard-waste bags, and special pick-ups. Also added were two free, seasonal bulk pick-up days annually. With this rate increase, the financial position of the Sanitation Department now has stabilized. Due to COVID-19, the purchase of new sanitation trucks was delayed; however, these purchases are budgeted for FY22 and thereafter on an annual basis. There has been a turn-around in the recycling market, largely due to the increased demand for cardboard, which has caused a decrease in recycling processing costs. With improved financial stability, the Sanitation Department recommenced its annual transfer of \$200,000 to the General fund in FY22, and it is proposed for FY23 that the Sanitation Department will continue to make this transfer. The Sanitation Department also has determined not to seek an annual adjustment to the rates for this year.

Notably, the current contract for landfill waste collection expires in 2024. The contract includes the potential for two five-year renewals, thus extending the contract to 2034. For FY23, the rate paid for landfill waste collection will be \$39.23/ton, with annual adjustments of 2.5-3% anticipated in future years. This rate generally is favorable compared to market rates.

The Sanitation Department also has continued to emphasize education of citizens, with increased online interactive presence. This increased educational emphasis appears to have resulted in improved quality and reduced volume of recycled materials, thus reducing costs. Educational efforts and resultant cost-savings are expected to continue in the future.

- 1. Recommendation.** The CFC recommends monitoring cost creep and seeking to minimize the need for future rate increases, including avoiding annual CPI adjustments if possible. Continue to assess the impact of the annual transfer on the need to increase rates.
- 2. Recommendation.** The CFC supports a continued engagement in robust educational efforts, ensuring citizens understand the cost impacts of their recycling choices. Continue to assess and quantify the impact of current educational efforts, the goal of which is to improve the quality of materials being recycled. Sanitation also should continue to seek grants in this area as available and should consider the potential adoption of youth programs/partnerships with schools to further the education goal.

Observation: Operational Efficiencies. Sanitation continues to seek increased operational efficiencies. The adoption of the rolling cart system was anticipated to demonstrably reduce capital expenditures, labor costs, and workers compensation claims. To date, labor costs have been reduced, with the elimination of one full-time position, and it appears the severity of workers compensation incidents are decreasing. Capital needs, including truck replacement, persist. Another capital investment to increase efficiency, the use of GPS and route optimization, initially delayed due to COVID-19, is anticipated to be brought online this year.

- 1. Recommendation.** The CFC recommends continued monitoring and quantifying of anticipated efficiencies from the adoption of the new rolling cart system.
- 2. Recommendation.** The CFC supports continued work toward the goal of route optimization, including the possible adoption of a GPS routing system. Once GPS is

adopted this year, assess efficiencies gained in comparison to the added costs of establishing and operating the system to ensure anticipated outcomes are achieved.

RECREATION

The Recreation Department offers many of the primary gathering locations and activities for Kirkwood residents. However, the COVID-19 pandemic and many of the regulatory restrictions on group-size and indoor gatherings that accompanied the pandemic continue to prolong a return to normalcy within the Department’s revenues. These factors are beyond the control of the Department, which continues to operate efficiently and innovatively, but serve as the basis for the following recommendations.

Observation: Summary Facility Survey. The Recreation Department is responsible for maintaining several facilities throughout the City, many of which are connected or share a common entry or parking area. Managing capital projects for these different locations requires detailed and nuanced planning to assure efficient allocation of the capital among the different facilities, all of which have different maintenance schedules, revenues streams, and seasonal use. Previous surveys were performed to create a capital plan for individual facilities (*e.g.* Community Center), but there has not been a summary survey that collectively reviews the maintenance and capital expenses across all facilities and creates a comprehensive capital plan.

1. **Recommendation.** The CFC recommends conducting a condition assessment of all recreation facilities. This would aid in the efficient allocation of capital among the different facilities and their seasonal usage.

2. **Recommendation.** The CFC recommends implementing a long-term capital plan that encompasses all recreation facilities, collectively, based on the findings from the condition assessment and enhanced information produced by the new ERP system.

3. **Recommendation.** The CFC recommends a review of the proposed \$4.9 million update to the Community Center as an option for funding certain capital projects currently listed in the 5-year capital plan (*e.g.* HVAC systems).

Observation: Aquatic Center. The Aquatic Center serves as a significant revenue source for the Recreation Department, but the routine capital expenditures required to maintain the Aquatic Center continue to represent a majority share of the Department’s planned capital budget. Although efficient management of these capital expenses has alleviated some of the impact to the Park Capital Improvement Fund over the years, future maintenance of the 20-year-old facility, or any modernizations made to the infrastructure, may negatively impact the Park’s Capital Fund Balance. To reduce the likelihood of this occurring, the CFC recommends the following:

1. **Recommendation.** The CFC supports the Recreation Department’s continued use of grants from the St. Louis County Municipal Parks & Recreation for the pool’s infrastructure improvements.

2. **Recommendation.** The CFC encourages innovative plans to increase admissions and memberships at the Aquatic Center via new membership tiers or other specialized offerings.
3. **Recommendation.** The CFC recommends a review of the contractual relationship between the cities of Glendale and Oakland for access to the Aquatic Center. Although these municipalities pay an annual fee to allow their residents to access the Aquatic Center, the current fees collected represent a small portion of the operating expense of the Aquatic Center and do not contribute to the on-going capital expense required to maintain the infrastructure. As the facility continues to age, and maintenance or improvements become inevitable, a reallocation of the capital expenses among the different municipalities should be thoroughly explored, if possible.

Observation: Performing Arts Center. The Kirkwood Performing Art Center (“KPAC”) is now open and operating at maximum capacity. However, COVID-19 restrictions on indoor gatherings remained in place throughout Q1 of FY22, which affected a clear view of the KPAC’s full year revenue potential. These disruptions will likely result in an operational loss at the KPAC for the current fiscal year. When combined with the operational loss within other areas of the Recreation Department, the Parks Capital Fund balance, which is used to cover these deficits, as well as current and future capital projects, will likely dip below \$ 2 million this year. Assuming the Recreation Department continues to experience similar revenue challenges surrounding program participation due to COVID-19 in FY23, and/or if an unplanned capital expense is realized, then the Parks Capital Fund balance may continue to see principal erosion. This trend could be further perpetuated by a period of challenging economic conditions, resulting in less sales tax replenishing the fund balance. Such a result would restrict severely future capital projects at the Aquatic Center, Ice Rink, and Community Centers, all of which are primary revenue sources for the Department and utilize the Park Capital fund balance for capital expenses.

1. **Recommendation.** The CFC continues to encourage exploration of partnerships and collaborations with public and private organizations, as well as surrounding communities, to develop different revenue streams at the KPAC. The CFC reiterates its support for the City’s plan for the KPAC to be self-sustaining with the first two *full* years of its operation (FY24).
2. **Recommendation.** The CFC recommends closely monitoring the Parks Capital Fund balance, along with projected revenue and expenses for the Recreation Department, throughout the fiscal year. The implementation of a summary survey may aid in efficiently planning capital expenses and provide clarity on the health of the Parks Capital Fund balance going forward.

ELECTRIC DEPARTMENT

OBSERVATION: Infrastructure Modernization & Capital Investment. The Electric Department has invested heavily in modernizing projects to upgrade circuits and substations to improve automation, reduce line loss, and improve efficiency of delivering consistent electric services to our citizens. The Electric Department has spent over \$11 million to upgrade the Alfred, Leffingwell, Essex and Van Buren substations including circuits. COVID-19 impacted the completion of projects planned in the current fiscal year including the last 11 circuits and LED street lighting that were deferred into FY23. Currently the new proposed budget reflects a return to pre-COVID-19 resource levels and resumption of pre-COVID-19 capital projects. With recent power outages, it is critical to invest capital in redundancy/backup systems and automated outage tracking for resident communications. Efficiency in the distribution system is anticipated to save \$600,000/year from lower energy loss, while transfer over to LED street lighting should save \$100,000/year.

Historically all capital investments were funded out of cash generated from revenues. To expedite modernization of the remaining circuits and upgrade of the Sugar Creek substation, the decision was made to issue a \$15.3 million, approximately 3.14%, 20-year bond with a planned issuance date of April 2022. This issuance will have a fixed debt service of \$1.6 million annually to lower annual capital expense and increase fund cash balance while reducing capital expense volatility.

- 1. Recommendation.** The CFC recommends moving forward with the proposed capital plan for distribution system upgrades, LED lighting and distribution line clearance, totaling \$5 million in FY23, including circuit upgrades, distribution system extensions, and Sugar Creek Substation upgrade, provided a bond to support this capital investment is completed in April 2022.
- 2. Recommendation.** The CFC recommends capital investment in electric system redundancy and back-up, including transfer switches and generators. This failover system is anticipated to cost \$2M and is included in the capital plan under Distribution System Service Extensions.
- 3. Recommendation.** The CFC recommends savings from modernization investment be clearly captured in the budget going forward. The ability to capture these savings needs to be included with the new ERP system project. \$700,000 savings/year is anticipated (\$600,000 from upgraded distribution systems and \$100,000 from LED lighting).
- 4. Recommendation.** The CFC recommends review of the \$410,000 investment in electric vehicles to verify lowest lifecycle costs involved with this strategy.
- 5. Recommendation.** The CFC recommends the issuance of the 20-year bond in April 2022 to expedite infrastructure modernization with favorable bond pricing, stabilized annual debt service and increased cash fund balance position.

OBSERVATION: Revenue & Expense Management. Over 85% of energy consumption in the City is from residents. Consumption spikes are challenging to predict causing increased reserved energy purchases to cover potential spikes at higher costs. During FY21, metered sales revenue representing 80% of total revenue declined 4% due to the pandemic. Energy consumption throughout the day increased as residents worked from home but also reduced energy spikes that increase costs. There was less demand from schools, and businesses were operating at lower capacity due to pandemic restrictions. While revenues may be down from businesses and schools, residential energy was more predictable reducing high cost energy purchases. For FY22 and FY23, metered sales revenues are expected to increase 8% as schools and businesses are in full operation. Residential consumption will be mixed, with some residents continuing to work from home.

As a member of the MISO (“Midcontinent Independent System Operator”) marketplace, Kirkwood Electric purchases and sells power daily based upon internal utilization forecasts. MISO information is cross checked with the metering information and load forecasts that Kirkwood Electric submits to MISO. Kirkwood Electric projects wholesale electric sales via MISO to be \$5.2 million (19% of annual revenue), which is static with years prior to the pandemic. Currently the market is better than anticipated and provides a hedge against energy volatility of future day needs.

Other than through MISO, Kirkwood Electric is not able to sell electricity beyond our current defined region of Kirkwood and would be required to obtain Public Service Commission approval in Missouri to operate a distribution system in other areas. While discussions have occurred to increase Kirkwood Electric’s footprint from Ameren in Kirkwood, the costs and process with the Public Service Commission compared to the benefit would be prohibitive.

Purchased power represents 84% of total expense before capital outlay, interdepartmental charges, and transfers to other funds. This portfolio continues to be well managed and is expected to be stable going forward. Once wind energy is available, currently expected in 2024, the costs of our portfolio will decline significantly. Kirkwood Electric continues to operate under a long-term contract and participates in block purchase programs to hedge against high energy costs over the summer months. Block contracts typically are 3 years in length which has saved Kirkwood Electric 50% or more during peak times per megawatt hour. Currently there are no legislative delays.

Labor represents 11% of the proposed FY23 expense budget before capital outlay, interdepartmental charges and transfers to other funds. During the pandemic, labor was reduced dramatically for the safety of the employees and due to suspended projects. No contract labor was utilized, with existing labor operating in rotations for essential services. The FY23 budget contemplates return to pre-COVID-19 levels. While there is succession planning occurring within the Kirkwood Electric, a formal plan to mitigate the potential absence of any key employees is critical to the future success of the department.

Transfers to other funds is expected to be \$2,352,000 in FY23. The transfer of \$1,642,000 is in lieu of taxes to the General Fund for use of City property, and the transfer of \$710,000 is to the Capital Improvement Fund, primarily for streets. The transfer increase is due to anticipated increased energy demand.

1. **Recommendation.** The CFC recommends considering the possibility of energy purchasing and sales in other networks that operate like MISO as a cross-selling opportunity.
2. **Recommendation.** The CFC agrees with a formal review from GDS Associates and the Missouri Joint Municipal Electric Utility Commission to determine any risks that may be associated with our purchase and sales of energy through MISO. This is important since purchase power costs represent 84% of the budgeted expense and wholesale sales represent 19% of revenue.
3. **Recommendation.** The CFC agrees with a formal review from GDS Associates on block purchase contracts since they have short duration (typically 3 years) to protect significant savings of block purchases over the summer months.
4. **Recommendation.** The CFC continues to recommend deep engagement to mitigate legislative risks that impact Kirkwood Electric’s power portfolio mix going forward. The CFC acknowledges the favorable outcome of legislative activities with Kirkwood Electric’s participation in the Clean Line Green Belt Project for wind energy.
5. **Recommendation.** The CFC agrees with the expansion of outside contractor tree trimming crews to 3 crews to mitigate power outages during storm activity. The CFC would like to see the cost/benefit impact to the budget from tree trimming.
6. **Recommendation.** The CFC agrees with the labor cost requested for FY23. However, there could be risk to Kirkwood Electric from succession planning due to knowledge of senior level employees. The CFC would like to understand the specific plan and mitigation activities should key employees leave Kirkwood Electric.
7. **Recommendation.** The CFC agrees with the ongoing annual dividend to the City’s General Fund in lieu of taxes for use of City property and to the Capital Improvement Fund for streets. The anticipated amount for FY23 is \$2,352,000.

OBSERVATION: Resident Experience/Engagement & Technological Enhancements. The Electric Department continues to seek new ways to engage and inform residents about their power usage and/or current outages. Although many of these improvements adopted by the Department are resident-facing (*e.g.* outage maps, automated after-hours hotline, and resident education programs) some enhancements are operated behind the scenes to assure timely resolution of outages or efficient allocation of purchased power (*e.g.* ERP improvements, time-of-use rate analysis, and automated work-order tracking). Through consistent technological improvements,

the Electric Department continues to retain good rapport with residents, while utilizing an operational and maintenance budget that is approximately 9% lower than standard public power entities and a customer charge rate that is broadly lower than Ameren.

Many of the improvements mentioned above are a result of efficiencies sought throughout the COVID-19 pandemic and in response to austerity measures implemented therefrom. The limitations on staffing and the staggering of crews required the Department to utilize technology to both maintain resident service levels and monitor workflows during that difficult time. As a result, the Department adopted a cloud-based, automated work-order system that allows projects to be efficiently monitored throughout the outage restoration process. The system also allows residents to access the City’s outage map – which provides residents with receipt of the outage and the Department’s active timeline for restoration. These enhancements, along with the Department’s implementation of an automated after-hour hotline, should provide a better service experience for residents in the event of an outage.

As technology continues to improve resident service levels, it also permits better analysis of residential power consumption and usage analysis. For instance, the City’s new ERP system likely will provide the Department with the requisite information to adopt time-of-use billing for consumption of power. Although this system will allow the Department to operate more efficiently by more directly aligning a resident’s time of use to the present purchase price of power, it will require sufficient education to assure that residents are aware of the change and its impact on their billing.

