

# CITY OF KIRKWOOD

## **OPERATING BUDGETS FISCAL YEAR 2019/2020**



*Kirkwood Train Station*

## **CAPITAL BUDGETS Five-Year Capital Plans Fiscal Years 2019/20 – 2023/24**



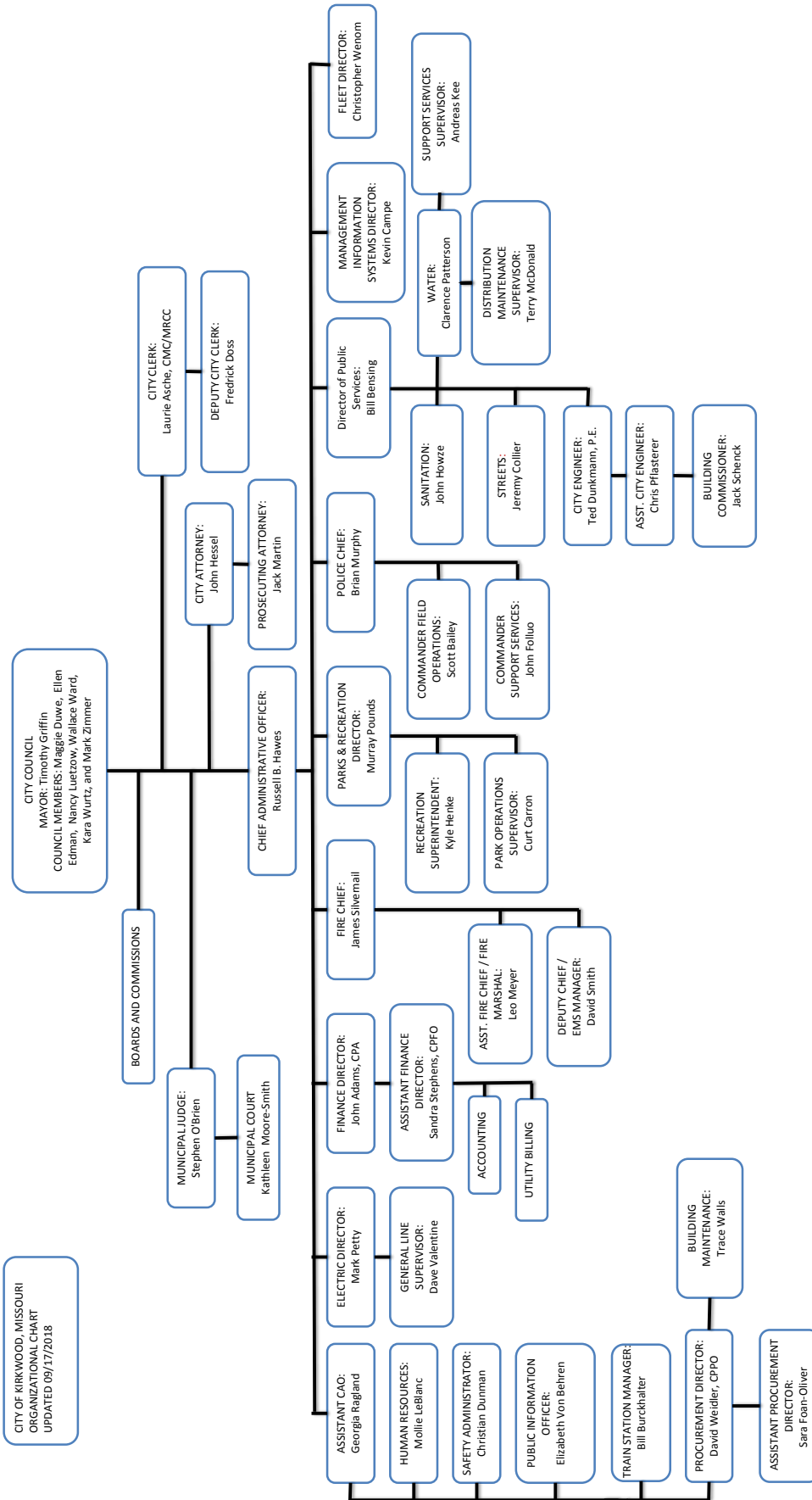
**CITY OF KIRKWOOD**  
**2019/2020 BUDGET - TABLE OF CONTENTS**

	<u>Page</u>		<u>Page</u>
Organization Chart	<b>I</b>	<b><u>Internal Service Funds</u></b>	
		Worker's Compensation	<b>233</b>
<b><u>Section I - Strategic Plan</u></b>		Fleet Services	<b>245</b>
<b><u>and Budget Message</u></b>		Medical Self-Insurance	<b>265</b>
Strategic Plan	<b>II</b>	<b><u>Special Revenue Funds</u></b>	
Budget Message submitted by		Police & Fire Pension	<b>267</b>
Russell B. Hawes, CAO	<b>XXI</b>	Equitable Sharing	<b>269</b>
		Sewer Lateral	<b>271</b>
<b><u>Section II - Reappropriations</u></b>		Debt Service Fund	<b>275</b>
<b><u>and Position Requests/Changes</u></b>			
Reappropriations	<b>1</b>	<b><u>Section IV - Five Year Capital</u></b>	
		<b><u>Improvement Plans</u></b>	
<b><u>Section III - Budgets</u></b>		<b><u>Capital - General Government</u></b>	<b>277</b>
<b><u>Budget Summaries</u></b>		Summary	<b>280</b>
Citywide - Fund Summary	<b>11</b>	Train Station	<b>281</b>
General Fund - Department Summary	<b>12</b>	Administration	<b>283</b>
General Fund - Expenditure Summary	<b>13</b>	Management Information Systems	<b>284</b>
		Police	<b>286</b>
<b><u>General Fund</u></b>		Fire	<b>288</b>
General Fund Revenues	<b>15</b>	Engineering	<b>293</b>
		Public Works, Infrastructure	<b>294</b>
<b><u>General Fund Departments</u></b>		Street	<b>302</b>
Train	<b>19</b>	Building Commissioner	<b>305</b>
Clerk/Council	<b>23</b>	Procurement	<b>306</b>
Administration	<b>29</b>	Facilities Operations	<b>307</b>
MIS	<b>37</b>		
Human Resources	<b>43</b>	<b><u>Capital - Enterprise Funds</u></b>	<b>311</b>
Procurement/Warehouse	<b>53</b>	Electric	<b>313</b>
Facilities Operations	<b>67</b>	Water	<b>315</b>
Finance	<b>77</b>	Sanitation	<b>321</b>
Court	<b>85</b>	Fleet Services	<b>324</b>
Police	<b>91</b>	Revenue Budget Line Items	<b>327</b>
Fire	<b>105</b>	Expenditure Budget Line Items	<b>328</b>
Street Division	<b>123</b>		
Engineering	<b>133</b>	<b><u>Capital - Parks/Recreation</u></b>	<b>329</b>
Building Commissioner	<b>151</b>	Summary	<b>330</b>
Forestry	<b>163</b>	Parks/Recreation	<b>331</b>
Recreation	<b>167</b>	Revenue Budget Line Items	<b>337</b>
		Expenditure Budget Line Items	<b>338</b>
<b><u>Enterprise Funds</u></b>			
Electric	<b>191</b>		
Water	<b>203</b>		
Sanitation	<b>217</b>		

**CITY OF KIRKWOOD  
2019/2020 BUDGET - TABLE OF CONTENTS**

	<u>Page</u>		<u>Page</u>
<b><u>Section V - Finance Committee</u></b>		<b><u>Section V - Finance Committee</u></b>	
		<b><u>(Continued)</u></b>	
Finance Committee Ordinance	<a href="#">339</a>	Minutes (Continued)	
Finance Committee Roster	<a href="#">341</a>	October 12, 2018	<a href="#">393</a>
FY2020 Budget/Planning Calendar	<a href="#">342</a>	October 19, 2018	<a href="#">396</a>
CFC Recommendations - 2019	<a href="#">352</a>	October 26, 2018	<a href="#">399</a>
CFC Recommendations - 2018	<a href="#">362</a>	November 02, 2018	<a href="#">401</a>
CFC Recommendations - 2017	<a href="#">368</a>	November 09, 2018	<a href="#">404</a>
Minutes		November 16, 2018	<a href="#">407</a>
December 22, 2017	<a href="#">375</a>	November 30, 2018	<a href="#">409</a>
January 05, 2018	<a href="#">378</a>	December 07, 2018	<a href="#">412</a>
September 07, 2018	<a href="#">380</a>	December 14, 2018	<a href="#">415</a>
September 14, 2018	<a href="#">382</a>	December 21, 2018	<a href="#">418</a>
September 21, 2018	<a href="#">384</a>		
September 28, 2018	<a href="#">387</a>		
October 05, 2018	<a href="#">390</a>		





This page was intentionally left blank.

---

---

**Section I**  
**Strategic Plan and**  
**Budget Message**

---

---

This page was intentionally left blank.



# City of Kirkwood Strategic Plan

June 2017



## **ACKNOWLEDGEMENTS**

The following individuals worked to develop this five-year Strategic Plan:

**Mayor Timothy E. Griffin**

Council Members:

**Paul Ward**

**Bob Sears**

**Nancy Luetzow**

**Maggie Duwe**

**Ellen Edman**

**Mark Zimmer**

Staff:

**Russell B. Hawes**

Chief Administrative Officer

**Georgia Ragland**

Assistant Chief Administrative Officer

**Betty Montano**

City Clerk

**John Adams**

Director, Finance

**Bill Bensing**

Director, Public Services

**Kevin Campe**

Director, M.I.S.

**Mark Petty**

Director, Kirkwood Electric

**Jack Plummer**

Police Chief

**Murray Pounds**

Director, Parks and Recreation

**James Silvernail**

Fire Chief

**David Weidler**

Director, Procurement

**Chris Wenom**

Director, Fleet Services

A special recognition and thanks to **Mr. Fred Falker**, Falker Consulting Group, St. Louis, Missouri, for his countless hours and his personal attachment to this endeavor.

## **MISSION / VISION STATEMENTS**

**Mission Statement:** The mission of the City of Kirkwood is to enhance the quality of life for current and future generations of Kirkwood residents through strong leadership, effective stewardship, and exceptional service.

**Vision Statement:** Kirkwood will be the most livable community; a place recognized for its beauty, historic charm, strong neighborhoods, vibrant businesses and involved citizenry.

## **CORE VALUES**

**Responsiveness:** We provide services that address our citizens' wishes and needs.

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

**Community:** We deliver services and provide facilities that support the development of strong bonds with one another.

**Tradition:** We honor our community's historic past and build upon it for the future.

**Involvement:** We involve our citizens in local government activities.

**Inclusiveness:** We respect and value the diversity and contributions of all members of our community.

**Integrity:** We foster the highest ethical standards.

## **STRATEGIC GOALS**

- 1) Enhance the quality of life of citizens.
- 2) Improve governance and strengthen relations between citizens and their government.
- 3) Strategically grow economic activity to support quality of life.
- 4) Nurture downtown Kirkwood as the heart of our community.
- 5) Invest for the future through public infrastructure.

---

## STRATEGIC GOALS

### Goal #1

**Enhance the quality of life of citizens** Keep the small town feel, historic charm, amenities, affordability, good schools, safety/security, strong neighborhoods, attractiveness, accessibility, and stability of Kirkwood. Prudently and efficiently manage financial and human resources while promoting a sustainable environment.



**Objective A: Promote environmental conservation and sustainability.**

**Initiatives/Projects/Actions:**

**I. Implement comprehensive citywide plan for protecting/planting and sustaining trees.**

- I. **Who is responsible:** Director of Public Services (primary) City Forester and Urban Forestry Commission (assisting)
- II. **How will it be accomplished:** Develop a comprehensive Urban Forest Master Plan to regulate tree maintenance, protection and tree planting that will support the City's tree ordinance
- III. **Why it should be accomplished:** Implementing a comprehensive Master Plan is needed to protect and manage the green landscape for which Kirkwood is known. Without the implementation of a plan to protect and maintain City trees, the landscape of Kirkwood may change with the continued redevelopment of properties in conjunction with the aging urban forest.
- IV. **When will it be accomplished:** FY17/18
- V. **Metric/how evaluated:** The management and protection of a forested landscape 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.





**2. Identify disparities between City storm water regulations and the St. Louis Metropolitan Sewer District's regulations that lead to localized storm water concerns.**

- I. **Who is responsible:** Director of Public Services (primary), City Engineer (assisting)
- II. **How will it be accomplished:** Complete a storm water master plan that identifies regulatory disparities and amend the City's code of ordinances to implement storm water controls to create specific standards to minimize impacts to residential and commercial property.
- III. **Why it should be accomplished:** Residents are being impacted by the increase of impervious surfaces with new construction that is outside the authority of the St. Louis Metropolitan Sewer District (MSD).
- IV. **When will be accomplished:** FY17/18
- V. **Metric/how evaluated:** Rescinding and/or updating of ordinance and implementation of programs

**3. Maintain quality housing through zoning enforcement efforts.**

- I. **Who is responsible:** Director of Public Services (primary), Building Commissioner and City Planner (assisting)
- II. **How will it be accomplished:** Enable Building Commissioner and Building Inspectors to supplement Code Enforcement Officer's efforts regarding zoning code violations.
- III. **Why it should be accomplished:** To allow for proactive enforcement of zoning codes to maintain a desirable community with attractive neighborhoods and quality business developments
- IV. **When it will be accomplished:** FY 17/18
- V. **Metric/how evaluated:** Number of zoning cases brought into compliance



**4. Maintain quality housing through investigation of potential proactive code enforcement efforts.**

- I. **Who is responsible:** Team consisting of Police Chief, Police Captain, Code Enforcement Administrator, Director of Public Services, Building Commissioner
- II. **How will it be accomplished:** The team will work together to better refine enforcement responsibilities for the Code Enforcement officers and the Building Department; consult the City attorney to determine the legal boundaries for enforcement activities; and prepare recommendations to Council on ways to potentially expand code enforcement efforts and better educate the public on the code enforcement process.

- III. **Why it should be accomplished:** Better coordination of code enforcement efforts will allow for a more efficient process and improved customer experience. Education of the public about the code enforcement process and its limitations should lead to less frustration for parties interested in achieving compliance with City ordinances. More proactive code enforcement efforts come with pros and cons. This initiative will help Council frame the discussion and provide clarity to both departments on what is the right balance for proactive efforts.
- IV. **When it will be accomplished:** FY17/18
- V. **Metric/how evaluated:** Division of responsibilities is clarified in writing. Report and recommendations given to Council. Any recommendations approved are adopted and implemented.

5. **Re-evaluate residential Architectural Design standards to ensure proper consideration of architectural context.**

- I. **Who is responsible:** Director of Public Services (primary), City Planner, and Building Commissioner (assisting)
- II. **How will it be accomplished:** With the assistance of the Architectural Review Board and input from the public, establish more prescriptive design standards that address in-fill housing and commercial design standards, materials, and construction methods.
- III. **Why it should be accomplished:** The influx of in-fill residential construction is a growing concern with residents in the aspect that new construction is out of character with the established neighborhood, e.g., size, materials, appearance.
- IV. **When it will be accomplished:** FY18/19
- V. **Metric/how evaluated:** Development and adoption of new architectural design standards



## Goal #2

### **Improve governance and strengthen relations between citizens and their government**

Improve communication and increase trust and citizen engagement. Keep citizenry informed. Improve efficiency and quality of services, with the intent of minimizing the tax burden on citizens and businesses. Improve collaboration among elected officials, City staff, boards, and commissions.

#### **Objective A: Improve communication between government and citizens.**

##### **Initiatives/Projects/Actions:**

#### **1. Implement a new website**

- I. **Who is responsible:** PIO/Administration
- II. **How will it be accomplished:** Evaluation of best practices, deficiencies of current system, and informational needs. Hire consultant to oversee process of reinventing City web presence.
- III. **Why it should be accomplished:** A more up-to-date and interactive website will benefit Council priorities of better communication and transparency.
- IV. **When it will it be accomplished:** FY17/18
- V. **Metric/how evaluated:** Individual visits to the site will be monitored and compared to current usage levels. Use of online form submittals and user interactions with content via comments and surveys.



#### **2. Move Boards and Commissions to electronic agendas and make all supplemental documentation available online.**

- I. **Who is responsible:** MIS Director (primary) with City Clerk (assisting)
- II. **How will it be accomplished:** Explore software specific to providing links to back-up documentation.
- III. **Why it should be accomplished:** This increases transparency as all material may be easily accessible through the website and other media.
- IV. **When it will it be accomplished:** FY18/19
- V. **Metric/how evaluated:** Evaluate citizen feedback on the transparency of our process and the ease of accessing documents on the website. Periodic reports are generated as to the number of Website hits made on the agendas and documents.

**3. Strengthen community engagement with the Library through partnerships, advisory boards, and increased participation in Kirkwood's civic conversation.**

- I. **Who is responsible:** Library Director (primary) with assistance from Administration
- II. **How will it be accomplished:** Creation of Advisory Boards (parents, adult Library users, business community); Hosting civic programs; Creation of topical reading lists that contribute to discussions at the community level on important topics; Creation of a Community Spotlight Collection; Creation of an online resources section.
- III. **Why it should be accomplished:** Gain more feedback from the Kirkwood community to help shape the future of the Library. Provide the community with resources about current events and with the City of Kirkwood. Become the go-to place on being an active and engaged citizen.
- IV. **When it will be accomplished:** Advisory Boards completed in 2017; Partnerships and Civic Engagement ongoing; Host civic programs 4x per year; Online resource section on website complete in 2017.
- V. **Metric/how evaluated:** Advisory Boards: Increased utilization of programs and collections; number of people serving on boards and % attendance. Partnerships: Increase in events held outside the Library and increased number of community partnerships; Quarterly assessments of the number and strength of community partnerships. Civic engagement: Increased utilization of civic resources and number of civic-centered events hosted with total attendance.

**Objective B: Improve service quality and level of customer satisfaction.**

**Initiatives/Projects/Actions:**

**1. Make City services more efficient and convenient by assessing future software needs**

- I. **Who is responsible:** MIS Director (primary), Finance Director
- II. **How will it be accomplished:** Retain a consultant to do a needs assessment on all departments with regard to enterprise software. Then use those results to formulate an RFP for software replacement.
- III. **Why it should be accomplished:** Needs assessment is required to create specifications for an RFP to acquire new software solutions. Many departments have pointed out shortcomings of the current software.
- IV. **When it will be accomplished:** FY17/18
- V. **Metric/how evaluated:** After needs assessment is completed, we will know if we need new software and if so, what are the specifications.



## **2. Install GPS Tracking Devices on Route Functioning Assets**

- I. **Who is responsible:** Director of Fleet Services (primary) with assistance of Department heads
- II. **How will it be accomplished:** Install and implement a GPS tracking system along with a route optimizer program to increase efficiency within our service provider fleet.
- III. **Why it should be accomplished:** 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.
- IV. **When it will be accomplished:** FY18/19
- V. **Metric/how evaluated:** Productivity, fuel usage, maintenance costs, right size fleet make up and safety incident reduction or elimination

## **3. Implement study recommendation to automate residential solid waste collections.**

- I. **Who is responsible:** Director of Public Services (primary), Sanitation Superintendent (assisting)
- II. **How will it be accomplished:** Develop a multi-phase implementation plan.
- III. **Why it should be accomplished:** Solid waste automation will increase collection efficiency, help to stabilize rates while delivering a convenient and easy method of disposal for residents, and provide cleaner, healthier neighborhoods with no litter on streets. Automation will also improve employee safety.
- IV. **When it will be accomplished:** Pilot Program FY18/19; phased implementation in FY19/20; completion in FY20/21
- V. **Metric/how evaluated:** City-wide automation of solid waste collection

## **4. Create an environment to attract and retain talented personnel**

- I. **Who is responsible:** CAO/Assistant CAO/Council
- II. **How will it be accomplished:** Utilize the assistance of compensation and benefits experts to ascertain if employees are being paid appropriately and competitively and if benefits package is competitive. Maintain a civil and supportive workplace where employees grow and thrive. Budget for and equip personnel with resources to do their jobs.
- III. **Why it should be accomplished:** As a service organization, attracting and retaining competent employees is what allows us to provide superior and effective service.
- IV. **When it will it be accomplished:** Ongoing
- V. **Metric/how evaluate:** Pay and benefit benchmarks are evaluated; employee turnover and morale is monitored.

**5. Upgrade the Electric Utility Work Order Generation System.**

- I. **Who is responsible:** Director of Electric
- II. **How will it be accomplished:** Implement a GIS-Based Electric Utility Work Order System.
- III. **Why it should be accomplished:** An improved work order system focuses the utility's resources on customer service requests and capital priorities and enables detailed expenditure review. An improved work order system improves customer service.
- IV. **When it will be accomplished:** FY19/20
- V. **Metric/how evaluated:** Automated work orders are accessible from department vehicles.

**6. Explore the concept of building a training facility in compliance with ISO specifications**

- I. **Who is responsible:** Fire Chief
- II. **How will it be accomplished:** Identify suitable partners. Identify a suitable training site. Develop a capital expenditure plan for the building of an ISO/NFPA compliant facility. Pursue an agreement if warranted.
- III. **Why it should be accomplished:** The area lacks a regional training center. Such a training center is needed but unaffordable by any one agency. Taking the lead on this potentially helps us build regional consortia and allows us access to the high level of advanced training that makes our department more skillful and efficient.
- IV. **When will it be accomplished:** Multi-year effort
- V. **Metric/how evaluated:** The concept is fully explored and if warranted, the completion of a compliant facility is obtained.





**7. Complete the CALEA accreditation process and implement resulting new or changed policies/procedures.**

- I. **Who is responsible:** Police Chief
- II. **How will it be accomplished:** Internal and external resources will be devoted to completing the CALEA accreditation process. Departmental policies and procedures will be reviewed as part of the process and new or amended policies/procedures written as needed. Members of the department will be trained on the new policies/procedures prior to implementation.
- III. **Why it should be accomplished:** Revised Missouri Statue 67.287 requires all municipal police departments to become accredited by August 31, 2021. Accreditation can be through the Commission on Accreditation for Law Enforcement Agencies (CALEA) or the Missouri Police Chiefs Association. We are pursuing the CALEA accreditation because it is an internationally recognized body that accredits more than 1,000 law enforcement agencies, public safety communications centers, public safety training academies, and campus security agencies in the United States, Canada, Mexico, and Barbados.
- IV. **When will it be accomplished:** FY18/19
- V. **Metric/how evaluated:** The department is successfully granted accreditation; members are trained on new/amended policies/procedures; subsequent accreditation reviews are successful.



**Objective C: Increase partnerships between City and other entities.**

**Initiatives/Projects/Actions:**

**1. Partner with select cities to pursue a performance measurement program:**

- I. **Who is responsible:** CAO (primary) and Department heads
- II. **How will it be accomplished:** Outreach to build consortia for data comparison, operational efficiencies, improved emergency communication and training, etc. Reach out to municipal and other governmental entities to expand on current efforts of providing them with our services such as fleet repair operations, dispatch, and accounting.
- III. **Why it should be accomplished:** Recognize economies of scale, best practices, and shared services to benefit Kirkwood citizens.
- IV. **When it will it be accomplished:** FY19/20

- V. **Metric/how evaluated:** Improved efficiency and performance metrics through participating departments. Achieve additional intergovernmental agreements.

## 2. Enhance the Electric Department's relationship with key commercial accounts

- I. **Who is responsible:** Director of the Electric Department
- II. **How will it be accomplished:** A hired consultant will perform visits and interview large commercial customers to address energy efficiency. Estimated cost will be offset by capacity purchase reduction.
- III. **Why it should be accomplished:** Commercial customers are constantly requesting rebates and energy-efficient consultations. When Kirkwood Electric begins to interface with its key commercial customers, we will be able to address our larger customers' energy efficiency needs. Energy Efficiency initiatives typically shift energy use from peak load time consumption to consumption in other time periods. Shifting the energy use to off-peak time periods reduces the cost of the energy for the utility and helps avoid the need for large power plant construction. It also reduces stress on distribution system equipment resulting in fewer repairs and longer system life.
- IV. **When it should be accomplished:** FY18/19
- V. **Metric/how evaluated:** The consultant's progress will be monitored to ensure all our key customers are interviewed. Rebates and program implementation will then be monitored to determine how many customers have participated in the key customer energy efficiency programs, and energy usage associated with the program participants will be monitored.



## 3. The Fire Department will develop a plan to expand EMS services to neighboring agencies deficient in advanced life support (ALS) capabilities and ALS transport.

- I. **Who is responsible:** Fire Chief
- II. **How will it be accomplished:** Identify communities who will benefit, are deficient in Fire Department-based EMS services, and who provide a logical fit and advantageous agreement with the City of Kirkwood. The second step is the negotiation by the Fire Chief.
- III. **Why it should be accomplished:** This is mainly a strength/opportunity strategic action. With the strength of Kirkwood possessing a progressive, full-service fire and EMS agency, the City of Kirkwood can improve regional economies of scale and take



advantage of the opportunity of regional consortia/partnerships (an identified focus area).

IV. **When will it be accomplished:** Ongoing

V. **Metric/how evaluated:** Successful contractual expansion of EMS services

### **Goal #3**

**Strategically grow economic activity to support quality of life** Attract business that increases economic activity and enhances our residents' quality of life.

**Objective A: Attract new and retain existing businesses.**

**Initiatives/Projects/Actions:**

**1. Create a proactive economic development program**

I. **Who is responsible:** CAO, City Planner

II. **How will it be accomplished:** Coordinated involvement of City, businesses, and Chamber to identify strategies to market Kirkwood and promote appropriate redevelopment of vacant and underutilized properties. Support initiatives such as live-work units, business incubator, or other entrepreneurial enhancements.

III. **Why it should be accomplished:** It builds tax base and load growth for electric department, and it supports the community by providing carefully planned economic opportunities, convenience, and business options to citizens.

IV. **When will it be accomplished:** FY19/20

V. **Metric/how evaluated:** Increased investment in core areas. Quantifiable public/private partnerships. Growth in sales tax revenue.



**Objective B: Increase walkability, address long-term parking needs, and enhance the appearance and charm of the City.**

**Initiatives/Projects/Actions:**

**1. Develop a streetscape plan for the City's main business corridors (Downtown, Manchester Road, Big Bend).**

I. **Who is responsible:** Director of Public Services (primary), City Planner, SBD Director (assisting)

II. **How will it be accomplished:** Develop plan for stakeholder input, form a committee with members from Planning and Zoning and Urban Forestry Commissions, and work with them to develop vision and recommendations for changes to ordinances, policies, and procedures necessary to implement that plan long-term.

- III. **Why it should be accomplished:** Creating a more attractive and walkable business area will foster commercial and mixed use development that will reinforce and sustain the City's economic base.
- IV. **When will it be accomplished:** FY19/20
- V. **Metric/how evaluated:** Plan is completed and adopted and implementation planned.

**Objective C: Market the City of Kirkwood.**

**Initiatives/Projects/Actions:**

**1. Develop an economic development analysis to reinvigorate underutilized areas of Kirkwood.**

- I. **Who is responsible:** City Planner (primary) with assistance from CAO, Electric Director, and Executive Director of the SBD
- II. **How will it be accomplished:** Retain a firm to develop a market analysis and strategies to support new investment in under-performing areas of Kirkwood. An RFQ/RFP process designed to procure a firm can be conducted in FY18. The results of this process can be completed by July and incorporated in budget requests for FY19. Implementation of initiatives recommended by the plan can then be budgeted and executed.
- III. **Why it should be accomplished:** A market analysis and plan will help to strategically direct new economic activity in Kirkwood. We will be able to attract new businesses, generate more revenue, and provide more amenities to our residents
- IV. **When will it be accomplished:** A firm can be hired at the beginning of FY18/19. The plan can then be completed by the end of FY18/19
- V. **Metric/how evaluated:** A market analysis and plan for specific areas of Kirkwood is completed. New economic activity is monitored.



## Goal #4

### **Nurture downtown Kirkwood as the heart of our community**

Encourage investments and activities that bring residents and visitors downtown. Make public investments that are sound and fiscally sustainable.

#### **Objective A: Encourage private and public investment downtown.**

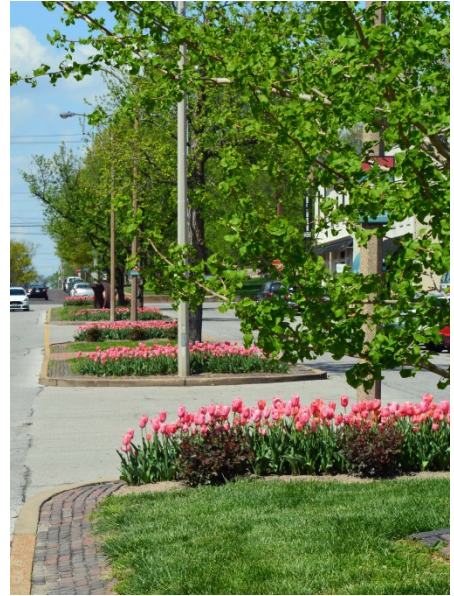
##### **Initiatives/Projects/Actions:**

#### **1. Develop a new Performing Arts Center in downtown Kirkwood for increased economic activity and private investment.**

- I. **Who is responsible:** Director of Parks and Recreation with assistance of Directors of Purchasing, Finance, Public Services, and Administration as well as City Council and Park Board
- II. **How will it be accomplished:** Identify adequate funding for the project. Develop construction documents. Complete construction of the new facility.
- III. **Why it should be accomplished:** Development of a performing arts center in downtown Kirkwood offers an opportunity to appeal to Kirkwood's strong sense of community, uniqueness, and appreciation for the arts while creating an economic engine for the south end of the downtown business district.
- IV. **When it will it be accomplished:** FY18/19
- V. **Metric/how evaluate:** Successful opening of the new facility

#### **2. Investigate options for Phase 2 (Black Box Theater) of the Performing Arts Center in downtown Kirkwood for further increased economic activity and private investment.**

- I. **Who is responsible:** Director of Parks and Recreation
- II. **How will it be accomplished:** Review financial performance and operational issues of existing facility. Work with staff and potential users to update pro forma and business plan based on inclusion of Black Box facility to determine viability of the addition. Update projected costs for construction of the facility.
- III. **Why it should be accomplished:** An additional performing arts venue, coupled with the proposed principal performing arts center, offers the opportunity to bring additional traffic to downtown businesses while at the same time adding additional capabilities to the original facility.
- IV. **When it will it be accomplished:** FY21/22



- V. **Metric/how evaluate:** Report delivered outlining information gathered and making a recommendation regarding the feasibility of adding the facility.

### 3. Historic restoration of the iconic Kirkwood Train Station

- I. **Who is responsible:** CAO, working with Historic Kirkwood Train Station Foundation
- II. **How will it be accomplished:** Funds raised through HKTS Foundation, combined with staff assistance, to upgrade interior, exterior, and restrooms. The City will work with MSD to mitigate drainage problems.
- III. **Why it should be accomplished:** The Train Station is an iconic structure in our City that must be preserved. City took ownership in 2003 to continue Amtrak service that brings more than 50,000 people through its doors each year.
- IV. **When will it be accomplished:** FY21/22
- V. **Metric/how evaluated:** Successful completion of renovations



### 4. Develop and implement a downtown Master Plan which incorporates a parking study

- I. **Who is responsible:** Chief Administrative Officer (primary), Director of Public Services and City Planner (assisting)
- II. **How will it be accomplished:** Hire a consultant to analyze current market conditions, including evaluating current and future parking requirements, current codes and standards, and then developing an actionable plan to enhance the downtown.
- III. **Why it should be accomplished:** The Envision Kirkwood 2035 comprehensive plan calls for strengthening the economic base of our downtown area. This involves identifying opportunities to encourage private investment, strategies for specific uses, and leveraging city resources to ensure the continued success of this highly popular area which attracts residents and non-residents, generates significant tax dollars, and enhances Kirkwood's regional reputation.
- IV. **When will it be accomplished:** FY17/18
- V. **Metric/how evaluated:** Completion of Mater plan and implementation of plan recommendations.



**Objective B: Create a sense of place to further encourage people to live, work and enjoy Downtown.**

**Initiatives/Projects/Actions:**

**Promote inclusion of residential development in mixed-use downtown to increase walkability.**

- I. **Who is responsible:** City Planner, Planning and Zoning Commission
- II. **How will it be accomplished:** Contract with a professional planning firm to help guide the City through the process of developing codes and standards to enhance the sustainability of the downtown area.
- III. **Why it should be accomplished:** Residential mixed use development in the downtown area helps provide customers for retail stores, restaurants, and businesses, which in turn creates amenities for residents, creating a stronger sense of place, neighborhood character, and increased accessibility.
- IV. **When will it be accomplished:** FY19/20
- V. **Metric/how evaluated:** Mixed use regulations are created and implemented.

**Goal #5**

**Invest for the future through public infrastructure** Balance current and future generations through technology and effective stewardship. Maintain livability and sustain the quality of life.

**Objective A: Develop comprehensive plan for managing, using, locating and maintaining City facilities.**

- I. **Who is responsible:** Director of Public Services (primary), assisted by Director of Purchasing
- II. **How will it be accomplished:** Develop an RFP for a Facilities Needs Assessment.
- III. **Why it should be accomplished:** City facilities are aging and located on increasingly valuable land ripe for redevelopment in the downtown. Existing property that these facilities are located on may have a higher and better use once redeveloped, while relocated City facilities may be more efficient elsewhere.
- IV. **When will it be accomplished:** FY18/19



- V. **Metric/how evaluated:** Study is completed, results evaluated, and if warranted, plans are made to implement recommendations.

**Objective B: Pursue energy efficiency initiatives to improve the performance of the Kirkwood Electric System.**

**Initiatives/Projects/Actions:**

**1. Implement an Energy Efficiency Campaign.**

- I. **Who is responsible:** Director of the Electric Department
- II. **How will it be accomplished:** Utilize consultant services. Estimated cost for service is \$15,000.
- III. **Why it should be accomplished:** To make citizens aware that energy efficiency options are available. This lessens need for large scale generation projects in the future.
- IV. **When it should be accomplished:** FY18/19
- V. **Metric/how evaluated:** Implementation of Energy Efficiency Initiatives in FY19. Energy consumption will be monitored to determine if efficiency has improved.

**Objective C: Increase community accessibility and mobility.**

**Initiatives/Projects/Actions:**

**1. Improve access for alternative modes of transportation (walking, biking, transit, etc.) in the design of City streets.**

- I. **Who is responsible:** Director of Public Services (primary), City Engineer, and City Planner (assisting).
- II. **How will it be accomplished:** Incorporate elements of the City's Pedestrian and Bike Plan into street projects and other infrastructure projects. Annually, submit grant applications that support the development of pedestrian and bike improvements.



- III. **Why it should be accomplished:** Walking and biking are becoming more of a normal means of moving about the City. Currently, City streets are not fully capable of providing safe biking opportunities and ADA-compliant pedestrian walkways.
- IV. **When it will be accomplished:** Develop standards and ordinances FY18/19. Incorporate into projects FY19/20.

- V. **Metric/how evaluated:** Design standards and ordinance codified, with implementation in new construction. Annually report on funds expended on sidewalk and bike improvements, and record the number of linear feet of new and replaced pedestrian improvements completed.

## 2. Implement long-term plan for repair of streets

- I. **Who is responsible:** Director of Public Services (primary) City Engineer (assisting)
- II. **How will it be accomplished:** Utilize pavement preservation techniques that are monitored within a Pavement Management System to extend the life of street pavement.
- III. **Why it should be accomplished:** City residents have noted that street condition is the number one thing the City should work to improve.
- IV. **When will it be accomplished:** Budget appropriate funding annually.
- V. **Metric/how evaluated:** Update annually the City's Pavement Condition Index (PCI) on a system-wide and maintenance-area basis.



This page was intentionally left blank.





WHERE COMMUNITY AND SPIRIT MEET™

## FY 2019-2020 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 fiscal year 2019-2020 (FY20) operating budget for the City of Kirkwood. The budget is a carefully constructed plan for the operation of the City. This proposed budget is a carefully considered, balanced and workable outline for the expenditure of funds to continue the services that provide for the public safety, welfare, and quality of life for the citizens of Kirkwood.

These are exciting times in Kirkwood, with construction of our new Performing Arts Center underway, actions taken to implement the Downtown Master Plan, and consideration of the Vision Zero approach to urban design and transportation planning. All of these enhance livability, and will encourage further economic development within our city to help grow the tax base. Kirkwood also faces the challenges of relying upon sales tax in a shifting retail climate, market uncertainty with recycling processing, road and water infrastructure needs, and an underfunded police and fire pension plan. Staff and City Council, with valued input from the citizens and business owners of the city, will continue to work together to address each of these challenges.

The City of Kirkwood is at its heart a service provider. We exist to provide services that enhance the quality of life of our citizens. The citizens of Kirkwood are accustomed to, demand, and rightly expect exceptional services from their city. From Sanitation to Parks and Recreation to Streets, and to all levels of direct public services, the city continues to provide the highest quality and value. At the top of the list is public safety. Our police and fire departments work diligently to bring security in an unsecure world. They work through exceedingly difficult circumstances and display the highest levels of professionalism. Our fire and police departments must navigate changing social and regulatory norms, while delivering services efficiently and effectively.

The City over the years has strengthened both departments with investment in staffing and equipment. This is evidenced in metrics such as response time, and service cost per call response. Public safety service calls have increased by over 20% in the past five years. This has led to an increase staffing in critical public safety functions such as dispatch operations, which has also seen investment in an upgraded operations center. Kirkwood has done this while adding fire dispatch for the City of Des Peres, and continuing in its provision of police, fire and emergency medical services for the City of Oakland.

Included in this budget is the continuation of this successful approach to public safety service provision. Des Peres has been aboard with our fire dispatch for a year now, and it has been a positive model for other communities. The City of Kirkwood also has partnered with the City of Oakland for police and fire provision for many years, and looks to continue this partnership for the foreseeable future. As an example of the shared benefit derived from this type of agreement, Oakland will be contributing fifty percent of the cost of a new patrol vehicle to be purchased in FY2020. Both of these cooperative service provision arrangements are a positive for Kirkwood, as we are able to add to the level of service provided to our citizens while receiving yearly contractual revenue from Oakland and Des Peres. As a result of the agreement with Des Peres, we are now prepared to add an additional dispatch station for peak and emergency use. The City has been able to leverage the agreements to provide additional capacity that benefits our residents with better, more effective service. We continue to explore further opportunities with neighboring jurisdictions that will add to the quality of services we provide for our citizens, all while offsetting costs.

Road projects will again comprise a significant portion of FY20's capital improvements budget. The pavement quality of our roads is identified in recent citizen surveys as a high priority concern. The engineering department studied the condition of our streets and developed a street restoration program. The City is in the third year of a five year initial implementation of this program. A condition assessment study was conducted under a program developed by the American Public Works Association. This program assesses the distresses in street pavements on a 0-100 scale known as the Pavement Condition Index (PCI). At the start of this program in FY17 the City had an average PCI of 64 and has set a goal to improve that score to a 70 within the next five years. The program involves addressing streets at various levels of deterioration with the appropriate surface treatment to maximize the service life of the street for the dollar expended. The implementation is primarily by district, with each of five geographical districts of the city being completed in the five year initial implementation. Thus far, the East, South and West districts have been completed; with the Northwest and Northeast districts to follow in FY20 and FY21 respectively. In FY18 more than \$3.4 million was expended on improving our roads and streets. A similar amount of work has been completed in FY19, with more than 25 streets being resurfaced this fiscal year, primarily in the west district. Since the inception of the City's street restoration program in 2016, pavement condition throughout the City of Kirkwood has improved from a PCI of 64 to the current PCI of 70.

The City has applied for and received federal grants that supplement our local funds on road projects. For FY20, Kirkwood will be utilizing \$4 million in Congestion Management/Air Quality grant funds to install a new coordinated traffic signal system at twelve intersections along Kirkwood Road. A federal Surface Transportation Projects grant of \$950,000 will assist in funding the North Geyer Road improvements.

We continue to evaluate the markets to provide the highest quality recycling and sanitation service to our citizens. Curbside recycling is projected to operate at a significant deficit due to fluctuations in the market which drive increased direct

processing costs to the City. We have evaluated multiple scenarios, and intend to allow the recycling market to settle over the coming year while continuing our current level of service. Our decision to continue with our current the level of service is projected to utilize \$398,000 of the sanitation fund balance. Management recognizes that without a dramatic decrease in processing cost, the City will not be able to sustain the current curbside recycling level of service beyond this one year without a change to rates charged or operational aspects such as frequency of pick-up.

### FINANCIAL OVERVIEW

The Kirkwood Finance Department prides itself on being a strong watchdog for the City's money. The City projects a stable outlook for the FY20 budget year, and continues to receive Moody's strong Aa2 rating on its limited debt. The City utilizes only 2% of its statutorily-defined debt capacity. Revenues have been steady, if not growing, in most revenue categories. Conservative budgeting practices, modest valuation increases, and increased sales tax revenues will continue the city's trend of strong fiscal management. The finance director and department heads have worked together to develop long range scenarios and strategies to fluctuations in funding streams. The department heads are to be commended for their diligence in finding efficiencies and reigning in costs. With personnel costs approximately 72% of all operating costs, we strive to maintain and improve services as much as possible without adding people. This year's operational budget includes no staffing increases.

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 city has continued to post General Fund cash surpluses in recent years. The \$601,000 FY18 cash surplus pushed the City's total General Fund cash balance to \$9,612,000, representing 42 % of revenues. The cash surplus is indicative of the City's conservative budgeting practices as the city typically only expends 94-96% of budgeted authorization. Sales taxes continue to be the City's primary revenue source, and accounted for 27% of fiscal 2018 General Fund revenues, followed by gross receipts taxes at 20%.

Our strong General Fund balance is one of the primary reasons the City of Kirkwood was able to attain the Aa2 bond rating from Moody's on its most recent bond funding for the new performing arts center and community center projects. This strong investment grade bond rating allows us to borrow funds at the some of the lowest possible borrowing costs, which saves our citizens hundreds of thousands of dollars when debt is issued. A strong cash balance also provides a reserve cushion for economic fluctuations and downturns. The City of Kirkwood must continue to maintain and to build upon our fund balance in the General Fund.

The FY20 budget accounts for the effect of new legislation, both internal to the City and external, in future expenses and revenues. 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.

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 FY17 and FY18. General fund revenues totaled \$22,385,000 in the fiscal year ended March 31, 2018, compared to \$21,718,000 for the year ended March 31, 2017, a 3.1% increase. Expenditures for the general fund, totaled \$ 23,373,000 for FY18. This was an increase of \$918,000 or 4% above the previous year. As of March 31, 2018, unassigned general fund balance, as a percentage of expenditures is steady with prior year at 29%. The City was able to add \$601,000 to its cash on hand in the general fund for FY18. The Electric Fund and the Water Fund continue to support the general fund and capital improvement fund infrastructure projects as dividends to the community. The proposed FY18 budget anticipates and projects a continuance of five percent dividend distributions from the enterprise funds to the general fund and capital improvement fund.

While the City's overall revenue receipts are steady or growing over the past five years, there are some significant revenue streams that bear watching. The City's cable franchise revenue has dropped, we presume, as a result of cord-cutting. This may be expected to continue into the foreseeable future. Shifts in consumer behavior may also be at the root of a precipitous decline in telecommunications gross receipt taxes. We are working to determine why those receipts were down almost 15% in FY18.

Of notable concern moving forward is the sustainability of the Police and Fire Pension Plan at current funding levels. The fund balance of the Plan has been slowly diminished year to year. City Council in FY19 directed funds from both Prop P and Fire Sales Tax to supplement funding of the Plan. The Police and Fire Pension Board will this year be commissioning an actuarial review of the plan to determine appropriate funding levels into the future. In the coming years, we will need to consider a ballot measure to adjust the tax that supports this fund.

#### DEPARTMENTAL BUDGETS

The departments of the City 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 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, Public Information Officer and two Administrative Associates. The Administration Department oversees citywide administrative functions, and manages risk. The Assistant CAO works diligently with the CAO, Safety Manager, and Human Resources Manager to assess and minimize possible liability issues or exposures through strong policy, procedure, and enforcement.

During FY19 the City received the results of the bi-annual citizen satisfaction survey that measures the community's pulse by gauging citizen satisfaction with service delivery and quality of life, and level of support for certain proposed policy initiatives. The survey results help drive priorities and strategies to address needs. The analysis of the survey results will often dovetail with the goals and strategies identified in City Council's 2017 Strategic Plan. This year's survey showed a strong level of satisfaction with City services overall, with concerns noted for street and sidewalk condition. This budget continues funding the street restoration program and sidewalk maintenance and connectivity programs that address these concerns.

The administration department is in charge of overseeing and implementing the City's five-year strategic plan. Since its completion in June 2017, departments have been making steady progress on fulfilling the goals outlined by City Council within the strategic plan. Some of the initiatives proposed for funding in this budget are automation of residential solid waste collection, continued investment in sidewalk connectivity and complete streets, and downtown landscaping improvements under the auspices of the city forester.

Our personnel are the City's most valuable resource for providing citizen services. Quality of life would suffer without our well-trained and professional employees through all departments of the City of Kirkwood. The city recently completed a comprehensive overview of its pay and benefits systems to inform on the best ways to continue to attract and retain the best and brightest employees. The analysis identified the compensation adjustments necessary to keep the City competitive in a changing labor market. The City in FY19 made compensation range adjustments per the report's recommendations, and the FY20 budget includes merit-based and cost of living adjustments that equate to 3½% of salaries.

The City has been successful in limiting cost increases for employee benefits. This year administrative staff worked to mitigate an increase of 6.7% in medical insurance premiums by adjusting the plan design to offer more options. Administration staff has worked with our benefit consultant to utilize a more comprehensive online benefits platform that offers employees increased choices in how they spend the benefit dollars allocated to them. This right-sizing of the medical plans offered allowed us to limit the

realized premium cost increase to a modest 1.0%. It also allowed us to introduce a high deductible plan and Health Savings Account (HSA), something that our consultants had been recommending. An HSA allows employees to accumulate, invest, and shelter contributions and earnings from taxes and use them with no tax consequences for eligible medical expenses. The number of dental and insurance plan options increased. We again have no increase in the City's dental and vision insurance premiums for the upcoming year.

#### Human Resources:

The implementation of a state of the art Enterprise Resource Program (ERP) will enhance efficiency in the Human Resources function to allow us to better serve our employees and the citizens of Kirkwood. Because the City has never fully automated this function, there is considerable opportunity to gain efficiencies and organizational effectiveness. Implementation of the ERP System will allow the department to move from a pen-and-paper "Personnel" function focused on control through administration, payroll, and regulatory enforcement to an operational "Human Resources" function that serves the workforce through proactive recruiting, employee development, and total compensation.

The following processes will benefit from automation upon system implementation:

- Applicant tracking will allow us to streamline the entire recruitment process to ensure best practices, reduce time to hire and allow monitoring and reporting of EEO and diversity data.
- Employee Self-Serve Portal will allow employees online access to benefit administration for open enrollment, qualifying event changes, and changes in personal information.
- Learning Management System will allow for better monitoring and tracking of training and development of the workforce.
- Performance Management System will allow for consistent administration of the evaluation process, track awards and commendations, and provide for enhanced succession planning.

#### 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. Participation in the biometric screening, along with an annual physical, and choice of two additional wellness activities such as a flu shot, dental visit or eye exam allows employees to meet certain wellness program criteria in order to qualify for a day off or its equivalent in cash. This along with voluntary employee participation programs such as "greatest loser" and other exercise and nutrition programs offered throughout the year have had a positive effect on the City's health insurance costs.

#### Safety Division:

Safety management and loss control continue to be an area of focus for the City. The City has been self-insured for its workers compensation program for many years which has helped greatly to keep costs down. More recently costs have risen significantly due to the



severity of injuries incurred. Over three quarters of the cost of workers compensation paid last year and this year was due to a handful of surgeries that were required to bring employees injured on the job back to “maximum medical improvement”. The City’s Safety Manager works with loss control specialists from our insurance broker A.J. Gallagher and the companies who provide the City with insurance to offer assistance in the form of training, accident review, workplace inspections, and other measures.

This budget again contains provisions for a safety bonus to be paid to City employees for continued safe practices. Full-time employees are to receive a one-time payment of \$200, with eligible part-timers receiving \$100. The program’s cost this year is about \$62,000, approximately 25% of the calculated yearly savings achieved by maintaining a modifier below one. This is intended as an incentive for employees to pursue safety in everything they do, by contributing to keeping the experience modifier below one. When the experience modifier is below one in a given year the bonus is paid. In years that the modifier is equal to or exceeds one there will be no bonus paid. Our projections show this year that negative experience has placed us very near or above the limit, so our employees may not qualify for the bonus in FY20.

#### Administration:

Administration activities remain focused on providing leadership to City departments as they strive to implement the council’s strategic plan and the day to day services that are supported by the council approved annual budget. For FY20 staff support of the Arts Commission will transition to the Parks and Recreation department so that the Public Information Officer can concentrate efforts on Goal #2 of the strategic plan which calls for improved communication between citizens and their government.

#### Capital Items:

Administration plans to use FY20 capital funds as proposed:

Replace Primary City Hall Copier	\$ 20,000
----------------------------------	-----------

### TRAIN STATION

The City of Kirkwood owns and operates the train station in downtown Kirkwood. A major historic restoration is planned in the next three years including new ADA-compliant platform and customer amenities to be installed in partnership with Amtrak. In the coming year funds are proposed in the FY20 budget for the City to employ a consultant to design flood mitigation infrastructure improvements at the site. The Historic Kirkwood Train Station Foundation is leading a fundraising effort to secure the necessary funding for the restoration of the building with design work included in this capital budget proposal.

#### Capital Items:

Train Station plans to use FY20 capital funds as proposed:

New Catch Basins	\$ 50,000
Engineer Berm and Flood Gate	\$ 67,000
Building Restoration Design Work*	\$361,000

\* While the restoration of the train station will be a City-managed project, monies for it will be raised from outside sources, with no City funds earmarked for the building.

#### MANAGEMENT INFORMATION SERVICES

FY20 will signal the beginning of a significant transition in management information systems at the City of Kirkwood. The first priority will be to install and migrate data to the new enterprise resource program (ERP) system. They will oversee training through all departments. MIS will also be working to expand the use of the GIS system in conjunction with the new ERP system. The functionality of the new system will also require upgraded internal and external connectivity. The goal in the long term is full integration of finance, work orders, billing, and expanding the use of the GIS system in conjunction with the new ERP system..

Another need to be addressed in the coming budget is the installation of new switches that connect all devices to the network to replace the oldest ones to ensure maximum availability and support. The oldest of these have been in operation since 2000. Several others are over 10 years old. This is basically antiquated technology. The switches still function, but MIS can no longer get support for them.

#### Capital Items:

MIS plans to use FY20 capital funds as proposed:

Computer Upgrades	\$ 15,000
Replace Network Switches	\$ 80,000
Replace Plotter	\$ 8,000

#### PROCUREMENT DEPARTMENT

The Procurement Department is an efficient internal service provider that assists City departments with all manner of purchases, inventory tracking, and liquidation of surplus assets. The procurement ordinance outlines process and procedure for all types of purchases. The four employees of the department develop requests for proposals or other bid methods and oversee the bidding process. The department also continues to administer the City's Pro-Card program.

#### Capital Items:

There are no new capital items in the FY20 budget for the Procurement Department.

#### FACILITIES OPERATIONS DEPARTMENT

Facilities Operations oversees all maintenance of City-owned buildings, as well as the Memorial Walkway, Bisso Park, Ken Connor Park, and the Farmers Market. The department uses tightly scheduled preventive maintenance to mitigate unforeseen expenditures. Many of the larger projects such as replacement and installation of generators and HVAC systems are outsourced. The facilities operations budget in some cases shares costs of capital improvements with the individual departments.



The Facilities Operations Department continues to focus on process and project review in FY20. This continuous review allows the department to adjust internal duties and outsourced work in order to coordinate and manage planned and unplanned projects, while ensuring the City receives the best return on its resource investments.

An immediate capital need is to replace the current heat pump systems at Firehouse #1. The units will be eighteen years old at the time of replacement, which far exceeds the life expectancy for heat pumps and need to be replaced with an updated high efficiency system. Another priority is replacing the Facilities Operations service vehicle. The existing vehicle will be thirteen years old at the time of replacement. The third priority is new flooring for the police building. The current flooring is 19 years old, in poor shape and has become unsightly in areas. The new flooring will eliminate the need for stripping and waxing due to new materials available in the market, thus eliminating biyearly maintenance. Facilities Operations also plans an ADA accessibility assessment of City Hall, Farmers Market, Police, Police Rifle Range, Purchasing/Utilities, SBD building and the Train Station. The assessment will focus on pedestrian accessibility in and around entrances, elevators, restrooms and offices.

**Capital Items:**

Facilities Operations plans to use FY20 capital funds as proposed:

Firehouse #1 Heat Pumps Replacement	\$ 52,000
½ Ton 4x4 Pickup Truck	\$ 32,500
ADA Accessibility Assessment	\$ 15,000
Police Department New Flooring	\$ 35,000

**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 is counted on to compile customer interactions and track the responses by the departments. One ongoing project is accounted for in the budget and listed below.

**LaserFiche Project:**

All departments are converting records to digital format. The operating budget includes an amount for the City Clerk to attend the annual Laserfiche Conference so she will have the most up to date information on software and operations.

**Mayor/Council:**

The operational costs in this area are expected to remain relatively steady.

**Capital Items:**

There are no new capital items in the FY20 budget for the City Clerk's Office.

## FINANCE DEPARTMENT

The Finance Department provides services in accounts payable and receivable, payroll, debt administration, and budget tracking for the internal and external functions of the City. The City needs to continually track budget and finance trends to sustain our strong financial position. Short term decisions can have great impact on long term results. The Finance Department works with all the departments to accurately report all transactions and financial position. The department also works to ensure that all financial compliance activities and disclosures are handled accurately and on a timely basis.

The new enterprise resource program will enable Finance to enhance functions to allow better service for our citizens. Some of the more notable improvements will be creating and processing utility bills in house. We currently use a third party vendor that charges a minimum of six hundred dollars to make even a minor change. The Finance Department will be better able to coordinate more functions with human resources such as offering a portal so our employees can review their pay stubs at their leisure and/or print W2's. Finance will be better able to create and make changes to our budget document which now is through a third party vendor. Our fixed asset program is also through a third party vendor. The new system will allow us to create and generate financial reports in house with ease. Bringing these functions back in house will save time and money, and will enable the department to become more efficient and provide better financial products for the citizens, council and staff.

The department prides itself on being exemplary of the City of Kirkwood's tenets to be transparent, timely, accurate, and efficient. Customer service is a primary focus, as residents' interactions with the City often come through the department with utility billing. The Finance Department strives for excellence in customer service, and each year budgets for customer interaction training for its employees.

### Capital Items:

There are no new capital items in the FY20 budget for the Finance Department.

## FLEET

Fleet Services oversees and maintains 249 City vehicles and pieces of equipment. They maintain eight service bays with five technicians and one customer service assistant. Fleet Services continues to offer its expertise to the City of Clayton Fire Department, Glendale Fire Department, Frontenac Fire Department, the City of Rock Hill's Police Department and their Public Works Division. These entities call upon us when the required repairs are out of their scope of expertise. New revenue totaling \$33,381 has been realized thus far in FY19 as a result of municipal repairs for our participating cities. The feedback has been extremely positive from both internal and external end users as the Fleet Department maintains a 99.26% Vehicle-In-Commission rating.

For FY20, Fleet Services plans to implement vehicle telematics to track operation of vehicles. This solution is projected to improve driver safety and productivity; reduce fuel spending, maximize utilization, and decrease wear and tear. During the software

demonstration, it was noted The system will track driver behavior such as jack rabbit starts, sudden braking, and speed compared to speed limit. We will be able to integrate the software into our ERP and GIS to utilize the software's geofencing capabilities. This will be a yearlong trial of this technology.

Over the last three years, Fleet has prioritized life cycle cost analysis to assist departments and validate the replacement schedule. This process was compared to practices utilized by a major leasing program early in FY19, and our processes were found to be more cost effective for the City Of Kirkwood.

In the upcoming fiscal year, the budget proposes to replace an outdated two post vehicle lift with a four post lift. The four post lift simplifies setup by utilizing ramps to drive onto the runway and will increase productivity due to this design. The four post lift will also increase lifting capabilities from 10,000 to 14,000 pounds and includes two 7,000 pound rolling jacks mounted between the ramps.

Capital Items:

Fleet Services plans to use FY20 capital funds as proposed:

Four Post Vehicle Lift	\$ 17,000
------------------------	-----------

#### POLICE DEPARTMENT

Our police department continues its emphasis on best practices in community policing and public service. The Police Department continues to work diligently with other agencies to address the opioid crisis. Kirkwood Police is part of the West County Opioid Intervention Task Force, which uses predictive analytics to help identify possible issues where intervention may help. Our detectives unit has focused on identifying drug trafficking of opioids and been successful in the past year in corralling this activity in Kirkwood.

Other than personnel, vehicles account for one of the larger costs for the department, Police continues to work closely with Fleet Services in determining the best practices regarding the purchase of vehicles and related equipment. Considerations are also given to maintenance costs, condition of vehicle and resale values. Through Chris' formula and guidance we are able to maximize the use of our fleet. We recently delayed the purchase of a new vehicle because the vehicle to be replaced had not reached the criteria to be traded in. Delaying the purchase and getting the most out of the resource saved money for the department. The department was able to secure a grant for a partial costs for a new vehicle to be used for traffic enforcement-See Grants

With increases in legal mandates, changes in the laws, and expectations regarding training for police officers in diverse subjects, we continue to strive to obtain the best training available. In our goal to obtain the best training we consider the need for the training, the costs associated which also includes not only immediate monetary but the cost of having the officer not doing his normal duties and the logistics in attending. As costs continue to rise we take advantage of the Internet through on-line classes,

subscriptions and other web-related training. Over the past several years we have used asset forfeiture funds to bring in outside training and speakers. In an attempt to reduce costs and get the best possible training, Kirkwood Police partnered with the Jefferson County Sheriff's Department in FY19 to bring in nationally known speaker Gordon Graham to provide two days of training. This cost sharing partnership was a benefit for both agencies. Our intent is to continue to build on this innovative relationship-based approach. The result will be better trained officers at reduced costs.

The Patrol Division moved to twelve hour shifts and the Detective Division to ten hour shifts on January 1st 2018. One of the benefits of these moves has been reflected in a savings in the overtime accounts for both divisions. This along with other factors such as the City Council taking action on how comp time is considered have provided management an additional tool to help reduce overtime costs. Having supervisors on board with understanding from employees and being fully staffed completes the process allowing a reduction in our requested budget amount. We have seen a reduction in other overtime accounts as well. As a result we the Police Department has reduced its overtime use by 15 % in Patrol, Detective Division, and Traffic. We have also reduced our request for Part-Time salary (1204) for Support Services (dispatchers) approximately 12%. The introduction of Lead Dispatchers in FY19 allows a reduction of 12% in the support service budget for FY20.

The department continues to aggressively seek both overtime and equipment grants, and has been successful in securing them. The Patrol grants cover overtime for officers to work traffic related enforcement such as Hazardous Moving Violations, Seatbelt and DWI Enforcement. The Detective Division grants cover the costs of overtime for officers assigned to DEA. This year the department has actively submitted requests for grants related to equipment. In FY 19 we received a state grant in the amount of \$16,200 toward the purchase of a vehicle to be used for traffic enforcement. The city of Oakland agreed to cover the remaining costs for the vehicle. Oakland also committed to purchase three new radar units for vehicles in the Traffic Unit. Kirkwood Police also received grants totaling \$28,675 during FY19 from the Missouri Police Chiefs Charitable Foundation that provided a License Plate Reader along with nine Rapid ID units used to scan fingerprints to ID in the field.

#### Capital Items:

Kirkwood Police plans to use FY20 capital funds as proposed:

The police department will be obtaining four new patrol vehicles and one detective vehicle in FY20 to replace high-maintenance cost older models.

Patrol Vehicles	\$129,500
Detective Vehicle	\$ 27,000
Leased Vehicles	\$ 19,800
Taser Weapons	\$ 20,610

## FIRE DEPARTMENT

The highest priority for the Fire Department is always the human capital that is responsible for carrying out the demanding obligations of emergency response. The Fire Department is dedicated to the safety of our members and to their continuous improvement as professionals. Its mission is executed through skillful administrators, firefighters, and paramedics. The expertise of our professional staff members is maintained through continuous improvement. This professional development is achieved through advanced training and updated industry involvement through conference attendance and membership participation.

Training is an essential function within the Fire Department. The training line item budget reflects the current EMS certification required for all paramedic licenses. It also includes an increase in funding for operational training to maintain proficiency and compliance with ISO parameters.

The American Fire Service has recognized through research and statistics that two of the largest risks faced by firefighters today are cardiovascular disease and occupational cancers. The Kirkwood Fire Department is promoting a new health and safety initiative to protect our employees, improving their quality of life and maximizing our effectiveness for the community. In addition to this new program, a line item has been established in the capital budget to fund small capital health/exercise items. This fiscal year's request includes a treadmill replacement and the addition to personal washers and dryers at the stations to protect against cross contaminants from structural fire gear, such as harmful carcinogens found in the bi-products of combustion, which are washed in the existent extractors.

The Fire Department is also requesting departmental replacement all of personal protective equipment (PPE). Due to the hazardous conditions to which the equipment is exposed, the National Fire Protection Association mandates the replacement of PPE every ten years. In addition to this safety measure, the Fire Department is also requesting the replacement of the ballistic vest inventory. Firefighters unfortunately are placed in harmful, violent environments that require this type of protective equipment. The current inventory is reaching five years of service. Due to the types of materials in the ballistic vests, the recommended life cycle is five years. The Fire Department has identified necessary equipment upgrades in capital purchases for FY20. Funds are requested to replace all hydraulic rescue tools. This equipment is used to remove entrapped occupants from vehicle accidents and other technical rescues applications. The life cycle replacement for the tools is ten years.

The effectiveness of the department is routinely tracked against set industry benchmarks and operated with efficiency. Minimum staffing and an effective command structure are essential to the mission of the department. The staffing of fire apparatus and life support vehicles are benchmarked through national standards and fire department best practices. An effective command structure must be in place to manage all elements and divisions of the department. The administration has identified a need to reassess the command

structure in regard to functionality in order to maximize operational success. This budget includes an adjustment to Fire Department staffing to assign fire prevention, plan review, inspections, and public relations duties from the assistant chief to a new civilian fire prevention director position, allowing the assistant chief to function solely as the operations chief for the department.

Capital Items:

The Fire Department plans to use FY19 capital funds as proposed:

Ambulance Replacement (third year payment)	\$ 89,433
Auto-load Stretcher (third year payment)	\$ 45,459
Rescue Pumper (third year payment)	\$239,141
Command Vehicle	\$ 38,000
Firefighter Protective Equipment	\$190,500
Hydraulic Rescue Tools	\$100,000
Ballistic Vests	\$ 8,950

## PUBLIC SERVICES DEPARTMENT

### Engineering and Infrastructure

The Engineering Division will be focusing on the fourth year of implementing the Street Restoration Program and completing two major FY19 projects. The capital budget will reflect funds that will be used in the Northwest street maintenance district. This district is bounded by Adams Ave. to the south, Ballas Rd. to the west, the city limit to the north and Geyer Rd. to the east. Funds will also be used for the reconstruction of streets located throughout the City with a PCI less than 50. Engineering will also continue to manage three construction projects that will carry over into FY20 funded from grants received through East-West Gateway Council of Governments.

In the FY20 budget, funds are requested to reconstruct Quan Ave. from Taylor Ave. to Woodlawn Ave., including the intersections. This project will not only provide for new pavement, but also traffic signal improvements and enhanced pedestrian features. The City will also start designing improvements on Geyer Rd. from Adams Ave. to Big Bend Rd. The Engineering Division obtained an 80/20 grant from East-West Gateway for the construction portion of this project projected to be constructed in FY21.

Engineering will continue the implementation of the Sidewalk Program. This program includes the repair of hazardous sidewalk reported by residents and provides for implementation of the Kirkwood Pedestrian and Bicycle Plan. Two sidewalk gaps identified in the plan were being designed in FY19 for construction in FY20.

Funds are planned in FY20 to provide for an ADA Self Evaluation and Transition Plan for the public right-of-way. The plan will identify non ADA compliant pedestrian paths and facilities in the Kirkwood ROW and provide a strategy to address the issues. This plan is critical to removing barriers to access for all Kirkwood residents and moves the City closer to its goal of being a more pedestrian-friendly community. This review will



consist of a sidewalk inventory, condition assessment and an ADA compliance evaluation of sidewalks in City-owned public rights-of-way throughout the City. Key items that will be identified and summarized include missing segments of sidewalk, ADA deficiencies, and deteriorated sections of sidewalk. The Sidewalk Program will be used to fund the modifications identified in the plan for future years.

### Planning

The Planning Division continues to review and present private development projects to the Planning & Zoning Commission and City Council with 12 private development projects being submitted through three quarters of FY19. The division also provides daily support for building permit review related to zoning regulations and daily support to homeowners, property owners, and developers looking to improve their property. The Planning Division conducts site inspections for zoning requirements on active construction sites, conducts inspections related to reported violations of zoning requirements, and conducts all necessary follow-up to ensure any issues related to these inspections are resolved.

In FY19, the Planning Division coordinated the completion and adoption of the Downtown Master Plan by the City's Industrial Development Authority (IDA), Planning & Zoning Commission, and City Council. Staff is currently working with the Planning & Zoning Commission to recommend various code amendments that support the Downtown Master Plan. In FY19, the Planning Division also managed the completion of a Commercial Market Analysis for the area between Big Bend Boulevard and the BNSF railroad. The results of the study were presented to the City Council, provided to property owners within the area, and have been posted on the City's website.

The Planning Division has recently received preliminary approval from the IDA to receive funding for an in-depth Retail Market Study for Downtown Kirkwood which is also part of implementation of the Downtown Master Plan. The Planning Division has conducted research and started the procurement process to engage a web-based Economic Development Tool provider. Staff is pursuing this as a means of achieving a more proactive Economic Development role for the City. Funding of approximately \$7,500 per year in FY20 and future years is anticipated for the ongoing subscription to these types of services.

### Capital Items:

Engineering/Infrastructure/Planning plans to use FY20 capital funds as proposed:

Street Resurfacing	\$3,555,903
Sidewalk Improvements	\$ 150,000

### Forestry

In the Forestry FY20 budget, there is a substantial increase in the professional services account. This adjustment allows us to be more proactive in pruning of public trees in the rights-of-way. In FY19, the City Forester segmented the City into 8 district maintenance areas for pruning. It is the City's goal to have all of our trees in City rights-of-way



maintained on a regular basis to reduce hazards and promote healthy growth. Another cause for the increase to professional services is the transference of the lawn maintenance budget to the City Forester's budget. These funds were previously budgeted in the Street Department. The City Forester is now responsible for managing the lawn maintenance contractor that services city buildings, Special Business District, and the public right-of-ways.

**Capital Items:**

There are no new capital items in the FY20 budget for the Forestry Division.

**Building Commissioner**

The Building Department will continue to provide home occupancy inspections, building permit inspections and construction site inspections. In the FY20 budget there will be a reorganization of job duties related to the Sewer Lateral Program. Historically the Sewer Lateral Program was managed by the Engineering Department. The program duties will now be handled through the Building Department, freeing up the Engineering Department to take on more project management duties and new programs associated with sidewalks and storm water. The Sewer Lateral Program will now fund a portion of the Building Department's full time salary account.

**Capital Items:**

The Building Commissioner plans to use FY20 capital funds as proposed:

Compact SUV	\$ 23,500
-------------	-----------

**Sanitation**

In FY20, the Sanitation Department will be refining operations with the new implementation of automating solid waste collections. Over the past several years the department has taken steps to increase operational efficiencies to maintain a stable utility rate for our residents. The department turned the corner to operate in the black in FY18. It was projected that the department would see nearly a \$400,000 reduction in operational expenses in FY19. Unfortunately, due to market conditions with residential single stream recycling, a large portion of these cost savings are anticipated to be lost.

During FY19, pronounced changes in the global markets for certain types of recycling began to impact the St. Louis region. Single stream recycling processing costs increased threefold in the span of months. In order to continue its curbside recycling program through these changes, Kirkwood plans to absorb the greatly increased costs through the Sanitation Fund's fund balance.

The factors that led to the sudden recycling market volatility are expected to continue at least through FY20. In the FY20 budget, adjustments have been made based on current conditions, which increase expenses by \$378,400 and decrease revenues by \$125,000. These significant budgetary adjustments are based on our new contractual pricing following the shutdown of operations at the City's former processor. The City entered into a new processing agreement with a recycling processor that allows us to continue

curbside service. The continued provision of this service, however, comes at a much higher cost as compared to the previous agreement. This change has directly impacted the FY20 budget. Absorbing the higher single stream recycling transfer and processing costs is not fiscally sustainable for anything other than the short term. It is a stop-gap measure to allow time for the industry to adjust to the changing markets, and for the City to evaluate and possibly reinvent its approach to recycling. That reinvention includes adjusting the items accepted curbside to the repositioned market. Actions taken, such as the removal of paper from the curbside recycling stream, limit contamination and better position the City for a sustainable operation. The department continues to examine alternatives to reduce costs associated with recycling while still providing curbside recycling.

The City's upcoming shift to automation will create efficiencies that will soften the annual blow to the bottom line of the recycling cost increase. There will be initial capital expenses for the automated program of \$500,000 spread over a five year lease purchase. Primary of these is the purchase of new larger carts for recycling and solid waste. The City has applied for grant funding to offset some of the cost of this expenditure. The sanitation department will again be a focal point for careful analysis as we implement sustainable changes to the current in-house operation.

#### Capital Items:

The Sanitation Department plans to use FY19 capital funds as proposed:

Replacement Receptacles	\$ 10,000
Roll Carts	\$ 20,000
Rear Loader	\$220,000

#### Streets

The Street Department will continue to provide proactive preventative street maintenance in FY20. In this year's budget the department is requesting the replacement of the street sweeper. The street sweeper is used in sweeping the special business district twice a week and down every city street four times in a year. Street sweeping has proven to be a very effective tool for cleaning the streets and meeting the requirements of the National Pollutant Discharge Elimination System (NPDES) Phase II permit for the City. The lawn maintenance contract previously administered by the Street Department is now under Forestry purview.

#### Capital Items:

Streets plans to use FY20 capital funds as proposed:

Trailers	\$ 30,000
Sweeper	\$235,000
Skid Steer w/Tracks	\$ 49,500

## Water

The Water Department continues working towards maintaining and upgrading the City's water distribution system. In FY19, the City received bids and began construction for the replacement of the Swan Pump Station. This project will also include nearly a mile of water main replacement. Along with this major project, the Water Department has been working on fixing leaks identified in a FY18 leak study to help in the reduction of water loss.

A water rate adjustment is proposed in the FY20 budget due to increasing operational costs and new debt service for major capital improvement projects. The City last increased rates on April 1, 2016. In order for the department to maintain a sustainable operation, a rate adjustment is recommended. In May of 2018, the Public Service Commission (PSC) approved new rates for MoAm. City rates have been traditionally lower than those of MoAm, however, with the recent PSC approvals and the department's increasing costs, this gap has been eliminated. MoAm has changed their rate structure to shift more cost onto the consumption of water versus the fixed monthly meter charge. In addition, MoAm will be going to monthly billing versus quarterly. Due to these circumstances it is recommended that the City's rates be set at but not to exceed the current MoAm rates. It should be noted that the proposed rate adjustment will balance the budget to the 95% projected expenditures typical year to year, but does not fully offset budgeted expenses in the FY20 budget.

In the proposed budget for FY20 there are funds requested for contracting out the repairs of the most serious high priority water leaks to aggressively reduce the city's water loss. Also, within this budget, are requests for increased water main replacement funding, continuance of the hydrant installations, and two vehicle purchases.

### Capital Items:

The Water Department plans to use FY20 capital funds as proposed:

Fire Hydrant Installations	\$ 10,000
Water Main Replacement	\$1,525,600
Operational Improvements	\$ 100,000
Leak Detection Program	\$ 100,000
Pick Up Truck w/Service Body	\$ 69,000
1.5 Ton Flatbed w/Crane	\$ 100,000

## RECREATION DEPARTMENT

The principal focus of the five year Parks and Storm Water Fund remains the Performing Arts Center, with potential revisions to the Community Center waiting in the wings. Payments against the \$24 million bond ramp up fully in the first year of the plan. Some additional soft costs, such as owner's representative services, and materials and geo testing services are also included. There is also an allocation of funds that would allow for bringing staff on board at the PAC prior to the opening of the facility when revenue is not yet being generated through its use.

The capital plan for the Recreation Department includes allocations for repairs to the now twenty-year-old aquatic center and ice rink facilities. A recently completed aquatic center audit identified significant pool infrastructure deterioration at the facility. The five-year capital plan includes the necessary allocation of funds to address the situation, effect the repairs, and ready the aquatic center for another twenty years of operation. The department is well-positioned with its dedicated funding to allow for all the necessary repairs at the aquatic center in the coming years.

Items from the aquatic center audit have been incorporated into the plan in the following manner:

- FY20 includes those items necessary to bring the facility in line with current health codes and other operational issues that need immediate attention.
- FY21 includes an even larger allocation for important repairs and replacement of equipment for the aquatic center, with the anticipation that a grant from the Municipal Park Grants Commission of St. Louise County will offset much of the cost. Many of the repairs and replacements are essential to the effective operation of the facility.
- The third through fifth years of the plan include ongoing allocations for pool painting and miscellaneous repairs as is typical along with larger projects such as deck and pump replacements, and deck furniture rehabilitation. Additional items included in the audit are expected to fall outside the five year window of the capital plan.

The ice arena is in line for substantial updates in year four of the plan. Included is the replacement of the rink chiller system and its outdated R-22 refrigerant, along with replacement of the rubber flooring throughout the rink facility. These flooring replacements are being scheduled in the same year as the chiller replacement in order to minimize the down time for the rink. The chiller system replacement project is an good candidate for a municipal parks grant.

The only project in the plan not related to the PAC/CC, aquatic center and ice arena facilities is the recoating of the Kirkwood Park tennis courts scheduled for the first year of the plan. Completion of this plan should put the courts in good shape for the next seven to ten years. The projected fund balance throughout the five year plan allows for additional emergency spending if required.

#### Capital Items:

Recreation plans to use FY20 capital funds as proposed:

Aquatic Center Repairs	\$172,000
Pool Painting (Family and Plunge Pools)	\$ 55,000
Rink Locker Room HVAC	\$ 15,000
Pool Umbrella Covers	\$ 15,000
Resurface Tennis Courts	\$ 65,000

### KIRKWOOD ELECTRIC

Kirkwood Electric has made significant progress on its modernization program during the past fiscal year. The commissioning of the Alfred Substation means that the department has now upgraded seventy five percent of the system. During FY20 contractual services will upgrade the remaining eleven circuits of the system. Once these circuits have been upgraded the system's final substation, the Sugar Creek Substation, will be addressed. Kirkwood Electric will also be evaluating an opportunity to shore up its reliability by installing an energy storage system at the Leffingwell substation. This is currently planned for funding and installation in FY21.

The upcoming year will also mark the second year of the department's development of a succession system to prepare for the impending retirement of a significant number of line workers. Another new apprentice will be added to the ranks and the department plans to supplement its workforce with a contractual utility marking service. The new additional contractual services will free up existing personnel to perform distribution system work flow and line clearance operations. The department is implementing this change in conjunction with a similar change that will take place at the Water department. The shared marking service will be utilized to meet regulatory mandates to mark underground facilities.

Funding from Kirkwood Electric will support new traffic signals along Kirkwood Rd. between Manchester and Big Bend. The completion of water main work on Quan will also now give way to new traffic signals at the two major intersections of that street. The department will also utilize contractual services to maintain those new traffic signals after they've been completed.

Kirkwood Electric's efforts in the new fiscal year will continue to implement the main goals of the strategic plan. Kirkwood Electric will continue to be aggressive in the coming year in its efforts to provide low cost reliable service that meets the ever changing demands of its customers. Alternative and renewable energy sources will comprise more and more of the department's portfolio as the market shifts from reliance on fossil fuels to more sustainable sources. In FY19 the department agreed to purchase a block of wind power from the Clean Line transmission project. Construction of this renewable energy conduit has cleared the necessary hurdles and be delivering wind energy to Kirkwood citizens in 2023.

Kirkwood Electric is an enterprise fund of the City, and as such, is operated similar to a business. In recognition that the utility is in so many respects a business, funds are distributed annually to the General Fund as a dividend. For FY20, the City is budgeting a five percent dividend from the Electric Fund to the General Fund. This supports general fund operations and has allowed the City to add to the general fund balance. It also strengthens the City's financial position overall, and minimizes the interest paid by the City on debt service. The utility continues its pay-as-you-go approach to capital investment, and operates debt free. The budget for FY20 includes over \$1.5 million in capital expenditures.

Capital Items:

Kirkwood Electric plans to use FY17 capital funds as proposed:

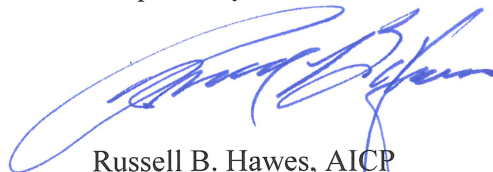
Distribution System (Circuit Upgrades)	\$ 800,000
Distribution System – Sugar Creek Substation	\$ 325,000
Quan Traffic Signals	\$ 400,000
Electric Vehicles	\$ 72,000

CONCLUSION

The proposed budget is a conservative, lean, effective, and workable financial plan. The City is presented with challenges adapting to the shifting economy, particularly as we rely so heavily on locally-derived sales tax revenues as well as gross receipts tax, both of which are susceptible to volatility compared to the more stable property-based revenue streams. It is the obligation of the Chief Administrative Officer and the City's professional management staff to explore, identify, and implement actions that minimize negative impacts on this community. Strong and innovative leadership is imperative in addressing these challenges.

The FY20 budget analysis began with a meeting of the department heads and City Council to discuss items for budget consideration at a planning session in July. Since then, finance and administration staff have been working together, and with the leaders of the various departments, to develop well-considered budgets to guide the delivery of services to our citizens. I commend all involved in the development of this budget on their professional approach to this task, and particularly Assistant Chief Administrative Officer Georgia Ragland, Director of Finance John Adams, and Assistant Director of Finance Sandy Stephens. This financial plan for implementing programs to provide for the common good of the citizens of Kirkwood, combined with the efforts throughout the City of Kirkwood government to identify and track quantifiable measures of effectiveness, will see us through the next fiscal year with a positive operational and financial outlook.

Respectfully,



Russell B. Hawes, AICP  
Chief Administrative Officer

The page was intentionally left blank.



---

---

## **Section II Reappropriations**

---

---

This page was intentionally left blank.

City of Kirkwood  
Reappropriations Requests from the 2018/2019 fiscal year

	Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
1	301-1105-600-7505	2018/2019	MIS	Upgrade Servers	125,000
2	301-1301-600.75-05 FD1905	2018/2019	Fire	Computers	24,076
3	301-1201-600.75-06	2018/19	Police	Patrol Vehicles	115,061
4	205-1201-429.31-09	2018/19	Police	Sig Sauer Acedemy Training	3,800
5	101-1204-421.43-08	2019/19	Police	Range Safety Materials	4,654
6	101-1102-412-31-08	2017/2018	Administration	Urban Forestry Funds	950
7	301-1112-600-75-05	2017/2018	Procurement	Enterprise Sourcing and Contract Management (E-procurement)	35,000
8	301-1704-300-75-03	2018/2019	Facilities Maintenance	Kirkwood Arts Council - Sculpture Maintenance	8,900
9	101-1701-423.31-10	2018/2019	Engineering	Zoning Code Revision	147,942
10	101-1701-423.32-03	2018/2019	Engineering	(PO 190472) Stormwater Study	21,706
11	101-1701-423.32-03	2018/2019	Engineering	(PO 190473) Essex Design	23,303
12	101-1701-423.32-03	2018/2019	Engineering	(PO 190978) TEAP	10,000
13	301-1401-600.75-06	2018/2019	Street	(PO 190448) TruckCenter (ST1903)	102,734
14	301-1401-600.75-06	2018/2019	Street	(PO 190649) Dave Sinclair (ST1905)	44,651
15	301-1401-600.75-12	2018/2019	Infrastructure Cap.	(PO190870) Kwd/BNSF Const.(PW1805)	285,345
16	301-1401-600.75-12	2018/2019	Infrastructure Cap.	Kwd/BNSF Const. Man. (PW1805)	28,442
17	301-1401-600.75-12	2018/2019	Infrastructure Cap.	Kwd/BNSF Sidewalk (PW1805)	148,633
18	301-1401-600.75-12	2018/2019	Infrastructure Cap.	(PO190568) Sidewalk Design (PW1902)	33,240
19	301-1401-600.75-12	2018/2019	Infrastructure Cap.	(PO190587) ADA Trans. (PW1902)	90,161
20	301-1401-600.75-12	2018/2019	Infrastructure Cap.	(PO190596) Sidewalk Prg. (PW1902)	29,071
21	301-1401-600.75-14	2018/2019	Infrastructure Cap.	Geyer Ph 1 R.O.W (PW1804)	38,170
22	301-1401-600.75-14	2018/2019	Infrastructure Cap.	(PO190296) Spencer (PW1901)	38,614
23	301-1401-600.75-14	2018/2019	Infrastructure Cap.	(PO190429) Quan Design (PW1901)	89,062
24	301-1401-600.75-14	2018/2019	Infrastructure Cap.	(PO191078)Quan ROW (PW1901)	65,750
25	301-1401-600.75-14	2018/2019	Infrastructure Cap.	(PO190463) Manchester Rd (PW1901)	140,188
26	301-1401-600.75-14	2018/2019	Infrastructure Cap.	(PO190713) Manchester ROW (PW1901)	300,896
27	301-1401-600.75-14	2018/2019	Infrastructure Cap.	(PO190902) Geyer 1 ROW (PW1901)	65,875
28	301-1401-600.75-14	2018/2019	Infrastructure Cap.	(PO191005)Northlin/South (PW1901)	18,540
29	301-1401-600.75-14	2018/2019	Infrastructure Cap.	Street Restoration (PW1901)	48,401
30	301-1401-600.75-14	2018/2019	Infrastructure Cap.	(PO190469) Essex Design (PW18041)	14,278
31	301-1401-600.75-14	2018/2019	Infrastructure Cap.	(PO191010) Complete Streets (PW1901)	97,948
32	301-1401-600.75-14	2018/2019	Infrastructure Cap.	Downtown Parking Lots (PW1903)	100,000
33	301-1401-600.75-14	2018/2019	Infrastructure Cap.	Geyer Ph. 1 Construction (PW1904)	1,123,274
				Total	3,423,665

City of Kirkwood  
Reasons For Reappropriations Requests from the 2018/2019 fiscal year

	Reason for Reappropriation	Estimated Completion Date
1	Waiting on decision for Hosted ERP or if it will be IN-HOUSE. If in house, we will order servers with more horsepower. Decision expected before end of 2018 fiscal.	2019/2020
2	This amount will be used to purchase communication devices, including cell phones and computers. Due to contract negotiations, this money will need to carry over to the next fiscal year	2019/2020
3	Two marked patrol vehicles were ordered in the fall of 2018 (One Ford in August, one Chevy in October). Ford canceled the August order, reportedly because they over-estimated vehicle availability. A Chevrolet Tahoe was ordered in January to replace the canceled Ford, and it will most likely not arrive until after the end of this fiscal year. The Chevy ordered in October is expected to be delivered prior to the end of the fiscal year, but in case it is delayed we are requesting reappropriation. Finally, in December a traffic vehicle was approved by Council, funded largely by grant and the City of Oakland. Delivery is expected before the end of the fiscal year, but in case it is also delayed we are requesting reappropriation.	2019/2020
4	These funds are for expenses related to training that will occur in April 2019 at the Sig Sauer Academy in New Hampshire.	2019/20
5	These funds are for the purchase of safety materials for the Police Department Range. The materials were ordered in January and reappropriation is requested in case	2019/20
6	Urban forestry has a small amount of funds which they have not spent.	2019/2020
7	Enterprise Sourcing and Contract Management (E-procurement) was postponed due to Enterprise Reasource Planning Review.	
8	Sculpture maintenance has been contracted, but is contingent upon weather for completion. Completion projected April 2019.	
9	This project is currently in the RFQ process with an anticipated recommendation to the City Council in March 2019	Aug-19
10	The newly adopted storm water regulations will be implemented March 4, 2019,. The consultant is being retained to provide guidance during this period.	Jun-19
11	These plans are being finalized with an anticipated completion May	May-19
12	This study is nearing completion with an anticipated completion in April	Apr-19
13	Truck on order awaiting delivery	19-May
14	Truck on order awaiting delivery	May-19
15	The Notice to Proceed with this project has been issued in January 2019 with an anticipated completion date of November 2019	Nov-19
16	This work is related to the construction management of the Kirkwood Rd./BNSF sidewalk project.	19-Nov
17	These are funds remaining in PW1805 that are being requested to be re-appropriated for use in FY20	20-Mar
18	These sidewalk plans are being revised due to public comment it is anticipated to be completed in May 2019	May-19
19	The ADA transition plan has recently completed stakeholder meetings, it is anticipated that the final report will be completed in June 2019	Jun-19
20	These funds are being requested to be re-appropriated to cover repairs under the sidewalk replacement program.	Jun-19
21	This project has been delayed due to Modot's review and approval processes. This project is anticipated to be completed by March 2020	Mar-19

City of Kirkwood  
Reasons For Reappropriations Requests from the 2018/2019 fiscal year

	Reason for Reappropriation	Estimated Completion Date
22	There is additional pavement repair work that will begin when the weather breaks, it is anticipated to be completed May 2019	May-19
23	The Quan project is currently under design and is anticipated to be completed in June 2019	19-Jun
24	These funds are being requested to be re-appropriated for the purchase of easements and right of way for the Quan project	Aug-19
25	The Manchester Rd improvement project is currently under review by Modot.	Jun-19
26	These are funds reserved by resolution to be used to purchase easements and right of way for the Manchester Rd. improvement project.	Sep-19
27	These services are currently under contract for the negotiation of needed easements and right of way for the Geyer Rd. Phase 1 improvement project.	Sep-19
28	These funds are currently under contract for the design to reconstruct Northlin and Southlin in conjunction with a water main replacement project	Mar-19
29	These funds are being requested to be re-appropriated for use in FY 20	Mar-19
30	The Essex design project is nearly completed, it is anticipated to be finalized in May 2019	May-19
31	These funds are currently under contract for the design to reconstruct Northlin and Southlin in conjunction with a water main replacement project	Jun-19
32	These funds are being requested to be re-appropriated for use in street restoration program.	Mar-19
33	This project has been delayed due to Modot's review and approval processes. This project is anticipated to be completed by March 2020	Mar-19

**Parks/Stormwater Sales Tax (302 Fund) Capital Re-Appropriations From FY2018-19 to FY2019-20 Budget**  
1/9/2019

Account #	Project #	Start Date	Department	Description	Re-Appropriate	Explanation	End Date
302-2001-600-75-03	PR1711	2017/2018	Recreation	PAC Design	\$411,311	Remaining funds to be used for construction period services. Project is scheduled to be concluded May 1, 2020.	5/2020
302-2001-600-75-03	PR1712	2017/2018	Recreation	Community Center Design	\$737,604	Development of any plans for Community Center on hold pending outcome of PAC design and construction costs. CC design will restart once those costs are better understood.	3/2020
302-2001-600-75-03	PR1903	2018/2019	Recreation	Pool Repairs	\$36,708	Repairs are underway, but final completion may be impacted by weather.	5/2019
302-2001-600-75-03	PR1911	2018/2019	Recreation	PAC Construction	\$19,698,986	Construction underway with anticipated completion May, 2020	5/2020
302-2001-600-7503	PR1912	2018/2019	Recreation	Geotechnical Services	\$61,890	Geotechnical services are expected to continue through much of the construction work on the PAC.	5/2020
302-2001-600-7503	PR1913	2018/2019	Recreation	MSD Permits	\$367	Remaining funds in the project may be used to costs for changes to permits from MSD.	1/2020
302-2001-600-7504	PR1805	2017/2018	Recreation	Field 5 & 6 Lights Controls	\$12,000	Current funding is inadequate for project as currently conceived. May be combined with funding for Tennis Court Light Control project if an affordable alternate approach is not discovered.	3/2020
302-2001-600-7504	PR1905	2018/2019	Recreation	Tennis Court Light Control	\$15,000	Current funding for the project is inadequate as conceived. In absence of a less expensive solution may be combined with funding for Field 5 & 6 light control project to allow that project to be completed.	3/2020
302-2001-600-7505	PR1907	2018/2019	Recreation	Theater Equipment	\$525,000	Equipment not needed until opening of PAC in May of 2020. Current plan calls for equipment to be bid by March of 2019 with delivery towards end of year.	1/2020
302-2001-600-7504	PR1805	2017/2018	Recreation	Greentree Park Prairie	\$6,040	Remaining project balance is intended for ongoing maintenance by the contractor during establishment of the prairie area.	3/31/2020
					\$21,504,906		

City of Kirkwood  
Reappropriations Requests from the 2018/2019 fiscal year for the 2019/202 fiscal year

	Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
1	501-2115-480.75-05 EL1707	2016/2017	Electric	Electric Charging Stations	38,998
2	501-2115-480.75-05 EL1907	2018/2019	Electric	Utility Billing Printer	5,000
3	501-2115-480.75-06 EL1708	2016/2017	Electric	Electric Vehicle	33,000
4	501-2115-480.75-07 EL1706	2016/2017	Electric	Redevelopment Initiative	26,274
5	501-2115-480.75-15 EL1612	2015/2016	Electric	Alfred Substation	51,539
6	501-2115-480.75-15 EL1616	2015/2016	Electric	Traffic Signal Optimization Engineering	57,406
7	501-2115-480-75-15 EL1702	2016/2017	Electric	Quan & Taylor	375,000
8	501-2115-480-75-15 EL1703	2016/2017	Electric	Quan & Woodlawn	375,000
9	501-2115-480-75-15 EL1701	2016/2017	Electric	Circuit Upgrade	2,594
10	501-2115-480-75-15 EL1802	2017/2018	Electric	Sugar Creek Substation Design	51,772
11	501-2115-480-75-15 EL1902	2018/2019	Electric	Sugar Creek Substation Construction	325,000
12	501-2115-480-75-15 EL1903	2018/2019	Electric	Lighting Kirkwood	77,629
13	501-2115-480-75-15 EL1903	2018/2019	Electric	Lighting Argonne	60,000
14	501-2115-480-75-15 EL1803	2017/2018	Electric	Traffic Signals - Rose Hill to Essex	4,734,332



**City of Kirkwood**  
**Reappropriations Requests from the 2018/2019 fiscal year for the 2019/202 fiscal year**

	Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
	15 501-2115-480-75-15 EL1805	2017/2018	Electric	AMI	282,861
	<b>Total Reappropriations</b>				<b>6,496,405</b>

City of Kirkwood  
Reasons For Reappropriations Requests from the 2018/2019 fiscal year

	Reason for Reappropriation	Estimated Completion Date
1	Currently there are charging stations at the Utilities Building, at the West Jefferson Parking Lot, and at the Community Center. The Electric Department plans to use the reappropriated dollars in the new fiscal year to install more charging stations at locations that have yet to be determined. The first logical choice is the East Jefferson Parking Lot. It should also be noted that the department is closely monitoring the developments associated with the Volkswagen settlement to determine if additional dollars will be available.	2019/2020
2	The funds in this account are slated for the purchase of a new utility billing printer to print over ten thousand utility bills each month for our electric, water and sanitation operations. We are currently using a refurbished printer given to us after our previous printer stopped working. Funding will be from our three enterprise funds.	2019/2020
3	The funds in this account are slated for the purchase of a new electric vehicle.	2019/2020
4	In January 2018 the Electric Department funded the consulting services agreement with PGAV to perform separate commercial market analyses on the Leffingwell Avenue Industrial Area and the Kirkwood Road /Big Bend Area. PGAV completed the Kirkwood Road/Big Bend Area analysis, but the Leffingwell Avenue Area study was put on hold by City Administration. The intent of these analyses is to determine why these areas are under-developed with the ultimate goal of attracting development to these areas. Any new development in Kirkwood under-developed areas will increase load and revenue for Kirkwood Electric.	2019/2020
5	In FY18 the Electric Department utilized funding to energize the substation transformers and switchgear at the Alfred Substation. Currently this balance of funding has been targeted to complete circuit termination work necessary to complete the substation project and feed Kirkwood Electric customers from the new substation. The plan is to begin customer service prior to the June 2019 summer peaking season. This would mark the end of the substation modernization project. The added benefits will be the reduction of energy losses, improved reliability, and the reduction of load from the old Alfred Substation.	2019/2020
6	In FY16 these funds were utilized for the engineering of the modernization of the traffic signals on Kirkwood Road from Big Bend to Manchester. The engineering phase of the project now consists of the inspection services. The project has begun with completion occurring in the fall of 2019.	2019/2020
7	The funds in this account are slated for the completion of the design and construction of new traffic signals at the intersection of Quan & Taylor. The plan is to modernize the existing traffic signals after the water main construction is completed at the intersection.	2019/2020

City of Kirkwood  
Reasons For Reappropriations Requests from the 2018/2019 fiscal year

	Reason for Reappropriation	Estimated Completion Date
8	The funds in this account are slated for the completion of the design and construction of new traffic signals at the intersection of Quan & Woodlawn. The plan is to modernize the existing traffic signals after the water main construction is completed at the intersection.	2019/2020
9	Kirkwood Electric continues to make significant progress in its effort to upgrade its distribution system circuit's operating voltage from 4,160V to 12,470V. Currently the circuits on the east side and northern portion and northwest portion of the Kirkwood Electric service territory have been set up with new poles, switches and transformers that will be used to energize those circuits at the new voltage. This represents two-thirds of the circuits that comprise the Kirkwood Electric distribution network. These funds will be utilized in combination with funds budgeted in subsequent years to continue the circuit modernization effort in the northwest and western portion of the service territory. The plan is to complete the circuit modernization in FY20.	2019/2020
10	Kirkwood Electric is currently designing the new Sugar Creek Substation. Plans are to begin construction in the winter of 2021 with completion prior to the summer peaking season of 2022	2020/2021
11	Kirkwood Electric is currently designing the new Sugar Creek Substation. Plans are to begin construction in the winter of 2021 with completion prior to the summer peaking season of 2022	2020/2021
12	Kirkwood Electric is currently installing new LED lights throughout the city. This funding will be used to purchase software and smart photocells to control and monitor the new LED lights.	2019/2020
13	Kirkwood Electric is currently installing new LED lights throughout the city. This funding will be used to purchase software and smart photocells to control and monitor the new LED lights.	2019/2020
14	These funds will be utilized for the construction expenses associated with the modernization of the traffic signals on Kirkwood Road from Big Bend to Manchester. The project is slated to begin construction in the spring of 2018 with completion occurring in the fall of 2018.	2019/2020
15	In June 2017 Kirkwood Electric completed its installation of the 10,000 automated meters associated with its network. The software associated with the monitoring of the network and the monitoring of customer outages has also been successfully installed and is currently operational. In the spring of 2018 Kirkwood Electric will be deploying new software to its residential customers to provide customers with detailed hourly energy and billing data. These funds were budgeted and will now be used for the expense associated with the consumer energy module for the residential customers and will be applied to the commercial sector's application.	2019/2020

City of Kirkwood  
Reappropriations Requests from the 2018/2019 fiscal year

	Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
1	505-2215-481.75-06	2018/2019	Water	(PO190476) Dump Truck (WA1909)	89,627
2	505-2215-481.75-15	2018/2019	Water	(PO190251) Jewel Design (WA1901)	5,200
3	505-2215-481.75-15	2018/2019	Water	(PO190768) Leak Repairs (WA1902)	100,000
4	505-2215-481.75-15	2018/2019	Water	(PO190772) Park 2 Mixer (WA1904)	16,933
5	505-2215-481.75-15	2018/2019	Water	(PO190841) D.F.; Geyer (WA1901)	115,123
6	505-2215-481.75-15	2018/2019	Water	(PO190854) North/South lin (WA1901)	48,105
7	505-2215-481.75-15	2018/2019	Water	(PO190947) Grand (WA1901)	46,958
8	505-2215-481.75-15	2018/2019	Water	(PO190949) Hi Pressure (WA1901)	50,851
9	505-2215-481.75-15	2018/2019	Water	Park 2 Mixer (WA1904)	167,000
10	509-2315-482.75-06	2018/2019	Sanitation	(PO190428) Truck (SA1904)	252,545
11	509-2315-482.75-05	2018/2019	Sanitation	(PO190308) Automation (SA1902)	11,068
				Total	903,410

City of Kirkwood  
Reasons For Reappropriations Requests from the 2018/2019 fiscal year

	Reason for Reappropriation	Estimated Completion Date
1	Truck order awaiting delivery	Apr-19
2	The design for the Jewel water main replacement is pending DNR approval	Apr-19
3	The water leak repair program was delayed due to winter weather, these funds are being requested to be re-appropriated	20-Mar
4	These services are currently under contract for the design and construction management for the Park No. 2 mixing system	19-Oct
5	The design for the Geyer Rd. and Dougherty Ferry water main replacement is pending DNR approval	19-Apr
6	The design for the Northlin and Southlin water main replacement is pending DNR approval	19-Apr
7	The design for the Grand Ave. water main replacement is pending DNR approval	19-Apr
8	These services are currently under contract for the high pressure reduction design project	19-Jun
9	These funds are being requested to be re-appropriated for the construction of the Park No. mixing system currently under design.	19-Oct
10	Truck on order awaiting delivery	9-Apr
11	These services are currently under contract for automation of solid waste collections. Project delayed due to recycling market crash.	19-Jun

---

---

**Section III**  
**Draft Operating Budgets**

---

---

This page was intentionally left blank.



CITY OF KIRKWOOD, MISSOURI														
CASH BASIS BUDGET OF REVENUES, EXPENDITURES AND OTHER SOURCES/USES														
FISCAL YEAR 2019/2020 OPERATING BUDGET														
		General Fund	Electric Fund	Water Fund	Sanitation Fund	Sewer Fund	Equitable Sharing Fund	Debt Service Fund	Cap. Imp. Fund	Park Sales Tax Fund	Fleet Services Fund	Worker's Comp. Fund	Medical Self-Insurance	Police/Fire Pension
Descriptions														Total
Reserves		1,349,092	1,283,778	1,269,536	458,376	188,523	-	-	-	395,865	-	144,689	122,117	288,140
Operating Revenues		23,182,471	31,484,689	6,636,886	2,816,821	279,000	100,750	628,500	6,299,750	2,644,822	1,046,250	1,166,976	3,259,000	954,500
Transfers from:														
Electric		1,600,000							869,688					
Water									747,284					
Parks/Rec Sales Tax Fund		455,489							24,511					
Sanitation									16,507					
General Fund									283,623					
Sewer Fund									3,129					
Worker's Comp. Fund									2,578					
Medical Self-Insurance									17,617					
Special Business District									1,908					
Total Revenue/Other Sources		26,587,052	32,768,467	7,906,422	3,275,197	467,523	100,750	628,500	8,266,595	3,040,687	1,046,250	1,311,665	3,381,117	1,442,640
Operating Expenditures		26,082,399	30,261,779	7,159,138	3,258,690	464,394	-	566,000	5,687,796	2,010,687	1,033,134	1,309,087	3,363,500	1,442,640
Transfers to:														
Capital Improvement Fund		283,623	869,688	747,284	16,507	3,129	65,000			24,511		2,578	17,617	
General Fund			1,637,000							455,489				
Park Fund		21,030								550,000				
Police/Fire Pension		200,000												
Total Expenditures/Transfers		26,587,052	32,768,467	7,906,422	3,275,197	467,523	65,000	566,000	5,687,796	3,040,687	1,033,134	1,311,665	3,381,117	1,442,640
Revenues Over/(Under)														
Expenditures/Uses(Cash Basis)		-	-	-	-	-	35,750	62,500	2,578,799	-	13,116	-	-	-

**City of Kirkwood, Missouri**  
**General Fund Department Budget Comparison**  
**FISCAL YEAR 2019/2020 OPERATING BUDGET**  
**(Five Year Actual, Current FY Budget and Requested Budget)**

Departments	Actual FY2013/2014	Actual FY2014/2015	Actual FY2015/2016	Actual FY2016/2017	Actual FY2017/2018	Current Budget FY2018/2019	Requested Budget FY2019/2020	Difference
Train Station	59,194	48,108	43,198	52,471	32,658	35,449	37,075	1,626
Clerk/Council	241,288	244,155	260,866	268,393	285,426	316,935	269,515	(47,420)
Administration <sup>(a)</sup>	1,727,834	1,156,222	1,507,672	1,303,931	4,636,565	2,372,061	2,304,709	(67,352)
MIS	805,693	798,590	828,772	838,537	836,552	879,748	846,247	(33,501)
Personnel	189,000	185,079	196,984	193,593	199,213	210,617	214,639	4,022
Procurement	350,102	360,831	375,472	405,100	393,643	469,228	471,302	2,074
Facilities Operations	453,570	457,797	452,991	477,191	494,642	526,355	541,714	15,359
Finance	393,095	413,246	426,269	421,278	424,903	490,812	487,495	(3,317)
Municipal Court	229,067	226,292	231,982	237,117	251,608	229,757	235,886	6,129
Police	6,897,530	7,029,468	7,047,436	7,299,099	7,743,680	8,554,215	8,658,489	104,274
Fire <sup>(b)</sup>	4,958,966	5,041,422	5,247,657	5,744,177	5,792,856	6,128,210	6,519,793	391,583
Street	1,482,171	1,473,142	1,478,555	1,698,455	1,519,565	1,755,068	1,672,326	(82,742)
Engineering	364,665	381,687	527,391	658,895	729,177	909,533	785,592	(123,941)
Building Commissioner	612,944	646,785	655,720	737,829	668,472	780,337	725,205	(55,132)
Forestry <sup>(c)</sup>	-	-	-	-	254,413	309,424	413,667	104,243
Recreation	2,076,746	2,108,680	2,091,291	2,142,927	2,177,929	2,316,080	2,403,398	87,318
Total	20,841,865	20,571,504	21,372,256	22,478,993	26,441,302	26,283,829	26,587,052	303,223

**NOTES:**

<sup>(a)</sup>FY2014 included \$520,000 for City Hall construction and software; FY2016 included \$250,000 for SBD façade program and streets;

FY2018 budget request includes \$3,135,100 for police renovations, downtown study, performing arts center.

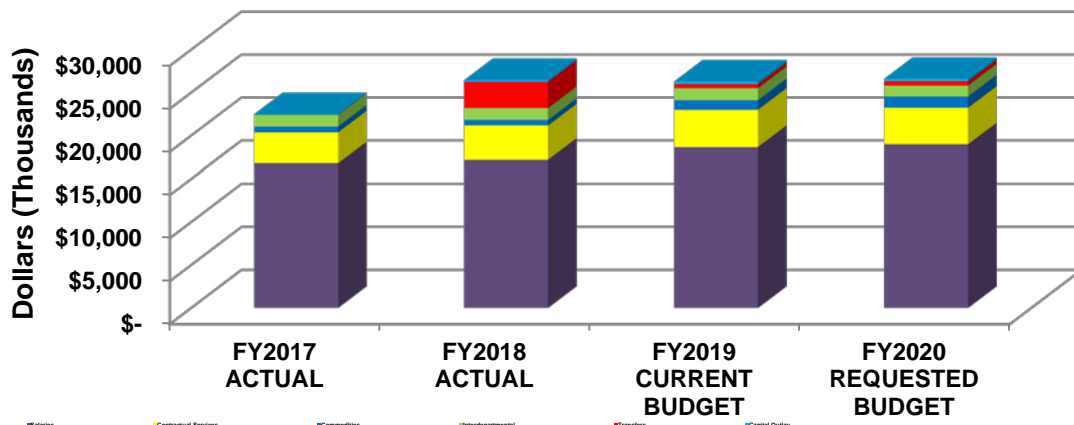
<sup>(b)</sup>FY2016 added seven (7) firefighter/paramedics to staff a third ambulance.

<sup>(c)</sup>FY2018 the Forestry department was created.

**CITY OF KIRKWOOD, MISSOURI**  
**GENERAL FUND EXPENDITURE OPERATING BUDGET SUMMARY**  
**FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	12,994,851	13,582,143	14,220,628	14,607,351
Part-time Salaries	289,890	254,239	375,206	381,133
Elected Officials	17,400	18,000	18,000	18,000
Temporary	123,200	134,478	144,812	151,659
Overtime	598,159	541,183	740,078	690,914
Licensing Pay	78,126	120,147	99,880	83,844
Clothing Allowance	8,880	9,000	9,360	9,360
Social Security	310,510	325,094	357,438	375,479
Medicare	73,436	79,090	83,772	88,139
Civilian Pension	285,396	180,500	356,913	369,436
Deferred Compensation	96,854	96,146	320,213	320,092
Subtotal Salaries	14,876,702	15,340,020	16,726,300	17,095,407
Other Benefits				
Health Insurance	1,796,739	1,744,171	1,835,042	1,783,112
Dental Insurance	86,585	88,292	93,086	92,199
Vision Insurance	16,604	15,504	16,623	16,655
Unemployment	-	468	1,500	-
Subtotal Other Benefits	1,899,928	1,848,435	1,946,251	1,891,966
Total Personnel Services	16,776,630	17,188,455	18,672,551	18,987,373
<b>Contractual Services</b>	3,587,812	3,976,753	4,326,604	4,246,647
<b>Commodities</b>	689,480	654,075	1,121,861	1,323,301
<b>Capital Outlay</b>	73,972	180,171	292,354	256,150
<b>Interdepartmental Charges</b>	1,327,204	1,374,006	1,387,358	1,268,928
<b>Transfers to Other Funds</b>	23,895	3,067,842	483,101	504,653
<b>TOTAL GF EXPENDITURE BUDGET</b>	<b>22,478,993</b>	<b>26,441,302</b>	<b>26,283,829</b>	<b>26,587,052</b>

**General Fund Expenditure  
Budget Summary**



The page was intentionally left blank.

# CITY OF KIRKWOOD RECREATION - REVENUES

Budget Changes						
Item	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase (Decrease)</u>	<u>Percent</u>
1	101-0000-372-1000	Aquatic Facility Rentals	\$10,000	\$ 9,000	\$ (1,000)	-10.00%
	Narrative:	Revenue projection reduced to reflect current trends in rental activity.				
2	101-0000-372-4000	Aquatic Facility Program Registration	\$22,000	\$25,000	\$ 3,000	13.64%
	Narrative:	Added programs and creative methods of participation have resulted in higher attendance and revenue.				
3	101-0000-374-6000	Recreation Program Sponsorship	\$1,500	\$500	\$ (1,000)	-66.67%
	Narrative:	The loss of a key sponsor for the youth soccer program has resulted in this reduction in income.				
4	101-0000-377-5000	Fireworks Donations	\$16,000	\$14,000	\$ (2,000)	-12.50%
	Narrative:	Loss of a key sponsor reduces donation revenue.				

## CITY OF KIRKWOOD

## FISCAL YEAR 2019/2020 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-0000-311.10-00	Property Taxes	2,315,229	2,197,697	2,225,000	2,225,000	-	0.00%
101-0000-311.10-05	PILOT	38,782	40,282	35,000	35,000	-	0.00%
101-0000-313.10-00	One Cent Sales Tax	3,343,609	3,376,575	3,400,000	3,400,000	-	0.00%
101-0000-313.30-00	1/4 Cent Operating Tax	950,892	1,026,695	1,065,000	1,100,000	35,000	3.29%
101-0000-313.35-00	Fire Prevention Sales Tax	1,266,907	1,275,039	1,300,000	1,300,000	-	0.00%
101-0000-313.40-00	1-1/4 Cent Local Use Tax	394,164	500,609	380,000	500,000	120,000	31.58%
101-0000-314.10-00	Tobacco Products	73,694	66,108	70,000	60,000	(10,000)	-14.29%
101-0000-316.10-10	Natural Gas	826,670	931,329	820,000	910,000	90,000	10.98%
101-0000-316.10-20	Telephone/Communication	1,044,320	850,410	1,000,000	850,000	(150,000)	-15.00%
101-0000-316.10-25	Communications Protested	37,454	29,964	35,000	30,000	(5,000)	-14.29%
101-0000-316.10-30	Electric	528,304	568,053	525,000	550,000	25,000	4.76%
101-0000-316.10-40	Water	26,240	28,497	26,000	28,000	2,000	7.69%
101-0000-316.20-10	Kirkwood Utilities	2,077,834	2,111,749	2,050,000	2,100,000	50,000	2.44%
101-0000-318.10-10	Cable	470,713	430,968	475,000	430,000	(45,000)	-9.47%
101-0000-335.10-10	Fuel Sales Tax	738,718	740,947	735,000	735,000	-	0.00%
101-0000-335.10-20	Vehicles Sales tax	239,662	248,914	235,000	240,000	5,000	2.13%
101-0000-335.10-30	Vehicles Fee	119,177	123,483	117,000	119,000	2,000	1.71%
101-0000-338.10-00	County Road & Bridge	773,310	788,138	770,000	780,000	10,000	1.30%
101-0000-338.20-00	Public Safety Sales Tax	-	599,999	1,300,000	1,300,000	-	0.00%
<b>Tax Revenue</b>		<b>15,265,679</b>	<b>15,935,456</b>	<b>16,563,000</b>	<b>16,692,000</b>	<b>129,000</b>	<b>0.78%</b>
101-0000-321.10-00	Business Licenses	533,069	691,861	715,000	715,000	-	0.00%
101-0000-321.20-00	Liquor Licenses	26,290	30,745	26,000	26,000	-	0.00%
101-0000-321.30-20	Auto Fees	136,946	138,143	137,000	137,000	-	0.00%
101-0000-322.10-10	Contractor's Licenses	53,954	58,282	50,000	53,000	3,000	6.00%
101-0000-322.20-10	Building Permits	653,789	579,938	600,000	620,000	20,000	3.33%
101-0000-322.20-14	Electrical Permits	23,983	28,870	22,000	24,000	2,000	9.09%
101-0000-322.20-16	Plumbing Permits	49,400	50,374	50,000	50,000	-	0.00%
101-0000-322.20-18	Mechanical Permits	28,425	34,363	26,000	30,000	4,000	15.38%
101-0000-322.20-20	Excavation Permits	21,400	27,700	21,000	24,000	3,000	14.29%
101-0000-322.20-22	Fence Permits	9,360	10,848	9,000	9,000	-	0.00%
101-0000-322.20-24	Sign Permits	3,744	4,354	3,700	3,700	-	0.00%
101-0000-322.20-30	Driveway Permits	7,632	7,728	7,600	7,600	-	0.00%
101-0000-322.20-32	Grading Permits	1,050	900	-	-	-	-
101-0000-322.30-10	Parking Lot Permits	30,690	34,300	25,000	30,000	5,000	20.00%
101-0000-351.20-00	Court fines	308,318	224,474	200,000	200,000	-	0.00%
<b>Licenses, Permits, Fines and Fees</b>		<b>1,888,050</b>	<b>1,922,880</b>	<b>1,892,300</b>	<b>1,929,300</b>	<b>37,000</b>	<b>1.96%</b>
101-0000-331.00-00	Grants	90,715	71,627	65,000	65,000	-	0.00%
101-0000-336.10-20	Kirkwood School District	349,782	331,206	350,784	350,784	-	0.00%

## General Fund Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-0000-336.10-30	Rock Hill	36,021	36,021	36,951	36,951	-	0.00%		
101-0000-336.10-40	Oakland	141,198	220,513	142,152	142,152	-	0.00%		
<b>Intergovernmental</b>		<b>617,716</b>	<b>659,367</b>	<b>594,887</b>	<b>594,887</b>	-	<b>0.00%</b>		
101-0000-361.10-00	Investments	41,688	40,084	42,000	65,000	23,000	54.76%		
101-0000-361.60-00	Credit Card Rebates	-	13,688	6,750	6,750	-	100.00%		
<b>Investment Income</b>		<b>41,688</b>	<b>53,772</b>	<b>48,750</b>	<b>71,750</b>	<b>23,000</b>	<b>47.18%</b>		
101-0000-322.20-12	Minimum Housing Inspection	87,770	86,966	90,000	87,000	(3,000)	-3.33%		
101-0000-322.20-34	Planning & Zoning Fees	127,285	150,475	115,000	130,000	15,000	13.04%		
101-0000-342.11-10	Ambulance Fees	968,158	895,002	900,000	1,000,000	100,000	11.11%		
101-0000-370.20-00	Concession	3,219	3,237	3,400	3,400	-	0.00%		
101-0000-370.30-00	Rent	180,426	175,046	175,000	185,000	10,000	5.71%		
101-0000-370.50-00	Overtime Reimbursement	840	80	800	800	-	0.00%		
101-0000-371.10-00	Ice Rink Rentals	413,765	388,191	440,000	420,000	(20,000)	-4.55%		
101-0000-371.13-00	Daily Admissions	188,393	185,105	188,000	188,000	-	0.00%		
101-0000-371.14-00	Skate Sharpening	541	498	500	500	-	0.00%		
101-0000-371.20-00	Concessions & Vending	10,823	10,203	10,500	10,500	-	0.00%		
101-0000-371.21-00	Party Room	3,954	3,215	3,500	3,500	-	0.00%		
101-0000-371.25-00	Dashboard/Advert.	5,900	6,800	5,700	6,500	800	14.04%		
101-0000-371.40-00	Program Registration	134,083	136,990	130,000	140,000	10,000	7.69%		
101-0000-372.10-00	Rentals	8,933	8,299	10,000	9,000	(1,000)	-10.00%		
101-0000-372.12-00	Lessons	35,566	35,429	40,000	38,000	(2,000)	-5.00%		
101-0000-372.13-00	Daily Admission	179,384	187,997	180,000	178,000	(2,000)	-1.11%		
101-0000-372.15-00	Season Passes	141,355	137,555	140,000	138,000	(2,000)	-1.43%		
101-0000-372.16-00	Swim Team	22,611	17,084	22,000	20,000	(2,000)	-9.09%		
101-0000-372.20-00	Concessions & Vending	4,023	4,162	4,000	4,000	-	0.00%		
101-0000-372.40-00	Program Registration	19,603	21,420	22,000	25,000	3,000	13.64%		
101-0000-373.40-00	Program Registration	184,311	183,188	192,400	192,000	(400)	-0.21%		
101-0000-374.40-00	Program Registration	314,300	292,936	305,000	307,000	2,000	0.66%		
101-0000-374.60-00	Sponsorship	1,572	490	1,500	500	(1,000)	-66.67%		
101-0000-375.13-00	Daily Fees	6,207	8,409	6,500	6,500	-	0.00%		
101-0000-375.15-00	Season Passes	11,403	10,411	10,000	8,000	(2,000)	-20.00%		
101-0000-375.40-00	Program Registration	31,937	27,398	30,000	25,000	(5,000)	-16.67%		
101-0000-376.10-00	Booth Rental	34,470	35,580	34,000	35,000	1,000	2.94%		
101-0000-376.40-00	Program Registration	3,451	2,047	3,500	3,000	(500)	-14.29%		
101-0000-376.50-00	Donations	25,029	25,353	35,250	36,000	750	2.13%		
<b>Charges for Services</b>		<b>3,149,312</b>	<b>3,039,566</b>	<b>3,098,550</b>	<b>3,200,200</b>	<b>101,650</b>	<b>3.28%</b>		
101-0000-340.10-30	Bad Debt Recovered	9,575	7,758	8,000	8,000	-	0.00%		
101-0000-340.19-50	Weed cutting/Cleanup	8,362	3,105	4,000	4,000	-	0.00%		

General Fund Revenues

CITY OF KIRKWOOD							
FISCAL YEAR 2019/2020 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-0000-341.10-00	Svcs NSF checks	2,193	1,803	2,000	2,000	-	0.00%
101-0000-342.10-00	Fire Department Copies	114	283	-	-	-	-
101-0000-343.10-00	Police Department Copies	7,424	6,499	6,000	6,000	-	0.00%
101-0000-344.10-10	Consulting/Computer Service	-	150	-	-	-	-
101-0000-351.25-00	Live Scan	4,032	3,230	4,000	3,200	(800)	-20.00%
101-0000-351.40-00	Police training	6,435	5,065	3,000	4,500	1,500	50.00%
101-0000-363.20-00	Facility Rental	14,501	12,775	14,000	14,000	-	0.00%
101-0000-365.30-00	Other Revenue	500	2,850	350	-	(350)	-100.00%
101-0000-365.30-01	Police Canine Donations	1,781	-	-	-	-	-
101-0000-377.50-00	Fireworks Donations	16,714	15,773	16,000	14,000	(2,000)	-12.50%
101-0000-380.10-00	Miscellaneous	42,448	40,963	44,000	41,000	(3,000)	-6.82%
101-0000-380.10-05	Over/Short	10,627	(401)	-	-	-	-
101-0000-380.10-15	Tower Lease Rental	138,456	182,864	105,938	105,938	-	0.00%
101-0000-381.10-00	Boards/Commission	380	-	-	-	-	-
101-0000-391.30-10	Administrative Fees	491,696	491,684	491,696	491,696	-	0.00%
Other Revenue		755,238	774,401	698,984	694,334	(4,650)	-0.67%
Total General Fund Revenue Before Other Financing Sources		21,717,683	22,385,442	22,896,471	23,182,471	286,000	1.25%
101-0000-391.10-05	Transfer from Other Funds	201,780	176,000	200,000	455,489	255,489	127.74%
101-0000-391.10-10	Transfer from Electric	1,000,000	1,000,000	1,000,000	1,600,000	600,000	60.00%
101-0000-392.10-00	Sale of Fixed Assets	-	2,368	-	-	-	-
101-0000-392.20-00	Insurance Proceeds	-	851	-	-	-	-
Other Financing Sources		1,201,780	1,179,219	1,200,000	2,055,489	855,489	71.29%
TOTAL REVENUES AND OTHER FINANCING SOURCES		22,919,463	23,564,661	24,096,471	25,237,960	1,141,489	4.74%

General Fund Revenues



## **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 79 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 over 500 hours every month to keep the station open. The volunteers count the number of passengers and visitors to the train station. In FY2016/17 volunteers contributed 7,162 hours to the train station.

Passengers/Visitors				
FY2013/2014	FY2014/2015	FY2015/2016	FY2016/2017	FY2017/2018
110,842	11,212	122,942	128,762	103,108

The popularity of the train station as a rental venue is shown below.

Station Rentals				
FY2013/2014	FY2014/2015	FY2015/2016	FY2016/2017	FY2017/2018
104	105	100	54	56

### **Improvements**

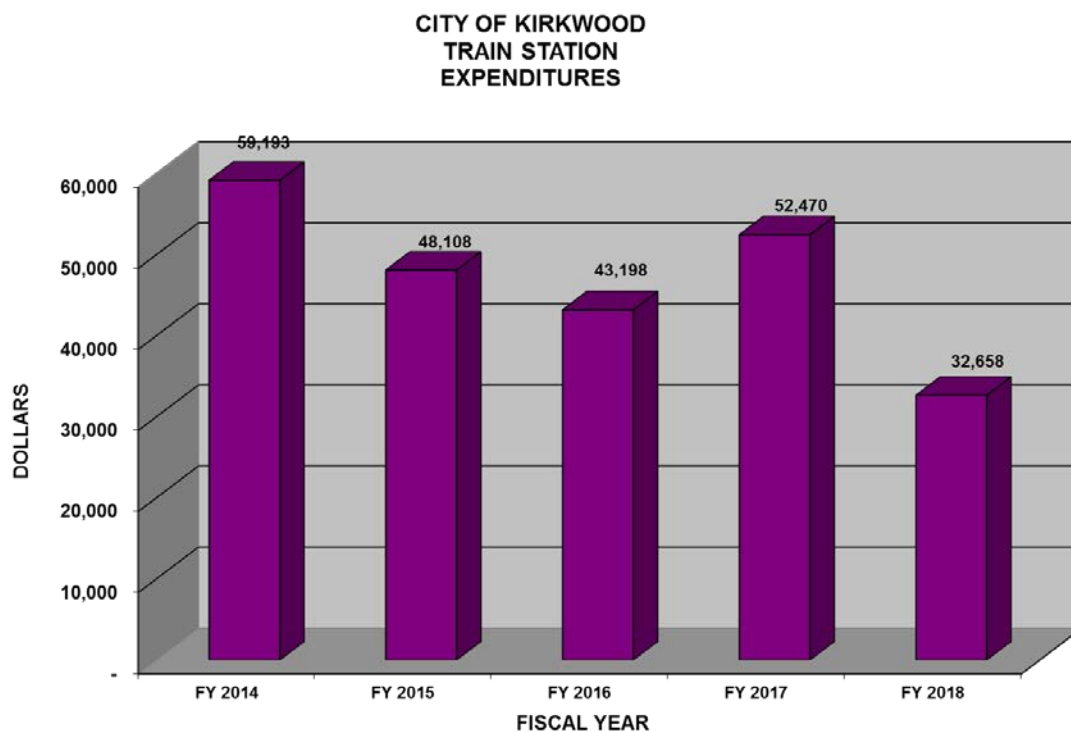
A major physical restoration of the train station is planned to be underway within the next three years. These capital improvements are currently estimated at \$3,400,000. The Historic Kirkwood Train Station Foundation (HKTSF), a 501c3 foundation, was created independently of city government for the sole purpose of assisting the city in funding the train station improvements. The HKTSF is now raising funds for this purpose.

## Train Station

---

### Expenditures

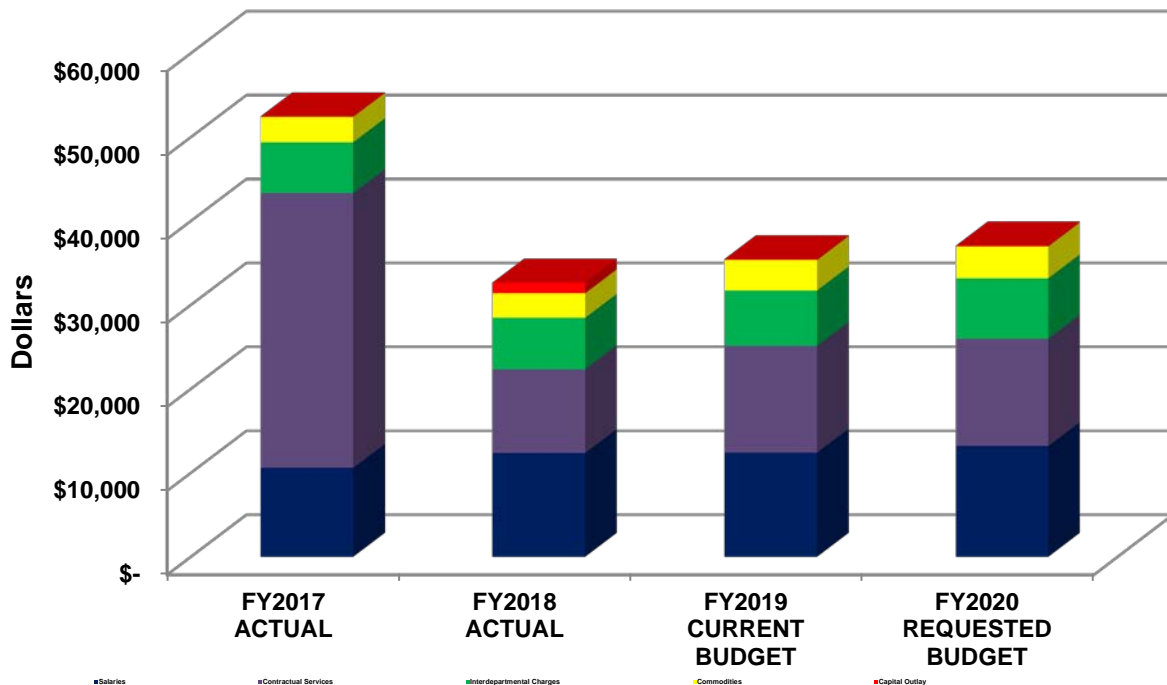
The train station budget is primarily composed of expenditures for the part-time Station Manager and on expenses related to the maintenance and operation of the station. The Station Manager has proven adept at obtaining grant funding for maintenance and improvement of the station from MoDOT, East West 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, MISSOURI  
TRAIN STATION OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Part-time Salaries	9,840	11,492	11,505	12,247
Social Security	610	713	732	759
Medicare	143	166	172	179
Total Personnel Services	10,593	12,371	12,409	13,185
<b>Contractual Services</b>	32,710	9,959	12,715	12,790
<b>Commodities</b>	3,021	2,916	3,625	3,800
<b>Capital Outlay</b>	61	1,282	100	100
<b>Interdepartmental Charges</b>	6,086	6,130	6,600	7,200
<b>TOTAL TRAIN BUDGET</b>	<b>52,471</b>	<b>32,658</b>	<b>35,449</b>	<b>37,075</b>

**Train Budget Summary**



CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1100-418.11-02	Salary Part Time	9,840	11,492	11,505	12,247	742	6.45%		
101-1100-418.22-01	Social Security Taxes	610	713	732	759	27	3.69%		
101-1100-418.22-02	Medicare Contributions	143	166	172	179	7	4.07%		
101-1100-418.31-10	Other Professional Svcs	21,124	358	1,500	1,500	-	0.00%		
101-1100-418.32-04	Ofc/Administration	440	540	540	540	-	0.00%		
101-1100-418.42-02	Custodial	741	-	-	-	-	-		
101-1100-418.43-05	Alarm system maintenance	641	641	750	750	-	0.00%		
101-1100-418.43-12	Building & Grounds	8,782	7,420	8,425	8,500	75	0.89%		
101-1100-418.53-01	Telephone	962	989	1,200	1,200	-	0.00%		
101-1100-418.58-02	Travel Other	20	11	300	300	-	0.00%		
101-1100-418.61-01	Office supplies	271	269	425	350	(75)	-17.65%		
101-1100-418.61-08	Janitorial supplies	698	371	750	700	(50)	-6.67%		
101-1100-418.61-11	Food	160	110	250	250	-	0.00%		
101-1100-418.62-03	Gas	1,892	2,166	2,200	2,500	300	13.64%		
101-1100-418.68-01	Office, Furniture & Eqpt	61	1,282	100	100	-	0.00%		
101-1100-418.80-20	Electric Charges	4,342	4,068	4,500	5,000	500	11.11%		
101-1100-418.80-40	Water Usage Charges	844	1,162	1,200	1,300	100	8.33%		
101-1100-418.80-50	Sanitation Charges	900	900	900	900	-	0.00%		
TRAIN STATION		52,471	32,658	35,449	37,075	1,626	4.59%		

Train Station

## **City Clerk's Office**

---

### **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 office 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

## **City Clerk's Office**

---

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. One of the Deputy City Clerk's main responsibilities is to serve as the Records Manager with regard to the Laserfiche Program. 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 Deputy City Clerk will be 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 is in the process of using General Code for a full review of the City's Code of Ordinances. It has been more than 23 years since a full review has taken place and the City Clerk has been responsible for updating the Code Book. After full review of the Code the vendor will provide all services in this regard including hosting the Code on its website. General Code's website will include 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 Council approved this expenditure and the selected vendor is in the process of providing these services. The City Clerk believes this will also be a benefit to citizens who are attempting to research sections of the code.

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.

## City Clerk's Office

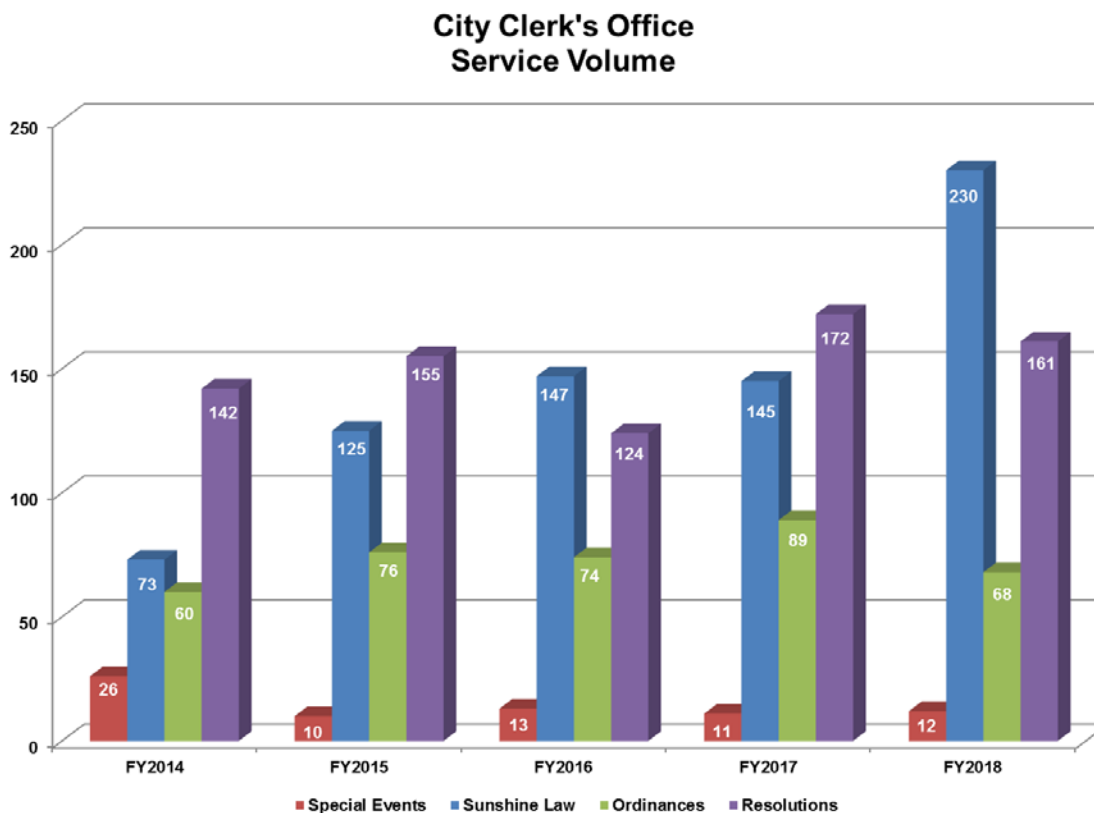
---

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.

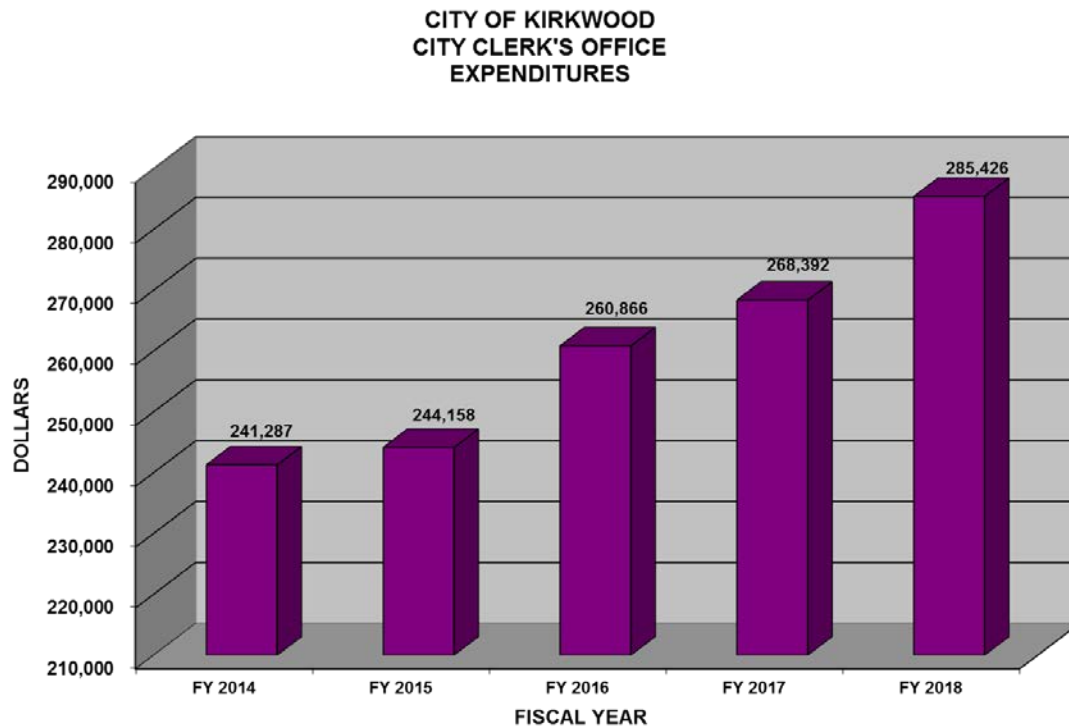
The chart below shows the service volume for the City Clerk's office for the past three fiscal years. Excluded from this chart are telephone calls, e-mails, and walk-in customer assistance.



## City Clerk's Office

---

### Expenditures



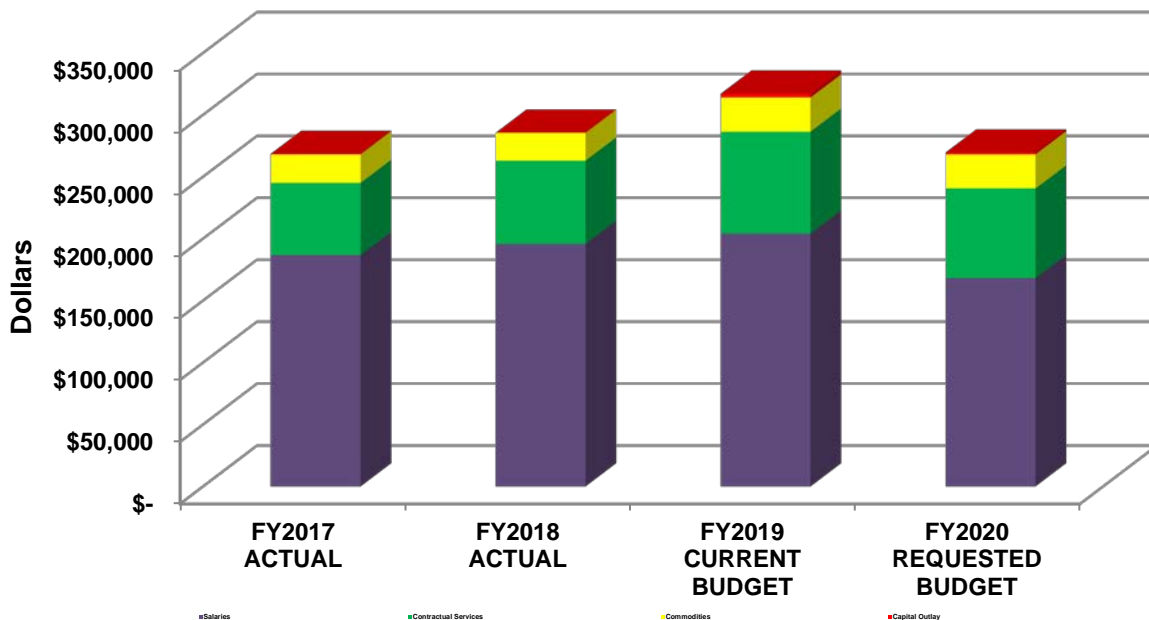
The City Clerk's Budget includes all related expenditures for the Mayor and City Council, City Clerk, and Deputy City Clerk.



**CITY OF KIRKWOOD, MISSOURI  
CITY CLERK OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	130,149	142,138	143,852	113,129
Elected Officials	17,400	18,000	18,000	18,000
Overtime	3,074	1,893	3,200	3,200
Social Security	9,494	10,221	10,234	8,328
Medicare	2,220	2,390	2,394	1,948
Civilian Pension	8,317	4,899	9,559	7,561
Deferred Compensation	2,729	2,881	2,942	2,327
Subtotal Salaries	173,383	182,422	190,181	154,493
Other Benefits				
Health Insurance	12,169	12,169	12,537	12,240
Dental Insurance	928	928	1,109	1,109
Vision Insurance	167	167	185	185
Subtotal Other Benefits	13,264	13,264	13,831	13,534
Total Personnel Services	186,647	195,686	204,012	168,027
<b>Contractual Services</b>	58,311	67,301	82,348	72,413
<b>Commodities</b>	23,098	22,439	27,575	27,575
<b>Capital Outlay</b>	337	-	3,000	1,500
<b>TOTAL CITY CLERK BUDGET</b>	<b>268,393</b>	<b>285,426</b>	<b>316,935</b>	<b>269,515</b>

**City Clerk Budget Summary**



CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1101-411.11-01	Salary Full Time	130,149	142,138	143,852	113,129	(30,723)	-21.36%		
101-1101-411.11-03	Salary Elected Officials	17,400	18,000	18,000	18,000	-	0.00%		
101-1101-411.11-05	Overtime	3,074	1,893	3,200	3,200	-	0.00%		
101-1101-411.21-01	Health Insurance	12,169	12,169	12,537	12,240	(297)	-2.37%		
101-1101-411.21-03	Dental Insurance	928	928	1,109	1,109	-	0.00%		
101-1101-411.21-04	Vision Insurance	167	167	185	185	-	0.00%		
101-1101-411.22-01	Social Security Taxes	9,494	10,221	10,234	8,328	(1,906)	-18.62%		
101-1101-411.22-02	Medicare Contributions	2,220	2,390	2,394	1,948	(446)	-18.63%		
101-1101-411.23-02	Civilian Pension	8,317	4,899	9,559	7,561	(1,998)	-20.90%		
101-1101-411.23-04	Deferred Comp	2,729	2,881	2,942	2,327	(615)	-20.90%		
101-1101-411.31-09	Training	3,050	1,196	2,500	2,500	-	0.00%		
101-1101-411.31-10	Other Professional Svcs	1,026	15,982	15,000	15,000	-	0.00%		
101-1101-411.43-06	Equipment	-	-	-	5,000	5,000	100.00%		
101-1101-411.52-11	Work. Comp. Premium	3,951	3,930	4,048	4,913	865	21.37%		
101-1101-411.53-01	Telephone	5,716	5,435	4,800	5,500	700	14.58%		
101-1101-411.54-02	Legal ads	3,193	3,831	4,000	4,000	-	0.00%		
101-1101-411.55-09	Other Printing	-	-	1,000	500	(500)	-50.00%		
101-1101-411.58-01	Travel Executive	10,086	13,304	25,000	15,000	(10,000)	-40.00%		
101-1101-411.59-01	Election Expense	31,289	23,623	26,000	20,000	(6,000)	-23.08%		
101-1101-411.61-01	Office supplies	1,933	2,064	3,500	2,000	(1,500)	-42.86%		
101-1101-411.61-11	Food	6,301	5,137	7,000	7,000	-	0.00%		
101-1101-411.64-01	Dues	13,307	13,638	15,000	16,500	1,500	10.00%		
101-1101-411.64-02	Publications	-	-	75	75	-	0.00%		
101-1101-411.66-99	Other	735	1,600	1,000	1,000	-	0.00%		
101-1101-411.68-01	Office, Furniture & Eqpt,	337	-	3,000	1,500	(1,500)	-50.00%		
101-1101-411.69-05	Service Awards	822	-	1,000	1,000	-	0.00%		
CLERK/COUNCIL		268,393	285,426	316,935	269,515	(47,420)	-14.96%		

Clerk/Council

## **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, Public Information Officer, and an Administrative Secretary. Attached is an organizational chart showing direct reports. Reporting to the Chief Administrative Officer is the Asst. CAO, Administrative Secretary, and eight department heads for a total of ten (10) direct reports. Departments reporting to the Asst. CAO include Personnel, Purchasing (includes Warehouse and Building Maintenance), Safety, and the Public Information Officer.

### **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 2018 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.

## **Administration**

---

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 Secretary**

Provides support to the CAO and ACAO, 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 luncheon, the organization's United Way campaign and handles block party requests.

Takes reservations for renting the train station.

Writes articles for and helps coordinate the employee newsletter.

### **Public Information Officer (PIO)**

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 web site.

Develops and maintains printed communication pieces that help citizens better understand their local government and the services provided.

Authors the Eye on Kirkwood, e-newsletters, monthly utility bill inserts, the city's blog, the monthly employee newsletter, and posts city news on Facebook and Twitter.

### **Assistant Chief Administrative Officer (ACAO)**

Provides staff support to the two pension boards, Civil Service Commission, and the Kirkwood Urban Forestry Commission.

Administers the city's various benefit programs for employees.

Supervises the Public Information Officer and the managers in charge of Personnel, Procurement, and Safety departments.

Assists the CAO and city council in a wide range of special projects.

## Administration

---

### Chief Administrative Officer (CAO)

Coordinates materials in support of council work sessions and formal meetings as well as meeting agreed upon strategic goals. By charter the CAO is responsible for the administration of all city operations.

## June 2017 Strategic Plan

**Mission Statement:** The mission of the City of Kirkwood is to enhance the quality of life for current and future generations of Kirkwood residents through strong leadership, effective stewardship, and exceptional service.

**Vision Statement:** Kirkwood will be the most livable community; a place recognized for its beauty, historic charm, strong neighborhoods, vibrant businesses and involved citizenry.

### CORE VALUES

**Responsiveness:** We provide services that address our citizens' wishes and needs.

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

**Community:** We deliver services and provide facilities that support the development of strong bonds with one another.

**Tradition:** We honor our community's historic past and build upon it for the future.

**Involvement:** We involve our citizens in local government activities.

**Inclusiveness:** We respect and value the diversity and contributions of all members of our community.

**Integrity:** We foster the highest ethical standards.

### STRATEGIC GOALS

1. **Enhance the quality of life of citizens.** Keep the small town feel, historic charm, amenities, affordability, good schools, safety/security, strong neighborhoods, attractiveness, accessibility, and stability of Kirkwood.

## Administration

---

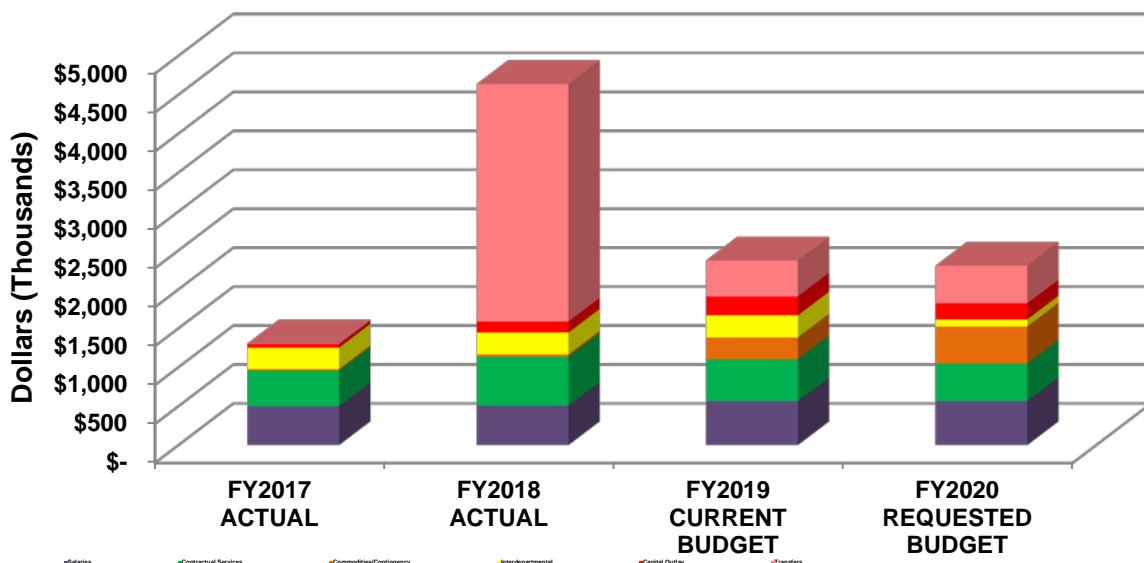
Prudently and efficiently manage financial and human resources while promoting a sustainable environment.

2. **Improve governance and strengthen relations between citizens and their government.** Improve communication and increase trust and citizen engagement. Keep citizenry informed. Improve efficiency and quality of services, with the intent of minimizing the tax burden on citizens and businesses. Improve collaboration among elected officials, City staff, boards, and commissions.
3. **Strategically grow economic activity to support quality of life.** Attract business that increases economic activity and enhances our residents' quality of life.
4. **Nurture downtown Kirkwood as the heart of our community.** Encourage investments and activities that bring residents and visitors downtown. Make public investments that are sound and fiscally sustainable.
5. **Invest for the future through public infrastructure.** Balance current and future generations through technology and effective stewardship. Maintain livability and sustain the quality of life.

**CITY OF KIRKWOOD, MISSOURI**  
**ADMINISTRATION OPERATING BUDGET SUMMARY**  
**FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	390,792	405,426	433,053	440,589
Temporary Salaries	-	3,585	6,300	3,585
Overtime	81	-	4	-
Social Security	21,273	22,560	27,266	27,539
Medicare	5,924	6,153	6,384	6,441
Civilian Pension	24,430	15,164	28,598	28,638
Deferred Compensation	16,804	15,044	18,084	18,765
Subtotal Salaries	459,304	467,932	519,689	525,557
Other Benefits				
Health Insurance	36,386	35,852	40,720	36,360
Dental Insurance	1,809	1,809	2,126	2,076
Vision Insurance	321	321	359	349
Subtotal Other Benefits	38,516	37,982	43,205	38,785
Total Personnel Services	497,820	505,914	562,894	564,342
<b>Contractual Services</b>	458,287	628,287	540,558	483,111
<b>Commodities/Contingency</b>	20,462	28,958	279,866	475,845
<b>Capital Outlay</b>	44,950	141,837	244,530	206,750
<b>Interdepartmental Charges</b>	274,612	281,469	282,237	91,038
<b>Transfers to Other Funds</b>	7,800	3,050,100	461,976	483,623
<b>TOTAL ADMINISTRATION BUDGET</b>	1,303,931	4,636,565	2,372,061	2,304,709

**Administration Budget Summary**



**CITY OF KIRKWOOD**

## Budget Changes

Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	10111024123110	Other Professional Services	\$64,800	\$ 25,000	\$ (39,800)	-61.42%
	Narrative:	This account had our new website in it which we have completed.				
2	1011024123101	Personnel Consultants	\$ 77,500	\$ 55,000	\$ (22,500)	-29.03%
	Narrative:	This fiscal year we completed a compensation and benefits study so this account is going down now that the project is completed.				
3	10111024126905	Contingency	\$ 255,366	\$ 450,000	\$ 194,634	76.22%

**Narrative:** The contingency budget starts off with a budgeted amount which throughout the year gets reduced as money is transferred out to deal with various unexpected expenditures.



## CITY OF KIRKWOOD

## FISCAL YEAR 2019/2020 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1102-412.10-10	Transfer to Other Funds	7,800	3,050,100	461,976	483,623	21,647	4.69%
101-1102-412.11-01	Salary Full Time	390,792	405,426	433,053	440,589	7,536	1.74%
101-1102-412.11-04	Salary Temporary	-	3,585	6,300	3,585	(2,715)	-43.10%
101-1102-412.11-05	Overtime	81	-	4	-	(4)	-100.00%
101-1102-412.21-01	Health Insurance	36,386	35,852	40,720	36,360	(4,360)	-10.71%
101-1102-412.21-03	Dental Insurance	1,809	1,809	2,126	2,076	(50)	-2.35%
101-1102-412.21-04	Vision Insurance	321	321	359	349	(10)	-2.79%
101-1102-412.22-01	Social Security Taxes	21,273	22,560	27,266	27,539	273	1.00%
101-1102-412.22-02	Medicare Contributions	5,924	6,153	6,384	6,441	57	0.89%
101-1102-412.23-02	Civilian Pension	24,430	15,164	28,598	28,638	40	0.14%
101-1102-412.23-04	Deferred Comp	16,804	15,044	18,084	18,765	681	3.77%
101-1102-412.31-01	Personnel consultants	32,923	79,426	77,500	55,000	(22,500)	-29.03%
101-1102-412.31-03	Public Relations	664	470	1,500	-	(1,500)	-100.00%
101-1102-412.31-06	Kirkwood Arts Commission	-	100	5,900	8,700	2,800	47.46%
101-1102-412.31-07	Human Rights Commission	-	467	2,000	2,000	-	0.00%
101-1102-412.31-08	Urban Forestry Comm.	17,832	522	1,178	-	(1,178)	-100.00%
101-1102-412.31-09	Training	2,261	2,829	5,500	6,000	500	9.09%
101-1102-412.31-10	Other Professional Svcs	35,221	22,108	64,800	25,000	(39,800)	-61.42%
101-1102-412.32-01	Legal	252,571	404,786	250,000	250,000	-	0.00%
101-1102-412.32-04	Ofc/Administrative	1,470	1,006	3,500	3,500	-	0.00%
101-1102-412.42-06	Laundry, towels, etc	1,249	1,311	1,300	1,400	100	7.69%
101-1102-412.43-01	Office ept. maintenance	-	-	100	100	-	0.00%
101-1102-412.43-12	Building & Grounds	2,058	800	4,000	2,500	(1,500)	-37.50%
101-1102-412.44-01	Parking lots	30,525	31,891	33,805	34,680	875	2.59%
101-1102-412.44-04	Copy Machines	2,604	2,755	3,000	3,000	-	0.00%
101-1102-412.52-02	General liability	21,233	19,789	19,800	22,000	2,200	11.11%
101-1102-412.52-11	Work. Comp. Premium	5,828	5,945	5,945	7,431	1,486	25.00%
101-1102-412.53-01	Telephone	3,097	1,406	3,200	3,000	(200)	-6.25%
101-1102-412.53-02	Cellular Telephones	2,948	2,458	3,750	3,200	(550)	-14.67%
101-1102-412.54-04	Advertising	20,525	21,240	21,930	24,900	2,970	13.54%
101-1102-412.55-09	Other Printing	16,756	16,875	17,950	20,500	2,550	14.21%
101-1102-412.58-01	Travel Executive	3,135	7,776	8,700	5,000	(3,700)	-42.53%
101-1102-412.58-02	Travel Other	5,387	4,327	5,200	5,200	-	0.00%
101-1102-412.61-01	Office supplies	5,334	6,211	5,500	5,500	-	0.00%
101-1102-412.61-05	Postage	1,740	1,798	2,000	1,800	(200)	-10.00%
101-1102-412.61-11	Food	1,342	1,736	1,500	1,700	200	13.33%

Administration

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1102-412.61-12	Coffee services	1,491	1,982	1,700	1,800	100	5.88%		
101-1102-412.61-13	Clothing	675	590	350	350	-	0.00%		
101-1102-412.64-01	Dues	6,471	6,649	6,000	6,345	345	5.75%		
101-1102-412.64-02	Publications	486	318	700	700	-	0.00%		
101-1102-412.66-26	Motor Fuel & Lubricants	153	55	250	250	-	0.00%		
101-1102-412.66-99	Other	50	700	400	400	-	0.00%		
101-1102-412.68-01	Office, Furniture & Equip.	-	19,062	17,696	2,500	(15,196)	-85.87%		
101-1102-412.68-02	Machinery & Equipment	2,500	6,642	500	1,000	500	100.00%		
101-1102-412.69-03	Mission Possible	-	3,300	3,000	3,000	-	0.00%		
101-1102-412.69-04	Contingency	-	-	255,366	450,000	194,634	76.22%		
101-1102-412.69-05	Service Awards	2,720	5,619	3,100	4,000	900	29.03%		
101-1102-412.70-01	Principal	-	-	115,000	120,000	5,000	4.35%		
101-1102-412.70-02	Interest Expense	-	90,000	86,700	83,250	(3,450)	-3.98%		
101-1102-412.75-03	Building & Site Improv.	42,450	26,133	24,634	-	(24,634)	-100.00%		
101-1102-412.80-05	Fuel/Lubricants	1,811	1,654	1,505	2,000	495	32.89%		
101-1102-412.80-10	Vehicle Maintenance	3,507	1,647	2,632	1,668	(964)	-36.63%		
101-1102-412.80-20	Electric Charges	61,485	69,467	67,000	77,500	10,500	15.67%		
101-1102-412.80-30	Street Lighting	200,000	200,000	200,000	-	(200,000)	-100.00%		
101-1102-412.80-40	Water Usage Charges	6,184	7,201	9,600	8,370	(1,230)	-12.81%		
101-1102-412.80-50	Sanitation Charges	1,625	1,500	1,500	1,500	-	0.00%		
ADMINISTRATION		1,303,931	4,636,565	2,372,061	2,304,709	(67,352)	-2.84%		

## **MIS Department**

---

### **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.

<u>MIS Staff Funded in the General Fund</u>		<u>MIS Staff Funded in the Water Fund</u>	
1	Director of MIS	1	GIS Technician
1	Technical Support Specialist		
1	IS Support Specialist		
1	PC Technician		
<u>4</u>	Total MIS Staff	<u>1</u>	Total MIS Staff

## MIS Department

### 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 <sup>1</sup>	Total Devices	CCs <sup>2</sup>	Possibility more CCs	Network printers	Non-Net 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	1	2	0	13	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
Purchasing	3	0	2	5	10	5	0	6	2	8
Pworks	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	61	39	93	294	69	6	50	39	89
NOTE:										
<sup>1</sup> Virtual PC is assigned to an individual.										
<sup>2</sup> "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 210 telephones and 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.

## **MIS Department**

---

### **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 4<sup>th</sup> 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**

Replaced the old backup system that was creating tapes and being sent off-site. We now have a backup server located at the community center that is being replicated to and no longer do we use tape. We are in the process of evaluating the responses to the RFP for a new Enterprise Resource Planning system.

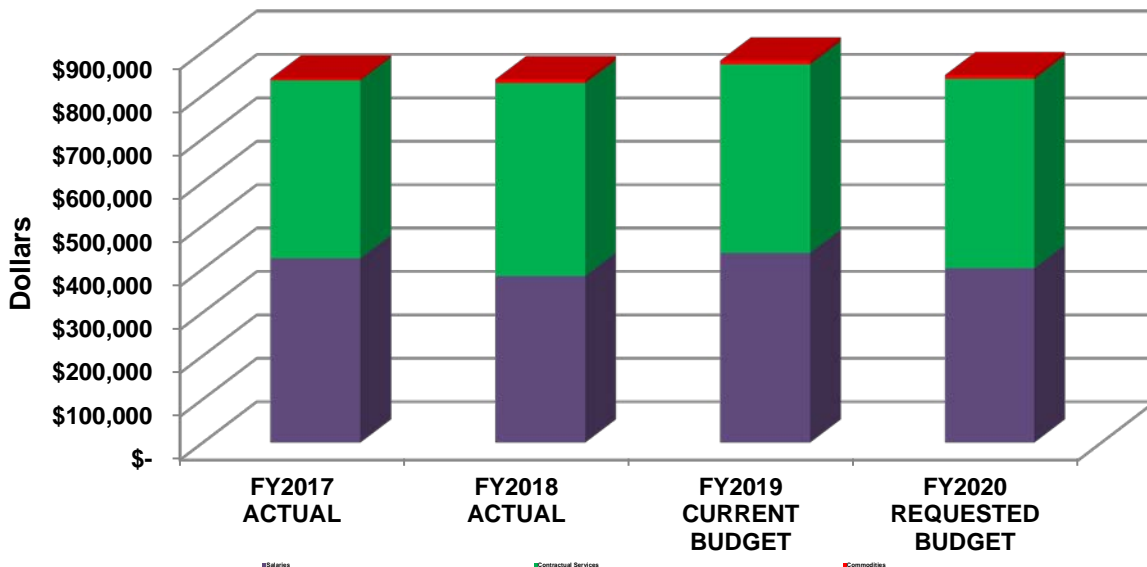
### **Upcoming Projects**

Implementation of the new ERP system/systems that hopefully will be selected before end of current fiscal year. Replacing several of the older switches in the buildings to continue to provide uptime and increased bandwidth to the different offices.

**CITY OF KIRKWOOD, MISSOURI  
MIS OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	332,560	299,761	338,202	307,842
Overtime	9,903	14,954	14,000	14,000
Social Security	21,445	19,825	21,837	19,954
Medicare	5,015	4,636	5,107	4,667
Civilian Pension	21,417	12,105	22,894	20,920
Deferred Compensation	6,213	5,399	6,500	6,437
Subtotal Salaries	396,553	356,680	408,540	373,820
Other Benefits				
Health Insurance	24,688	24,578	24,699	24,480
Dental Insurance	2,320	1,933	2,595	2,595
Vision Insurance	493	343	504	504
Subtotal Other Benefits	27,501	26,854	27,798	27,579
Total Personnel Services	424,054	383,534	436,338	401,399
<b>Contractual Services</b>	409,968	444,235	434,660	436,498
<b>Commodities</b>	4,515	8,783	8,750	8,350
<b>TOTAL MIS BUDGET</b>	838,537	836,552	879,748	846,247

**MIS Budget Summary**



CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE	
101-1105-415.11-01	Salary Full Time		332,560	299,761	338,202	307,842	(30,360)	-8.98%	
101-1105-415.11-05	Overtime		9,903	14,954	14,000	14,000	-	0.00%	
101-1105-415.21-01	Health Insurance		24,688	24,578	24,699	24,480	(219)	-0.89%	
101-1105-415.21-03	Dental Insurance		2,320	1,933	2,595	2,595	-	0.00%	
101-1105-415.21-04	Vision Insurance		493	343	504	504	-	0.00%	
101-1105-415.22-01	Social Security Taxes		21,445	19,825	21,837	19,954	(1,883)	-8.62%	
101-1105-415.22-02	Medicare Contributions		5,015	4,636	5,107	4,667	(440)	-8.62%	
101-1105-415.23-02	Civilian Pension		21,417	12,105	22,894	20,920	(1,974)	-8.62%	
101-1105-415.23-04	Deferred Comp		6,213	5,399	6,500	6,437	(63)	-0.97%	
101-1105-415.31-05	Microfilming/Storage Svcs		7,490	6,773	8,000	5,000	(3,000)	-37.50%	
101-1105-415.31-09	Training		8,067	8,393	16,750	18,350	1,600	9.55%	
101-1105-415.31-10	Other Professional Svcs		58,630	61,580	70,500	79,500	9,000	12.77%	
101-1105-415.43-04	Computer maintenance		65,706	82,863	75,200	70,800	(4,400)	-5.85%	
101-1105-415.43-15	Software Maintenance		264,308	278,283	256,610	254,110	(2,500)	-0.97%	
101-1105-415.52-11	Work. Comp. Premium		4,500	4,590	4,600	5,738	1,138	24.74%	
101-1105-415.53-01	Telephone		879	939	1,000	1,000	-	0.00%	
101-1105-415.58-01	Travel Executive		388	814	2,000	2,000	-	0.00%	
101-1105-415.61-01	Office supplies		(300)	4,160	3,000	3,000	-	0.00%	
101-1105-415.61-02	Computer supplies		4,601	4,596	5,000	5,000	-	0.00%	
101-1105-415.61-05	Postage		19	27	500	100	(400)	-80.00%	
101-1105-415.64-01	Dues		195	-	250	250	-	0.00%	
MIS			838,537	836,552	879,748	846,247	(33,501)	-3.81%	

MIS

The page was intentionally left blank.



## **Human Resources Department**

---

### **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 providing equal opportunity for training, development, and advancement
- Encourage a safe and healthy working environment
- Inspire employee engagement through recognition and effective communication

These services are provided through commitment to excellence in teamwork, administration and in handling the concerns of our customers with confidentiality, respect and dignity.

The HR Department has identified the following performance measurements: staffing, promotions/employment status changes, terminations, benefit costs, expenditures, records retention, training, safety, and special events.

### **Staffing**

The HR Department staff includes the Human Resources (HR) Manager and a Human Resources Assistant. It is the responsibility of the HR Manager to initiate and oversee the city's workforce recruitment efforts, ensure legal compliance with employment laws, assist department heads and managers with resolving issues that impact work, workers, or the work environment and administer employee benefits.

## Human Resources Department

### CITY OF KIRKWOOD HUMAN RESOURCES DEPARTMENT NEW EMPLOYEES BY DEPARTMENT

DEPARTMENT	FY2014	FY2015	FY2016	FY2017	FY2018	TOTAL
Administration		1				1
Building Maintenance				1		1
Court	2					2
Electric	2	1		1		4
Finance				1		1
Fire**		2	9	4	3	18
Fleet Services						0
Human Resources		1			2	3
MIS			1			1
Parks	2	1	1	1	1	6
Police*	4	4	2	8	6	24
Procurement	1	1	1			4
PS-Bldg Comm			1	1	1	3
PS-Engineering		1		2		3
PS-Sanitation	5	4	1	4	5	19
PS-Street	1	1	1	1		4
PS-Water	2		3	1	1	7
Recreation			2	1		3
<b>TOTAL***</b>	<b>17</b>	<b>19</b>	<b>17</b>	<b>22</b>	<b>26</b>	<b>103</b>

\* Police includes Officers and Admin staff.

\*\* Fire includes Admin and non-Admin staff. In FY2016, seven new Firefighter/Paramedic employees were hired due to the passing of the Fire/EMS sales tax.

\*\*\* Does not include part-time employees

### CITY OF KIRKWOOD HUMAN RESOURCES DEPARTMENT FLEXIBLE WORKFORCE HIRED

	FY 2015	FY 2016	FY 2017	FY 2018
Regular Part-Time Employees	13	12	11	19
Seasonal Employees		67	97	112

Staffing vacancies continues to increase due to employee retirements, resignations for other opportunities, and involuntary terminations. During Fiscal Years 2018 and 2019, the City began to see the impact of economic improvement and extremely tight job market. New cost-effective, technology-

## Human Resources Department

---

based recruitment strategies were implemented, resulting in considerable more candidates for each position posted. However, the following chart illustrates the recent difficulties the City has in staffing positions at all levels.

### CITY OF KIRKWOOD HUMAN RESOURCES DEPARTMENT APPLICANT TRACKING

Job Title	Number of Applicants	Interviews Scheduled	Interviews Completed	Positions Staffed
Water Distribution Worker	29	4	2	1
Water Distribution Supervisor	10	3	3	1
Accountant	64	4	3	1
Multi-Discipline Inspector	19	3	2	1
Sanitation Worker	21	5	3	2 1-offer declined
Commodity Buyer/Inventory Supervisor	88	3	3	1
Systems Analyst	25	5	5	1 1-offer declined
Customer Service Rep	84	8	4	1

### **Promotions/Changes**

Promotional opportunities for employees exist when exceptional performance has been shown in their current position and a higher level position becomes vacant. Internal candidates generally compete against external candidates in these cases. Employee development opportunities are imperative for insuring that our internal candidates are prepared to take on these higher level responsibilities.

Other changes include lateral transfers and demotions for performance issues or when an employee voluntarily moves to a lower level position.

## Human Resources Department

### CITY OF KIRKWOOD HUMAN RESOURCES DEPARTMENT PROMOTIONS/CHANGES BY DEPARTMENT

DEPARTMENT	FY2014	FY2015	FY2016	FY2017	FY2018	TOTAL
Administration						0
Building Maintenance						0
Court						0
Electric	1	1	2	3	1	7
Finance				1		2
Fire**				4		5
Fleet Services						0
Human Resources						0
MIS		1				2
Parks	1	1				2
Police*	4		1	1	7	13
Procurement	2				1	2
PS-Bldg Comm				2		2
PS-Engineering				1		1
PS-Sanitation	6	1	4	1	1	13
PS-Street				1	1	1
PS-Water			2	1	1	4
Recreation						0
TOTAL ***	14	4	9	15	12	54

\* Police includes Officers and Admin staff.

\*\* Fire includes Admin and non-Admin staff.

\*\*\* Does not include part-time employees.

### **Terminations**

Terminations include employee resignations, retirements, disabilities, and involuntary terminations resulting from performance or conduct issues.

Over the previous five fiscal years, the turnover rate for the City has been between 5% and 8%. During the most recent fiscal year, of the 16 employees separating employment, four employees retired from the City. Human Resources expects the number of terminations to continue to increase over the next 10

## Human Resources Department

years because 43% of our workforce is over the age of 50 and individuals in the newer generations are not committing to one employer for their entire career.

Although the number of terminations in Police and Fire appear high, the average annual turnover rate for these two departments (4.7% and 8.9%, respectively) were much closer to the City's average than for the Sanitation Division in Public Services which had the highest average annual turnover rate at 36.9%. This high turnover rate is most likely attributed to the nature of the work.

Another concerning trend noted by HR, is the increase in employees separating from employment during their initial probationary period. In the most recent fiscal year, 20% (5 employees out of 25 hired) did not complete their initial probationary period. Three of these five were discharged with cause, perhaps indicating low quality of hire, and two resigned.

### THE CITY OF KIRKWOOD HUMAN RESOURCES DEPARTMENT TERMINATIONS BY DEPARTMENT

DEPARTMENT	FY2014	FY2015	FY2016	FY2017	FY2018	TOTAL
Administration	1					1
Building Maintenance						0
Court						0
Electric	2	1	1	2		6
Finance				1		1
Fire**	2		3	4	2	11
Fleet Services						0
Human Resources		1			2	3
MIS		1				1
Parks	1	2		1	1	5
Police*	6	1	4	6	3	20
Procurement	2		1		1	4
PS-Bldg Comm			1	2	1	4
PS-Engineering		1		1	1	3
PS-Sanitation	8	4	4	4	4	24
PS-Street	1	1	1	2		5
PS-Water	2	2	1	1	1	7
Recreation			2	1		3
TOTAL***	25	14	18	25	16	98

\* Police includes Officers and Admin staff.

\*\* Fire includes Admin and non-Admin staff.

\*\*\* Does not include part-time employees.

## Human Resources Department

### Benefit Costs

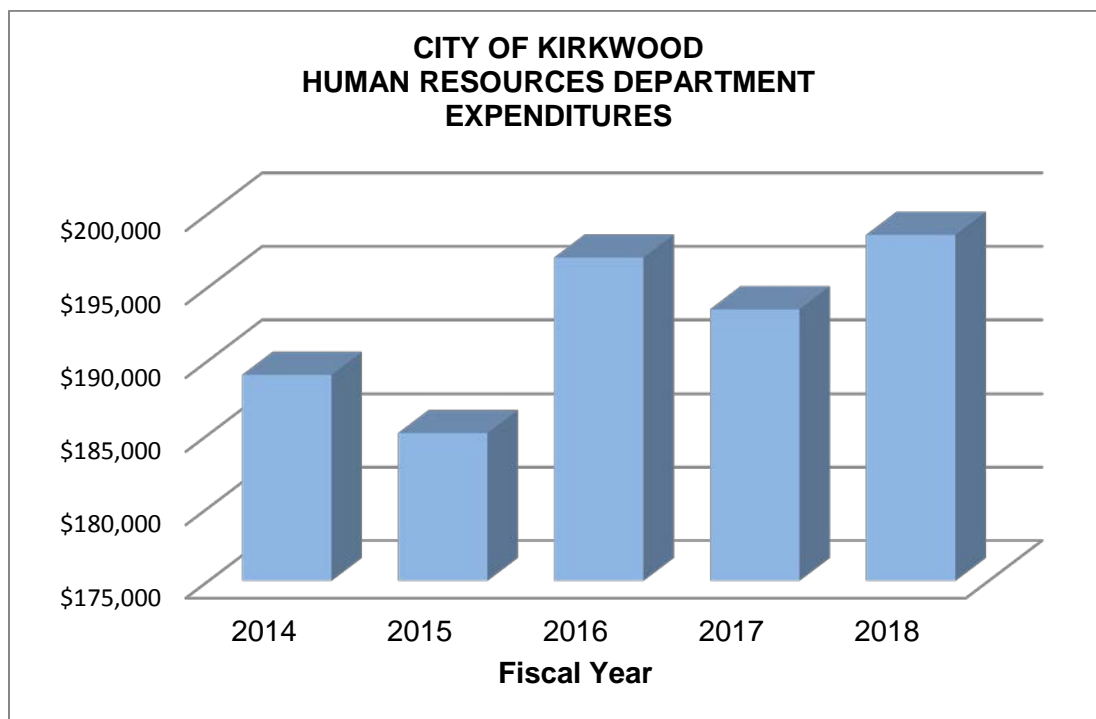
The city provides employees with health, dental and vision insurance among other benefits. Health insurance is the most expensive benefit provided. Two plans are offered for employees to select what meets their needs. For the “Buy-Up Option”, a 100/70 plan, the city pays 90% of single coverage plus 50% of the additional cost for dependent coverage. For the “Low Option”, an 80/60 plan, the city pays 95% of single coverage and 75% of the total cost of dependent coverage. The city pays 100% of single coverage for dental and vision. The health, dental and vision plans are on a contract renewal date of April 1 to coincide with the city’s fiscal year.