- 1. Recommendation.** The CFC recommends continued analysis of the costs/benefits of time-of-use billing for Kirkwood residents and the cost of necessary educational programs. Does the resident impact of a perceived rate increase for using power during peak periods outweigh future opportunities of reduced power cost? This analysis should include future considerations of additional wind energy, energy storage projects, and ever-shifting energy regulation.
- 2. Recommendation.** The CFC recommends continued exploration of wind energy from Kansas to supplement the power supply to the Department. Although the current timeline for completion is 2024, the ability to access a diversified stream of power should allow the Department greater flexibility in maintaining competitive electric rates in the future.
- 3. Recommendation.** The CFC recommends continued exploration of work-flow efficiencies across the Department as the City implements its new ERP system. Examples include consolidation of tree-trimming contract services through the City Arborist, GEO location for tracking equipment during service calls, and resident educational/experience enhancements through increased consumption data.

OBSERVATION: Electric Fund Balance and Net Position. The Electric Department has continued to commit resources to system enhancements in the form of circuit upgrades, substation improvements, and other modernization projects (e.g. LED lighting) over the last few years. Although these improvements have resulted in reduction of lost power by an average of approximately 4%, as well as an overall reduction in the amount of purchased power by

approximately 7%, these capital intensive projects have had a significant impact on the Electric Fund’s cash balance. For instance, in 2017, the Electric Fund maintained a cash balance of \$15,310,246 – compared to the current cash balance of \$6,416,928. Although the Electric Department continues to operate from a strong financial position, rebuilding the cash balance within the Electric Fund is necessary to maintain financial flexibility during challenging economic environments.

Notwithstanding the foregoing, austerity measures during the pandemic delayed many of the Department’s capital projects and system enhancements that are resuming in FY22 and FY23. In order to fund these projects, but maintain the current cash balance within the Electric Fund, the Department will issue a bond in the amount of \$15.3 million. The issuance will provide the Department with access to capital at historically low interest rates – while still maintaining the current cash balance within the Electric Fund, as well as keeping the Department cash flow positive. However, the on-going debt service reduces the excess cash (*i.e.* profit) generated by the Department and, thereby, slows the future contributions to the Electric Fund’s cash balance. As such, this option should be viewed as a more efficient means to reduce capital spending in the near future – which is ultimately the way to increase the cash balance within the Electric Fund.

1. **Recommendation.** The CFC recommends closely monitoring the operational efficiencies produced by the Department’s planned capital improvements. With on-going debt service, and intent to rebuild the Electric Fund’s cash balance, continued improvement in the Department’s cash-flow positivity rate (in the form of cost-savings or revenue increases) is imperative.

2. **Recommendation.** The CFC recommends a consistent review of the 5-year capital plan, as well as other unplanned capital projects in the future, to assure that sufficient time is allotted to avoid added capital expense beyond what was planned in the initial bond offering

3. **Recommendation.** The CFC recommends a review of operational expenses as a means to validate a target range for the cash balance within the Electric Fund.

PUBLIC SAFETY

POLICE DEPARTMENT

Observation: High turnover within Dispatch Group. The Kirkwood Police Department (“KPD”) provides Police, Fire and EMS dispatching services for the cities of Kirkwood, Oakland, Des Peres, Glendale and Warson Woods.

Dispatch is currently staffed with 23 civilians, including 13 Dispatchers, 2 Lead Dispatchers and 8 part-time dispatchers operating the Dispatch Services. This does not include time spent by the Communications Lieutenant who oversees the two Lead Dispatchers.

In FY21, 9 dispatchers left, citing a high workload with equal or less pay when compared with comparable dispatch centers in the area. Kirkwood loses dispatchers to other municipalities with similar pay where the workload is less, because others only focus on police calls and often cover only one municipality. Kirkwood dispatchers handle police, fire and EMS calls for five municipalities, which adds significant complexity to the job. This turnover has resulted in continuous hiring and training of new dispatchers which is disruptive and impacts service levels provided.

- 1. Recommendation.** The assistant chief administrative officer has indicated that the City is currently evaluating compensation for dispatchers. The CFC agrees with this evaluation and recommends that the City take into consideration the expanded workload of KPD dispatchers when determining their compensation. Wages may need to be increased to stabilize the dispatcher turnover, hopefully leading to increased efficiencies with less time spent on training.

Observation: Municipal Service Contracts. The CFC commends the City on the expansion of services to other municipalities. Recent additions in the Police Department include contracts for dispatching of police and fire/EMS-related calls for the cities of Warson Woods and Glendale. Service for Des Peres was added to that of Kirkwood-Oakland a few years ago. Additional dispatchers have been employed to support the new contracts. The revenue received from other municipalities for these services is in the General Fund and does not flow through the Police Department budget.

- 1. Recommendation.** To gain a better understanding of the financial implications of these contracts, the CFC recommends the Finance Department perform an analysis of the existing municipal service contracts to be shared with the CFC. The analysis should reflect all revenues and expenses associated with these activities, as the current budget materials do not provide enough information to segregate the specific revenues and expenses associated with these contracts.
- 2. Recommendation.** The CFC recommends that the appropriate department head and Director of Finance should be a part of each service contract negotiation to ensure contracts are properly structured with adequate service levels maintained.
- 3. Recommendation.** KPD would like to consider taking on additional service contracts with other municipalities. The current dispatch space is probably insufficient to handle this. Expansion/renovation of the existing building or construction of a new building is likely, which is planned for FY24 utilizing ARPA funds. A thorough analysis of the capital cost as well as the additional personnel and other costs should be performed and any new contracts with other municipalities should reflect these likely increased costs.
- 4. Recommendation.** If dispatch services expand beyond the current level, the City and Police Department could consider a separate department within Police to capture and report on this line of “business.”

Observation: Succession Planning. Police Chief Brian Murphy and Police Captain John Fulluo are expected to retire mid-2023. Current economic and social conditions have resulted in labor shortages, which have particularly impacted new applicants for vacancies within the KPD. Chief Murphy's position is expected to be filled internally, and a few candidates have been identified.

- 1. Recommendation.** The CFC recommends selecting successor candidate(s) sooner rather than later to ensure a smooth and seamless transition. Recognizing this can be perceived as an operational issue rather than financial, the CFC has elected to include the recommendation to potentially avoid having to source an external hire which may come at a higher salary and require additional resources to onboard the candidate.

Observation: CALEA Accreditation Manager. According to Chief Murphy, the part-time employee who also handles grants for the department is working out well. The employee who is in this position is a retired police officer.

- 1. Recommendation.** The CFC recommends that the department monitor the workload of the manager to be sure that the critical CALEA accreditation duties as well as grants activity can be completed successfully within the time worked. At some point the department may need to increase the time allotted to these functions, especially if the person in the position has less police experience than the incumbent.

FIRE DEPARTMENT

Observation: Staffing. The Kirkwood Fire Department ("KFD") operates with 55 personnel. There are three, 24 hour shifts with a minimum of 15 firefighters/shift. Shift personnel work 56 hour work weeks requiring 2,912 hours per worker compared to a normal 2,800 hours per worker at a 40 hour week. Minimum staffing includes vacation leave, sick and injury leave, military leave, etc. Each of the three Chief officers assumes role of duty officer on a rotating weekly 24/7 schedule. The Fire Department does not have sufficient numbers of personnel in routine daily staffing to perform basic required tasks at a structure fire incident, thus requiring Automatic Mutual Aid from other departments on all structure fire calls. In FY21, the KFD received mutual aid 154 times compared to 267 times mutual aid was given to other departments. All personnel are cross-trained as Firefighters and Paramedics or Emergency Medical Technicians. Over 65% of all calls performed by the Fire Department are for Emergency Medical Service. Staffing is expected to be static this year with a modest personnel cost increase of 2.2% for next fiscal year. Even with staffing constraints, the KFD continues to have an excellent track record of fire and ambulance service response times below national averages to save life and property. Over the past 5 years, the Fire Department has lost personnel to other Fire Departments in the area.

- 1. Recommendation.** The CFC supports the overtime budget proposed of \$250,000. This budget is 50% below overtime experienced in FY20 due to the addition of one new firefighter/paramedic to balance shifts to 17 (ensuring at least 15/shift) and the adoption of a compressed hiring process (from an average of 15 weeks to 5 weeks to fill vacancies, including utilization of a hiring list). An analysis needs to be performed to determine any cost benefit of an added firefighter/EMT to further reduce overtime and potential impacts to the Fire Pension Fund.

- 2. Recommendation.** The CFC supports the evaluation of the KFD command structure to ensure the department is operating at the highest level of efficiency while maintaining strong service levels in a cost-efficient manner.

Observation: Revenue Opportunities. The KFD has provided ambulance service to the citizens of Kirkwood since 2003. In FY21, \$960,000 in fees were received from ambulance transport. On average the transport rate is over 66%. The City does not receive any ambulance revenue when a patient refuses transportation after paramedic personnel render initial on-the-scene care or refuse entirely when paramedics arrive on the scene. The department also is providing ambulance service to Glendale via contract. The transport rate since 1/1/21 is 96%, resulting in added billing opportunities for the KFD. As stated above, the Automatic Mutual Aid (“AMA”) discrepancy between what the KFD receives as opposed to what is given may provide an opportunity.

- 1. Recommendation.** The CFC supports a deeper dive into the billing process to help the CFC better understand the pros and cons of not billing for all ambulance calls. In the past, the CFC has recommended the possibility of a fee for individuals who refuse transport. The response from the recommendation last year indicated the current billing structure via Medicare allows the City to bill for all invasive advanced life support (“ALS”) initiatives and disposable supplies. The City could bill for all responses, regardless of ALS procedures and supplies, meaning all responses would be charged, regardless of an increasing burden on Kirkwood residents.
- 2. Recommendation.** The CFC would support investigating the possibility of a way to capture the KFD’s increased costs associated with AMA beyond the overtime savings we may experience from AMA we receive. While AMA is standard practice for all Fire Departments, it seems those larger departments with significant capital investments are disproportionately called upon with little incentive from those departments requesting AMA to increase their capital investment requiring less assistance from us.
- 3. Recommendation.** The CFC supports the continued practice of “just in time” ordering system and participation in a purchasing co-op to reduce our ambulance medication costs including waste.
- 4. Recommendation.** The CFC agrees that the cost/benefit of imposing a fee for false alarm/false calls would not make sense currently, especially since no other municipalities have imposed fees in this area. However, should false alarm/false calls exceed 10% of total calls, a mitigation strategy could be developed.
- 5. Recommendation.** The CFC agrees with maximizing CARES dollars within the KFD. CARES dollars can only be used for delivery of care or coordination of care for things already in budget. KFD received \$24,000 of which \$16,900 was used for PPE and telecommunications demands. KFD also expects to fully utilize CARES dollars, allocated with no impact to the new budget.

Observation: Municipal Service Expansion. The KFD entered into a contract with the City of Glendale for management of the fire department, ambulance service and police/fire dispatch. In 2021, the KFD took over the management of Glendale’s fire house in exchange for \$67,000/year. In addition, the KFD took over the ambulance transport, translating into 300 more calls per year, which yields a net estimated \$141,000 in transport fees and is double the original estimate. The KFD continues to look for added expansion opportunities provided there is no impact to current service levels for Kirkwood residents.

1. **Recommendation.** The CFC supports the expansion of Fire and Dispatch Services to surrounding municipalities provided there is not a decline in service metrics to Kirkwood residents, with reasonable coverage of operation costs for services performed. The addition of any capital expense needs to be carefully considered with each contract contemplated. Continued engagement of KFD personnel in expanded services should continue to balance efficiencies gained to expenses incurred during the life of the agreement.

Observation: Capital Improvements. The current mini-pumper assigned to House No. 3 was acquired in 1999 and has limited capabilities in support of fire service, especially in the western residential areas of Kirkwood. Also, the KFD reported the maintenance costs for Aerial Ladder Tower 1535 (assigned to House No. 3) have increased due to the limited support capability of the current mini-pumper. The CFC was advised that the replacement of the mini-pumper will not only reduce the in-service use of 1535, which has a maintenance cost of \$3.49/mile, but also extend its service life. It is estimated a new mini-pumper has a maintenance cost of \$1.67/mile. City Council has approved the purchase of an initial Attack Apparatus (mini-pumper) pursuant to approval of the FY23 budget. The mini-pumper has been ordered due to the long lead time (20 months) for a custom pumper needed for the City. The KFD also is looking for added efficiencies for dispatch.

1. **Recommendation.** The CFC supports the \$385,000 capital expenditure requested for the replacement of the current mini-pumper with a new mini-pumper with advanced capabilities. This will take 60% of service off of the Tower 1535 ladder truck. As reported by the KFD, the CFC concluded this investment will also extend the life and reduce the maintenance costs for 1535. The ladder truck has been out of service 75 days this year with maintenance costs of \$89,000 over the past 3 years.
2. **Recommendation.** The CFC supports the \$335,000 capital expenditure of a new ambulance to replace an existing aged ambulance that was previously delayed due to COVID-19 freeze to obtain increased efficiency, reduced maintenance costs and mitigation of order lead times.
3. **Recommendation.** The CFC supports the addition of a Tower 1535 ladder truck replacement in the five-year capital plan due to age of the truck.
4. **Recommendation.** As economic circumstances continue to change in unexpected ways, the CFC supports the City’s approach to exploring the use of the lowest cost financing methods for large capital expenses, while also mitigating financing risks to the City.

Observation: Technology. The current ERP system at the City is old and does not allow for automated solutions to help KFD gain efficiencies. It is anticipated the ERP will be a two-year project from start to finish.

- 1. Recommendation.** The CFC supports the City’s decision to invest in an ERP system to gain efficiencies and support performance based budgeting (“PBB”). It is critical for each department to think through PBB planning of department cost structures and service provided to determine value, cost, and benchmarking of fire services provided and efficient use of rolling capital.
- 2. Recommendation.** The CFC supports the new computer aided dispatch system included in the police budget to help efficiency of fire department dispatch.
- 3. Recommendation.** The CFC supports continued evaluation of the additional efficiencies that can be gained in automating Drug Enforcement Agency (“DEA”) reporting capabilities.

PROCUREMENT & FACILITIES MANAGEMENT

Observations. The CFC last met with the Procurement and Facilities Management Department in 2018. Since that time, the Department successfully has sought channels to save dollars via cost avoidance and cost savings measures. The Department also appears to have ably met the challenges presented by COVID-19, which resulted in a decrease in the volume of Procurement activities overall, such as a reduction in formal bids and purchase order volume and value. However, the Department was faced with a corresponding increase of uniquely complex procurement challenges brought on by the scarcity of resources due to COVID-19. The Facilities Department took advantage of the changed circumstances to accelerate certain projects such as the addition of wide-scale LED lighting, which will result in future costs savings for the City. It is anticipated that this year procurement activity will normalize.

The Department has new leadership, which will bring a fresh perspective to this well-run and financially prudent department. The Department also has added a Procurement Officer/Analyst position in the past year. Finally, the Department has adopted a new electronic system for bidding and contract management this year and has been instrumental in proposing the adoption of a new ERP system which promises to bring beneficial process improvements for this Department.