**Average Cost Per Employee  
Expended on Health Insurance**

FY2014	FY2015	FY2016	FY2017	FY2018
\$10,556	\$10,349	\$10,486	\$10,779	\$9,932

### Expenditures

Over the last five-year period, the HR Department’s expenditures have shown increases due to salary increases and recruitment costs, especially the addition of 7 new Firefighter/Paramedics in 2016 after the fire/EMS sales tax passed. The chart below shows the HR Department’s five-year history for expenditures.



## **Human Resources Department**

---

### **Training**

The Human Resources staff meets with all new employees for their initial orientation to benefits and Personnel Policies during their first day of employment. The HR Manager provides follow-up "Onboarding" training to new employees covering the City's Strategic Plan and history, benefits, Personnel Rules and Regulations, Customer Service, Drug and Alcohol Testing program and Equal Opportunity and Diversity. Information sessions on city benefits such as health, vision and dental insurance and the city's pension and deferred compensation plans are conducted annually during the month of Open Enrollment. In addition, many of the benefit providers hold one-on-one learning sessions with employees throughout the year to educate employees on the benefits provided. Additional team-building activities will be implemented during the upcoming fiscal year.

### **Supervisor Support**

The Human Resources Manager provides support to supervisors on employee relations issues, as well as performance and conduct issues. The city's labor attorney visits monthly to meet with Department Heads and Managers on employee performance issues and other legal matters.

### **Safety and Wellness**

The HR Department is responsible for arranging for pre-employment, post-accident, reasonable suspicion, and random drug and alcohol testing in accordance with city policy, Missouri State Law, and the Department of Transportation law regarding Commercial Driver License (CDL) testing.

Job specific physical capacity testing through the Work Center covers all physically demanding positions, such as: Firefighter/Paramedic, Sanitation Worker, Electric Lineman and Meter Reader, Recreation Custodian, Water Distribution Worker, Sanitation Worker, Maintenance Worker, and Police Officer. This testing is required for all new employees and may be required when an employee returns to work following lost time for injury or significant illness.

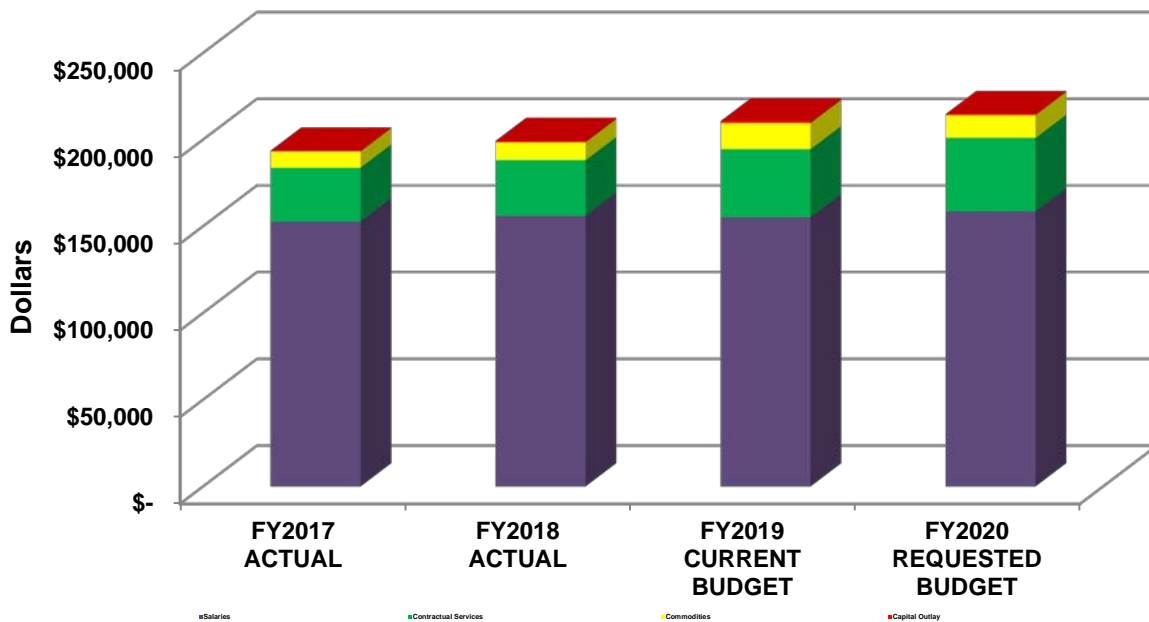
The City's Wellness programs continue to expand. Programs for employees have included a Healthiest Loser competition, Spring Fling walking challenge, Water Challenge, healthy eating and stress management presentations, blood pressure checks, and Biometric screenings.

The HR Department plans the Employee Benefits and Wellness Fair on a biannual basis bringing in outside vendors and current benefit providers. The HR Department also sponsors an on-site clinic for flu shots on an annual basis to all employees and dependents.

**CITY OF KIRKWOOD, MISSOURI  
HUMAN RESOURCES OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	117,893	124,318	118,742	118,617
Social Security	7,021	7,560	7,362	7,354
Medicare	1,642	1,768	1,722	1,720
Civilian Pension	7,372	3,013	7,719	7,710
Deferred Compensation	2,076	1,241	2,375	2,372
Subtotal Salaries	136,004	137,900	137,920	137,773
Other Benefits				
Health Insurance	15,580	17,032	15,946	19,440
Dental Insurance	928	928	1,042	1,042
Vision Insurance	167	167	198	198
Subtotal Other Benefits	16,675	18,127	17,186	20,680
Total Personnel Services	152,679	156,027	155,106	158,453
<b>Contractual Services</b>	31,108	32,015	39,282	42,451
<b>Commodities</b>	9,374	10,409	15,155	13,235
<b>Capital Outlay</b>	432	762	1,074	500
<b>TOTAL PERSONNEL BUDGET</b>	193,593	199,213	210,617	214,639

**Human Resources Budget Summary**





CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1108-417.11-01	Salary Full Time	117,893	124,318	118,742	118,617	(125)	-0.11%		
101-1108-417.21-01	Health Insurance	15,580	17,032	15,946	19,440	3,494	21.91%		
101-1108-417.21-03	Dental Insurance	928	928	1,042	1,042	-	0.00%		
101-1108-417.21-04	Vision Insurance	167	167	198	198	-	0.00%		
101-1108-417.22-01	Social Security Taxes	7,021	7,560	7,362	7,354	(8)	-0.11%		
101-1108-417.22-02	Medicare Contributions	1,642	1,768	1,722	1,720	(2)	-0.12%		
101-1108-417.23-02	Civilian Pension	7,372	3,013	7,719	7,710	(9)	-0.12%		
101-1108-417.23-04	Deferred Comp	2,076	1,241	2,375	2,372	(3)	-0.13%		
101-1108-417.31-07	Medical Examinations	11,568	8,059	13,500	13,600	100	0.74%		
101-1108-417.31-09	Training	-	1,600	626	3,000	2,374	379.23%		
101-1108-417.32-01	Legal	14,578	18,249	15,000	15,000	-	0.00%		
101-1108-417.52-11	Work. Comp. Premium	1,942	1,981	1,981	2,476	495	24.99%		
101-1108-417.53-01	Telephone	251	268	275	275	-	0.00%		
101-1108-417.54-01	Personnel recruitment	2,463	1,858	4,000	3,000	(1,000)	-25.00%		
101-1108-417.58-02	Travel Other	306	-	3,900	5,100	1,200	30.77%		
101-1108-417.64-01	Dues	-	714	1,055	1,135	80	7.58%		
101-1108-417.66-99	Other	94	334	100	100	-	0.00%		
101-1108-417.68-01	Office, Furniture & Eqpt.	432	762	1,074	500	(574)	-53.45%		
101-1108-417.69-05	Service Awards	9,280	9,361	14,000	12,000	(2,000)	-14.29%		
HUMAN RESOURCES		193,593	199,213	210,617	214,639	4,022	1.91%		

The page was intentionally left blank.

## **City of Kirkwood Procurement Department**

---

### **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

## **City of Kirkwood Procurement Department**

---

### **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, including storerooms, 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

## **City of Kirkwood Procurement Department**

---

### **Procurement Department Highlights**

- Generated a measurable cost avoidance of \$1,141,429 achieved through bidding the appropriate markets, adhering to proper procurement procedures, and strategic sourcing.
- Achieved a measurable cost savings of \$445,878 through negotiation, pricing retention, and other value added activities
- Updated 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.

## City of Kirkwood Procurement Department

---

### **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.

The Procurement Department is composed of:

- 1 Director of Procurement
- 1 Assistant Director of Procurement
- 1 Commodity Buyer/Inventory Supervisor
- 1 Buyer/Supply Management Analyst

<u>Quantity</u>	<u>Equipment Type</u>	<u>Year</u>	<u>Equipment</u>
1	Passenger Vehicle	2004	Chevy Impala

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.

The Procurement Department's Warehouse Department is composed of:

- .5 Superintendent of Facilities Operations (Warehouse)

<u>Quantity</u>	<u>Equipment Type</u>	<u>Year</u>	<u>Equipment</u>
1	Forklift	2012	Doosan

## City of Kirkwood Procurement Department

---

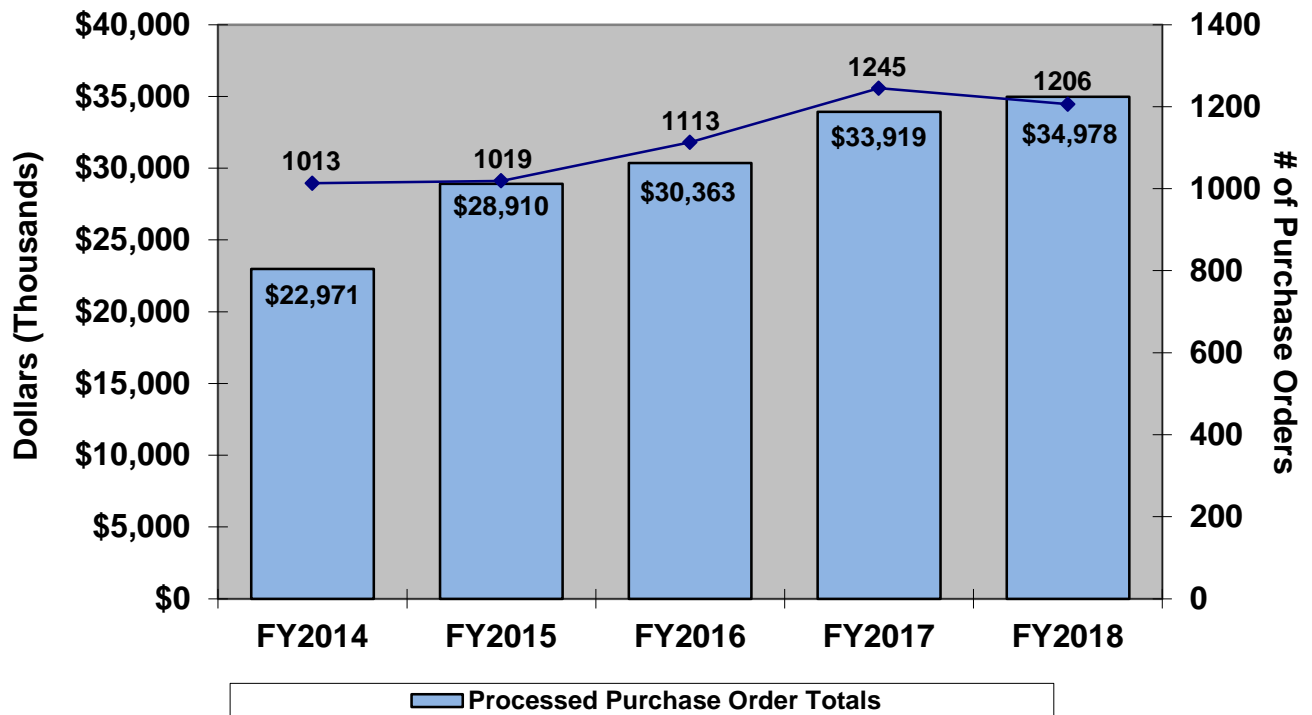
### Purchase Orders

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, and track spend, assisting 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.

### Purchase Orders Processed

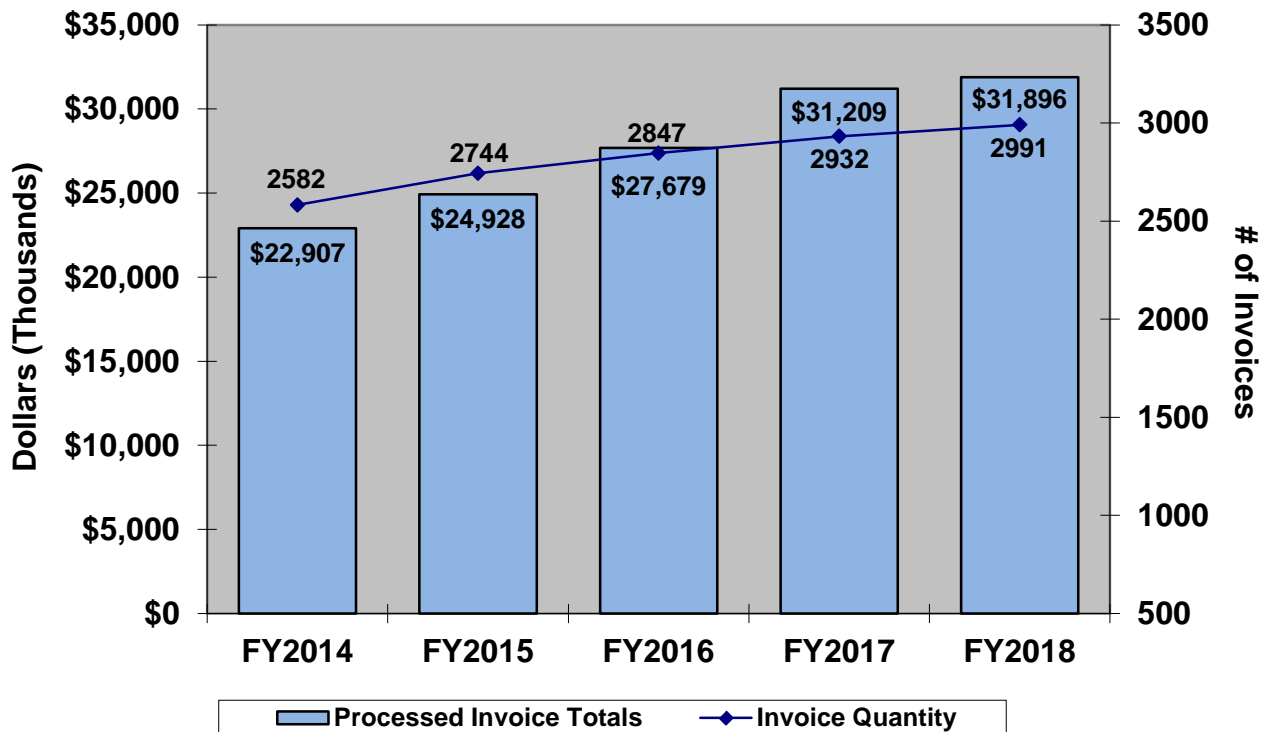


## City of Kirkwood Procurement Department

### 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.

### Invoices Processed





## City of Kirkwood Procurement Department

### Procurement Card Administration (Procard)

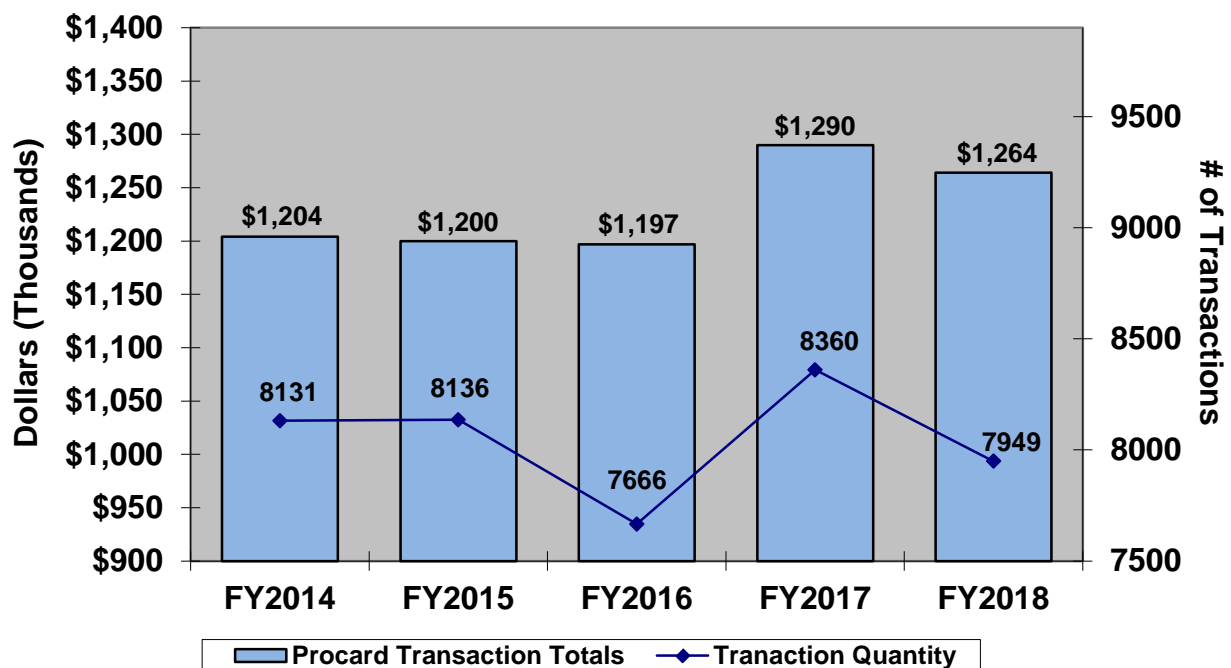
The Procurement Department manages the Procard Program. The Procard Program streamlines and reduces the total cost of procurement and payment. Cost reduction is generated by forgoing purchase orders in favor of Procurement Card transactions for the procurement of products of low dollar and risk.

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 FY 2017 the Procurement Department issued or maintained 163 individual Procards. The average spend per transaction was \$148.06 in FY2014, \$147.53 in FY2015, \$156.20 in FY2016, \$154.27 in FY2017 and \$158.95 in FY2018.

### Procard Transactions



## City of Kirkwood Procurement Department

### Formal Bids

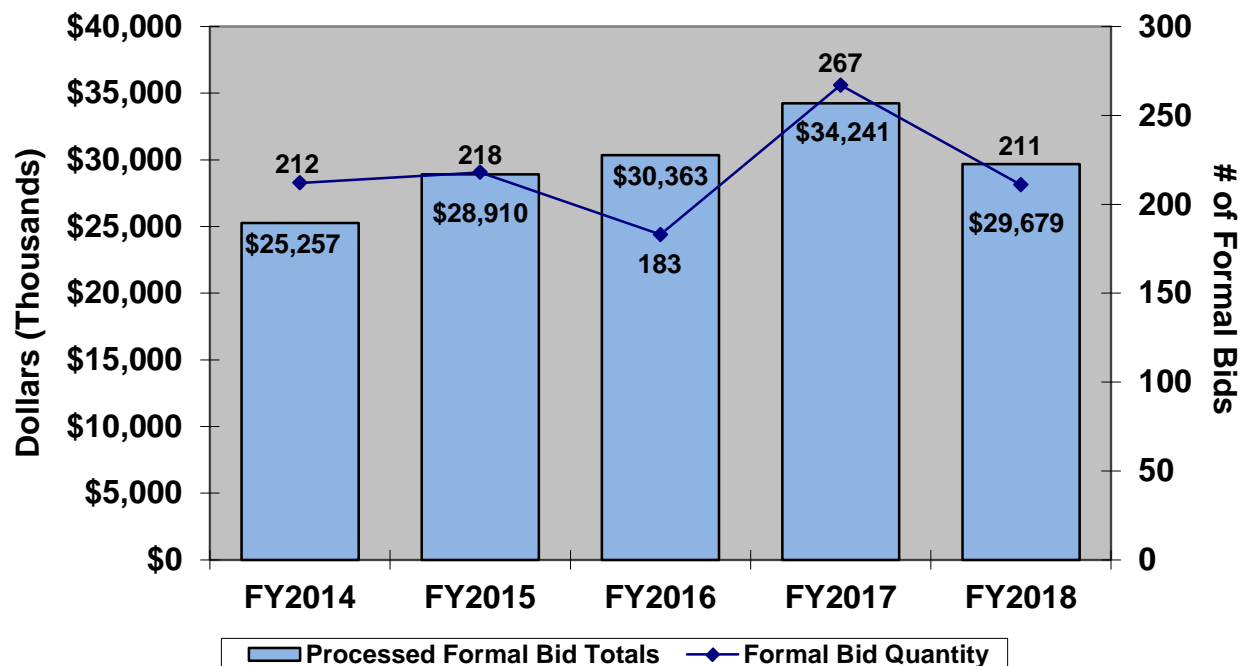
Advertisement and Formal bids are required for all contractual obligations and purchases in excess of \$15,000. This value was recently changed from \$7,500 in December of 2016 with the approval of updates to the City's Code of Ordinances.

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. The current measures have decreased in number and value reflecting a shift construction project bidding from the previous fiscal year.

### Formal Bids Processed



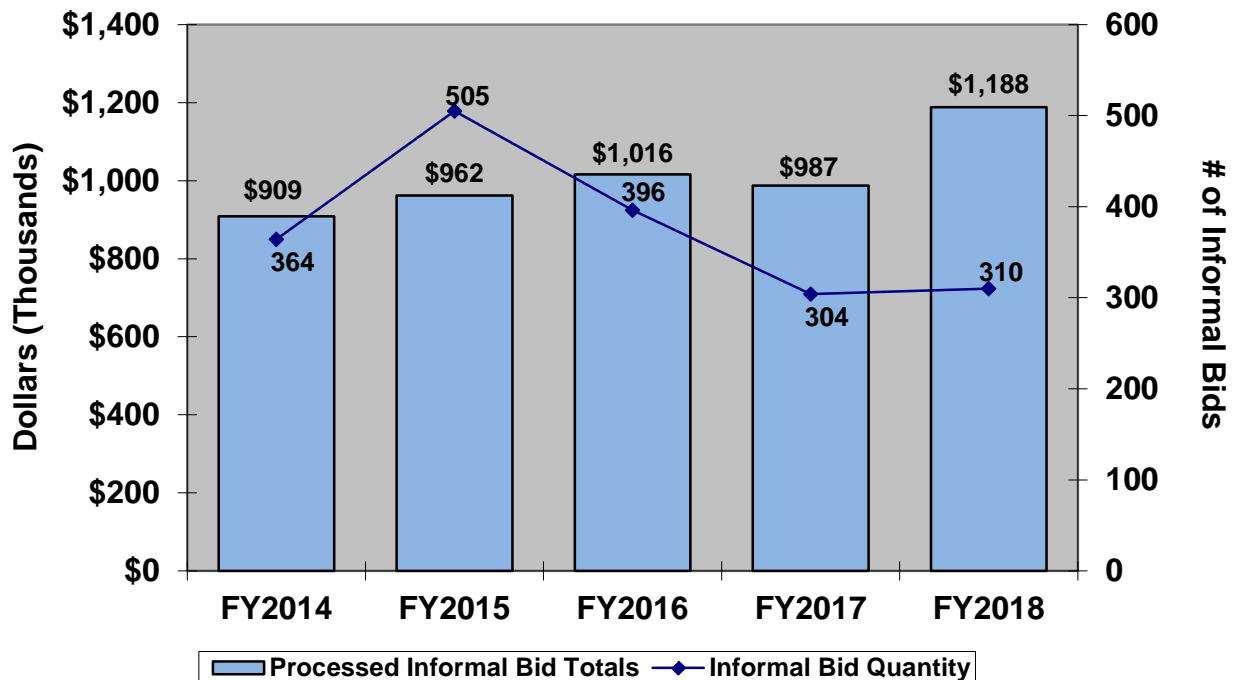
## City of Kirkwood Procurement Department

### 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. Implementing these procedural changes increased the volume of formal bids through the consolidation of informal bids.

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

### Informal Bids Processed



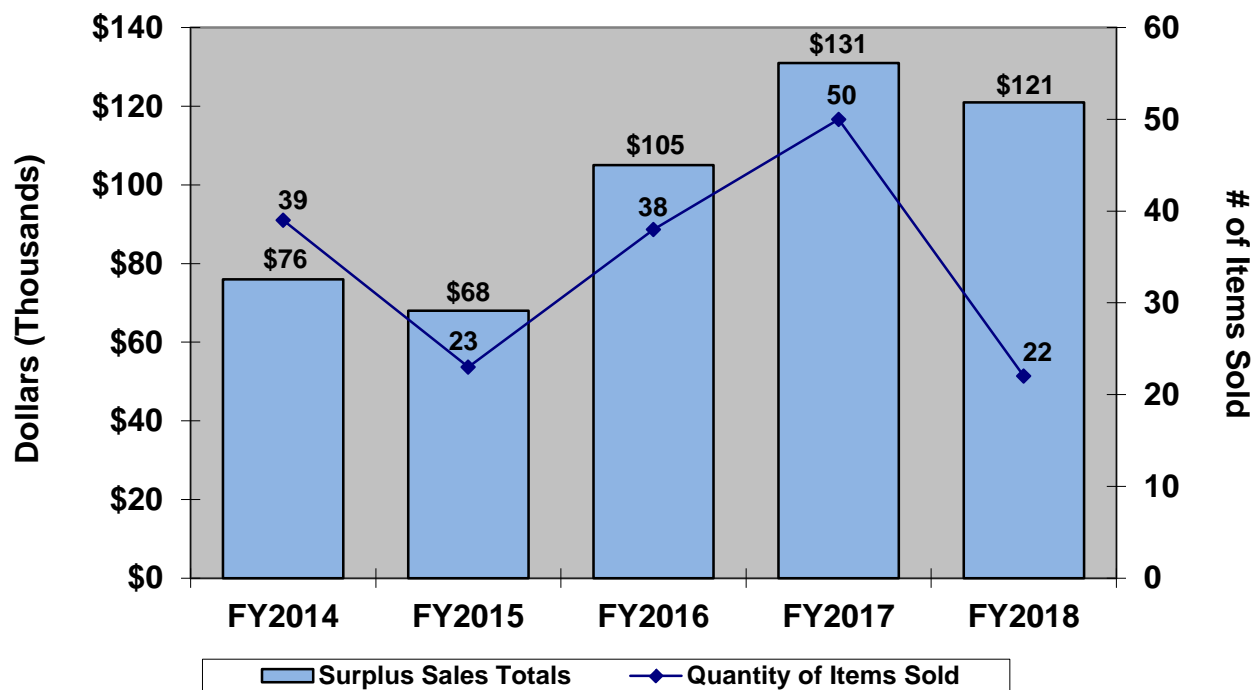
## City of Kirkwood Procurement Department

### 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.

FY2014 \$6,651.00

FY2017 \$6,790.26

FY2015 \$6,645.22

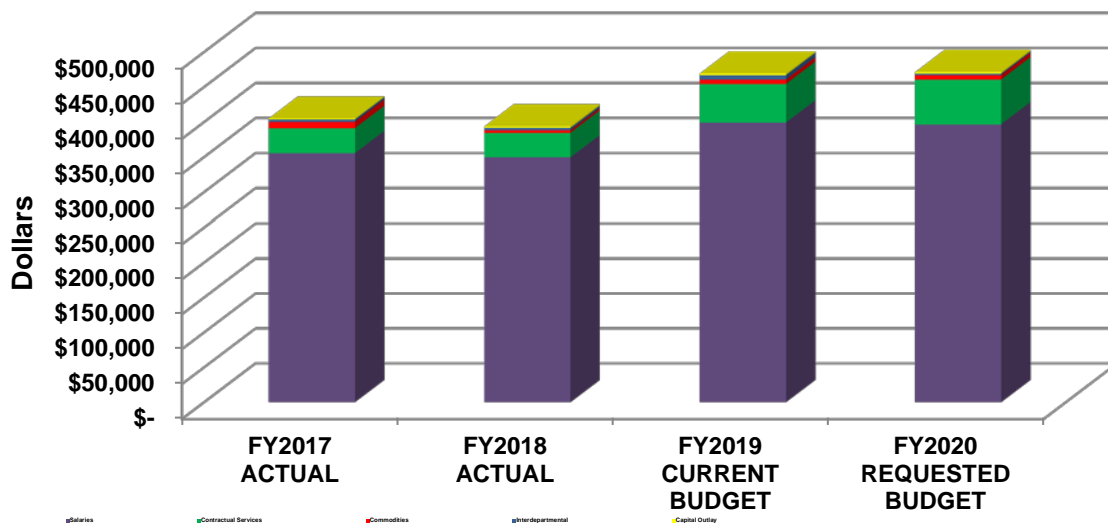
FY2018 \$6,885.17

FY2016 \$6,374.74

**CITY OF KIRKWOOD, MISSOURI**  
**PROCUREMENT/WAREHOUSE OPERATING BUDGET SUMMARY**  
**FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	261,303	253,086	278,473	279,445
Part-time Salaries	-	-	21,000	21,580
Temporary	3,805	10,505	-	-
Overtime	1,439	2,173	1,500	1,500
Social Security	16,271	16,321	18,816	18,757
Medicare	3,805	3,817	4,401	4,386
Civilian Pension	16,423	10,165	18,362	18,261
Deferred Compensation	5,263	5,105	5,650	5,619
Subtotal Salaries	308,309	301,172	348,202	349,548
Other Benefits				
Health Insurance	44,766	46,161	48,596	44,760
Dental Insurance	2,088	1,972	2,088	2,088
Vision Insurance	426	351	377	377
Subtotal Other Benefits	47,280	48,484	51,061	47,225
Total Personnel Services	355,589	349,656	399,263	396,773
<b>Contractual Services</b>	35,721	35,110	55,277	64,039
<b>Commodities</b>	9,034	3,331	6,180	6,280
<b>Capital Outlay</b>	1,381	1,984	2,000	2,000
<b>Interdepartmental Charges</b>	3,375	3,562	6,508	2,210
<b>TOTAL PURCHASING BUDGET</b>	405,100	393,643	469,228	471,302

**Procurement/Warehouse Budget Summary**



CITY OF KIRKWOOD                      PROCUREMENT / WAREHOUSE

Budget Changes

Item	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	10111124163109	Official/Administrative/Training	\$5,000	\$ 11,000	\$ 6,000	120.00%
Narrative:                      Funding increase to compensate for tuition reimbursement for staff.						
3	10111124168010	Interdept. Charges / Vehicle Maintenance	\$ 4,982	\$ 980	\$ (4,002)	-80.33%
Narrative:                      Funding decrease due to pool vehicle replacement.						

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1112-416.11-01	Salary Full Time	228,718	219,518	243,993	243,984	(9)	0.00%		
101-1112-416.11-02	Salary Part Time	-	-	21,000	21,580	580	2.76%		
101-1112-416.11-04	Salary Temporary	3,805	10,505	-	-	-	-		
101-1112-416.11-05	Overtime	1,439	2,173	1,500	1,500	-	0.00%		
101-1112-416.21-01	Health Insurance	41,320	38,885	41,320	37,560	(3,760)	-9.10%		
101-1112-416.21-03	Dental Insurance	1,856	1,740	1,856	1,856	-	0.00%		
101-1112-416.21-04	Vision Insurance	334	309	335	335	-	0.00%		
101-1112-416.22-01	Social Security Taxes	14,275	14,298	16,678	16,558	(120)	-0.72%		
101-1112-416.22-02	Medicare Contributions	3,338	3,344	3,901	3,872	(29)	-0.74%		
101-1112-416.23-02	Civilian Pension	14,386	8,904	16,120	15,956	(164)	-1.02%		
101-1112-416.23-04	Deferred Comp	4,603	4,434	4,960	4,910	(50)	-1.01%		
101-1112-416.31-09	Training	2,250	1,675	5,000	11,000	6,000	120.00%		
101-1112-416.31-10	Other Professional Svcs	1,179	1,000	11,000	11,000	-	0.00%		
101-1112-416.32-01	Legal	911	1,141	1,000	1,000	-	0.00%		
101-1112-416.44-04	Copy Machines	687	90	800	800	-	0.00%		
101-1112-416.52-02	General liability	3,444	3,320	3,500	3,500	-	0.00%		
101-1112-416.52-11	Work. Comp. Premium	8,585	8,414	8,414	10,518	2,104	25.01%		
101-1112-416.53-01	Telephone	2,801	3,114	3,000	3,000	-	0.00%		
101-1112-416.55-09	Other Printing	107	49	250	250	-	0.00%		
101-1112-416.58-01	Travel Executive	1,424	339	4,000	4,000	-	0.00%		
101-1112-416.58-02	Travel Other	2,016	1,887	4,000	4,000	-	0.00%		
101-1112-416.61-01	Office supplies	2,243	1,790	2,100	2,100	-	0.00%		
101-1112-416.61-05	Postage	31	60	150	150	-	0.00%		
101-1112-416.61-08	Janitorial supplies	370	288	500	500	-	0.00%		
101-1112-416.61-11	Food	86	51	200	200	-	0.00%		
101-1112-416.61-13	Clothing	391	383	400	500	100	25.00%		
101-1112-416.64-01	Dues	1,330	830	1,430	1,430	-	0.00%		
101-1112-416.64-02	Publications	242	0	500	500	-	0.00%		
101-1112-416.68-01	Office, Furniture & Eqpt,	1,384	1,984	2,000	2,000	-	0.00%		
101-1112-416.69-99	Inventory Adjustments	3,480	(848)	-	-	-	-		
101-1112-416.80-05	Fuel/Lubricants	69	33	350	350	-	0.00%		
101-1112-416.80-10	Vehicle Maintenance	1,581	2,553	4,982	980	(4,002)	-80.33%		
101-1113-416.11-01	Salary Full Time	32,585	33,568	34,480	35,461	981	2.85%		
101-1113-416.21-01	Health Insurance	3,446	7,276	7,276	7,200	(76)	-1.04%		
101-1113-416.21-03	Dental Insurance	232	232	232	232	-	0.00%		
101-1113-416.21-04	Vision Insurance	92	42	42	42	-	0.00%		

Procurement/Warehouse

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1113-416.22-01	Social Security Taxes	1,996	2,023	2,138	2,199	61	2.85%		
101-1113-416.22-02	Medicare Contributions	467	473	500	514	14	2.80%		
101-1113-416.23-02	Civilian Pension	2,037	1,261	2,242	2,305	63	2.81%		
101-1113-416.23-04	Deferred Comp	660	671	690	709	19	2.75%		
101-1113-416.31-09	Training	-	-	1,000	1,000	-	0.00%		
101-1113-416.31-10	Other Professional Svcs	12,317	12,768	11,000	11,330	330	3.00%		
101-1113-416.52-11	Work. Comp. Premium	-	1,313	1,313	1,641	328	24.98%		
101-1113-416.58-02	Travel Other	-	-	1,000	1,000	-	0.00%		
101-1113-416.66-07	Safety equipment	272	289	300	300	-	0.00%		
101-1113-416.66-99	Other	589	488	600	600	-	0.00%		
101-1113-416.80-05	Fuel/Lubricants	224	138	500	178	(322)	-64.40%		
101-1113-416.80-10	Vehicle Maintenance	1,501	838	676	702	26	3.85%		
PROCUREMENT/WAREHOUSE		405,100	393,643	469,228	471,302	2,074	0.44%		



## **City of Kirkwood 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, removing snow from 3.2 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.

Facilities Operations actively maintains 26 buildings and properties, totaling over 300,000 square feet, valued at nearly \$60 million. These buildings, 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 the Customer Service Assistant, 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.

## City of Kirkwood Facilities Operations

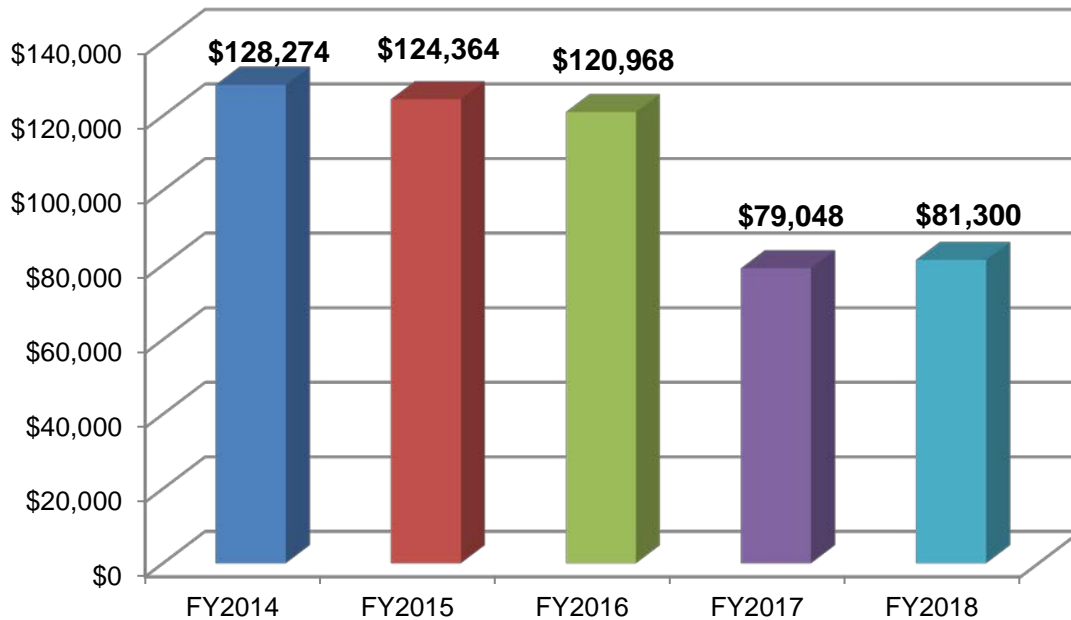
Facilities Operations utilizes the following equipment to assist with their current duties:

<u>Quantity</u>	<u>Equipment Type</u>	<u>Year</u>	<u>Equipment</u>
1	SUV	2012	Chevy Tahoe
1	Truck	2008	Chevy 2500 Silverado
1	Truck	2008	Chevy 1500 Silverado
1	Truck	2009	Chevy 1500 Silverado
1	Scissor Lift	1995	Skyjack
1	ATV	2009	Polaris 500 Sportsmen
1	ATV	2014	Polaris 570 Sportsmen

### **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. The addition of a custodian in FY2017 provided a decrease in the value of current contracts for services, while offsetting the projected increases for janitorial services.

### **Service Contracts**



## City of Kirkwood Facilities Operations

### City Buildings and Grounds

The following is a table of City buildings, sidewalks and grounds that are maintained by Facilities Operations.

#### **FACILITIES OPERATIONS - CITY OF KIRKWOOD BUILDINGS AND GROUNDS**

<b>BUILDING/ PROPERTY NUMBER</b>	<b>NAME</b>	<b>LOCATION</b>	<b>YEAR BUILT</b>	<b>ROOF AREA SQUARE FEET</b>	<b>FLOOR AREA SQUARE FEET</b>
1	Bisso Park	111 Mall Fountain	1985	0	3,800
2	City Hall	139 S. Kirkwood	1941/ 1992	8,256	25,000
3	Farmers Market Enclosed Building Shelter	150 E. Argonne	1976 1976 1976	530 4,000	530 4,000
4	Fire House No. 1	137 W. Argonne	2005	7392	10,535
5	Fire House No. 2	11804 Big Bend	1929 2003	10,300	19,846
6	Fire House No. 3	1321 W. Essex	2004	7,680	10,890
7	Gazebo	100 E. Argonne	1976	260	260
8	Hummel Park		1988		2,500
9	Ken Connor Park	100 N. Kirkwood Rd	1992		7,100
10	Memorial Walkway	139 S. Kirkwood Rd.	2010	0	34,000
11	Police Building	137 W. Madison	1963/ 1970/ 1992	10,395	20,790
12	Police Rifle Range	Rifle Range Rd.	1960	4,130	3,630
13	Public Works Facility	345 S. Fillmore	1992	20,880	18,000
14	Street/Sanitation/Storage			5,700	5,463
15	Common Area Building			14,930	18,840
	Vehicle/Building			10,150	10,000
	Maintenance			8,920	9,050
	including Mezzanine			181	7,900
16	Covered Storage				5,000
17	Salt Dome				
18	Recycle Center				
19	Purchasing/Utilities	212 S. Taylor Ave.	1969/ 1971/ 1974	13,000	13,040
20	Mezzanine			0	2,500
21	SBD Building	130 E. Jefferson	1970	920	2376
22	Sidewalks	Various			3.2 Miles
23	Train Station	100 W. Argonne	1893	3,726	3,000
24	Transfer Station	336 S. Taylor Ave.	2013	2,716	2,716
25	Water Maintenance Shop and Storage Building	351 S. Fillmore	1992	7,690	6,600
26	Water Treatment Plant	2020 Marshall	1923	1,120	11,530

## City of Kirkwood Facilities Operations

---

### Facilities Operations Expense

The following chart 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.

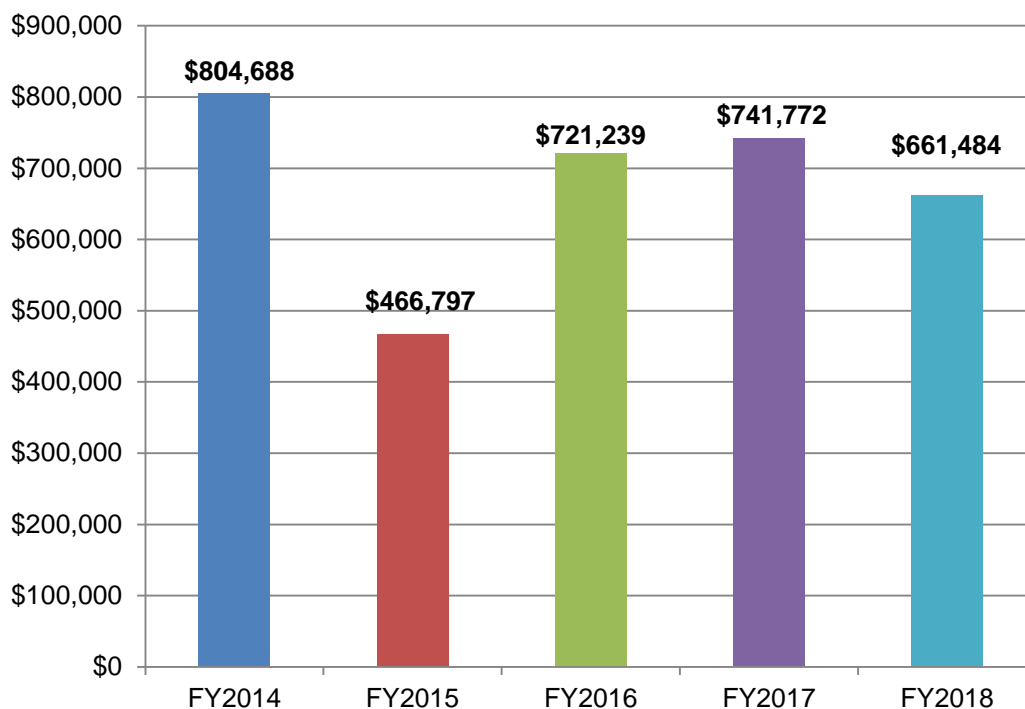
Capital projects completed include: Additional Cooling MIS – City Hall, Firehouse 2 HVAC Replacement, Police Station Renovation, Police Dispatch Renovation, Downtown Special Business District Lower Level Renovation, and Train Station Security Updates.

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 FY2016 through FY2018 based on our projected capital budget.

We anticipate expenses to maintain at similar rates for future years, as capital projects for full system replacements are stabilizing, excluding an upcoming generator replacement at City Hall and our focus is placed on preventative maintenance.

\*Building expenses include budget minus balance plus capital expenses.

### Facilities Operations Expenses



## City of Kirkwood Facilities Operations

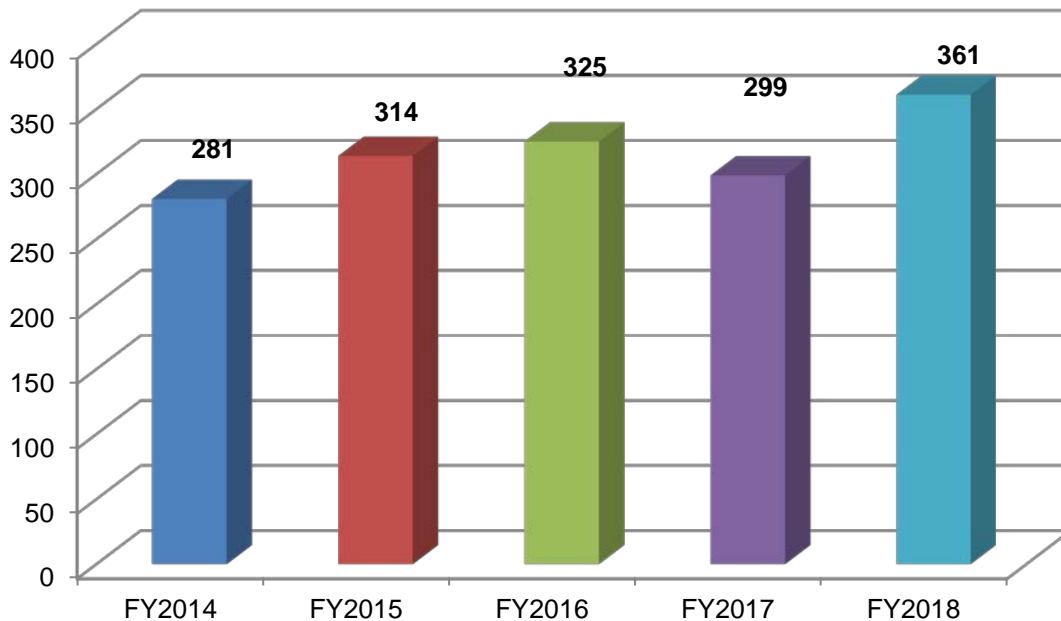
---

### Outsourced Jobs

The chart below shows outsourced jobs managed by Facilities Operations.

Outsourced jobs augment the services and the available capacity of Facilities Operations. The quantity of outsourced jobs substantially increased over the past five years, as the Maintenance Technician work load has reached a saturation point as the department has expanded its oversight of additional buildings and grounds. These outsourced jobs allow for additional specialized expertise and overflow of required critical, safety, and preventative maintenance repairs.

### OUTSOURCED JOBS



## City of Kirkwood Facilities Operations

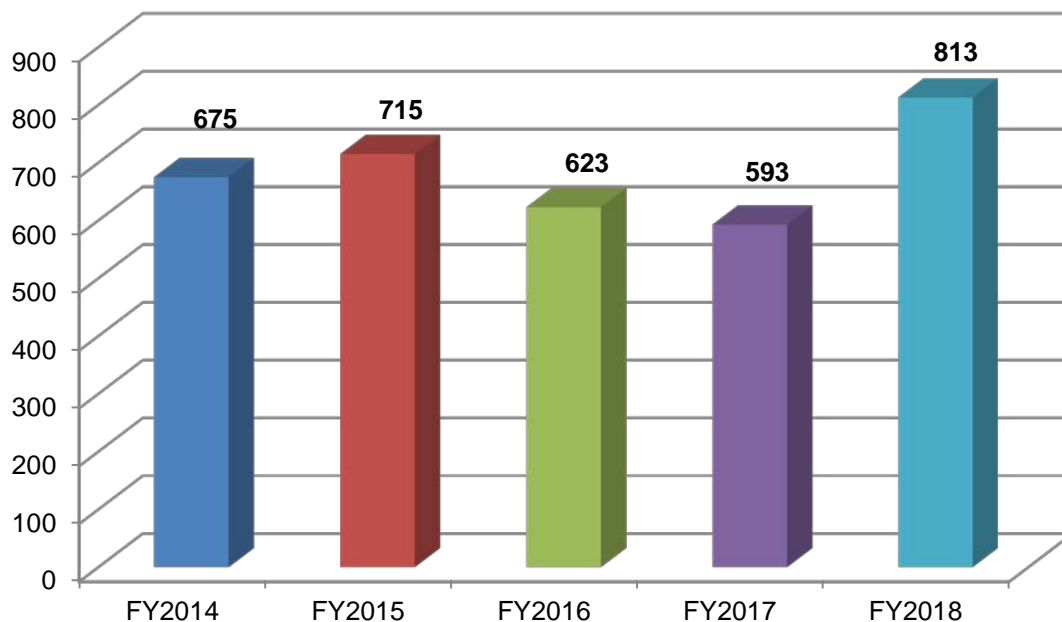
---

### Work Orders

The chart below shows work orders completed by Facilities Operations.

Work orders enable critical, safety, and preventative maintenance repairs to be properly scheduled, managed, and executed. Fiscal year 2018 depicts a substantial increase in work order load due to the implementation of new scheduling processes and the number of facilities served. The amount of work orders has increased 37 percent from the previous fiscal year and the department has reached saturation of available staff time. As the current maintenance staff's workload has increased, the ability for Facilities Operations to maintain additional emergency work has reduced which will have the largest impact if the frequency of snow events returns to the levels seen in FY2014 and FY2015. The City will have to increase Maintenance Technician staffing levels through temporary labor in order to maintain the current levels of service and emergency response.

### Work Orders Completed

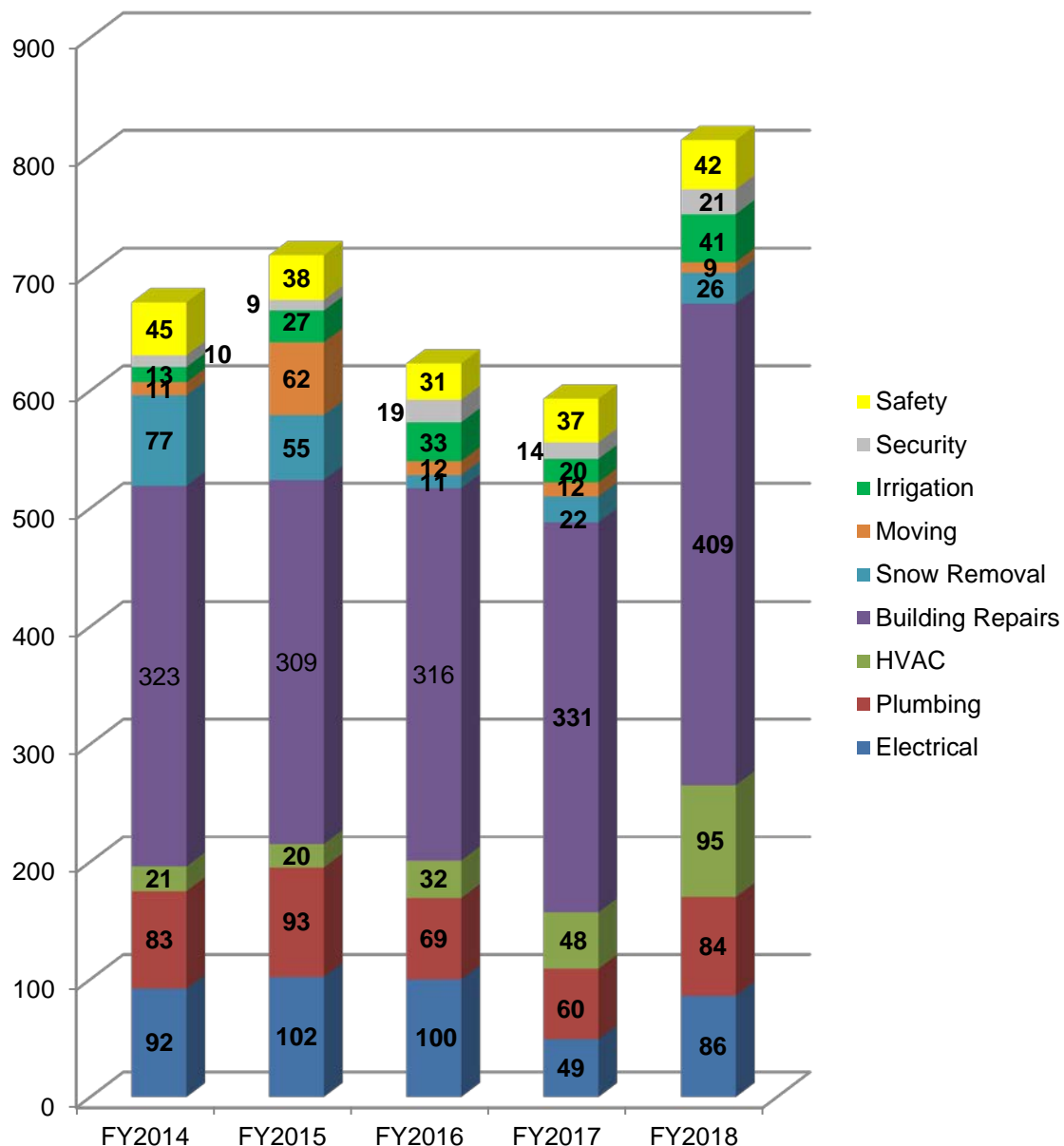


## City of Kirkwood Facilities Operations

### Work Orders by Type

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

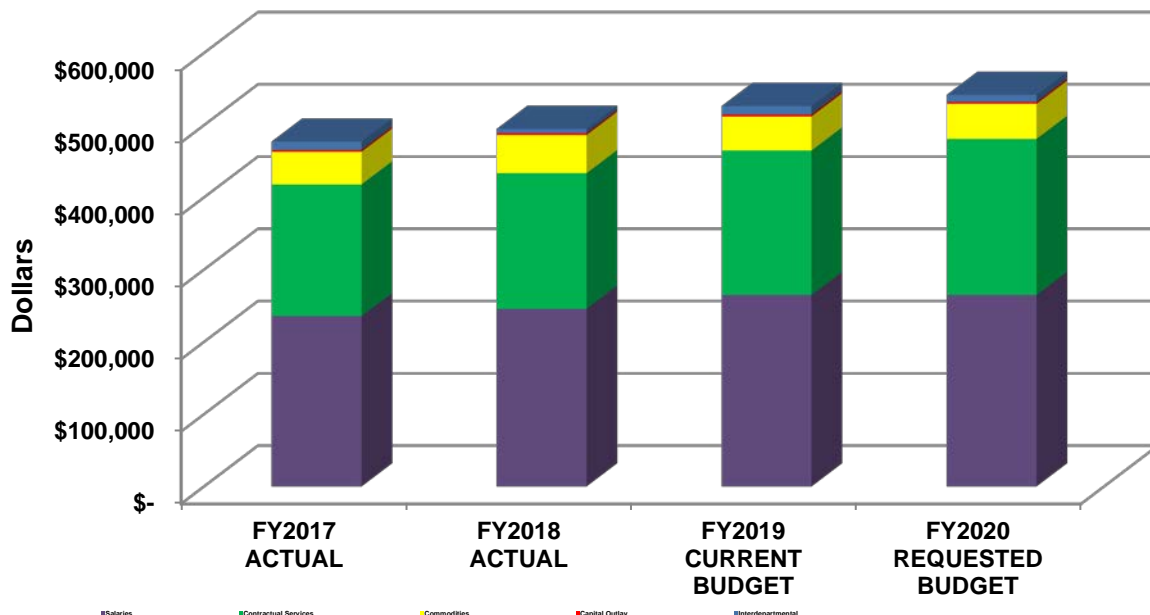
### Job Type Performed



**CITY OF KIRKWOOD, MISSOURI**  
**FACILITIES OPERATIONS OPERATING BUDGET SUMMARY**  
**FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	174,228	182,455	188,367	193,421
Overtime	3,703	5,252	9,000	4,000
Social Security	10,686	11,341	12,237	12,241
Medicare	2,499	2,652	2,862	2,863
Civilian Pension	9,858	7,021	12,829	12,833
Deferred Compensation	3,258	3,748	3,948	3,949
Subtotal Salaries	204,232	212,469	229,243	229,307
Other Benefits				
Health Insurance	29,354	31,403	33,527	33,527
Dental Insurance	1,585	1,624	1,624	1,624
Vision Insurance	285	292	296	296
Subtotal Other Benefits	31,224	33,319	35,447	35,447
Total Personnel Services	235,456	245,788	264,690	264,754
<b>Contractual Services</b>	182,470	187,626	200,170	216,145
<b>Commodities</b>	45,134	52,833	47,250	48,486
<b>Capital Outlay</b>	2,328	2,317	2,500	2,500
<b>Interdepartmental Charges</b>	11,803	6,078	11,745	9,829
<b>TOTAL BLDG SERVICES BUDGET</b>	<b>477,191</b>	<b>494,642</b>	<b>526,355</b>	<b>541,714</b>

**Facilities Operations Budget Summary**





CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1704-429.11-01	Salary Full Time	174,228	182,455	188,367	193,421	5,054	2.68%		
101-1704-429.11-05	Overtime	3,703	5,252	9,000	4,000	(5,000)	-55.56%		
101-1704-429.21-01	Health Insurance	29,354	31,403	33,527	33,527	-	0.00%		
101-1704-429.21-03	Dental Insurance	1,585	1,624	1,624	1,624	-	0.00%		
101-1704-429.21-04	Vision Insurance	285	292	296	296	-	0.00%		
101-1704-429.22-01	Social Security Taxes	10,686	11,341	12,237	12,241	4	0.03%		
101-1704-429.22-02	Medicare Contributions	2,499	2,652	2,862	2,863	1	0.03%		
101-1704-429.23-02	Civilian Pension	9,858	7,021	12,829	12,833	4	0.03%		
101-1704-429.23-04	Deferred Comp	3,258	3,748	3,948	3,949	1	0.03%		
101-1704-429.31-09	Training	-	-	2,500	2,500	-	0.00%		
101-1704-429.31-10	Other Professional Svcs	66,625	70,397	72,100	74,263	2,163	3.00%		
101-1704-429.42-02	Custodial	-	-	3,060	10,000	6,940	226.80%		
101-1704-429.43-05	Alarm system maintenance	9,375	10,028	11,000	12,000	1,000	9.09%		
101-1704-429.43-12	Building & Grounds	85,082	87,317	90,125	92,829	2,704	3.00%		
101-1704-429.52-02	General liability	5,067	4,588	6,172	6,172	-	0.00%		
101-1704-429.52-11	Work. Comp. Premium	12,931	12,673	12,673	15,841	3,168	25.00%		
101-1704-429.53-01	Telephone	3,390	2,623	2,540	2,540	-	0.00%		
101-1704-429.61-01	Office supplies	49	138	150	150	-	0.00%		
101-1704-429.61-08	Janitorial supplies	3,804	3,843	4,000	4,000	-	0.00%		
101-1704-429.61-13	Clothing	807	390	700	700	-	0.00%		
101-1704-429.61-15	Buildings & Grounds	39,660	47,918	41,200	42,436	1,236	3.00%		
101-1704-429.66-07	Safety equipment	471	244	600	600	-	0.00%		
101-1704-429.66-08	Small tools	343	300	600	600	-	0.00%		
101-1704-429.68-02	Machinery & Equipment	2,328	2,317	2,500	2,500	-	0.00%		
101-1704-429.80-05	Fuel/Lubricants	1,250	1,611	1,800	1,834	34	1.89%		
101-1704-429.80-10	Vehicle Maintenance	9,569	3,483	8,755	6,795	(1,960)	-22.39%		
101-1704-429.80-50	Sanitation Charges	984	984	1,190	1,200	10	0.84%		
FACILITIES OPERATIONS		477,191	494,642	526,355	541,714	15,359	2.92%		

The page was intentionally left blank.

## **Finance Department**

---

### **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.

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**

<b><u>FY 2002</u></b>		<b><u>FY 2018</u></b>	
1	Director	1	Director
1	Assistant Director	1	Assistant Director
1	Accountant	1	Accountant
1	Secretary		
1	Payroll/Accounts Payable Clerk	1	Payroll/Accounts Payable Clerk
<u>5</u>	<u>Total Finance Staff</u>	<u>4</u>	<u>Total Finance Staff</u>

## **Finance Department**

The table below is a comparison of the finance department staff of Kirkwood, Maryland Heights, and Webster Groves.

<b><u>Kirkwood<sup>3</sup></u></b>	<b><u>Maryland Heights<sup>1</sup></u></b>	<b><u>Webster Groves<sup>2</sup></u></b>
1 Director	1 Director	1 Director
1 Asst. Director	1 Asst. Director	1 Finance Manager
1 Accountant	2 Accounting Clerks	1 Accountant
		Acct/Purchasing
1 AP/Payroll Clerk		1 Coordinator
<u>4</u> Total Staff	<u>4</u> Total Staff	<u>4</u> Total Staff

<sup>1</sup>Maryland Heights does not have a fire department, electric, water or sanitation operations.

<sup>2</sup>Webster Groves does not have electric, water, or sanitation operations.

<sup>3</sup>Kirkwood added the City of Rock Hill's payroll, budgeting, accounting and financial reporting.

### **Finance Service Levels**

	<b><u>FY 2014</u></b>	<b><u>FY 2015</u></b>	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>
Business licenses issued	987	1,081	946	965	1,126
Liquor licenses issued	59	59	65	57	58
AP-Checks	3,994	3,332	3,715	3,941	2,539
AP-Electronic fund transfers(EFT) <sup>1</sup>	963	1,840	2,198	2,795	2,652

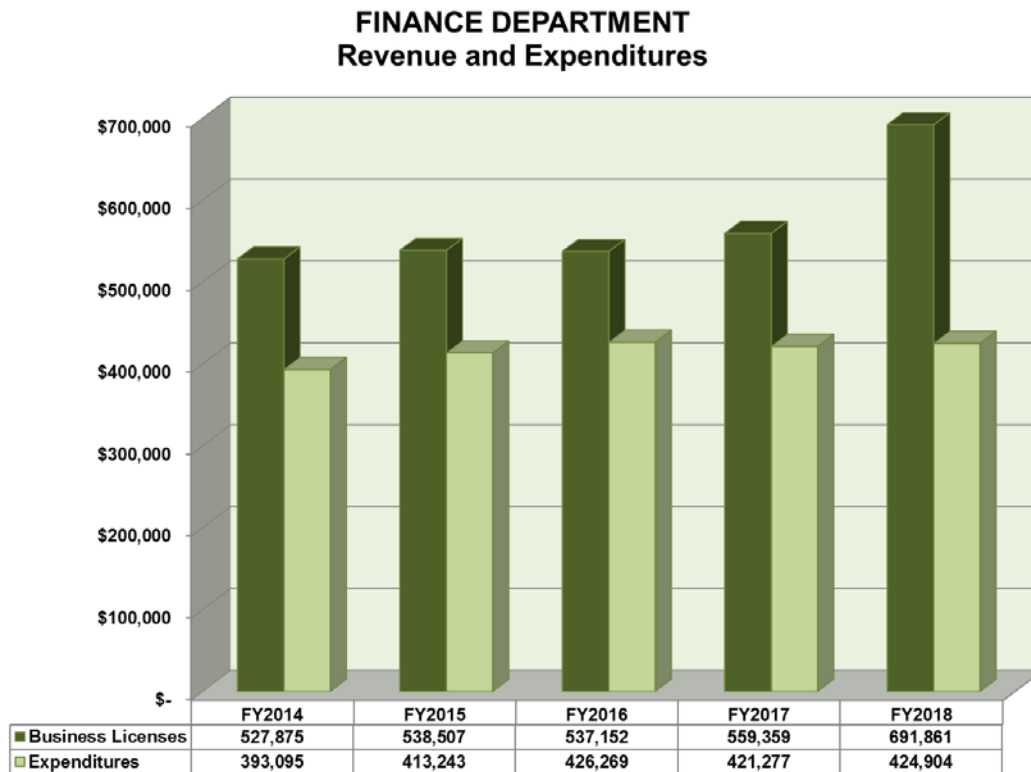
<sup>1</sup>Fiscal Year 2010 the city implemented Electronic Fund Transfers to make vendor payments.

### **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.

## Finance Department

- 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. In December 2017, the City began receiving the Kirkwood Commons development business license revenue that was previously pledged to service the debt payments on the public improvement revenue notes, a special limited obligation of the City, which matured on November 30, 2017. This resulted in the 24% increase in business license revenue from FY2017.



- 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 thirteen fiscal years. The Fiscal Year 2018 Comprehensive Annual Financial Report (CAFR) will be submitted for the GFOA's consideration for the Certificate of Achievement for Excellence in Financial Reporting by September 30, 2018.

## **Finance Department**

---

- The Finance Department has prepared the CAFR in-house for the last eleven years. The City of Kirkwood is one of the few local governments that prepare their own financial statements. The FY18 CAFR 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 five years has been approximately 0.5% of total payroll and without the use of comp time.

1	Office Manager
3	Customer Service Representatives
<u>4</u>	<u>Total Utility Customer Accounting Staff</u>

## Finance Department

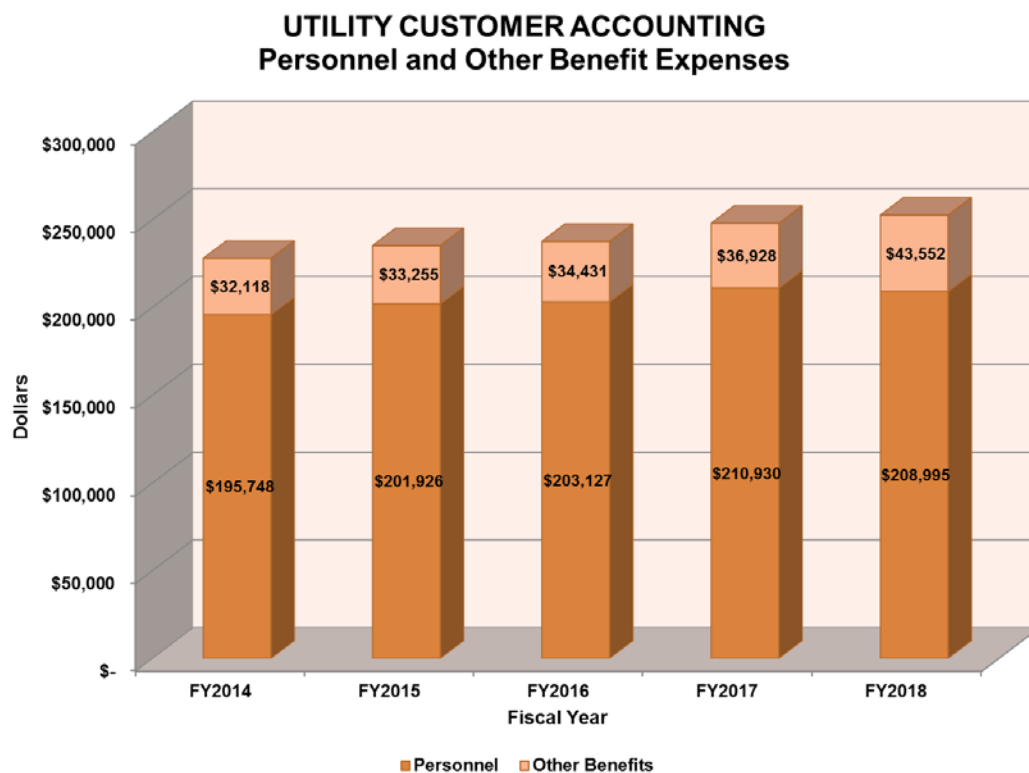
### Utility Customer Accounting Service Levels

	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>
Utility bills generated	159,015	159,251	159,028	159,803	159,177
Payments received:					
Face-to-face	21,483	21,561	19,016	19,167	21,912
Mail	95,617	92,884	91,185	86,706	88,427
Customer Bank Drafts	21,558	20,142	22,442	22,226	22,797
On-line <sup>1</sup>	16,197	18,796	21,843	24,859	27,855

<sup>1</sup>Fiscal 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.



## **Finance Department**

---

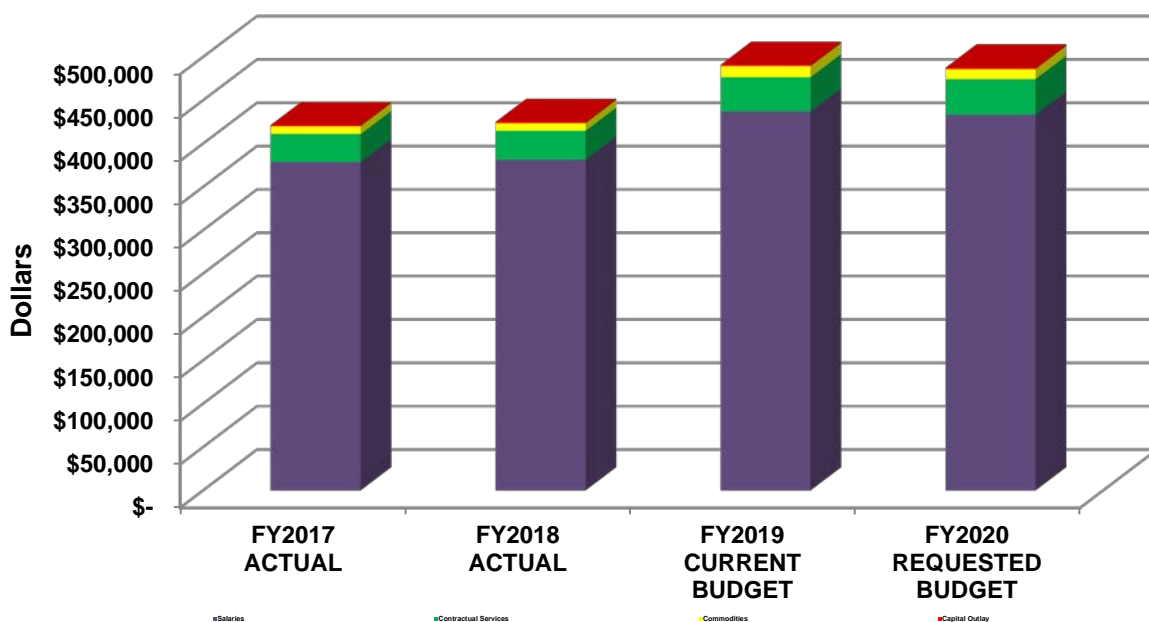
- The utility customer accounting staff participates in training activities and is continually focusing on quality customer service for all telephone and personal contact with all customers/citizens.
- In May 2010, on-line utility customer account access was implemented. The on-line utility customer 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 27,855 payments (\$5,347,968) received in FY2018. This is an increase in usage of 12% from FY2017.



**CITY OF KIRKWOOD, MISSOURI  
FINANCE OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	290,637	299,588	338,322	341,293
Overtime	63	24	500	500
Social Security	17,658	18,185	21,009	21,191
Medicare	4,134	4,253	4,915	4,956
Civilian Pension	17,553	10,750	22,025	22,217
Deferred Compensation	4,954	5,186	6,321	6,836
Subtotal Salaries	334,999	337,986	393,092	396,993
Other Benefits				
Health Insurance	41,295	41,016	41,520	34,080
Dental Insurance	1,755	1,832	1,858	1,833
Vision Insurance	316	330	335	330
Subtotal Other Benefits	43,366	43,178	43,713	36,243
Total Personnel Services	378,365	381,164	436,805	433,236
<b>Contractual Services</b>	32,417	33,557	39,707	41,059
<b>Commodities</b>	9,242	8,729	12,800	11,700
<b>Capital Outlay</b>	1,254	1,453	1,500	1,500
<b>TOTAL FINANCE BUDGET</b>	421,278	424,903	490,812	487,495

**Finance Budget Summary**



CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1115-413.11-01	Salary Full Time	290,637	299,588	338,322	341,293	2,971	0.88%		
101-1115-413.11-05	Overtime	63	24	500	500	-	0.00%		
101-1115-413.21-01	Health Insurance	41,295	41,016	41,520	34,080	(7,440)	-17.92%		
101-1115-413.21-03	Dental Insurance	1,755	1,832	1,858	1,833	(25)	-1.35%		
101-1115-413.21-04	Vision Insurance	316	330	335	330	(5)	-1.49%		
101-1115-413.22-01	Social Security Taxes	17,658	18,185	21,009	21,191	182	0.87%		
101-1115-413.22-02	Medicare Contributions	4,134	4,253	4,915	4,956	41	0.83%		
101-1115-413.23-02	Civilian Pension	17,553	10,750	22,025	22,217	192	0.87%		
101-1115-413.23-04	Deferred Comp	4,954	5,186	6,321	6,836	515	8.15%		
101-1115-413.31-09	Training	4,790	2,136	4,000	4,000	-	0.00%		
101-1115-413.31-10	Other Professional Svcs	2,691	5,073	5,000	5,000	-	0.00%		
101-1115-413.32-01	Legal	2,668	3,872	2,300	2,300	-	0.00%		
101-1115-413.32-02	Audit	5,272	5,172	7,500	7,500	-	0.00%		
101-1115-413.43-01	Office opt. maintenance	1,600	1,680	2,000	2,000	-	0.00%		
101-1115-413.52-02	General liability	2,956	2,676	3,000	3,000	-	0.00%		
101-1115-413.52-11	Work. Comp. Premium	5,300	5,407	5,407	6,759	1,352	25.00%		
101-1115-413.53-01	Telephone	1,812	1,752	2,000	2,000	-	0.00%		
101-1115-413.55-01	Financial related pubs	1,688	1,272	2,000	2,000	-	0.00%		
101-1115-413.58-01	Travel Executive	1,004	1,438	2,000	2,000	-	0.00%		
101-1115-413.58-02	Travel Other	2,636	3,079	4,500	4,500	-	0.00%		
101-1115-413.61-01	Office supplies	2,097	2,213	3,000	3,000	-	0.00%		
101-1115-413.61-05	Postage	4,357	3,784	5,000	5,000	-	0.00%		
101-1115-413.61-11	Food	489	734	1,000	1,000	-	0.00%		
101-1115-413.61-13	Clothing	650	700	700	600	(100)	-14.29%		
101-1115-413.64-01	Dues	450	476	2,000	1,000	(1,000)	-50.00%		
101-1115-413.64-02	Publications	705	349	500	500	-	0.00%		
101-1115-413.66-99	Other	494	473	600	600	-	0.00%		
101-1115-413.68-01	Office, Furniture & Eqpt,	1,254	1,453	1,500	1,500	-	0.00%		
FINANCE		421,278	424,903	490,812	487,495	(3,317)	-0.68%		

## **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 court clerk and assistant court clerk. Municipal court sessions are held four times a month. The 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 REJIS 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	Court Clerk
1	Assistant Court Clerk
0.5	Part-time Municipal Judge
2.5	Total

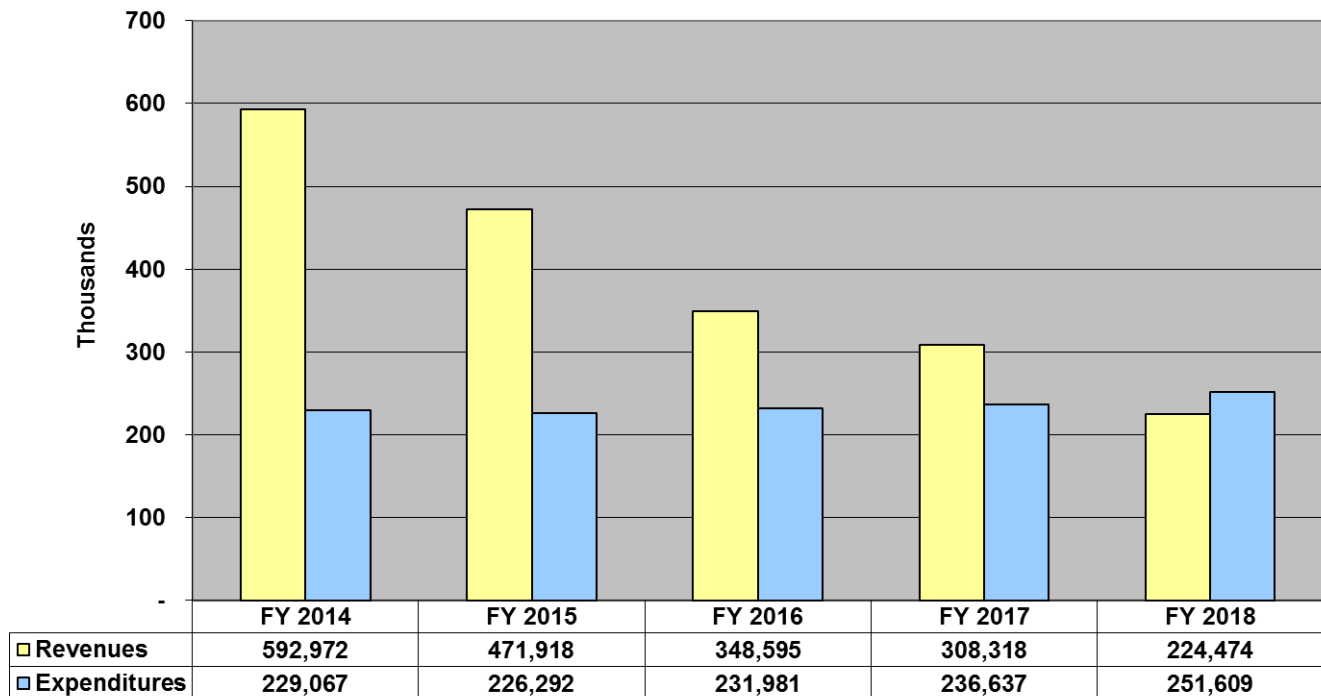
### **Service Levels**

	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
Fines Collected	\$449,294	\$362,370	\$288,093	\$280,040	\$202,321
Court Costs Collected	\$188,479	\$146,261	\$ 77,397	\$ 56,607	\$ 45,348
Total Fines and Court Costs Collected	\$637,773	\$508,631	\$365,490	\$336,647	\$247,669
Total New Cases	6,308	6,004	4,970	4,824	3,675

## Municipal Court

### Department Highlights

#### CITY OF KIRKWOOD MUNICIPAL COURT Revenue and Expenditures



- Municipal Court revenues for FY 2018 decreased 27% from FY2017, while expenditures increased 6% compared to FY2017.
- Revenues over expenditures for FY2018 produced a deficit of \$27,135. This is a 137.9% decrease in revenues over expenditures from FY2017. FY2018 is the first fiscal year in over twenty years that the City has subsidized the municipal court division.
- An on-line payment option is in place through REJIS IMDS for a limited number of violations that can be paid prior to the court date. The total number of payments received in FY2018 was 3,142, for a total dollar amount of \$43,953. On-line payments increased 328% or \$30,563 from FY2017.
- All Municipal Court personnel are Certified Court Administrators per the Missouri Association of Court Administrator (MACA).

## **Municipal Court**

---

- 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 2018

Total court fines and costs (traffic cases).....	\$ 192,114
Total general operating revenue of the city.....	<u>15,719,395</u>
Court fines and costs as a percentage of total general operating revenue of the city.....	<u>1.22%</u>

- Continue to focus on the implementation of the Show-Me Courts, which is the new, evolving record and case management automation system being developed to support the business needs of the court, as mandated by the Missouri Legislature by section 476.005.3. This is scheduled for the Spring of 2019.
- 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.

## **Municipal Court**

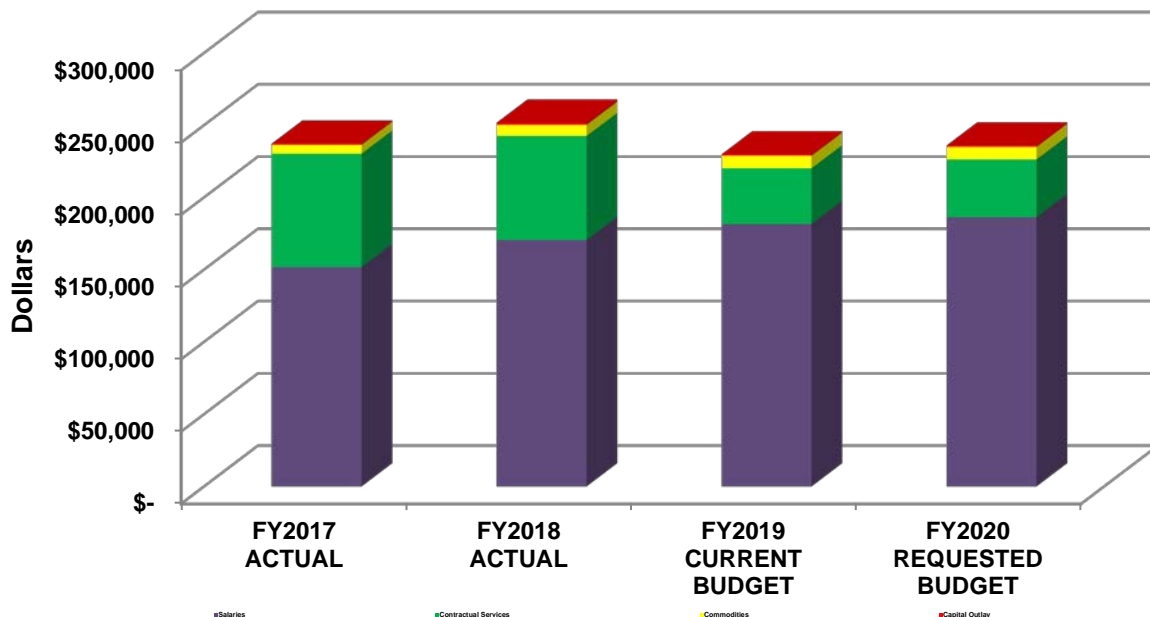
---

- 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.

**CITY OF KIRKWOOD, MISSOURI  
MUNICIPAL COURT OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	99,096	104,156	106,707	111,286
Part-time Salaries	4,374	17,937	22,800	22,800
Overtime	15,887	17,089	16,364	16,364
Social Security	7,458	8,741	9,044	9,328
Medicare	1,744	2,044	2,116	2,182
Civilian Pension	7,155	4,623	8,418	8,297
Deferred Compensation	2,569	2,424	2,591	2,553
Subtotal Salaries	138,283	157,014	168,040	172,810
Other Benefits				
Health Insurance	12,289	12,289	12,342	12,240
Dental Insurance	928	928	966	966
Vision Insurance	167	167	172	172
Subtotal Other Benefits	13,384	13,384	13,480	13,378
Total Personnel Services	151,667	170,398	181,520	186,188
<b>Contractual Services</b>	78,560	72,038	38,587	40,048
<b>Commodities</b>	6,130	7,696	8,650	8,650
<b>Capital Outlay</b>	760	1,476	1,000	1,000
<b>TOTAL COURT BUDGET</b>	237,117	251,608	229,757	235,886

**Municipal Court Budget Summary**



CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1116-413.11-01	Salary Full Time	99,096	104,156	106,707	111,286	4,579	4.29%		
101-1116-413.11-02	Salary Part Time	4,374	17,937	22,800	22,800	-	0.00%		
101-1116-413.11-05	Overtime	15,887	17,089	16,364	16,364	-	0.00%		
101-1116-413.21-01	Health Insurance	12,289	12,289	12,342	12,240	(102)	-0.83%		
101-1116-413.21-03	Dental Insurance	928	928	966	966	-	0.00%		
101-1116-413.21-04	Vision Insurance	167	167	172	172	-	0.00%		
101-1116-413.22-01	Social Security Taxes	7,458	8,741	9,044	9,328	284	3.14%		
101-1116-413.22-02	Medicare Contributions	1,744	2,044	2,116	2,182	66	3.12%		
101-1116-413.23-02	Civilian Pension	7,155	4,623	8,418	8,297	(121)	-1.44%		
101-1116-413.23-04	Deferred Comp	2,569	2,424	2,591	2,553	(38)	-1.47%		
101-1116-413.31-09	Training	439	417	2,059	2,000	(59)	-2.87%		
101-1116-413.31-10	Other Professional Svcs	15,972	3,420	15,441	15,500	59	0.38%		
101-1116-413.32-01	Legal	45,861	57,409	2,772	2,772	-	0.00%		
101-1116-413.44-03	Criminal information syst	15,489	8,996	16,200	16,200	-	0.00%		
101-1116-413.52-11	Work. Comp. Premium	-	-	-	1,461	1,461	100.00%		
101-1116-413.53-01	Telephone	251	268	365	365	-	0.00%		
101-1116-413.58-02	Travel Other	548	1,528	1,750	1,750	-	0.00%		
101-1116-413.61-01	Office supplies	4,605	6,402	6,500	6,500	-	0.00%		
101-1116-413.61-05	Postage	1,110	889	1,600	1,600	-	0.00%		
101-1116-413.61-13	Clothing	215	205	250	250	-	0.00%		
101-1116-413.64-01	Dues	200	200	250	250	-	0.00%		
101-1116-413.64-02	Publications	-	-	50	50	-	0.00%		
101-1116-413.68-02	Machinery & Equipment	760	1,476	1,000	1,000	-	0.00%		
COURT		237,117	251,608	229,757	235,886	6,129	2.67%		



## **Police Department**

---

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 consists of 61 commissioned police officers, 19 full-time civilians, with an additional 10 part time civilian positions. The organizational structure of the Department is listed below:

- 1 Police Chief
- 2 Captains (Field Operations/Detectives and Support Services)
- 5 Lieutenants (1 Records/Communications, 1 Detective, 3 Watch Commanders)
- 7 Sergeants (6 Shift Supervisors and 1 Detective/SEG)
- 46 Police Officers

The 46 Police Officers are divided into the following assignments:

- 27 Patrol Officers provide basic patrol functions 24/7
- 12 Detectives
  - 1 Juvenile Officer
  - 4 School Resource Officers (75% paid by Kirkwood School District)
  - 1 Community Services Officer
  - 1 Training Officer

Civilians consist of:

- 1 Secretary
- 12 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

Police Volunteers consists of:

- 3 POST Certified Reserve Police Officers
- 13 Police Explorers
- 4 Police Explorer Advisors

## **Police Department**

---

### **STAFFING ALLOCATION**

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 Unit within the Patrol Division

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 sends out weekly wrap up information to both Kirkwood and Oakland citizens who have signed up for this information. The number of people receiving these notifications is now well over 1000 and continues to grow. This notification system is an excellent way to keep residents better informed, and helps the Police Department deliver important messages to a wide audience.