- 1. Recommendation.** In view of the current state of the global supply chain and inflationary pressures, the CFC recommends continued assessment of longer lead times and volatile pricing and potentially increasing warehousing of certain items.
- 2. Recommendation.** Approximately twenty percent of Facilities operations are handled internally, with the remaining eighty percent outsourced. Outsourcing is used for specialized maintenance, such as HVAC services. While the use of outsourcing for these specialized services is efficient and cost-effective, the CFC supports the Department’s continued review of internal versus outsourced service needs and supports necessary

expansion of Facilities internal staff as they reach a saturation point due to increased responsibilities.

3. **Recommendation.** The Department should continue to enhance efficiencies through the adoption of electronic systems, specifically the proposed ERP system. The CFC supports the Procurement Department’s continued careful evaluation to obtain the most cost-effective and useful ERP system and a similar cost-effective implementation of the new system. Continued assessment of the efficiencies gained from such systems considering their initial and annual costs is advised.
4. **Recommendation.** Because the last large-scale assessment of the City’s future needs regarding facilities was done in 2010, it is recommended that the Department explore using the implementation of the new ERP as an opportunity to populate data and review future facilities’ needs, which could assist in addressing the need for a more large-scale facilities assessment in future years.
5. **Recommendation.** The CFC recognizes the cost-effectiveness of using Facilities personnel for project management of capital projects. The CFC supports Facilities’ proposed assessment of 131 W. Madison this year for a possible renovation and expansion in the near future.
6. **Recommendation.** The CFC recognizes and encourages the continued alignment of procurement practices with asset-management and sustainability goals by focusing on optimization of lifecycle costs versus lowest initial bid cost. The Department should continue exploring ways to track lifecycle and sustainability goals regarding purchased items, an approach which ultimately should deliver more value to the City.
7. **Recommendation.** The CFC recommends the City continue to explore alternative capital project delivery vehicles based on unique characteristics of future projects.

ADMINISTRATION/HR/WORKERS COMPENSATION

Observations: Pension Plan – Police and Fire. The Fund Balance of the Police and Fire Pension Plan continues to decline as expenditures exceed the property taxes collected for the Fund. Amounts not covered by the property tax collected have been supplemented annually by the General Fund from the Fire Prevention Sales Tax and County Public Safety Prop P Tax. The property tax for Police and Fire Property Tax Pension Fund have held at current rate since 1996. Council reversed the voluntary reduction in police and fire property tax which contributed approximately \$200,000 to the fund. Added \$200,000 of Prop P funds were transferred out of the General Fund to balance the Police and Fire pension plan fund.

1. **Recommendation.** Funding out of existing fund balances from FY22 levels should be contemplated once all other funding avenues have been exhausted along with a plan to restore funding levels. Increased revenues may come from higher service fees, tax increases that would require voter approval, and/or other revenue sources.

Observation: Workers Compensation. Although the City has improved dramatically, the City needs to continue monitoring workers compensation claims. With the adoption of rolling carts and new sanitation trucks, the expectation is that workers compensation continues to tick lower.

- 1. Recommendation.** The CFC supports that continued emphasis on education and training to reduce future claims.
- 2. Recommendation.** The CFC recommends that the City consider a review to assess possible benefits and cost-effectiveness of self-insurance for workers compensation.

Observations: LAGERS. Over the past year, the City has re-explored the adoption of a LAGERS defined-benefit retirement plan, but this time only for *civilian* employees. Currently, the City operates a defined-contribution plan for both civilians and public safety employees. The current plan offers a 6.5% contribution for each City employee, as well as the option to save additional retirement funds within a deferred compensation account. Employee contributions to their deferred compensation accounts receives an additional 2% match from the City. The City's current retirement contribution for civilian employees (8.5%) more than doubles the median national (including private and public employers) employer contribution rate (3%) and provides a strong incentive for employment within the City.

The LAGERS proposal intends to substitute the current 2% City match to employees' deferred compensation accounts, and the City's 6.5% contribution to the defined contribution plan, with an 8.5% contribution to LAGERS. In addition to the City's contributions, LAGERS is 0.8% more expensive to operate than the City's current retirement plan, so the total annual cost to the City increases to 9.3% for civilian employees. For public safety officials, who are excluded from participating in LAGERS under the current proposal, an equivalent match must be made at the new 9.3% contribution rate established under LAGERS. When combined with the 6.2% contribution in-lieu of social security, the City's new contribution rate for public safety officials will be 15.5%.

These fees and contributions are based on the total salaries of City employees at the beginning of the plan year. For FY23, the City has budgeted \$16,203,294 for employee salaries. Within that total, \$4,770,360 is allocated to civilian salaries – which at 9.3% is \$443,643 of expense under LAGERS. The additional \$11,432,925 is allocated to public safety salaries – which at the new 15.5% contribution rate needed to match LAGERS is \$1,772,103. Thus, the City's total annual retirement plan cost under LAGERS will increase to approximately \$2,215,746 for FY23. These costs will increase over time as the City adds additional staff and implements standard cost-of-living and/or merit increases to employee salaries. The cost may also rise during times of challenging economic conditions, as LAGERS permits up to a 1% annual cost increase to shore-up pension balances during times of low interest rates and poor market performance. These 1% fee increases may be pared back as market conditions improve, but such a decision rests solely within the discretion of LAGERS and not its participants. Finally, costs may also rise in the future as actuarial assumptions, funding schedules, or other operational costs assessed at the commencement of the plan prove to be inadequate to maintain sufficient funding.

In addition to the higher expense, the impact on employee recruitment and retention through the adoption of LAGERS is multi-faceted. In recruiting and retaining employees, the CFC notes that the City currently is at a competitive disadvantage when compared to other municipalities that have adopted LAGERS, as LAGERS generally is viewed as a desirable employee benefit. For instance, Webster Groves went to LAGERS in 2015. If adopted, LAGERS likely could improve recruiting and retention for the City, by offering benefits similar to those offered by other municipalities with LAGERS. Adopting LAGERS also could impact recruiting and retention, especially within the public sector, by offering transferability. Thus, employees changing positions, either coming to or leaving the City, would be able to maintain their pension benefits and vesting schedules despite the move.

On the other hand, there could be negative impacts to employee retention. Although cutting retirement benefits, as the City did during pandemic austerity measures, is certainly not a desirable option, the ability to do so likely saved many jobs within the City and allowed employees to continue supporting their families through the challenging times of the pandemic. If LAGERS were in place during that time, the City would not have had the ability to reduce the cost of the retirement plan – even if it meant losing the very employees (through forced layoffs) that the plan was intended to benefit. As evidenced in the wake of the pandemic, as well as other previous economic recessions, employees who are laid-off often seek other opportunities within the workforce and rarely return to their previous employer. As such, a decision to move to LAGERS to recruit new prospective employees could have a negative, and costly, counter-effect during times of economic uncertainty.

The adoption of LAGERS also offers employee retirement management opportunities but also potential negative consequences. On one hand, the existence of a pension may free some employees to retire earlier. On the other hand, some retirees may choose not to retire until age 65, given uncertainty and expense related to future medical insurance costs.

Finally, the CFC notes that in 2018 the citizens broadly rejected the City's adoption of LAGERS with the defeat of Proposition R (LAGERS). Although distinctions can be drawn between the current budget proposal and Proposition R, by removing public safety officials from consideration, the substance of the measure remains mostly unchanged.

1. **Recommendation.** It is the consensus of the CFC that the adoption of LAGERS could have a considerable negative impact for the following reasons:

Loss of Financial Flexibility. During the recent pandemic, the City was able to avoid massive operational disruptions, broad layoffs, and significant impacts to fund balances through cost-cutting methods. Among the costs saved through austerity measures was the City's matching contributions within the employee retirement plan, which allowed the City to free up funding to cover budgetary gaps. If LAGERS were in place during that time, the City would have no flexibility to halt the approximately \$2,215,746 needed to fund LAGERS contributions and, thus, the City's cash flow and fund balance would have been significantly more affected. Moreover, if future economic turmoil has longer-lasting

implications than experienced during the recent pandemic (which has historically been the case), then the financial strain of LAGERS will have a greater impact on the City's finances in the longer term, as the City is required to continue funding the pension while waiting for normal revenue streams to recover.

Continually Increasing Cost with Greater Impacts Over Time. These risks grow more substantial over time as the City's salary obligation grows through standard cost-of-living and/or merit increases. Assuming just a 2% annual salary increase year-over-year for City employees, without adding any additional staff during that time, the annual cost of operating LAGERS in 10 years will increase to \$2,700,988 (approximately \$158,020 more than maintaining current plan). However, if we add in risks of higher wage-inflation (as is currently the case), higher operational fees from LAGERS, and the impact that a major economic recession could have on the City's cash flow, it becomes apparent that the transition to LAGERS places all the market risk firmly on the City without any means to protect itself during its greatest time of need. For instance, if three different 1% annual LAGERS fee increases took place during that 10-year period, the total cost to the City to fund retirement benefits would increase to approximately \$3,293,534 (approximately \$750,566 more than the current retirement plan). This significant increase in cost demonstrates the impact that minor changes to the fees charged by LAGERS can have on the overall expense to the City – especially as salaries increase over time.

Fees Increase as City Revenue Decreases, Exacerbating Financial Risk. LAGERS, along with many other pension plans, apply fee increases or temporary participant taxes during challenging market environments to shore up the funds within the pension. Because pension assets are invested, although more conservatively than most retail investments, they also suffer during market turmoil – especially when interest rates are dramatically reduced. These periods of abnormally low returns, especially on fixed income investments, can alter the actuarial assumptions made at the commencement of the plan and require increased contributions by the City, in the form of higher fees, to maintain proper funding levels going forward. Moreover, the timing of these fee increases is also of concern because they tend to take place during periods of economic strife when the City's primary sources of revenue are significantly reduced. For instance, during the early stages of pandemic, the City's tax revenues were dramatically reduced, as well as the City's investment income received on its certificates of deposit ("CDs"). This forced the City to invoke the austerity measures mentioned above, while also relying on its fund balances to shore up budgetary gaps. If LAGERS were active during that time, not only would the City be unable to reduce the cost of operating the retirement plan, the cost would presumably go up. Although LAGERS is limited to a 1% annual fee increase, the calculation above demonstrates the significant cost that a 1% increase can produce as the City's salary obligation grows over time. These are the reason why several municipalities, states, and companies have been forced to underfund their pension plans during times of economic strife, just to be able to maintain basic operations. These choices, although made of necessity, ultimately led to either ballooning cost of the pension plan or resulted in unreliable benefits for their employees in retirement. For these reasons, defined-benefit

plans have grown considerably less common across both the public and private sectors over the last decade and a decision to counteract this trend should not be taken lightly.

Observation: Wellness Program.

- 1. Recommendation.** The CFC agrees with the City’s continued approach to improving the health and well-being of City employees while managing costs through strong safety and wellness initiatives.

CONCLUSION

The City’s proposed FY23 budget continues to follow a generally conservative approach; however, deferred initiatives resume on a larger scale and new initiatives begin. The impact of the pandemic on the City’s finances was clearer this year than it was last year at the time the CFC submitted its annual report. As of the second quarter of FY22, tax collections have been positive and federal COVID-19 funds have been received; yet, uncertainty due to multiple reasons, including the ongoing pandemic, inflation, and supply-chain issues, warrants conservatism. Accordingly, the CFC agrees that cautious optimism is the best way to approach the FY23 budget and that the budget is realistic in resuming normalcy.

The CFC appreciates City Council’s consideration of our recommendations and we are happy to answer questions regarding the contents of this document. We welcome the opportunity to discuss responses to our recommendations with the Mayor and City Administrative leadership in the future.

APPENDIX I

Project Name	Program	FY21 Phase	Federal Obligation	Kirkwood Obligation	Total Project Costs
Kirkwood Road Signals	CMAQ	Project Closeout	\$3,974,409	\$1,093,603	\$5,068,012
Kirkwood Road Sidewalks	TAP	Project Closeout	\$403,027	\$100,757	\$503,784
Geyer Road Resurfacing - Phase I	STP-S	Construction	\$970,462	\$242,615	\$1,213,077
Geyer Road Resurfacing-Phase 2	STP-S	Preliminary Engineering	\$1,139,635	\$640,811	\$1,780,446
W. Essex Ave. Reconstruction	STP-S	Preliminary Engineering	\$1,517,600	\$589,400	\$2,107,000
E. Essex Ave Improvements	STP-S	Preliminary Engineering	\$241,077	\$60,269	\$301,346
Manchester Road Enhancement Ph. 1	MODOT Cost Share	Final Engineering	\$822,675	\$1,668,119	\$2,490,794
Manchester Road Enhancement Ph. 2	MODOT Cost Share	Preliminary Engineering	\$1,275,667	\$1,275,667	\$2,551,334
N. Kirkwood Road Resurfacing	STP-S	RFQ	\$1,286,350	\$321,588	\$1,607,938
Lindeman Resurfacing	STP-S	RFQ	\$1,349,737	\$337,434	\$1,687,171
Train Station Restoration	TAP	Awarded	\$1,500,000	\$3,107,498	\$4,607,498
S Clay Resurfacing	STP-S	Awarded	\$1,538,528	\$384,633	\$1,923,161
S Kirkwood Road Resurfacing	STP-S	Awarded	<u>\$1,578,999</u>	<u>\$394,750</u>	<u>\$1,973,749</u>
Totals			\$17,598,166	\$10,217,144	\$27,815,310

CFC Recommendations - 2022

CITIZENS FINANCE COMMITTEE RECOMMENDATION MEMORANDUM

FISCAL YEAR 2022 BUDGET CYCLE

CITY COUNCIL WORK SESSION

JANUARY 21, 2021

INTRODUCTION AND GENERAL RECOMMENDATIONS

The Citizens Finance Committee (“CFC”) has been meeting weekly since September to review departments’ proposed FY22 budgets as well as major fund balances and overall City sources of revenues. Due to the pandemic, all but one of our meetings have been held remotely over Zoom. We were able to meet once in person, masked and socially distanced, at the new Performing Arts Center where we discussed the budget for Recreation and toured the spectacular new facility. In addition to Recreation, the departments reviewed included Engineering/Planning/Streets, Water, Sanitation, Police, Fire, Electric and Administration (including Workers’ Compensation, Human Resources and Employment Benefits). While our approach was similar to that of prior years, we had to keep in mind that much of City operations were not business as usual.

The unprecedented COVID-19 pandemic became widespread in March just before the beginning of FY21, immediately following City approval of the FY21 budget. The City was faced with COVID economic uncertainties from business shutdowns to control spread of the virus. The impact to revenues and expenses associated with the shutdown and best employee safety protocols in delivering essential services to the City of Kirkwood, including Police, Fire, EMS, Electric and Water, continues to be a challenge.

The City immediately pulled together department leadership to determine critical services and identify expense savings and capital expenditure deferrals while maintaining a safe work environment. Thus, the City immediately executed departmental budgeted expense reductions, including furloughs and hiring freezes, and identified numerous capital expenditures that could be delayed into the next fiscal year until the City could better understand revenue impact from COVID. In total, \$2.8 million was suspended as non-essential spending from FY21 operating budgets, including capital expenditure deferrals, without impacting critical services to our citizens.

The CFC commends the City for the continued prompt, disciplined approach to protecting Kirkwood’s financial viability during the current fiscal year as the City learns more about the predictability of revenues and until economic stabilization is realized. The FY22 budget is conservative but does assume a return to a more “normal” environment with anticipated improvement in the economy and public health. The timing and level of improvement remain to be seen, so the City should continue the disciplined approach for expenses and capital expenditures into FY22.