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.

### **EMERGENCY MEDICAL DISPATCHING**

In 2012, the Police Department implemented Emergency Medical Dispatching (EMD), and as a part of this process committed to staffing two dispatchers 24 hours daily. EMD allows dispatchers to provide emergency medical assistance to callers until paramedics arrive on scene, and each dispatcher has successfully complete initial EMD certification training, and must meet additional continuing education training standards. 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.

## **Police Department**

---

### **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.

Christian Dunman is the City's Emergency Management Director, and Officer Gary Baldrige serves as Deputy Director.

### **DES PERES FIRE AND EMS DISPATCHING**

Since December 2016, the Police Department has provided Fire and EMS dispatching services for the City of Des Peres. At that time, staffing was increased to ensure high quality emergency dispatching, and two lead-dispatcher positions were created to assist the Communications Lieutenant with those efforts, including EMD quality assurance.

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

### **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.

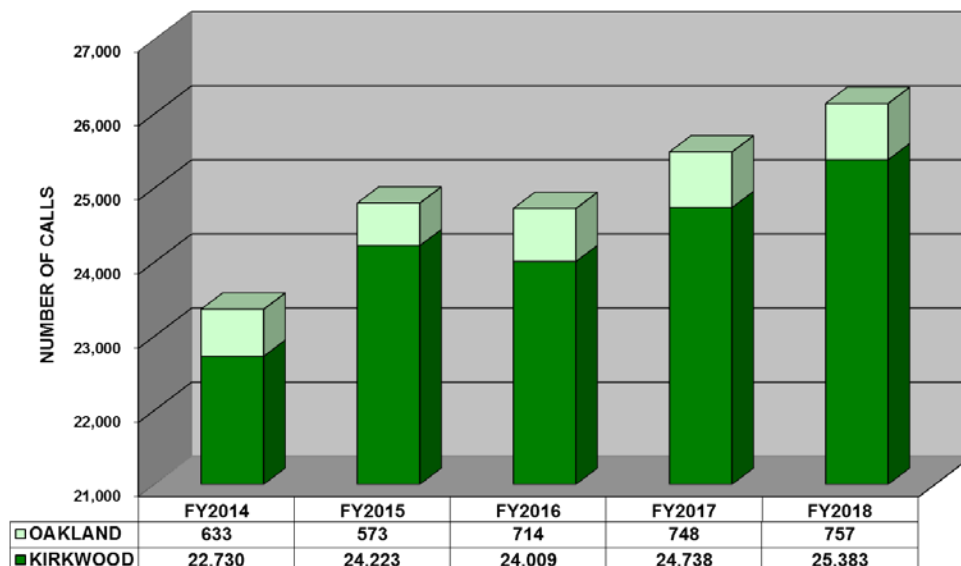
## Police Department

- 15 Marked police vehicles utilized for patrol and supervision. Four of these vehicles are used primarily by the School Resource Officers, and two are primarily assigned to Traffic Officers.
- 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 not used due to age and value)
- 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
- 2 Canine vehicles. One is a Dodge pickup truck donated by Glendale Chrysler, and the other is a Chevrolet Tahoe.
- 1 Marked pickup truck used to carry traffic control barricades, portable stop signs and other materials necessary during emergencies, and to carry materials necessary for special details such as the Greentree Festival.

## 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**



## Police Department

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.

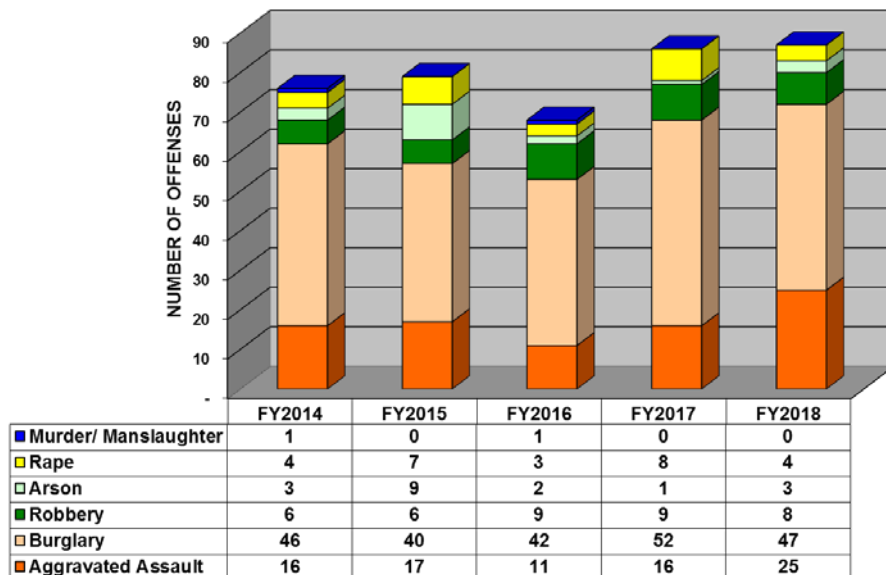
### OAKLAND PATROLS

FY2014	990
FY2015	1,012
FY2016	954
FY2017	955
FY2018	938

### UNIFORM CRIME REPORTING

The Uniform Crime Reporting system is used nationally and reflects the information and statistics that the federal government analyzes to determine crime trends in our country. The 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 and does not address calls for automobile accidents, alarms, and other calls for service that constitute an extremely high level of activity that most departments provide on a daily basis.

#### SERIOUS OFFENSES "PART 1" CRIMES KIRKWOOD/OAKLAND



## **Police Department**

---

In addition to the crimes noted above the department handles a wide variety of lesser criminal offenses and city ordinance violations, including traffic citations. The Department also responds to Fire Department calls in order to provide traffic control and security for the firefighters and citizens. In addition, during FY 2018 the Department responded to over 1200 business and residential alarm calls (non-fire), and the overwhelming majority of those were false alarms.

### **CITY OF KIRKWOOD/OAKLAND POLICE DEPARTMENT MISCELLANEOUS CALLS FOR SERVICE**

<b>DESCRIPTION</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>
Vehicle Accidents	1,406	1,478	1,516	1,662	1,643
Disturbances	382	409	401	451	451
Alarms (Non-Fire)	1,216	1,253	1,288	1,195	1,283
Assist Fire	2,086	2,340	2,167	2,748	2,912
Suspicious Person	822	827	933	985	820

### **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 FY2018, 1,818 complaints were handled.

### **ACCREDITATION**

In early 2016, the Department began the process of accreditation through the Commission on Accreditation for Law Enforcement Agencies, 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. We are on track to complete the process early in FY 2019.

### **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 2.11 officers per 1,000 citizens, which is consistent with staffing among many other departments in St. Louis County.

## **Police Department**

---

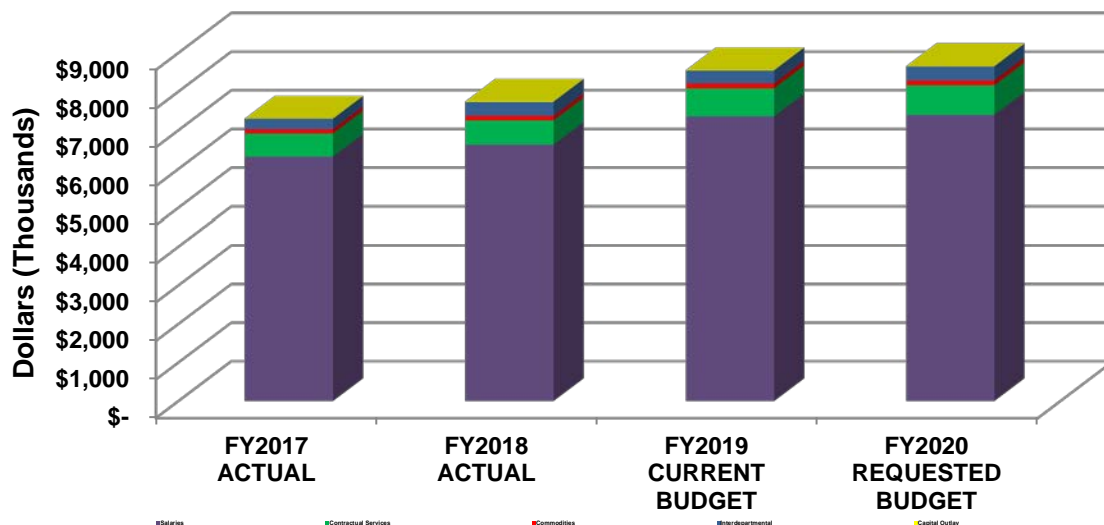
There are approximately sixty police departments in St. Louis County providing a wide spectrum of services. Each department is molded by the type and quality of service a city desires to provide for its citizens, current financial situation, crime patterns, traffic patterns, parking needs, demographics,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

**CITY OF KIRKWOOD, MISSOURI  
POLICE OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	5,051,884	5,459,688	5,825,819	5,931,116
Part-time Salaries	125,989	83,271	133,810	122,660
Overtime	259,580	231,117	313,560	281,050
Clothing Allowance	8,880	9,000	9,360	9,360
Social Security	53,276	58,658	65,426	73,943
Medicare	12,169	14,631	15,327	17,674
Civilian Pension	47,991	28,871	69,830	74,621
Deferred Compensation	15,721	14,033	133,116	127,990
Subtotal Salaries	5,575,490	5,899,269	6,566,248	6,638,414
Other Benefits				
Health Insurance	700,226	684,406	747,904	712,183
Dental Insurance	33,409	34,659	37,303	35,750
Vision Insurance	6,466	6,099	6,584	6,327
Subtotal Other Benefits	740,101	725,164	791,791	754,260
Total Personnel Services	6,315,591	6,624,433	7,358,039	7,392,674
<b>Contractual Services</b>	597,938	627,413	726,458	768,811
<b>Commodities</b>	106,742	110,854	119,410	121,820
<b>Capital Outlay</b>	3,793	9,430	5,450	8,500
<b>Interdepartmental Charges</b>	275,035	371,550	344,858	366,684
<b>TOTAL POLICE BUDGET</b>	<b>7,299,099</b>	<b>7,743,680</b>	<b>8,554,215</b>	<b>8,658,489</b>

**Police Budget Summary**





**CITY OF KIRKWOOD**  
Budget Changes

**POLICE**

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	10112014213110	Other Professional Services	\$ 66,889	\$ 63,174	\$ (3,715)	-5.55%
	Narrative:	This decrease is because in FY2018/19, this account was used to fund the PD portion of the IRS audit, which was not budgeted and was a one-time expense				
2	10112014216410	Dues	\$ 4,760	\$ 6,640	\$ 1,880	39.50%
	Narrative:	This increase is because of greater participation in organizations such as Rotary and Kiwanis, and dues adjustments to reflect actual costs				
3	10112014216802	Machinery and Equipment	\$ 5,450	\$ 8,500	\$ 3,050	55.96%
	Narrative:	The use of technology continues to increase, and adjusting this account allows for replacement of electronic equipment as needed				
4	10112014211105	Overtime (Admin)	\$ 5,400	\$ 8,500	\$ 3,100	57.41%
	Narrative:	This increase in overtime is needed to cover overtime for officers and other staff in 1201, which increased by one employee.				
5	10112024211105	Overtime (Detective)	\$ 142,545	\$ 126,900	\$ (15,645)	-10.98%
	Narrative:	This decrease is based on use from the previous year and scheduling changes within the Detective Bureau				
6	10112034211105	Overtime (Field Operations)	\$ 99,615	\$ 81,900	\$ (17,715)	-17.78%
	Narrative:	Decrease is because of greater ability to manage overtime because of a change in the schedule in Field Operations				
7	10112064211105	Overtime (Traffic)	\$ 15,000	\$ 12,750	\$ (2,250)	-15.00%
	Narrative:	The need for overtime in this account is anticipated to be less than the present budgeted amount, based on management of it so far this year.				

**CITY OF KIRKWOOD**  
**Budget Changes**  
**POLICE**

8	10112044213108	Tuition Reimbursement	\$ 15,000	\$ 20,000	\$ 5,000	33.33%
	Narrative:	The increase in this account will ensure that adequate funds are available for tuition reimbursement. More employees have been utilizing this benefit and the City has increased reimbursement amounts.				
9	10112044218005	Fuel/Lubricants	\$ 83,708	\$ 92,992	\$ 9,284	11.09%
	Narrative:	Increase is based on projections of need as determined by the Director of Fleet Services after examining factors such as current usage and current and predicted fuel costs				
10	10112044218010	Fleet Services	\$ 172,774	\$ 184,216	\$ 11,442	6.62%
	Narrative:	Increase is based on calculations reported by the Director of Fleet Services. The product is created by multiplying the percentage of departmental utilization from the previous fiscal year to Fleet Services' requested fiscal year budget.				

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1201-421.11-01	Salary Full Time	368,974	369,716	443,820	456,663	12,843	2.89%		
101-1201-421.11-02	Salary Part Time	-	-	6,900	6,900	-	0.00%		
101-1201-421.11-05	Overtime	2,659	5,663	5,400	8,500	3,100	57.41%		
101-1201-421.21-01	Health Insurance	35,110	43,718	63,154	57,785	(5,369)	-8.50%		
101-1201-421.21-03	Dental Insurance	2,190	2,058	2,853	2,784	(69)	-2.42%		
101-1201-421.21-04	Vision Insurance	391	373	534	494	(40)	-7.49%		
101-1201-421.22-01	Social Security Taxes	6,357	6,650	6,526	10,748	4,222	64.70%		
101-1201-421.22-02	Medicare Contributions	1,517	2,030	1,527	2,894	1,367	89.52%		
101-1201-421.23-02	Civilian Pension	6,529	4,037	10,680	11,048	368	3.45%		
101-1201-421.23-04	Deferred Comp	2,194	2,163	9,125	9,303	178	1.95%		
101-1201-421.31-07	Medical Examinations	23,139	21,552	32,500	32,500	-	0.00%		
101-1201-421.31-10	Other Professional Svcs	43,829	57,040	66,889	63,174	(3,715)	-5.55%		
101-1201-421.32-01	Legal	7,289	9,125	42,500	42,500	-	0.00%		
101-1201-421.44-02	Rentals/Building Office Space	3,000	3,000	3,000	3,000	-	0.00%		
101-1201-421.52-02	General liability	95,389	86,374	100,000	100,000	-	0.00%		
101-1201-421.52-11	Work. Comp. Premium	168,013	175,390	175,390	214,218	38,828	22.14%		
101-1201-421.55-09	Other Printing	4,130	1,622	4,500	4,500	-	0.00%		
101-1201-421.58-01	Travel Executive	300	-	2,060	2,060	-	0.00%		
101-1201-421.58-02	Travel Other	7,748	8,242	11,700	11,700	-	0.00%		
101-1201-421.61-11	Food	822	879	1,300	1,300	-	0.00%		
101-1201-421.61-13	Clothing	14,276	15,659	15,450	16,000	550	3.56%		
101-1201-421.62-03	Gas	1,441	1,850	1,600	1,900	300	18.75%		
101-1201-421.64-01	Dues	2,765	3,111	4,760	6,640	1,880	39.50%		
101-1201-421.64-02	Publications	354	412	500	500	-	0.00%		
101-1201-421.66-20	Grant Funds	12,144	11,625	11,500	11,500	-	0.00%		
101-1201-421.66-23	Community Services	3,628	4,782	5,000	5,000	-	0.00%		
101-1201-421.66-99	Other	3,976	1,510	4,000	3,250	(750)	-18.75%		
101-1201-421.68-02	Machinery & Equipment	3,793	9,430	5,450	8,500	3,050	55.96%		
101-1201-421.80-20	Electric Charges	65,628	77,924	82,176	82,176	-	0.00%		
101-1201-421.80-40	Water Usage Charges	4,229	5,092	4,600	5,700	1,100	23.91%		
101-1201-421.80-50	Sanitation Charges	1,375	1,625	1,600	1,600	-	0.00%		
101-1202-421.11-01	Salary Full Time	1,324,130	1,386,462	1,440,472	1,461,276	20,804	1.44%		
101-1202-421.11-05	Overtime	101,854	88,490	142,545	126,900	(15,645)	-10.98%		
101-1202-421.11-10	Clothing Allowance	8,880	9,000	9,360	9,360	-	0.00%		
101-1202-421.21-01	Health Insurance	203,088	198,780	208,600	187,390	(21,210)	-10.17%		
101-1202-421.21-03	Dental Insurance	8,979	8,812	8,850	8,816	(34)	-0.38%		
101-1202-421.21-04	Vision Insurance	1,731	1,516	1,500	1,581	81	5.40%		
101-1202-421.23-04	Deferred Comp	-	-	32,630	31,951	(679)	-2.08%		

Police

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1202-421.61-06	Film & processing	735	1,007	1,500	1,500	-	0.00%		
101-1202-421.66-21	Law enforcement	10,485	10,938	11,900	11,830	(70)	-0.59%		
101-1203-421.11-01	Salary Full Time	2,566,548	2,688,629	2,622,534	2,639,724	17,190	0.66%		
101-1203-421.11-05	Overtime	101,927	80,031	99,615	81,900	(17,715)	-17.78%		
101-1203-421.21-01	Health Insurance	343,511	313,685	318,736	324,366	5,630	1.77%		
101-1203-421.21-03	Dental Insurance	16,703	16,411	15,344	15,312	(32)	-0.21%		
101-1203-421.21-04	Vision Insurance	2,982	2,794	2,676	2,589	(87)	-3.25%		
101-1203-421.22-02	Medicare Contributions	-	775	-	-	-	-		
101-1203-421.23-04	Deferred Comp	-	-	62,425	54,432	(7,993)	-12.80%		
101-1203-421.66-21	Law enforcement	40,844	42,230	44,900	44,900	-	0.00%		
101-1204-421.11-01	Salary Full Time	692,871	833,388	895,792	934,972	39,180	4.37%		
101-1204-421.11-02	Salary Part Time	125,989	83,271	126,910	115,760	(11,150)	-8.79%		
101-1204-421.11-05	Overtime	52,957	53,991	49,000	49,000	-	0.00%		
101-1204-421.21-01	Health Insurance	102,007	107,835	122,250	107,478	(14,772)	-12.08%		
101-1204-421.21-03	Dental Insurance	4,609	6,063	7,450	6,032	(1,418)	-19.03%		
101-1204-421.21-04	Vision Insurance	1,195	1,168	1,350	1,171	(179)	-13.26%		
101-1204-421.22-01	Social Security Taxes	41,178	46,057	52,750	55,414	2,664	5.05%		
101-1204-421.22-02	Medicare Contributions	9,309	10,350	12,350	12,960	610	4.94%		
101-1204-421.23-02	Civilian Pension	35,244	20,960	52,250	55,415	3,165	6.06%		
101-1204-421.23-04	Deferred Comp	11,536	9,813	20,398	22,864	2,466	12.09%		
101-1204-421.31-08	Tuition Reimbursement	-	-	15,000	20,000	5,000	33.33%		
101-1204-421.31-09	Training	54,014	77,336	57,375	56,765	(610)	-1.06%		
101-1204-421.42-10	Vehicles	1,446	1,103	1,600	1,600	-	0.00%		
101-1204-421.43-02	Radio eqpt. maintenance	2,707	2,813	6,664	8,414	1,750	26.26%		
101-1204-421.43-06	Equipment	20,715	21,588	25,380	23,680	(1,700)	-6.70%		
101-1204-421.43-08	Rifle range maintenance	7,221	5,365	8,000	8,000	-	0.00%		
101-1204-421.44-03	Criminal information syst	124,138	121,821	130,500	133,300	2,800	2.15%		
101-1204-421.44-04	Copy Machines	590	667	600	600	-	0.00%		
101-1204-421.53-01	Telephone	10,048	10,304	10,600	10,600	-	0.00%		
101-1204-421.53-02	Cellular Telephones	17,162	17,490	18,000	18,000	-	0.00%		
101-1204-421.61-01	Office supplies	13,286	14,484	13,000	14,500	1,500	11.54%		
101-1204-421.61-05	Postage	1,691	1,728	2,500	2,000	(500)	-20.00%		
101-1204-421.61-11	Food	295	440	1,500	1,000	(500)	-33.33%		
101-1204-421.80-05	Fuel/Lubricants	64,756	67,282	83,708	92,992	9,284	11.09%		
101-1204-421.80-10	Vehicle Maintenance	139,047	219,627	172,774	184,216	11,442	6.62%		
101-1205-421.11-01	Salary Full Time	99,361	102,184	103,801	106,994	3,193	3.08%		
101-1205-421.11-05	Overtime	183	677	2,000	2,000	-	0.00%		
101-1205-421.21-01	Health Insurance	16,510	16,510	16,550	16,550	-	0.00%		

Police

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1205-421.21-03	Dental Insurance	928	928	950	950	-	0.00%		
101-1205-421.21-04	Vision Insurance	167	167	200	168	(32)	-16.00%		
101-1205-421.22-01	Social Security Taxes	5,741	5,951	6,150	7,781	1,631	26.52%		
101-1205-421.22-02	Medicare Contributions	1,343	1,392	1,450	1,820	370	25.52%		
101-1205-421.23-02	Civilian Pension	6,218	3,874	6,900	8,158	1,258	18.23%		
101-1205-421.23-04	Deferred Comp	1,991	2,057	2,150	2,510	360	16.74%		
101-1205-421.31-06	Derelict Structures	1,025	1,196	5,000	5,000	-	0.00%		
101-1205-421.31-09	Training	396	-	1,000	1,000	-	0.00%		
101-1205-421.31-10	Other Professional Svcs	3,288	4,487	4,700	4,700	-	0.00%		
101-1205-421.43-12	Building & Grounds	2,100	630	3,100	3,100	-	0.00%		
101-1205-421.53-01	Telephone	251	268	400	400	-	0.00%		
101-1205-421.69-08	Write-off Bad Debt	-	199	-	-	-	-		
101-1206-421.11-01	Salary Full Time	-	79,309	319,400	331,487	12,087	3.78%		
101-1206-421.11-05	Overtime	-	2,265	15,000	12,750	(2,250)	-15.00%		
101-1206-421.21-01	Health Insurance	-	3,878	18,614	18,614	-	0.00%		
101-1206-421.21-03	Dental Insurance	-	387	1,856	1,856	-	0.00%		
101-1206-421.21-04	Vision Insurance	-	81	324	324	-	0.00%		
101-1206-421.22-02	Medicare Contributions	-	84	-	-	-	-		
101-1206-421.23-04	Deferred Comp	-	-	6,388	6,930	542	8.48%		
POLICE DEPARTMENT		7,299,099	7,743,680	8,554,215	8,658,489	104,274	1.22%		

Police

The page was intentionally left blank.

## City of Kirkwood Fire Department

---

### 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.

## City of Kirkwood Fire Department

**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, 2017 to March 31, 2018, the fire department achieved an average response time to all emergencies in Kirkwood and Oakland of 5 minutes 37 seconds. The statistics below indicate the fire department's effectiveness for the FY2017-18 period:

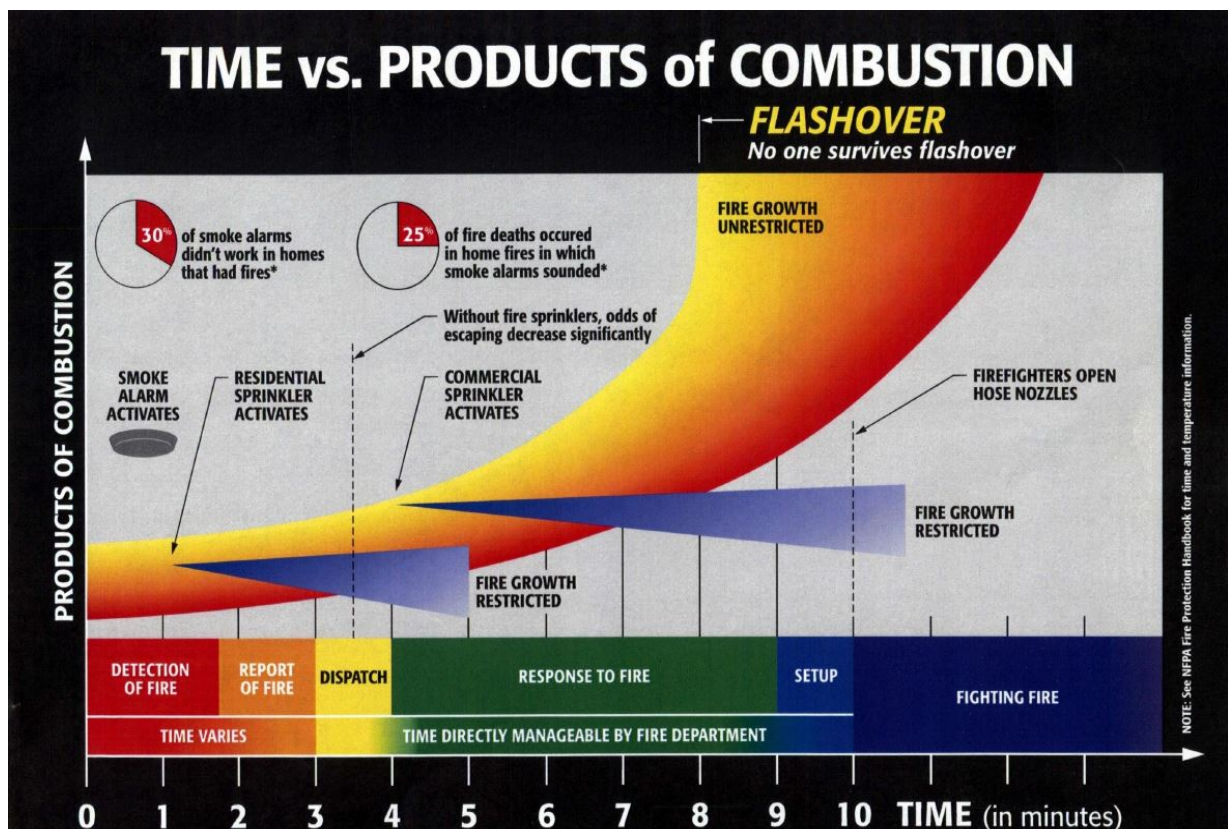
Estimated value of property/contents at risk: \$ 1,620,511

Percentage of property saved: 93.69%

Estimated value of property lost: \$102,511

Total fire injuries – 0

Total fire fatalities – 0





## City of Kirkwood Fire Department

---

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 1200° 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 chart below 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 5 minutes 37 seconds.

### **FIRES IN KIRKWOOD/OAKLAND INVOLVING PROPERTY LOSS Annual Fire Frequency and Dollar Value at Risk**

Fiscal Year	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Total Number of Fires	53	66	66	57	54
Property Value Saved	\$24,901,601	\$45,956,837	\$6,065,289	\$2,983,100	\$1,620,511
Property Value Lost	\$563,128	\$878,437	392,648	85,010	102,511
Percentage Saved	97.74%	98.09%	93.53%	97.2%	93.68%

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 2017/18, the Fire Department responded to 54 fires threatening with approximately \$1.6 million in property value and saved over 93.68% 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, 2017 to March 31, 2018:

Total emergency calls for service – 4,762

Total apparatus (fire truck or ambulance) responses – 9,170

Average number emergency calls per day – 13.04

Average apparatus responses per day – 25.12

Total hours on incident response – 10,878

## City of Kirkwood Fire Department

---

Total hours on training – 13,057  
Total fire inspections completed - 523  
Total feet of fire hose tested – 20,200  
Total child car safety seats checked and installed –88

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 53 uniformed personnel and one civilian secretary. Included in this total are 50 shift personnel and 3 Chief Officers. It is important to note that almost all (49 of 50) 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 Department added 7 Firefighter/Paramedics to staff a third ambulance full-time beginning in November 2015.) Listed below are the positions currently maintained in the Department:

1	Fire Chief
1	Assistant Fire Chief/ Fire Marshal
1	Deputy Chief/ Chief Medical Officer
9	Captains – 3 per shift x 3 shifts
9	Engineers – 3 per shift x 3 shifts
29	Firefighter/Paramedics – 7 per shift x 3 shifts, plus 1 “float” medic
<u>3</u>	Firefighter/EMTs – 1 per shift x 3 shifts
53	Total Uniformed Personnel

**Firefighters Required To Combat a Structure Fire** - Because fires and other emergencies escalate quickly, sometimes exponentially over time, firefighters 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 1<sup>st</sup> 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.

## City of Kirkwood Fire Department

---

### **REPRESENTATIVE TASKS NECESSARY AT A MODERATE RISK STRUCTURE FIRE**

<u>Task</u>	<u>Number of Firefighters</u>
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	<b>15</b>

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. Each of the three Chief Officers assumes the role of “Duty Officer” on a rotating weekly “24/7” schedule. Since the Chief Officers work a 40-hour week, they respond from home on all structure fires and serious incidents that occur outside of normal business hours. 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:

- 1514 – 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 2007
- 1517 – Rescue Ambulance carries advanced life support (ALS) paramedic equipment and supplies, the two person operating crew treats and transports

## City of Kirkwood Fire Department

---

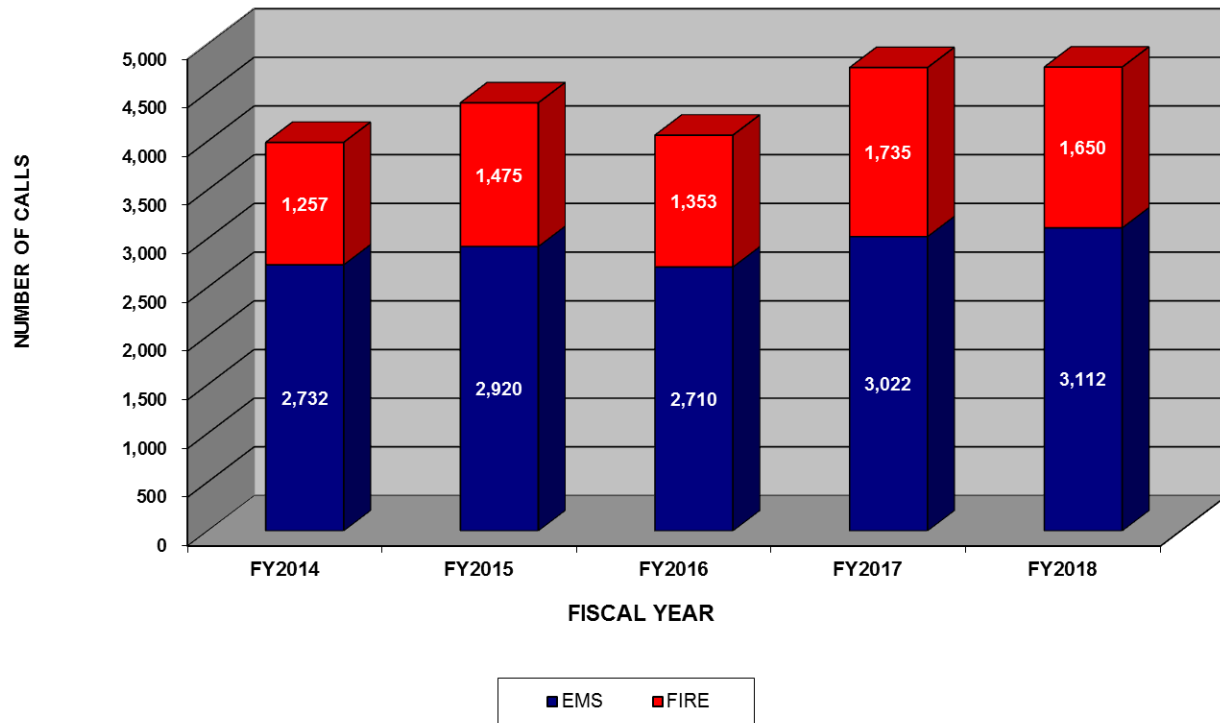
patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2014

- 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 2008
- 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 2009
- 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 2001. This unit is placed in service during periods of high service demand. It is staffed by paramedic personnel from 1535.

**Number of Emergency Responses** - The graph on the next page 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, 2014. According to the agreement, the City of Oakland pays the City of Kirkwood \$40,515 annually (plus an annual CPI inflation adjustment) for emergency medical service, fire protection, and fire prevention service, which includes fire codes enforcement and new construction plan review. The additional expenditures to provide service to the City of Oakland are minimal and are absorbed into the annual cost of existing Fire Department operations. 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.

## City of Kirkwood Fire Department

### KIRKWOOD FIRE DEPARTMENT NUMBER OF CALLS BY TYPE

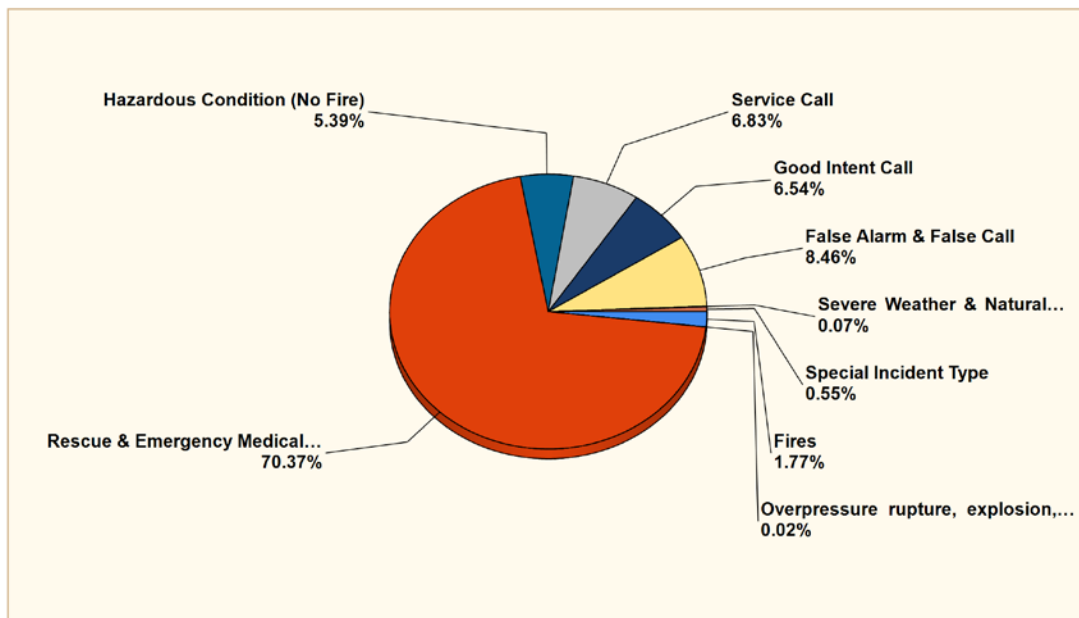


**Types of Fire Calls** - Fire Department calls for service fall into two broad categories, Fire Calls and Emergency Medical Service (EMS) calls. The chart below represents the number of calls in each classification. Emergency medical calls represent the largest category of emergency calls answered by 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 on the next page 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.

## City of Kirkwood Fire Department

---

### Kirkwood Fire Department Call by Category

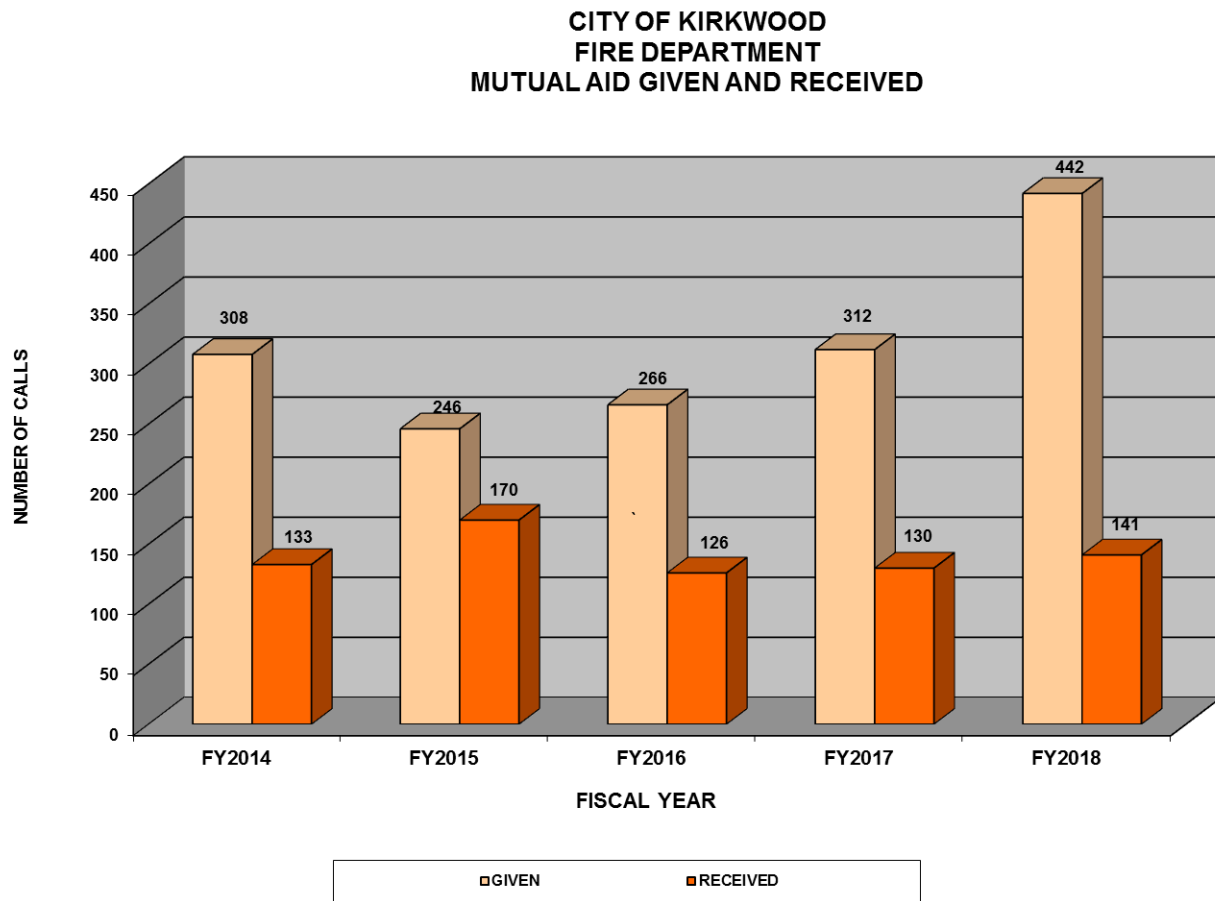


**Overlapping Calls** - Emergency calls (911) by their very nature cannot be scheduled and occur at any time. At times multiple emergency calls can stress the operations of any Fire Department. The fire mutual aid system in St. Louis County is designed to assist fire departments to provide coverage when they have greater than ordinary demand for fire and emergency medical services. During the FY17-18 reporting period there were 1,917 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 40.35%

**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 442 times and received mutual aid assistance 141 times.

## City of Kirkwood Fire Department

---

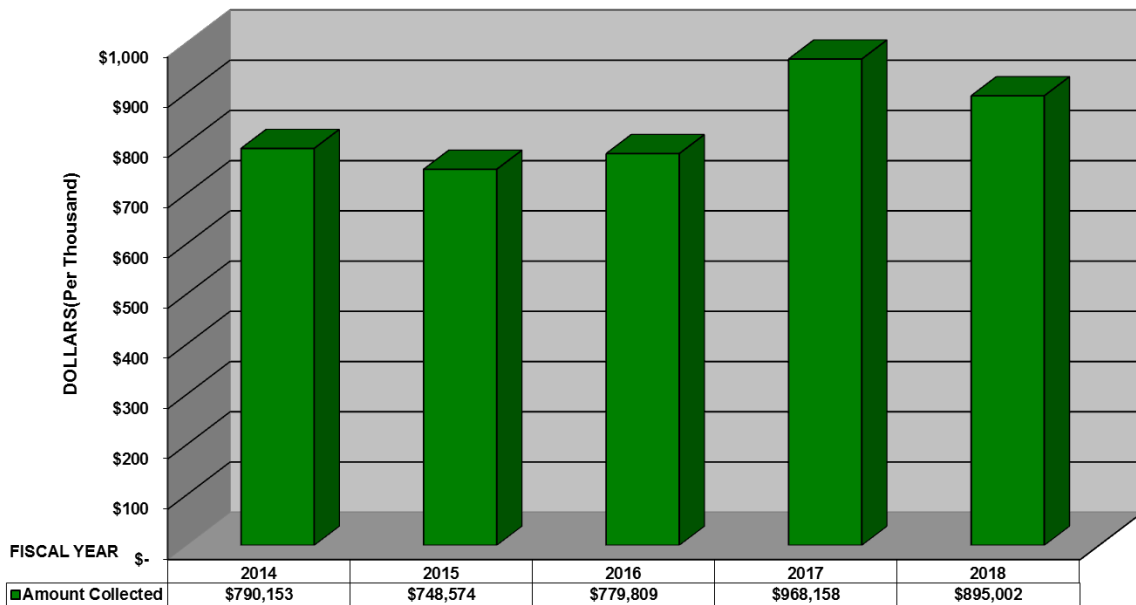


**Ambulance Service** – On June 1, 2003, the Fire Department added ambulance transportation to the list of services it provides to the citizens of Kirkwood and Oakland. The addition of ambulance service allows Kirkwood to control the quality of this vital component of public safety. Ambulance transport 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.

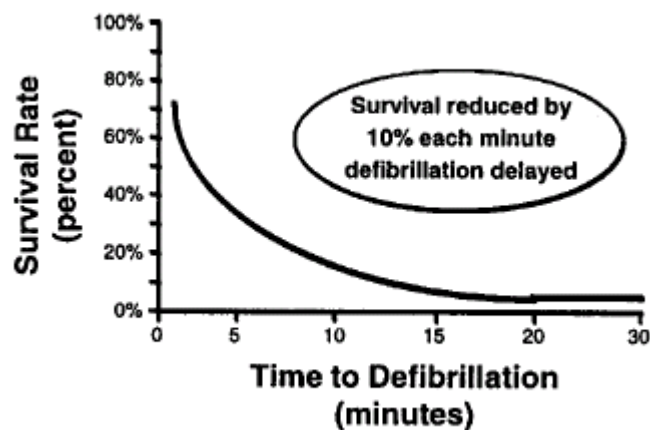
Ambulance fee receipts for Fiscal Year 2017-18 were \$895,002 based on financial information provided by the Kirkwood Finance Department. Since the inception fire based ambulance service in June 2003, through March 31, 2018, the ambulance service has resulted in \$9,855,436 in service fees collected 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

### 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.



## **City of Kirkwood Fire Department**

---

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 47 “sudden death” cardiac arrests between April 1, 2017 and March 31, 2018. 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 48.93% return of spontaneous circulation (ROSC) clinical save percentage where resuscitation efforts were initiated. The American Heart Association reports a national clinical save ROSC rate of 5%. In 25 of the 48 sudden death cases, the patient was not viable due to extended “down time” and medical treatment was not initiated.

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.

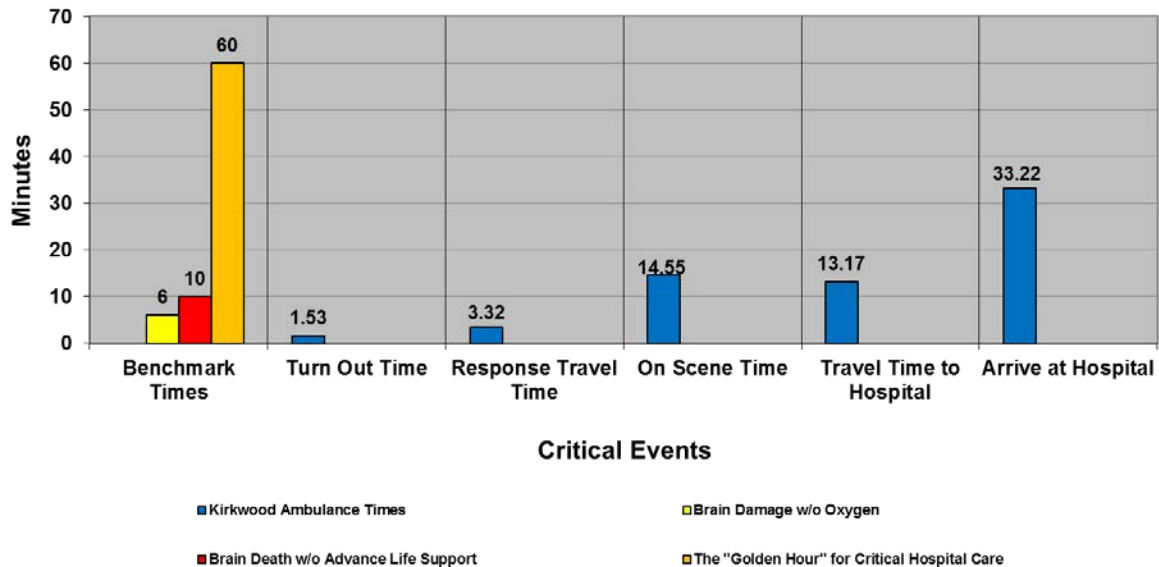
The Fire Department has very good ambulance response times. The average response time for a Kirkwood Fire Department Ambulance is 5 min: 21 seconds (add the first two times) as shown in the chart and graph on the next page. Ambulances are often dispatched to a call when returning from the hospital, resulting 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 33 min: 22 seconds (add all four times). 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 49 minutes and 37 seconds.

## City of Kirkwood Fire Department

### **FY2015-16 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
1min:53sec	3min:32sec	14min:55sec	13min:17sec	33min:22sec

### **ELAPSED TIME - AMBULANCE DISPATCH TO ARRIVAL AT HOSPITAL**



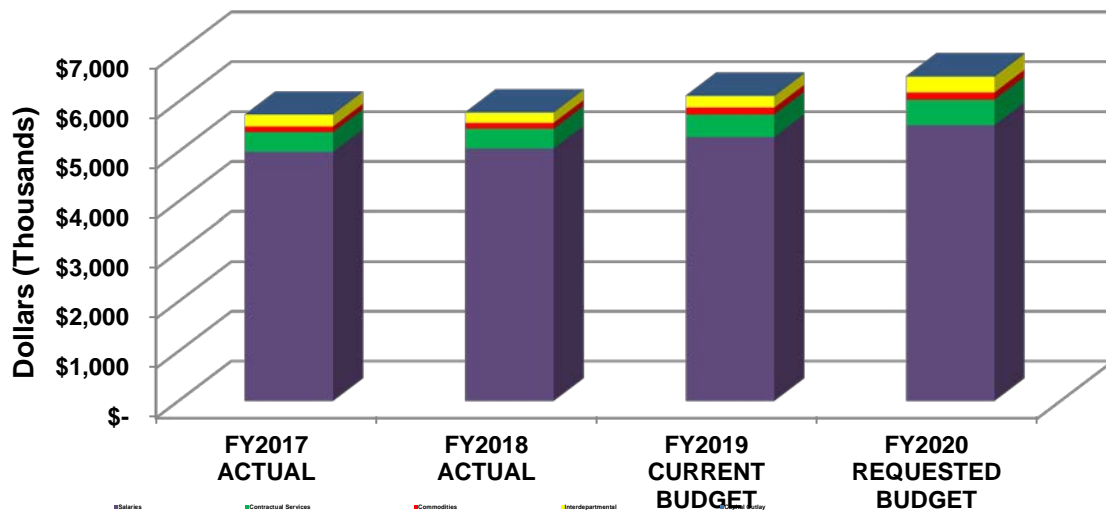
During this period of time, the Fire Department responded to 3,112 calls for emergency medical care, and transported 2,053 of those patients to area hospitals. This equates to a transport rate of 66% of all calls for emergency medical care. The remaining patients refuse transportation after paramedic personnel render initial on-scene care, or refuse care entirely when paramedics arrive on the scene.

The Fire Department operates three ambulances at all times to meet the demand for service. In peak demand situations, a third ambulance is placed into service and it is staffed by paramedic personnel from Aerial Ladder 1535 at Station #3. With the passage of the ¼ cent Fire Department Sales Tax on April 7, 2015, the Fire Department hired 7 additional Firefighter/Paramedics who provide full time staffing for a third ambulance (1537) that operates out of Firehouse #3. It is no longer necessary to take Aerial Ladder 1535 out of service to staff Ambulance 1537.

**CITY OF KIRKWOOD, MISSOURI  
FIRE OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	4,081,870	4,167,563	4,216,134	4,440,578
Overtime	289,081	252,344	350,350	350,350
Licensing Pay	78,126	120,147	99,880	83,844
Social Security	3,230	3,302	3,218	8,323
Medicare	832	1,990	753	1,964
Civilian Pension	3,254	1,989	3,462	8,725
Deferred Compensation	1,070	1,059	94,101	97,263
Subtotal Salaries	4,457,463	4,548,394	4,767,898	4,991,047
Other Benefits				
Health Insurance	507,044	483,463	495,021	506,280
Dental Insurance	24,627	24,627	25,056	26,712
Vision Insurance	4,528	4,318	4,520	4,994
Subtotal Other Benefits	536,199	512,408	524,597	537,986
Total Personnel Services	4,993,662	5,060,802	5,292,495	5,529,033
<b>Contractual Services</b>	396,794	396,515	452,910	515,336
<b>Commodities</b>	114,669	122,142	139,537	143,212
<b>Capital Outlay</b>	-	10,262	15,700	16,300
<b>Interdepartmental Charges</b>	239,052	203,135	227,568	315,912
<b>TOTAL FIRE BUDGET</b>	5,744,177	5,792,856	6,128,210	6,519,793

**Fire Budget Summary**



## CITY OF KIRKWOOD

## FIRE DEPARTMENT

## Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	101-1301-422-11-01	Salary Full Time	\$ 381,299	\$ 725,077	\$ 343,778	90.16%
Narrative: This increase reflects the addition of three (3) battalion chiefs and one (1) civilian inspector.						
2	101-1301-422-31-07	Medical Examinations	\$ 21,500	\$ 25,724	\$ 4,224	19.65%
Narrative: This increase reflects addition of three (3) battalion chiefs and one (1) civilian inspector, increased fees, and additional procedures/tests.						
3	101-1301-422-31-09	Training	\$ 28,775	\$ 33,275	\$ 4,500	15.64%
Narrative: This increase reflects the need for a department wide EMS re-certification (PHTLS) that is required for all Paramedic licenses.						
4	101-1301-422-64-01	Membership Dues	\$ 4,687	\$ 5,162	\$ 475	10.13%
Narrative: This increase reflects increases and additions to professional memberships to: St Louis County Special Operations Team (\$600 increase) and Kiwanas (\$100).						
5	101-1301-422-68-01	Office, Furniture and Eqpt	\$ 15,700	\$ 8,600	\$ (7,100)	-45.22%
Narrative: This account reflects the movement of \$7,700 to the newly created small capital account for health/exercise.						
6	101-1301-422-68-03	Health/Exercise	\$ -	\$ 7,700	\$ 7,700	100%
Narrative: This is a new account. No new additional increases were requested. These funds were moved from another small capital account (Office, Furniture and Eqpt.).						
7	101-1301-422-80-05	Fuel/Lubricants	\$ 47,544	\$ 58,575	\$ 11,031	23.20%
Narrative: Increase is based on historical utilization analysis, anticipated fiscal year operations and cost projections outlined by the Energy Information Administration (EIA).						
8	101-1301-422-80-10	Fleet Services	\$ 113,656	\$ 190,969	\$ 77,313	68.02%
Narrative: This increase reflects an increase of 7.412% in utilization. These numbers are provided by fleet, reflecting the increase.						

## CITY OF KIRKWOOD

## FIRE DEPARTMENT

## Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
9	101-1302-422-11-09	Licensing Pay	\$ 99,880	\$ 80,676	\$ (19,204)	-19.23%
Narrative: This budget request varies each year based on how many employees earn the relicensure bonus. Each medic and EMT license renews every five years. The renewal years are staggered resulting in variations from year to year. A detailed cost breakdown is included in the FD Budget Worksheet for FY20 in Navaline.						
10	101-1302-422-43-06	Repair & Maint. Svcs/Eqpt.	\$ 12,075	\$ 21,600	\$ 9,525	78.88%
Narrative: This increase reflects the additional purchase of two (2) ventilation saws( \$3,200) that have passed their recommended years of service. It also reflects an increase in the price of Class A foam (\$1000 increase).						

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1301-422.11-01	Salary Full Time	372,391	376,579	381,299	454,610	73,311	19.23%		
101-1301-422.11-05	Overtime	-	-	150	150	-	0.00%		
101-1301-422.11-09	Licensing Pay	5,000	-	-	3,168	3,168	100.00%		
101-1301-422.21-01	Health Insurance	42,231	32,234	32,236	32,760	524	1.63%		
101-1301-422.21-03	Dental Insurance	1,856	1,856	1,856	3,512	1,656	89.22%		
101-1301-422.21-04	Vision Insurance	334	334	336	888	552	164.29%		
101-1301-422.22-01	Social Security Taxes	3,230	3,302	3,218	8,323	5,105	158.64%		
101-1301-422.22-02	Medicare Contributions	832	778	753	1,964	1,211	160.82%		
101-1301-422.23-02	Civilian Pension	3,254	1,989	3,462	8,725	5,263	152.02%		
101-1301-422.23-04	Deferred Comp	1,070	1,059	7,826	8,926	1,100	14.06%		
101-1301-422.31-07	Medical Examinations	18,620	20,260	21,500	23,861	2,361	10.98%		
101-1301-422.31-09	Training	20,910	23,855	28,775	33,275	4,500	15.64%		
101-1301-422.31-10	Other Professional Svcs	67,514	77,991	93,526	99,056	5,530	5.91%		
101-1301-422.32-01	Legal	1,822	2,281	1,600	1,600	-	0.00%		
101-1301-422.32-06	Equipment	9,319	458	1,000	1,000	-	0.00%		
101-1301-422.43-12	Building & Grounds	10,088	13,087	14,200	14,200	-	0.00%		
101-1301-422.52-02	General liability	55,692	50,429	60,000	60,000	-	0.00%		
101-1301-422.52-11	Work. Comp. Premium	149,983	152,984	152,984	191,234	38,250	25.00%		
101-1301-422.53-01	Telephone	8,495	6,382	13,600	14,660	1,060	7.79%		
101-1301-422.55-09	Other Printing	1,995	261	2,000	1,000	(1,000)	-50.00%		
101-1301-422.58-01	Travel Executive	1,685	1,576	1,800	1,800	-	0.00%		
101-1301-422.58-02	Travel Other	1,997	2,193	3,600	3,600	-	0.00%		
101-1301-422.61-01	Office supplies	3,760	3,603	3,800	3,800	-	0.00%		
101-1301-422.61-05	Postage	299	276	500	500	-	0.00%		
101-1301-422.61-08	Janitorial supplies	5,551	5,518	6,000	6,000	-	0.00%		
101-1301-422.62-03	Gas	3,653	5,579	5,500	5,500	-	0.00%		
101-1301-422.64-01	Membership Dues	1,848	3,234	4,687	5,162	475	10.13%		
101-1301-422.64-02	Publications	903	1,635	2,750	3,250	500	18.18%		
101-1301-422.66-08	Small tools	-	706	1,000	1,000	-	0.00%		
101-1301-422.68-01	Office Furniture and Equipment	-	10,262	15,700	8,600	(7,100)	-45.22%		
101-1301-422.68-03	Health/Exercise	-	-	-	7,700	7,700	100.00%		
101-1301-422.80-05	Fuel/Lubricants	39,502	42,937	47,544	58,575	11,031	23.20%		
101-1301-422.80-10	Vehicle Maintenance	152,572	112,097	113,656	190,969	77,313	68.02%		
101-1301-422.80-20	Electric Charges	37,616	39,280	57,000	57,000	-	0.00%		
101-1301-422.80-40	Water Usage Charges	6,194	5,653	6,200	6,200	-	0.00%		
101-1301-422.80-50	Sanitation Charges	3,168	3,168	3,168	3,168	-	0.00%		
101-1302-422.11-01	Salary Full Time	3,709,479	3,790,984	3,834,835	3,985,968	151,133	3.94%		
101-1302-422.11-05	Overtime	289,081	252,344	350,200	350,200	-	0.00%		

Fire

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1302-422.11-09	Licensing Pay	73,126	120,147	99,880	80,676	(19,204)	-19.23%		
101-1302-422.21-01	Health Insurance	464,813	451,229	462,785	473,520	10,735	2.32%		
101-1302-422.21-03	Dental Insurance	22,771	22,771	23,200	23,200	-	0.00%		
101-1302-422.21-04	Vision Insurance	4,194	3,984	4,184	4,106	(78)	-1.86%		
101-1302-422.22-02	Medicare Contributions	-	1,212	-	-	-	-		
101-1302-422.23-04	Deferred Comp	-	-	86,275	88,337	2,062	2.39%		
101-1302-422.31-10	Other Professional Svcs	30,798	24,216	28,600	29,600	1,000	3.50%		
101-1302-422.42-06	Laundry, towels, etc	-	161	150	150	-	0.00%		
101-1302-422.43-02	Radio eqpt. maintenance	6,627	8,225	12,075	21,600	9,525	78.88%		
101-1302-422.43-06	Equipment	11,249	12,156	17,500	18,700	1,200	6.86%		
101-1302-422.61-06	Film & processing	(266)	99	150	150	-	0.00%		
101-1302-422.61-11	Food	798	884	900	900	-	0.00%		
101-1302-422.61-13	Clothing	31,270	30,010	39,450	39,450	-	0.00%		
101-1302-422.66-07	Safety equipment	59,461	63,832	67,500	70,200	2,700	4.00%		
101-1302-422.66-08	Small tools	1,793	1,171	1,200	1,200	-	0.00%		
101-1302-422.66-23	Community Services	5,599	5,595	6,100	6,100	-	0.00%		
FIRE DEPARTMENT		5,744,177	5,792,856	6,128,210	6,519,793	391,583	6.39%		

Fire

The page was intentionally left blank.



## **Public Services - Street Division**

---

### **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.

## **Public Services - Street Division**

---

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.

<b>POSITION</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Street Superintendent	1.00	1.00	1.00	1.00	1.00
Supervisor	2.00	2.00	2.00	2.00	2.00
Lead Street Maintenance Worker	4.00	3.00	3.00	2.00	2.00
Traffic Sign Technician	-	-	-	1.00	1.00
Street Maintenance Worker	5.00	6.00	6.00	6.00	6.00
Customer Service Representative	0.50	0.50	0.50	-	-
Administrative Assistant	-	-	-	1.00	1.00
<b>TOTAL</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>13.00</b>	<b>13.00</b>

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

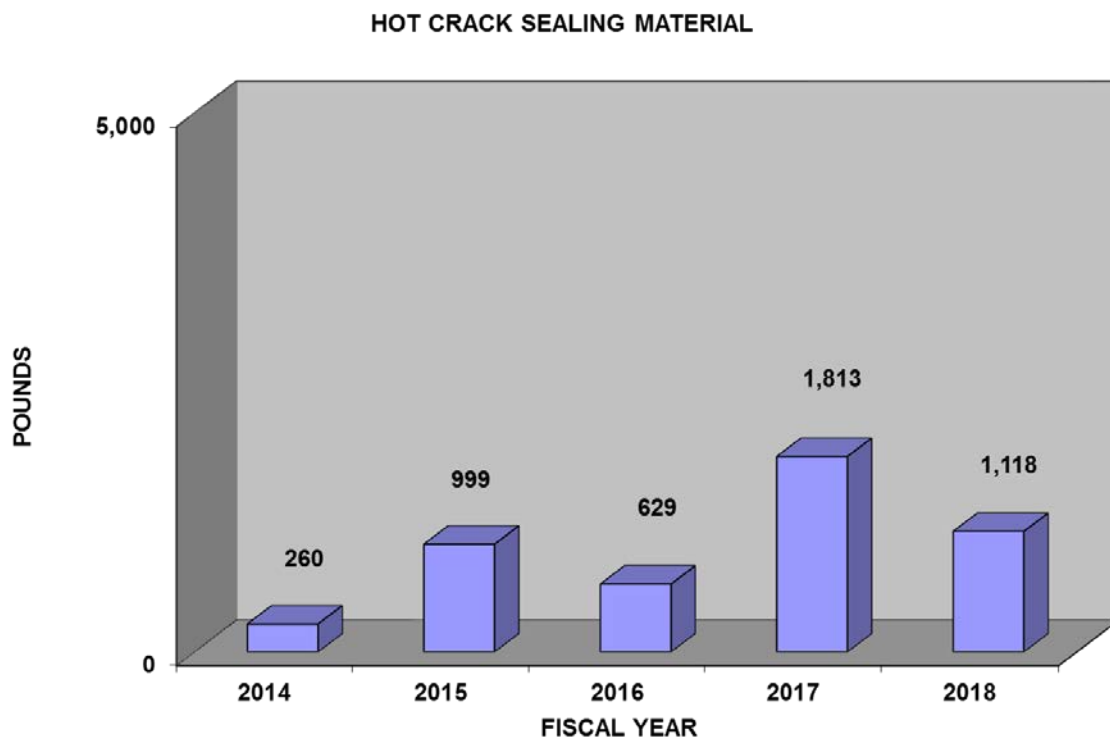
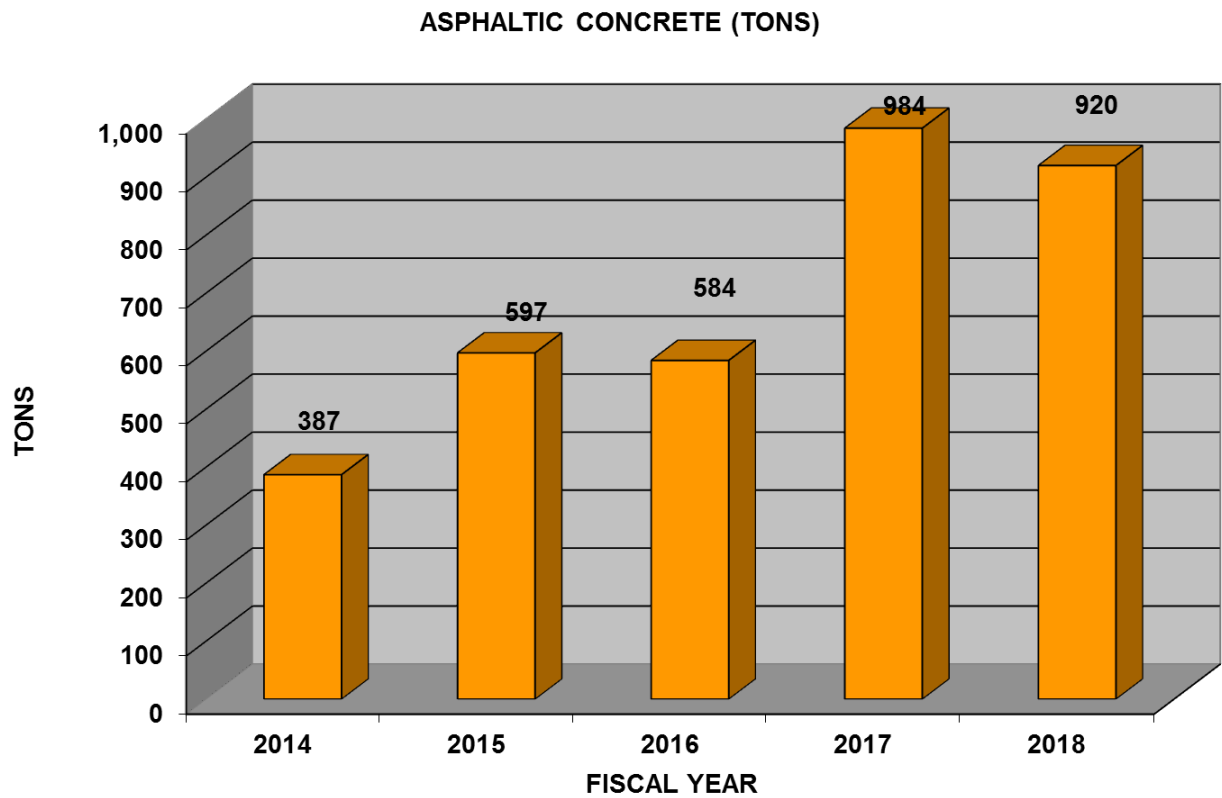
### **Street Maintenance**

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.

## Public Services - Street Division

---

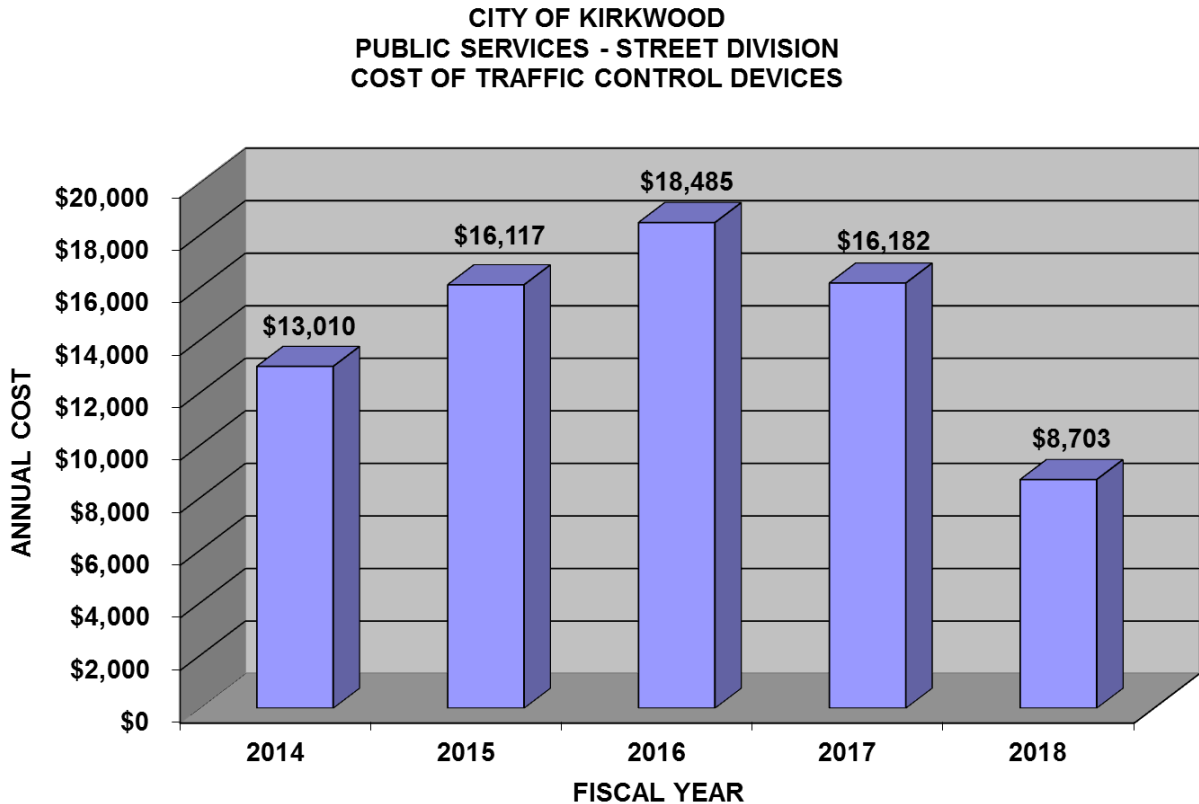


## Public Services - Street Division

### 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 centerlines 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.



## Public Services - Street Division

---

### 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.

### CITY OF KIRKWOOD PUBLIC SERVICES - STREET DIVISION WINTER STORM COSTS

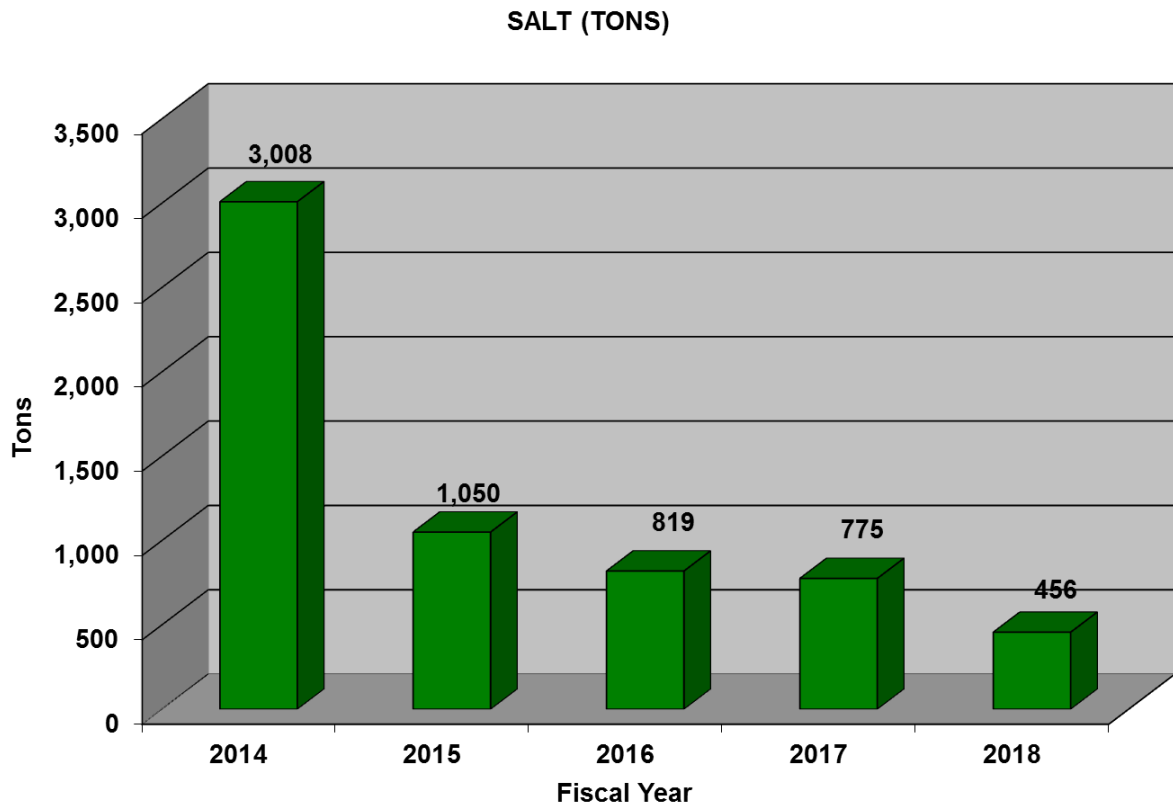
---

Fiscal Year	Date of First Storm	Number of Call Outs	Snow (Inches)	Salt (Tons)	Labor Hours	Total Costs*
2012	12/27/11	4	6.50	919	469	\$77,068
2013	12/26/12	12	18.50	1,207	1,173	\$119,131
2014	12/05/13	13	38.40	3,008	2,031	\$288,266
2015	11/15/14	13	15.25	1,050	993	\$119,262
2016	01/09/16	7	15.00	819	660	\$81,056
2017	12/17/16	6	8.00	775	361	\$56,103
2018	12/23/17	10	3.20	456	478	\$58,562

\* Total costs include labor, equipment, and material.

## Public Services - Street Division

---



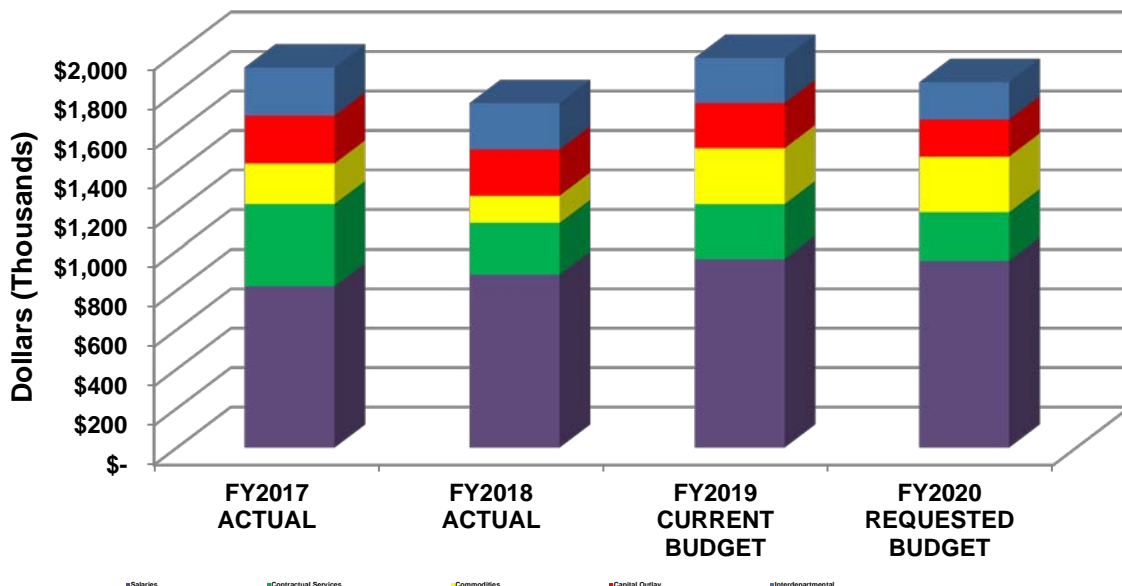
### **Street Sweeping**

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 week. A new vacuum sweeper was purchased in January 2010 for a total cost of \$190,080.15. This new sweeper has proven to be a very effective tool for cleaning the streets and meeting the requirements of the National Pollutant Discharge Elimination System (NPDES) Phase II permit for the City. On average, streets are swept five times per year, exceeding NPDES requirements, which are four times per year.

**CITY OF KIRKWOOD, MISSOURI  
STREET OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	595,736	638,742	667,212	679,032
Temporary	-	-	9,216	9,562
Overtime	8,211	9,950	20,000	10,000
Social Security	36,262	38,911	43,250	43,313
Medicare	8,481	9,100	10,255	10,130
Civilian Pension	34,477	23,724	45,970	44,787
Deferred Compensation	11,485	12,766	14,144	13,871
Subtotal Salaries	694,652	733,193	810,047	810,695
Other Benefits				
Health Insurance	117,559	138,438	138,509	130,680
Dental Insurance	5,483	6,029	6,031	6,031
Vision Insurance	1,181	988	987	987
Unemployment	-	-	1,500	-
Subtotal Other Benefits	124,223	145,455	147,027	137,698
Total Personnel Services	818,875	878,648	957,074	948,393
<b>Contractual Services</b>	415,314	259,466	276,470	243,993
<b>Commodities</b>	204,858	137,627	282,771	281,500
<b>Capital Outlay</b>	16,404	9,196	10,000	10,000
<b>Interdepartmental Charges</b>	243,004	234,628	228,753	188,440
<b>TOTAL STREET BUDGET</b>	1,698,455	1,519,565	1,755,068	1,672,326

**Street Budget Summary**



CITY OF KIRKWOOD

STREET DEPARTMENT

Budget Changes

Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	101-1402-431.11-01	Salary Full Time	\$667,212	\$679,032	\$11,820	1.77%
	Narrative:	Increase due to pay plan adjustments and scheduled merit raises				
2	101-1402-431.31-10	Other Professional Services	\$68,600	\$3,600	-\$65,000	-94.75%
	Narrative:	Decrease is due to moving lawn care services to the Forestry budget				
3	101-1402-431.42-09	Landfill Fees	\$5,000	\$8,000	\$3,000	60.00%
	Narrative:	Increase due to inhouse street slab replacement program				
4	101-1402-431.80-10	Fleet Services	\$161,323	\$117,294	-\$44,029	-27.29%
	Narrative:	Decrease is based on calculations reported by the Director of Fleet Services. The product is created by multiplying the percentage of departmental utilization from the previous fiscal year to Fleet Services' requested fiscal year budget.				



CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1402-431.11-01	Salary Full Time	595,736	638,742	667,212	679,032	11,820	1.77%		
101-1402-431.11-04	Salary Temporary	-	-	9,216	9,562	346	3.75%		
101-1402-431.11-05	Overtime	8,211	9,950	20,000	10,000	(10,000)	-50.00%		
101-1402-431.21-01	Health Insurance	117,559	138,438	138,509	130,680	(7,829)	-5.65%		
101-1402-431.21-03	Dental Insurance	5,483	6,029	6,031	6,031	-	0.00%		
101-1402-431.21-04	Vision Insurance	1,181	988	987	987	-	0.00%		
101-1402-431.22-01	Social Security Taxes	36,262	38,911	43,250	43,313	63	0.15%		
101-1402-431.22-02	Medicare Contributions	8,481	9,100	10,255	10,130	(125)	-1.22%		
101-1402-431.23-02	Civilian Pension	34,477	23,724	45,970	44,787	(1,183)	-2.57%		
101-1402-431.23-04	Deferred Comp	11,485	12,766	14,144	13,871	(273)	-1.93%		
101-1402-431.29-04	Unemployment Comp.	-	-	1,500	-	(1,500)	-100.00%		
101-1402-431.31-09	Training	397	632	2,500	1,500	(1,000)	-40.00%		
101-1402-431.31-10	Other Professional Svcs	215,322	65,360	68,600	3,600	(65,000)	-94.75%		
101-1402-431.32-01	Legal	3,402	4,258	3,000	3,000	-	0.00%		
101-1402-431.42-06	Laundry, towels, etc	12,887	12,935	12,500	12,500	-	0.00%		
101-1402-431.42-09	Landfill fees	6,646	525	5,000	8,000	3,000	60.00%		
101-1402-431.43-02	Radio eqpt. maintenance	-	-	250	250	-	0.00%		
101-1402-431.43-06	Equipment	-	103	250	250	-	0.00%		
101-1402-431.43-12	Building & Grounds	4,288	10,070	10,000	10,000	-	0.00%		
101-1402-431.52-02	General liability	41,627	37,693	45,000	45,000	-	0.00%		
101-1402-431.52-11	Work. Comp. Premium	127,184	124,641	125,000	155,801	30,801	24.64%		
101-1402-431.53-01	Telephone	628	670	670	720	50	7.46%		
101-1402-431.53-02	Cellular Telephones	2,933	2,579	3,200	2,872	(328)	-10.25%		
101-1402-431.58-01	Travel	-	-	300	300	-	0.00%		
101-1402-431.58-02	Travel Other	-	-	200	200	-	0.00%		
101-1402-431.61-01	Office supplies	2,435	2,595	2,000	2,500	500	25.00%		
101-1402-431.61-11	Food	779	1,119	1,300	1,300	-	0.00%		
101-1402-431.61-13	Clothing	1,539	1,308	1,600	1,600	-	0.00%		
101-1402-431.62-03	Gas	3,382	5,381	3,551	4,000	449	12.64%		
101-1402-431.64-01	Dues	-	-	100	100	-	0.00%		
101-1402-431.66-07	Safety equipment	4,345	4,479	6,000	6,000	-	0.00%		
101-1402-431.66-08	Small tools	2,846	1,819	3,000	3,000	-	0.00%		
101-1402-431.66-12	Salt & calcium chloride	66,359	6,954	122,220	120,000	(2,220)	-1.82%		
101-1402-431.66-26	Signs	16,182	9,544	23,000	23,000	-	0.00%		
101-1402-431.66-27	Street Maintenance	106,991	104,428	120,000	120,000	-	0.00%		
101-1402-431.68-02	Machinery & Equipment	16,404	9,196	10,000	10,000	-	0.00%		
101-1402-431.80-05	Fuel/Lubricants	29,247	30,313	41,266	44,482	3,216	7.79%		
101-1402-431.80-10	Vehicle Maintenance	190,839	180,800	161,323	117,294	(44,029)	-27.29%		

Street

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1402-431.80-20	Electric Charges	19,379	20,224	22,000	22,000	-	0.00%		
101-1402-431.80-40	Water Usage Charges	2,711	2,463	3,336	3,836	500	14.99%		
101-1402-431.80-50	Sanitation Charges	828	828	828	828	-	0.00%		
STREET		1,698,455	1,519,565	1,755,068	1,672,326	(82,742)	-4.71%		

Street

## **Public Services - Engineering/Planning/Forestry**

---

### **Mission Statement**

- To provide engineering services, project management, and contract administration for all public improvements from conception to completion
- To practice sound urban planning techniques and policies and offer quality development-related services
- To ensure a safe and aesthetically pleasing streetscape through maintenance of right-of-way trees and public grounds
- To provide the City's Staff, Council, Boards, and Commissions with support and information as needed to facilitate planning and decision-making

### **General Description**

The Engineering/Planning/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; inspection of improvements in new developments (subdivisions and commercial sites) for compliance with City codes and special Planning and Zoning conditions; issuance of permits and inspections for driveways and grading; 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 Zoning Commission and provides administration and enforcement of zoning conditions including maintenance of performance guarantees, for 20 projects in FY18, in the amount of \$2,502,961. Staff support includes processing and reviewing applications and plans; preparing packets for the Commission 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 land developments; and coordinating activities with the public, other City departments, and other government agencies.

The City 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. 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

## **Public Services - Engineering/Planning/Forestry**

---

(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/Planning Division has identified the following key indicators: staffing levels, contract administration, sewer lateral program, 50/50 sidewalk program, Planning and Zoning activities and City Forestry activities.

**Staffing** – The Engineering/Planning Office has a staff of 7.33 full time employees. The positions of Assistant City Planner and City Forester were added in Fiscal Year 2017.

<b>POSITION</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Public Services Director	-	-	0.33	0.33	0.33
Public Works Director	1.00	1.00	-	-	-
City Engineer	-	1.00	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	-	-	-
Assistant City Engineer	-	-	1.00	1.00	1.00
City Planner	-	-	1.00	1.00	1.00
Assistant City Planner	-	-	-	1.00	1.00
Zoning Administrator	1.00	1.00	-	-	-
City Forester	-	-	-	1.00	1.00
Engineering Technician	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>5.00</b>	<b>6.00</b>	<b>5.33</b>	<b>7.33</b>	<b>7.33</b>

### **Inspections of Public Improvements by Private Land Developers**

The Engineering Office administers performance guarantees, including construction inspections, for private developments to ensure compliance to City construction standards. In FY18 there were two subdivision projects with a performance guarantee value of \$230,727 being inspected by the Engineering Office for acceptance of Public Improvements such as streets.

### **Capital Projects (Public)**

The Engineering Department will be focusing on the fourth year implementation of the Street Restoration Program. The capital budget will reflect funds that will be used in the NW street maintenance district. This district is bounded by Geyer Rd. to the east, Adams Ave. to the south and the City Limits to the west and north. These projects consist of asphalt milling and overlays, micro surfacing,

## **Public Services - Engineering/Planning/Forestry**

---

ultra-thin bonded asphalt wearing surfaces, concrete slab replacement and crack sealing. Funds will also be used for the reconstruction of streets, located throughout the City, with a PCI less than 50.

Engineering will be managing four construction projects funded from grants received through EWGCG or MoDOT. The first will be the repaving and pedestrian improvements on Geyer Rd., from Manchester Rd. to Adams Ave. The second project is for pedestrian improvements on Kirkwood Rd. at the Burlington Northern railroad tracks. This project is being coordinated with a third project for the upgrade of traffic signalization and pedestrian improvements at the intersection on Kirkwood Rd. from Manchester Rd. to Big Bend Rd. The fourth project is pedestrian and aesthetic enhancements to a planned MoDOT project to resurface Manchester Road east of Kirkwood Road. The Engineering Department will be diligent in the administration of these three federally funded projects which exceed nearly \$6 million in project cost. The City received grants through EWGCG 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. Two sidewalk gaps identified in the plan are under design in FY19 for construction in FY20. Engineering is also managing the creation of an ADA Self Evaluation and Transition Plan for the public ROW in FY19. The Sidewalk Improvement Program will also need to fund the modifications identified in the plan in future years.

The Engineering Department began implementation of bicycle routes identified in the Kirkwood Pedestrian and Bicycle Plan through striping. Nearly 3 miles of bicycle routes were striped in FY18. These included the connection of the existing bike lane on W. Rose Hill Ave to the Grant's Trail at Leffingwell and Holmes and the addition of a climbing lane and sharrows on Timberbrook Dr.

## Public Services - Engineering/Planning/Forestry

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.

### CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING TOTAL CAPITAL PROJECTS

FISCAL YEAR	TOTAL COST	NUMBER OF PROJECTS
FY14	\$1,329,369	5
FY15	\$2,140,861	8
FY16**	\$2,648,618	7
FY17**	\$3,643,214	11
FY18**	\$2,482,257	19

\*\* Does not include federal and state aid projects

### Federal and State Aid Projects

The Engineering Department continued applying for federal aid projects through MoDOT and East-West Gateway Council of Governments during FY18. The department submitted four (4) project applications in FY18. Two of those projects were awarded. The Engineering Department is also responsible for the management, administration and implementation of the projects according to federal and state regulations. The department continued managing five (5) projects during FY18 including The Kirkwood Road Signal Optimization project which was applied for, and being funded from, the Electric Department.

### CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING FEDERAL AND STATE AID PROJECTS

Project Name	Program	FY18 Phase	Federal Obligation	Kirkwood Obligation	Total Project Costs
Kirkwood Road Signals	CMAQ	PE, ROW	\$3,974,409	\$1,093,603	\$5,068,012
Kirkwood Road Sidewalks	TAP	PE, ROW	\$403,027	\$100,757	\$503,784
Geyer Road Overlay – Phase I	STP-S	PE	\$970,462	\$242,615	\$1,213,077
Old Big Bend, Ballas, Craig Int. Study	TEAP	Award	\$8,000	\$2,000	\$10,000
Manchester Road Enhancement	MODOT Cost Share	PE, Award	\$822,675	\$1,668,119	\$2,490,794
<b>Totals</b>			<b>\$6,178,573</b>	<b>\$3,107,094</b>	<b>\$9,285,667</b>

## Public Services - Engineering/Planning/Forestry

---

### Street Replacement and Preservation

The primary capital improvement work in the last five years has been street replacement and maintenance. 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 FY18. The average Pavement Condition Index of the City's streets at the time of inspection in 2015 was 64 on a scale of 0 to 100. The average PCI based on the 2015 inspections, 2017 inspections of the Northwest district, and the work completed through FY18 is 70. This does not account for deterioration of other streets where no work was performed. The City continues to gather data to better predict the deterioration of our streets. The projected average PCI based on current deterioration models input into the program is 67. The goal of the Engineering Department is to increase the average PCI to 70 by FY22. Approximately 39.8 lane miles of pavement were either reconstructed or received a pavement preservation treatment in FY18. The maintenance techniques used to maintain our streets will include a combination of crack sealing, micro surfacing, ultrathin bonded asphalt wearing surface (UBAWS) overlays, mill & structural overlays, joint repairs, slab replacements and complete reconstruction.

#### **CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING CONCRETE STREET RECONSTRUCTION**

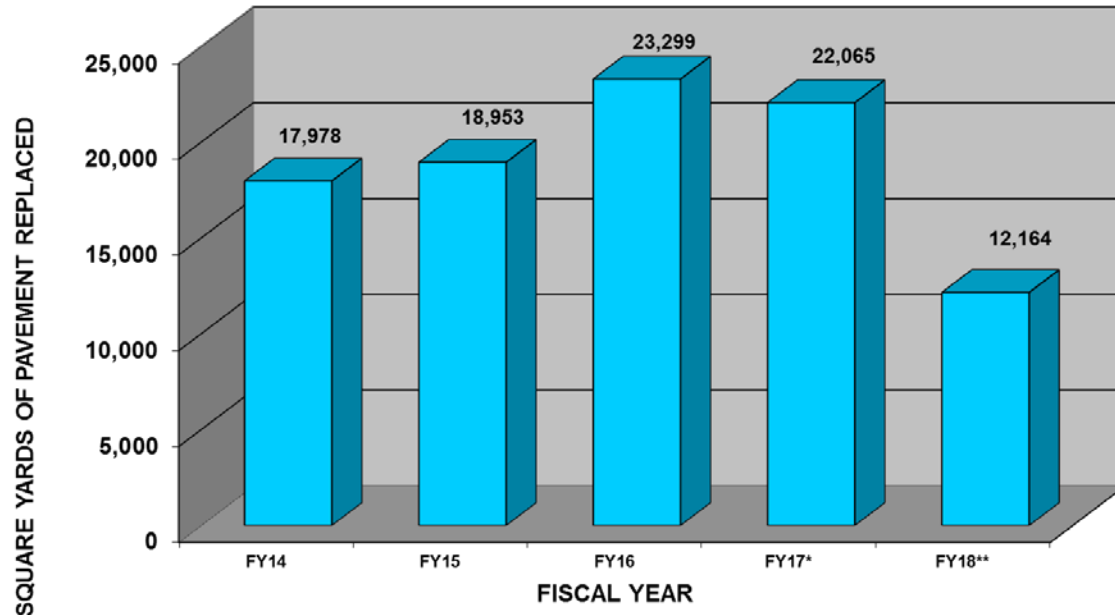
<b>FISCAL YEAR</b>	<b>COST</b>	<b>SQUARE YARDS</b>	<b>COST/SQ YD</b>
FY14	\$855,048	17,978	\$47.56
FY15	\$1,325,792	18,953	\$69.95
FY16	\$1,379,020	23,299	\$59.19
FY17*	\$1,745,361	22,065	\$79.10
FY18**	\$830,680	12,164	\$68.29
<b>TOTAL</b>	<b>\$6,135,901</b>	<b>94,459</b>	<b>\$64.96</b>

\* Includes Emmerson Ave Culvert Reconstruction and Gilbert Street Reconstruction

\*\* Includes select slab replacements

## Public Services - Engineering/Planning/Forestry

### CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING CONCRETE STREET RECONSTRUCTION



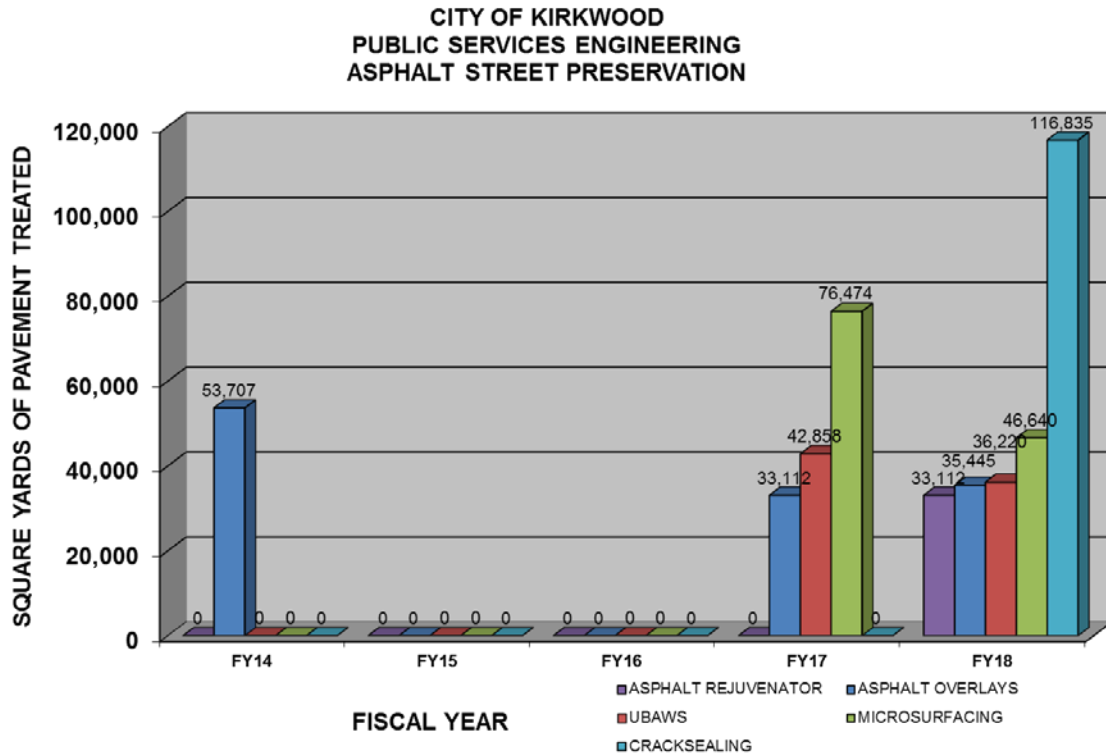
### PUBLIC WORKS ENGINEERING ASPHALT STREET PRESERVATION

FISCAL YEAR	ASPHALT OVERLAYS			UBAWS			MICROSURFACING		
	COST	SQUARE YARDS	COST/ SQ YD	COST	SQUARE YARDS	COST/ SQ YD	COST	SQUARE YARDS	COST/ SQ YD
FY14	\$513,403	53,707	\$9.56	\$0	0	\$0.00	\$0	0	\$0.00
FY15	\$0	0	\$0.00	\$0	0	\$0.00	\$0	0	\$0.00
FY16	\$0	0	\$0.00	\$0	0	\$0.00	\$0	0	\$0.00
FY17	\$517,338	33,112	\$15.62	\$387,100	42,858	\$9.03	\$314,972	76,474	\$4.12
FY18	\$721,022	35,445	\$20.34	\$322,205	36,220	\$8.90	\$196,866	46,640	\$4.22
<b>TOTAL</b>	<b>\$1,751,763</b>	<b>122,264</b>	<b>\$14.33</b>	<b>\$709,305</b>	<b>79,078</b>	<b>\$8.97</b>	<b>\$511,838</b>	<b>123,114</b>	<b>\$4.16</b>

FISCAL YEAR	ASPHALT REJUVENATOR			CRACKSEALING		
	COST	SQUARE YARDS	COST/ SQ YD	COST	SQUARE YARDS	COST/ SQ YD
FY14	\$0	0	\$0.00	\$0	0	\$0.00
FY15	\$0	0	\$0.00	\$0	0	\$0.00
FY16	\$0	0	\$0.00	\$0	0	\$0.00
FY17	\$0	0	\$0.00	\$0	0	\$0.00
FY18	\$26,521	33,112	\$0.80	\$35,324	116,835	\$0.30
<b>TOTAL</b>	<b>\$26,521</b>	<b>33,112</b>	<b>\$0.80</b>	<b>\$35,324</b>	<b>116,835</b>	<b>\$0.30</b>



## Public Services - Engineering/Planning/Forestry



### **Planning and Zoning Activities**

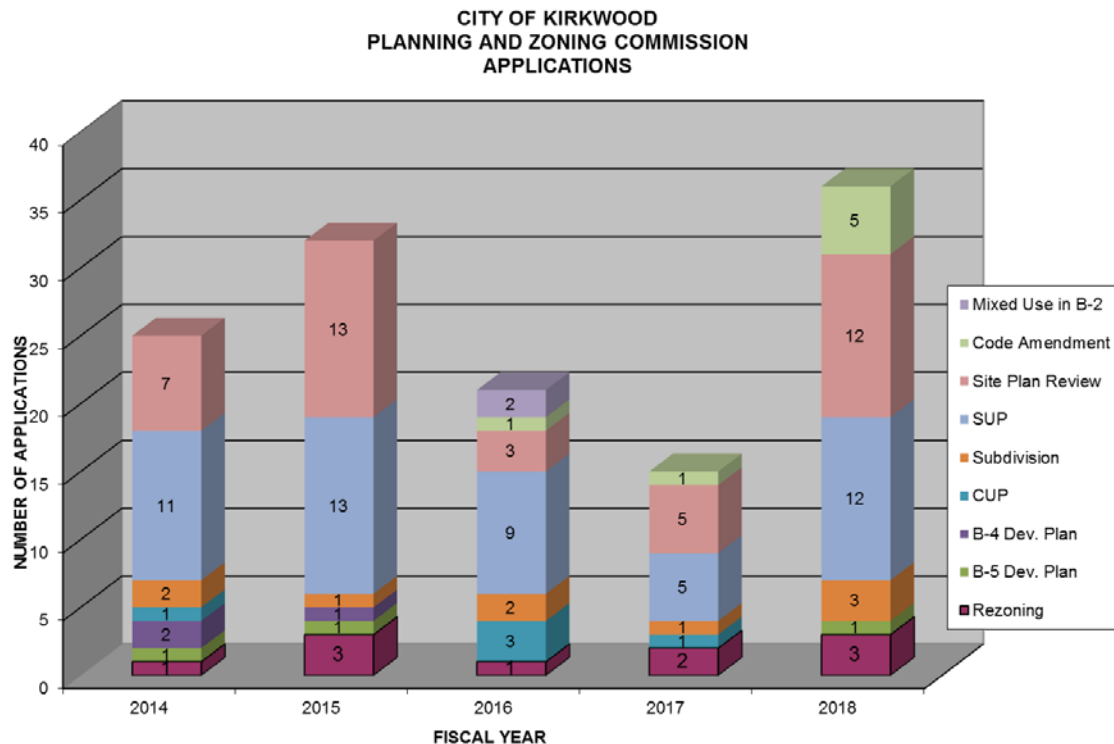
The City's new comprehensive plan, EnVision Kirkwood 2035 was adopted in September of 2017. EnVision Kirkwood 2035 identified multiple subareas that were recommended for further study. The Planning Staff worked with a consultant in FY18 to conduct the Downtown Master Plan & Parking Study which was completed in March of 2018. In addition to these plans, the City Council adopted a new 5-year Strategic Plan in June 2017.

As part of these new plans, planning personnel will be challenged to begin implementing the goals and objectives. In order to implement some of the goals, objectives, and recommendations in these plans, funds have been allocated in the FY19 budget to evaluate the City's current Zoning Code. The Zoning Code will become the regulations that will allow the City to achieve many of the goals in these plans. Although the Zoning Code project has not yet begun, Staff is continuing to bring smaller batches of code amendment recommendations to the Planning & Zoning Commission and City Council to make sure progress continues.

The Planning Division of the Public Services Department provides full staff and liaison support to the Planning and Zoning Commission, Board of Adjustment, Industrial Development Authority, and Landmarks Commission. The Planning

## Public Services - Engineering/Planning/Forestry

and Zoning Commission establishes the comprehensive plan for land use in the City and reviews land use related petitions and applications. The chart below shows the number and type of Planning and Zoning applications processed by this office.



### Long Range Plan Activities

The Planning Division continued to work with the City's consultant on using the public input gathered in FY16 to create the content of the new comprehensive plan for Kirkwood, known as EnVision Kirkwood 2035. The final plan was adopted by the Planning & Zoning Commission in September of 2017. This plan contains goals, objectives, action steps, future land use, and recommendations related to the future growth and development of the City.

As previously mentioned, the City also contracted with a consulting firm and completed a Downtown Master Plan & Parking Study. This process involved a 4-day design intensive charrette/workshop during which the public was able to interact and provide input to the planners and designers working on the plan. The City Council, Planning & Zoning Commission, and Industrial Development Authority all passed resolutions of support after the plan was completed in March of 2018.

Staff also worked with a separate consultant to conduct a Commercial Market Analysis for the area between Big Bend Boulevard and the BNSF railroad tracks.

## **Public Services - Engineering/Planning/Forestry**

---

This study was not completed by the end of FY18 but has since concluded. The same consultant is under contract to conduct a similar study for the light industrial area near Leffingwell Avenue. The purpose of these studies is to get updated commercial market information to provide to current landowners and potential businesses looking to locate in Kirkwood that would help market these areas to users that would benefit the City of Kirkwood and fit the City's vision from the EnVision Kirkwood 2035 plan.

### **Accomplishments and Achievements**

- Planning and Zoning Commission completed and adopted the new comprehensive plan, EnVision Kirkwood 2035.
- Completed a Downtown Master Plan & Parking Study in March 2018 which received support from the City Council, Planning & Zoning Commission, and Industrial Development Authority.
- Completed a commercial market analysis for the Kirkwood Road & Big Bend Boulevard subarea identified in the EnVision Kirkwood 2035 comprehensive plan.
- Continued to update the Public Services webpage on the City's website in order to offer more documents and information to the general public.
- 2017 Favorite Building Awards Ceremony coordinated by Assistant City Planner with awards provided by the Landmarks Commission to local developers, property owners and architects.
- Maintained Certified Local Government Status with State Historic Preservation Office.
- Both full-time planners on staff maintained AICP professional certification.

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

<b>Planning &amp; Zoning Performance Measures</b>	
<b><i>Demand</i></b>	<b><i>FY18</i></b>
Boundary/Consolidation Plats	27
Subdivision Plats	3
Site Plan Reviews	12
Special Use Permits	12
Rezoning Cases	3
CUP Cases	0
B-2 Mixed Use Cases	0
B-4 Cases	0

## Public Services - Engineering/Planning/Forestry

B-5 Cases	1
Zoning Code Amendments	5
Architectural Review Board Cases	246
Board of Adjustment Cases	30
<b>Workload</b>	<b>FY18</b>
Planning & Zoning Meetings	21
City Council Meetings	24
Landmarks Commission Meetings	14
Board of Adjustment Meetings	11
Site Condition Inspections	16
Zoning Verification Letters	17
Zoning Violation Inspections	30
<b>Results</b>	<b>FY18</b>
Avg. Case Timeline (Submittal to CC Action)	97
New Lots Platted	1
New Single Family Homes Permitted	79
Median Construction Value - New Home (\$)	374,042
Median Square Footage - New Home (sf)	2,846
New Commercial Structures Permitted	3

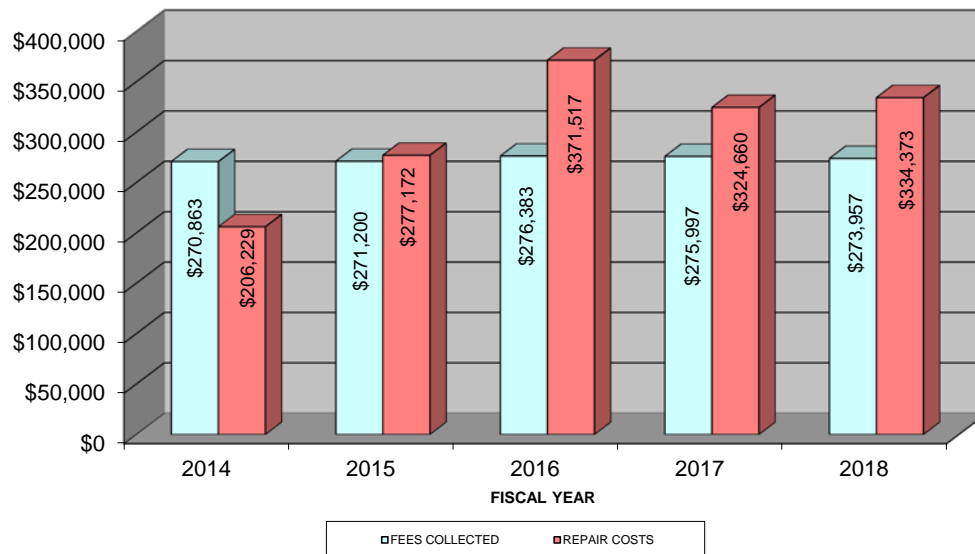
### Sewer Lateral Program

The Sewer Lateral Insurance program began in June, 1999, after being approved by the voters in Kirkwood. The Engineering Office is responsible for the administration of this insurance program, which covers 75% of the cost of repairing a broken private house sewer lateral. 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. Of the 175 applications submitted in FY18, 100 laterals were repaired with the City paying an average cost of \$2,708.

## Public Services - Engineering/Planning/Forestry

---

CITY OF KIRKWOOD  
PUBLIC SERVICES ENGINEERING  
SEWER LATERAL PROGRAM  
FEES COLLECTED VS. REPAIR COSTS

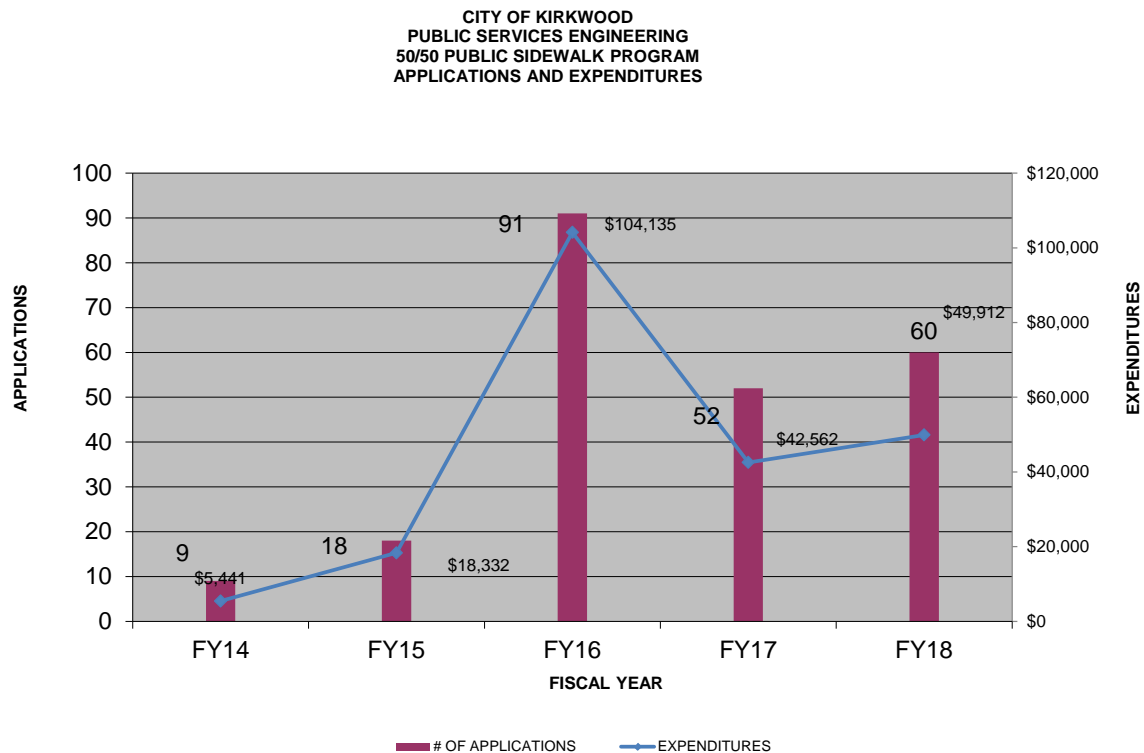


---

### **Sidewalk Improvement Program - 50/50 Public Sidewalk Repair Assistance Program**

The sidewalk repair assistance program began on July 1, 2013. Through the program, the City pays 50% of the costs to repair public sidewalks maintained by property owners with a hazardous condition. For FY18, there were a total of 60 applications at a total cost of \$49,912. This program is being phased out and the City will begin to solely fund hazardous sidewalk repairs in FY19. In addition to sidewalk repairs the Engineering Department managed a pedestrian safety study for S. Geyer Road south of Big Bend Blvd in FY18. The recommendations of the study were incorporated into the design of a sidewalk project constructed in FY19.

## Public Services - Engineering/Planning/Forestry



### City Forestry Activities

The City 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 City 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 City Forester.

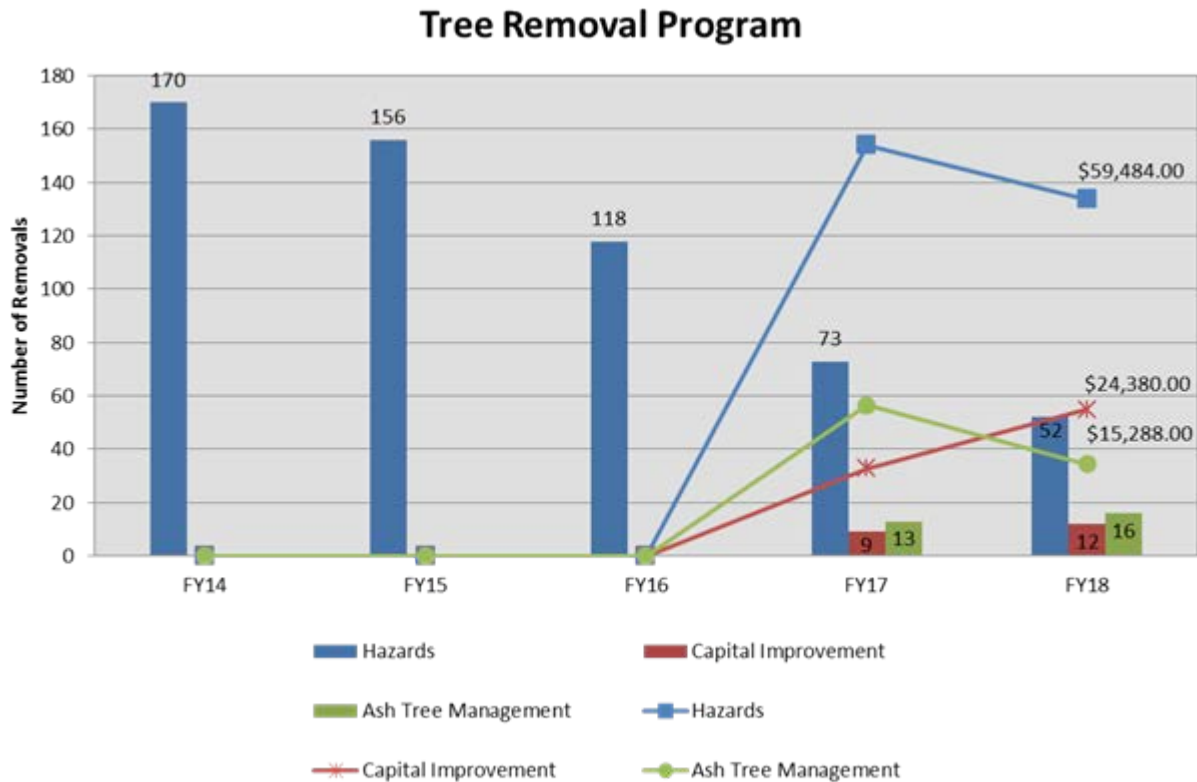
FY18 was the first year of managed removals and an annual pruning program with the City separated into eight management districts. In this first year of these programs, the benefits have been abundant; specifically with the reduction of hazards and the reduction of storm debris. With the input and assessment from the City Forester, he looks to reduce the current program from an eight year cycle to a five year cycle. This will further reduce hazardous conditions with mature trees as well as reduce the time and care needed when the trees are maintained.

### Tree Removals

The City Forester inspects, manages, and prioritizes the removal of all trees within the City Rights of Ways. A total number of 80 trees were removed in FY18. Of these, 52 were designated hazardous, 12 were removed due to construction damage during

## Public Services - Engineering/Planning/Forestry

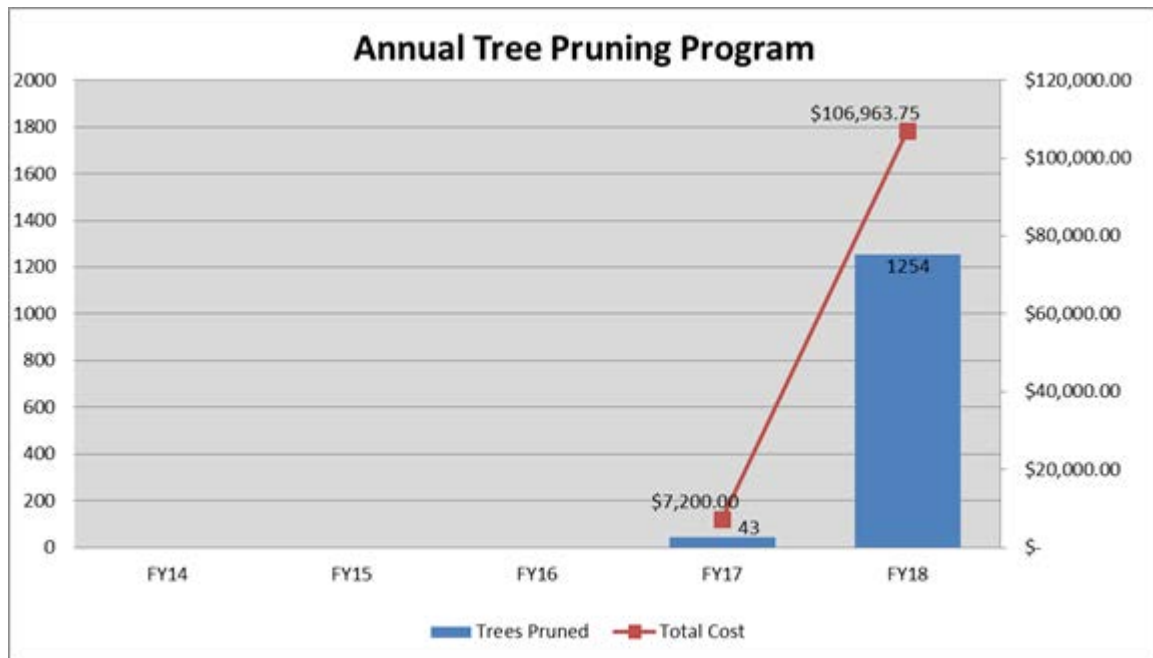
capital improvement projects, and 16 were ash trees removed in part of the ash tree management project. A breakdown of costs associated with these removals can be seen below.



### Tree Pruning

The City Forester designated eight management districts in the city to be maintained on an annual pruning cycle. The total number of trees and cost associated with pruning is shown below.

## Public Services - Engineering/Planning/Forestry



Pruning occurred at City Hall, the Police Station, and Memorial Walk only in FY17

### **Street Tree Planting Projects**

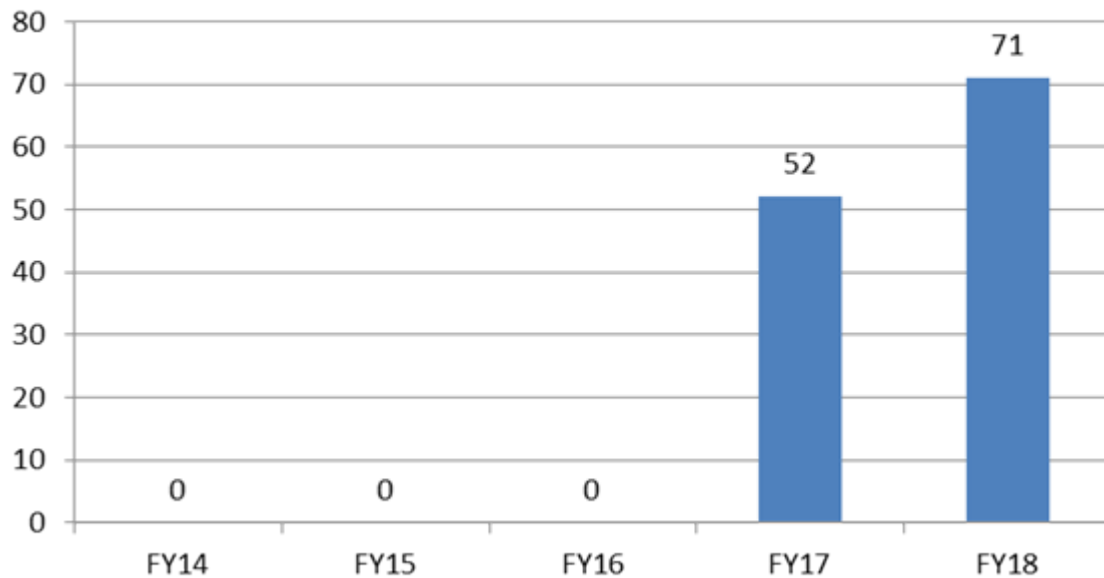
The City Forester administers and supervises the replanting effort of the public trees in the Rights of Way. These plantings are needed to maintain a stable urban forest as trees are removed. Coordination with volunteer groups is a pivotal part of this effort. The 50 Trees volunteer group has dedicated 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 next page.



## Public Services - Engineering/Planning/Forestry

---

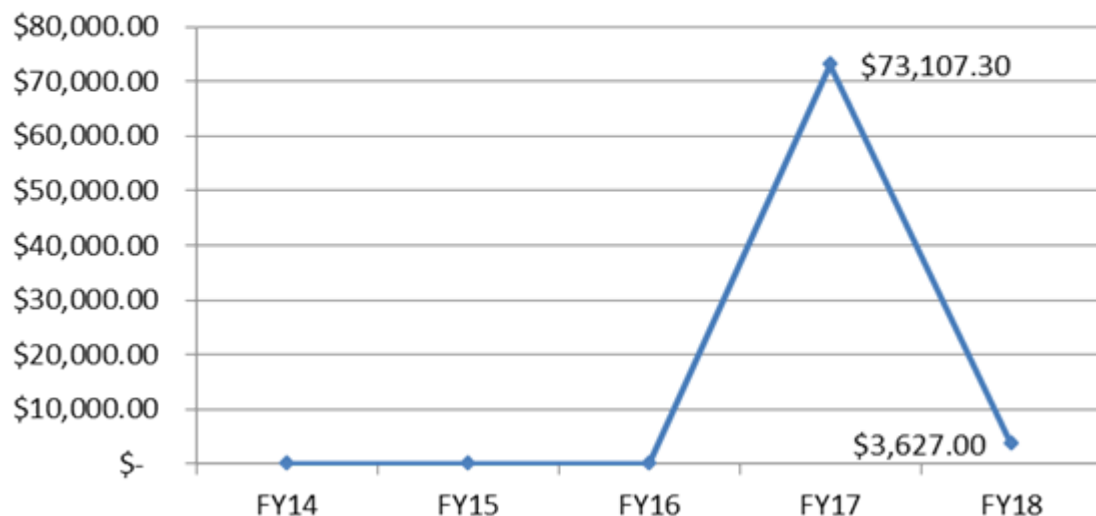
**Total of Trees Planted in the City Right of Way**



### **Storm Response and City Debris Clean-up**

The City 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.

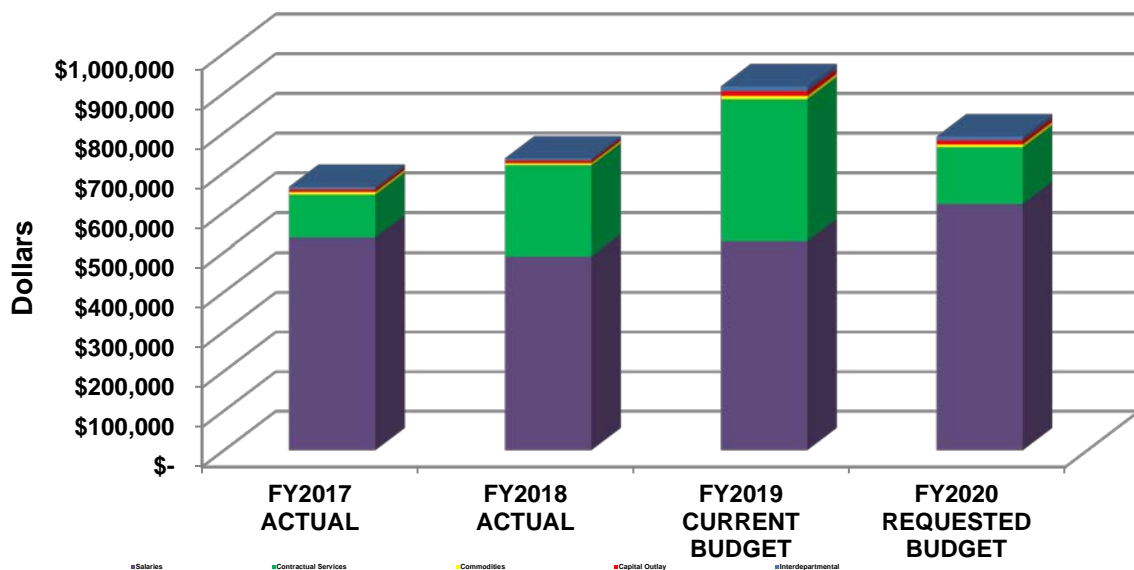
**Storm Management Costs Associated with Storm Debris Cleanup**



**CITY OF KIRKWOOD, MISSOURI  
ENGINEERING OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	416,257	398,276	419,986	494,699
Overtime	207	38	500	500
Social Security	25,385	24,398	26,070	30,702
Medicare	6,015	5,761	6,098	7,181
Civilian Pension	18,777	14,985	27,332	32,188
Deferred Compensation	6,388	7,153	8,410	9,904
Subtotal Salaries	473,029	450,611	488,396	575,174
Other Benefits				
Health Insurance	60,400	36,062	36,062	43,188
Dental Insurance	1,846	1,661	1,661	1,661
Vision Insurance	503	299	383	383
Subtotal Other Benefits	62,749	38,022	38,106	45,232
Total Personnel Services	535,778	488,633	526,502	620,406
<b>Contractual Services</b>	107,983	228,843	357,488	142,201
<b>Commodities</b>	6,198	5,506	7,860	7,585
<b>Capital Outlay</b>	2,272	172	5,500	5,500
<b>Interdepartmental Charges</b>	6,664	6,023	12,183	9,900
<b>TOTAL ENGINEERING BUDGET</b>	658,895	729,177	909,533	785,592

**Engineering Budget Summary**



CITY OF KIRKWOOD ENGINEERING DEPARTMENT

Budget Changes

Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	101-1701-423.11-01	Salary Full Time	\$419,986	\$ 494,699	\$ 74,713	17.79%
Narrative: Increase is due to reorganization of job duties related to the Sewer Lateral Program from the Engineering Division to the Building Division. These cost were historically funded through the Sewer Lateral program. The Sewer Lateral Program will now fund a portion of the Building Division 's full time salary account.						
2	101-1701-423.31-10	Other Professional Services	\$ 175,000	\$ 75,000	\$ (100,000)	-57.14%
Narrative: Decrease is due to the completion of the Strom Water Master Plan and the Economic Development website.						
3	101-1701-423.32-03	Engineering	\$ 150,445	\$ 32,000	\$ (118,445)	-78.73%
Narrative: Decrease due to the completion of the Infill Housing Storm Water Regulations						

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1701-423.11-01	Salary Full Time	416,257	398,276	419,986	494,699	74,713	17.79%		
101-1701-423.11-05	Overtime	207	38	500	500	-	100.00%		
101-1701-423.21-01	Health Insurance	60,400	36,062	36,062	43,188	7,126	19.76%		
101-1701-423.21-03	Dental Insurance	1,846	1,661	1,661	1,661	-	0.00%		
101-1701-423.21-04	Vision Insurance	503	299	383	383	-	0.00%		
101-1701-423.22-01	Social Security Taxes	25,385	24,398	26,070	30,702	4,632	17.77%		
101-1701-423.22-02	Medicare Contributions	6,015	5,761	6,098	7,181	1,083	17.76%		
101-1701-423.23-02	Civilian Pension	18,777	14,985	27,332	32,188	4,856	17.77%		
101-1701-423.23-04	Deferred Comp	6,388	7,153	8,410	9,904	1,494	17.76%		
101-1701-423.31-09	Training	948	1,082	1,100	1,500	400	36.36%		
101-1701-423.31-10	Other Professional Svcs	78,531	13,258	175,000	75,000	(100,000)	-57.14%		
101-1701-423.32-01	Legal	3,645	4,562	3,500	3,500	-	0.00%		
101-1701-423.32-03	Engineering	1,500	183,554	150,445	32,000	(118,445)	-78.73%		
101-1701-423.43-02	Radio eqpt. maintenance	300	328	500	500	-	0.00%		
101-1701-423.44-04	Copy Machines	4,870	6,163	5,200	5,200	-	0.00%		
101-1701-423.52-02	General liability	2,881	2,609	3,200	3,200	-	0.00%		
101-1701-423.52-11	Work. Comp. Premium	9,201	9,018	9,018	11,273	2,255	25.01%		
101-1701-423.53-01	Telephone	753	805	1,000	912	(88)	-8.80%		
101-1701-423.53-02	Cellular Telephones	1,334	1,765	1,425	2,016	591	41.47%		
101-1701-423.55-09	Other Printing	196	245	600	600	-	0.00%		
101-1701-423.58-01	Travel Executive	2,005	4,788	4,500	4,500	-	0.00%		
101-1701-423.58-02	Travel Other	1,819	666	2,000	2,000	-	0.00%		
101-1701-423.61-01	Office supplies	3,140	2,460	3,900	3,500	(400)	-10.26%		
101-1701-423.61-05	Postage	873	1,369	1,000	1,000	-	0.00%		
101-1701-423.61-13	Clothing	450	-	500	500	-	0.00%		
101-1701-423.64-01	Dues	1,395	1,536	1,760	1,985	225	12.78%		
101-1701-423.66-07	Safety equipment	340	141	500	500	-	0.00%		
101-1701-423.66-99	Other	-	-	200	100	(100)	-50.00%		
101-1701-423.68-02	Machinery & Equipment	2,272	172	5,500	5,500	-	0.00%		
101-1701-423.80-05	Fuel/Lubricants	2,682	2,784	4,580	3,550	(1,030)	-22.49%		
101-1701-423.80-10	Vehicle Maintenance	3,982	3,239	7,603	6,350	(1,253)	-16.48%		
ENGINEERING		658,895	729,177	909,533	785,592	(123,941)	-13.63%		

Engineering

## **Building Commissioner**

---

### **Mission Statement**

- To ensure that new construction, remodeling or repairs meet minimum standards as defined in the model building codes and zoning ordinances adopted by the City
- To maintain real estate values, housing stock, adherence to safety and quality of life residents of Kirkwood have come to expect through fair and consistent enforcement of the property maintenance (re-occupancy) code of the City
- To assist and support in the historic preservation of properties in landmark neighborhoods through protection, retainment, and enhancement of historic properties.
- To consider every contact an opportunity to provide both education and excellent customer service to homeowners, residents, contractors, developers, and citizens of the City of Kirkwood

### **General Description**

The Building Commissioner's Office is responsible for issuing residential and commercial building permits, plumbing permits, and mechanical permits; residential electrical 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; inspecting residential and commercial buildings prior to re-occupancy; and maintaining and archiving building permits and plans as required by State regulations.

The Building Commissioner's Office 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.

This work includes processing and reviewing applications and plans, conducting pre-meetings with owners and contractors, preparing packets for the Board members, publishing public notices, preparing agendas, attending meetings, maintaining all minutes and files, and coordinating board activities with the public and other City departments.

In the FY20 budget there will be a reorganization of job responsibilities that will place the Sewer Lateral Program under the Building Commissioners office. This move is to allow the Engineering Division to take on additional storm water responsibilities and project management task.

## Building Commissioner

---

The Public Services Department; Building Commissioner's Office has identified the following key indicators: staffing levels permits issued, construction value, inspections performed, and citizen board support.

### Staffing

The Building Commissioner's Office currently has a full-time staff of eight employees. The positions are listed below:

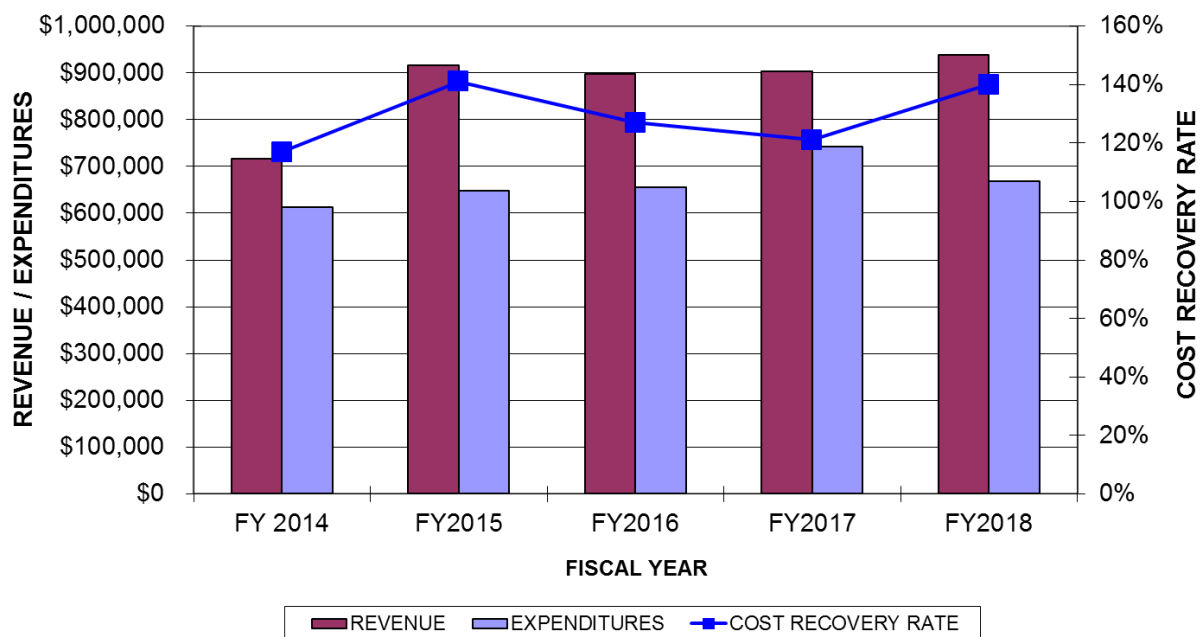
POSITION	FY13	FY14	FY15	FY16	FY17	FY18
Building Commissioner	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Building Commissioner	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector	2.00	2.00	2.00	2.00	3.00	3.00
Housing Inspector	0.50	0.50	0.50	0.50	0.50	
Administrative Assistant	3.00	3.00	3.00	3.00	3.00	3.00
Landmarks Liaison/Preservationist	0.50	0.50	0.50	0.50	-	-
<b>TOTAL</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.50</b>	<b>8.00</b>

## Building Commissioner

### Revenues and Expenditures

The Building Commissioner's operation has 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 FY18, the Building Commissioner's Office's cost/revenue rate was 140.0%.

**CITY OF KIRKWOOD  
PUBLIC SERVICES BUILDING COMMISSIONER'S OFFICE  
REVENUES, EXPENDITURES, AND COST RECOVERY RATE**

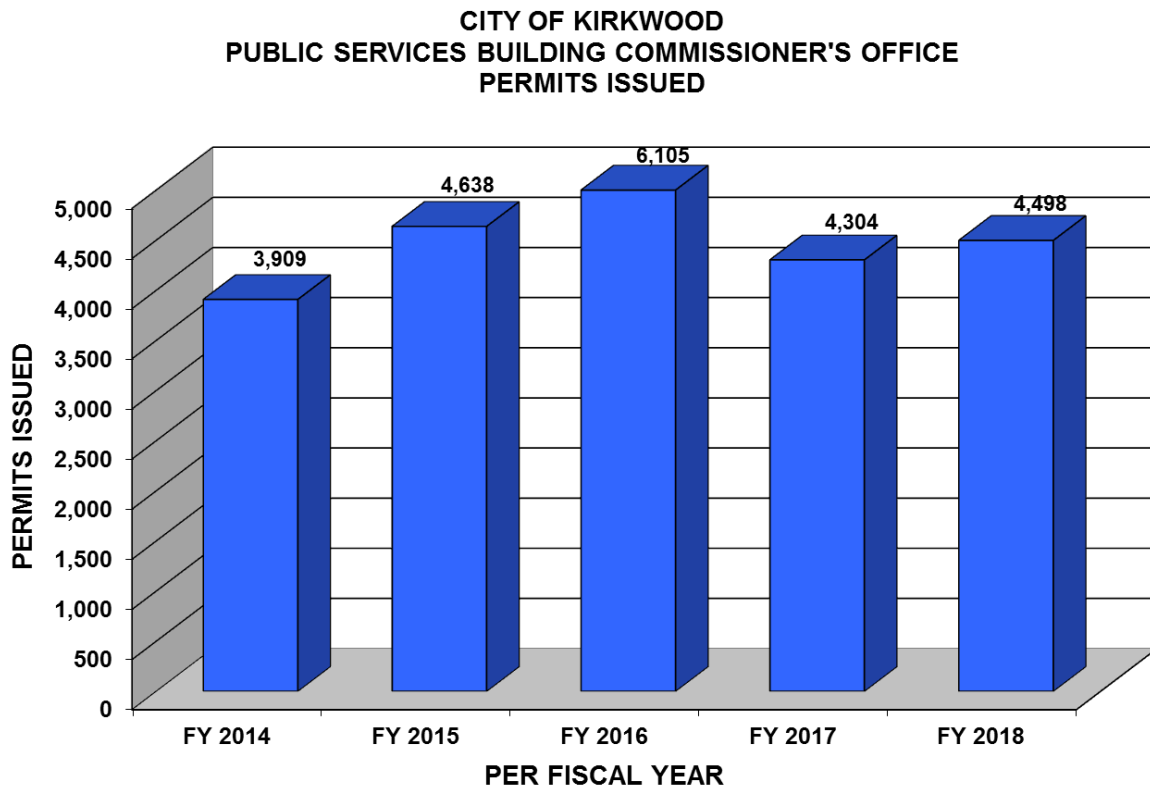


## Building Commissioner

---

### Permits Issued

The Building Commissioner's Office issued 4,498 permits for building construction, re-occupancy, electrical, plumbing, fences, signs, and other miscellaneous items. Permits are reviewed by the Building Commissioner and the Deputy Building Commissioner for code compliance prior to issuance.



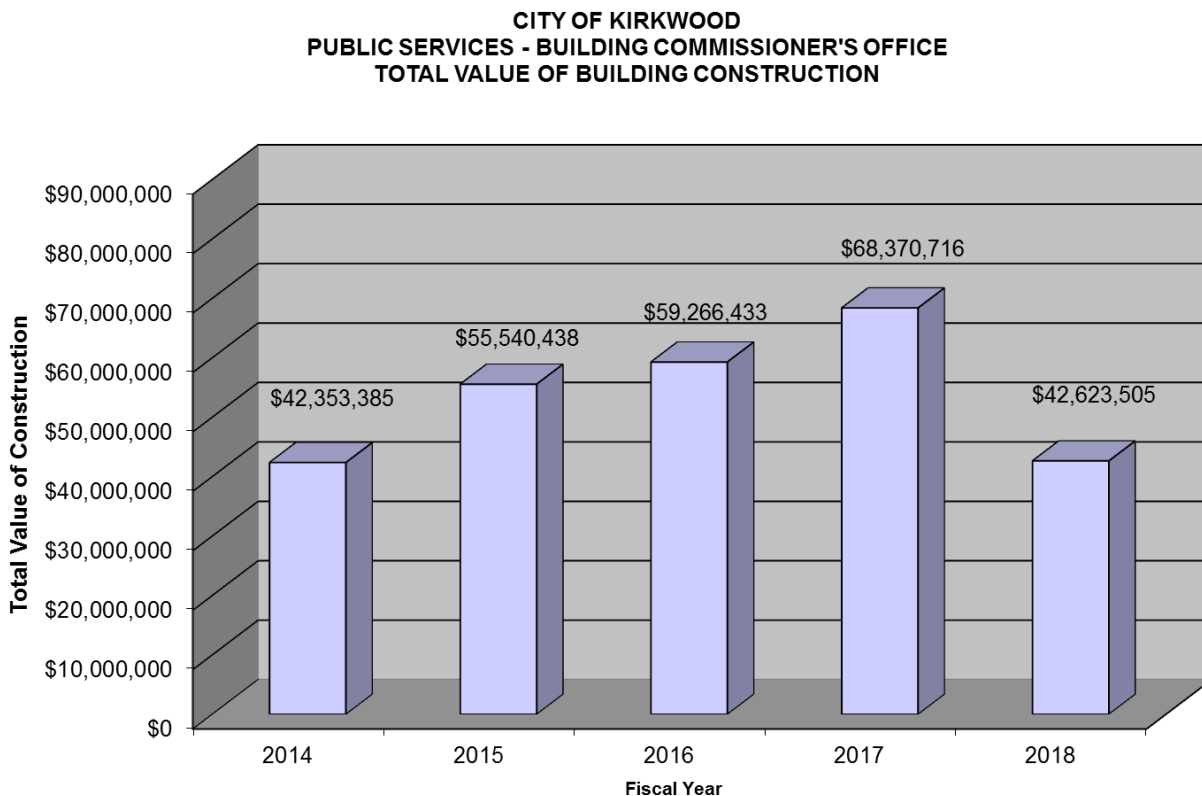


## Building Commissioner

### Building Construction

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 projects, such as Fresh Thyme Market and Kirkwood schools. Residential infill housing and residential additions have been steady over the last four to five years.

CITY OF KIRKWOOD								
PUBLIC SERVICES BUILDING COMMISSIONER'S OFFICE								
VALUE OF BUILDING CONSTRUCTION								
	NEW RESIDENTIAL		NEW COMMERCIAL					
FISCAL YEAR	NUMBER OF NEW PERMITS	VALUE	NUMBER OF NEW PERMITS	VALUE	TOTAL PERMITS FOR NEW PROJECTS	TOTAL VALUE OF NEW PROJECTS	TOTAL VALUE OF ADDITIONS	TOTAL VALUE OF CONSTRUCTION
2013	38	\$14,767,791	0	\$0	38	\$14,767,791	\$10,138,673	\$24,906,464
2014	54	\$19,164,924	1	\$590,900	55	\$19,755,824	\$22,597,561	\$42,353,385
2015	66	\$21,924,509	7	\$1,186,917	73	\$23,111,426	\$32,429,012	\$55,540,438
2016	63	\$24,728,049	3	\$4,639,760	66	\$29,421,809	\$29,844,624	\$59,266,433
2017	85	\$31,232,777	6	\$13,625,258	91	\$44,857,535	\$25,513,181	\$68,370,716
2018	79	\$31,643,299	2	\$400,000	81	\$32,043,299	\$10,580,206	\$42,623,505

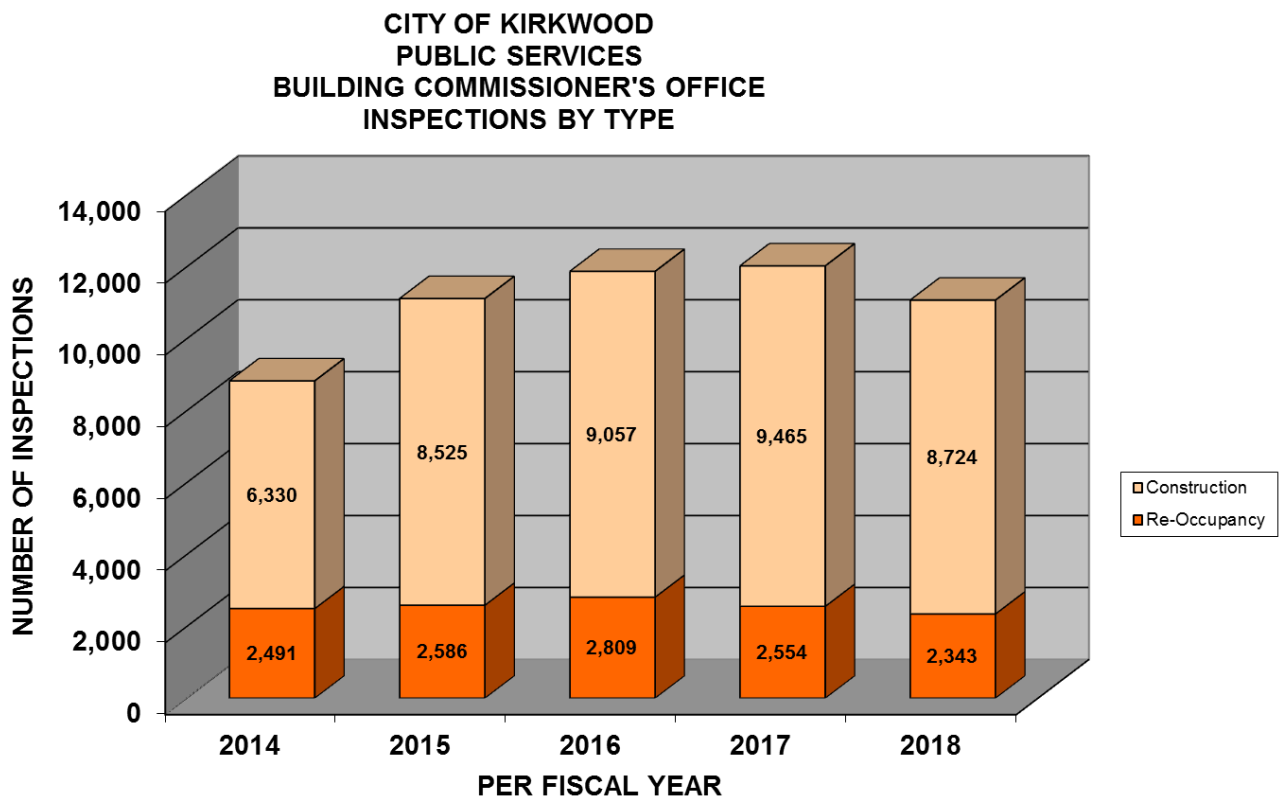


## Building Commissioner

---

### 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 three inspections on the average. Miscellaneous permits usually require one or two inspections.

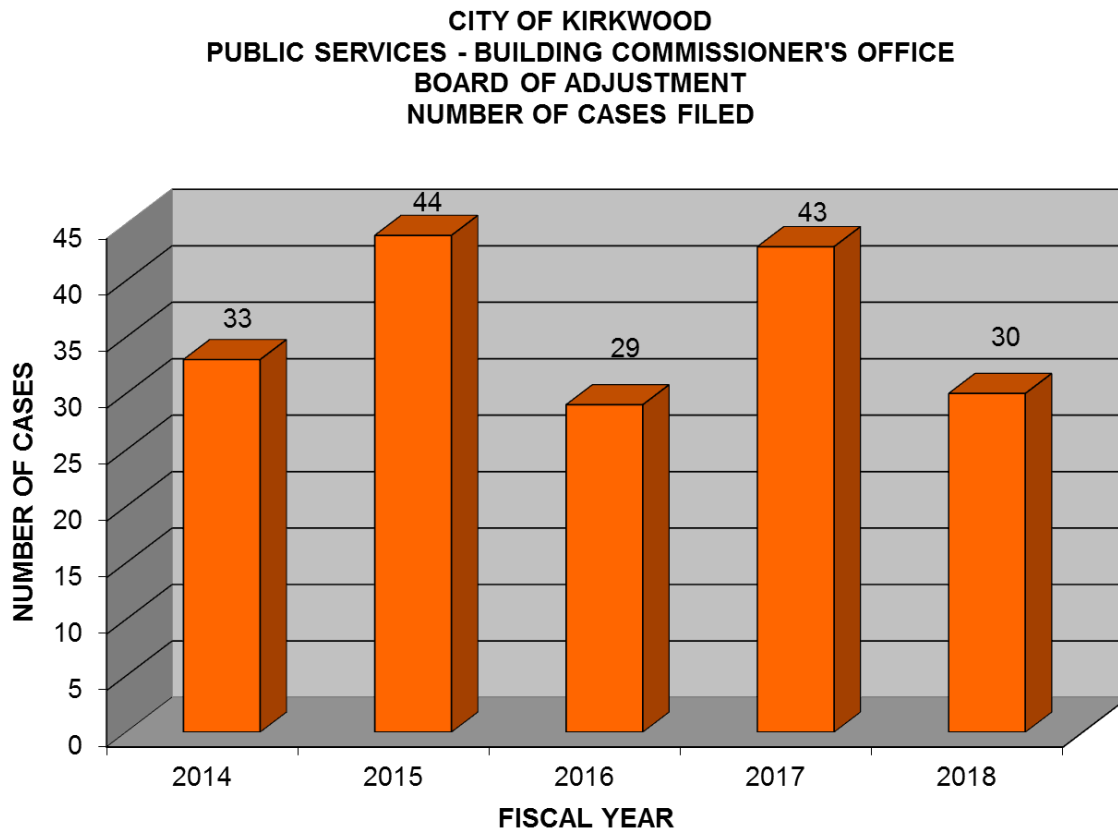


## Building Commissioner

---

### Citizen Boards and Commission Support

The Building Commissioner's Office 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.



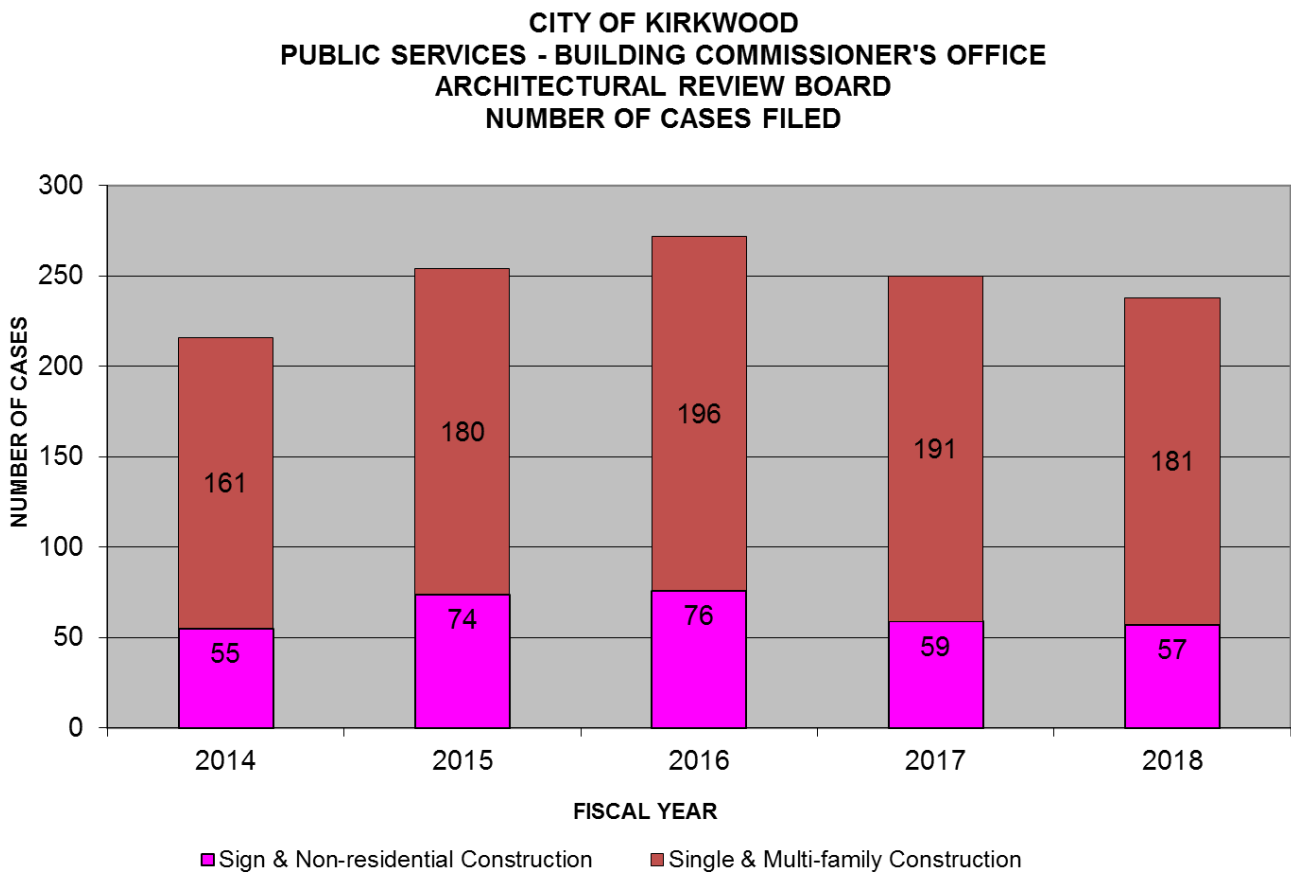
## Building Commissioner

---

The Building Commissioner's Office 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 reviews 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.

The Board also reviews all single-family residential building permits pertaining to new residential construction, accessory structures, and additions to existing residences in accordance with the ordinance adopted on July 7, 2011.

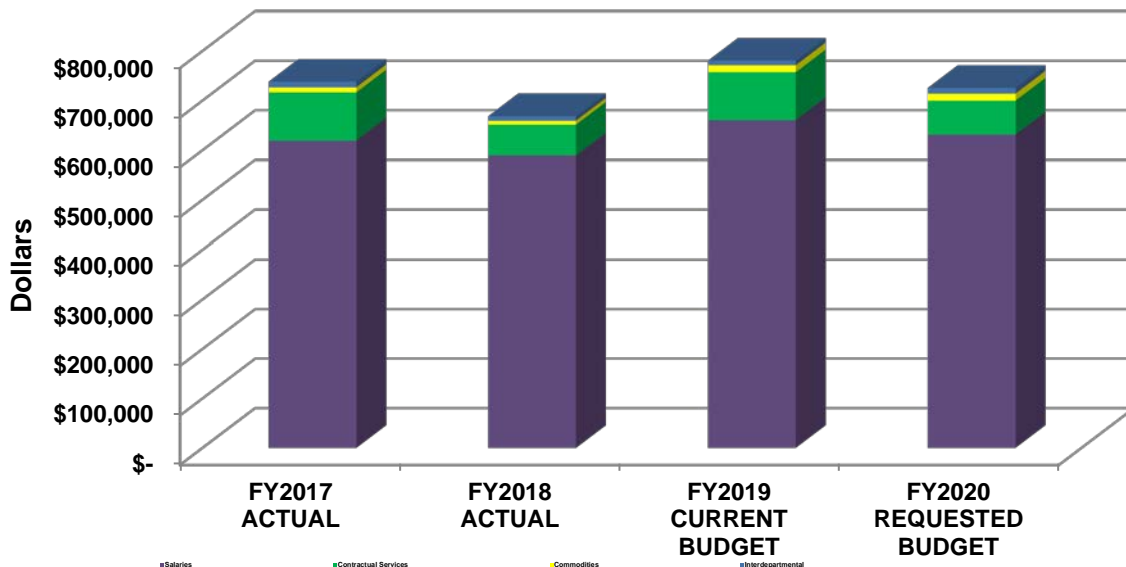
The intent of architectural review is to attempt to insure that the architectural scheme of proposed new construction, exterior renovation, or additions in designated areas and proposed new signs in all zoning districts are in harmony with the architectural scheme of the building, site, and surrounding area while striving not to destroy individual creativity for the sake of conformity and avoiding the precise standards that direct attention to superficialities of style rather than general aspects of design.



**CITY OF KIRKWOOD, MISSOURI  
BUILDING COMMISSIONER OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	449,653	451,438	468,373	443,148
Part-time Salaries	426	-	31,200	36,821
Overtime	234	271	1,000	500
Social Security	26,685	27,336	31,100	29,789
Medicare	6,241	6,393	7,259	6,967
Civilian Pension	28,133	15,867	30,810	31,231
Deferred Compensation	8,449	8,550	9,480	9,610
Subtotal Salaries	519,821	509,855	579,222	558,066
Other Benefits				
Health Insurance	95,258	74,491	77,074	69,369
Dental Insurance	3,576	3,595	3,712	3,247
Vision Insurance	642	642	663	578
Unemployment Compensation	-	468	-	-
Subtotal Other Benefits	99,476	79,196	81,449	73,194
Total Personnel Services	619,297	589,051	660,671	631,260
<b>Contractual Services</b>	97,328	62,504	96,434	68,643
<b>Commodities</b>	10,297	8,021	14,135	14,135
<b>Interdepartmental Charges</b>	10,907	8,896	9,097	11,167
<b>TOTAL BLDG COMM BUDGET</b>	<b>737,829</b>	<b>668,472</b>	<b>780,337</b>	<b>725,205</b>

**Building Commissioner Budget Summary**



CITY OF KIRKWOOD BUILDING COMMISSIONER

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
0101-1702-424.11-02	Salary Part Time	\$ 31,200	\$ 36,821	\$ 5,621	18.02%

Narrative:

This increase is due to an increase of 312 hours being allocated to this position . This past year the City Council wanted to increase site inspections on housing and commercial construction to keep these areas cleaner and safer for adjoining properties.

CITY OF KIRKWOOD							
FISCAL YEAR 2019/2020 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1702-424.11-01	Salary Full Time	449,653	451,438	468,373	443,148	(25,225)	-5.39%
101-1702-424.11-02	Salary Part Time	426	-	31,200	36,821	5,621	18.02%
101-1702-424.11-05	Overtime	234	271	1,000	500	(500)	-50.00%
101-1702-424.21-01	Health Insurance	95,258	74,491	77,074	69,369	(7,705)	-10.00%
101-1702-424.21-03	Dental Insurance	3,576	3,595	3,712	3,247	(465)	-12.53%
101-1702-424.21-04	Vision Insurance	642	642	663	578	(85)	-12.82%
101-1702-424.22-01	Social Security Taxes	26,685	27,336	31,100	29,789	(1,311)	-4.22%
101-1702-424.22-02	Medicare Contributions	6,241	6,393	7,259	6,967	(292)	-4.02%
101-1702-424.23-02	Civilian Pension	28,133	15,867	30,810	31,231	421	1.37%
101-1702-424.23-04	Deferred Comp	8,449	8,550	9,480	9,610	130	1.37%
101-1702-424.29-04	Unemployment Comp	-	468	-	-	-	-
101-1702-424.31-05	Microfilming Services	3,332	3,000	3,500	3,500	-	0.00%
101-1702-424.31-06	Derelict Structures	32,834	-	30,000	-	(30,000)	-100.00%
101-1702-424.31-09	Training	5,331	2,774	5,500	5,500	-	0.00%
101-1702-424.31-10	Other Professional Svcs	13,321	8,844	12,000	12,000	-	0.00%
101-1702-424.32-01	Legal	20,567	26,435	20,000	20,000	-	0.00%
101-1702-424.43-01	Office ept. maintenance	-	-	500	500	-	0.00%
101-1702-424.52-02	General liability	7,330	6,637	7,800	7,800	-	0.00%
101-1702-424.52-11	Work. Comp. Premium	11,054	10,834	10,834	13,543	2,709	25.00%
101-1702-424.53-01	Telephone	753	805	800	800	-	0.00%
101-1702-424.53-02	Cellular Telephones	1,411	1,485	1,500	1,500	-	0.00%
101-1702-424.55-09	Other Printing	1,275	728	1,500	1,000	(500)	-33.33%
101-1702-424.58-01	Travel	120	962	2,500	2,500	-	0.00%
101-1702-424.61-01	Office supplies	3,397	2,619	6,500	6,500	-	0.00%
101-1702-424.61-05	Postage	3,882	2,854	4,000	4,000	-	0.00%
101-1702-424.61-13	Clothing	1,062	926	1,200	1,200	-	0.00%
101-1702-424.64-01	Dues	895	610	1,335	1,335	-	0.00%
101-1702-424.66-07	Safety equipment	744	620	700	700	-	0.00%
101-1702-424.66-99	Other	317	392	400	400	-	0.00%
101-1702-424.80-05	Fuel/Lubricants	3,482	3,377	4,100	4,697	597	14.56%
101-1702-424.80-10	Vehicle Maintenance	7,425	5,519	4,997	6,470	1,473	29.48%
BUILDING COMMISSIONER		737,829	668,472	780,337	725,205	(55,132)	-7.07%

Building Commissioner

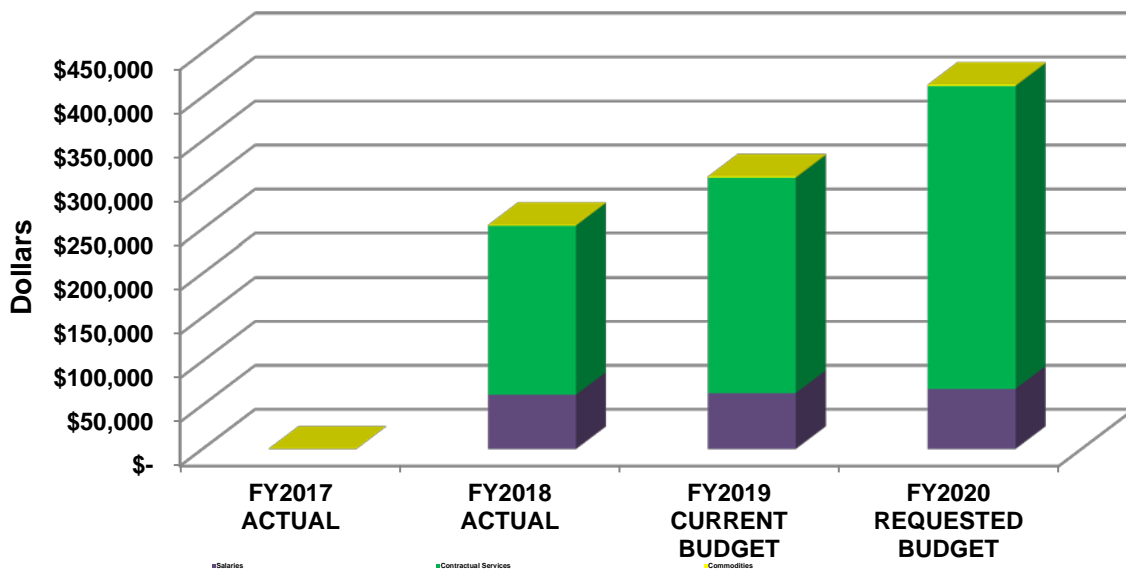
The page was intentionally left blank.



**CITY OF KIRKWOOD, MISSOURI  
FORESTRY OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	-	48,489	49,070	53,153
Overtime	-	26	-	100
Social Security	-	3,061	3,042	3,302
Medicare	-	716	712	773
Civilian Pension	-	1,842	3,190	3,462
Deferred Compensation	-	970	981	1,066
Subtotal Salaries	-	55,104	56,995	61,856
Other Benefits				
Health Insurance	-	6,084	6,085	6,085
Dental Insurance	-	464	465	465
Vision Insurance	-	78	80	80
Subtotal Other Benefits	-	6,626	6,630	6,630
Total Personnel Services	-	61,730	63,625	68,486
<b>Contractual Services</b>	-	192,061	244,399	343,781
<b>Commodities</b>	-	622	1,400	1,400
<b>TOTAL BLDG COMM BUDGET</b>	-	254,413	309,424	413,667

**Forestry Budget Summary**



## Forestry Department

## Forestry Department

## Forestry Department

**Increase is due to lawn maintenance being moved from the Street budget and adding additional services to maintain the Special Business District**

CITY OF KIRKWOOD							
FISCAL YEAR 2019/2020 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1705-423.11-01	Salary Full Time	-	48,489	49,070	53,153	4,083	8.32%
101-1705-423.11-05	Overtime	-	26	-	100	100	100.00%
101-1705-423.21-01	Health Insurance	-	6,084	6,085	6,085	-	0.00%
101-1705-423.21-03	Dental Insurance	-	464	465	465	-	0.00%
101-1705-423.21-04	Vision Insurance	-	78	80	80	-	0.00%
101-1705-423.22-01	Social Security Taxes	-	3,061	3,042	3,302	260	8.55%
101-1705-423.22-02	Medicare Contributions	-	716	712	773	61	8.57%
101-1705-423.23-02	Civilian Pension	-	1,842	3,190	3,462	272	8.53%
101-1705-423.23-04	Deferred Comp	-	970	981	1,066	85	8.66%
101-1705-423.31-09	Training	-	270	500	500	-	0.00%
101-1705-423.31-10	Other Professional Svcs	-	188,067	237,500	336,426	98,926	41.65%
101-1705-423.52-02	General liability	-	-	2,000	2,000	-	0.00%
101-1705-423.52-11	Work. Comp. Premium	-	2,044	2,044	2,555	511	25.00%
101-1705-423.53-02	Cellular Telephones	-	1,408	655	1,100	445	67.94%
101-1705-423.55-09	Other Printing	-	-	1,000	500	(500)	-50.00%
101-1705-423.58-02	Travel Other	-	272	700	700	-	0.00%
101-1705-423.61-13	Clothing	-	160	400	400	-	0.00%
101-1705-423.64-01	Dues	-	460	500	500	-	0.00%
101-1705-423.66-07	Safety equipment	-	2	500	500	-	0.00%
FORESTRY		-	254,413	309,424	413,667	104,243	33.69%

Forestry

The page was intentionally left blank.

## **Recreation Division**

---

The Recreation Division of the Parks and Recreation Department has identified the following performance measurements: Staffing levels, recovery rates, market comparisons and satisfaction rates of users/participants. As was the case for the FY16-17 budget performance measure report the FY17-18 report includes information on vehicles used by the Recreation Division. For the second year, a new "Performance Based Budget Report" that analyzes the various cost centers on a performance basis is included.

The Recreation Division is responsible for the administration and operation of four major recreation facilities: the community center, ice rink, racquet sports complex and aquatic center. Additionally, the division is responsible for all recreation programs, the Greentree Festival and the annual July 4<sup>th</sup> celebration. This responsibility includes any and all recreation programs offered at those four major facilities, as well as some offsite locations. The Division also is responsible for the development and implementation of policies for renting out those facilities to outside user groups.

### **Staffing**

For Fiscal Year 2017-18, the Recreation Division was operated with a full time staff of 12 employees, with 57% of the director's salary being paid out of the Park Fund and correspondingly, 57% of the position's work output being devoted to park operations.

#### **Full Time Staff**

Director of Parks and Recreation	(57% of salary is charged to park fund)
Superintendent of Recreation	
Recreation Supervisors	(2 positions)
Office Manager	
Building Maintenance Worker	
Ice Rink manager	
Assistant Ice Rink Manager	
Community Center Custodians	(3 positions)
Ice Rink Maintenance Worker	

Two sets of figures related to hours worked have been developed. The first merely 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

## **Recreation Division**

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**

	<b>FY2015-16</b>	<b>FY16-17</b>	<b>FY 17-18</b>
Administrative	13,800	12,685	13,492
Community Center	6,452	6,574	6,053
Rink	14,754	15,546	15,199
Aquatic Center*	23,339	23,273	22,625
Day Camps	7,985	8,667	8,541
Tennis	<u>1,629</u>	<u>1,208</u>	<u>1,307</u>
	67,959	67,953	67,217

\*Includes hours for pool management company

### **Revenue Generated Per Hour Worked**

	<b>FY2015-16</b>	<b>FY16-17</b>	<b>FY 17-18</b>
Community Center	\$26.56	\$28.06	\$29.47
Rink	\$53.00	\$48.72	\$48.10
Aquatic Center*	\$15.63	\$17.68	\$18.21
Day Camps	\$21.20	\$21.27	\$21.45
Tennis	\$28.08	\$41.02	\$35.29

\*Includes hours for pool management company

### **Recovery Rates**

The city has adopted a User Fee Policy for the services provided by the recreation department. This philosophy is based on the department assessing fees for services that can be classified into three distinct categories: Public Services, Merit Services, and Private Services. The level of direct and fixed costs recovered 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 some restrictions on who can participate but generally benefit a not for profit cause. Private Service involves providing a function that benefits an individual or individuals who pay for the direct costs of that service. In some instances a distinction between resident and non-resident status will result in different fees as well.

## **Recreation Division**

---

Fees and charges are determined by analysis of costs within category and through market based research. For pricing purposes we have defined the market as primarily those municipalities offering similar activities and facilities, with some comparisons to for-profit or semi-public (athletic associations, YMCA's) offering such activities or facilities.

Historically the Kirkwood Parks and Recreation Department has strived to reach a minimum recovery rate target of 80% through fees, while maintaining a balance of affordable and worthwhile leisure services. The recovery rate is important as a measure of the effectiveness of the Recreation Division operation in achieving this goal. In recent years, monitoring this rate has added importance as the Recreation Division has become independent of the general fund. This independence is accomplished through a transfer from the Parks and Recreation Sales Tax Fund that offsets any operating deficiencies the operation may incur. By achieving a higher recovery rate, the parks and storm water sales tax monies can be preserved for capital purposes.

During the past few years, the overall recovery rate for the Recreation Division has ranged between 81% range to a record high 95%+ level achieved in FY06-07. This compares to the recovery rate just below 50% achieved in 1995 when the current recovery rate goals were established. The recovery rate of 88% achieved for FY2017-18 represents a strong and typical financial performance.

### **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 that follows.

## Recreation Division

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

Cost Center	FY 2014 Percent of Expenses Recovered	FY 2015 Percent of Expenses Recovered	FY 2016 Percent of Expenses Recovered	FY 2017 Percent of Expenses Recovered	FY 2018 Percent of Expenses Recovered	FY 2019 Proposed Budget Percent of Expenses Recovered
Administrative	0%	0%	0%	0%	0%	0%
Community Center <sup>1</sup>	54%	58%	56%	59%	57%	56%
Ice Rink <sup>3</sup>	132%	134%	150%	143%	135%	134%
Aquatic Center <sup>2</sup>	87%	90%	91%	99%	97%	96%
Day Camps	153%	123%	132%	146%	137%	133%
Recreation Programs	185%	182%	185%	209%	189%	173%
Tennis Complex	244%	182%	174%	188%	160%	174%
Greentree Festival	129%	147%	114%	115%	107%	122%
July 4 <sup>th</sup> Event <sup>4</sup>	387%	41%	58%	67%	65%	55%
<b>Overall Recovery Rate</b>	<b>84%</b>	<b>85%</b>	<b>84%</b>	<b>90%</b>	<b>88%</b>	<b>87%</b>

### Influencing Factors

<sup>1</sup>The 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.

<sup>2</sup>Weather was a contributing factor when considering the last five fiscal year performances. Average temperatures during the FY2014 season were 86 degrees. During FY 15 average temperature was 87.2 degrees. During FY 16 average temperatures were 87 degrees and in FY17 hit 90 degrees, resulting in higher revenues for the season. Similar weather conditions were experienced during the FY18 season.

<sup>3</sup>Rink revenues and use were positively impacted in FY16 and to a lesser extent in FY 17 by long term closures of Webster, South County, Brentwood and St. Peters rinks. The Kirkwood Rink was closed for six weeks for repairs during FY18, resulting in a reduced recovery rate from the two previous years.

<sup>4</sup>The recovery rate for FY 2014 reflect the cancellation of the fireworks display in July of 2013 due to drought. An alternate display was done in December, 2013, at a lesser cost. Revenue for the canceled show was received in FY2014 along with additional sponsorship dollars for the December show. Sponsorships benefits for the July show were carried over to the following year. This resulted in a skewed recovery rates for both FY2014 and FY2015.

## Market Research Pricing Strategy

Like any commodity or service that is offered for sale on the market, pricing strategies must be developed to determine the fee charged to the consumer. In our case that strategy is guided by a number of factors including: the 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 surveys of local municipalities in determining price levels. Additionally, the Missouri Park and Recreation Association conducts statewide comprehensive studies on fees and charges for recreation services on a periodic basis and this may be used for comparison purposes. It is our intent to analyze the data on a comprehensive



## Recreation Division

basis to assure that our prices are competitive and in line with the market and we will make adjustments accordingly in the fees. As an example, the following chart details the results of surveys for day camp fees. Increases to day camp fees are planned for 2019. The proposed revenue budget reflects the increases.

The following chart compares hourly rates for area parks and recreation department's day camp programs. Because there is variety among such camps in terms of length of camp day, an hourly comparison is most effective way to compare costs.