Several new initiatives and some new positions that were originally planned and budgeted for FY21 have reasonably been deferred but are reinstated in the FY22 budget. As you will see in individual department reviews, the CFC still supports many of these initiatives and positions and is in favor of the investments when the revenue picture improves.

The CFC is concerned about the City's aging infrastructure. Most notable are the streets which the citizens continue to rank as their number one concern. The City is addressing the streets over time and next year will begin the second five-year plan to improve conditions. The FY22 capital budget anticipates that repairing and replacing streets will utilize 80% of the annual allocation for capital and even that is inadequate.

While streets are the biggest concern, aging infrastructure within the Water Department and Aquatic & Ice Center are also concerning. With so much capital dedicated to streets, this diminishes the amount available for other areas. This is compounded with capital investment deferrals from FY21. Capital investment is also required to generate or expedite savings from operational efficiencies in a timely fashion, provide data for rate/billing flexibility, and automating performance-based budgeting. An initiative that has dropped off the list of capital projects is ERP. We realize that significant expenditures cannot be made presently, but we urge the City to consider this investment in the near future, as initiatives in some City departments, such as "time of use" rates for Electric, dynamic pricing in Recreation and GPS for Fire, depend on or could be assisted with a new ERP system.

The total 5% Dividend Transfer from Electric, Water and Sanitation to the General Fund pays for a large portion of capital needs and should continue. Additional revenue sources for capital may need to be contemplated, including rate increases where appropriate within the Recreation and Fire Department. Ongoing legislation, including COVID relief for municipalities and potential taxation of internet sales and streaming services, could provide additional revenue sources for capital investment.

The CFC has recommendations throughout this document for potentially addressing the funding shortfalls. Suggestions for analysis include debt issuance, outsourcing, and even sale of assets and future cash flows. Ongoing cost/benefit analysis should continue in evaluating these recommendations. Some of these may be too aggressive or lacking in feasibility, but a holistic analysis could be beneficial. To assist with future recommendations, it would be helpful if ongoing actual to budget quarterly results could be shared with the CFC when available throughout the year.

The CFC extends our sincere thanks to department heads and staff who participated in the FY22 budget process. We appreciate their flexibility in meeting on Zoom or socially distanced at a large conference table. Each department head is dedicated and has deep knowledge and a sense of ownership of his/her area. During our meetings we found out that a few of the more senior department heads are planning retirement within the next few years. As the City begins succession and transition for replacement of these key leaders, the CFC stands ready to meet with them during onboarding and beyond to share our work, our charter and our history as well as our ongoing relationship with the City.

We especially want to thank Sandy Stephens, the City's Director of Finance, and her staff. Knowledge of City finances and departments and her relationship with department heads and their staff were very helpful to the CFC as we went through the budget process remotely. We look forward to next year when we can all meet again in person.

REVENUE AND FUND BALANCES

Observation: Revenue Risk. There continues to be uncertainty surrounding municipal revenues from COVID restrictions on businesses, especially municipalities that rely heavily on sales and use tax revenues. The City continues to aggressively review tax receipts from various sources and utilizes fund balances to mitigate downturns. The City's enterprise operations, including Electric, Water and Sanitation, represented 48.1% of total City revenues in FY21.

The remaining \$33.4 million governmental activity in FY21 revenue sources flow through the general fund. Nearly 95% of the City's governmental revenue comes from the following: sale & use taxes (60%), property taxes (14.3%) and service fees (20.2%). Nearly half of the service charges are generated from the Recreation and Fire Departments. While property taxes should be stable over the pandemic, sales & use taxes and service fees representing over 80% of revenue sources are significantly impacted and unpredictable. The City continues to experience significant revenue declines from existing cable franchise revenue due to service shifts to non-taxable streaming services and reduced telecom taxes, costing the City in total \$775,000/year. With increased online purchasing by citizens, the City also is missing out on increased municipal revenues not authorized for collection by the State of Missouri.

Newer revenue sources to fund Fire and Police activities from the Fire Prevention Sales Tax (1/4 cent from FY16) and County Public Safety Prop P (1/2 cent from FY18) are worth nearly \$2.8 million annually. There may be added assistance available to municipalities with changing administration at the Federal level. Enterprise operations of Electric, Water and Sanitation are in total expected to return a 5% dividend to the City's General Fund.

- 1. Recommendation.** The CFC supports continued monitoring of COVID impact to traditional City revenue sources and related impact to the General Fund cash reserves while continuing FY21 City critical service protocols into FY22 until revenues are predictable. The CFC also supports continuing the 5% dividend distributions from the enterprise operations to the general fund and capital improvement fund provided the enterprise cash fund balances do not fall below FY20 cash fund balance levels.
- 2. Recommendation.** The CFC supports continued monitoring of risks associated with State legislative actions regarding Missouri Utility Gross Receipts Tax, telecommunications revenue, cable franchise fees and collection of internet sales tax.

Observation: Service Fees. Excluding charges for electric, water and sanitation, service fees typically represented 20.2% of overall FY20 revenues primarily for ambulance fees, recreation fees and building permits. The pandemic has significantly impacted all three areas with the most

significant impact on the Performing Arts Center, Aquatic Center and Ice Center recreation programs due to capacity and social distancing requirements. Despite no reduction in EMS calls, transport to hospitals significantly declined due to COVID, resulting in reduced ambulance revenue for the Fire Department. Challenges throughout FY21 will most likely continue into FY22 until capacity and social distancing requirements are lifted.

- 3. Recommendation.** The CFC supports a review of our current service fee levels for any opportunity for increased fees provided the fees are competitive with like services in our area. Opportunities may exist with non-transport ambulance fees, dynamic pricing ice rink fees, PAC non-ticket opportunities, etc.

Observation: Grants. The City continues to do a great job securing infrastructure and public safety grants. Federal and State grants typically cover 80% of major infrastructure improvement projects. Current fiscal year projects include phase 1 Geyer Road project (Adams to Manchester) for road resurfacing, sidewalk and ADA improvements. For FY22, a phase 1 Manchester Road project (Kirkwood Road to Glendale City limits) for road resurfacing, sidewalk and ADA improvements. Public safety grants are typically awarded via special initiatives for the Police Department.

- 4. Recommendation.** The CFC supports the City's continued monitoring of all available grants to share in the costs of infrastructure projects and the support of public safety.

Observation: Expanding City Service to Other Municipalities. The City has done a great job in expanding our services for a fee to other municipalities for police and fire protection, dispatch services, fleet services, administration/finance services and recreation facilities. With the addition of Glendale for police dispatch and EMS services, the City is getting economies of scale with a third dispatching unit.

- 5. Recommendation.** The CFC recommends continuing the initiative of exploring long-term contracts with surrounding communities provided the contracts reflect the value of services provided while maintaining the same or better service levels for the citizens of Kirkwood.

Observation: Fund Balances. Fund balances were established for the purpose of mitigating future risk to the City, augmenting the City's ability to maintain a strong bond rating with the rating agencies to reduce interest costs on debt issued. The City's enterprise operations (Electric, Water and Sanitation) also contribute to maintaining a strong bond rating.

The City's quick response to pandemic uncertainty with prudent spending and delayed capital expenditures in the near term while providing essential City services should preserve utilization of existing fund balances as a last resort. The General Fund is the largest City fund second to the enterprise Electric Fund. At FY20, the General Fund unrestricted cash balance totaled 35% of general fund annual expenditures within the guidelines of 30-50% of annual operation expenditures. In the first quarter of FY21, the balance dipped to 26% of operational expenditures due to reduced revenues impacted by the pandemic.

The fund balance of the Police and Fire Pension Plan continues to decline as expenditures exceed the property taxes collected for the Fund. Amounts not covered by the property tax collections have been supplemented annually by the General Fund from the Fire Prevention Sales Tax and County Public Safety Prop P Tax. The property tax for Police & Fire Property Tax Pension Fund has held at the current rate since 1996. Council reversed the voluntary reduction in police and fire property tax which contributed approximately \$200,000 to the fund. Added \$200,000 of Prop P funds were transferred out of the General Fund to balance the Police and Fire Pension Plan Fund.

6. **Recommendation.** Funding out of existing fund balances from FY21 levels should be contemplated once all other funding avenues have been exhausted along with a plan to restore funding levels. Increased revenues may come from higher service fees, tax increases that would require voter approval, and/or new revenue sources.
7. **Recommendation.** The CFC supports closely monitoring all fund balances with prudent revenue and expense COVID protocols to mitigate any existing fund balance declines that may impact the City’s existing bond rating and interest expense on outstanding bonds.
8. **Recommendation.** The CFC supports the City’s exploration of additional revenue resources to support the Police and Fire pension fund and ensure all liabilities can be satisfied going forward, without a continuing impact on the General Fund. Such an additional revenue source could include an addition to property tax that would need to be approved by voters, which would bring stability to the Fund.
9. **Recommendation.** The CFC recommends that actual revenue and fund balance information be provided to the CFC as it becomes available on a quarterly basis throughout the fiscal year.

KIRKWOOD PUBLIC SERVICES
ENGINEERING/PLANNING/STREETS

Observation: Streets. The condition of streets continues to be a high priority for citizens. The current methodology for street replacement and maintenance has made progress and is in the final year of the 5-year plan. Added funds are needed to expedite street replacement and maintenance as the current \$1.8 million/year spending is not adequate. The City continues to benefit from Federal and State Grants for major infrastructure projects including street improvement as stated in the revenue discussion in this document.

The City needs a new stream of cash flow for street improvements. We cannot continue to rely solely on the annual transfer from the General Fund funded by the 5% dividend from the Electric, Water and Sanitation Departments. Below are two potential options for the City to consider, including general obligation debt and the creation of a Transportation Department District (“TDD”). There is a lot of work that goes into both options, and both would require voter approval.

- **Option 1:** The City could issue General Obligation debt for the amount needed to repair the streets. This would be a large debt issuance of potentially around \$20-\$40 million. But this has some drawbacks. General Obligation debt requires voter approval because the principal and interest on the bonds is paid back by tax revenue pledged by the City, and pledged revenue could potentially come from a property tax increase.
- **Option 2:** The City could create a TDD. This option does not impose a direct tax on Kirkwood homeowners but still requires voter approval. The TDD may impose a sales tax in increments of 1/8 of 1% up to a maximum of 1% on all retail sales made within the TDD. This is essentially a sales tax on goods sold (excluding motor vehicles, trailers and boats), and those sales taxes collected would go strictly for road improvements in Kirkwood.

1. **Recommendation.** The CFC recommends that the City start exploring the option of creating a TDD the see if the potential impact would be better than issuing traditional General Obligation debt.
2. **Recommendation.** Consider including in the upcoming Kirkwood Community Survey questions regarding citizen satisfaction with existing street infrastructure.

WATER

Observation: Water Main Replacement. A few years ago the City established a goal to replace 1% of water mains annually which is 7,128 linear feet of main. While the City did get to .85% and .86% in FY18 and FY19, respectively, the replacements in FY20 were .59% and are budgeted at only .50% for FY21 and FY22.

1. **Recommendation.** While these budgeted replacement percentages are in line with the .50% national average, the CFC recommends that the City strive to work toward funding the 1% replacement goal in future budgets. The Water Department currently transfers approximately \$700,000 annually to the General Fund in order to be used for street replacement, one of the City's highest priorities. The City is looking at options for funding streets and if a solution can be found for that, the current transfer of \$700,000 could instead be used to help the Water Department get closer to the goal amount for replacing the aging infrastructure. Another option that could be considered is to perform a cost benefit study of funding Park No. 1 Pump Station Replacement versus replacing and repairing mains and leaks.

Observation: Unaccounted Water. Unaccounted water, including main breaks, has averaged 22-23% over the past three years. While the annual cost to the City of lost water (approximately \$250,000) is less than finding and repairing leaks, the industry average and the Department of Natural Resources recommendation is 10% for unaccounted water. Per discussion with Bill Bensing, new leak sensor technology now exists that could help to identify leaks. Currently the City mainly relies on residents to see and report leaks but many do not reach the surface and are not reported in a timely manner. The cost to purchase the technology is approximately \$300,000.

- 2. Recommendation.** Evaluate the cost versus benefit of purchasing leak detection technology. Determine how much the City could save in annual unaccounted water costs and, therefore, how long it would take to recoup the cost of the software. It might make sense to “borrow” from reserves to finance the technology if sufficient savings can be realized and resources are available to complete identified unaccounted water projects.

Observation: Feasibility of City Selling Water Operation. The infrastructure, operation and administration needed to provide water to the citizens of Kirkwood requires significant capital and ongoing budgetary funding. Considering other needs, there are not sufficient resources to get the City where it should be in terms of keeping up with capital and operating requirements.

- 3. Recommendation.** Consider the feasibility of selling the Water Department. While it was a completely different situation, the city of Eureka recently sold their water operation to Missouri American so it has been done in the past. The City did evaluate the option of selling the water operation to Missouri American in 2000 but decided instead to purchase water from Missouri American and continue the distribution of water in-house. As it has been 21 years since this study, another look at the feasibility of sale may be warranted. A significant infusion of capital from the sale of assets and future operating revenue might be the answer to our street situation. Unlike Sanitation where the citizens recognize and like the service they receive from the dedicated department, it should not make a difference if the water coming out of the pipes comes from Kirkwood or from Missouri American so long as the price is competitive.

SANITATION

Observation: Rates. Due to the steep increase in the cost of recycling due to the global market collapse of the recycling market, in FY21, the City found itself in the position of paying more for recycling than it was paying for trash to be sent to the landfill. In addition, there was a need for additional capital purchases, mainly sanitation trucks. In response to this situation, the Kirkwood City Council determined to continue in-house sanitation services and adopted an approximate 30% rate increase plus future annual CPI adjustment, commencing October 1, 2020. The rate increase included increased fees for curbside service, yard-waste bags, and special pick-ups. With this rate increase, the financial position of the Sanitation Department now has stabilized for the foreseeable future, and the Sanitation Department has commenced funding an annual transfer of \$200,000 for non-sanitation needs.

Notably, the current contract for landfill waste collection expires in 2024. The contract includes the potential for two five-year renewals, thus extending the contract to 2034. The current rate paid for landfill waste collection is \$37.86/ton, with annual adjustments of 2.5-3% anticipated in future years. This rate generally is favorable compared to market rates.

The Sanitation Department also increased emphasis on education of citizens in FY21, including a grant-funded initiative with mailings to all residents and new online materials. This increased educational emphasis appears to have resulted in improved quality and reduced volume of recycled materials, thus reducing costs. Educational efforts and resultant cost-savings are expected to continue in the future.