### 2018 Camp Cost Comparison

City	Cost per Hour (Resident)
Manchester	\$2.71
Sunset Hills	\$3.00
Kirkwood (current)	\$3.00
<b>Kirkwood (proposed)</b>	<b>\$3.33</b>
Webster Groves	\$3.40
Fenton	\$3.67
Manchester	\$2.71
Ballwin	\$3.71
Ellisville	\$2.42
Crestwood	\$2.00
Des Peres	\$3.83

### Satisfaction Rates

Measuring the quality of park and recreation services is an important component of the operation. For the current fiscal year, the staff has undertaken an ongoing survey process throughout the range of program and facility offerings to evaluate customer satisfaction rates. Most, if not all of these surveys measure satisfaction rates for participation in programs or public use of facilities, along with assessments by the users or participants of the costs associated with such involvement. The targeted goal of the customer satisfaction levels is 80% (or an average 4 out of 5 on the typical scale used, or 2 out of 5 if the scale is reversed). For cost element questions the goal is to ensure at least 2/3 of the respondents find fees and charges are at an acceptable level. The goal is to develop survey instruments that are specific enough to the area being evaluated that meaningful information can be obtained for planning purposes. It is impossible in the scope of this document to highlight all of the survey work done by the department over the course of a year, so only a few samples are shown.

The Department uses a variety of methods in gathering surveys. Two of the most common methods are individual interviews or electronic surveys administrated through "Constant Contact." The following represents survey results from the tennis lesson program.

## Recreation Division



Please rate the following.  
1 = 1 Lowest, 2 = 2, 3 = 3, 4 = 4, 5 = 5 Highest

Answer	1	2	3	4	5	Number of Response(s)	Rating Score <sup>*</sup>
Convenience of Lesson Times						10	4.5
Ease of Registration						10	4.9
Available Lesson Times						10	4.4
Instructor to Student Ratio						10	4.8

<sup>\*</sup>The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.



Please rate the Lesson Instructor(s) in the following areas.  
1 = 1 Lowest, 2 = 2, 3 = 3, 4 = 4, 5 = 5 Highest

Answer	1	2	3	4	5	Number of Response(s)	Rating Score <sup>*</sup>
Professionalism						10	4.9
Friendliness						10	4.8
Approachability						10	4.7
Effectiveness of managing class						10	4.7
Child's Improvement						10	4.5

<sup>\*</sup>The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

## Recreation Division



Overall quality of the program.

1 = 1 Lowest, 2 = 2, 3 = 3, 4 = 4, 5 = 5 Highest

Answer	1	2	3	4	5	Number of Response(s)	Rating Score*
Administration						10	4.6
Overall Value (Cost vs Benefits)						10	4.7
Overall Satisfaction						10	4.7

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.



How do you feel about the prices for participating in the Lessons?

Answer	0%	100%	Number of Response(s)	Response Ratio
Too High			2	20.0 %
Too Low			0	0.0 %
Acceptable			8	80.0 %
Totals			10	100%



What was the method used for registration?

Answer	0%	100%	Number of Response(s)	Response Ratio
In person at the community center			5	50.0 %
Online			2	20.0 %
By Phone			3	30.0 %
Totals			10	100%

## Recreation Division

The following survey measures the satisfaction levels of renters of various Community Center facilities.

### Constant Contact Survey Results

**Survey Name:** Kirkwood Community Center

Rental Survey

**Response Status:** Partial & Completed

**Filter:** None

Aug 23, 2018 10:25:51 AM

#### 1. How would you rate your overall level of satisfaction with your room rental?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	<b>Highly dissatisfied</b>	<b>Somewhat dissatisfied</b>	<b>Neutral</b>	<b>Somewhat satisfied</b>	<b>Highly satisfied</b>
	4	1	1	10	65
	5%	1%	1%	12%	80%

29 Comment(s)

#### 2. Prior to your recent visit, had you rented from us before?

	<b>Number of Response (s)</b>	<b>Response Ratio</b>
Yes, 1 to 2 times before	10	12.1%
Yes, 3 to 5 times before	11	13.4%
Yes, 6 or more times before	34	41.4%
No, this was my first time	26	31.7%
No Responses	1	1.2%
<b>Total</b>	82	100%

## Recreation Division

### 3. Please rate the following attributes of your rental.

Top number is the count of respondents selecting the option.  
Bottom % is percent of the total respondents selecting the option.

	<b>Very poor</b>	<b>Poor</b>	<b>Neutral</b>	<b>Good</b>	<b>Excellent</b>
Making the reservation	0 0%	0 0%	2 2%	10 12%	70 85%
Room cleanliness at check-in	1 1%	2 2%	1 1%	13 16%	65 79%
Maintenance of building	0 0%	0 0%	3 4%	22 27%	56 69%
Helpfulness of custodial staff	1 1%	0 0%	3 4%	8 10%	68 85%
Helpfulness of front desk staff	0 0%	0 0%	9 11%	12 15%	60 74%
Parking	2 3%	1 1%	7 9%	25 31%	45 56%
Cleanliness of Restroom Facilities	0 0%	2 2%	6 7%	21 26%	53 65%
Condition of tables and chairs	0 0%	2 2%	10 12%	25 30%	45 55%
Value received for price paid	0 0%	0 0%	3 4%	17 21%	61 75%

20 Comment(s)

### 4. Where you greeted when you walked into the Community Center?

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Yes	51	62.1%
No	27	32.9%
No Responses	4	4.8%
<b>Total</b>	<b>82</b>	<b>100%</b>

## Recreation Division

### 5. Was your room opened on time?

	Number of Response(s)	Response Ratio
Yes	79	96.3%
No	3	3.6%
No Responses	0	0.0%
<b>Total</b>	<b>82</b>	<b>100%</b>

### 6. If you are hosting another event, how likely would you be to rent with us again?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

Very unlikely	Somewhat unlikely	Neutral	Somewhat likely	Very likely
0	1	2	8	71
0%	1%	2%	10%	87%

### 7. How likely is it that you would recommend us to a friend or colleague?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

Very unlikely	Somewhat unlikely	Neutral	Somewhat likely	Very likely
0	1	2	12	65
0%	1%	3%	15%	81%

## Department Vehicles

The Recreation Division's list of vehicles is very short. Two are ice resurfacing machines, a 2016 Olympia that is the primary machine, and a 2003 Olympia which serves as a backup. Both machines are operated almost 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.

## **Recreation Division**

---

The other vehicle associated with the Recreation Division is 2009 Dodge Caravan minivan. As the sole road worthy vehicle for the division it is driven by almost every full time Recreation Division staff member at one time or another for a variety of purposes.

### **RECREATION DIVISION PROGRAM BUDGET ANALYSIS**

This document serves as an initial attempt to develop a program style budget for the recreation division for activities conducted by the division. Essentially the current budget structure has a program budget approach based on the nine cost centers utilized for the budget. The current nine cost centers are:

- Administration (2001) - encompasses costs that are not directly attributable to any of the following eight cost centers. It includes salary and benefit expense for much of the professional and front desk staff members.
- Community Center (2002) – 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 rental money received through use of the facility by outside groups.
- Ice Rink (2003) – expenses include staff dedicated to the operation of the rink as well as much of the utility costs for the rink. Revenue is that generated by rink related activities, including public admission, rentals and lesson program.
- Aquatic Center (2004) –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. It should be remembered that the Cities of Glendale and Oakland are equity partners in the aquatic center and share in any operating losses/gains.
- Day Camp (2005) – 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 Division

---

- Recreation Programs (2006) – 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 (2007) – 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 (2008) – 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 4<sup>th</sup> Fireworks (2009) – Expenses include overtime for park staff, fireworks, entertainment and event supplies. Revenue is derived from sponsorships.

In an effort to develop a program budget based analysis of the current recreation division budget, each of these costs center will be evaluated. Historically each cost center is analyzed as the line item budget is being developed to for such measures as cost recovery (revenue divided by expenses), and net dollars (revenue minus expenses) as a means of comparing performance from one year to the next. In this analysis the following items will be 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 (2014-2018).
- 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.



## Recreation Division

---

- 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 costs.
- **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 that is a consideration in budget preparation. In some cases the target number is set by policy (the aquatic center for example), and in others 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 used for budgeting purposes. The target amount is developed in the same fashion as the Current Target Recovery Rate.
- **FY 19-20 Budget Recovery Rate** is revenue divided by expenses as projected in the proposed budget for the upcoming fiscal year.
- **FY 19-20 Net Dollars** is again revenue minus expenses as projected in the upcoming year's budget request.
- **Modified Recovery Rate** is revenue divided by expenses as projected in the budget request for the upcoming fiscal year with some modifications. The expenses in this case include re-allocations for full time staff that in the normal budget are incorporated in the Administrative Cost Center to other cost centers based on staff's estimate of time spent on those areas.
- **Modified Net Dollars** revenue minus expenses in the budget request for the upcoming fiscal year, with expenses adjusted as above.

## **Recreation Division**

---

### **Administrative Cost Center (101-2001)**

**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** – (\$497,231)  
**Current Target Recovery Rate** – 0%  
**Current Target Net Dollars** – (\$525,000)  
**FY19-20 Budget Recovery Rate** – 0%  
**FY19-20 Net Dollars** – (\$561,899)  
**Modified Recovery Rate** – 0%  
**Modified Net Dollars** – (\$306,415)

### **Community Center (101-2002)**

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

**Five Year Recovery Rate** – 56.9%  
**Five Year Net Dollars** – (\$132,362)  
**Current Target Recovery Rate** – 55%  
**Current Target Net Dollars** – (\$140,000)  
**FY19-20 Budget Recovery Rate** – 52.5%  
**FY19-20 Net Dollars** – (\$161,945)  
**Modified Recovery Rate** – 50%  
**Modified Net Dollars** – (\$175,697)

### **Ice Rink (101-2003)**

**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** – 138.7%  
**Five Year Net Dollars** – \$204,378  
**Current Target Recovery Rate** – 135%  
**Current Target Net Dollars** – \$225,000  
**FY19-20 Budget Recovery Rate** – 145%  
**FY19-20 Net Dollars** – \$262,334  
**Modified Recovery Rate** – 143%  
**Modified Net Dollars** – \$254,438

## **Recreation Division**

---

### **Aquatic Center (101-2004)**

**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.

**Five Year Recovery Rate** – 92.8 %

**Five Year Net Dollars** – (\$30,085)

**Current Target Recovery Rate** –100%

**Current Target Net Dollars** – \$0

**FY19-20 Budget Recovery Rate** – 93.5%

**FY19-20 Net Dollars** – (\$29,142)

**Modified Recovery Rate** – 87%

**Modified Net Dollars** – \$(60,809)

### **Day Camp (1005)**

**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 expands. It also does a good job of recovering its costs.

**Five Year Recovery Rate** – 138.1%

**Five Year Net Dollars** – \$45,937

**Current Target Recovery Rate** –125%

**Current Target Net Dollars** – \$40,000

**FY19-20 Budget Recovery Rate** -142%

**FY19-20 Net Dollars** -\$62,069

**Modified Recovery Rate** – 115%

**Modified Net Dollars** – \$27,450

## **Recreation Division**

---

### **Recreation Programs (101-2006)**

**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 theater. 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** – 190%

**Five Year Net Dollars** – \$133,852

**Current Target Recovery Rate** –180%

**Current Target Net Dollars** – \$125,000

**FY19-20 Budget Recovery Rate** -177%

**FY19-20 Net Dollars** - \$133,825

**Modified Recovery Rate** – 106.5%

**Modified Net Dollars** – \$18,980

### **Racquet Sports Center (101-2007)**

**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** – 189.4%

**Five Year Net Dollars** – \$21,153

**Current Target Recovery Rate** –175%

**Current Target Net Dollars** – \$20,000

**FY19-20 Budget Recovery Rate** – 173%

**FY19-20 Net Dollars** - \$19,825

**Modified Recovery Rate** – 82.6%

**Modified Net Dollars** – \$(9,844)

## **Recreation Division**

---

### **Greentree Festival (101-2008)**

**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** – 122.5%

**Five Year Net Dollars** – \$12,668

**Current Target Recovery Rate** –100%

**Current Target Net Dollars** – \$0

**FY19-20 Budget Recovery Rate** – 112.4%

**FY19-20 Net Dollars** - \$8,190

**Modified Recovery Rate** – 87.9%

**Modified Net Dollars** – (\$10,164)

### **July 4<sup>th</sup> Fireworks (101-2009)**

**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.

**Four Year Recovery Rate<sup>1</sup>** – 57.7%

**Four Year Net Dollars<sup>1</sup>** – \$(10,644)

**Current Target Recovery Rate** –100%

**Current Target Net Dollars** – \$0

**FY19-20 Budget Recovery Rate** – 63%

**FY19-20 Budget Net Dollars** – \$(10,300)

**Modified Recovery Rate** – 53.8%

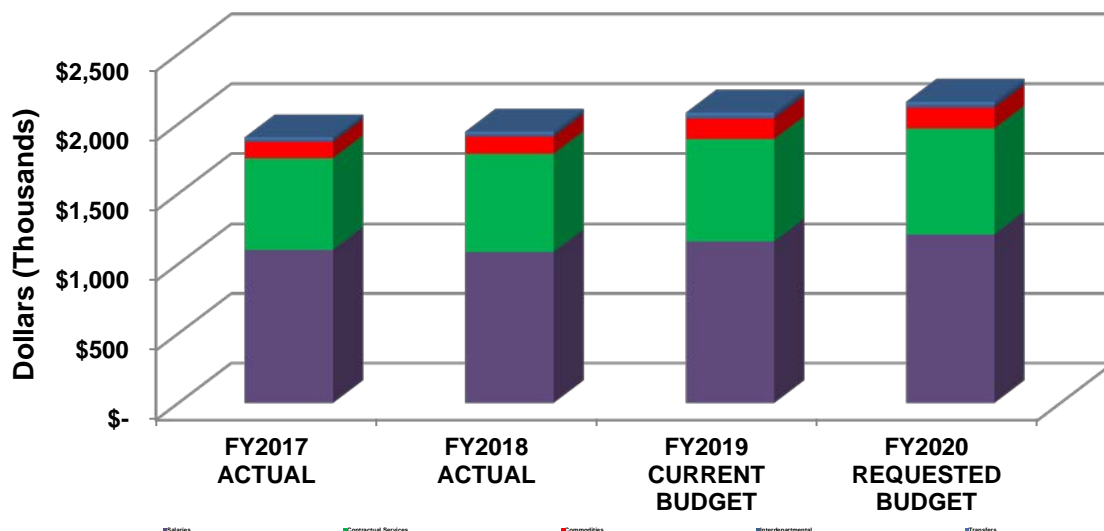
**Modified Net Dollars** – (\$15,002)

<sup>1</sup>FY2014 fireworks were canceled

**CITY OF KIRKWOOD, MISSOURI  
RECREATION OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	602,793	607,019	628,316	660,003
Part-time Salaries	149,261	141,539	154,891	165,025
Temporary	119,395	120,388	129,296	138,512
Overtime	6,696	6,052	10,100	8,850
Social Security	53,756	53,961	56,795	60,656
Medicare	12,572	12,620	13,295	14,108
Civilian Pension	40,239	25,482	45,915	47,985
Deferred Compensation	9,875	10,587	11,570	11,530
Subtotal Salaries	994,587	977,648	1,050,178	1,106,669
Other Benefits				
Health Insurance	99,725	100,727	104,500	98,200
Dental Insurance	5,303	5,303	5,450	5,000
Vision Insurance	942	942	980	895
Subtotal Other Benefits	105,970	106,972	110,930	104,095
Total Personnel Services	1,100,557	1,084,620	1,161,108	1,210,764
<b>Contractual Services</b>	652,903	699,823	729,141	755,328
<b>Commodities</b>	116,706	123,209	146,897	149,728
<b>Interdepartmental Charges</b>	256,666	252,535	257,809	266,548
<b>Transfers to Other Funds</b>	16,095	17,742	21,125	21,030
<b>TOTAL RECREATION BUDGET</b>	<b>2,142,927</b>	<b>2,177,929</b>	<b>2,316,080</b>	<b>2,403,398</b>

**Recreation Budget Summary**



## CITY OF KIRKWOOD

## RECREATION

## Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	101-2001-451-1101	Full Time Salaries	\$290,008	\$314,309	\$ 24,301	8.38%
	Narrative:	Increase is consistent with new salary structure that has impacted some positions within the division, plus proposed 3.75% salary increases for the year.				
2	101-2001-451-1102	Part Time Salaries	\$41,055	\$44,955	\$ 3,900	9.50%
	Narrative:	Budget requests the desire to add a part time staff member to handle website updates and social media activities.				
3	101-2001-451-3110	Buildings and Grounds (Community Center)	\$19,965	\$23,575	\$ 3,610	18.08%
	Narrative:	Costs for our share of the Inclusive Recreation Recreation Coordinator have increased. In addition costs for software support for Rectrac and new website have added costs.				
4	101-2002-451-6108	Janitorial Supplies	\$8,500	\$7,200	\$ (1,300)	-15.29%
	Narrative:	Current projections indicate that staff is doing a good job of containing costs for janitorial supplies.				
5	101-2003-451-2101	Health Insurance	\$30,400	\$24,000	\$ (6,400)	-21.05%
	Narrative:	Budget request reflects current use of benefit by staff. Change in membership of staff has resulted in less use of the health insurance benefit.				
6	101-2003-451-3110	Other Professional Services	\$16,500	\$21,675	\$ 5,175	31.36%
	Narrative:	The increase in budget amount is to support additional instructors for the highly successful skating lesson program. Revenue budget for skating lessons has increased by \$5,000 for the year.				
7	101-2003-451-6114	General Supplies, Machinery & Equipment	\$20,500	\$14,200	\$ (6,300)	-30.73%
	Narrative:	Decrease due to spending less to stockpile R-22 for ice plant compared to previous two years.				
8	101-2003-451-8040	Water	\$4,903	\$6,500	\$ 1,597	32.57%
	Narrative:	Includes the 15% increase in rates suggested by Public Works Director.				
9	101-2004-451-8040	Water	\$22,050	\$26,500	\$ 4,450	20.18%
	Narrative:	New request includes 15% increase and rate along with contingency for leaks that are becoming more prevalent.				

## CITY OF KIRKWOOD

## RECREATION

## Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
10	101-2005-451-3110	Other Professional Services	\$23,800	\$18,850	\$ (4,950)	-20.80%
	Narrative:	Decrease in budget due to elimination of second session of Camp Broadway. There will be a corresponding loss in revenue.				
11	101-2005-451-3210	Purchased Professional Services	\$25,500	\$28,850	\$ 3,350	13.14%
	Narrative:	Increase due to added costs for background checks and drug screens for day camp personnel.				
12	101-2006-451-3111	Official/Administrative, Trips	\$5,800	\$2,000	\$ (3,800)	-65.52%
	Narrative:	Cooperative programming efforts with other parks and recreation agencies, coupled with reduced interest in senior day trips have resulted in lower costs.				
13	101-2006-451-3210	Purchased Professional Services	\$5,525	\$4,025	\$ (1,500)	-27.15%
	Narrative:	A change in the manner in which athletic league fees are collected has resulted in lower credit card use charges.				
14	101-2006-451-6111	Food	\$1,200	\$2,460	\$ 1,260	105.00%
	Narrative:	The highly popular Daddy/Daughter Dance continues to evolve and food has become a more important component.				
15	101-2006-451-6115	General Supplies, Buildings & Grounds	\$6,000	\$7,100	\$ 1,100	18.33%
	Narrative:	Budget request includes funding to acquire and install mirrors in some rooms allowing for additional opportunities to program dance and exercise programs in those areas.				
16	101-2008-451-3210	Purchased Professional Services, Other	\$26,175	\$29,775	\$ 3,600	13.75%
	Narrative:	Increase due principally to additional funding for main stage entertainment.				



CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2001-451.11-01	Salary Full Time	282,078	279,482	290,008	314,309	24,301	8.38%		
101-2001-451.11-02	Salary Part Time	40,744	37,084	41,055	45,505	4,450	10.84%		
101-2001-451.11-05	Overtime	1,285	272	3,000	1,750	(1,250)	-41.67%		
101-2001-451.21-01	Health Insurance	44,531	45,433	49,150	48,000	(1,150)	-2.34%		
101-2001-451.21-03	Dental Insurance	2,194	2,194	2,200	2,200	-	0.00%		
101-2001-451.21-04	Vision Insurance	385	385	400	400	-	0.00%		
101-2001-451.22-01	Social Security Taxes	19,667	19,404	20,320	22,417	2,097	10.32%		
101-2001-451.22-02	Medicare Contributions	4,600	4,538	4,760	5,243	483	10.15%		
101-2001-451.23-02	Civilian Pension	17,296	11,481	20,650	22,450	1,800	8.72%		
101-2001-451.23-04	Deferred Comp	4,492	5,211	5,500	5,750	250	4.55%		
101-2001-451.31-09	Training	410	60	250	350	100	40.00%		
101-2001-451.31-10	Other Professional Svcs	18,709	18,225	19,965	23,575	3,610	18.08%		
101-2001-451.32-01	Legal	3,735	4,675	3,074	3,074	-	0.00%		
101-2001-451.43-02	Radio eqpt. maintenance	300	328	330	330	-	0.00%		
101-2001-451.44-04	Copy Machines	1,603	1,560	2,000	1,900	(100)	-5.00%		
101-2001-451.52-02	General liability	6,850	6,203	8,344	8,344	-	0.00%		
101-2001-451.52-11	Work. Comp. Premium	22,105	21,663	21,633	27,079	5,446	25.17%		
101-2001-451.53-01	Telephone	6,677	6,749	6,900	7,000	100	1.45%		
101-2001-451.58-01	Travel	2,365	2,177	2,750	2,200	(550)	-20.00%		
101-2001-451.61-01	Office supplies	4,300	4,670	5,070	5,070	-	0.00%		
101-2001-451.61-05	Postage	5,871	6,871	7,300	7,200	(100)	-1.37%		
101-2001-451.61-11	Food	347	380	400	400	-	0.00%		
101-2001-451.64-01	Dues	1,645	1,600	1,745	1,650	(95)	-5.44%		
101-2001-451.80-05	Fuel/Lubricants	493	666	750	866	116	15.47%		
101-2001-451.80-10	Vehicle Maintenance	2,341	4,343	974	4,281	3,307	339.53%		
101-2001-451.80-60	Admin., Clrk, & Acct.	10,100	10,104	10,100	10,100	-	0.00%		
101-2002-451.11-01	Salary Full Time	143,321	147,646	153,019	157,906	4,887	3.19%		
101-2002-451.11-05	Overtime	3,117	3,996	4,000	4,000	-	0.00%		
101-2002-451.21-01	Health Insurance	22,969	22,969	23,000	24,150	1,150	5.00%		
101-2002-451.21-03	Dental Insurance	1,624	1,624	1,700	1,700	-	0.00%		
101-2002-451.21-04	Vision Insurance	290	290	300	300	-	0.00%		
101-2002-451.22-01	Social Security Taxes	8,911	9,373	9,735	10,400	665	6.83%		
101-2002-451.22-02	Medicare Contributions	2,084	2,192	2,275	2,350	75	3.30%		
101-2002-451.23-02	Civilian Pension	9,160	5,804	10,210	10,525	315	3.09%		
101-2002-451.23-04	Deferred Comp	978	970	1,500	1,200	(300)	-20.00%		
101-2002-451.43-05	Alarm Maintenance	388	3,858	1,207	1,200	(7)	-0.58%		
101-2002-451.43-06	Equipment	2,516	65	600	800	200	33.33%		
101-2002-451.43-12	Building & Grounds	23,529	26,398	24,818	25,700	882	3.55%		

Recreation

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2002-451.61-08	Janitorial supplies	7,974	7,165	8,500	7,200	(1,300)	-15.29%		
101-2002-451.61-13	Clothing	599	635	700	700	-	0.00%		
101-2002-451.61-14	Machinery & Equipment	388	648	675	675	-	0.00%		
101-2002-451.61-15	Buildings & Grounds	4,840	5,666	8,500	8,000	(500)	-5.88%		
101-2002-451.61-99	Other	1,192	920	3,250	3,000	(250)	-7.69%		
101-2002-451.62-03	Gas	5,616	6,830	7,500	7,500	-	0.00%		
101-2002-451.66-08	Small tools	799	298	700	500	(200)	-28.57%		
101-2002-451.80-20	Electric Charges	64,993	62,512	65,000	65,000	-	0.00%		
101-2002-451.80-40	Water Usage Charges	394	525	526	605	79	15.02%		
101-2002-451.80-50	Sanitation Charges	5,232	5,232	5,232	5,232	-	0.00%		
101-2003-451.11-01	Salary Full Time	166,026	169,435	174,550	176,268	1,718	0.98%		
101-2003-451.11-02	Salary Part Time	108,517	104,455	113,836	119,520	5,684	4.99%		
101-2003-451.11-05	Overtime	2,222	1,783	3,000	2,500	(500)	-16.67%		
101-2003-451.21-01	Health Insurance	30,377	30,377	30,400	24,000	(6,400)	-21.05%		
101-2003-451.21-03	Dental Insurance	1,392	1,392	1,450	1,000	(450)	-31.03%		
101-2003-451.21-04	Vision Insurance	251	251	260	175	(85)	-32.69%		
101-2003-451.22-01	Social Security Taxes	17,075	17,072	18,000	18,493	493	2.74%		
101-2003-451.22-02	Medicare Contributions	3,993	3,992	4,210	4,325	115	2.73%		
101-2003-451.23-02	Civilian Pension	13,212	7,805	14,305	14,215	(90)	-0.63%		
101-2003-451.23-04	Deferred Comp	4,255	4,196	4,350	4,350	-	0.00%		
101-2003-451.31-10	Other Professional Svcs	17,074	18,795	16,500	21,675	5,175	31.36%		
101-2003-451.32-10	Other	7,286	8,120	7,250	9,000	1,750	24.14%		
101-2003-451.43-06	Equipment	28,777	41,767	33,100	30,715	(2,385)	-7.21%		
101-2003-451.43-12	Building & Grounds	2,494	1,586	8,870	2,500	(6,370)	-71.82%		
101-2003-451.52-03	Participant Liability	-	-	50	50	-	0.00%		
101-2003-451.61-01	Office supplies	313	652	500	500	-	0.00%		
101-2003-451.61-08	Janitorial supplies	1,530	1,843	2,380	2,380	-	0.00%		
101-2003-451.61-13	Clothing	539	67	500	500	-	0.00%		
101-2003-451.61-14	Machinery & Equipment	5,520	8,441	20,500	14,200	(6,300)	-30.73%		
101-2003-451.61-15	Buildings & Grounds	5,698	7,579	3,030	6,400	3,370	111.22%		
101-2003-451.61-99	Other	663	308	750	1,700	950	126.67%		
101-2003-451.62-03	Gas	8,281	8,462	7,700	8,517	817	10.61%		
101-2003-451.64-01	Dues	149	91	250	250	-	0.00%		
101-2003-451.66-08	Small tools	109	139	300	300	-	0.00%		
101-2003-451.66-19	Recreation supplies	2,275	2,265	4,850	4,600	(250)	-5.15%		
101-2003-451.80-20	Electric Charges	97,112	95,080	102,010	101,100	(910)	-0.89%		
101-2003-451.80-40	Water Usage Charges	4,337	4,902	4,903	6,500	1,597	32.57%		
101-2003-451.80-50	Sanitation Charges	1,500	1,500	1,500	1,500	-	0.00%		

Recreation

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2004-451.10-10	Transfer to Other Funds	1,403	1,557	1,500	1,530	30	2.00%		
101-2004-451.11-01	Salary Full Time	11,368	10,456	10,739	11,520	781	7.27%		
101-2004-451.11-04	Salary Temporary	38,475	38,780	41,047	42,290	1,243	3.03%		
101-2004-451.11-05	Overtime	72	1	100	100	-	0.00%		
101-2004-451.21-01	Health Insurance	1,848	1,948	1,950	2,050	100	5.13%		
101-2004-451.21-03	Dental Insurance	93	93	100	100	-	0.00%		
101-2004-451.21-04	Vision Insurance	16	16	20	20	-	0.00%		
101-2004-451.22-01	Social Security Taxes	3,082	3,052	3,220	3,344	124	3.85%		
101-2004-451.22-02	Medicare Contributions	721	714	755	782	27	3.58%		
101-2004-451.23-02	Civilian Pension	571	392	710	755	45	6.34%		
101-2004-451.23-04	Deferred Comp	150	210	220	230	10	4.55%		
101-2004-451.31-10	Other Professional Svcs	246,656	255,181	262,016	280,900	18,884	7.21%		
101-2004-451.32-02	Audit	1,318	970	1,500	1,500	-	0.00%		
101-2004-451.32-10	Other	6,213	6,400	7,000	7,100	100	1.43%		
101-2004-451.43-06	Equipment	3,365	5,859	9,300	9,400	100	1.08%		
101-2004-451.43-12	Building & Grounds	6,757	8,972	11,420	10,060	(1,360)	-11.91%		
101-2004-451.52-02	General liability	7,690	6,964	9,367	9,367	-	0.00%		
101-2004-451.55-09	Other Printing	232	51	300	200	(100)	-33.33%		
101-2004-451.61-01	Office supplies	765	892	1,700	1,500	(200)	-11.76%		
101-2004-451.61-08	Janitorial supplies	2,034	2,332	2,150	2,150	-	0.00%		
101-2004-451.61-13	Clothing	-	197	100	200	100	100.00%		
101-2004-451.61-14	Machinery & Equipment	309	767	750	750	-	0.00%		
101-2004-451.61-15	Buildings & Grounds	6,169	4,004	4,800	4,800	-	0.00%		
101-2004-451.61-99	Other	2,710	4,077	1,249	4,400	3,151	252.28%		
101-2004-451.64-01	Dues	1,431	1,461	1,750	1,750	-	0.00%		
101-2004-451.66-08	Small tools	-	-	100	100	-	0.00%		
101-2004-451.80-20	Electric Charges	39,363	40,634	40,500	40,600	100	0.25%		
101-2004-451.80-40	Water Usage Charges	26,537	22,777	22,050	26,500	4,450	20.18%		
101-2004-451.80-50	Sanitation Charges	1,764	1,764	1,764	1,764	-	0.00%		
101-2004-451.80-60	Admin., Clrk, & Acct.	2,500	2,496	2,500	2,500	-	0.00%		
101-2005-451.11-04	Salary Temporary	74,922	74,938	82,049	89,432	7,383	9.00%		
101-2005-451.22-01	Social Security Taxes	4,649	4,646	5,100	5,545	445	8.73%		
101-2005-451.22-02	Medicare Contributions	1,087	1,087	1,195	1,299	104	8.70%		
101-2005-451.31-10	Other Professional Svcs	22,837	24,306	23,800	18,850	(4,950)	-20.80%		
101-2005-451.32-10	Other	15,573	22,045	25,500	28,850	3,350	13.14%		
101-2005-451.61-11	Food	335	814	1,170	1,170	-	0.00%		
101-2005-451.66-19	Recreation supplies	7,119	6,110	6,175	6,175	-	0.00%		
101-2006-451.10-10	Transfer to Other Funds	-	-	1,200	1,200	-	0.00%		

Recreation

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2006-451.31-10	Other Professional Svcs	110,407	117,998	123,474	124,299	825	0.67%		
101-2006-451.31-11	Trips	952	65	5,800	2,000	(3,800)	-65.52%		
101-2006-451.32-10	Other	4,017	3,081	5,525	4,025	(1,500)	-27.15%		
101-2006-451.55-09	Other Printing	6,569	7,386	8,010	8,410	400	4.99%		
101-2006-451.61-11	Food	1,544	2,518	1,200	2,460	1,260	105.00%		
101-2006-451.61-15	Buildings & Grounds	3,970	2,893	6,000	7,100	1,100	18.33%		
101-2006-451.66-19	Recreation supplies	22,316	21,191	24,981	24,381	(600)	-2.40%		
101-2007-451.11-04	Salary Temporary	5,998	6,670	6,200	6,790	590	9.52%		
101-2007-451.22-01	Social Security Taxes	372	414	385	422	37	9.61%		
101-2007-451.22-02	Medicare Contributions	87	97	90	99	9	10.00%		
101-2007-451.31-10	Other Professional Svcs	16,665	18,808	17,000	17,000	-	0.00%		
101-2007-451.61-13	Clothing	-	-	200	150	(50)	-25.00%		
101-2007-451.61-15	Buildings & Grounds	1,745	1,265	1,200	1,200	-	0.00%		
101-2007-451.61-99	Other	1,440	1,561	1,700	1,700	-	0.00%		
101-2007-451.64-01	Dues	35	55	50	50	-	0.00%		
101-2007-451.66-19	Recreation supplies	68	-	400	400	-	0.00%		
101-2008-451.10-10	Transfer to Other Funds	13,460	15,451	16,425	17,000	575	3.50%		
101-2008-451.11-05	Overtime	-	-	-	500	500	0.00%		
101-2008-451.22-01	Social Security Taxes	-	-	35	35	-	0.00%		
101-2008-451.22-02	Medicare Contributions	-	-	10	10	-	0.00%		
101-2008-451.23-02	Civilian Pension	-	-	40	40	-	0.00%		
101-2008-451.31-10	Other Professional Svcs	10,370	12,028	12,678	12,050	(628)	-4.95%		
101-2008-451.32-10	Other	24,909	23,835	26,175	29,775	3,600	13.75%		
101-2008-451.61-05	Postage	-	-	25	-	(25)	-100.00%		
101-2008-451.61-11	Food	406	270	625	700	75	12.00%		
101-2008-451.61-99	Other	637	681	300	700	400	133.33%		
101-2008-451.66-19	Recreation supplies	3,712	5,244	3,261	4,800	1,539	47.19%		
101-2008-451.66-23	Community Services	1,166	1,347	1,411	1,400	(11)	-0.78%		
101-2009-451.10-10	Transfer to Other Funds	1,232	734	2,000	1,300	(700)	-35.00%		
101-2009-451.31-10	Other Professional Svcs	23,555	23,645	22,635	26,050	3,415	15.09%		
101-2009-451.61-11	Food	-	-	370	300	(70)	-18.92%		
101-2009-451.66-19	Recreation supplies	147	-	130	150	20	15.38%		
RECREATION		2,142,927	2,177,929	2,316,080	2,403,398	87,318	3.77%		

Recreation

CITY OF KIRKWOOD			Electric		
Budget Changes					
Revenue					
Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease Percent
1	50100003312070	Grants	\$0	\$ 3,778,748	\$ 3,778,748 100.00%
Narrative: The Kirkwood Rd. Traffic Signal Project is starting and grant dollars will now be available in FY20. The total project cost is estimated to be \$4,723,435 with the grant funding 80% of the project.					
2	50100003401010	Metered Sales Revenue	\$ 21,191,095	\$ 21,912,744	\$ 721,649 3.41%
Narrative: *The revenue estimate is based on historical data. 202,263 MWH @ \$107/MWH					
Sum				\$ 4,500,397	

\* THE 202,263 MWH FIGURE IS THE LOWEST ANNUAL AMOUNT OF ELECTRICITY SOLD OVER THE PAST 10 YEARS.

\* THE \$107/MWH FIGURE IS THE DIRECT RATE ASSOCIATED WITH ELECTRIC SALES IN FY18.

THE REVENUE ESTIMATE REPRESENTS A WORST CASE SCENARIO FOR REVENUES

CITY OF KIRKWOOD							
FISCAL YEAR 2019/2020 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
501-0000-331.20-80	Grants	256,697	132,421	-	3,778,748	3,778,748	100.00%
	<b>Intergovernmental Revenue</b>	<b>256,697</b>	<b>132,421</b>	<b>-</b>	<b>3,778,748</b>	<b>3,778,748</b>	<b>100.00%</b>
501-0000-340.10-10	Metered Sales revenue	21,519,521	21,719,498	21,191,095	21,642,141	451,046	2.13%
501-0000-340.10-30	Bad Debt Recovered	1,267	4,114	1,800	1,800	-	0.00%
501-0000-340.11-00	Other Electric charges	(9,091)	14,208	-	14,000	14,000	100.00%
501-0000-340.11-10	Services Calls revenue	9,610	10,385	6,000	6,000	-	0.00%
501-0000-340.11-40	Misc. Charges	26,608	29,460	40,000	40,000	-	0.00%
501-0000-340.11-50	Wholesale Electric sales	-	4,564,237	5,200,000	5,200,000	-	0.00%
	<b>Charges for Services</b>	<b>21,547,915</b>	<b>26,341,902</b>	<b>26,438,895</b>	<b>26,903,941</b>	<b>465,046</b>	<b>1.76%</b>
501-0000-361.10-00	Investments	83,872	156,723	165,000	165,000	-	0.00%
501-0000-361.40-00	Interest & Penalties	121,888	106,903	70,000	100,000	30,000	42.86%
	<b>Investment Income</b>	<b>205,760</b>	<b>263,626</b>	<b>235,000</b>	<b>265,000</b>	<b>30,000</b>	<b>12.77%</b>
501-0000-380.10-00	Miscellaneous	32,835	9,653	27,000	27,000	-	0.00%
	WATER SHARE FOR METER READERS SALARIES						
	<b>Other Revenue</b>	<b>32,835</b>	<b>9,653</b>	<b>27,000</b>	<b>27,000</b>	<b>-</b>	<b>0.00%</b>
501-0000-391.40-20	Interdepartment/FundUsage	520,302	553,381	417,000	500,000	83,000	19.90%
501-0000-391.40-30	Public Street Lighting	200,000	200,000	200,000	0	(200,000)	-100.00%
	<b>Interdepartmental Revenue</b>	<b>720,302</b>	<b>753,381</b>	<b>617,000</b>	<b>500,000</b>	<b>(117,000)</b>	<b>-18.96%</b>
	<b>Total Revenue Before Other Financing Sources</b>	<b>22,763,509</b>	<b>27,500,983</b>	<b>27,317,895</b>	<b>31,474,689</b>	<b>4,156,794</b>	<b>15.22%</b>
501-0000-392.10-00	Sale of Fixed Assets	(16,311)	14,246	10,000	10,000	-	0.00%
501-0000-392.20-00	Insurance Proceeds	-	-	-	-	-	-
	<b>Other Financing Sources</b>	<b>(16,311)</b>	<b>14,246</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>	<b>0.00%</b>
	<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	<b>22,747,198</b>	<b>27,515,229</b>	<b>27,327,895</b>	<b>31,484,689</b>	<b>4,156,794</b>	<b>15.21%</b>

Electric Revenues

## **Electric Fund**

---

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**

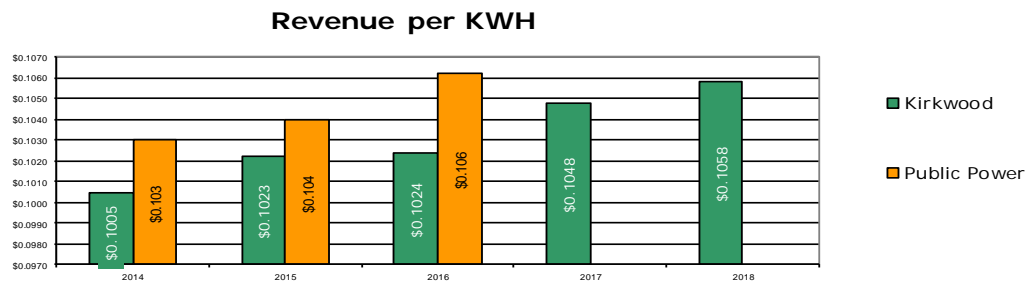
During this past fiscal year, the electric department maintained a staffing level of 20 5/6 employees. Listed below are the current positions maintained in the electric department:

1	Electric Department Director
1/2	Electric Department 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)
1	Customer Service Rep (3 Full-time employee allocated 33% each to Electric, Water and Sanitation)
<u>20 5/6</u>	Total

### **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 American Public Power Association Kirkwood's 10.58¢ per kWh residential rate was on par with the 10.6¢ per kWh FY2015 national average for municipal utilities. 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 10.58¢ per kWh is 0.41% lower than the 10.624¢ per kWh 2017 average residential rate charged by investor owned utilities in Missouri and Missouri residential rates are the 20<sup>th</sup> lowest in the country.

## Electric Fund



### **Debt to Total Assets**

FY 2014	2014 APPA National Average	FY 2015	2015 APPA National Average	FY 2016	2016 APPA National Average	FY 2017	FY 2018
0.0197	0.208	0.022	0.162	0.0258	0.331	0.0640	0.0640

Debt represented just over 16% of assets on average for municipal utilities in 2015. 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 and is atypical in that we fund most major system improvements from current rates.

### **Retail Customers per Employee**

FY 2014	2014 APPA National Average	FY 2015	2015 APPA National Average	FY 2016	2016 APPA National Average	FY 2017	FY 2018
469	324	469	313	470	313	468	484

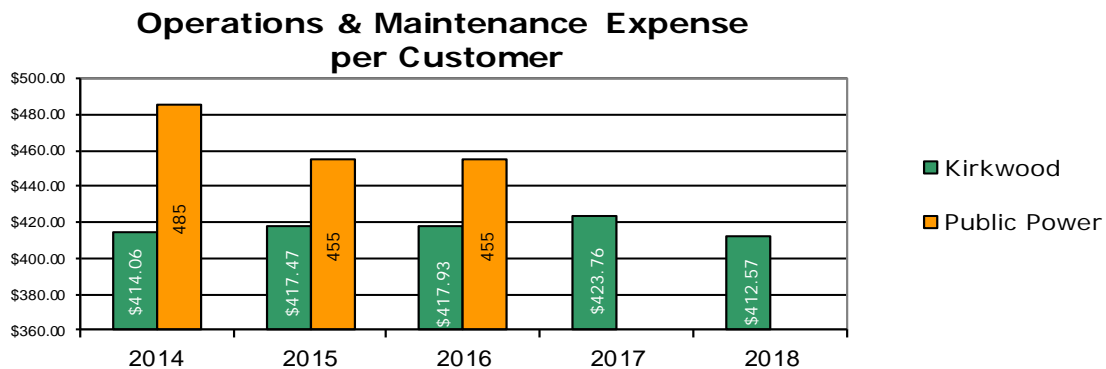
This is a general measure of staffing levels. It is not a perfect measure because variables such as customer mix, territory density and how a utility counts employees shared with other departments all affect the measure. Kirkwood's ratio shows that we are "lean" relative to other municipal utilities. 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.



## Electric Fund

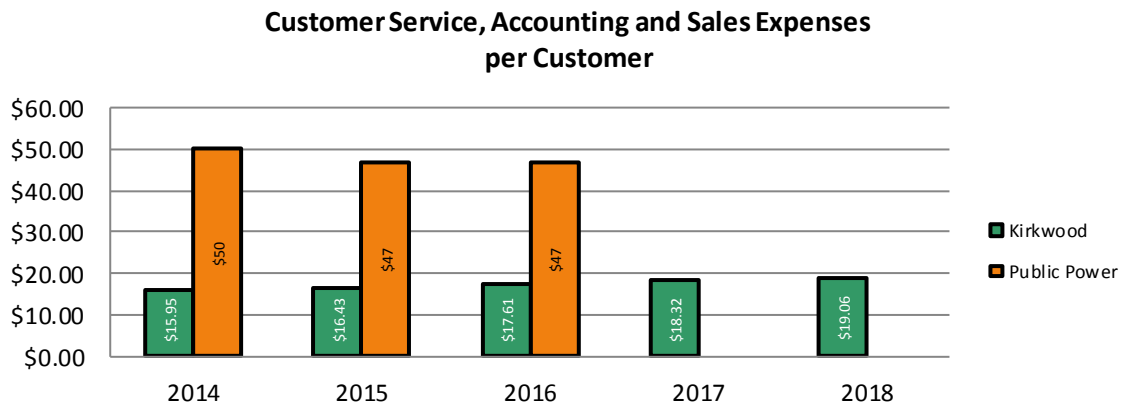
### Operations and Maintenance Expense per Customer

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 2014 and 2015. 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.



## Electric Fund

---

### **System Load Factor**

FY 2014	2014 APPA National Average	FY 2015	2015 APPA National Average	FY 2016	2016 APPA National Average	FY 2017	FY 2018
44.9%	58.8%	42.96%	57.7%	43.13%	57.7%	56.6%	41.33%

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 2018 due to the peak load reductions throughout the year coupled with increased energy consumption.

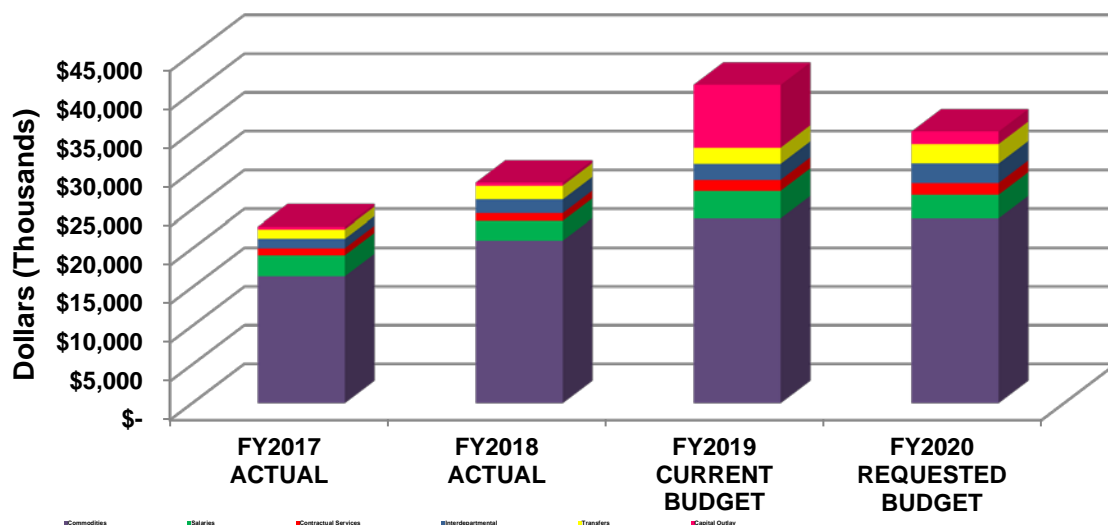
### **Return on Investment**

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 \$1.765 Million to the general fund and capital improvement fund. This year Kirkwood Electric is on pace to transfer another \$1.7 Million to the general fund. According to the American Public Power Association, the 2014 median contribution for public power systems was 5.5%. Similarly, the 2014 median payment in taxes and fees to state and local governments for investor owned utilities was 3.9%.

**CITY OF KIRKWOOD, MISSOURI  
ELECTRIC OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	1,877,545	1,858,472	2,562,529	2,139,060
Temporary	-	-	5,000	5,000
Overtime	254,486	179,288	212,790	196,183
Social Security	127,097	121,742	172,382	145,096
Medicare	30,851	29,378	40,316	33,933
Civilian Pension	131,892	77,292	180,397	151,791
Deferred Compensation	38,927	36,574	55,507	46,705
Subtotal Salaries	2,460,798	2,302,746	3,228,921	2,717,768
Other Benefits				
Health Insurance	222,693	203,278	302,695	302,695
Dental Insurance	10,307	9,646	14,038	14,038
Vision Insurance	1,845	1,737	2,042	2,042
Subtotal Other Benefits	234,845	214,661	318,775	318,775
Total Personnel Services	2,695,643	2,517,407	3,547,696	3,036,543
<b>Contractual Services</b>	920,653	1,008,258	1,404,161	1,522,078
<b>Commodities</b>	16,427,908	21,017,497	23,857,199	23,855,069
<b>Capital Outlay</b>	343,844	375,143	8,111,387	1,617,258
<b>Interdepartmental Charges</b>	220,567	233,088	255,521	230,831
<b>Transfers to Other Funds</b>	1,210,000	1,764,780	2,072,376	2,506,688
<b>TOTAL ELECTRIC BUDGET</b>	<b>21,818,615</b>	<b>26,916,173</b>	<b>39,248,340</b>	<b>32,768,467</b>

**Electric Budget Summary**



CITY OF KIRKWOOD		Electric			
Budget Changes					
Expenses					
1	50121104801101	Salary Full Time - Administration	\$ 386,940	\$ 510,328	\$ 123,388 31.89%
	Narrative:	The increase is based on the McGrath recommendation to realign the Electric Operations Superintendent into Administration.			
2	50121104801106	Overtime	\$22,207	\$ 5,600	\$ (16,607) -74.78%
	Narrative:	The decrease is McGrath recommended - the Electric Line Superintendent and Electric Operations Superintendent - salary.			
3	50121104803110	Other Professional Services	\$50,000	\$ 75,000	\$ 25,000 50.00%
	Narrative:	The increase is based on the addition of Contractural Locating Services .			
4	50121104803203	Engineering	\$163,000	\$ 183,000	\$ 20,000 12.27%
	Narrative:	The increase is associated with the automotation of MISO operations by GDS.			
5	50121104808010	Vehicle Maintenance	\$ 76,229	\$ 48,218	\$ (28,011) -36.75%
	Narrative:	The amount is provided by the Director of Fleet Services based on historical usage and industry trends.			
6	50121114801101	Salary Full Time - Distribution	\$ 2,111,355	\$ 1,565,584	\$ (545,771) -25.85%
	Narrative:	The decrease arises from budget expenses for only two apprentices and McGrath realignment of the Engineering Operations Supt.			
7	50121154807515	Distribution System Improvements	\$ 7,952,345	\$ 1,525,000	\$ (6,427,345) -80.82%
	Narrative:	The decrease for capital is due to the net difference between the cost of the capital projects requested last year versus this year. The Voltage Conversion Project is entering its final stages.			
		Sum		\$ (6,956,127)	

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2110-480.11-01	Salary Full Time	353,510	383,576	386,940	510,328	123,388	31.89%		
501-2110-480.11-05	Overtime	21,660	18,397	22,207	5,600	(16,607)	-74.78%		
501-2110-480.21-01	Health Insurance	30,945	28,952	30,946	30,946	-	0.00%		
501-2110-480.21-03	Dental Insurance	1,508	1,624	1,758	1,758	-	0.00%		
501-2110-480.21-04	Vision Insurance	271	292	299	299	-	0.00%		
501-2110-480.22-01	Social Security Taxes	18,891	21,098	25,368	31,988	6,620	26.10%		
501-2110-480.22-02	Medicare Contributions	5,410	5,842	5,933	7,481	1,548	26.09%		
501-2110-480.23-02	Civilian Pension	21,331	14,888	26,595	33,535	6,940	26.10%		
501-2110-480.23-04	Deferred Comp	7,599	8,018	8,183	10,319	2,136	26.10%		
501-2110-480.31-09	Training	24,146	23,424	101,036	106,350	5,314	5.26%		
501-2110-480.31-10	Other Professional Svcs	-	-	50,000	75,000	25,000	50.00%		
501-2110-480.32-01	Legal	26,477	33,144	21,794	21,794	-	0.00%		
501-2110-480.32-02	Audit	18,157	20,871	23,000	23,000	-	0.00%		
501-2110-480.32-03	Engineering	140,030	142,428	163,000	183,000	20,000	12.27%		
501-2110-480.43-01	Office ept. maintenance	6,464	4,847	6,500	6,500	-	0.00%		
501-2110-480.43-04	Computer maintenance	50,000	50,000	50,000	50,000	-	0.00%		
501-2110-480.43-12	Building & Grounds	1,685	1,899	3,000	3,000	-	0.00%		
501-2110-480.43-15	Software Maintenance	-	-	99,000	99,000	-	0.00%		
501-2110-480.52-02	General liability	35,353	33,570	43,061	43,061	-	0.00%		
501-2110-480.52-11	Work. Comp. Premium	86,422	86,828	88,151	111,291	23,140	26.25%		
501-2110-480.53-01	Telephone	2,980	6,827	9,290	9,290	-	0.00%		
501-2110-480.53-02	Cellular Telephones	3,224	6,594	6,507	6,507	-	0.00%		
501-2110-480.53-03	Pagers	5,437	-	5,469	5,469	-	0.00%		
501-2110-480.54-01	Personnel recruitment	2,950	-	5,000	5,000	-	0.00%		
501-2110-480.54-05	Special Events	-	-	37,314	47,000	9,686	25.96%		
501-2110-480.58-01	Travel Executive	962	1,968	2,000	2,000	-	0.00%		
501-2110-480.58-02	Travel Other	1,460	1,027	2,574	2,574	-	0.00%		
501-2110-480.61-01	Office supplies	4,305	2,986	4,500	4,500	-	0.00%		
501-2110-480.61-05	Postage	320	181	450	450	-	0.00%		
501-2110-480.61-08	Janitorial supplies	-	77	750	750	-	0.00%		
501-2110-480.61-11	Food	2,506	956	1,700	1,700	-	0.00%		
501-2110-480.61-13	Clothing	795	2,247	4,000	4,000	-	0.00%		
501-2110-480.62-03	Gas	1,488	1,802	2,129	2,129	-	0.00%		
501-2110-480.64-01	Membership Dues	22,721	14,084	21,500	21,500	-	0.00%		
501-2110-480.64-02	Publications	6,089	9,213	7,795	7,795	-	0.00%		
501-2110-480.68-07	Electric Equip Rebate	28,415	40,550	19,116	19,116	-	0.00%		
501-2110-480.69-04	Contingency	143	-	4,657	4,657	-	0.00%		
501-2110-480.69-08	Write-off	13,032	37,272	14,500	14,500	-	0.00%		

Electric Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2110-480.69-99	Inventory Adjustments	3,473	(1,838)	-	-	-	-		
501-2110-480.80-05	Fuel/Lubricants	14,863	15,552	19,107	22,428	3,321	17.38%		
501-2110-480.80-10	Vehicle Maintenance	46,385	58,167	76,229	48,218	(28,011)	-36.75%		
501-2110-480.80-40	Water Usage Charges	734	787	1,000	1,000	-	0.00%		
501-2110-480.80-50	Sanitation Charges	1,764	1,764	2,364	2,364	-	0.00%		
501-2110-480.80-60	Admin., Clrk, & Acct.	156,821	156,818	156,821	156,821	-	0.00%		
501-2110-491.10-10	Transfer to Other Funds	1,210,000	1,764,780	2,072,376	2,506,688	434,312	20.96%		
501-2111-480.11-01	Salary Full Time	1,461,987	1,411,943	2,111,355	1,565,584	(545,771)	-25.85%		
501-2111-480.11-04	Salary Temporary	-	-	5,000	5,000	-	0.00%		
501-2111-480.11-05	Overtime	232,823	160,855	190,183	190,183	-	0.00%		
501-2111-480.21-01	Health Insurance	178,819	160,277	258,820	258,820	-	0.00%		
501-2111-480.21-03	Dental Insurance	8,177	7,391	11,600	11,600	-	0.00%		
501-2111-480.21-04	Vision Insurance	1,463	1,331	1,627	1,627	-	0.00%		
501-2111-480.22-01	Social Security Taxes	104,475	96,903	143,006	109,168	(33,838)	-23.66%		
501-2111-480.22-02	Medicare Contributions	24,568	22,662	33,445	25,531	(7,914)	-23.66%		
501-2111-480.23-02	Civilian Pension	106,743	60,098	149,600	114,125	(35,475)	-23.71%		
501-2111-480.23-04	Deferred Comp	30,053	27,408	46,031	35,115	(10,916)	-23.71%		
501-2111-480.40-30	Street Lighting	21,918	21,532	42,000	42,000	-	0.00%		
501-2111-480.42-03	Tree Trimming	430,101	488,052	581,700	581,700	-	0.00%		
501-2111-480.43-02	Radio eqpt. maintenance	1,255	5,349	5,000	5,000	-	0.00%		
501-2111-480.43-06	Equipment	4,281	4,220	10,000	10,000	-	0.00%		
501-2111-480.61-13	Clothing	6,300	4,608	8,000	8,000	-	0.00%		
501-2111-480.62-01	Electricity	15,083,574	19,769,128	22,546,744	22,549,744	3,000	0.01%		
501-2111-480.62-04	Transmission	928,145	872,115	876,206	876,206	-	0.00%		
501-2111-480.66-07	Safety equipment	9,010	9,239	12,000	12,000	-	0.00%		
501-2111-480.66-08	Small tools	8,834	22,520	20,000	20,000	-	0.00%		
501-2111-480.66-14	Meters & parts	22,952	13,632	18,988	18,988	-	0.00%		
501-2111-480.66-30	Trans.,poles,conductors	230,328	192,133	223,000	223,000	-	0.00%		
501-2111-480.66-31	Substation equipment	29,399	22,181	30,000	30,000	-	0.00%		
501-2111-480.66-32	Dusk-to-Dawn lighting	9,885	9,891	10,000	10,000	-	0.00%		
501-2111-480.66-33	Traffic Signals	4,270	181	5,000	5,000	-	0.00%		
501-2113-480.11-01	Salary Full Time	62,048	62,953	64,234	63,148	(1,086)	-1.69%		
501-2113-480.11-05	Overtime	3	36	400	400	-	0.00%		
501-2113-480.21-01	Health Insurance	12,929	14,049	12,929	12,929	-	0.00%		
501-2113-480.21-03	Dental Insurance	622	631	680	680	-	0.00%		
501-2113-480.21-04	Vision Insurance	111	114	116	116	-	0.00%		
501-2113-480.22-01	Social Security Taxes	3,731	3,741	4,008	3,940	(68)	-1.70%		
501-2113-480.22-02	Medicare Contributions	873	874	938	921	(17)	-1.81%		

Electric Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2113-480.23-02	Civilian Pension	3,818	2,306	4,202	4,131	(71)	-1.69%		
501-2113-480.23-04	Deferred Comp	1,275	1,148	1,293	1,271	(22)	-1.70%		
501-2113-480.31-09	Training	49	885	1,042	1,042	-	0.00%		
501-2113-480.31-10	Other Professional Svcs	54,289	72,152	45,223	80,000	34,777	76.90%		
501-2113-480.43-01	Office ept. maintenance	3,013	2,641	2,500	2,500	-	0.00%		
501-2113-480.61-05	Postage	22,476	17,522	20,000	20,000	-	0.00%		
501-2113-480.61-13	Clothing	236	280	280	150	(130)	-46.43%		
501-2113-480.66-34	Utility Billing Supplies	17,627	17,087	25,000	20,000	(5,000)	-20.00%		
501-2113-480.68-01	Office Furniture & Equip	-	-	1,142	1,142	-	0.00%		
501-2115-480.75-05	Machinery & Equipment	11,191	-	43,998	-	(43,998)	-100.00%		
501-2115-480.75-06	Rolling Stock	-	-	66,012	72,000	5,988	9.07%		
501-2115-480.75-07	Feasibility Studies	27,150	22,514	28,774	-	(28,774)	-100.00%		
501-2115-480.75-15	Distribution System Impr.	-	-	7,952,345	1,525,000	(6,427,345)	-80.82%		
501-2115-480.76-10	Depreciation Expense	277,088	312,079	-	-	-	0.00%		
TOTAL ELECTRIC EXPENSES		21,818,615	26,916,173	39,248,340	32,768,467	(6,479,873)	-16.51%		

Electric Expenses

The page was intentionally left blank.



CITY OF KIRKWOOD      WATER DEPARTMENT

Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	505-0000-340.10-055	Meter Base Charge	\$ 1,282,566	\$ 1,397,032	\$ 114,466	8.92%
Narrative: Increase is due to proposed meter base charge adjustment						
2	505-0000-340.10-10	Metered Sales Revenue	\$ 2,848,667	\$ 3,855,924	\$ 1,007,257	35.36%
Narrative: Increase is due to proposed water rate adjustment						
3	505-0000-340.10-15	Capital/Debt Service	\$ 563,350	\$ 716,313	\$ 152,963	27.15%
Narrative: Increase is due to proposed rate adjustments						

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
505-0000-340.10-05	Water Base Charge	1,435,663	1,441,258	1,282,566	1,375,011	92,445	7.21%		
505-0000-340.10-10	Metered Sales revenue	2,581,807	2,791,403	2,848,667	3,048,074	199,407	7.00%		
505-0000-340.10-15	Capital/Debt Service	609,334	634,690	563,350	603,148	39,798	7.06%		
505-0000-340.15-15	Infrastructure Renewal	1,305,289	1,357,756	1,280,227	1,280,228	1	0.00%		
505-0000-340.15-20	Fire hydrant service	(151)	11	-	-	-	-		
505-0000-340.15-30	Water taps	25,730	22,177	25,000	25,000	-	0.00%		
505-0000-340.15-35	Unmetered Fire Protection	52,364	53,186	52,500	52,899	399	0.76%		
505-0000-340.20-15	Meter Sales	47,950	55,717	40,000	40,000	-	0.00%		
<b>Charges for Services</b>		<b>6,057,986</b>	<b>6,356,198</b>	<b>6,092,310</b>	<b>6,424,360</b>	<b>332,050</b>	<b>5.45%</b>		
505-0000-361.10-00	Investments	47,553	52,424	45,000	45,000	-	0.00%		
<b>Investment Income</b>		<b>47,553</b>	<b>52,424</b>	<b>45,000</b>	<b>45,000</b>	<b>-</b>	<b>0.00%</b>		
505-0000-363.20-00	Facility Rental	12,907	25,815	25,815	25,815	-	0.00%		
505-0000-380.10-00	Miscellaneous	12,606	7,418	11,300	13,000	1,700	15.04%		
505-0000-380.10-15	Tower Lease Rental	10,726	-	-	-	-	-		
<b>Other Revenue</b>		<b>36,239</b>	<b>33,233</b>	<b>37,115</b>	<b>38,815</b>	<b>1,700</b>	<b>4.58%</b>		
505-0000-391.40-40	Interdepartment/Usage	45,453	43,547	50,000	50,000	-	0.00%		
<b>Interdepartmental Revenue</b>		<b>45,453</b>	<b>43,547</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>0.00%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>6,187,231</b>	<b>6,485,402</b>	<b>6,224,425</b>	<b>6,558,175</b>	<b>333,750</b>	<b>5.36%</b>		
505-0000-392.10-00	Sale of Fixed Assets	(333,461)	(52,025)	-	-	-	-		
505-0000-392.20-00	Insurance Proceeds	7,040	1,246	-	-	-	-		
505-0000-393.90-00	Federal Interest Subsidy	88,335	84,683	82,102	78,711	(3,391)	-		
<b>Other Financing Sources</b>		<b>(238,086)</b>	<b>33,904</b>	<b>82,102</b>	<b>78,711</b>	<b>(3,391)</b>	<b>-4.13%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>5,949,145</b>	<b>6,519,306</b>	<b>6,306,527</b>	<b>6,636,886</b>	<b>330,359</b>	<b>5.24%</b>		

Water Revenues

## Water Fund

---

### **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. In FY19 the City received bids and began construction for the replacement of the Swan Pump station. This project will also include nearly a mile of water main replacement. Along with this major project, the Water Division has been working on fixing leaks identified in an FY18 leak study to help in the reduction of water loss in the system. In FY18 the system had a water loss of 22.58%.

A water rate increase is proposed in the FY19 budget due to increasing operational costs and new debt service for major capital improvement projects. The City last increased rates on April 1, 2016. In order for the division to maintain profitable operations, a rate increase is recommended.

In May of 2018 the Public Service Commission (PSC) approved new rates for MoAm. City rates have been traditionally lower than those of MoAm, however, with the recent PSC approvals and the division's increasing costs, this gap has been eliminated. MoAm has continued to change their rate structure to shift more cost onto the consumption of water versus the fixed monthly meter charge. In addition they will be going to monthly billing versus quarterly.

Due to these conditions it is recommended that the City's rates mirror MoAm's rates. It should be noted that the proposed rate change does not balance the FY20 budget requests.

	Current	Proposed	Delta	% Change
<b>3/4" Meter</b>	<b>11.31</b>	<b>12.25</b>	<b>0.94</b>	<b>7.67</b>
<b>Rate/CCF</b>	<b>2.6397</b>	<b>3.5760</b>	<b>0.9363</b>	<b>35.47</b>
<b>IRC</b>	<b>1.04</b>	<b>1.04</b>	<b>0</b>	<b>0</b>
<b>11 CCF User</b>	<b>51.68</b>	<b>63.03</b>	<b>11.35</b>	<b>21.96</b>

## Water Fund

---

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 17.84 employees.  
Listed below are the current positions:

POSITION	FY14	FY15	FY16	FY17	FY18
Public Services Director	-	-	0.34	0.34	0.34
Water Director	1.00	1.00	-	-	-
Water Superintendent	-	-	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Dist. System Engineer Tech.	1.00	1.00	1.00	1.00	1.00
Equipment Mechanic	2.00	2.00	2.00	4.00	4.00
Distribution System Worker	8.00	8.00	8.00	8.00	8.00
Assistant Mechanic	2.00	2.00	2.00	-	-
Distribution Lead	1.00	1.00	1.00	1.00	1.00
Distribution Sys. Supervisor	1.00	1.00	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>17.50</b>	<b>17.50</b>	<b>17.84</b>	<b>17.84</b>	<b>17.84</b>

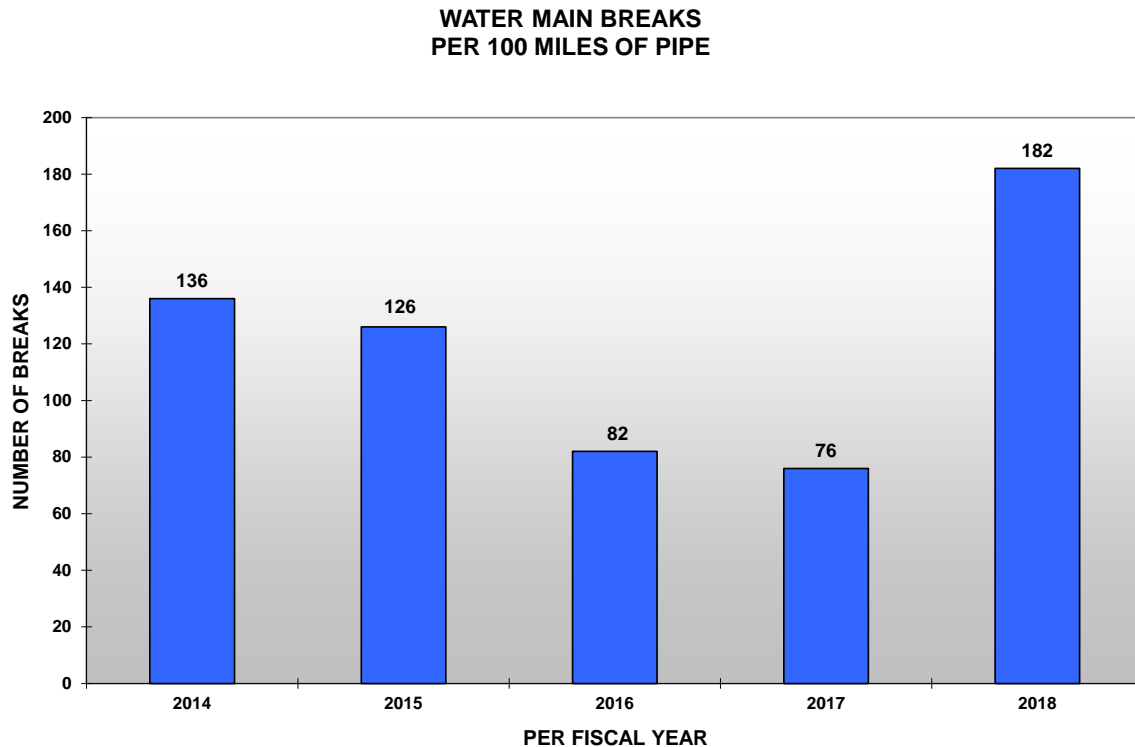
The Water Department shares equally with the Electric and Sanitation Departments the expenses for the positions listed below. These positions provide utility-billing services to the Water, Electric, and Sanitation Departments.

- 1 Office Manager/Finance
- 2 Utility Billing Clerks
- 1 Customer Service Representative

## Water Fund

---

### 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 246 breaks/leaks in the 2018 fiscal year.

### Water Main Replacement

Over the past fiscal year, 6,025 feet of water main was replaced on 3 different streets which represents 0.85% of the distribution system. In the current fiscal year, we are scheduled to replace 7,796 feet of main on 3 different streets which is 1% of the distribution system. With the implementation of the Infrastructure Renewal Charge (IRC) in April 2015 funds will be available to meet the strategic plan goal of 1% main replacement annually.

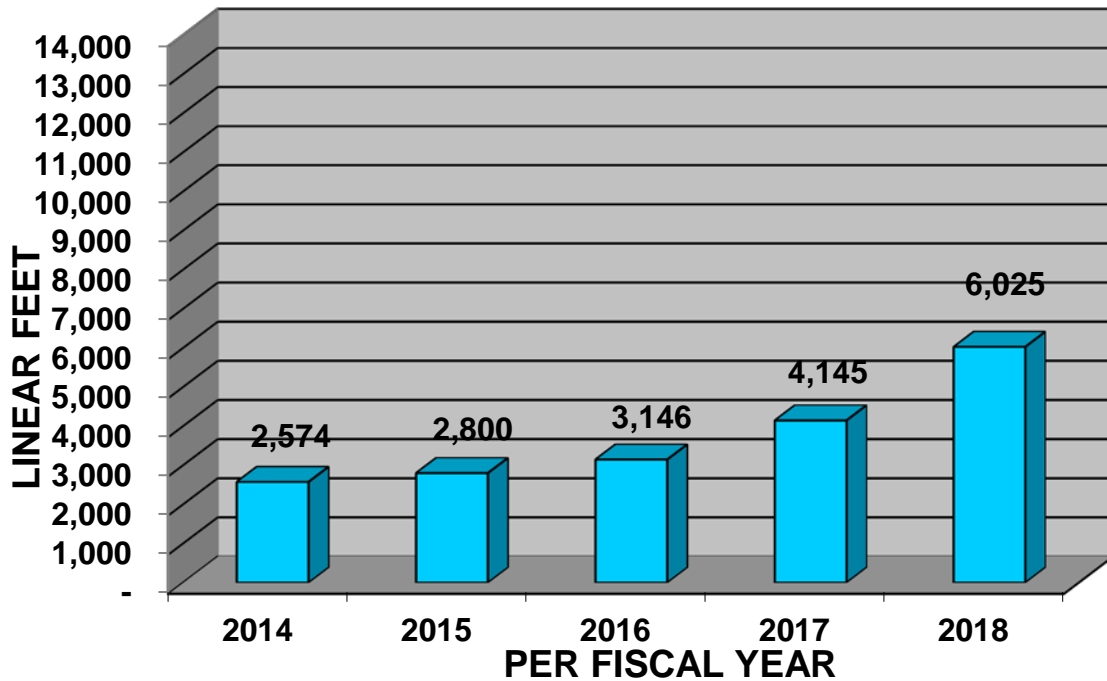
Criteria used to prioritize main replacement projects include: 1) frequency of main breaks, 2) available flows, 3) potential damage from breaks, 4) difficulty of installation, and 5) cost. The majority of new mains installed is eight-inch and twelve-inch diameter, and replaces largely two-inch, four-inch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

## Water Fund

---

Over the past five years, we have replaced and/or abandoned an average of 3738 feet of water main annually. This represents approximately 0.45% of the distribution system. Last year, 0.85% of the distribution system was replaced, while the national average for main replacement among water suppliers is 0.5%.

### WATER MAIN REPLACEMENT/ABANDONMENT



## Water Fund

---

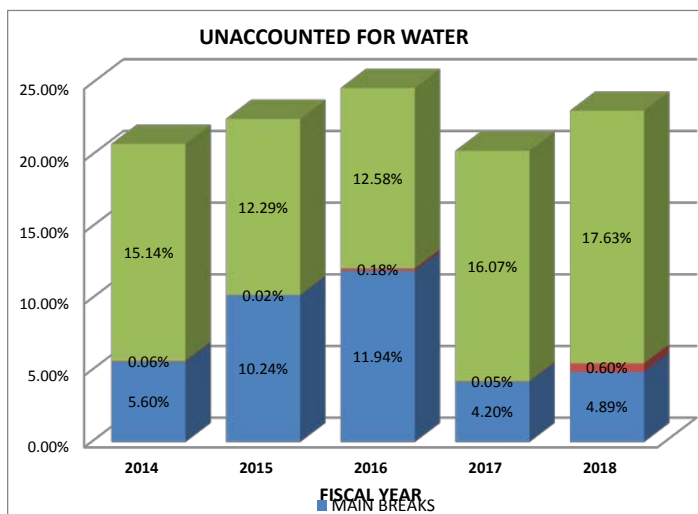
### Unaccounted for Water

Unaccounted for water is the difference between the quantity 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. In Fiscal Year 2018, 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.



## Water Fund

---

### 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. In FY14, the Water Department began recording more work activity through the Work Order System which will provide a clearer picture of the Water Department's assignments and allow us to focus and prioritize our workload.

---

#### CALLS FOR SERVICE SUMMARY

TYPE OF CALLS	FY14 CALLS FOR SERVICE	FY15 CALL FOR SERVICE	FY16 CALLS FOR SERVICE	FY17 CALLS FOR SERVICE	FY18 CALLS FOR SERVICE
Investigations	543	825	1330	654	336
Meter Issues	80	517	121	47	194
Fire Hydrant Maintenance	2	3	49	76	85
Miscellaneous Locates	6	6	4	8	63
Tap Destroys	18	76	99	85	86
New Taps	47	74	89	94	90
Low Pressure Check	42	60	41	75	46
Water Quality	1	6	0	2	4
Mo-One Call Locates	3,281	4,018	4786	7010	7,089

### Water Pressure (in psi)

---

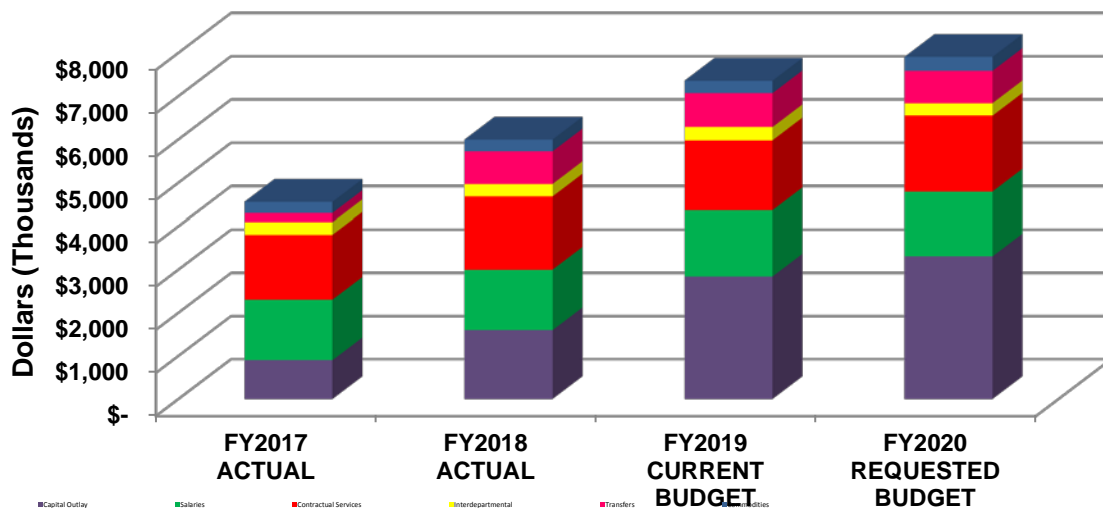
	Low:	Avg:	High:
AWWA	43	70	108
City of Kirkwood	40	55-60	150
Mo-American Water Co.	30	80	195



**CITY OF KIRKWOOD, MISSOURI  
WATER OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	983,856	982,787	1,068,330	1,041,809
Temporary	-	-	4,800	4,800
Overtime	63,553	85,905	68,840	75,850
Social Security	62,727	65,059	70,506	64,943
Medicare	14,751	15,272	16,490	15,188
Civilian Pension	63,568	40,227	73,917	67,773
Deferred Compensation	18,211	17,766	22,748	20,853
Subtotal Salaries	1,206,666	1,207,016	1,325,631	1,291,216
Other Benefits				
Health Insurance	185,090	180,841	188,429	188,429
Dental Insurance	9,267	9,203	10,126	10,126
Vision Insurance	1,583	1,557	1,711	1,711
Unemployment	-	3,840	-	-
Subtotal Other Benefits	195,940	195,441	200,266	200,266
Total Personnel Services	1,402,606	1,402,457	1,525,897	1,491,482
<b>Contractual Services</b>	1,500,713	1,684,012	1,612,630	1,752,038
<b>Commodities</b>	256,927	273,857	288,880	323,236
<b>Capital Outlay</b>	899,653	1,594,973	2,840,262	3,304,728
<b>Interdepartmental Charges</b>	289,669	284,940	303,886	287,654
<b>Transfers to Other Funds</b>	210,000	754,780	784,568	747,284
<b>TOTAL WATER BUDGET</b>	<b>4,559,568</b>	<b>5,995,019</b>	<b>7,356,123</b>	<b>7,906,422</b>

**Water Budget Summary**



# CITY OF KIRKWOOD WATER DEPARTMENT

## Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	505-2210-481.69-99	Inventory Adjustment	\$ 40,000	\$ 50,000	\$ 10,000	25.00%
	Narrative:	Increase based on historical actuals over the past 3 fiscal years. (FY16 - \$28,416; FY17 - \$45,252; FY18 - \$47,880)				
2	505-2214-481.11-01	Salary Full Time	\$ 827,471	\$ 794,802	\$ (32,669)	-3.95%
	Narrative:	Decrease due to employee turn over and retirements				
3	505-2214-481.11-05	Overtime	\$ 68,240	\$ 75,000	\$ 6,760	9.91%
	Narrative:	Increase based on historical actuals over the past 3 fiscal years. (FY16 - \$60,229; FY17 - \$64,477; FY18 - \$85,486)				
4	505-2214-481.32-10	Professional Services	\$ 220,090	\$ 298,150	\$ 78,060	35.47%
	Narrative:	Increase is due to outsourcing utility marking services. With outsourcing this work the department will be able to add three employees to assist in daily water maintenance activities.				
5	505-2214-481.41-02	Purchased Water	\$ 1,156,318	\$ 1,202,923	\$ 46,605	4.03%
	Narrative:	Increase due to water use forecast and annual rate increase				
6	505-2215-481.66-13	Mains, Pipes, Fittings	\$ 98,750	\$ 120,000	\$ 21,250	21.52%
	Narrative:	Increase based on historical actuals over the past 3 fiscal years. (FY16 - \$86,887; FY17 - \$113,299; FY18 - \$117,539)				
7	505-2215-481.80-25	Electric Pumping Stations	\$ 65,615	\$ 72,000	\$ 6,385	9.73%
	Narrative:	Increase based on historical actuals over the past 3 fiscal years. (FY16 - \$60,184; FY17 - \$63,703; FY18 - \$73,802)				

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
505-2210-481.11-01	Salary Full Time	169,393	174,325	178,798	183,859	5,061	2.83%		
505-2210-481.11-05	Overtime	73	383	200	450	250	125.00%		
505-2210-481.21-01	Health Insurance	17,561	17,561	17,561	17,561	-	0.00%		
505-2210-481.21-03	Dental Insurance	1,318	1,318	1,318	1,318	-	0.00%		
505-2210-481.21-04	Vision Insurance	227	227	227	227	-	0.00%		
505-2210-481.22-01	Social Security Taxes	10,315	10,803	11,098	11,427	329	2.96%		
505-2210-481.22-02	Medicare Contributions	2,493	2,584	2,596	2,672	76	2.93%		
505-2210-481.23-02	Civilian Pension	9,941	6,565	11,635	11,980	345	2.97%		
505-2210-481.23-04	Deferred Comp	2,762	3,115	3,580	3,686	106	2.96%		
505-2210-481.29-04	Unemployment Comp.	-	3,840	-	-	-	-		
505-2210-481.31-09	Training	200	100	800	200	(600)	-75.00%		
505-2210-481.32-01	Legal	4,252	5,323	3,500	4,500	1,000	28.57%		
505-2210-481.32-02	Audit	3,690	2,910	4,500	4,500	-	0.00%		
505-2210-481.43-01	Office ept. maintenance	377	440	1,000	700	(300)	-30.00%		
505-2210-481.43-04	Computer maintenance	42,000	42,000	42,000	42,000	-	0.00%		
505-2210-481.43-22	Property Damage/Non-Reimb	2,451	916	1,000	1,000	-	0.00%		
505-2210-481.52-02	General liability	40,075	39,014	42,000	42,000	-	0.00%		
505-2210-481.52-11	Work. Comp. Premium	48,025	48,987	48,987	61,846	12,859	26.25%		
505-2210-481.53-01	Telephone	3,122	3,123	3,360	3,364	4	0.12%		
505-2210-481.58-01	Travel Executive	1,574	1,495	1,500	1,500	-	0.00%		
505-2210-481.61-01	Office supplies	1,024	1,670	1,850	1,200	(650)	-35.14%		
505-2210-481.61-05	Postage	308	200	500	500	-	0.00%		
505-2210-481.64-01	Membership Dues	1,700	1,545	1,700	1,542	(158)	-9.29%		
505-2210-481.64-02	Publications	75	-	500	200	(300)	-60.00%		
505-2210-481.69-04	Contingency	410	-	20,000	20,000	-	0.00%		
505-2210-481.69-08	Write-off - Bad Debt	3,213	6,792	6,000	6,000	-	0.00%		
505-2210-481.69-99	Inventory Adjustments	45,253	47,880	40,000	50,000	10,000	25.00%		
505-2210-481.80-60	Admin., Clrk, & Acct.	111,125	111,120	111,125	111,125	-	0.00%		
505-2210-491.10-10	Transfer to Other Funds	210,000	754,780	784,568	747,284	(37,284)	-4.75%		
505-2213-481.11-01	Salary Full Time	60,252	61,103	62,061	63,148	1,087	1.75%		
505-2213-481.11-05	Overtime	3	35	400	400	-	0.00%		
505-2213-481.21-01	Health Insurance	10,921	13,636	13,516	13,516	-	0.00%		
505-2213-481.21-03	Dental Insurance	604	612	613	613	-	0.00%		
505-2213-481.21-04	Vision Insurance	108	110	111	111	-	0.00%		
505-2213-481.22-01	Social Security Taxes	3,622	3,631	3,873	3,940	67	1.73%		
505-2213-481.22-02	Medicare Contributions	847	849	906	921	15	1.66%		
505-2213-481.23-02	Civilian Pension	3,706	2,239	4,060	4,131	71	1.75%		
505-2213-481.23-04	Deferred Comp	1,159	1,114	1,253	1,271	18	1.44%		

Water Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
505-2213-481.31-09	Training	49	885	1,000	1,000	-	0.00%		
505-2213-481.31-10	Other Professional Svc	44,179	58,845	45,000	45,000	-	0.00%		
505-2213-481.43-01	Office ept. maintenance	2,413	2,567	2,575	2,575	-	0.00%		
505-2213-481.61-05	Postage	20,274	17,514	20,000	20,000	-	0.00%		
505-2213-481.61-13	Clothing	255	280	280	150	(130)	-46.43%		
505-2213-481.66-34	Meter reading supplies	16,972	15,052	20,000	20,000	-	0.00%		
505-2213-481.68-01	Office, Furniture & Eqpt,	-	-	1,000	1,000	-	0.00%		
505-2213-481.80-70	Meter Reading Charges	26,000	-	26,000	-	(26,000)	-100.00%		
505-2214-481.11-01	Salary Full Time	754,211	747,359	827,471	794,802	(32,669)	-3.95%		
505-2214-481.11-04	Salary Temporary	-	-	4,800	4,800	-	0.00%		
505-2214-481.11-05	Overtime	63,477	85,487	68,240	75,000	6,760	9.91%		
505-2214-481.21-01	Health Insurance	156,608	149,644	157,352	157,352	-	0.00%		
505-2214-481.21-03	Dental Insurance	7,345	7,273	8,195	8,195	-	0.00%		
505-2214-481.21-04	Vision Insurance	1,248	1,220	1,373	1,373	-	0.00%		
505-2214-481.22-01	Social Security Taxes	48,790	50,625	55,535	49,576	(5,959)	-10.73%		
505-2214-481.22-02	Medicare Contributions	11,411	11,839	12,988	11,595	(1,393)	-10.73%		
505-2214-481.23-02	Civilian Pension	49,921	31,423	58,222	51,662	(6,560)	-11.27%		
505-2214-481.23-04	Deferred Comp	14,290	13,537	17,915	15,896	(2,019)	-11.27%		
505-2214-481.31-09	Training	1,483	1,765	2,000	2,000	-	0.00%		
505-2214-481.32-10	Other	209,662	258,276	220,090	298,150	78,060	35.47%		
505-2214-481.41-02	Purchased Water	1,069,471	1,189,239	1,156,318	1,202,923	46,605	4.03%		
505-2214-481.43-01	Office ept. maintenance	3,945	76	3,200	2,000	(1,200)	-37.50%		
505-2214-481.43-02	Radio eqpt. maintenance	300	328	100	330	230	230.00%		
505-2214-481.43-06	Equipment	14,010	14,182	20,000	21,500	1,500	7.50%		
505-2214-481.43-16	Laboratory Equipment	2,937	4,091	5,000	5,000	-	0.00%		
505-2214-481.53-01	Telephone	6,498	9,450	8,700	9,950	1,250	14.37%		
505-2214-481.61-08	Janitorial supplies	1,023	1,206	1,000	1,000	-	0.00%		
505-2214-481.61-11	Food	2,147	3,169	2,500	3,000	500	20.00%		
505-2214-481.61-13	Clothing	6,572	6,319	6,500	6,500	-	0.00%		
505-2214-481.61-14	Machinery & Equipment	4,940	6,009	5,500	5,500	-	0.00%		
505-2214-481.61-15	Buildings & Grounds	1,650	1,394	13,560	14,716	1,156	8.53%		
505-2214-481.62-01	Electricity	7,424	5,699	7,650	7,650	-	0.00%		
505-2214-481.62-03	Gas	3,484	4,520	3,590	4,278	688	19.16%		
505-2214-481.66-07	Safety equipment	3,318	1,908	5,000	5,000	-	0.00%		
505-2214-481.66-08	Small tools	4,019	4,347	4,000	4,000	-	0.00%		
505-2214-481.66-13	Mains, pipes, fittings	113,299	117,539	98,750	120,000	21,250	21.52%		
505-2214-481.66-14	Meters & parts	3,309	14,745	10,000	12,000	2,000	20.00%		
505-2214-481.66-15	Water tap supplies	11,792	9,936	10,000	10,000	-	0.00%		

Water Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
505-2214-481.66-35	Fire Hydrants/Repair/Maintenance	4,466	6,133	10,000	10,000	-	0.00%		
505-2214-481.80-05	Fuel/Lubricants	20,179	24,548	28,031	31,314	3,283	11.71%		
505-2214-481.80-10	Vehicle Maintenance	66,151	72,489	70,537	70,537	-	0.00%		
505-2214-481.80-20	Electric Charges	309	304	350	350	-	0.00%		
505-2214-481.80-25	Ele. Chg Pumping Sta.	63,703	73,802	65,615	72,000	6,385	9.73%		
505-2214-481.80-40	Water Charges	1,374	1,849	1,400	1,500	100	7.14%		
505-2214-481.80-50	Sanitation Charges	828	828	828	828	-	0.00%		
505-2215-481.68-01	Office, Furniture & Eqpt,	-	-	1,000	1,000	-	0.00%		
505-2215-481.68-02	Machinery & Equipment	-	3,223	10,100	22,475	12,375	122.52%		
505-2215-481.70-01	Principal	-	-	655,000	904,398	249,398	38.08%		
505-2215-481.70-02	Interest	438,278	419,339	391,362	467,255	75,893	19.39%		
505-2215-481.70-03	Fiscal Agent's Fees	2,114	6,048	2,200	4,000	1,800	81.82%		
505-2215-481.75-03	Building Improvements	-	-	40,000	-	(40,000)	-100.00%		
505-2215-481.75-05	Machinery & Equipment	-	-	52,000	-	(52,000)	-100.00%		
505-2215-481.75-06	Rolling Stock	-	-	167,000	169,000	2,000	1.20%		
505-2215-481.75-07	Feasibility Studies	-	-	-	-	-	-		
505-2215-481.75-15	Distribution System Impr.	4,179	477,860	1,520,600	1,735,600	215,000	14.14%		
505-2215-481.76-10	Depreciation Expense	455,082	688,503	-	-	-	-		
TOTAL WATER FUND EXPENSES		4,559,568	5,995,019	7,356,123	7,906,422	550,299	7.48%		

Water Expenses

The page was intentionally left blank.