1. **Recommendation.** Monitor cost creep and seek to minimize the need for future rate increases, including avoiding annual CPI adjustments if possible. Continue to assess the impact of the annual transfer on the need to increase rates.
2. **Recommendation.** Consider including in the Kirkwood Community Survey questions regarding citizen preferences 1) for in-house sanitation services versus contracting out these services and 2) for continued operation of the depository versus closure. It is recommended that these survey questions be presented along with explanatory information so citizens are able to provide informed answers.
3. **Recommendation.** Continue to engage in robust educational efforts, ensuring citizens understand the cost impacts of their recycling choices. Continue to assess and quantify the impact of current educational efforts, the goal of which is to improve the quality of materials being recycled. Sanitation also should continue to seek grants in this area as available.
4. **Recommendation:** Engage in a review of legal requirements regarding recycling. This review should provide a clear set of guidelines for how much flexibility the City has in the future to restructure its waste-collection program.
5. **Recommendation.** Continue to explore innovative approaches to waste-collection to reduce the recycling shortfall within legal limits. For example, monitor developments with a possible waste-to-energy facility being considered for the St. Louis area in the future. Additionally, explore the possibility of dropping a material(s) from the recycled items list, for instance glass.

Observation: Operational Efficiencies. Sanitation continues to seek increased operational efficiencies. The adoption of the rolling cart system last year was anticipated to demonstrably reduce capital expenditures, labor costs, and workers' compensation claims. To date, those anticipated reductions are in the process of being assessed, although it appears reductions may be less than anticipated. Other capital investments are being considered to increase efficiency including the use of GPS and route optimization.

1. **Recommendation.** Continue to monitor and quantify anticipated efficiencies from the adoption of the new rolling cart system.
2. **Recommendation.** Continue to work toward a goal of route optimization, including the possible adoption of a GPS routing system, assuming such measures will result in cost-saving efficiency gains.

RECREATION

Observation: Ice Rink. The Kirkwood Ice Rink (“Ice Rink”) continues to be a stable source of revenue for the Department. Over the last five years, the Ice Rink has consistently generated revenue well above its operational expenses, despite substantial changes to the ice availability in the region during that time. Through both ice-time shortages and surpluses, the Ice Rink’s revenue has remained consistently around ~145% of its expenses. This suggests that the current ice rental rate may be set below the current market price and rink utilization may not be efficiently distributed to Kirkwood citizens. After a cursory review of several ice rinks in the region, the Ice Rink’s rental rate is approximately 25% - 35% below the standard rental price for an hour sheet of ice. Although this rental rate seemingly assures the full utilization of the facility, it also attracts rental interest from beyond the metro area and, thus, may preclude residents or neighboring municipalities from full access.

- 1. Recommendation.** The CFC recommends exploring a rental rate increase for the Ice Rink to bring it closer to the market rate in the region. The increased revenue may be utilized for capital intensive projects within the Department.
- 2. Recommendation.** The CFC recommends exploring a dynamic pricing model for the Ice Rink rental rates (to the extent one exists) to assure the value of specific rental times are priced at the current market rate. This model would encourage a more equitable distribution of the Ice Rink expenses by placing a higher expense on those who utilize the facility during prime hours.

Observation: Aquatic Center. Similar to other facilities under the Department’s purview, the Aquatic Center experienced a month-long closure due to COVID during the summer of 2020. This closure resulted in a significant loss of revenue (~\$160,000), but allowed the Department to complete many of its planned capital projects at the Aquatic Center. Nonetheless, the Aquatic Center remains the primary source of capital costs for the Recreation Department as it seeks to repair and restore the 20-year-old facility.

- 3. Recommendation.** The CFC continues to support the Recreation Department’s use of St. Louis County Municipal Parks & Recreation grant for the pool’s infrastructure improvements. Moreover, the CFC encourages the plan to increase admissions and memberships at the Aquatic Center.

Observation: Performing Arts Center. The Performing Art Center (“PAC”) has utilized ~\$24.5 million of the \$26.5 million borrowed for the project (\$23.5 million bond issue plus \$3.0 million interdepartmental loan). Although the PAC is currently operational, capacity is severely limited due to the pandemic and, thus, revenue is not covering the operational expenses. This budgetary shortfall is exacerbated by the debt financing of ~\$1.3 million annually. Despite substantial cuts in operational expenses during the budgetary year, including furloughs of salaried employees, removal of part-time employees, and major reductions in the goods and services utilized (totaling ~\$500,000 in savings), the Recreation Department still expects a ~\$700,000 deficit at the end of the year. If realized, this deficit will draw the current capital fund balance to ~\$3.0 million.

Assuming the Recreation Department continues to experience revenue challenges as a result of capacity restrictions surrounding COVID in the upcoming fiscal year, then the debt financing may create a greater deficit – without the options of furloughs or additional cost reductions from closed facilities as experienced in March 2020. This probable series of events could create a compounded deficit for the Recreation Department (*i.e.* \$1.2 million budget shortfall) and potentially draw the capital fund balance below \$2 million. Such a result would severely restrict future capital projects at the Aquatic Center and Ice Rink which utilize the fund balance for capital expenses.

- 4. Recommendation.** The CFC continues to encourage exploration of partnerships and collaborations with public and private organizations, as well as surrounding communities, to develop different revenue streams at the PAC. Although the CFC originally supported the City’s plan for the PAC to be self-sustaining within its first two years of operation (FY23), the events and circumstances surrounding the COVID pandemic have severely constrained that objective. As such, the CFC extends its timeline to account for the challenges of the previous year and now recommends self-sustainability of the PAC by FY24.
- 5. Recommendation.** The CFC recommends closely monitoring of the capital balance (Fund 302), along with projected revenue and expenses for the Recreation Department, throughout the fiscal year. As the unpredictability of COVID restrictions remain, the CFC recommends assessing all options to mitigate budgetary shortfalls within the Recreation Department.

ELECTRIC DEPARTMENT

Observation: Infrastructure Modernization Suspended. Past heavy capital investment in Electric Department infrastructure modernization efforts will increase operational efficiencies including upgrades to Alfred, Leffingwell, and Essex Van Buren substations plus circuits to improve automation, and reduce line loss and improve efficiency of delivering consistent electric service to our citizens. The last 11 circuits’ service extensions and LED street lighting planned for FY21 have been deferred to FY22. Once implemented, the savings anticipated for these two projects is \$700,000/year including \$250,000 for remaining circuit upgrades, \$350,000 from previously upgraded circuits and \$100,000 for the LED project. The Electric Department is currently exploring ways of implementing portions of the upgrade to begin to realize these savings by utilizing their own staff versus contractual crews. Other projects placed on hold include vehicle replacement, ERP, and the work order system. The Sugar Creek Substation upgrade has been placed on hold indefinitely due to a high percentage of community coverage with recently upgraded substations. Charging stations and energy storage are potential projects in the long term but no capital investment is planned on the horizon.

- 1. Recommendation.** The CFC recommends moving forward with the remaining circuit and LED street lighting upgrades as soon as City COVID spending restrictions are lifted to realize the anticipated efficiency savings/year.
- 2. Recommendation.** The CFC recommends evaluation of near term financial impact of delayed capital investment.

3. **Recommendation.** The CFC recommends quantifying savings gained after completion of efficiency projects to be clearly reflected in the budget going forward.
4. **Recommendation.** The CFC recommends ongoing feasibility analysis of longer term modernization efficiency projects including ERP, the work order system, Leffingwell energy storage, expansion of charging stations, and the Sugar Creek Substation upgrade.

Observation: Cash Fund Balance at Historical Low. The cash balance at the end of the current fiscal first quarter ended at a historical low of \$6.6 million representing a 14% decline from FY20 and 27% decline from FY19. The Electric Department has continued to invest aggressively in system upgrades, especially the past few years, but has done so at the expense of the cash fund balance. The Electric Department anticipates no further decline in the cash balance due to reduced planned capital investments once system-wide circuit upgrades are completed and favorable purchased power costs, including 2024 wind energy, to supply 25% of electric consumption. Support of other City services are expected to continue via transfers as they have in the past. Currently, the cash balance is anticipated to grow to \$7.7 million in FY21 and \$7.9 million in FY22.

5. **Recommendation.** The CFC recommends the Electric Department continue to closely monitor net cash position and improve cash position above current cash level via ongoing operating efficiencies and winding down of large capital modernization projects.
6. **Recommendation.** The CFC recommends a review of the \$3,000,000 loan to the Performing Arts Center impacted by COVID restrictions to determine future impact to recovery and cash balance.

Observation: Revenue and Expense Management. Residential utilization represents 86% of total Kirkwood utilization. Energy consumption throughout the day is at higher levels because more customers are utilizing energy as they work from home, which evens out loads throughout the day reducing consumption spikes that increases costs. Consumption spikes are harder to predict causing increased reserved energy purchases to cover potential spikes at higher costs. The pandemic impact on Kirkwood school and business utilization continues to place pressure on revenues. The decrease in school and business utilization have not been offset by increases in residential utilization. Through August, the Electric Department experienced a 3.3% reduction in revenue (\$8.9 million versus \$9.2 million) but that's been offset by an 8.7% reduction in purchase power expense (\$7.5 million vs \$8.2 million) due to load reductions in schools and businesses. As a member of MISO (Midcontinent Independent System Operator) marketplace, Kirkwood Electric purchases and sells power daily based upon internal utilization forecasts. The net amount of these transactions total \$7.0 million net of hourly purchases and sales through the MISO platform. MISO information is cross checked with the metering information and load forecasts Kirkwood Electric submits to MISO. Other than through MISO, Kirkwood Electric is not able to sell electricity beyond our current defined region of Kirkwood and would be required to get public service commission approval in Missouri to operate a distribution system in other areas.

Purchased Power represents over 70% of the Electric Department’s budget annually. The purchased power portfolio continues to be well managed. The cost of the purchased power portfolio is expected to be stable and will be significantly reduced in future years with access to renewable energy, specifically wind power in 2024, provided positive legislation continues. The Electric Department has mitigated contract risk associated with power access for Kirkwood residents. The City’s major long-term contract expires in 20 years, with the block purchase contract expiring in 2 years. Block contracts are typically 3 years in length, which protects Kirkwood Electric from summer peak hours saving 50% or more during those peak times per megawatt hour.

The Electric Department is currently focused on keeping consistent power for residents, businesses, and schools. All other activities have been placed on hold, including no streetlight repairs and tree trimming. Contract labor has been eliminated for safety. Existing labor is operating in rotations with a hiring freeze in place, although a line worker has left unexpectedly. Hiring an apprentice is underway to support current operations and a succession plan. The dividend to the City is in lieu of property taxes for poles, wires, etc. and includes assistance for street paving and water main construction.

7. **Recommendation.** The CFC recommends continued strong focus on system demand to minimize potential excess MISO daily purchases for anticipated peak demands and market risks from selling excess energy.
8. **Recommendation.** The CFC recommends a detailed review of the daily purchases and sales flowing through the MISO system to ensure the accuracy of settlements received from MISO. There is currently \$7.0 million net purchases and sales net flowing into the purchased power account.
9. **Recommendation.** The CFC recommends monitoring of the power portfolio mix and legislation to take advantage of increased use of less expensive renewable energy sources, specifically wind power to begin in 2024.
10. **Recommendation.** The CFC recommends analyzing the ongoing impact of delayed tree trimming with costs associated with potential future down lines from adverse weather conditions.
11. **Recommendation.** The CFC recommends a review of the block purchase contract that has a near term expiration for any potential savings and risk mitigation if any.
12. **Recommendation.** The CFC agrees with the strategy of contract labor utilization as a lower cost solution for tree trimming and engineering functions.
13. **Recommendation.** The CFC recommends the continued transfer of the annual dividend to the City and possible future financial support for larger community goals, provided the cash fund balance is not negatively impacted.

Observation: Residential Rates. The Electric Department does not expect to seek a rate increase in the near future. Currently Kirkwood Electric charges in the winter months are higher than Ameren’s rates. Winter rates apply 8 months out of the year compared to 4 months for the summer rates. Using an average residential rate comparison for a household that utilizes 1000Kwh/month, the annual Ameren billing is \$1,260.08 compared to Kirkwood electric billing of \$1,272.36 which is less than a 1% billing difference. Ameren is currently requesting a rate increase due to COVID, smart metering, and energy efficiency. If successful, the Ameren rate will increase 2.5% annually for the next three years starting this spring.

Kirkwood Electric last increased rates in FY17 and FY18. Future rate increases are not anticipated at this time. However, there may be an opportunity to increase rates in the future should Ameren increase rates. This would allow Kirkwood Electric to accelerate remaining modernization initiatives and enhance the cash balance.

Time of use billing, when implemented, is expected to be revenue neutral, requiring billing software, which has been delayed due to COVID.

14. **Recommendation.** The CFC supports maintaining the current rate for Kirkwood Electric as long as Ameren rates are more competitive. If Ameren is allowed to increase rates an anticipated 2.5%/year, the Kirkwood Electric Department should consider increasing rates to expedite remaining efficiency modernization projects and to accelerate building the cash balance.

15. **Recommendation.** The CFC supports efforts following the pandemic to educate the community about the impact of the time-of-use on rates and explore the adoption of time-of-use rates in the future.

PUBLIC SAFETY
POLICE DEPARTMENT

Observation: Accreditation Manager. The January 2020 CFC report to the City Council included a recommendation approving a civilian part-time Accreditation Manager for the Kirkwood Police Department (“KPD”). However, due to the COVID pandemic, the City Council decided to defer implementation.

Based on the experience of other police departments accredited by the CALEA Commission, the need for a specific staff position (manager) devoted to ensuring compliance with the many standards is a necessity. For those police departments who fail to be reaccredited, it is usually due to lack of proof showing full compliance with the standards. A position devoted to ensuring compliance will allow the KPD to maintain an up-to-date set of police policies and procedures, as well as monthly, quarterly and annual performance reports necessary to build an efficient and effective police service. The reports required by CALEA standards will be an aid to future performance-based budgeting.

- 1. Recommendation.** Upon the stabilization of revenues, the CFC recommends the hiring of a part-time Accreditation Manager to oversee the numerous tasks and reports necessary to renew certification of the standards. The KPD will receive a return on this investment, e.g., improved performance at all levels and results from civil lawsuits. The CFC also recommends the police grant duties should not interfere with the managing, reporting and complying with the accreditation tasks/requirements. Continued accreditation by CALEA should be the primary, if not the only duty of this part-time position.

Observation: Code Enforcement. The January 2020 CFC report included a recommendation that the Code Enforcement staff be transferred back to the newly reorganized Planning and Building Department. The City implemented a restructuring of the Planning and Building function on April 1, 2020.

- 2. Recommendation.** The CFC recommends that the two-member Code Enforcement unit, including one vehicle, which is an important aspect of a complete planning and building function, be transferred back to the Director of Planning and Developmental Services.

Observation: Police Visibility. The 2018 Kirkwood Community Survey of 752 residents asked about their opinion of public safety services. The KPD received a low rating in the area of “visibility of police” (in both the neighborhoods and retail areas). The proposed FY22 budget document includes comments that the police department concurs that police “visibility” in Kirkwood is a valid concern and requires improvement. To improve visibility, the department states it has sufficient staffing levels to allow officers to increase visible patrols.

- 3. Recommendation.** The CFC supports the proposed effort to improve police visibility using available assets. In addition, the Committee recommends the following high visibility police programs be considered. The use of Prop P funds may be appropriate to cover the minor implementation costs.
 - a. Marked police vehicles (that are not in use during a patrol shift) might be routinely parked during business hours in the city center (commercial/retail/restaurant area) as well as the Kirkwood Commons, especially during weekends and holidays. A marked unoccupied patrol vehicle parked in a highly visible parking space gives the public a sense of security. Likewise, it gives potential criminals the impression a local police officer is nearby! The number of available marked patrol vehicles can be increased by not trading-in high mileage vehicles when purchasing new patrol vehicles. This decision would allow additional locations each day for the placement.
 - b. The senior patrol commander may designate highly visible, but safe locations in Kirkwood where patrol officers conduct report writing and perform other administrative duties.

- c. The proposed program to improve visibility may consider the times of the day and days of the week when the public will take notice of the effort to improve police visibility in the neighborhoods.
- d. The next Kirkwood Community Survey might include a set of questions that would specifically measure the success of this effort to improve visibility in the neighborhoods and retail areas.

Observation: Community Service Officer. The Community Service Officer (“CSO”) has been providing the community with valuable notifications and updates about the activity of the KPD, specifically through the use of social media avenues. Although the CSO performs many activities that inform the community, there were no performance data available to evaluate the cost/benefit aspects of this program. The current “Community Camera Program,” including the doorbell cameras, has become a valuable investigative aide in assisting detectives and officers in solving crimes and assisting with calls for service. The CFC understands the potential value of video and still cameras in the identification of suspects. The program also has a crime deterrent aspect.

4. Recommendation. The CFC recommends two budget-related improvements in the CSO program:

- a. The CSO should consider maintaining and reporting periodically the tasks performed to evaluate the cost/benefit of the various programs administered. A summary of this activity may be a part of the next KPD budget proposal.
- b. It is recommended the business video program, including the doorbell cameras, be expanded. The KPD should seek grant funds, funded by Prop P, to assist with the purchase and installation, specifically in high incident or strategic areas as designated by the department. The CSO might continue responsibility for managing, including potential expansion of the program.

Observation: Municipal Service Contracts. During the budget process, the CFC was advised the KPD is now supporting a contract with the City of Glendale and the City of Warson Woods to provide dispatch services for police and fire related calls for service. The contract also permits both police departments to use the Kirkwood jail to house/detain their prisoners. In order to handle this responsibility and additional workload of the proposed KPD budget, a part-time dispatcher was requested at an annual cost of \$25,000. It was learned one additional full-time plus a part-time dispatcher was required (1.5 positions).

5. Recommendation. To understand the recent initiatives expanding the number of police and fire service contracts with contiguous municipalities, the CFC recommends the following:

- a. The appropriate department/staff person brief the CFC members before the next budget cycle begins on the methodology/formula used to negotiate service contracts with other municipalities, e.g., Oakland, Glendale, Warson Woods, and Des Peres.

- b. The appropriate department head and Director of Finance be a part of each service contract negotiating team representing the City of Kirkwood.

Observation: Civilian Utilization. The CFC noted during the review of the police budget that the personnel costs (salary and benefits) for a police officer position are higher than a professional staff (civilian) position. Currently, the KPD has a police lieutenant assigned to manage the Communications and Records Unit. This unit consists of only civilian personnel performing functions not requiring certification/mandatory training or authority to enforce the laws and ordinances and not requiring the performance of hazardous duties or having access to firearms or non-lethal weapons. It is common for state and local law enforcement agencies to employ civilian managers.

6. Recommendation. The CFC recommends the following be considered concerning personnel administration and related costs:

- a. Consider doing a cost-benefit analysis to determine the feasibility of restructuring this Communications and Records Unit position to a civilian position.
- b. The KPD may want to consider contracting with a personnel consultant to examine other police officer positions within the department to determine if those positions could be performed effectively by a qualified civilian, including the use of part-time versus full-time civilian employees.

Observation: Contractual Services/Interdepartmental Charges. Two line items in the proposed budget, Contractual Services and Interdepartmental Charges, represent nearly \$1.2 million or 12.6% of the KPD proposed budget. Questions concerning these two budget categories were referred to the Finance Department. A better understanding of what is included in both line items may assist the KPD in identifying future costs savings.

7. Recommendation. It is recommended the KPD have a full understanding of the various costs included in the Contractual Services and Interdepartmental Charges when preparing the next proposed budget. This may allow for the reduction of some costs.

Observation: Performance Based Budgeting. The January 2020 CFC report to the City Council included a recommendation that the KPD receive clear direction when preparing the FY21 performance-based budget (“PBB”). For example, provide the following:

- a. A definition of PBB as it applies to the City of Kirkwood and the KPD
- b. The format to be used, versus the traditional line-item format
- c. The PBB Cost Centers to be utilized in contrast to line-item cost centers
- d. Technical assistance to include training

The KPD is willing to take advantage of PBB if it would improve performance and is the best use of revenue. It is the CFC’s understanding that implementation of this recommendation had to be delayed due to the impact of COVID.

8. **Recommendation.** The CFC recommends the KPD begin implementation of PBB when preparing the next police budget.

FIRE

Observation: Department Name Change. The title assigned to the Kirkwood Fire Department (KFD) does not reflect the services provided to the community. Only 1.5% of the 4,956 calls for service in FY20 involved a fire, but the department is officially titled the “Kirkwood Fire Department.” The current official name was assigned in 1918 when the firefighters and equipment were devoted only to the suppression of fires. The current City of Kirkwood website, as well as the KFD uniform patch, has the department listed as Kirkwood Fire & Rescue.

1. **Recommendation.** CFC supports changing the official name to “Kirkwood Fire & Rescue Department.”

Observation: Performance Based Budgeting. The KFD has the fundamentals in place to fully implement Performance Based Budgeting (“PBB”), including the appropriate cost centers. This will permit the City administration, residents and business to see the value and costs of the fire and rescue services provided, as well as past and projected performance/workload metrics.

2. **Recommendation.** CFC supports full adoption of PBB after obtaining the necessary guidance (e.g., cost centers, timeline, formatting, PBB training, etc.)

Observation: False Alarms. False alarms and false calls for service represent nearly 8% of the KFD workload and continue to be a serious concern for the command staff and firefighters. For example, during the time the fire apparatus and/or EMS ambulance is responding to a false alarm, firefighters and EMS technicians will not be available to respond to a valid call for emergency services.

3. **Recommendation.** CFC supports adopting a City ordinance governing false alarm/false calls for fire or rescue/EMS services including the examination of how other municipalities are managing false alarms. For example,
 - a. Letter to resident for the first false alarm/false call
 - b. Service fee for second false alarm/false call to same address within a 12-month period.

Observation: Emergency Service Fee. Rescue and emergency medical service calls represent 65% (3,275) of the annual KFD workload, although 33% (1,000) of these service calls do not require transportation to the hospital or the person declines transportation. Therefore, the ambulance fee thus is not received by the City as revenue in support of the service. If the City

adopted a \$150 service fee on ambulance non-transport, \$150,000 could be available to offset KFD costs of providing this service.

4. **Recommendation.** CFC supports the adoption of an ambulance service fee for emergency calls within a contract municipality when a person declines transportation even though recommended by the EMS technician and/or first aid is administered by the EMS.

Observation: Ladder Tower 1535. The CFC examined the need to replace the aging Ladder Tower Truck number 1535 in the FY26 budget year. The City Fleet Director uses an asset analysis that assigns “usefulness” life expectancy to every vehicle in the city. A point system is applied to every vehicle with any vehicle with a score of 15 or above should be replaced. Ladder 1535 currently has a rating of 21.45 points. The Chief believes replacement should occur in the FY26 budget year as Ladder 1535 will be 15 years old at that time. A delay beyond this date would significantly increase maintenance costs and decreased resale value. Consideration could also be given to acquiring a mini-pumper to extend the life of Ladder 1535.

5. **Recommendation.** CFC supports beginning to investigate and identify various options to replace Ladder Tower 1535 in FY26. This would include an examination of the yearly maintenance and depreciation costs to retain Ladder 1535 as compared to the cost of a lease/purchase.

Observation: Municipal Service Contracts. During the budget process, the CFC was advised that the City is now supporting a contract with other municipalities to provide fire and EMS services.

6. **Recommendation.** To understand the recent initiatives expanding the number of fire and police service contracts with contiguous municipalities, the CFC recommends the following:
 - a. The appropriate department/staff person brief the CFC members before the next budget cycle begins on the methodology/formula used to negotiate service contracts with other municipalities, e.g., Oakland, Glendale, Warson Woods, and Des Peres.
 - b. The appropriate department head and Director of Finance be a part of each service contract negotiating team representing the City of Kirkwood.

Observation: Performance Data. The KFD does not specifically collect and report data on the costs associated with responding to calls for fire and/or EMS emergency ambulance service within the three contracted municipalities. It would be beneficial to know the number of calls, time out of service, and type of fire (residential, kitchen, grass, smoking related, etc.), and the number of hospital transports versus non-transports.

7. **Recommendation.** The CFC supports the collection of expanded performance data for fire and EMS services within each contracted municipality to better understand the cost/workload relationship as well as the methodology used to determine costs for future or renewed service contracts.

ADMINISTRATION/HR/WORKERS' COMPENSATION

Observation: Health Insurance and Employee Wellness. In FY21, faced with an increase in health insurance premiums after years of minimal increases, the City conducted an eligibility audit of its health insurance program. Based in part on the results of the audit, necessary cost-savings measures were adopted including adjustments to the costs of plan offerings and the elimination of coverage for spouses who have available coverage at their own employers. Also in its effort to control health-care costs, the City continues to offer a robust wellness program for employees through BJC with strong employee participation.

1. **Recommendation.** In light of the goal of minimizing employee premiums while meeting health care costs to avoid a budget shortfall, the CFC agrees with the City's continued close monitoring of the utilization and costs of various plan offerings and its reductions in covered insureds.
2. **Recommendation.** The CFC also agrees with the City's continued approach to improving the health and wellbeing of City employees while managing costs through strong safety and wellness initiatives.

Observation: Workers' Compensation. Workers' compensation expenses are primarily associated with the severity of injury (surgery required), not the frequency of injury. Although previously, expenses associated with Workers' Compensation claims had increased, in the past two calendar years, there has been considerable improvement. Fewer claims have been made overall, and costs have been well below expectations.

3. **Recommendation.** Continue to emphasize education and training to reduce future claims.

Observation: Compensation. Due to COVID, adjustments to the pay ranges that were scheduled and budgeted for January, 2021 have been suspended. The deferred compensation match was also suspended effective April, 2020 but will resume January, 2021. The City will be meeting with its compensation consultant to discuss our pay ranges and cost of living compared to those of comparable cities. Maintaining regular salary increases is important for the City to remain competitive in the marketplace for hiring.

4. **Recommendation.** Continue to monitor the COVID situation and approaches being taken by other municipalities with respect to employee compensation to react with further adjustments should circumstances warrant them.

Observation: Pension Fund Balances. The fund balance of the Police and Fire Pension Plan continues to decline as expenditures exceed the property taxes collected for the Fund. Amounts not covered by the property tax collections have been supplemented by the General Fund. The amount supplemented by the General Fund is expected to increase in FY22.

- 5. Recommendation.** The CFC supports the City’s exploration of additional revenue sources to support the Police and Fire pension and ensure that all liabilities can be satisfied going forward, without a continuing impact on the General Fund. Such an additional revenue source could include an addition to property tax that would need to be approved by voters, which would bring stability to the fund.

CONCLUSION

The City’s proposed FY22 budget is more conservative than budgets of prior years but still provides funding for essential services as well as some initiatives deferred from the current year. Due to the downturn and retrenchment caused by COVID, the current year’s budget was somewhat irrelevant for purposes of comparison with the FY22 budget, making some areas difficult to evaluate. In addition, we had only first quarter actual data to review so we have not seen the full effect of COVID on the City’s finances. However, the CFC thinks the budget is realistic and we are comfortable with it knowing that the City will ramp up expenditures and funding for capital projects only when the resources are available to do so.

The CFC appreciates City Council’s consideration of our recommendations and we are happy to answer questions regarding the contents of this document. We welcome the opportunity to discuss responses to our recommendations with the Mayor and City Administrative leadership late this spring.

Minutes

May 26, 2023



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, May 26, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Hunter Martiniere, Randy Moore, Tom Feiner, Doug Coombs, Matt Kersting, Brian Gill, Larry Watson

Committee Members Absent: None

City Employees in Attendance: Mark Petty

Staff Liaison: Sandy Stephens, Jennifer Forgy

Hunter Martiniere opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Randy Moore and seconded by Larry Watson to approve the minutes of the March 2, 2023 meeting. All in favor, motion carried.

Discussion

Hunter opened the meeting and stated that the meeting would focus on a discussion of LAGERS.

Mark spoke about the City not being responsible for contributions of a plan once an employee resigns or retires.

Mark stated employees have been surveyed. The civilians and the Police department do want LAGERS. For the Police department to go to LAGERS it would take a citizen vote to change the charter.

Randy asked what the risk to the City is. Mark responded that the risk to the City is the 1% potential increase in annual amount due to LAGERS.

Hunter explained that money for retirees and employees are kept separate. The City is responsible for the employee bucket. The retiree bucket is funded at 120% and with market fluctuation should take care of itself. Sandy clarified that this increase would come out of multiple funds, not just one fund. Mark stated that 1% is already in the City's reserves.

Matt wanted clarification on employees at retirement age and if they will buy into LAGERS. Mark stated that someone at retirement age would most likely not buy years of service. Sandy

reminded committee members that the City is not responsible for buying years of service, this would be the responsibility of the individual employee.

Hunter stated the current return for the LAGERS plan seems to be around 8.5% after fees.

Randy asked if this topic should be a vote of the citizens even though a vote is not required. Tom stated the citizens voted for Council and the decision should be from Council.

Doug spoke about employees currently having a plan that does not really require employees to understand their investments. The committee members discussed TIAA.

The committee members discussed how hiring an employee at a lower rate after another employee retires could potentially affect the contribution amount for LAGERS from the City.

Matt asked if the move to LAGERS would affect the bond rating and if the City has asked Moody's about this. Sandy stated LAGERS would not necessarily affect the bond rating because there are multiple factors to take into account. Moody's looks at your pension liability and your funding level.

Committee members stated the City is taking on risk but the risk is not a tangible or quantifiable.

Hunter will prepare a draft with the committee's views regarding LAGERS.

ADJOURNMENT

A motion was made by Randy Moore and seconded by Larry Watson to adjourn the meeting. All in favor, motion carried.

September 15 2023



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, September 15, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Matt Kersting, Hunter Martiniere, Randy Moore, Doug Coombs, Brian Gill, Gina Jaksetic, Josh Loeffler

Committee Members Absent: Tom Feiner

City Employees in Attendance: Russ Hawes, Laurie Asche, Sandy Stephens, Jennifer Forgy, Allison Kromray

Staff Liaison: Sandy Stephens, Jennifer Forgy

Matt Kersting opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Randy Moore and seconded by Doug Coombs to approve the minutes of the May 26, 2023 meeting. All in favor, motion carried.

Laurie Asche, City Clerk

Laurie Asche explained the Sunshine Law. The Sunshine Law is the open records law in the state of Missouri. All entities must follow the Sunshine law in Missouri. As the custodian of records for the City of Kirkwood, all requests for records must go through the City Clerk's office.

All Boards and Commissions meetings, including subcommittees, must have an agenda posted less than 24 hours in advance. Meeting minutes must be taken of each Board and Commission and/or subcommittee meeting and are open for public inspection. Any information provided at the meeting is subject to the Sunshine Law and subject to request for records.