**CITY OF KIRKWOOD                      SANITATION**

**Budget Changes**

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	509-0000-340.19-20	Recycling Revenue	\$ 125,000	\$ -	\$ (125,000)	-100.00%
	Narrative:	Decrease due to market conditions for single stream recycling materials				
2	509-0000-340.19-30	Special Pick-up Charges	\$ 45,000	\$ 55,000	\$ 10,000	22.22%
	Narrative:	Increase due to historical actuals over the past 3 fiscal years. (FY16 - \$57,495; FY17 - \$57,495; FY18 - \$57,000)				
3	509-2310-482.11-01	Lawn Bag Sales	\$ 402,990	\$ 360,150	\$ (42,840)	-10.63%
	Narrative:	Increase due to historical actuals over the past 3 fiscal years. (FY16 - \$399,725; FY17 - \$381,529; FY18 - \$343,948)				
4	509-0000-340.20-20	Black Plastic Bag Sales	\$ 14,000	\$ 12,000	\$ (2,000)	-14.29%
	Narrative:	Decrease due to the anticipated implementation of solid waste collection automation.				
5	509-0000-392.10-00	Sale of Fixed Assets	\$ 20,000	\$ -	\$ (20,000)	-100.00%
	Narrative:	Decrease due to no known/planned sale of assets				

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-0000-340.19-10	Refuse collections chgs	1,915,249	2,273,702	2,297,289	2,297,289	-	0.00%		
509-0000-340.19-15	Dumpster/Charges	166,691	41,797	43,920	43,920	-	0.00%		
509-0000-340.19-20	Recycling revenue	129,741	132,200	125,000	-	(125,000)	-100.00%		
509-0000-340.19-30	Special Pick-up chgs	57,495	57,000	45,000	55,000	10,000	22.22%		
509-0000-340.20-10	Lawn bag sales	381,530	343,949	402,990	360,150	(42,840)	-10.63%		
509-0000-340.20-20	Black Plastic bag sales	13,771	11,700	14,000	12,000	(2,000)	-14.29%		
<b>Charges for Services</b>		<b>2,664,477</b>	<b>2,860,348</b>	<b>2,928,199</b>	<b>2,768,359</b>	<b>(159,840)</b>	<b>-5.46%</b>		
509-0000-361.10-00	Investments	3,120	3,024	10,000	10,000	-			
<b>Investment Income</b>		<b>3,120</b>	<b>3,024</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>			
509-0000-380.10-00	Miscellaneous	1,984	219	-	-	-			
<b>Other Revenue</b>		<b>1,984</b>	<b>219</b>	<b>-</b>	<b>-</b>	<b>-</b>			
509-0000-391.40-50	Interdepartment Usage	36,939	31,669	38,462	38,462	-	0.00%		
<b>Interdepartmental Revenue</b>		<b>36,939</b>	<b>31,669</b>	<b>38,462</b>	<b>38,462</b>	<b>-</b>	<b>0.00%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>2,706,520</b>	<b>2,895,260</b>	<b>2,976,661</b>	<b>2,816,821</b>	<b>(159,840)</b>	<b>-5.37%</b>		
509-0000-392.10-00	Sale of Fixed Assets	(104,371)	22,469	20,000	-	(20,000)	-100.00%		
<b>Other Financing Sources</b>		<b>(104,371)</b>	<b>22,469</b>	<b>20,000</b>	<b>-</b>	<b>(20,000)</b>	<b>-100.00%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>2,602,149</b>	<b>2,917,729</b>	<b>2,996,661</b>	<b>2,816,821</b>	<b>(179,840)</b>	<b>-6.00%</b>		

Sanitation Revenues



## **Sanitation Fund**

---

### **Mission Statement**

- To provide cost-effective curbside and rear yard collection of residential trash, commercial waste, specially bagged yard waste, and the collection of curbside single-stream recycling.
- 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, refuse, 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 54 residences. (3) special pick up service of large items once-a-week. (4) once-per-week yard waste collection service; and (5) delivery of refuse bags annually to residential customers. Currently the Sanitation Division has 41 customers remaining on a limited bag program.

The Sanitation Division recycling service consists of the operation of an award-winning Recycling Depository. The Depository operates 24 hours per day, seven days a week with one full-time and one part-time employee.

The City's curbside single-stream recycling program continues to be well received by the residents. The diversion rate for the City is at 40.63% as of March 31, 2018. The City's recycling program was awarded the 2015 Best Government Program by the Missouri Recycling Association.

This coming fiscal year the department will be focusing on the continued phased-in implementation of a fully automated residential collection program for solid waste.

On August 1, 2018 the City received notification from Resource Management (RM), the City's single stream recycling processor, that effective this date RM would begin charging the city \$35/ton of single stream recycling material that

## Sanitation Fund

---

would be dropped off at their facility. In addition, effective November 1, 2018, RM would no longer be accepting residential single stream recycling at their facility. In essence, this leaves the City with limited viable options to continue residential curbside recycling. In the near short term, this will increase operational cost \$12,250/month for the next 60 days. After that, if no viable alternative for single stream recycling is identified, our estimated monthly cost will increase to \$30,800/month or \$369,600 annually. This drastic shift in the single stream recycling market is largely due to China placing more stringent contamination limits on single stream recyclable materials.

This change in the market has nearly eliminated all of the financial gains due to operational efficiencies put in place over the past two years. It was projected that the department would have had one of its largest gains at the end of FY19.

In the FY20 budget the department has budgeted to absorb the increased recycling cost, in order to maintain residential curbside recycling. The continuation of curbside recycling is not sustainable under the current market conditions and the City must find a viable alternative within the next 18 months. It is estimated that a fee nearing \$30/month would be needed to sustain the continuation of curbside recycling.

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 Division has the following authorized staffing levels:

POSITION	FY14	FY15	FY16	FY17	FY18
Director	-	0.33	0.33	.33	.33
Sanitation Superintendent	1.00	1.00	1.00	1.00	1.00
Commercial Account Manger	-	0.75	-	-	-
Lead Driver	-	-	-	-	-
Drivers	-	-	-	-	-
Collectors	-	-	-	-	-
Collectors part time	-	-	-	-	-
Sanitation Workers	11.00	12.00	12.00	12.00	12.00
Sanitation Workers, part time	1.00	2.25	2.25	2.25	-
Recycling	1.00	1.75	1.75	1.75	1.75
Customer Service Representative	0.50	0.50	0.50	1.00	1.00
<b>TOTAL</b>	<b>14.50</b>	<b>18.58</b>	<b>17.83</b>	<b>18.83</b>	<b>16.08</b>

## Sanitation Fund

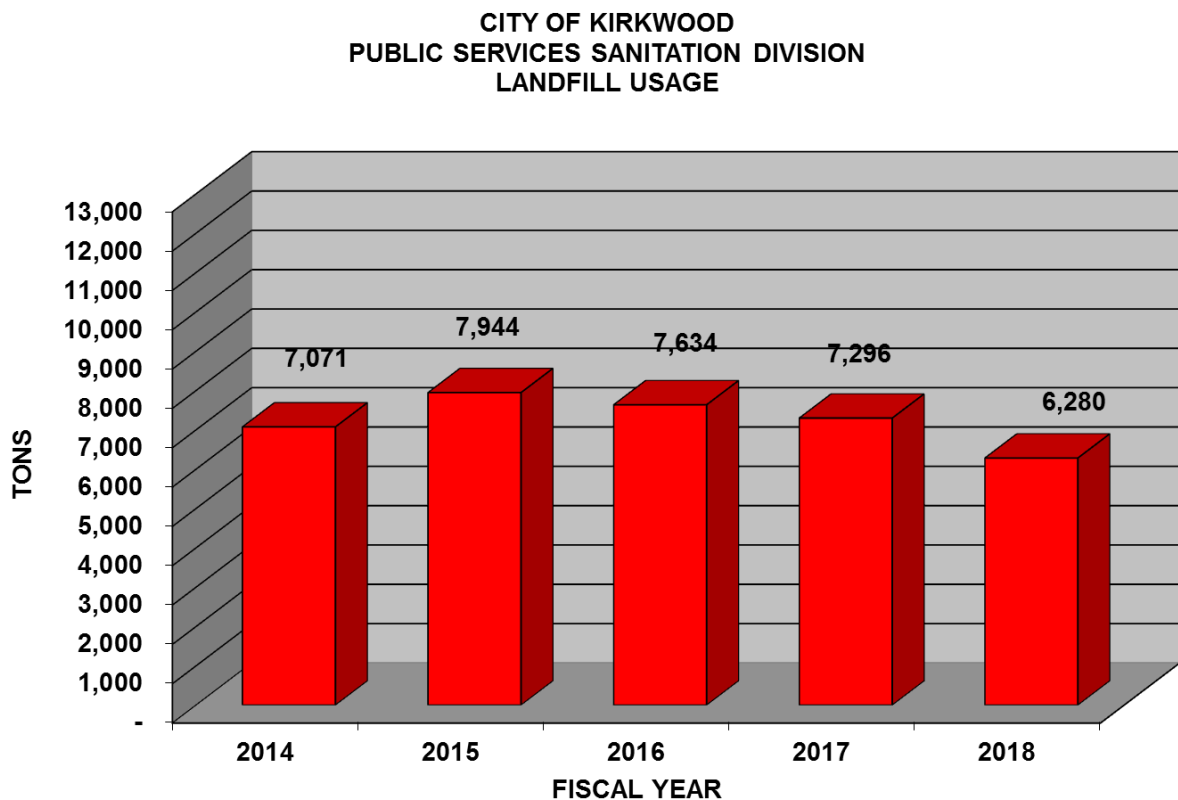
---

The Sanitation Department 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	Utility Billing Clerks
1	Customer Service Representative

### Landfill Usage

The amount of refuse in the Kirkwood solid waste stream shows a steady increase in FY14 - FY15. Due to reorganization of the department and shifting of collection services tonnage started to decrease. In the last quarter of FY17 commercial sanitation services ended, continuing this decrease.

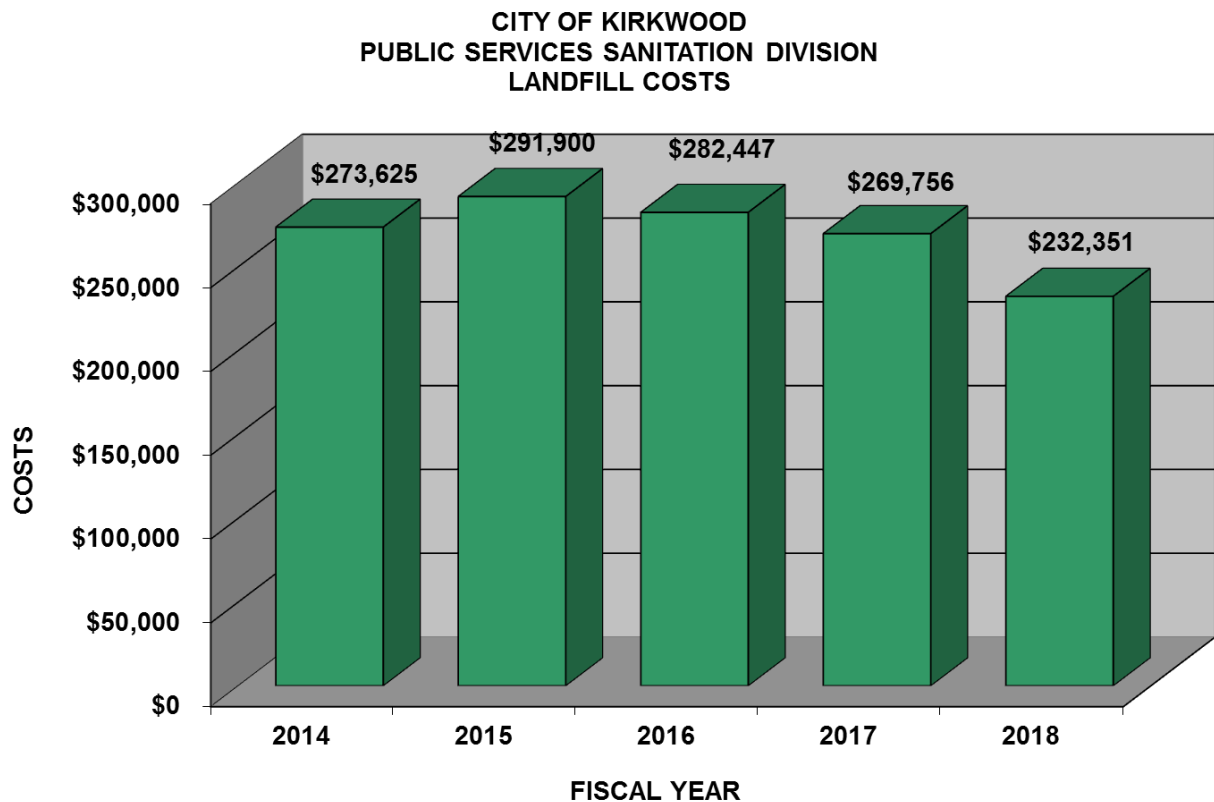


## Sanitation Fund

---

### Landfill Costs

Disposal costs were increasing due to the limited landfill space in the St. Louis region. In 2004, the City entered into a long-term agreement to use the newly constructed Fred Weber Company transfer station in Peerless Park. On April 7, 2004, the Weber Transfer station became operational at the initial price of \$27 per ton. The previous landfill price had been \$41 per ton. The Waste Connection-Kirkwood long-term agreement stabilizes the City's refuse disposal rate, and the present disposal rate is \$37 per ton which includes environmental fees and a fuel surcharge per load.

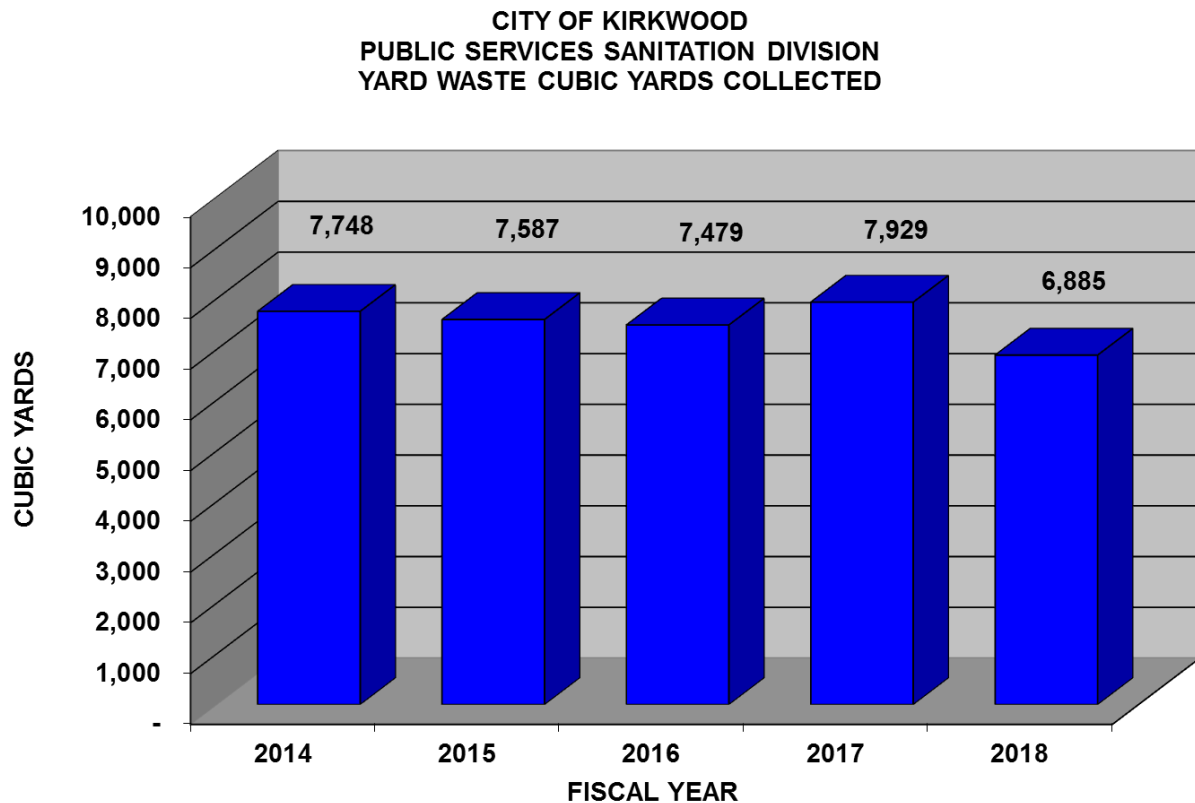


## Sanitation Fund

---

### Yard Waste Collected

The Sanitation Division collects yard waste representing more than 7,000 cubic yards of material. Disposal costs for yard waste had been very stable at \$8.50/cubic yard with a new contract in 2016. Yard waste collection, while consistent 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.



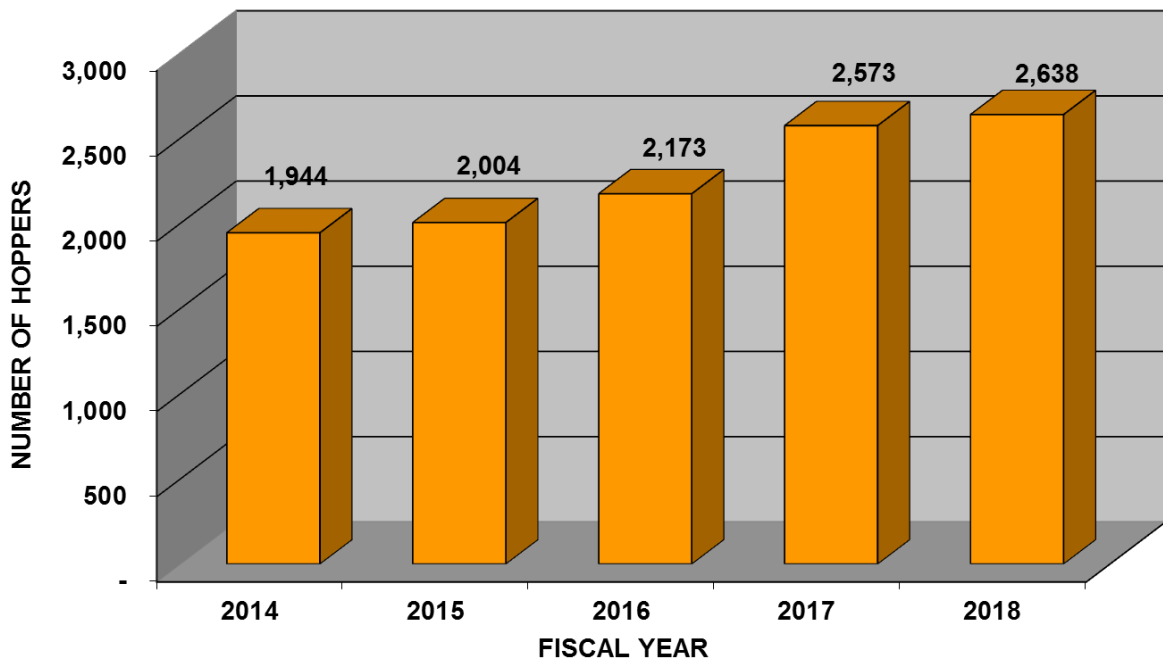
## Sanitation Fund

---

### Special Pick-ups

Special pick up service is provided weekly to residents who request such service. Bulky items and large volumes of refuse are collected at a charge of \$20 per item or hopper load. Over 2,000 bulky items and hopper loads are collected each year. 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.

**CITY OF KIRKWOOD  
PUBLIC SERVICES SANITATION DIVISION  
SPECIAL PICK-UPS PER HOPPER**



### 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. During the week of August 14 through August 21, 2009, the Police Department collected traffic data at the Recycling Depository. The average daily usage during that week was 511

## Sanitation Fund

vehicles. This is a significant drop since the last time a traffic study was conducted in 2001. The biggest difference has occurred during the implementation of St. Louis County's curbside recycling program, which started October, 2008. Since that time, recycling collection has dropped 30%. In FY09, approximately 3,100 tons of materials were collected at the depository for recycling. Since the implementation of the Kirkwood curbside recycling program, the usage at the depository has also dropped. Now, recyclable material is no longer segregated at the depository, as we have now contracted with Resource Management to sell the recyclables as co-mingled.

With an aggressive educational program throughout the civic community and residential groups, our goal is to continue to increase recycling and decrease landfill significantly. This will not only benefit Kirkwood aesthetically, but also environmentally and economically.

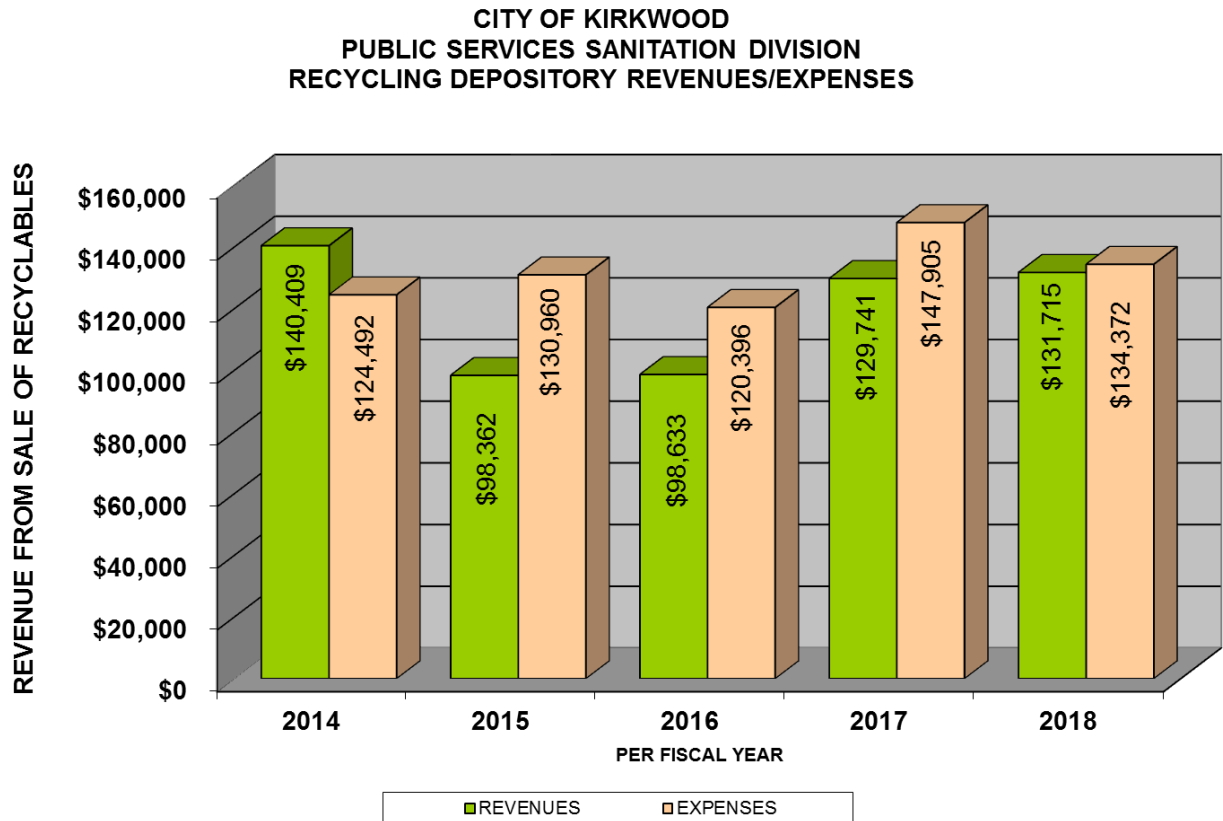
RECYCLING REPORT TONNAGE					
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
April	370.43	329.14	399.76	306.71	330.44
May	356.06	342.62	340.76	369.14	352.12
June	306.27	314.72	415.92	433.87	377.47
July	398.01	496.61	380.59	334.53	332.88
August	372.78	313.25	290.73	387.48	381.18
September	281.55	322.69	353.57	357.68	325.80
October	402.67	316.22	365.02	328.42	331.88
November	317.25	364.66	315.18	379.28	381.10
December	349.35	417.65	444.25	382.17	395.58
January	312.28	376.59	374.02	359.68	373.67
February	275.41	295.56	320.16	323.78	267.04
March	460.56	348.49	347.52	335.42	325.35
<b>TOTALS</b>	<b>4,202.62</b>	<b>4,238.20</b>	<b>4,347.48</b>	<b>4,298.16</b>	<b>4,174.51</b>

The Public Services Department maintains detailed records of the costs of operation of the Recycling Depository. The revenues shown on the chart on the next page, from the sale of recyclables, help to offset the rising costs of landfill

## Sanitation Fund

---

fees. The recyclable market fluctuates greatly and varies according to the commodity market.

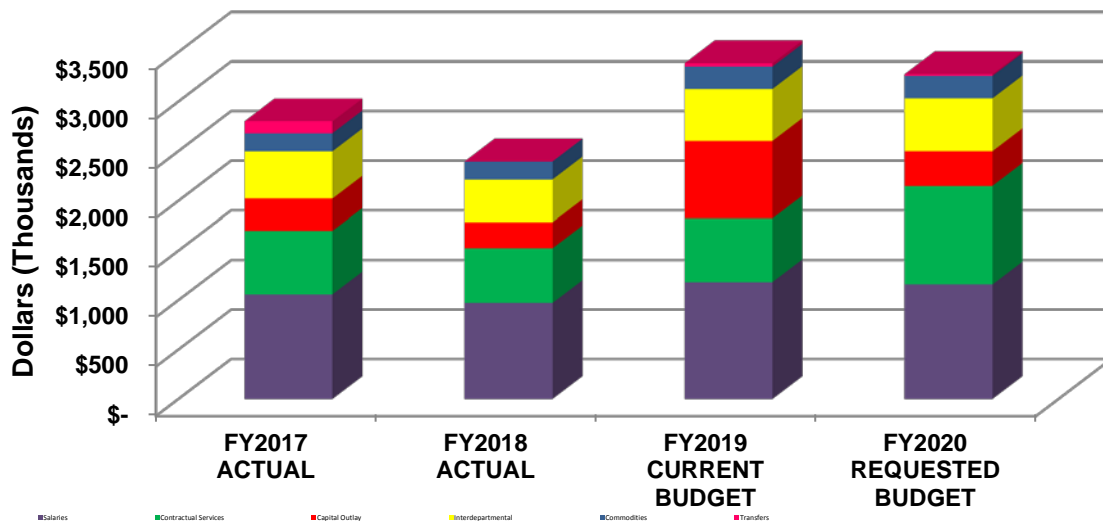




**CITY OF KIRKWOOD, MISSOURI  
SANITATION OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	721,755	698,087	852,610	850,935
Part-time Salaries	49,025	26,859	-	-
Overtime	39,145	17,780	33,400	23,400
Social Security	49,113	46,047	54,936	53,830
Medicare	11,565	10,824	12,850	12,588
Civilian Pension	45,409	25,264	57,599	56,435
Deferred Compensation	12,885	11,760	17,721	17,365
Subtotal Salaries	928,897	836,621	1,029,116	1,014,553
Other Benefits				
Health Insurance	121,539	119,678	140,341	132,513
Dental Insurance	6,931	6,937	9,238	7,880
Vision Insurance	1,175	1,210	1,623	1,544
Unemployment	160	6,400	2,000	2,000
Subtotal Other Benefits	129,805	134,225	153,202	143,937
Total Personnel Services	1,058,702	970,846	1,182,318	1,158,490
<b>Contractual Services</b>	639,334	551,582	640,922	991,181
<b>Commodities</b>	182,490	181,293	225,830	227,000
<b>Capital Outlay</b>	324,493	262,451	780,364	350,000
<b>Interdepartmental Charges</b>	475,279	429,125	522,927	532,019
<b>Transfers to Other Funds</b>	120,000	-	33,013	16,507
<b>TOTAL SANITATION BUDGET</b>	<b>2,800,298</b>	<b>2,395,297</b>	<b>3,385,374</b>	<b>3,275,197</b>

**Sanitation Budget Summary**



## CITY OF KIRKWOOD

## SANITATION

## Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	509-2310-482.11-05	Overtime	\$ 30,000	\$ 20,000	\$ (10,000)	-33.33%
	Narrative:	Decrease due to continuing efforts to reduce overtime expenses				
2	509-2310-482.31-10	Other Professional Services	\$ 30,000	\$ 10,000	\$ (20,000)	-66.67%
	Narrative:	Decrease is due to the continuing efforts to reduce the need for temporary staffing services				
3	509-2310-482.42-09	Landfill/Disposal Fees	\$ 357,750	\$ 304,100	\$ (53,650)	-15.00%
	Narrative:	Decrease due to historical actuals over the past 3 fiscal years. (FY16 - \$385,726; FY17 - \$334,938; FY18 - \$311,580)				
4	509-2310-482.43-06	Equipment	\$ 7,500	\$ 1,000	\$ (6,500)	-86.67%
	Narrative:	Decrease based on historical actuals over the past 3 fiscal years. (FY16 - \$3,935; FY17 - \$418; FY18 - \$562)				
5	509-2310-482.80-05	Fuel/Lubricants	\$ 142,993	\$ 156,523	\$ 13,530	9.46%
	Narrative:	Increase is due to historical utilization analysis, anticipated fiscal year operations and cost projections outlined by the Energy Information Administration (EIA). Increase is also due to cost associated with the addition of two employees.				
6	509-2312-482.42-09	Landfill/Disposal Fees	\$ 7,500	\$ 378,400	\$ 370,900	4945.33%
	Narrative:	Increase due to market conditions for single stream recycling materials				
7	509-2312-482.80-10	Fleet Services	\$ 20,115	\$ 14,881	\$ (5,234)	-26.02%
	Narrative:	Decrease is based on calculations reported by the Director of Fleet Services. The product is created by multiplying the percentage of departmental utilization from the previous fiscal year to Fleet Services' requested fiscal year budget.				

## CITY OF KIRKWOOD

## FISCAL YEAR 2019/2020 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
509-2310-482.11-01	Salary Full Time	618,117	593,781	715,803	710,989	(4,814)	-0.67%
509-2310-482.11-02	Salary Part Time	33,886	8,437	-	-	-	-
509-2310-482.11-05	Overtime	37,556	15,757	30,000	20,000	(10,000)	-33.33%
509-2310-482.21-01	Health Insurance	104,349	99,838	115,353	104,400	(10,953)	-9.50%
509-2310-482.21-03	Dental Insurance	5,858	5,819	7,292	6,240	(1,052)	-14.43%
509-2310-482.21-04	Vision Insurance	983	1,016	1,259	1,259	-	0.00%
509-2310-482.22-01	Social Security Taxes	41,816	38,478	46,240	45,321	(919)	-1.99%
509-2310-482.22-02	Medicare Contributions	9,858	9,054	10,814	10,599	(215)	-1.99%
509-2310-482.23-02	Civilian Pension	38,983	21,334	48,477	47,514	(963)	-1.99%
509-2310-482.23-04	Deferred Comp	10,853	9,746	14,916	14,620	(296)	-1.98%
509-2310-482.29-04	Unemployment Comp.	160	6,400	2,000	2,000	-	0.00%
509-2310-482.31-03	Public Relations	505	-	2,000	2,000	-	0.00%
509-2310-482.31-09	Training	-	-	500	500	-	0.00%
509-2310-482.31-10	Other Professional Svcs	76,590	17,803	30,000	10,000	(20,000)	-66.67%
509-2310-482.32-01	Legal	2,430	3,042	2,500	2,500	-	0.00%
509-2310-482.32-02	Audit	1,976	1,939	3,000	3,000	-	0.00%
509-2310-482.42-06	Laundry, towels, etc	146	-	750	500	(250)	-33.33%
509-2310-482.42-09	Landfill/Disposal fees	334,938	311,581	357,750	304,100	(53,650)	-15.00%
509-2310-482.43-01	Office ept. maintenance	19	200	300	300	-	0.00%
509-2310-482.43-02	Radio eqpt. maintenance	300	328	100	328	228	228.00%
509-2310-482.43-04	Computer maintenance	6,500	6,500	6,500	6,500	-	0.00%
509-2310-482.43-06	Equipment	418	562	7,500	1,000	(6,500)	-86.67%
509-2310-482.52-02	General liability	35,038	31,727	45,000	45,000	-	0.00%
509-2310-482.52-11	Work. Comp. Premium	151,868	148,831	148,831	205,327	56,496	37.96%
509-2310-482.53-01	Telephone	379	402	700	450	(250)	-35.71%
509-2310-482.55-09	Other Printing	-	-	2,000	2,000	-	0.00%
509-2310-482.58-01	Travel Executive	-	-	500	500	-	0.00%
509-2310-482.61-01	Office supplies	822	2,068	1,500	1,500	-	0.00%
509-2310-482.61-08	Janitorial supplies	653	-	1,000	500	(500)	-50.00%
509-2310-482.61-13	Clothing	2,573	3,512	5,200	5,200	-	0.00%
509-2310-482.64-01	Membership Dues	-	-	300	300	-	0.00%
509-2310-482.66-07	Safety equipment	3,743	3,214	4,150	4,150	-	0.00%
509-2310-482.66-08	Small tools	51	421	700	500	(200)	-28.57%
509-2310-482.66-36	Bags & Ties	71,885	69,320	80,000	80,000	-	0.00%
509-2310-482.66-37	Yard Bags	63,514	59,546	75,000	75,000	-	0.00%
509-2310-482.69-04	Contingency	475	-	10,000	10,000	-	0.00%
509-2310-482.69-08	Write-off - Bad Debt	702	10,037	5,000	5,000	-	0.00%
509-2310-482.69-99	Inventory Adjustments	640	(720)	-	2,000	2,000	100.00%

Sanitation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2310-482.80-05	Fuel/Lubricants	91,384	89,860	142,993	156,523	13,530	9.46%		
509-2310-482.80-10	Vehicle Maintenance	258,703	245,475	291,548	292,390	842	0.29%		
509-2310-482.80-20	Electric Charges	5,285	5,247	5,500	5,500	-	0.00%		
509-2310-482.80-40	Water Usage Charges	739	557	600	600	-	0.00%		
509-2310-482.80-60	Admin., Clrk, & Acct.	55,750	55,750	55,750	55,750	-	0.00%		
509-2310-491.10-10	Transfer to Other Funds	120,000	-	33,013	16,507	(16,506)	-50.00%		
509-2312-482.11-01	Salary Full Time	43,378	43,206	72,573	76,798	4,225	5.82%		
509-2312-482.11-02	Salary Part Time	15,139	18,422	-	-	-	-		
509-2312-482.11-05	Overtime	1,586	1,988	3,000	3,000	-	0.00%		
509-2312-482.21-01	Health Insurance	6,269	6,204	14,023	17,148	3,125	22.28%		
509-2312-482.21-03	Dental Insurance	469	464	1,236	930	(306)	-24.76%		
509-2312-482.21-04	Vision Insurance	84	84	246	167	(79)	-32.11%		
509-2312-482.22-01	Social Security Taxes	3,676	3,939	4,686	4,569	(117)	-2.50%		
509-2312-482.22-02	Medicare Contributions	860	921	1,096	1,068	(28)	-2.55%		
509-2312-482.23-02	Civilian Pension	2,721	1,691	4,912	4,790	(122)	-2.48%		
509-2312-482.23-04	Deferred Comp	874	901	1,511	1,474	(37)	-2.45%		
509-2312-482.31-10	Other Professional Svcs	-	-	500	500	-	0.00%		
509-2312-482.42-06	Laundry, towels, etc	-	-	200	-	(200)	-100.00%		
509-2312-482.42-09	Landfill/Disposal fees	5,034	4,965	7,500	378,400	370,900	4945.33%		
509-2312-482.52-02	General liability	3,816	3,455	4,200	4,200	-	0.00%		
509-2312-482.52-11	Work. Comp. Premium	14,225	13,941	13,941	17,426	3,485	25.00%		
509-2312-482.53-01	Telephone	123	134	150	150	-	0.00%		
509-2312-482.61-13	Clothing	206	113	600	600	-	0.00%		
509-2312-482.66-07	Safety equipment	79	758	300	300	-	0.00%		
509-2312-482.66-08	Small tools	175	-	300	300	-	0.00%		
509-2312-482.66-36	Bags & Ties	-	1,048	1,500	1,500	-	0.00%		
509-2312-482.80-05	Fuel/Lubricants	822	3,255	2,500	3,000	500	20.00%		
509-2312-482.80-10	Vehicle Maintenance	59,380	25,779	20,115	14,881	(5,234)	-26.02%		
509-2312-482.80-20	Electric Charges	3,215	3,202	3,621	3,375	(246)	-6.79%		
509-2312-482.80-40	Water Usage Charges	1	-	300	-	(300)	-100.00%		
509-2313-482.11-01	Salary Full Time	60,260	61,100	64,234	63,148	(1,086)	-1.69%		
509-2313-482.11-05	Overtime	3	35	400	400	-	0.00%		
509-2313-482.21-01	Health Insurance	10,921	13,636	10,965	10,965	-	0.00%		
509-2313-482.21-03	Dental Insurance	604	654	710	710	-	0.00%		
509-2313-482.21-04	Vision Insurance	108	110	118	118	-	0.00%		
509-2313-482.22-01	Social Security Taxes	3,621	3,630	4,010	3,940	(70)	-1.75%		
509-2313-482.22-02	Medicare Contributions	847	849	940	921	(19)	-2.02%		
509-2313-482.23-02	Civilian Pension	3,705	2,239	4,210	4,131	(79)	-1.88%		

Sanitation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2313-482.23-04	Deferred Comp	1,158	1,113	1,294	1,271	(23)	-1.78%		
509-2313-482.31-09	Training	49	885	1,000	1,000	-	0.00%		
509-2313-482.31-10	Other Professional Svcs	2,981	3,216	3,500	3,500	-	0.00%		
509-2313-482.43-01	Office ept. maintenance	1,999	2,071	2,000	2,000	-	0.00%		
509-2313-482.61-05	Postage	20,250	17,514	20,000	20,000	-	0.00%		
509-2313-482.61-13	Clothing	200	280	280	150	(130)	-46.43%		
509-2313-482.66-34	Meter Reading Supplies	16,522	14,182	20,000	20,000	-	0.00%		
509-2315-482.70-04	Lease Payments	6,931	3,692	270,864	100,000	(170,864)	-63.08%		
509-2315-482.75-05	Machinery & Equipment	-	3,498	118,954	30,000	(88,954)	-74.78%		
509-2315-482.75-06	Rolling Stock	-	-	390,546	220,000	(170,546)	-43.67%		
509-2315-482.76-10	Depreciation Expense	317,562	255,261	-	-	-			
TOTAL SANITATION EXPENSES		2,800,298	2,395,297	3,385,374	3,275,197	(110,177)	-3.25%		

Sanitation Expenses

The page was intentionally left blank.

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
602-0000-361.10-00	Investments	3,962	4,507	3,800	4,000	200	5.26%		
	<b>Investment Income</b>	<b>3,962</b>	<b>4,507</b>	<b>3,800</b>	<b>4,000</b>	<b>200</b>	<b>5.26%</b>		
602-0000-391.30-70	Services	901,424	913,569	910,876	1,162,976	252,100	27.68%		
	<b>Interdepartmental Revenue</b>	<b>901,424</b>	<b>913,569</b>	<b>910,876</b>	<b>1,162,976</b>	<b>252,100</b>	<b>27.68%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		905,386	918,076	914,676	1,166,976	252,300	27.58%		

Workers Compensation Revenue

## Workers Compensation Fund

### 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 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 prevention 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	FY 2014		FY 2015		FY 2016		FY 2017		FY 2018	
	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident
Administration	0	0	1	0	0	0	0	0	0	0
Electric	2	0	2	0	3	0	1	0	2	0
Finance	0	0	0	0	0	0	2	0	0	0
Fire	7	3	8	2	11	0	5	2	6	0
Fleet Services	3	0	3	1	0	0	1	0	1	0
Parks	5	0	4	2	3	1	2	1	3	1
Police	11	0	8	0	5	1	7	2	7	3
Purchasing	0	0	0	0	0	0	0	0	0	0
PW - Bldg. Comm.	0	0	0	0	0	0	1	0	1	0
PW - Bldg. Maint.	0	1	0	0	0	0	0	0	0	0
PW - Engineering	0	0	0	0	0	0	1	0	0	0
PW - Street	5	1	4	1	4	0	1	0	1	0
Recreation	4	1	1	1	2	1	2	0	2	0
Sanitation	2	0	1	0	2	0	3	0	3	0
Water	0	1	0	1	2	0	6	1	4	2
<b>Totals</b>	<b>38</b>	<b>7</b>	<b>32</b>	<b>8</b>	<b>32</b>	<b>3</b>	<b>32</b>	<b>6</b>	<b>30</b>	<b>6</b>



# Workers Compensation Fund

## 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

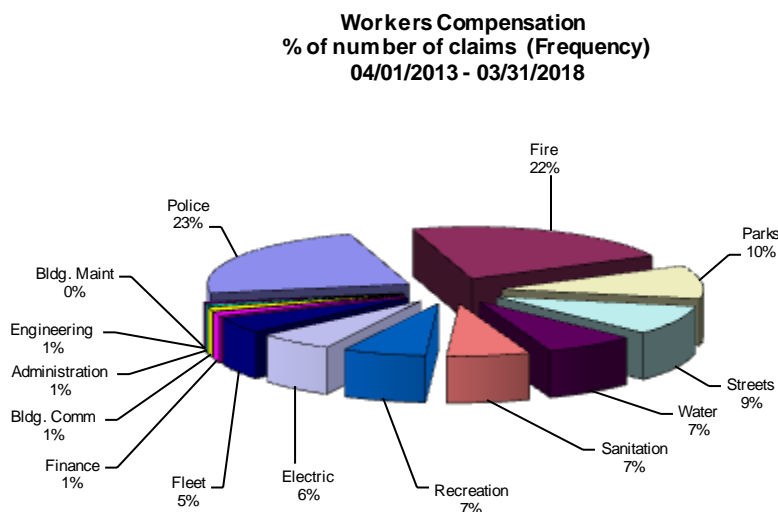
The data that follows gives an overall perspective of the variances and fluctuation within the city's departments. ***\*Please note cumulative data, starting with Fiscal Year 2014 and ending with Fiscal Year 2018 (4/01/2013 – 3/31/2018), are used throughout this report.*** The charts are analyzed by 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 Police department with 38 claims, Fire department with 37 claims, Parks department with 17 claims, Street department with 15 claims, and Water department with 12 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

WORKERS COMPENSATION  
NUMBER OF CLAIMS  
04/01/2013 TO 03/31/2018



**Chart and Table A**

LOCATION	# CLAIMS
Police	38
Fire	37
Parks	17
Streets	15
Water	12
Sanitation	11
Recreation	11
Electric	10
Fleet	8
Finance	2
Bldg. Comm.	2
Administration	1
Engineering.	1
Bldg. Maint.	0
Total	165

## Workers Compensation Fund

**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.

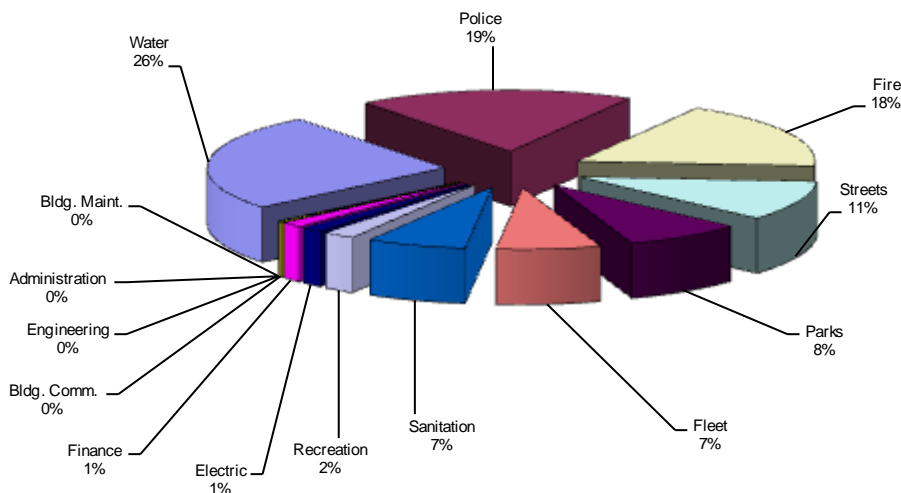
There can be a variety of costs associated with workers’ compensation claims that may be on going for long periods of time—one to two years, or sometimes longer. These costs may be compounded by inflation, frequency, and types of medical services provided, as well as legal and medical expenses, which can rapidly escalate when closure of a case is delayed until all parties agree upon resolution.

The top five departments are Water \$567,342.82, Police \$416,749.27, Fire \$395,122.73, Streets \$231,266.52 and Parks \$177,278.20.

### Overall Analysis by Department: Severity

**Workers Compensation  
% of Cost Incurred (Severity)  
04/01/2013 - 03/31/2018**

**WORKERS COMPENSATION  
DOLLARS COST INCURRED  
04/01/2013 TO 03/31/2018**



LOCATION	CLAIMS \$
Water	567,342.82
Police	416,749.27
Fire	395,122.73
Streets	231,266.52
Parks	177,278.20
Fleet	157,262.82
Sanitation	149,935.72
Recreation	47,637.80
Electric	31,471.80
Finance	31,009.98
Bldg. Comm.	4,765.85
Administration	1,766.12
Engineering	637.35
Bldg. Comm.	456.00
<b>Total</b>	<b>2,212,246.99</b>

**Chart and Table B**

## Workers Compensation Fund

### Analysis by Cause of Loss: Top Five - Chart "C"

What types of injuries have occurred the most? The analysis by cause of loss report gives an overall perspective of the type of injuries that have been reported by City employees and helps to determine the type of education and training that may be needed in future programs.

The first category is "*Strain by **Not Otherwise Classified (NOC)***" with 34 claims and incurred dollars of \$810,428.37.

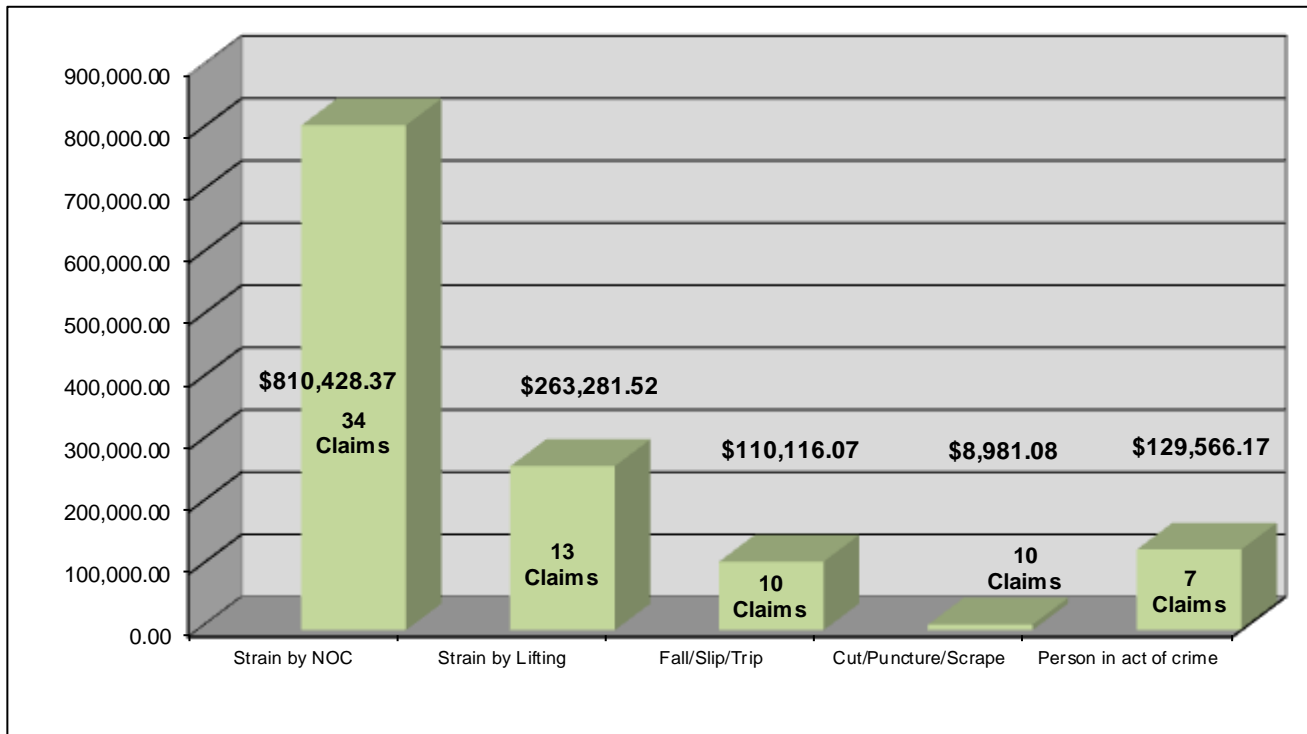
The second category is "*Strain by Lifting/Carrying*" with 13 claims and incurred dollars of \$263,281.52

The third category is "*Fall/Slip/Trip*" with 10 claims and incurred dollars of \$110,116.07

The forth category is "*Cut/Puncture/Scrape*" with 10 claims and incurred dollars of \$8,981.08

The fifth category is "*Person in act of crime*" with 7 claims and incurred dollars of \$129,566.17

City of Kirkwood  
Workers Compensation  
Top 5 Causes of Injury by Frequency and Incurred dollars  
4/1/2013 - 3/31/2018



**Chart C**

## Workers Compensation Fund

### Analysis by Cost of Loss: Top Five - Chart “D”

What kind of claims have been the most expensive for the City? Chart “D” shows where the most money has been spent or placed in reserve, for anticipated expenditure towards medical treatment, employee retention of legal counsel, and claim settlements.

The highest dollar costs (severity) in the top five is:

1. “Strain by NOC” - \$810,428.37
2. “Strain by Lifting” - \$263,281.52
3. “Person in act of crime” - \$129,566.17
4. “Fall/Slip/Trip by NOC” - \$110,116.07
5. “Fall/Slip on Ice/Snow” - \$105,600.35

City of Kirkwood  
Workers Compensation  
Top 5 Causes of Injury by Severity and Incurred dollars  
4/1/2013 - 3/31/2018

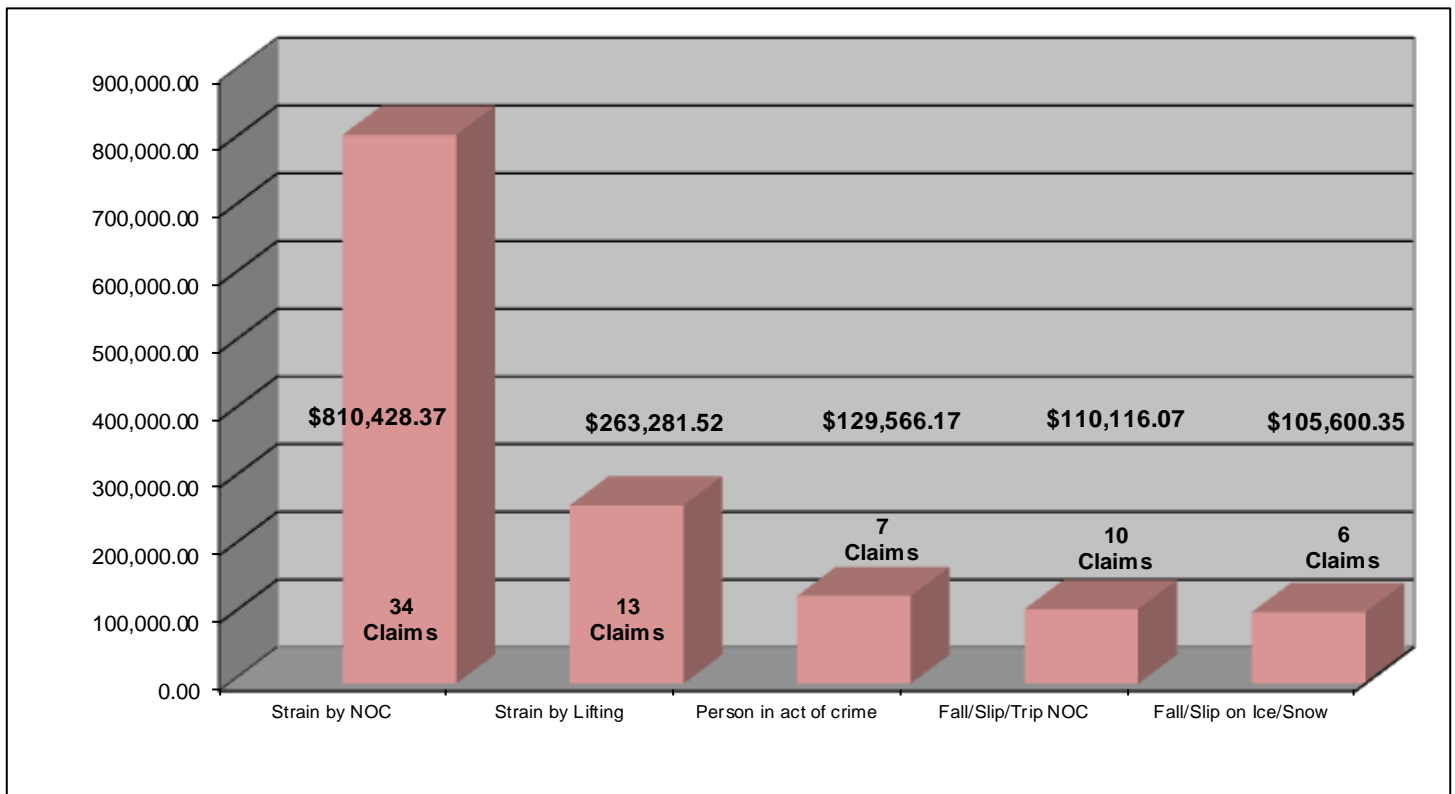


Chart “D”

## Workers Compensation Fund

### ***Experience Modification Rating: Chart “E”***

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.

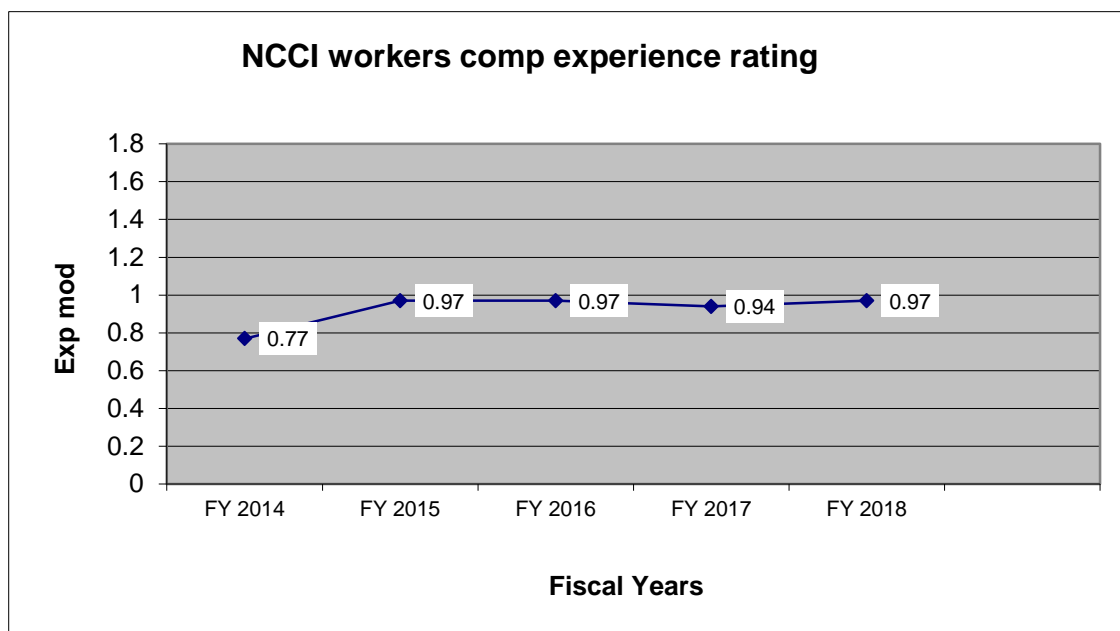
A factor of 1.00 rating = the average experience rating.

A factor of 1.10 rating = additional charges to insurance premiums.

A factor of 0.90 rating = insurance premiums may be lowered.

**Chart “E”** shows Kirkwood’s Experience Modification rating. The city is currently rated at 0.97 as of 03/31/2018

**City Of Kirkwood  
Workers Compensation  
Experience Modification Rating as of 03/31/2018**



**Chart “E”**

## **Workers Compensation Fund**

---

### 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 2014 through Policy Year 2018 the city has saved \$1,519,396.00 by being self-insured verses the conventional insurance premiums for Workers Compensation, Auto and Liability programs with an average annual savings over the five policy years of \$303,879.

**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.

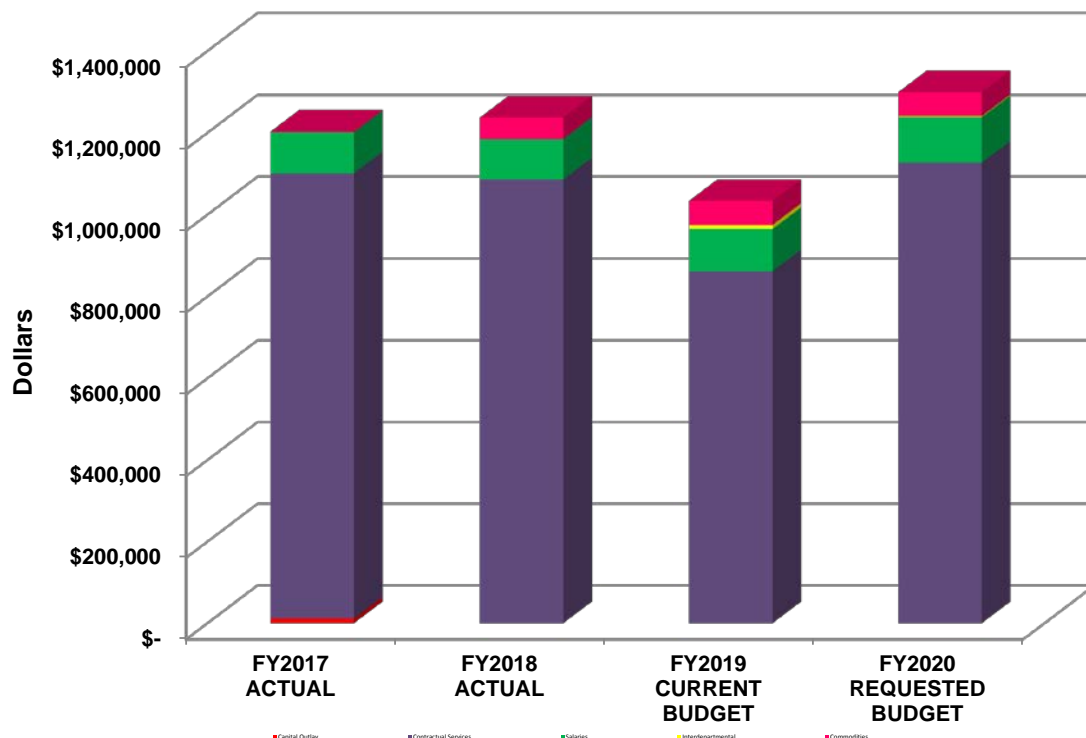
**Risk Management:** AJ Gallagher became our agent of record and provider of risk management services effective 6/1/06. They provide hands-on assistance with many city insurance programs, including loss control inspections and other areas of safety ensuring the highest rated insurance coverages. Meetings 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.

**CITY OF KIRKWOOD, MISSOURI**  
**WORKERS COMPENSATION OPERATING BUDGET SUMMARY**  
**FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	74,128	73,821	75,423	82,583
Social Security	4,301	4,561	4,677	5,120
Medicare	1,006	1,067	1,094	1,198
Civilian Pension	4,457	2,825	4,903	5,368
Deferred Compensation	1,426	1,504	1,509	1,652
Subtotal Salaries	85,318	83,778	87,606	95,921
Other Benefits				
Health Insurance	14,551	14,551	14,845	14,845
Dental Insurance	464	464	484	484
Vision Insurance	84	84	87	87
Subtotal Other Benefits	15,099	15,099	15,416	15,416
<b>Total Personnel Services</b>	100,417	98,877	103,022	111,337
<b>Contractual Services</b>	1,090,310	1,085,742	861,200	1,126,350
<b>Commodities</b>	924	52,048	58,400	58,450
<b>Capital Outlay</b>	10,812	50	300	300
<b>Interdepartmental Charges</b>	10,000	11,216	12,600	12,650
<b>Transfers to Other Funds</b>	-	-	10,310	2,578
<b>TOTAL WC BUDGET</b>	1,212,463	1,247,933	1,045,832	1,311,665

**Workers Compensation Budget Summary**



CITY OF KIRKWOOD      WORKERS COMPENSATION

Budget Changes						
<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	60231114422102	Claims Expense	\$450,000	\$ 700,000	\$ 250,000	55.56%

Narrative:

This is an account which is very hard to predict but last year's actual currently stands at \$707,164 and year to date at \$333,288.



CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
602-3111-442.10-10	Transfer to Other Funds	-	-	10,310	2,578	(7,732)	-75.00%		
602-3111-442.11-01	Salary Full Time	74,128	73,821	75,423	82,583	7,160	9.49%		
602-3111-442.21-01	Health Insurance	14,551	14,551	14,845	14,845	-	0.00%		
602-3111-442.21-02	Claims Expense	669,136	707,164	450,000	700,000	250,000	55.56%		
602-3111-442.21-03	Dental Insurance	464	464	484	484	-	0.00%		
602-3111-442.21-04	Vision Insurance	84	84	87	87	-	0.00%		
602-3111-442.22-01	Social Security Taxes	4,301	4,561	4,677	5,120	443	9.47%		
602-3111-442.22-02	Medicare Contributions	1,006	1,067	1,094	1,198	104	9.51%		
602-3111-442.23-02	Civilian Pension	4,457	2,825	4,903	5,368	465	9.48%		
602-3111-442.23-04	Deferred Comp	1,426	1,504	1,509	1,652	143	9.48%		
602-3111-442.31-07	Medical Examinations	7,463	6,415	10,000	10,000	-	0.00%		
602-3111-442.31-09	Training	315	-	3,000	3,000	-	0.00%		
602-3111-442.31-10	Other Professional Svcs	44,241	37,182	45,000	45,000	-	0.00%		
602-3111-442.52-11	Work. Comp. Premium	279,770	273,868	265,000	280,000	15,000	5.66%		
602-3111-442.53-01	Telephone	1,120	1,605	1,200	1,350	150	12.50%		
602-3111-442.58-02	Travel Other	4,016	902	2,000	2,000	-	0.00%		
602-3111-442.61-01	Office supplies	274	54	300	300	-	0.00%		
602-3111-442.61-11	Food	304	128	600	600	-	0.00%		
602-3111-442.64-01	Dues	-	35	-	50	50	100.00%		
602-3111-442.68-01	Office, Furniture & Eqpt,	-	50	300	300	-	0.00%		
602-3111-442.69-05	Service Awards	346	51,831	57,500	57,500	-	0.00%		
602-3111-442.80-05	Fuel/Lubricants	-	1,220	2,000	1,982	(18)	-0.90%		
602-3111-442.80-10	Fleet Services	-	-	600	668	68	11.33%		
602-3111-442.80-60	Admin., Clrk, & Acct.	10,000	9,996	10,000	10,000	-	0.00%		
602-3112-442.31-10	Other Professional Svcs	84,249	58,606	85,000	85,000	-	0.00%		
602-3112-442.75-06	Rolling Stock	10,812	-	-	-	-	-		
TOTAL WORKERS COMPENSATION EXPENSES		1,212,463	1,247,933	1,045,832	1,311,665	265,833	25.42%		

Workers Compensation Expenses

The page was intentionally left blank.

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-0000-336.10-30	Rock Hill	21,059	34,201	15,000	20,000	5,000	33.33%		
608-0000-341.30-30	Fleet Services	1,002,363	1,009,645	1,015,110	1,026,250	11,140	1.10%		
608-0000-341.30-40	Sale of Lubricants	-	-	-	-	-	-		
<b>Charges for Services</b>		<b>1,023,422</b>	<b>1,043,846</b>	<b>1,030,110</b>	<b>1,046,250</b>	<b>16,140</b>	<b>1.57%</b>		
608-0000-361.10-00	Investments	209	797	500	-	(500)	-100.00%		
<b>Investment Income</b>		<b>209</b>	<b>797</b>	<b>500</b>	<b>-</b>	<b>(500)</b>	<b>-100.00%</b>		
608-0000-380.10-00	Miscellaneous	2,463	2,398	2,000	-	(2,000)	-100.00%		
<b>Other Revenue</b>		<b>2,463</b>	<b>2,398</b>	<b>2,000</b>	<b>-</b>	<b>(2,000)</b>	<b>-100.00%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>1,026,094</b>	<b>1,047,041</b>	<b>1,032,610</b>	<b>1,046,250</b>	<b>13,640</b>	<b>1.32%</b>		
608-0000-392.10-00	Sale of Fixed Assets	0	(355)	-	-	-	-		
608-0000-392.20-00	Insurance Proceeds	584	-	-	-	-	-		
<b>Other Financing Sources</b>		<b>584</b>	<b>(355)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>1,026,678</b>	<b>1,046,686</b>	<b>1,032,610</b>	<b>1,046,250</b>	<b>13,640</b>	<b>1.32%</b>		

Fleet Services Revenues

## **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 6:30 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 Purchasing'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 Department is staffed as follows:

<b>Title</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Director of Fleet Services	1.0	1.0	1.0	1.0	1.0
Customer Service Assistant	1.0	1.0	1.0	1.0	1.0
Fleet Service Technician(s)	5.0	5.0	5.0	5.0	5.0
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

## Fleet Services

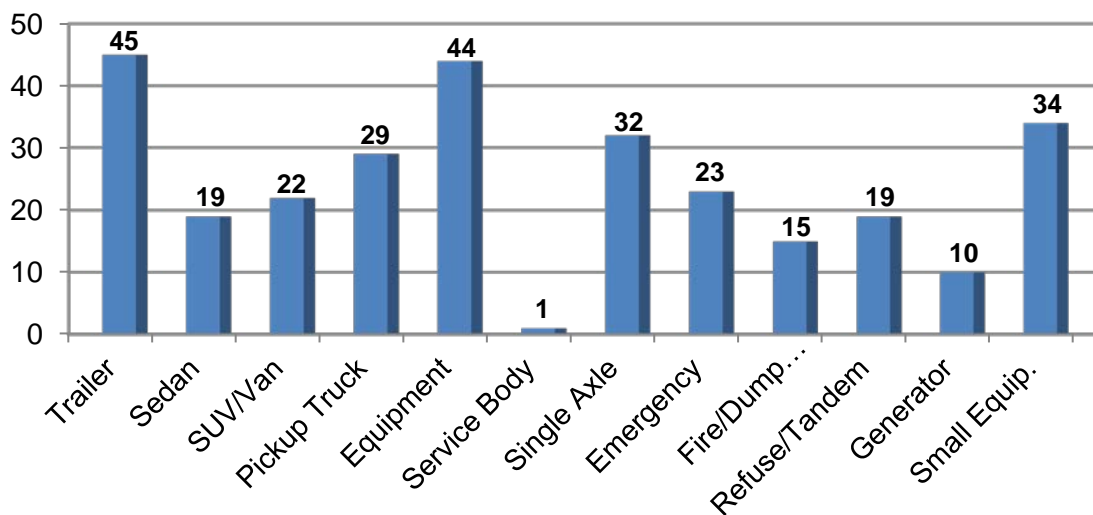
### Staffing Levels (continued)

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 are then totaled establishing the current City of Kirkwood's Overall MRU as 898.38.

The technician requirement is then calculated by totaling the assigned Maintenance Repair Units (MRU) of all assets, (898.38); multiplying the direct labor hour's equivalent (9.98), multiplying by the fiscal year's percentage of in-house repairs (93.61%) and dividing the number of estimated annual labor hours per technician (1430). This calculation validates the requirement of 5.87 technicians to maintain our current fleet.

**Asset Count Based on  
Maintenance Repair Units**

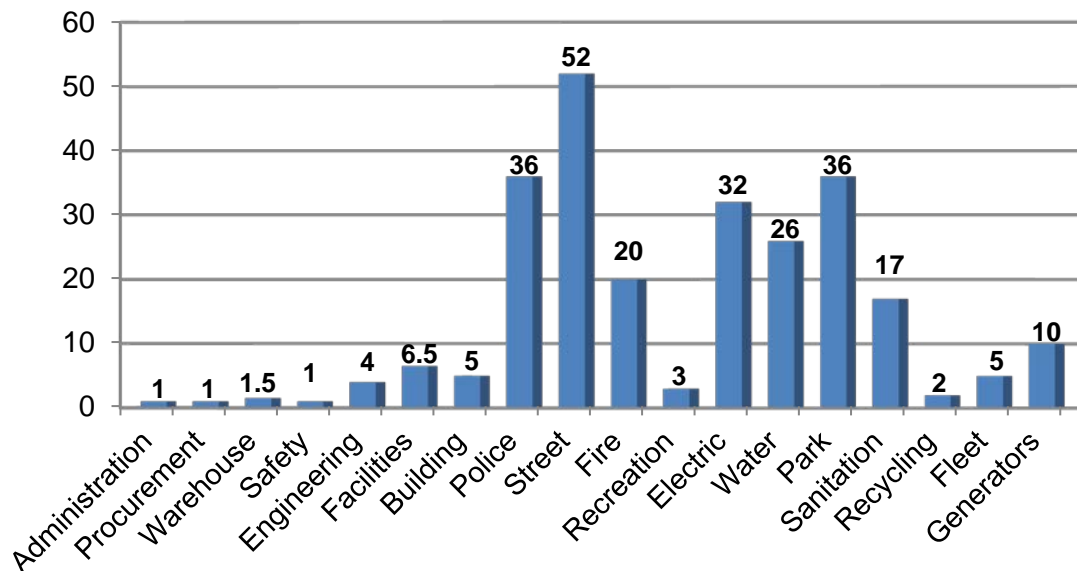


## Fleet Services

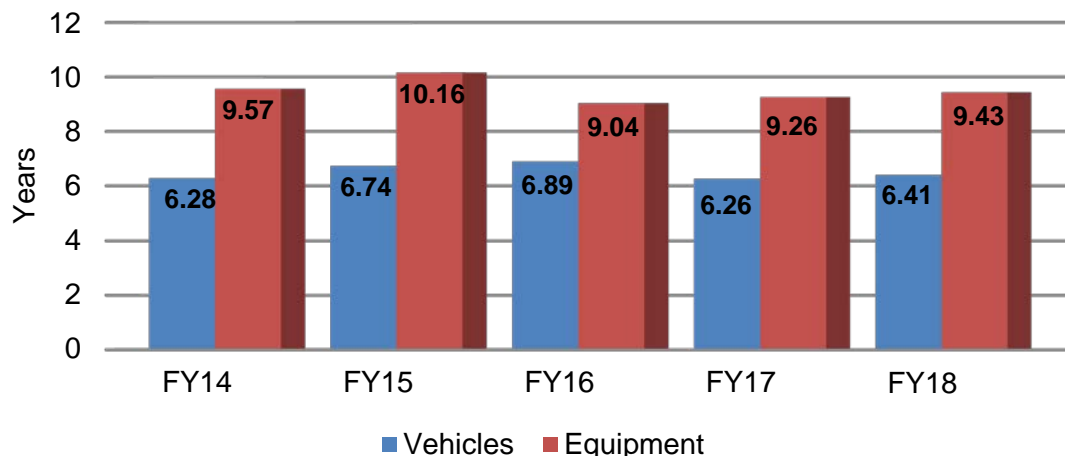
### Vehicles and Equipment Inventory Level

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.

**Fleet Inventory by Department**



**Vehicle and Equipment Age by Fiscal Year**

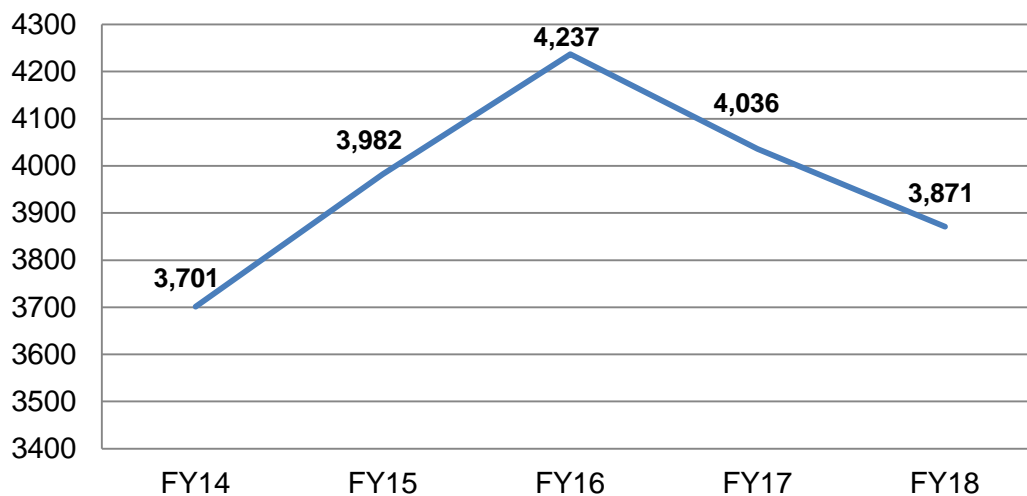


## Fleet Services

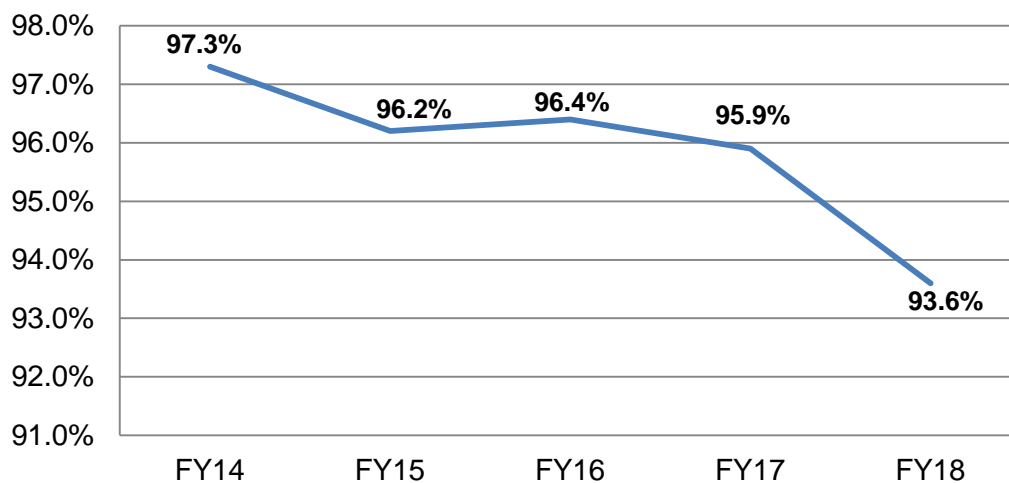
### Work Orders

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. FY18's decline can be attributed to warranty and accident repairs realized but a five year average of 95.88% is sustained.

**Fleet Work Orders by Fiscal Year**



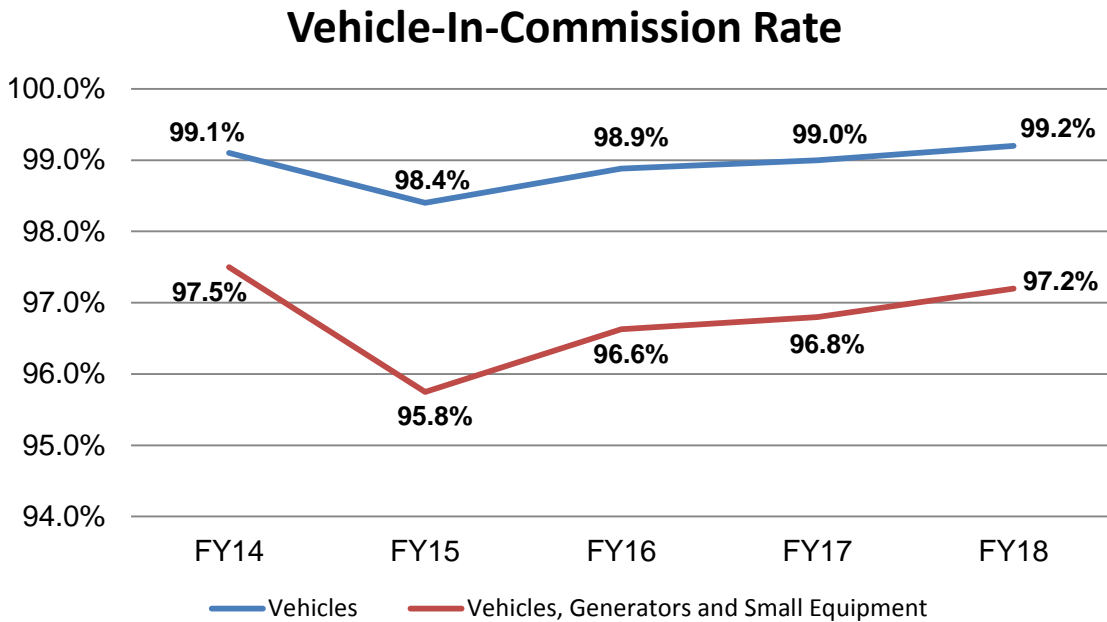
**Percentage of In-House Repairs**



## Fleet Services

### 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.



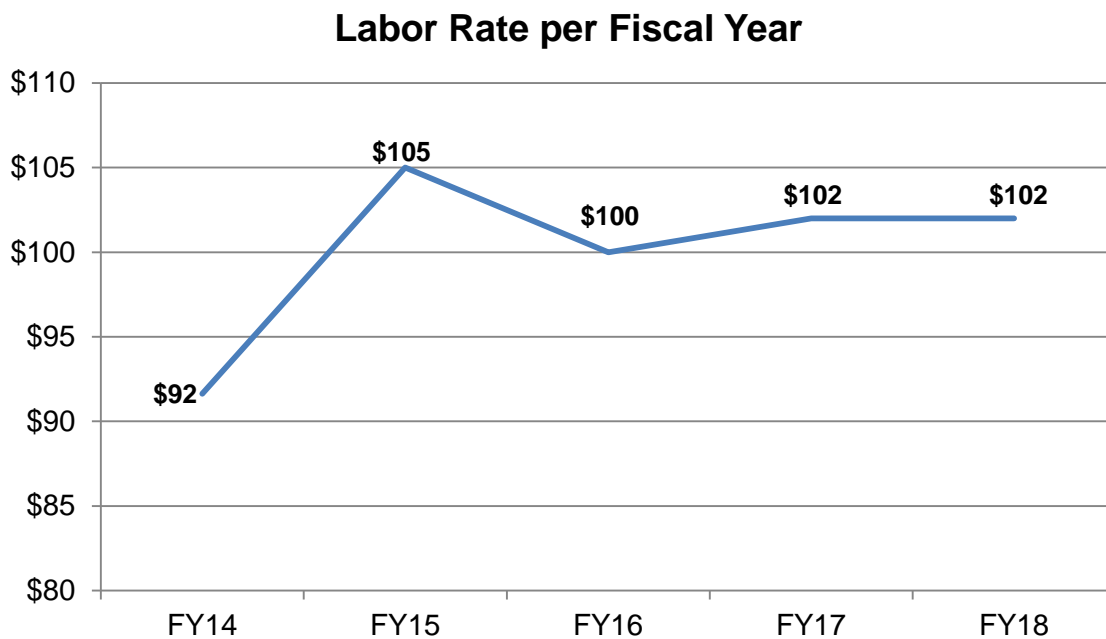


## Fleet Services

---

### 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.

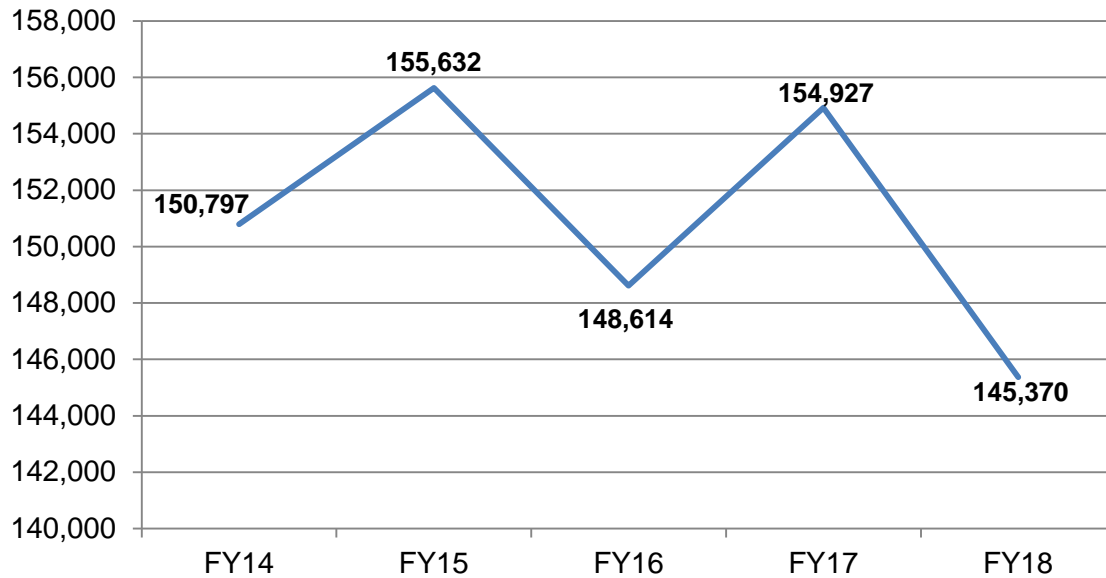


## Fleet Services

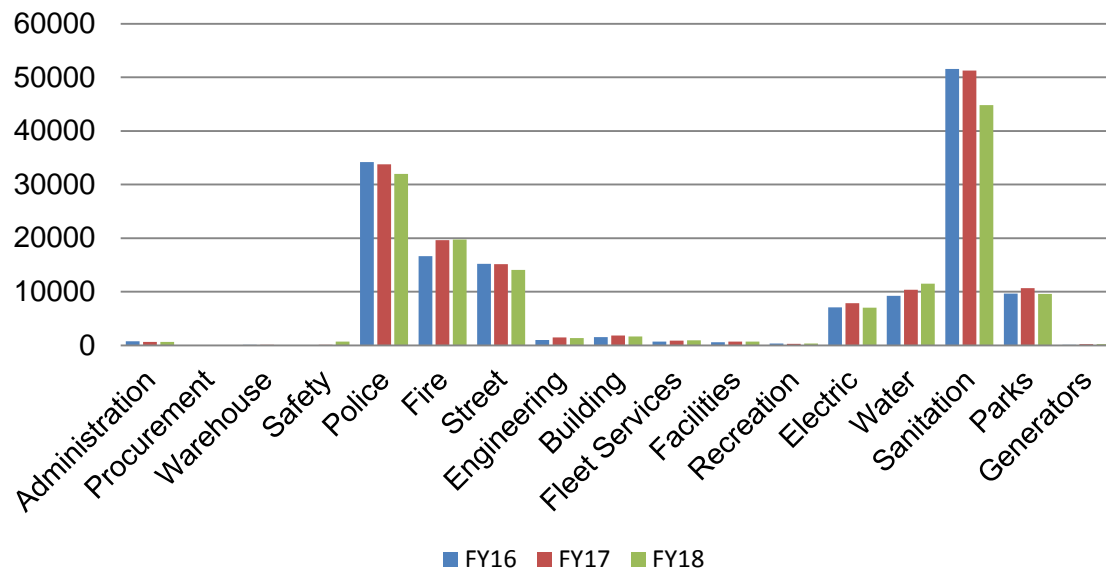
### Fuel Utilization

The Fleet Services Department trends current fuel purchases against historic data to assist in future departmental budgets.