A quorum is needed to conduct a meeting. If a quorum is not met, the meeting must be cancelled immediately. If a committee member calls into a meeting, that attendee cannot participate in roll call but does count towards the quorum and can participate in yay or nay votes.

Emails are open to the public for request of record. Board and Commission members can ask questions and set up meetings via email but conversations that lead to discussion are not allowed under the Sunshine Law. Those conversations should happen during an in-person meeting in which minutes are being taken. The City archives emails and the City liaisons should be included in Board and Commission email communications.

Laurie Asche provided information regarding Robert’s Rules of Order, a set of rules for conduct at meetings. Robert’s Rules of Order provides a fixed order of business and the Chair of the Board and Commissions sees that this order is followed.

Laurie Asche noted that all committee emails should include the staff liaison as Kirkwood emails have an archive system that will be used to locate topics upon request in a timely manner.

Sandy Stephens, Finance Director and Jennifer Forgy, Finance Assistant Director
Committee members discussed creating a subcommittee to look into adjusting the fund balance recommendations made by a previous Citizens Finance Committee. The committee members decided to table the discussion until all members are in attendance.

Jennifer Forgy discussed the different funds that the City of Kirkwood utilizes. It is presumed that all of a government’s activities are reported in the general fund unless there is a compelling reason to report an activity in a different fund type.

The General Fund is the chief operating fund of the City of Kirkwood and some of the departments that are included in the General Fund are: City Clerk, Admin, MIS HR, Purchasing, Finance, Court, Police, Fire, Street/Engineering, Planning and Development, Recreation, and Performing Arts Center. The revenue streams for the General Fund include property taxes, PILOTS, sales taxes, gross receipt taxes, franchise fees, motor vehicle taxes, county road and bridges taxes, county public safety taxes, licenses, permits, intergovernmental, and charges for services.

A member asked about the reserve funds. Planned use of reserves is planned expenses for the next fiscal year to assist with the budget flow. This is used to balance the budget by law and by GASB requirements that the city follows.

The City also has special revenue funds that include the Park Fund, Special Business District Fund, P&F Property Tax Pension Fund Equitable Sharing Fund, and Sewer Lateral Fund. Revenue generated for the special revenue funds are restricted for special purposes and are not for the general operation of the City.

Sandy clarified that the Park Board oversees the Park Fund and City Council oversees the Park Capital Improvement Fund.

Transfers between funds have to be approved by council in accordance with the City’s charter prior to the Director of Finance initiating the transfer.

The proprietary funds consist of the Electric Fund, Water Fund, and Sanitation Funds. The revenue for these funds are fees driven.

Sandy Stephens spoke on what to expect when meeting with departments and what information the departments will be providing. The information provided will be at a high. The budget document will be provided later in the committee’s session this year due to the new ERP and the need to make sure the data is accurate in the new software system.

ADJOURNMENT

A motion was made by Josh Loeffler and seconded by Brian Gill to adjourn the meeting. All in favor, motion carried.

September 22, 2023



**City of Kirkwood
Citizens Finance Committee Minutes (AMENDED)
Friday, September 22, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Matt Kersting, Hunter Martiniere, Randy Moore, Brian Gill, Gina Jaksetic, Josh Loeffler, Tom Feiner, Doug Coombs (participated via phone)

Committee Members Absent: none

City Employees in Attendance: Mayor Griffin, Russ Hawes, David Weidler, Sandy Stephens, Jennifer Forgy, Allison Kromray

Council Liaison: Nancy Luetzow

Staff Liaison: Sandy Stephens, Jennifer Forgy

Matt Kersting opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Randy Moore and seconded by Hunter Martiniere to approve the minutes of the September 15, 2023 meeting. Tom Feiner abstained, motion carried.

Appointment of Vice Chair

A motion was made by Hunter Martiniere and seconded by Randy Moore to confirm Tom Feiner as Vice Chair. All in favor, motion carried.

Tim Griffin, Mayor

Mayor Griffin explained to the committee that the Budget is sent through many steps prior to it being approved by council. Russ Hawes sets the priorities with help of the city directors to formulate the budget. The committee reviews the budget book and speaks with the individual departments then present a memo with recommendations to council. City Council looks over the budget and aligns it with their overall vision of the City.

Russ Hawes, Chief Administration Officer

Russ Hawes explained that the FY2025 priorities have been decided with the 2022 strategic plan in mind. These priorities are derived from working closely with Council and department heads, as well as with the citizens. The strategic plan covers four main goals: Economic Vitality, Governance and Civic Engagement, Quality of Life, and Environmental Stewardship. These goals have attainable objectives to better the quality of life for the Kirkwood citizens.

The current year's budget priorities follow three main guiding principles for budgeting: transparency, accountability, and measures of effectiveness; cultivate innovation and efficiency

initiatives; and implement the city's capital improvement program. Russ' priority is protecting citizen's funds and intends to continue the trend of building the fund balance.

The FY2025 budget priorities include enterprise funds, capital projects, personnel, and recreation operations.

A committee member asked if there is an end in sight to the interfund transfers and if there are other revenue sources available to lessen the need for transfers. Russ stated that Council has the authority to stop the transfers but he does not feel that it is in the best interest of the citizens at this time. Mayor Griffin explained that he looks at the enterprise transfers to the general fund in a similar manor as dividends paid to investors. Russ stated eliminating transfers would have the effect of prioritizing enterprise funds over the general fund. One of the committee members stated that City Council is not going to let one of the enterprise funds fail and transfers can go both ways.

Capital Projects to begin construction in FY2025 include the train station restoration and community center renovation. Funding for the train station has been received and the remaining funding for the community center/KPAC project will be used to renovate the community center. The current street resurfacing will continue as well with the city funding the projects and receiving grant money to replenish the Capital Improvement funds.

The FY2024 budget includes a 1.5% cost of living increase for City personnel. The current turnover rate is still high.

Mayor Griffin disclosed that City Council will have their first vote on LAGERS on October 5, 2023. If LAGERS passes both votes, it will affect the fiscal 2025 budget.

Recreation operations will be facing lower revenues due to the renovation phases. The main revenue sources, the ice rink and room rentals, will be affected due to closure. The director of Parks and Recreation is currently working on getting the necessary numbers together to predict the financial impact projected to occur.

Committee members discussed creating a subcommittee to review and replace the previously determined fund recommendations. Committee members will vote during the next meeting on whether to form a subcommittee.

ADJOURNMENT

A motion was made by Randy Moore and seconded by Tom Feiner to adjourn the meeting. All in favor, motion carried.

September 29, 2023



**City of Kirkwood
Citizens Finance Committee Minutes (Amended)
Friday, September 29, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Matt Kersting, Hunter Martiniere, Randy Moore, Brian Gill, Gina Jaksetic, Tom Feiner, Doug Coombs

Committee Members Absent: Josh Loeffler

City Employees in Attendance: Jim Silvernail, Brian Zaitz, David Smith, David Weidler

Council Liaison: none

Staff Liaison: Sandy Stephens, Jennifer Forgy

Matt Kersting opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Randy Moore and seconded by Doug Coombs to approve the minutes of the September 22, 2023 meeting as amended. All in favor, motion carried.

Chief Jim Silvernail, Assistant Chief Brian Zaitz and Deputy Chief David Smith - Fire

Chief Silvernail discussed the different services the Fire Department provides including fire suppression and prevention, emergency medical services ambulance transportation, specialized rescue services, and hazardous material emergency response.

Chief Silvernail explained the command structure of the Fire Department as a whole, as well as the command structure within the different firehouses. Staffing includes seventeen staff for shift A, seventeen staff for shift B and seventeen staff for shift C.

A committee member asked what it would mean to add a firefighter position. Chief Silvernail explained that one position would equal three firefighters, one per shift. Adding additional staff to firehouse 3 would guarantee a minimum constant staffing of five, raising the minimum staffing to sixteen and shift capacity to eighteen. This would also require juggling additional vacation requests against minimum requirements per shift. Committee members asked what the cost would be to the City for three additional firefighters. The cost was not readily available at the time of the meeting.

Deputy Chief Smith explained the unit hour utilization formula that takes all working staff-hours on emergency instance as compared to the staff-hours left over outside of the instance. The results of this analysis shows if staff is being over used or under used. Deputy Chief stated that the Fire Department is below mean on used per unit utilization. The department uses this tool to monitor critical capacity.

The City of Kirkwood Fire Department has three firehouses placed throughout the City. They also provide services to Oakland and Glendale. FY23 included 54 fires, \$9.3M property value saved, \$1.7M property value lost.

The Fire Department adopted the 2021 International Fire Code. Included in this code is a false alarm charge starting when the third false alarms occurs from the same individual/entity. ISO rating for the Fire Department is 45.45 out of 50.

The City purchased a new Quick Attack Unit 1531 firetruck. This truck is more fuel efficient for responses where the tower ladder is not required to respond.

Chief Silvernail explained the 5-year capital plan. Fiscal year 2025 includes an Aerial Platform Pumper at a cost of \$1.9M. Additional items for FY25 include protective gear, ballistic vests, thermal imagers, pick-up with plow, and firehouse furnishings. Chief Silvernail stated that the purchase of the quick attack apparatus will extend the life of the ladder truck.

Deputy Chief Smith shared EMS statistics. Ambulance transports went from \$1.162M to \$1.27M. Glendale contract accounted for \$141,000 of that increase. The City is part of the GEMT program and received \$145,000 back from that program last year. GEMT is a fee for service on Medicaid calls. GEMT is considering including Medicare calls which is 60% of the ambulance calls the Fire Department currently receives.

Bill collection rate is 84%. Chief Silvernail concluded with a brief introduction of the Fire Department's new five-year strategic plan that was adopted this year. One of the new objectives is DEI. In addition, a major theme will be the evaluation of facilities and the development of facility renovation projects.

The committee voted on creating a subcommittee after this year's CFC session has completed. The vote passed and a subcommittee will meet in 2024.

ADJOURNMENT

A motion was made by Randy Moore and seconded by Hunter Martiniere to adjourn the meeting. All in favor, motion carried.

October 6, 2023



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, October 6, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Matt Kersting, Hunter Martiniere, Randy Moore, Brian Gill, Gina Jaksetic, Josh Loeffler, Tom Feiner

Committee Members Absent: Doug Coombs

City Employees in Attendance: Chris Krueger, Russ Hawes, David Weidler, Sandy Stephens, Jennifer Forgy, Allison Kromray

Council Liaison: Nancy Luetzow

Staff Liaison: Sandy Stephens, Jennifer Forgy

Matt Kersting opened the meeting.

Public Comments

None

Chris Krueger, Director of Public Works

Chris explained the street replacement and asphalt street preservation that has occurred over the past five fiscal years. The City of Kirkwood has 74 lane miles of concrete streets and 174 lane miles of asphalt streets. Chris and the committee members discussed the decision process for when to use asphalt and when to use concrete.

Increasing costs of raw materials have affected the amount of street preservation and replacement projects.

Chris shared with the committee that the Engineering Department is now using AI technology for their street preservation project to establish a new base line PCI of city streets. The average PCI in 2015 was 64 and is currently 81 with a future goal of 90. Chris plans to start a bi-annual pavement assessment using the AI technology.

Chris and the committee discussed how a TDD could benefit the Engineering and Street departments.

Chris provided a list of federal aid projects from FY24, nine of which will continue into FY25. The City pays the expenses for these projects before 80% of expenses is reimbursed from grants.

Chris provided the five-year capital plan for infrastructure and Engineering.

The committee discussed the capital improvement fund and the importance to have the cash to take advantage of the grant opportunities. Sandy explained that this fund is designed to acquire

and construct capital assets and will have ebbs and flows. She stated that it is important to be aware of the cash flow when planning projects.

Chris and the committee discussed the staffing requirements to maintain the project workload and the concerns in being able to maintain a full staff. Chris suggested the City might need to utilize consultants for future projects due to staffing issues.

The Engineering budget priorities include a PCI above 90, managing grant funded street projects totaling \$8.1 million in fiscal year 2025, and continuing the implementation of projects that support the Pedestrian and Bicycle Plan and Vision Zero Action Plan.

Chris explained the current projects in the Street Department such as pothole patching, curb work, concrete slabs replacements and asphalt patching. Concrete work has increased and asphalt work has decreased.

The Street capital plan includes the replacement of aging vehicles purchased in 2008. The Street budget priorities consist of continuing concrete patching, maintaining pavement markings, and maintaining reflective signage for cross walks.

ADJOURNMENT

A motion was made by Hunter Martiniere and seconded by Randy Moore to adjourn the meeting. All in favor, motion carried.

October 13, 2023



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, October 13, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Matt Kersting, Randy Moore, Brian Gill, Gina Jaksetic, Josh Loeffler, Doug Coombs, Tom Feiner (participated via phone)

Committee Members Absent: Hunter Martiniere

City Employees in Attendance: Chris Krueger, Jennifer Forgy, Allison Kromray

Council Liaison: Nancy Luetzow

Staff Liaison: Jennifer Forgy

Matt Kersting opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Randy Moore and seconded by Josh Loeffler to approve the September 29, 2023 and October 6, 2023 meeting minutes. All in favor, motion carried.

Chris Krueger, Director of Public Works

Landfill usage continues to increase; some of the increase can be attributed to the continued education of citizen from the recycling initiative.

Yard waste is a seasonal revenue for Sanitation and has been slowly decreasing in the past few years. Some of this is due to smaller homes with larger yards being replaced with larger homes and smaller yards, new residents using lawn services, and older houses maintaining established manicured lawns.

Chris spoke on recycling and related costs compared to the market value. Recycling costs have been decreasing due to a decline in demand and varies depending on the market value. Chris and the committee discussed the costs of the recycling program.

Solid waste has been increasing and recycling has been decreasing over the past five years partially due to the City of Kirkwood's efforts to educate the public on recycling correctly. There is currently a website and an app for Kirkwood residents to use. There is a plan to continue the education for Kirkwood citizens with a certified recycler certificate with the help of a grant approved by the St Louis County. This grant will pay for the certified recycler sticker that is given after the course has been completed.

A rate comparison between Kirkwood, Des Peres, Webster Groves, and University City's sanitation option was provided.

Chris spoke on the decrease in lawn bags and stickers revenue as the program was originally created to break even. A committee member asked about a price increase and it is not being considered at this time. Workers comp claims and the possibility of an automated yard waste pickup in the future were discussed.

Chris and the committee discussed the FY23 actual sanitation expenses and FY24 budget budgeted expenses.

Chris explained the routing software utilized by the Sanitation department to increase efficiencies. This is not currently being used for routing due to the construction within Kirkwood but is utilized to track pickups and missed pickups. There is no charge to citizens when drivers have to go back for pickups that were not ready when the trucks initially drove the route.

The capital budget for FY24 lists receptacles, a skid steer, a flat bed, a grapple truck, and a baler totaling \$260,000.

The City is seeking two grants, one for equipment replacement and one for recycling education.

Chris stated there is no plan to increase the current residential rate. The Sanitation department plans to increase the educational efforts for recycling.

ADJOURNMENT

A motion was made by Douglas Coombs and seconded by Brian Gill to adjourn the meeting. All in favor, motion carried.

October 20, 2023



**City of Kirkwood
Citizens Finance Committee Minutes (Amended)
Friday, October 20, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Matt Kersting, Randy Moore, Brian Gill, Gina Jaksetic, Josh Loeffler, Douglas Coombs, Tom Feiner, Hunter Martiniere

Committee Members Absent: None

City Employees in Attendance: Russ Hawes, Sandy Stephens, Jennifer Forgy, Allison Kromray

Council Liaison: Nancy Luetzow

Staff Liaison: Sandy Stephens, Jennifer Forgy

Matt Kersting opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Tom Feiner and seconded by Josh Loeffler to approve the October 13, 2023 meeting minutes. All in favor, motion carried.

Round Table Discussion of Engineering/ Street, Sanitation, and Fire

Committee members started the conversation with the Engineering/Street Departments and discussed the option of a TDD, the AI technology being used and additional revenue streams. Future capital expenditures were discussed, including the FY25 dump truck and pickup truck, and the difficulties the Engineering department has had staffing open positions.

The committee and staff members talked about debt options and the differences in those options.

Committee members discussed the Sanitation Department including a cost analysis, the cash flow and transfers.

A discussion was held on the yard waste program and automating the process.

A discussion regarding the Fire Department included the fire truck purchase being accelerated. It was mentioned that the mini pumper was bought to delay replacing the fifteen year old ladder truck, as well as, lower the current maintenance. Sandy Stephens explained how the proposed debt service was structured to assist with the capital needs of the Fire Department.

The Fire Department discussion also included overtime, staffing, creating a training facility and the work environment.

The committee discussed the EMS services provided by the Fire Department, the communities served and a new analysis on the EMS services.

ADJOURNMENT

A motion was made by Josh Loeffler and seconded by Brian Gill to adjourn the meeting. All in favor, motion carried.

October 27, 2023



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, October 27, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Matt Kersting, Randy Moore, Brian Gill, Gina Jaksetic, Douglas Coombs, Tom Feiner, Hunter Martiniere

Committee Members Absent: Josh Loeffler

City Employees in Attendance: Mark Petty, David Weidler, Jennifer Forgy, Allison Kromray

Council Liaison: Nancy Luetzow

Staff Liaison: Jennifer Forgy

Matt Kersting opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Randy Moore and seconded by Hunter Martiniere to approve the October 20, 2023 meeting minutes as amended. All in favor, motion carried.

Mark Petty, Director of Electric

Mark Petty discussed the increase in revenues due to the fuel adjustment. Wholesale electric sales have increased over the past 3 years due to natural gas prices in the market. Meter sales should be higher in FY24 than budgeted. The three uses for cash are collateral, volatility in market, and capital. Bond proceeds were received in FY23.

Commodities are leveling off and capital outlay will decrease as the modernization program comes to an end. This should result in an increase in cash flow.

The committee discussed other forms of retaining power such as domestic gas and wind farms. Mark explained that the portfolio pertaining to the city's collection of electricity is diversified and currently includes both gas and wind.

The current modernization program is almost complete. The next modernization program will focus on underground work. The outage management system is being updated to assist with productivity.

Mark discussed the net position and cash balance of the Electric fund.

Mark and the committee discussed the current projects and upgrades within the Electric department.

ADJOURNMENT

A motion was made by Hunter Martiniere and seconded by Douglas Coombs to adjourn the meeting. All in favor, motion carried.

November 3, 2023



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, November 3, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Matt Kersting, Brian Gill, Gina Jaksetic, Doug Coombs, Tom Feiner, Josh Loeffler (participated via phone)

Committee Members Absent: Randy Moore, Hunter Martiniere

City Employees in Attendance: Brian Murphy, Doug Raymond, Jennifer Forgy, Allison Kromray

Council Liaison: Nancy Luetzow

Staff Liaison: Jennifer Forgy

Matt Kersting opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Tom Feiner and seconded by Gina Jaksetic to approve the October 20, 2023 meeting minutes. All in favor, motion carried.

Chief Brian Murphy - Police

Chief Murphy and the committee discussed the dispatch division of the Police Department. The City of Kirkwood is contracted to provide dispatch services to Des Peres for police and fire, Glendale for police and fire and Warson Woods for police. Currently the City is not able to offer dispatch services to additional municipalities unless the dispatch division is expanded. A larger dispatch center would allow additional contracts for dispatch services. Chief Murphy also discussed a future option of the dispatch division being a separate department outside of the Police Department but still managed by the City of Kirkwood.

The Police Department is currently fully staffed.

Chief Murphy and the committee discussed the School Resource Officers (SRO). The City currently has five SROs. The school district pays for 75% of the cost of an SRO.

A committee member asked about the shifts and shift hours.

A committee member asked Chief Murphy if there were particular needs of the Police Department. Chief Murphy explained the asset forfeiture fund and how it is used to supplement the budget.

ADJOURNMENT

A motion was made by Brian Gill and seconded by Doug Coombs to adjourn the meeting.
All in favor, motion carried.

November 10, 2023



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, November 10, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Brian Gill, Gina Jaksetic, Josh Loeffler, Doug Coombs, Tom Feiner, Hunter Martiniere, Randy Moore

Committee Members Absent: Matt Kersting

City Employees in Attendance: Chris Kruger, Jennifer Forgy, David Weidler, Allison Kromray

Council Liaison: Nancy Luetzow

Staff Liaison: Jennifer Forgy

Tom Feiner opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Brian Gill and seconded by Doug Coombs to approve the last meeting minutes. Randy Moore and Hunter Martiniere abstained, motion carried.

Chris Kruger, Director of Public Works

Brown & Caldwell completed a water loss audit in March 2023.

Chris and the committee discussed service lines and service line replacements.

There are 135 miles of water mains in the Kirkwood system. The replacement of 1% of the existing pipelines each year would cost \$2.6 million annually.

Water main breaks have increased over the past few years. On average, a water main break costs five thousand dollars excluding the cost of lost water due to the break.

Chris shared the water department's revenue projections for FY25. The committee discussed the 15% increase in water rates implemented earlier this year.

Transfers from the water fund were discussed. Transfers from the water fund did not occur in FY23.

Chris outlined the capital expenditures over the next five year. The water tanks are the biggest asset to maintain.

The committee members continued a discussion of capital improvements, budget transfers, risk analysis, water rates and recommendations they are interested in presenting to Council.

ADJOURNMENT

A motion was made by Randy Moore and seconded by Hunter Martiniere to adjourn the meeting. All in favor, motion carried.

November 17, 2023



City of Kirkwood
Citizens Finance Committee Minutes
Friday, November 17, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122

Committee Members in Attendance: Matt Kersting, Brian Gill, Gina Jaksetic, Josh Loeffler, Doug Coombs, Tom Feiner, Hunter Martiniere, Randy Moore

Committee Members Absent: None

City Employees in Attendance: Jennifer Forgy, Allison Kromray, David Weidler

Council Liaison: Nancy Luetzow

Staff Liaison: Jennifer Forgy

Matt Kersting opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Randy Moore and seconded by Hunter Martiniere to approve the November 10, 2023 meeting minutes. Matt Kersting abstained, motion carried.

Round Table Discussion

Committee members discussed the Fire department section of their memorandum for Council. The fire truck purchase was confirmed for FY24.

The committee discussed the Sanitation department section of their memorandum including cost analysis of the recycling program and the change in market conditions of the past few years.

During the Engineering/Street department section of the memorandum, the committee discussed inter-departmental transfers and their views on a possible TDD. The TDD would increase the revenue stream for upcoming street projects and capital needs.

For the Electric department section of the memorandum, the committee discussed the fuel charge increase predicted by the Electric Director in order to recover from subsidized rates. Capital improvements for the city were discussed as the electric fund is returning to pre-modernization amounts.

During the Police department section of the memorandum, the committee discussed the dispatch division of the Police department, the partnership with the school district in regards to the School Resource Officers, staffing, overtime, and future capital expenses.

ADJOURNMENT

A motion was made by Hunter Martiniere and seconded by Randy Moore to adjourn the meeting. All in favor, motion carried.

December 1, 2023



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, December 1, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Matt Kersting, Brian Gill, Gina Jaksetic, Doug Coombs, Tom Feiner, Hunter Martiniere

Committee Members Absent: Josh Loeffler, Randy Moore

City Employees in Attendance: Jennifer Forgy, Allison Kromray

Council Liaison: Nancy Luetzow

Staff Liaison: Jennifer Forgy

Matt Kersting opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Hunter Martiniere and seconded by Brian Gill to approve the November 24, 2023 meeting minutes. All in favor, motion carried.

Kyle Henke, Director of Parks and Recreation

Kyle explained the three revenues sources for Parks and Recreation and the controlling body for each source. Funds from fees, charges, ½ cent sales tax and recreation sales tax are controlled by the Kirkwood City Council. Funds from property tax for the park maintenance are controlled by the Park Board.

Kyle discussed the net revenue as well as the revenue by activity area. Metrotix payments are still being reconciled and are not included in the net revenue graph Kyle provided. A large part of the Ice Rink revenue is still expected in the coming months.

A committee member asked about the number of hours worked per department. Kyle explained that there was an increase in hours due to better program coverage using part-time staff.

Kyle explained the Community Center renovation project. Council has approved the project cost estimated around \$11 million which could fluctuate based on price changes through 2024 and 2025.

Kyle and the committee members discussed the impact on revenue for each phase of the community center renovation. The new renovations will provide Wi-Fi and audio/video

connectivity availability in all areas of the community center that may result in an increase in fees/charges once construction is complete.

Kyle discussed the plans to update the Ice Rink, which would change the source of the chiller plant from R-22 to ammonia. The City purchased and stockpiled R-22 to be used until the project can be completed. Any remaining R-22 after, the transition, will likely be reclaimed.

Kyle and the committee discussed the debt service.

Kyle discussed the long-term capital considerations including the Aquatic Center, Reim Theater and parking lot surfaces.

FY24 highlights included a record attendance for the Greentree Festival estimated at 38,000 visitors and a record attendance for the annual Turkey Run with 5,670 registered runners.

A committee member asked about KPAC pricing. Kyle explained that to some extent, dynamic pricing is used based on time of day or size of event.

ADJOURNMENT

A motion was made by Doug Coombs and seconded by Hunter Martiniere to adjourn the meeting. All in favor, motion carried.

December 8, 2023



**City of Kirkwood
Citizens Finance Committee Minutes (Amended)
Friday, December 8, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Matt Kersting, Gina Jaksetic, Doug Coombs, Tom Feiner, Josh Loeffler, Randy Moore

Committee Members Absent: Brian Gill, Hunter Martiniere

City Employees in Attendance: David Weidler, Jennifer Forgy, Allison Kromray

Council Liaison: Nancy Luetzow

Staff Liaison: Jennifer Forgy

Matt Kersting opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Tom Feiner and seconded by Doug Coombs to approve the November 17, 2023 meeting minutes. Randy Moore abstained, motion carried.

David Weidler, Assistant Chief Administrative Officer

The background and specialties of the Chief Administrative Officer and Assistant Chief Administrative Officer were shared with the committee members. The Assistant Chief Administrative Officer (ACAO) serves as the head of the department for the Administration Department and oversees the Communications Manager, Safety Manager, HR Manager, Train Station Manager/Volunteer Coordinator, Procurement Director, Fleet Director and MIS Director.

The Workers' Compensation Fund has one employee, the Safety Manager. Severity and frequency are both looked at when analyzing Workers' Comp claims. The City is self-insured and carries self-insured retention policy to limit individual and aggregate expenses. The largest expense is claims with 39 injuries in FY23.

Health, dental and visions plans are provided to employees. The City pays for an employee assistance plan. Life insurance, AD&D and long-term disability insurance are paid for by the pension plans.

A committee member asked where the City is in comparison to other surrounding municipalities. The City is in-line with surrounding cities for the benefits being offered. The

City of Kirkwood is currently performing a compensation and benefit study to review our position.

A 16% increase is expected for employee health insurance coverage, the City will bear an additional 3% over the current adjusted budget for medical services. It was noted that SBD, the Library, and the housing development authority use the City's medical benefits and are included in costs.

The City has an increasing turnover rate with thirteen open positions currently posted. In FY23, forty-six full time employees retired, resigned or were discharged with seventeen of those forty-six employees leaving during their first year with the City.

The City adopted Juneteenth as a holiday. Employees are able to use up to ten sick days per year, increased from three sick days, to care for ill or injured immediate family members. Paid parental leave is now available with up to three weeks paid time off following the birth, adoption, or placement of a child with an employee.

The City is currently implementing a new ERP. Benefits will be reviewed and onboarding processes will be adjusted to implement internal training opportunities.

The committee discussed the ERP implementation time line as well as the PF Pension status and fund issues.

ADJOURNMENT

A motion was made by Josh Loeffler and seconded by Doug Coombs to adjourn the meeting. All in favor, motion carried.

December 15, 2023



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, December 15, 2023 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Gina Jaksetic, Doug Coombs, Tom Feiner, Josh Loeffler, Randy Moore, Brian Gill, Hunter Martiniere, Matt Kersting (participated via phone)

Committee Members Absent: None

City Employees in Attendance: Russ Hawes, David Weidler, Jennifer Forgy, Allison Kromray

Council Liaison: Nancy Luetzow

Staff Liaison: Jennifer Forgy

Tom Feiner opened the meeting.

Public Comments

None

Approval of Minutes

A motion was made by Randy Moore and seconded by Josh Loeffler to approve the minutes of the December 8, 2023 meeting as amended. All in favor, motion carried.

Russ Hawes, Chief Administrative Officer

Mr. Hawes discussed the structure of the COPS debt service recently approved by City Council. He explained the benefits to the different departments receiving a portion of money and the planned use for the money.

Mr. Hawes gave an update on his budget priorities. Approximately 76% of the overall budget is for personnel costs. A major focus is to ensure all forms of compensation to employees are competitive.

The Community Center renovation has been planned in three phases with the goal of keeping the facility open to minimize revenue losses.

A committee member inquired as to the renovation plan for the Aquatics Center. The Aquatics Center is not included in the current Community Center project but will be planned separately in the future.

Mr. Hawes spoke about the 15% water rate increase passed by City Council earlier this year and his projected recommendation for the water rates in the next three years.

The City of Kirkwood is currently performing a compensation and benefit study.

The committee asked if Mr. Hawes foresees a reduction in the revenue streams. Mr. Hawes discussed the decrease of revenue from the telecommunications and franchise sources that the City has seen in the recent years.

A committee member asked about the RFPs for parking lots in the downtown area. Downtown Kirkwood parking areas, when full, indicate a healthy downtown area for the city. Park Kirkwood app is available for individuals to download to their phone that indicates which parking spots in downtown Kirkwood are available and which parking spots are not available.

A committee member asked Mr. Hawes what is improving in Kirkwood and what seems to be headed in the opposite direction. Sales tax and property tax have been stable and can account for up to 50% of the budgeted revenues. Personnel morale has declined and Human Resources is looking into various options to increase morale.

Mr. Hawes explained debt service ratings and the affirmation of the City's AA1 rating.

The committee raised multiple questions regarding the new public works building. With the close of the purchase, the seller will begin renting the building from the city starting Jan 30th for up to two years.

ADJOURNMENT

A motion was made by Doug Coombs and seconded by Brian Gill to adjourn the meeting. All in favor, motion carried.