**Gallons Purchased by Fiscal Year**



**Department Gallons Purchased by Fiscal Year**

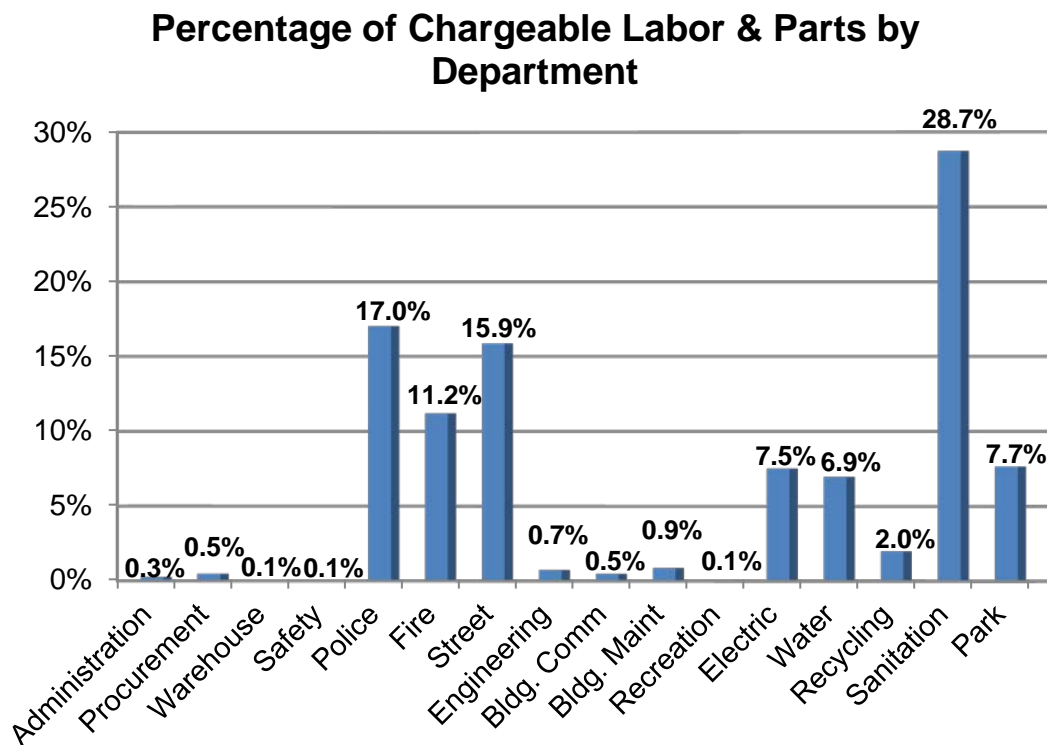


## Fleet Services

### Ownership Costs

The average ownership costs of operating the City's fleet of vehicles and equipment is \$4,966 per unit. The American Automobile Association cost of ownership, based on 15,000 miles a year for 2017, is \$6,354 for a small sedan, \$8,171 for a medium sedan, \$9,399 for a large sedan, \$9,146 for a minivan and \$9,451 for a four wheel drive 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 FY18 percentage of labor hours per department, as reported in the Fleet Management Information System (FMIS).



## **Fleet Services**

---

### **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 \$34,201.33 for municipal repairs and \$2,397.98 in warranty repairs completed throughout FY18.

	<b><u>FY2015</u></b>	<b><u>FY2016</u></b>	<b><u>FY2017</u></b>	<b><u>FY2018</u></b>
Administration	\$2,045	\$1,680	\$3,507	\$1,646
Procurement	\$0	\$563	\$1,673	\$2,553
Warehouse	\$2,618	\$537	\$1,501	\$838
Engineering	\$3,396	\$4,428	\$3,982	\$3,239
Facilities Operations	\$8,272	\$8,539	\$8,633	\$3,483
Building Department	\$3,577	\$4,630	\$7,425	\$5,519
Police	\$148,699	\$155,636	\$139,047	\$219,627
Street	\$160,665	\$220,516	\$190,839	\$180,799
Fire	\$129,371	\$98,322	\$152,572	\$112,097
Recreation	\$5,412	\$2,391	\$2,341	\$4,343
Electric	\$85,944	\$62,447	\$46,385	\$58,167
Water	\$66,395	\$52,449	\$66,151	\$72,489
Parks	\$73,360	\$88,355	\$59,380	\$73,589
Sanitation	\$223,951	\$243,762	\$258,703	\$245,475
Recycling	\$31,533	\$21,009	\$25,719	\$25,779
Total Budgeted	\$945.238	\$965,264	\$967,858	\$1,009,643

# Fleet Services

## City of Kirkwood's Asset Inventory

Department	Reference Number	Equipment Number	Vehicle or Equipment	Description	Year	VIN	Manf	Mach. Class	Sub Class	Mileage / Hours Reading
CAO	5100	637	V	2017 FORD EXPLORER 4WD	2017	1FM5K8B89HGA04645	FRD	SUV	4WD	24,030
PROCUREMENT	5500	383	V	IMPALA SEDAN (SRO CAR)	2004	2G1WF55K549380831	GM	A	FD	73,147
WAREHOUSE	5424	546	E	DOOSAN FORKLIFT - GC25E-5	2012	NV-00276	DOO	MI	FO	137
SAFETY	5102	651	V	2017 FORD ESCAPE SE AWD	2017	1FMCU9GD4HUC39064	FRD	SUV	AWD	15,644
POLICE	59LE	650	V	2017 HYUNDAI SANTA FE	2017		HUN	A	AWD	29,789
	5900	608	V	2015 FORD EXPLORER INTERCEPTOR	2015	1FM5K8AR0FGC08662	FRD	SUV	AWD	25,911
	5902	541	V	FORD ESCAPE XLT, 4WD	2012	1FMCU9D78CKA77412	FRD	A	FD	61,481
	5903	601	V	2015 DODGE CARAVAN	2015	2C4RDGB9FR512367	CHY	A	FWD	34,405
	5904	664	V	2017 JEEP CHEROKEE SPORT 4X4	2017	1C4PJMAS0HD240074	JEP	A	4W	3,797
	5905	434	V	2006 HD POLICE MOTORCYCLE	2006	1HD1FMW1X6Y701227	HAR	MC		7,501
	5906	6	V	1968 HD POLICE MOTORCYCLE	1968	68FL 10737	HAR	MC		45,386
	5907	435	V	2006 HD POLICE MOTORCYCLE	2006	1HD1FMW186Y702599	HAR	MC		5,955
	5908	551	V	2012 FORD ESCAPE XLT 4WD	2012	1FMCU9DG7CKB91241	FRD	SUV	4WD	91,251
	5909	568	V	2013 FORD FUSION SE HYBRID FWD	2013	3FA6P0LU7DR262968	FRD	A	FD	47,023
	5910	550	V	2012 FORD ESCAPE 4WD 3.0L	2012	1FMCU9DG9CKB69094	FRD	A	4W	96,536
	5911	590	V	2014 FORD FUSION HYBRID	2014	3FA6P0UU9ER259814	FRD	A	FD	55,509
	5920	510	V	2010 CHEVROLET IMPALA INTERCEPTOR	2010	2G1WD5EM2A1242441	GM	A	FD	63,964
	5922	662	V	2017 FORD INTERCEPTOR SEDAN AWD	2017	1FAHP2MK5HG130936	FRD	A	AW	6,572
	5926	315	V	2002 FORD F150 4X2 PICK UP	2002	1FTRX17LX2NA28094	FRD	A	2W	53,038
	5927	620	V	2010 CHEVROLET TAHOE 4X2 (K9)	2010	1GNMCAE01AR1993600	GM	SUV	2W	76,545
	5928	613	V	2015 RAM 1500 MEGA CAB	2015	3C6RR7KT2F6G76071	FCA	DOG	PU	25,873
	5929	224	V	1999 GMC SAVANA EVIDENCE	1999	1GTHG35R2X1084527	GM	V	UT	28,582
	5930	524	V	2011 CHEVROLET TAHOE 4X2	2011	1GNLC2E08BR259768	GM	SUV	2W	80,412
	5931	606	V	2015 CHEVROLET TAHOE 4X4	2015	1GNSK3EC3FR604127	GM	SUV	4WD	48,031
	5932	607	V	2015 CHEVROLET TAHOE 4X2	2015	1GNLC2EC7FR627874	GM	SUV	2WD	90,317
	5934	628	V	2016 CHEVROLET TAHOE 4X2	2016	1GNLCDECXGR303959	GM	SUV	2W	53,746
	5935	555	V	2012 CHEVROLET TAHOE 4X2	2012	1GNLC2E04CR226316	GM	SUV	2W	103,102
	5936	668	V	2017 CHEVROLET TAHOE 2WD 9C1	2018	1GNLCDEC6JR138872	GM	SUV	2W	5,570
	5939	561	V	2013 FORD EXPLORER INTERCEPTOR	2013	1FM5K8AR7DGB40860	FRD	SUV	4W	80,599
	5940	587	V	2014 FORD EXPLORER INTERCEPTOR	2014	1FM5K8AR8EGB25477	FRD	SUV	4W	85,555
	5941	588	V	2014 FORD EXPLORER INTERCEPTOR	2014	1FM5K8AR8EGB25476	FRD	SUV	4W	85,879
	5942	660	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR1HGD58427	FRD	SUV	AWD	18,112
	5943	616	V	2015 FORD EXPLORER INTERCEPTOR	2015	1FM5K8AR4FGC67617	FRD	SUV	AWD	56,735
	5945	648	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR3HGB16271	FRD	SUV	AWD	34,110
	5946	647	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR1HGB16270	FRD	SUV	AWD	38,166
	5947	661	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR1HGD26447	FRD	SUV	AWD	14,937
	5980	40	V	1930 MODEL "A" PADDY WAGON	1930	A3892274	FRD	ST	PW	1,901
	5983	623	E	2016 MONITOR SYSTEMS RADAR TRAILER	2016	1M9RP0519FD035008	MOS	TR	TL	0
	5984	624	E	2016 DOOLITTLE ENCLOSED BICYCLE TRAILER	2016	1DGC51410GM016918	DL	TR	TL	0
	5985	669	E	2017 MKS PACESETTER RADAR TRAILER	2017	1M9PRP0514HD035047		TR	TL	0
FIRE	1500	631	V	2016 FORD INTERCEPTOR SUV AWD	2016	1FM5K8AR4GGC92969	FRD	SU	4W	25,558
	1501	523	V	TAHOE 5.3	2011	1GNSK2E05BR246300	GM	SU	4W	90,788
	1503	465	V	DURANGO	2007	1D8HB48P57F536439	CHY	SU	4W	91,437
	1507	549	V	TAHOE 4WD 5.3	2012	1GNSK2E08CR188264	GM	SU	4W	39,714
	1514	441	V	PACK MULE PUMPER	2005	4P1CA01S15A00505016	PIE	ST	RD	42,315
	1517	600	V	AMBULANCE 6.7	2015	3ALACWU9FDGL0361	FRL	FA	AM	52,261
	1519	520	V	F250 PICKUP 4W 6.2	2011	1FTBF2B668EB81650	FRD	PU	4W	9,580
	1524	488	V	QUANTUM PUMPER	2008	4P1CU0H08A008795	PIE	FA	RE	60,056
	1527	626	V	2016 FREIGHTLINER/OSAGE AMBULANCE	2016	1FVACWDT5GHHL7197	FRL	FA	AM	34,585
	1535	513	V	100' AERIAL TRUCK	2009	4P1CVO1H79A010395	PIE	FA	BU	59,095
	1537	319	V	RESCUE AMBULANCE (1517)	2001	1FVABPBW32HJ71889	FRL	FA	RE	130,566
	1539	326	V	MINI PUMPER 7.3	1999	1FDXF47F3XEE73558	FRD	ST	PU	10,006
	1580	515	E	SCIZZOR LIFT	2005		JLG	MI	MI	200
	1581	516	E	10' TILT BED TRAILER	2006	1R8EZ151XMU169927	REG	TR	MI	0
	1589	532	E	GATOR 6X4	1998	W006X4D006258	JD	G	AT	397
	1594	249	V	FD9801 740 PUMPER	1998	4P1CT02S3XA000880	PIE	ST	PU	100,341
	1596	312	V	RESCUE AMBULANCE (1516)	2001	1FVABPBW41HH57518	FRL	ST	RE	94,411
	1596A	533	E	ENCLOSED CARGO TRAILER	2011	5RTBE1622BD022360	LKR	TR	TL	0
	1597	493	V	AMBULANCE 6.6	2008	1GBE44V1938F404590	GM	FA	AM	108,845
	15HM	464	V	HAZMAT TRUCK	2007	1GDJ6C1337F413577	GM	FA	2W	1,448

# Fleet Services

## City of Kirkwood's Asset Inventory (cont.)

Department	Reference Number	Equipment Number	Vehicle or Equipment	Description	Year	VIN	Manf	Mach. Class	Sub Class	Mileage / Hours Reading
STREET	6100	596	V	2014 FORD F150 4X2 P/U	2014	1FTEX1CM2EK62922	FRD	LT	2W	26,581
	6101	422	E	PAVEMENT CUTTER	2005	SERIAL NUM: 054119	CRA	C	PC	100
	6102	499	V	SWEEPER	2009	4GTM7F1B99F700043	ISU	D	SW	29,388
	6103	368	V	BUCKET TRUCK	2003	1FVACXAK34HM76548	FRL	ST	BU	19,369
	6106	574	V	2014 F250 EXTENDED CAB 4X4	2014	1FT7X2B66EEA16723	FRD	PU	4W	14,705
	6107	641	V	2016 RAM 2500 CREW CAB 4x2	2016	3C6TR4CT0GG374881	FCA	LT	2W	14,139
	6109	538	E	18" COLD PLANER ATTACHMENT	2010	CL1960	COM	MI	MI	0
	6110	479	E	SKID STEER S185	2009	A3L935977	BOB	C	SL	1,082
	6120	374	V	F650 6.0 DUMP W/CRANE	2004	3FRWF65L74V665329	FRD	D	CR	32,095
	6121	406	V	F350 FLATBED 6.0	2005	1FDWF36P05EB32082	FRD	ST	UT	49,470
	6122	585	V	F350 SD 4X2 6.2 FLATBED	2014	1FDRF3G67EEA80310	FRD	D	SB	10,101
	6123	634	V	2016 CHEVROLET SILVERADO 3500 PLATFORM	2016	1GB4CYCG6GF216706	GM	LT	RD	4,782
	6129	471	E	BACKHOE - 410J	2008	70410JX173538	JD	C	LO	1,141
	6130	544	E	WHEEL LAODER 544K	2011	1DW544KZCBD639173	JD	C	LO	1,809
	6137	365	E	SCARIFIER WITH PUSH TRUCK	2002	665.02.07.003	VA	C	MI	0
	6138	166	E	ARROW BOARD	1996	062096-6	WAN	C	MI	0
	6140	604	V	2015 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY4FEB45753	FRD	D	DT	8,487
	6141	603	V	2016 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY4FEB45752	FRD	D	DT	9,457
	6142	473	V	FORD F450 4x2 DUMP	2009	1FDAF46Y09EA62422	FRD	D	4Y	41,882
	6143	474	V	FORD F450 4x2 DUMP	2009	1FDAF46Y99EA62421	FRD	D	4Y	25,447
	6144	633	V	2016 RAM 5500 DUMP BODY W/PLOW	2016	3C7WRMAJ5GG254911	CHY	D	1Y	4,405
	6145	395	E	EXPRESS TRAILER FOR CAT	2001	5CVF5182275010393	NA	TR		0
	6146	539	E	LIFT TRAILER	2011	5DYAA72L48C005411	JLG	TR	TL	0
	6155	612	V	2015 F550 4X2 SIGN TRUCK	2015	1FDF5GY3FEC90699	FRD	D	UT	11,536
	6158	367	E	TAILGATE ASPHALT LOADER	2003	320739	PWR	C	DI	0
	6159	446	E	TRAILER	2007	47329262371000306	CRO	TR		0
	6160	536	E	52" WALK BEHIND MOWER	2011	2014979660	FER	G	MO	595
	6162	186	E	TANDEM TRAILER	1984	FT122M7845523A	BRO	TR		0
	6163	517	E	8' FLATBED TRAILER	2010	4732822021A1000145	CRO	TR	MI	0
	6164	518	E	8' FLATBED TRAILER	2010	4732822021A1000146	CRO	TR	MI	0
	6165	363	E	AIR COMPRESSOR	2003	23024	SUL	C	AC	343
	6165A	654	E	2017 E-Z DRILL, SLAB	2017	057827	EZD	MI	AC	0
	6167	412	V	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T95V152142	FRD	D	4Y	33,088
	6168	410	V	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T05V152143	FRD	D	4Y	35,758
	6169	413	V	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T75V152141	FRD	D	4Y	46,160
	6172	537	E	MILLER CURB MACHINE	2011	J13852	MIL	MI	CP	0
	6173	645	E	2016 STEPP BOTTOM FIRED 200 GALLON KETTLE	2016	4S9BF2001GS127086	STP	MI	TL	15
	6174	659	E	2016 CRAFCO MELTER APPLICATOR	2016	1C9SV1220G1418443	CRA	MI	PA	62
	6175	666	E	2017 JLG TRIPLE-L UTILITY TRAILER	2017	5DYAAB2LSHC008068	JLG	TR	TL	0
	6180	559	E	2012 WAKER ROLLER RD16	2012	20118929	WAC	C	RO	130
	6181	663	E	2017 VOLVO COMPACTOR	2017	VCE00D15C0S270266	VOL	MI	RO	8
	6182	238	E	VERMEER STUMP CUTTER	1998	IVRN151V7W1000145	VER	G	MI	817
	6184	614	E	2015 BOBCAT SKID STEER S590	2015	AR9R15242	BOB	C	SL	493
	6185	437	E	280HD BRUSH CHIPPER	2006	*001126	BAN	G	BC	2,320
	6186	444	E	T180 SKID STEER	2007	531412426	BOB	C	SL	1,952
	6186A	630	E	2016 BOBCAT 18" PLANER	2016	AKS203013	BOB	MI	PN	0
	6187	455	V	F-750 DUMP TRUCK	2008	3FRXF75D48V689113	FRD	D	4Y	28,572
	6188	456	V	F-750 DUMP TRUCK	2008	3FRXF75D88V689115	FRD	D	4Y	32,146
	6189	457	V	F-750 DUMP TRUCK	2008	3FRXF75D68V689114	FRD	D	4Y	24,173
	6191	611	E	2015 FERRIS WALK BEHIND MOWER	2015	2016982734	FER	G	MO	327
	6194	673	E	2018 HUSQVARNA PAVEMENT CUTTER	2018	400009				1
	6195	617	E	2015 UNELAZER 25	2015		GRC	MI	LS	1
ENGINEERING	5600	636	V	2017 FORD ESCAPE SE 4WD	2017	1FMCU9GD8HUA84034	FRD	SUV	4W	5,009
	5601	615	V	2015 FORD ESCAPE SE AWD	2015	1FMCU9XXGUA55370	FRD	SUV	4W	19,145
	5610	646	V	2017 RAM 1500 TRADESMAN 4X2	2017	3C6JR6DG3HG535794	DOD	LT	RD	4,451
	5622	530	V	FORD F-150	2011	1FTMF1CM4BKD35547	FRD	PU	2W	42,515
BUILDING	5700	597	V	2015 FORD FUSION SEDAN	2015	3FA6P0G77FR138920	FRD	A	FD	12,233
	5702	658	V	2017 FORD ESCAPE S FWD	2017	1FMCU0F72HUE50089	FRD	SUV	FD	5,664
	5703	525	V	2011 FORD ESCAPE 4WD	2011	1FMCU9DG0BK85442	FRD	SUV	4WD	79,624
	5753	526	V	FUSION	2011	3FAHP0GA2BR268781	FRD	A	FD	66,825
	5755	527	V	FUSION	2011	3FAHP0GA4BR268782	FRD	A	FD	52,714
FLEET SERVICES	6600	558	V	2013 FORD EXPLORER 4WD / 4DR	2013	1FM5K8B85DG808172	FRD	SU	4W	34,068
	6601	562	V	2012 FORD F550 4X2	2012	1FDUF5GYOCEC99923	FRD	D	SE	3,835
	6602	656	V	2017 RAM 1500 QUAD CAB 4X4 PICKUP	2017	1CRR7FT1HS797308	CHY	LT	4W	3,217
	660C	565	E	2013 OVERHEAD CRANE	2013		ANY	MI	CR	0
	665I	599	E	2014 IRONWORKER	2014	3219K0914	SCT	MI	IW	0

# Fleet Services

## City of Kirkwood's Asset Inventory (cont.)

Department	Reference Number	Equipment Number	Vehicle or Equipment	Description	Year	VIN	Manf	Mach. Class	Sub Class	Mileage / Hours Reading
FACILITIES	5800	556	V	2012 CHEVROLET TAHOE 4X2	2012	1GNLC2E02CR228484	GM	SUV	2W	108,956
	5804	452	V	Silverado, 2500, 2WD	2008	1GCH29K38E153805	GM	PU	2W	22,439
	5875	280	E	SKYJACK PLATFORM LIFT	1995	SZ201	SK	C	PL	0
	5881	468	V	SIL, 4WD, 5.3, 1500	2009	1GCEK14039Z145767	GM	LT	4W	26,144
	5882	449	V	1500 SILVERADO	2008	1GCEC19058E147502	GM	A	RD	29,901
	5883	469	E	POLARIS ATV SPORTSMAN 500	2009	4XAMN50A99A543516	POL	C	AT	102
	5884	605	E	POLARIS ATV SPORTSMAN 570	2015	4XASEA578FA207316	POL	G	AT	70
RECREATION	6402	619	E	ICE RESURFACER	2016	RM151164360E	ZAM	MI	IR	5
	6403	359	E	ICE RESURFACER	2003	RM030438203	OLY	MI	IR	4,098
	6406	487	V	GRAND CARAVAN SXT 3.8	2009	2D8HN54109R637057	CHY	A	FD	38,043
ELECTRIC	8101	643	V	2017 CHEVROLET VOLT	2017	1G1RA6S57HU132914	CHV	A	FD	12,917
	8104	534	V	F550 BOOM TRUCK	2011	1FDUF5HT1BEB67108	FRD	D	UT	42,620
	8105	589	V	2014 FORD F550 CRANE TRUCK 6.7	2014	1FDUF5GT0EEA80323	FRD	D	BK	23,311
	8106	547	V	AERIAL TRUCK 6.7	2011	1FVACXD73CDBC6362	FRL	D	BK	17,281
	8109	91	E	AIR COMPRESSOR	1997	270749	ING	C	AC	213
	8110	370	V	F250 SUPERCAB P/U	2004	1FDNX20L94EB72765	FRD	PU	2W	45,330
	8110	674	V	2018 FORD F250 EXT CAB W/ UTILITY BODY	2018	1FD7X2B66JEB73953	FRD	A	4W	84
	8111	622	V	2016 FREIGHTLINER/TEREX DIGGER	2016	1FVACXD78GHHF9583	FRL	D	LN	2,908
	8112	94	E	SINGLE AXLE TRAILER	1969	1681	SEA	TR		0
	8113	96	E	POLE TRAILER	1970	133058	POW	TR		0
	8114	291	E	FLATBED TRAILER	2000	1S9UJ1225Y1513311	STW	TR		0
	8117	105	E	TWO REEL TRAILER	1989	1F9RZ1524KV048302	SAU	TR		0
	8121	671	V	2018 FREIGHTLINER/TEREX AERIAL PLATFORM	2018	1FVACXFC8JHJ08362	FRL	D	BU	1,101
	8122	296	E	COMPACT EXCAVATOR	2000	FF0352X230312	JD	C	EX	1,402
	8124	672	V	2017 FORD F750/TEREX TL45 AERIAL	2017	1FDXF7DC9HDB11477	FRD	D	BU	994
	8125	290	V	DUMP TRUCK 7.3L	2001	1FDXF46F81EA81524	FRD	D	1Y	42,094
	8126	602	V	2015 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY2FEB12640	FRD	D	DT	5,600
	8127	310	V	UTILITY BED PICKUP 5.4	2001	1FTNF20L81ED39815	FRD	PU	2W	89,051
	8128	521	E	DERRICK MINI DIGGER	2011	1210ET0224	AL	MI	UT	406
	8129	522	E	TRAILER FOR DERRICK DIGGER	2011	5JWU182XB1041742	SUR	TR	UT	0
	8130	107	E	FLATBED TRAILER	1995	1B90S2027SM274001	BRO	TR		0
	8133	375	E	VACUUM TRAILER	2003	00VT01	TUL	MI		16
	8134	111	E	POLE TRAILER	1939		MCC	TR		0
	8135	113	E	TRANSFORMER TRAILER	1970		HMD	TR		0
	8137	323	E	2-WHEEL REEL TRAILER	2000	1A9UCO722YE189107	ARN	TR		0
	8140	610	V	2015 FORD F550 4X4 BUCKET TRUCK	2015	1FDUF5HT2FEB25245	FRD	D	BK	12,787
	8141	419	E	BROOKS BROTHERS TRAILER	2004	1B9US18224M274345	BRO	TR	UT	0
	8143	347	V	4DR TAURUS 3.0 RED	2001	1FAFP55U91A274670	FRD	A	FD	90,426
	8144	345	V	C.V. 4.6 (FORMER 5949)	2003	2FAFP71W43X148990	FRD	A	RD	100,239
	8145	275	V	C.V.	2000	2FAFP71W2YX150812	FRD	A	RD	85,637
	8147	416	V	IMPALA 3.8 - (5940)	2005	2G1WF55K759304898	GM	A	FD	85,887
	8180	407	E	SKID LOADER	2005	525411933	BOB	C	SL	452
WATER	8500	632	V	2016 FORD EXPLORER AWD	2016	1FM5K8B83GGD05992	FRD	A	AW	26,686
	8501	635	V	2017 FORD ESCAPE SE 4WD	2017	1FMCU9GD6HUA84033	FRD	A	4W	10,319
	8503	294	V	CRANE TRUCK 7.3 TURBO DIE	2001	1FDAF56F61EA83235	FRD	ST	CR	18,533
	8504	563	V	UTILIMASTER MT55 6.7L	2013	4UZAARDT9DCFA0084	FRL	D	UT	11,271
	8506	566	E	JCB MINI EXCAVATOR	2013	1056704	JCB	C	EX	2,958
	8507	385	V	8-YD DUMP TRUCK	2004	3FRWF75F34V696884	FRD	D	4Y	21,987
	8508	497	V	CARGO VAN 4.6	2010	1FTNE1EW5ADA34276	FRD	A	RD	49,461
	8509	401	V	UTILIMASTER	2004	4UZAARBW54CN63729	FRL	D	UT	11,536
	8512	127	E	WELDER TRAILER	1983	A1003760	LNC	TR	WE	0
	8514	575	V	2014 F250 SD WITH UTILITY BODY	2014	1FTBF2A68EEA23123	FRD	LT	2W	29,034
	8515	640	V	2016 RAM 2500 CREW CAB 4X2	2016	3C6TR4CT2GG374882	FCA	LT	2W	6,575
	8517	512	V	TRANSIT CON VAN 2.0	2010	NM0LS6AN1A1009727	FRD	G	FD	20,388
	8518	625	V	2016 FORD F250 UTILITY BODY	2016	1FTBF2A60GE8B87243	FRD	D	UT	7,652
	8519	501	V	FORD F-150 PICKUP TRUCK	2010	1FTMF1CW4AKB55839	FRD	LT	RD	47,615
	8521	502	V	FORD F550 DUMP TRUCK	2010	1FDAF5GR3AEB28599	FRD	D	3Y	22,467
	8522	503	V	FORD F550 DUMP TRUCK	2010	1FDAF5GR6AEB25900	FRD	D	3Y	20,747
	8523	586	V	2014 FORD F550 DUMP TRUCK	2014	1FDUF5GY5EEB02974	FRD	D	4Y	7,467
	8526	438	E	ARROW BOARD	2006	1T9US06106S054272	TEM	C	TC	0
	8528	458	V	F-250 UTILITY	2008	1FDSW20R68ED09080	FRD	PU	2W	78,582
	8529	496	E	ARROW BOARD TRAILER	2009	TMABVA95054534	TEM	TR	TC	0
	8530	472	E	12' BIG TEX UTILITY TRAILER	2009	16VXX121792A35284	ANY	TR	UT	0
	8560	670	V	2017 FREIGHTLINER 8YD DUMP BODY	2017	1FVACXFC8JHJX4122	FRL	D	DT	842
	8570	638	E	2016 JOHN DEERE 410L BACKHOE	2016	1T0410LXPGF299811	JD	C	LO	594
	8581	442	E	TRAILER, 18FT FOR BOBCAT	2007	47329242X71000418	CRO	TR		0
	8582	129	E	CONCRETE SAW	1998	290275	FEL	C	CS	0
	8583	665	E	2017 RING-O-MATIC HYDRO VAC TRAILER	2017	1R9J51820HP303392	RIN	TR	VT	27

## Fleet Services

### City of Kirkwood's Asset Inventory (cont.)

Department	Reference Number	Equipment Number	Vehicle or Equipment	Description	Year	VIN	Manf	Mach. Class	Sub Class	Mileage / Hours Reading
SANITATION	8901	491	V	2WD CAB CRW, 1500 4.8	2009	3GCEC13C29G257503	GM	LT	2W	51,097
	8910	459	V	F650 STAKE BODY	2008	3FRXF65D18V688348	FRD	ST	2W	14,485
	8911	642	V	2017 ISUZU/NEW WAY 8YD REAR LOADER	2017	JALE5W169H7300957	ISU	D	RF	18,038
	8912	505	V	REFUSE TRUCK	2011	1FVHCYB50BDAV2318	FRL	D	RF	68,732
	8914	506	V	REFUSE TRUCK	2011	1FVHCYB59BDAV2320	FRL	D	RF	67,705
	8920	576	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9475	FRL	D	RF	350,009
	8921	577	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9473	FRL	D	RF	35,556
	8925	578	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9474	FRL	D	RF	35,070
	8926	542	V	AUTOCAR REFUSE TRUCK	2012	5VCACD7E0CH213172	ATC	D	SL	70,265
	8927	639	V	2017 PETERBILT/NEW WAY SIDEWINDER	2017	3BPZHJ9XH7173064	PET	D	RF	18,858
	8928	579	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9476	FRL	D	RF	43,185
	8929	580	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9472	FRL	D	RF	46,720
	8930	571	V	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X0DM186445	PET	D	RF	39,727
	8931	582	V	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X4DM186447	PET	D	RF	27,663
	8932	584	V	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X5DM186439	PET	D	RF	28,827
	8940	583	V	ROLL OFF REFUSE 8.3	2013	2NP3LN0X1DM186440	PET	D	RF	31,822
	8981	598	E	2014 BOBCAT SKID-STEER LOADER	201	AHGM11417	BOB	C	SL	1,417
RECYCLING	89CB	553	E	CARDBOARD BALER HCE-60FE-8	2012	1121044				0
	8980	644	E	2016 BOBCAT 5550 SKID STEER	2016	AHGM12609				1,676
PARKS	7500	478	V	MALIBU HYBRID	2009	1G1ZF57519F227379	GM	FD	FD	37,489
	7501	350	E	TRACTOR	2002	LV4410H142465	JD	G	FT	2,217
	7502	540	V	FORD SUPERCAB F-150	2011	1FTEX1EM2BFC40136	FRD	PU	4W	48,045
	7503	572	V	EXPLORER 3.5 4WD RANGER	2014	1FM5K8B0EGA18624	FRD	SU	4W	122,151
	7504	592	V	2014 FORD F150 EXT CAB 3.7L	2014	1FTFX1EMXKE58708	FRD	PU	4W	27,313
	7505	593	V	2014 FORD F150 EXT CAB 5.0L	2014	1FTFX1EF1EKE71613	FRD	PU	4W	20,452
	7506	65	E	TRAILER / HAY WAGON	1980	22816	SCH	TR	FW	0
	7507	627	V	2016 GMC SAVANA 2500 WORK VAN	2016	1GTW7AFG5G1199101	GMC	LV	WV	11,097
	7508	569	E	TANDEM AXLE TRAILER	2005	5E6US10225B009173	MA	TR	TL	0
	7512	657	V	2017 RAM 1500 QUAD CAB 4X2 PICKUP	2017	1C6RR6FG0HS791707	FCA	LV	RD	2,255
	7513	618	V	2016 FORD F450 DUMP BODY	2016	1FDUF4HY4GEA39359	FRD	D	1Y	7,018
	7514	259	V	REFUSE TRUCK	1999	1GDG6C1C0XJ506919	GM	ST	RF	33,684
	7517	535	E	TRACTOR 4320	2011	1LV4320PCBP810137	JD	G	FT	777
	7518	77	E	SPRAYER	1986	654	MAR	G	MI	0
	7519	554	V	FORD F-450 DUMP BODY	2012	1FDUF4HY8CEB24148	FRD	D	4W	24,712
	7520	504	E	ATV MULE 4X4	2010	JK1AFDG18AB502599	KAW	G	AT	1,163
	7521	519	V	F150 PICKUP 5.4 4W	2010	1FTVX1EV2AKE81855	FRD	PU	4W	45,352
	7522	567	E	GATOR 4X4	2013	1M0625GSJDM060404	JD	G	AT	4,117
	7523	202	E	BBQ TRAILER	1993	7523	HMD	TR		0
	7524	570	E	2010 JOHN DEERE MOWER	2010	TC1445D100205	JD	G	MO	1,330
	7525	376	E	18' TANDEM TRAILER	2004	4UVPF182X41005762	MAC	TR		0
	7528	564	V	F650 XL SUPER DUTY 6.7L	2012	3FRNF6FAXCV353206	FRD	D	DT	15,828
	7529	270	E	16' TANDEM AXLE TRAILER	1999	4JLHB182XXGLM6063	LOA	TR		0
	7534	182	E	WALK BEHCND ROLLER	1983	82300603	ESS	C	RO	0
	7536	409	E	GATOR ATV UTILITY VEHICLE 4X4	2005	XCH3008D019421X	JD	G	UT	1,940
	7537	594	E	2014 JOHN DEERE GATOR	2014	1MOHPXDSPM120464	JD	JD	UT	754
	7538	423	E	TUFF VACUUM	2005	26389	AGR	G	LV	0
	7539	652	E	2017 POLARIS GEM EM1400LSV	2017	52CU2NAF7H3006104	POL	G	AT	511
	7540	436	E	BRUSH CHIPPER	2006	1VRY11197610007209	VER	G	BC	688
	7541	450	V	ARBOR TRUCK	2006	1HTMMAAN96H287292	INT	TR	BU	7,593
	7543	466	E	SKID LOADER T180	2008	A3LL11013	BOB	G	SL	1,477
	7544	470	V	RANGER PICKUP	2009	1FTYR15E29PA30852	FRD	PU	4W	62,214
	7545	485	E	FLATBED TRAILER 8'X12'	2009	1S9UJ101091513129	STW	TR	MI	0
	7546	635	E	2017 EXMARK ZERO TURN MOWER	2017	LZX980EKC72600	EXM	G	MO	348
	7580	655	E	2017 S650T4 BOBCAT SKID STEER	2017	AL820277	BOB	MI	SL	59
	75LE	629	E	2016 JOHN DEERE 310SL BACKHOE	2016	1T0310SLHGF296931	JD	C	LO	4



## Fleet Services

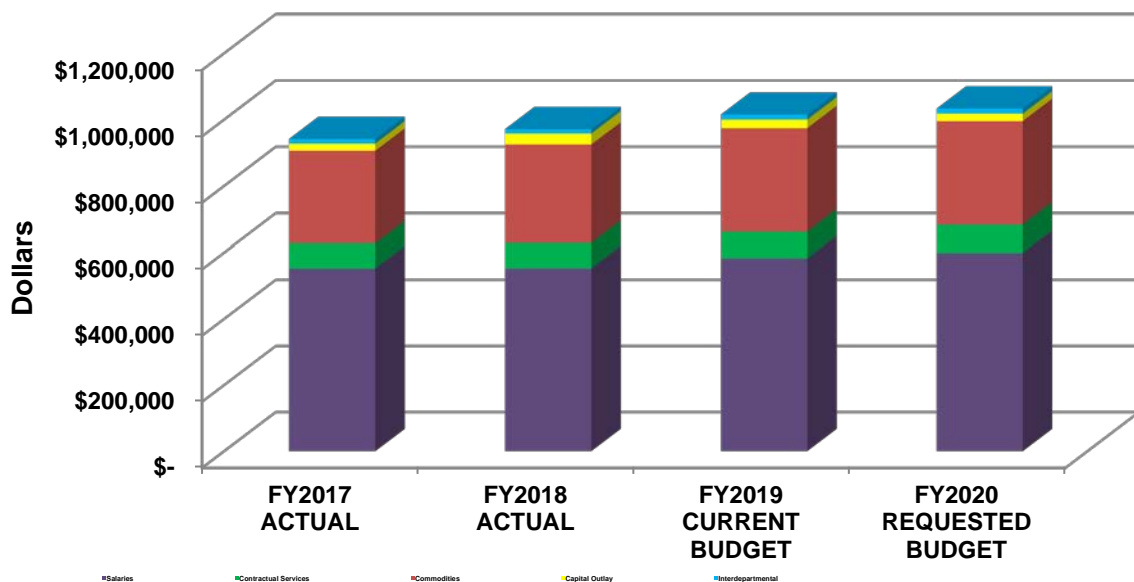
### City of Kirkwood's Asset Inventory (cont.)

	Reference Number	Equipment Number	Vehicle or Equipment	Description	Year	VIN	Manf	Mach. Class	Sub Class	Mileage / Hours Reading
GENERATOR	9100	621	E	2016 KOHLER 300KW GENERATOR	2016	6090HG686	KOH	MI	GE	60
	9101	235	E	Generator	1998	394745	KOH	MI	GE	720
	9102	369	E	GENERATOR (HOUSE 2)	2002	07-515	SPR	MI	GE	948
	9103	394	E	GENERATOR (HOUSE 3)	2004	0000KB8D00399	CAT	MI	GE	0
	9104	427	E	GENERATOR (HOUSE 1)	2004	166678/31	OLP		GE	558
	9105	461	E	GENERATOR (KIRKWOOD PARK)	2007	4916475	GEN	MI	GE	0
	9106	462	E	GENERATOR (ESSEX & D.F.)	2007	4916471	GEN	MI	GE	0
	9107	463	E	GENERATOR (ROSE HILL)	2007	4916472	GEN	MI	GE	0
	9108	552	E	2011 CAT GENERATOR D150	2011	CAT00C66KN6D02618	CAT	C	GE	102
	9109	591	E	GENERATOR 212 S. TAYLOR	2012	CATD0C44TD4B02458	CAT	C	GE	203

**CITY OF KIRKWOOD, MISSOURI  
FLEET SERVICES OPERATING BUDGET SUMMARY  
FISCAL YEAR 2019/2020**

DESCRIPTION	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 CURRENT BUDGET	FY2020 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	410,233	418,843	433,162	447,400
Overtime	974	656	3,000	3,000
Social Security	24,861	26,101	27,042	27,925
Medicare	5,814	6,105	6,324	6,531
Civilian Pension	25,672	15,868	28,351	29,276
Deferred Compensation	8,399	8,457	8,663	8,948
Subtotal Salaries	475,953	476,030	506,542	523,080
Other Benefits				
Health Insurance	71,970	72,399	71,450	71,450
Dental Insurance	3,247	3,243	3,378	3,378
Vision Insurance	579	579	596	596
Subtotal Other Benefits	75,796	76,221	75,424	75,424
Total Personnel Services	551,749	552,251	581,966	598,504
<b>Contractual Services</b>	75,467	76,128	80,141	85,305
<b>Commodities</b>	278,930	296,382	312,066	311,831
<b>Capital Outlay</b>	21,625	32,862	25,760	22,000
<b>Interdepartmental Charges</b>	13,773	13,384	15,175	15,494
<b>TOTAL FLEET BUDGET</b>	941,544	971,007	1,015,108	1,033,134

**Fleet Services Budget Summary**



## CITY OF KIRKWOOD FLEET SERVICES

Item	Account Number	Description	Current Budget	Budget Request	Increase/ Decrease	Percent
	FY20 Budget Changes					
1	60817034294306	Maintenance Services / Equipment Maintenance	\$5,500	\$ 4,500	\$ (1,000)	-18.18%
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures.				
2	60817034295302	Communication / Cellular Telephones	\$900	\$ 600	\$ (300)	-33.33%
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures.				
3	60817034295902	Lien / License Processing	\$ 850	\$ 750	\$ (100)	-11.76%
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures.				
4	60817034296101	General Supplies / Office Supplies	\$750	\$ 600	\$ (150)	-20.00%
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures.				
5	60817034296108	General Supplies / Janitorial Supplies	\$250	\$ 150	\$ (100)	-40.00%
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures.				
6	60817034296113	General Supplies / Clothing	\$1,195	\$ 750	\$ (445)	-37.24%
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures.				
7	60817034296203	Energy / Laclede Gas	\$3,000	\$ 2,500	\$ (500)	-16.67%
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures.				
8	60817034296802	Small Capital / Machinery & Equipment	\$8,260	\$ 4,500	\$ (3,760)	-45.52%
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures. FY19 realized an increase due to the purchase of a power washer for the wash bay.				

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-1703-429.11-01	Salary Full Time	410,233	418,843	433,162	447,400	14,238	3.29%		
608-1703-429.11-05	Overtime	974	656	3,000	3,000	-	0.00%		
608-1703-429.21-01	Health Insurance	71,970	72,399	71,450	71,450	-	0.00%		
608-1703-429.21-03	Dental Insurance	3,247	3,243	3,378	3,378	-	0.00%		
608-1703-429.21-04	Vision Insurance	579	579	596	596	-	0.00%		
608-1703-429.22-01	Social Security Taxes	24,861	26,101	27,042	27,925	883	3.27%		
608-1703-429.22-02	Medicare Contributions	5,814	6,105	6,324	6,531	207	3.27%		
608-1703-429.23-02	Civilian Pension	25,672	15,868	28,351	29,276	925	3.26%		
608-1703-429.23-04	Deferred Comp	8,399	8,457	8,663	8,948	285	3.29%		
608-1703-429.31-09	Training	4,097	6,076	5,000	5,000	-	0.00%		
608-1703-429.42-06	Laundry, towels, etc	2,197	2,211	2,500	2,500	-	0.00%		
608-1703-429.43-01	Office ept. maintenance	357	482	500	500	-	0.00%		
608-1703-429.43-04	Computer maintenance	25,000	25,000	25,000	25,000	-	0.00%		
608-1703-429.43-06	Equipment	4,511	4,497	5,500	4,500	(1,000)	-18.18%		
608-1703-429.52-02	General liability	10,008	9,062	12,190	12,190	-	0.00%		
608-1703-429.52-11	Work. Comp. Premium	25,093	24,501	25,001	31,565	6,564	26.25%		
608-1703-429.53-01	Telephone	878	939	900	900	-	0.00%		
608-1703-429.53-02	Cellular Telephones	676	722	900	600	(300)	-33.33%		
608-1703-429.58-01	Travel	1,899	2,021	1,800	1,800	-	0.00%		
608-1703-429.59-02	Lien/Licensing Processing	751	617	850	750	(100)	-11.76%		
608-1703-429.61-01	Office supplies	585	453	750	600	(150)	-20.00%		
608-1703-429.61-05	Postage	52	71	100	100	-	0.00%		
608-1703-429.61-08	Janitorial supplies	139	115	250	150	(100)	-40.00%		
608-1703-429.61-11	Food	232	616	400	400	-	0.00%		
608-1703-429.61-13	Clothing	1,030	427	1,195	750	(445)	-37.24%		
608-1703-429.62-03	Gas	2,228	2,332	3,000	2,500	(500)	-16.67%		
608-1703-429.64-01	Dues	693	689	750	700	(50)	-6.67%		
608-1703-429.64-02	Publications	2,333	2,628	3,000	2,750	(250)	-8.33%		
608-1703-429.66-07	Safety equipment	4,417	2,352	2,750	2,750	-	0.00%		
608-1703-429.66-08	Small tools	2,782	3,165	3,500	3,500	-	0.00%		
608-1703-429.66-25	Vehicle Repair/Parts	149,226	169,444	165,131	165,131	-	0.00%		
608-1703-429.66-26	Lubricants	12,319	18,273	12,500	12,500	-	0.00%		
608-1703-429.66-27	Tires	73,878	67,530	70,000	70,000	-	0.00%		
608-1703-429.66-28	Accidents	17,629	20,149	20,000	20,000	-	0.00%		
608-1703-429.66-99	Other	11,387	8,138	10,000	10,000	-	0.00%		
608-1703-429.68-01	Office, Furniture & Eqpt,	763	1,638	500	500	-	0.00%		
608-1703-429.68-02	Machinery & Equipment	4,397	4,720	8,260	4,500	(3,760)	-45.52%		
608-1703-429.69-04	Contingency	-	-	18,740	20,000	1,260	6.72%		

Fleet Services Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-1703-429.75-05	Machinery & Equipment	16,465	-	17,000	17,000	-	0.00%		
608-1703-429.75-06	Rolling Stock	-	26,504	-	-	-	100.00%		
608-1703-429.80-05	Fuel/Lubricants	1,723	1,844	2,000	2,319	319	15.95%		
608-1703-429.80-20	Electric Charges	10,571	10,494	12,000	12,000	-	0.00%		
608-1703-429.80-40	Water Usage Charges	1,479	1,046	1,175	1,175	-	0.00%		
TOTAL FLEET SERVICES EXPENSES		941,544	971,007	1,015,108	1,033,134	18,026	1.78%		

Fleet Services Expenses

The page was intentionally left blank.

CITY OF KIRKWOOD								
FISCAL YEAR 2019/2020 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE	
601-0000-341.50-00	Medical Insurance	3,342,959	3,023,137	3,100,000	3,100,000	-	0.00%	
601-0000-341.50-10	COBRA	167,209	149,047	175,000	149,000	(26,000)	-14.86%	
	<b>Charges for Services</b>	<b>3,510,168</b>	<b>3,172,184</b>	<b>3,275,000</b>	<b>3,249,000</b>	<b>(26,000)</b>	<b>-0.79%</b>	
601-0000-361.10-00	Investment Interest	5,763	7,695	9,000	9,000	-	0.00%	
	<b>Interest</b>	<b>5,763</b>	<b>7,695</b>	<b>9,000</b>	<b>9,000</b>	<b>-</b>	<b>0.00%</b>	
601-0000-380.10-00	Miscellaneous Revenue	156	-	1,000	1,000	-	-	
	<b>Other Revenues</b>	<b>156</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	
	<b>Total Revenue Before Other Financing Sources</b>	<b>3,516,087</b>	<b>3,179,879</b>	<b>3,285,000</b>	<b>3,259,000</b>	<b>(26,000)</b>	<b>-0.79%</b>	
	<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>	<b>3,516,087</b>	<b>3,179,879</b>	<b>3,285,000</b>	<b>3,259,000</b>	<b>(26,000)</b>	<b>-0.79%</b>	

Medical Self-Insurance Fund Revenue

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
601-3110-441.21-02	Claims Expense	2,436,773	2,885,983	2,500,000	2,600,000	100,000	4.00%		
601-3110-441.31-10	Other Professional Svcs	52,738	49,671	62,000	62,000	-	0.00%		
601-3110-441.52-10	Medical Premium	811,385	222,392	750,000	700,000	(50,000)	-6.67%		
601-3110-441.80-60	Admin., Clrk, & Acct.	1,500	1,500	1,500	1,500	-	0.00%		
601-3110-491.10-10	Transfers to Other Funds	-	-	35,233	17,617	(17,616)	-50.00%		
TOTAL MEDICAL SELF-INSURANCE EXPENSES		3,302,396	3,159,546	3,348,733	3,381,117	32,384	0.97%		

Medical Self-Insurance Fund Expenses



CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
204-0000-311.10-00	Property Taxes	897,863	954,832	945,000	950,000	5,000	0.53%		
<b>Tax Revenue</b>		<b>897,863</b>	<b>954,832</b>	<b>945,000</b>	<b>950,000</b>	<b>5,000</b>	<b>0.53%</b>		
204-0000-361.10-00	Investments	5,455	3,611	10,250	4,500	(5,750)	-56.10%		
<b>Investment Income</b>		<b>5,455</b>	<b>3,611</b>	<b>10,250</b>	<b>4,500</b>	<b>(5,750)</b>	<b>-56.10%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>903,318</b>	<b>958,443</b>	<b>955,250</b>	<b>954,500</b>	<b>(750)</b>	<b>-0.08%</b>		
204-0000-391.10-05	Transfer from Other Funds	-	-	-	200,000	200,000	100.00%		
<b>Other Financing Sources</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>	<b>100.00%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>903,318</b>	<b>958,443</b>	<b>955,250</b>	<b>1,154,500</b>	<b>199,250</b>	<b>20.86%</b>		

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
204-1201-421.22-02	Medicare Contributions	-	3,936	4,390	4,390	-			
204-1201-421.23-01	Police & Fire Pension	-	33,329	38,050	38,050	-	0.00%		
204-1201-421.23-04	Deferred Comp	-	5,433	5,825	-	(5,825)	-100.00%		
204-1202-421.22-02	Medicare Contributions	-	20,912	23,700	23,700	-	0.00%		
204-1202-421.23-01	Police & Fire Pension	-	181,509	207,300	207,300	-	0.00%		
204-1202-421.23-04	Deferred Comp	-	28,785	32,630	-	(32,630)	-100.00%		
204-1203-421.22-02	Medicare Contributions	-	37,780	42,500	42,500	-	0.00%		
204-1203-421.23-01	Police & Fire Pension	-	343,107	399,450	399,450	-	0.00%		
204-1203-421.23-04	Deferred Comp	-	53,539	62,425	-	(62,425)	-100.00%		
204-1204-421.22-02	Medicare Contributions	-	1,111	1,550	1,550	-	0.00%		
204-1204-421.23-01	Police & Fire Pension	-	28,307	29,150	29,150	-	0.00%		
204-1204-421.23-04	Deferred Comp	-	4,288	4,325	-	(4,325)	-100.00%		
204-1206-421.22-02	Medicare Contributions	-	771	-	-	-	0.00%		
204-1206-421.23-01	Police & Fire Pension	-	10,758	-	-	-	0.00%		
204-1206-421.23-04	Deferred Comp	-	1,559	-	-	-	0.00%		
204-1301-422.22-02	Medicare Contributions	-	4,727	5,000	8,900	3,900	78.00%		
204-1301-422.23-01	Police & Fire Pension	-	41,982	43,100	77,600	34,500	80.05%		
204-1301-422.23-04	Deferred Comp	-	6,687	6,760	-	(6,760)	-100.00%		
204-1302-422.22-02	Medicare Contributions	-	58,292	61,350	61,350	-	0.00%		
204-1302-422.23-01	Police & Fire Pension	-	510,399	548,700	548,700	-	0.00%		
204-1302-422.23-04	Deferred Comp	-	82,066	86,275	-	(86,275)	-100.00%		
204-2501-400.11-01	Salary Full Time	12,926	13,385	13,600	-	(13,600)	-100.00%		
204-2501-400.21-01	Health Insurance	903	913	903	-	(903)	-100.00%		
204-2501-400.21-03	Dental Insurance	70	70	75	-	(75)	-100.00%		
204-2501-400.21-04	Vision Insurance	12	12	15	-	(15)	-100.00%		
204-2501-400.22-01	Social Security Taxes	801	841	845	-	(845)	-100.00%		
204-2501-400.22-02	Medicare Contributions	121,438	(1,612)	200	-	(200)	-100.00%		
204-2501-400.23-01	P&F Pension	1,116,901	(18,262)	-	-	-			
204-2501-400.23-02	Civilian Pension	808	502	890	-	(890)	-100.00%		
204-2501-400.23-04	Deferred Comp	185,601	(2,583)	275	-	(275)	-100.00%		
204-2501-400.32-02	Audit	1,170	-	-	-	-			
TOTAL POLICE AND FIRE PROPERTY TAX PENSION EXPENDITURES		1,440,630	1,452,543	1,619,283	1,442,640	(176,643)	-10.91%		

Police and Fire Property Tax Expenditures

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
205-0000-352.10-00	Drug Forfeitures	176,742	67,269	100,000	100,000	-	0.00%		
<b>Drug Forfeitures</b>		<b>176,742</b>	<b>67,269</b>	<b>100,000</b>	<b>100,000</b>	-	0.00%		
205-0000-361.10-00	Investments	1,368	1,019	750	750	-	0.00%		
<b>Investment Income</b>		<b>1,368</b>	<b>1,019</b>	<b>750</b>	<b>750</b>	-	0.00%		
205-0000-380.10-00	Miscellaneous	1,423	-	-	-	-			
<b>Miscellaneous Revenue</b>		<b>1,423</b>	-	-	-	-			
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		179,533	68,288	100,750	100,750	-	100.00%		

Equitable Sharing Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
205-1201-429-10-10	Transfer to Other Funds	-	-	-	65,000	65,000	100.00%		
205-1201-429-31-09	Training	6,000	11,100	-	-	-	-		
205-1201-429-31-10	Other Professional Svcs	11,196	988	10,900	-	(10,900)	-100.00%		
205-1201-429-66-21	Law Enforcement	-	-	-	-	-	-		
205-1201-429-68-01	Office, Furniture & Eqpt,	8,274	-	-	-	-	-		
205-1201-429-75-03	Building/Site Improvement	975	96,353	88,214	-	(88,214)	-100.00%		
205-1201-429-75-05	Machinery & Equipment	60,632	109,752	12,836	-	(12,836)	-100.00%		
205-1201-429-75-06	Rolling Stock	-	-	-	-	-	100.00%		
TOTAL EQUITABLE SHARING EXPENDITURES		87,077	218,193	111,950	65,000	(46,950)	-41.94%		

Equitable Sharing Expenditures

CITY OF KIRKWOOD							
FISCAL YEAR 2019/2020 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
207-0000-353.10-00	Sewer Fees	275,997	273,957	275,000	275,000	-	0.00%
	Sewer Fees	275,997	273,957	275,000	275,000	-	0.00%
207-0000-361.10-00	Investments	2,641	2,205	4,000	4,000	-	0.00%
	Investment Income	2,641	2,205	4,000	4,000	-	0.00%
						</	

Sewer Lateral Revenues

## CITY OF KIRKWOOD

## Sewer Lateral Program

## Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	207-5701-410.11-01	Salary Full Time	\$57,036	\$45,783	-\$11,253	-19.73%
Narrative: Decrease is due to reorganization of job duties related to the Sewer Lateral Program from the Engineering Division to the Building Division. These cost were historically funded through the Sewer Lateral program. The Sewer Lateral Program will now fund a portion of the Building Division 's full time salary account.						
2	207-5701-410.22-01	Social Security Taxes	\$3,536	\$2,839	-\$697	-19.71%
Narrative: Decrease due to reorganization of job duties associated with the Sewer Lateral program						
3	207-5701-410.23-02	Civilian Pension	\$3,707	\$2,976	-\$731	-19.72%
Narrative: Decrease due to reorganization of job duties associated with the Sewer Lateral program						

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
207-5701-410.10-10	Transfer to Other Funds	-	-	3,129	3,129	-	0.00%		
207-5701-410.11-01	Salary Full Time	54,173	55,530	57,036	45,783	(11,253)	-19.73%		
207-5701-410.21-01	Health Insurance	8,280	7,306	7,306	7,705	399	5.46%		
207-5701-410.21-03	Dental Insurance	336	348	355	465	110	30.99%		
207-5701-410.21-04	Vision Insurance	63	63	64	85	21	32.81%		
207-5701-410.22-01	Social Security Taxes	3,378	3,473	3,536	2,839	(697)	-19.71%		
207-5701-410.22-02	Medicare Contributions	790	812	830	664	(166)	-20.00%		
207-5701-410.23-02	Civilian Pension	3,386	2,086	3,707	2,976	(731)	-19.72%		
207-5701-410.23-04	Deferred Comp	1,083	1,111	1,141	916	(225)	-19.72%		
207-5701-410.31-10	Other Professional Svcs	324,660	334,373	350,000	350,000	-	0.00%		
207-5701-413.52-11	Work. Comp. Premium	-	1,113	1,113	1,461	348	31.27%		
207-5701-410.80-60	Admin., Clrk, & Acct.	5,150	5,148	51,500	51,500	-	0.00%		
TOTAL SEWER LATERAL EXPENDITURES		401,299	411,363	479,717	467,523	(12,194)	-2.54%		

Sewer Lateral Expenditures

The page was intentionally left blank.



CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
275-0000-311.10-00	Property Taxes	452,478	635,558	625,000	625,000	-	0.00%		
<b>Tax Revenue</b>		<b>452,478</b>	<b>635,558</b>	<b>625,000</b>	<b>625,000</b>	-	<b>0.00%</b>		
275-0000-361.10-00	Investments	2,599	1,861	5,000	3,500	(1,500)	-30.00%		
<b>Investment Income</b>		<b>2,599</b>	<b>1,861</b>	<b>5,000</b>	<b>3,500</b>	<b>(1,500)</b>	<b>-30.00%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>455,077</b>	<b>637,419</b>	<b>630,000</b>	<b>628,500</b>	<b>(1,500)</b>	<b>-0.24%</b>		
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>		<b>455,077</b>	<b>637,419</b>	<b>630,000</b>	<b>628,500</b>	<b>(1,500)</b>	<b>-0.24%</b>		

Debt Service Revenue

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
275-0000-470.70-10	Debt Service Principal	470,000	485,000	505,000	535,000	30,000	5.94%		
275-0000-470.70-20	Debt Service Interest	62,908	49,278	34,000	30,000	(4,000)	-11.76%		
275-0000-470.70-50	Fiscal Agent Fees	50	50	1,000	1,000	-	0.00%		
TOTAL DEBT SERVICE EXPENDITURES		532,958	534,328	540,000	566,000	26,000	4.81%		

Debt Service Expenditures

---

---

**Section IV**  
**Five-Year Capital Improvement Plans**

---

---

This page was intentionally left blank.

# CITY OF KIRKWOOD

## Five Year Capital Plan

### Fiscal Years

2019/20 - 2023/24

Fleet Services replacement program has evolved to include a "Replacement Point of 15" category. Each asset is assigned a Life Cycle and a Target Meter, when applicable, based on type of asset as well as past departmental utilization. Maintenance Costs, in addition to the aforementioned categories, are each assigned a value and evaluated on an annual basis. The data retrieved during the evaluation is converted to points within each category and are calculated to assist in forecasting the assets replacement schedule. Once these values add up to or exceed 15, it is said to be the optimal time for replacement

# City of Kirkwood

## Five Year Capital Plans - Table of Contents

Summary - General Gov't Five Year Capital Plan	<u>Page</u> 280	<u>Enterprise Funds</u>	<u>Page</u>
<u>General Government</u>			
Train Station	281	Electric	313
Administration	283	Water	315
MIS	284	Sanitation	321
Police Department	286	<u>Internal Service Fund</u>	
Fire	288	Vehicle Maintenance (Fleet)	324
Public Services - Engineering	293		
Public Services - Infrastructure	294		
Public Services - Street Department	302		
Public Services - Building Commissioner	305		
Procurement	306		
Facilities Operations	307		

City of Kirkwood - Five Year Capital Plan

Projected Statement of Revenues, Expenditures and Changes in Fund Balance

	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24
<b>Revenues:</b>					
Taxes	2,176,550	2,198,316	2,220,299	2,242,502	2,264,927
Interest on investments	15,000	15,150	15,302	15,455	15,610
Total revenues	2,191,550	2,213,466	2,235,601	2,257,957	2,280,537
Other financing sources:					
Streets Infrastructure Dividend (Electric, Water, Sanit)	1,420,000	1,420,000	1,420,000	1,420,000	1,420,000
Grants - Police Department	7,200	7,200	7,200	7,200	7,200
Donations - Train Station	3,600,000	-	-	-	-
STD Geyer Phase 2	84,000	1,116,000	-	-	-
80/20 Grants	331,000	1,414,119	80,000	1,600,000	-
ERP Funded by several funds including Electric and Water	383,655				
Sale of Assets	86,000	58,000	125,000	125,000	125,000
Police Vehicles/Tasers - General Fund	163,190	208,440	214,090	220,240	220,240
Total other financing sources	6,075,045	4,223,759	1,846,290	3,372,440	1,772,440
Total Revenues and Other Financing	8,266,595	6,437,225	4,081,891	5,630,397	4,052,977
<b>Expenditures:</b>					
Train Station	478,000	3,500,000	240,000	-	-
Administration	20,000	-	-	29,000	-
MIS	103,000	115,000	50,000	115,000	15,000
Police	196,910	239,810	281,460	288,310	186,900
Fire	711,483	362,879	178,334	211,892	453,500
Engineering	-	30,000	-	-	-
Public Works Infrastructure	3,705,903	4,539,907	2,975,000	5,135,000	3,475,000
Street Department	314,500	161,500	348,500	328,000	348,000
Bldg. Commissioner	23,500	50,000	-	-	-
Procurement	-	-	-	-	-
Facilities Operations	134,500	252,500	127,500	97,500	45,000
Total expenditures	5,687,796	9,251,596	4,200,794	6,204,702	4,523,400
Revenues and other financing sources over expenditures	2,578,799	(2,814,371)	(118,903)	(574,305)	(470,423)
<b>Fund Balance:</b>					
Beginning Balance	1,500,000	4,078,799	1,264,428	1,145,525	571,220
Ending Balance	4,078,799	1,264,428	1,145,525	571,220	100,797



## Acquisition

### Project Description

## Drainage Improvement

**Engineer berm and flood gate:** PE and design work for berms with actuated flood gates on Train Station property to keep flash floods from train station building.

---

## TRAIN STATION

### Building Restoration

*Design and preliminary engineering:* Construction plans and specifications for building improvements

#### FY2020/2021

##### Drainage Improvement

*Construct berm and flood gate:* Install berm and flood gates on Train Station property to keep flash floods from train station building.

##### Drainage Improvement

*Construct berm and flood gate:* Construction of berms and flood gates.

### Building Restoration

The restoration of the Train Station includes new baggage storage structure, covered platform extension per original design, structural, interior and exterior restoration. Train station design, PE, building improvements will be a City project with funding provided entirely from the Historic Train Station Foundation.

*Restoration construction:* Construction costs for train station restoration, baggage building, additions and site work.

*Modular Building:* Lease, unfitting, and placement of temporary structure to serve train station customers while building is under construction. This cost is to be borne by the City.

#### FY2021/2022

##### Building Restoration

*Modular Building:* Lease, unfitting, and placement of temporary structure to serve train station customers while building is under construction.

### Parking Improvements

Design and construction of parking lot improvements.

## Acquisition

### Project Description

**Copier**

**FY2022/2023**

Replacement vehicle for CAO after vehicle reaches approximately 70,000 miles. Current vehicle will be repurposed with another department until it reaches sufficient age/mileage such that Fleet determines an optimum time for selling it.

**Current score: 4.00**

## Acquisition

### Project Description

**This is a standing item to keep user devices up to date.**

This will replace the switches that are currently connecting all devices to the network. The existing switches are aging and need to be replaced to continue to provide ample throughput for the departments applications.

The plotter we have is over 8 years old and maintenance is no longer available as parts are harder to find. We use this device to print out maps for all the departments. Electric has the only other plotter in the city and it is not conducive to use theirs. We do anywhere from 1-5 prints per week up to over 20 per project. Often times users wait for the output to verify correctness.

---

## MANAGEMENT INFORMATION SYSTEMS (MIS)

### Project Description

#### Upgrade Office Applications

At the current time we are running Office 2010. This is used for all Word processing, Excel spreadsheets, Access databases, and Presentation software. Microsoft support stopped in mid-year 2020 and we have continued to use the older software. We have a budget for the purchase of the new software at that time if the city chooses to migrate to the newer version.

#### Upgrade Email System

This is the anticipated cost to upgrade the email system in use at the city. At this time the current mail system would be nine years old. It may be as simple as upgrading the software, but a study will most likely be done during this time or just prior to look at a hosting service for email and email archiving.

#### New Aerial Photography

Purchase new aerial for use in the GIS system which supports the utilities, public services, police, fire and parks. Last time this was updated was flown in 2013.

**POLICE DEPARTMENT**

<u>Acquisition</u>	<u>Year 1</u> 2019/20	<u>Year 2</u> 2020/21	<u>Year 3</u> 2021/22	<u>Year 4</u> 2022/23	<u>Year 5</u> 2023/24
Patrol Vehicles	129,500	171,000	176,200	181,500	143,500
Leased Vehicle (2)	19,800	20,400	21,050	21,700	22,400
Detective Vehicles	27,000	27,800	28,600	29,500	0
Tasers	20,610	20,610	20,610	20,610	21,000
MDT Laptops	0	0	35,000	35,000	0
Annual Total	196,910	239,810	281,460	288,310	186,900

**Project Description**

**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 on a point system. Points listed in the tables below are current point values 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, siren, partition, weapon racks, mounting equipment, graphics, etc. The addition of a traffic unit and new work schedule may cause Patrol vehicles to be replaced less frequently than estimated, and an analysis will be done after one full year of new data is collected.

It is anticipated that the following schedule will be utilized for vehicle replacement:

<u>TABLE KEY</u>	<u>2019/20</u>	<u>PT</u>	<u>2020/21</u>	<u>PT</u>	<u>2021/22</u>	<u>PT</u>	<u>2022/23</u>	<u>PT</u>	<u>2023/24</u>	<u>PT</u>
MY = Model Year	5926 (MY 2010)	P (47.97)	5934 (MY 2012)	P (9.59)	5922 (MY 2017)	P (3.54)	5940 (MY 2014)	P (12.50)	TBD	
P = Patrol Vehicle	5931 (MY 2011)	P (10.72)	5943 (MY 2015)	P (10.62)	5935 (MY 2012)	P (15.68)	5941 (MY 2014)	P (12.09)	TBD	
D= Detective Vehicle	5939 (MY 2013)	P (14.47)	5945 (MY 2017)	P (6.46)	5936 (MY 2017)	P (2.51)	5942 (MY 2017)	P (3.67)	TBD	
PT= Current Points	5910 (MY 2012)	D (17.82)	5908 (MY 2011)	D (16.24)	5947 (MY 2017)	P (3.10)	TBD P			
					5902 (MY 2012)	D (15.57)	5903 (MY 2015)	D (7.94)		

The replacement schedule for the final years are incomplete because they involve the replacement of vehicles not yet part of the fleet or vehicles with not yet determined life cycles based on the factors described above. Analysis could reduce the number of vehicles needing to be replaced in those years. Anticipated annual increases are increased 3% for planning purposes, and should be considered tentative.

**LEASED VEHICLES**

The Department utilizes a rotating lease for an unmarked vehicle used for undercover operations. This unique program allows investigators to change vehicles whenever it is believed to be necessary for the preservation of the undercover role. The City also leases an 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.

**POLICE DEPARTMENT**

---

**Project Description**

**TASERS**

The recurring costs are for a five year agreement with Axon, Inc. for TASER Electronic Control Devices, which are being implemented in FY 2018/19. Tasers allow officers to have an additional less lethal use of force option in the field.

**MDT Laptops**

These laptops have been replaced every five years on the recommendation of the City's MIS Department, and the Police Department's Systems administrator concurs with that opinion because of reliability issues and computer obsolescence. This purchase is budgeted over two years.

**FIRE DEPARTMENT**

**Acquisition**

**Year 1**      **Year 2**      **Year 3**      **Year 4**      **Year 5**  
**2019/20**      **2020/21**      **2021/22**      **2022/23**      **2023/24**

Firefighter Protective Turnout Gear	190,500				
Ballistic Vests	8,950				
Hydraulic Rescue Tools	100,000				
Self Contained Breathing Apparatus (SCBA)		185,000			
Breathing Air Compressor Fill Station		47,500			
Hose Replacement		13,900			
Command Vehicle	38,000		38,000		
Command Vehicle				38,000	
Concrete Replacement				15,000	
Hose Replacement				18,558	
Rescue Pumper					280,000
Ruggedized Laptop Computers					68,500
<b>Total</b>	<b>337,450</b>	<b>246,400</b>	<b>38,000</b>	<b>71,558</b>	<b>348,500</b>

**Lease Acquisition**

**2019/20**      **2020/21**      **2021/22**      **2022/23**      **2023/24**

Ambulance	89,433	21,859			
Stretcher Replacement	45,459				
Rescue Pumper	239,141	59,286			
Mini-Pumper Refurbishment		35,334	35,334	35,334	
Ambulance			105,000	105,000	105,000



# FIRE DEPARTMENT

## Lease Acquisition

2023/24

2022/23

2021/22

2020/21

2019/20

Lease Total	374,033	116,479	140,334	140,334	105,000
Total (Acquisition + Lease Acquisition)	711,483	362,879	178,334	211,892	453,500

## Project Description

### 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. This 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 of 2019/2020 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 2014. According to the manufacturer, the life span of the vest is 5 years. This project includes the purchase of 18 ballistic vests, and does not include the vests purchased in 2017/18.

### Hydraulic Rescue Tools

The fire department utilizes hydraulic rescue tools (Jaws of Life) to extricate victims from serious vehicle or industrial accidents where heavy metal must be moved to free a victim from entrapment. This equipment relies on gasoline engines and hydraulic pumps to operate. These components are subject to wear, as are the various seals inside the spreading and cutting tools. As automotive construction technology and materials change, so does the hydraulic extrication tool technology and equipment required to gain entry to trapped vehicle occupants. These tool systems are ten years old and are reaching the end of their planned service life.

## **FIRE DEPARTMENT**

---

### **Project Description**

#### **SCBA Replacement**

Firefighters use self-contained breathing apparatus (SCBA) for protection while working in hazardous environments. These breathing atmospheres are termed by OSHA as "immediately dangerous to life and health" (IDLH). The standards for this vital safety equipment continue to change and increase as the firefighters job responsibilities change and increase. New SCBA are required to meet a safety certification known as CBRN approval, meaning breathing apparatus will protect the wearer in "chemical, biological, radiological, and nuclear" contaminated atmospheres. Our current SCBA cannot be upgraded to meet this standard. The current SCBA will be 12 years old when replaced. The constant exposure of the SCBA to high heat, water, and chemical laden environments causes significant deterioration of the mechanical and fabric parts of the SCBA.

#### **Breathing Air Compressor-Fill Station**

Firefighters must use compressed, bottled breathing air to work in hazardous environments. The fire department uses a specialized air compressor to capture and filter breathing air before compressing it into air tanks for use in self-contained breathing apparatus (SCBA). It is critical that the breathing air compressor function correctly so that contaminated air is not compressed into the breathing air tanks resulting in inhalation injury or poisoning of the firefighters. The current unit was installed in 2008 and will be twelve years old when replaced. The fill station is the safety receptacle that holds the compressed air (SCBA) cylinder as it is being filled with pressure at 6000psi. The fill station provides safety for the personnel in the event a cylinder would explode. The fill station will be 20 years old when replaced.

#### **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 2020/21, the total needed sections of hose that is expiring is \$13,900.

#### **Command Vehicle**

Replace unit 1501, a 2011 Chevrolet Tahoe, as it has exceeded the replacement criteria of 15. Current score is 19.75 Four wheel drive vehicles are used by chief officers to respond to emergencies and for daily use. These vehicles also serve as the mobile command post for emergency incidents and transport incident command radios, computers and accountability equipment. The vehicle to be replaced in 2021/22 is a 2011 Chevy Tahoe that will be 10-11 years old when replaced. Included in the project cost are the expenses associated with modifying a stock vehicle for emergency service. This includes emergency lighting and siren, computer docking station and vehicle mounting system, on-board battery charging system, 12V to 120V power inverter, and command module for incident command.

## **FIRE DEPARTMENT**

### **Project Description**

#### **Command Vehicle**

Replace unit 1507, a 2012 Chevrolet Tahoe, as it is anticipated to exceed the replacement criteria of 15. Current score Four wheel drive vehicles are used by chief officers to respond to emergencies and for daily use. These vehicles also serve as the mobile command post for emergency incidents and transport incident command radios, computers and accountability equipment. The vehicle to be replaced in 2022/23 is a 2012 Chevy Tahoe that will be 10-11 years old when replaced. Included in the project cost are the expenses associated with modifying a stock vehicle for emergency service. This includes emergency lighting and siren, computer docking station and vehicle mounting system, on-board battery charging system, 12V to 120V power inverter, and command module for incident command.

#### **Concrete Replacement**

All three fire stations have large areas of concrete that must support the weight of heavy fire apparatus. Several large concrete slabs are cracking and need to be replaced. This concrete repair work will enable the FD to maintain the functionality and appearance of the Fire Stations.

#### **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 2022/23, the total needed sections of hose that is expiring is \$18,558.

#### **Ruggedized Laptop Computers**

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.

### **Lease Project Description**

#### **Ambulance**

Replace unit 1537, a 2015 Freightliner Rescue Ambulance, as it is anticipated to exceed the replacement criteria of 15. The fire department operates three ambulances to provide emergency medical transport and has one reserve ambulance to fill in when front line ambulances require preventative maintenance or unscheduled repair. These vehicles are the busiest vehicles in the FD fleet and log many miles transporting to hospitals outside of the city limits. This unit was delivered in 2018. It was purchased on a lease purchase agreement and will remain on the capital plan until paid off in fiscal year 2020/21

#### **Stretcher Replacement**

The stretcher replacement was purchased in fiscal year 2017/18. It was purchased on a lease purchase agreement and will remain on the capital plan until paid off in fiscal year 2019/20.

## **FIRE DEPARTMENT**

---

### **Lease Project Description**

#### **Rescue Pumper**

Replace unit 1594, a 1998 Pierce 740 Pumper, as it has exceeded the replacement criteria of 15. Current score: 35.29. This apparatus (2018 Pierce) was purchased in fiscal year 2017/18. It was purchased on a lease purchase agreement and will remain on the capital plan until paid off in fiscal year 2020/21.

#### **Mini-Pumper Refurbishment**

Replace/Refurbish unit 1539, a 1999 Ford F450 Mini-Pumper, as it has exceeded the replacement criteria of 15. Current score: 16.09. The fire department operates a 1999 4-wheel-drive Mini-Pumper. This vehicle is used to supply fire protection to residential property located off Ballas Road where steep inclines and low weight private bridges make access with a full size fire truck impossible. There are numerous other areas within Kirkwood where access with a full size fire truck is limited and the four-wheel drive capability of this fire truck is necessary. The addition of parking garages in residential multi-unit living complexes also requires this smaller fire fighting vehicle. This unit has a composite body that resists corrosion so it is suitable for remounting on a new vehicle chassis. The pump, water, and foam tanks will also require refurbishment. This project will remove the utility body from the 1999 chassis, refurbish the fire pump components, and reinstall the refurbished composite body and fire pump/tank assembly onto a new chassis. This truck will be 19 years old at the time of this project. The current unit has low miles but they are rugged use miles. It is possible that this project will need to be accelerated if the vehicle experiences significant mechanical problems.

#### **Ambulance**

Replace unit 1597. 1597 is a 2009 unit that currently serves as the reserve ambulance. This unit will be 12 years old and no longer suitable for emergency transport services. It has exceeded the replacement criteria of 15 and is currently 16.36. This purchase is scheduled for a three year lease purchase. The total cost is budgeted for \$315,000.

**PUBLIC SERVICES, ENGINEERING DIVISION**

<u>Acquisition</u>	<u>Year 1</u> <u>2019/20</u>	<u>Year 2</u> <u>2020/21</u>	<u>Year 3</u> <u>2021/22</u>	<u>Year 4</u> <u>2022/23</u>	<u>Year 5</u> <u>2023/24</u>
Pickup Truck w/Service Body		30,000		-	-
Annual Total	-	30,000	-	-	-

Project Description

FY2020/2021

Pickup Truck w/Service Body

Replace vehicle 5622, a 2011 Ford F150 Pickup with Camper Shell, as it has exceeded the replacement criteria of 15.

Current Score: 18.36

**PUBLIC SERVICES, INFRASTRUCTURE**

<u>Acquisition</u>	<u>Year 1</u> <u>2019/20</u>	<u>Year 2</u> <u>2020/21</u>	<u>Year 3</u> <u>2021/22</u>	<u>Year 4</u> <u>2022/23</u>	<u>Year 5</u> <u>2023/24</u>
Street Restoration Program	2,200,000	1,844,000	2,200,000	1,760,000	2,200,000
Sidewalk Improvement Program	150,000	150,000	150,000	150,000	150,000
Downtown Parking Lots				150,000	150,000
Bridge Maintenance and Design				150,000	150,000
Geyer Rd. Phase 2 Mill and Overlay					
Engineering Design	195,903				
Right-of-Way	160,000				
Construction/Material Testing		1,424,543			
W. Essex Ave. Reconstruction					
Engineering Design		100,000			
Right-of-Way			100,000	2,000,000	
Construction/Material Testing					
Quan Ave. Reconstruction					
Engineering Design					
Right-of-Way					
Construction/Material Testing	1,000,000				
Manchester Rd. Improvements					
Right-of-Way					
Construction		1,021,364			
Fillmore Culvert Replacement			375,000		
E. Elliot Culvert Replacement					
Engineering Design			75,000		
Construction/Material Testing				350,000	

**PUBLIC SERVICES, INFRASTRUCTURE**

<u>Acquisition</u>	<u>Year 1</u> <u>2019/20</u>	<u>Year 2</u> <u>2020/21</u>	<u>Year 3</u> <u>2021/22</u>	<u>Year 4</u> <u>2022/23</u>	<u>Year 5</u> <u>2023/24</u>
Dickson Ave. Culvert Replacement					
Engineering Design			75,000		
Construction/Material Testing				350,000	
Taylor Ave. Culvert Replacement					
Engineering Design					
Construction/Material Testing				100,000	350,000
Couch Ave . Culvert Replacement					
Engineering Design				125,000	
Construction/Material Testing					475,000
Argonne Reconstruction					
Engineering Design					
Right-of-Way					
Construction/Material Testing					
W. Essex Reconstruction Phase 2					
Engineering Design					
Right-of-Way					
Construction/Material Testing					
W. Woodbine Roundabout					
Engineering Design					
Right-of-Way					
Construction/Material Testing					
Kirkwood Rd. Sidewalk & lighting					
Engineering Design					
Right-of-Way					
Construction/Material Testing					

**PUBLIC SERVICES, INFRASTRUCTURE**

<u>Acquisition</u>	<u>Year 1</u> <u>2019/20</u>	<u>Year 2</u> <u>2020/21</u>	<u>Year 3</u> <u>2021/22</u>	<u>Year 4</u> <u>2022/23</u>	<u>Year 5</u> <u>2023/24</u>
Old Big Bend, Craig Ballas Intersection					
Engineering Design					
Right-of-Way					
Construction/Material Testing					
Annual Total	3,705,903	4,539,907	2,975,000	5,135,000	3,475,000
<b>Seeking 20/80 Grant Approvals</b>					

Project Description

FY 2019/20

**Street Restoration Program**

The Northwest Street Maintenance area is scheduled for restoration which includes reconstructions, mill and overlays, seal coatings and base repairs. The Northwest Street Maintenance area is bounded by Geyer Rd., Adams Ave., west City Limit, north City Limit.

**Sidewalk Improvement Program**

This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

**Downtown Parking Lots**

This project would include the milling off of the old surface, base repairs, and a new surface with striping for the downtown parking lot South Railroad lot.

**Bridge Maintenance and Design**

The City owns and maintains 11 bridges throughout their 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 SERVICES, INFRASTRUCTURE

### Project Description

#### Geyer Rd. Phase 2 Mill and Overlay

Engineering Design - This work will consist of designing and providing contract documents to 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 will be seeking a 20/80 grant from the East West Gateway Council of Governments.

#### Quan Ave. Reconstruction

This is a joint project with the Public Services Department and Kirkwood Electric to improve pedestrian safety on Quan Ave. from Taylor to Woodlawn. This work will include new traffic control lights, sidewalk improvements, school zone enhancements and the restoration of the street pavement.

### FY 2020/21

#### Street Restoration Program

The Northeast Street Maintenance area is scheduled for restoration which includes reconstructions, mill and overlays, seal coatings and base repairs. The Northeast Street Maintenance area is bounded by Geyer Rd., Adams Ave., east City Limit, and north City Limit.

#### Sidewalk Improvement Program

This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

#### Downtown Parking Lots

This project would include the milling off of the old surface, any base repairs, and a new surface with striping for the City Hall and Police Department parking lot.

#### Bridge Maintenance and Design

The City owns and maintains 11 bridges throughout their 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 SERVICES, INFRASTRUCTURE**

---

### **Project Description**

#### **Geyer Rd. Phase 2 Mill and Overlay**

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 will be seeking a 20/80 grant from the East West Gateway Council of Governments.

#### **W. Essex Ave. Reconstruction**

Engineering Design - This work will consist of final design and providing contract documents to rehabilitate W. Essex Ave. from Geyer Rd. to Dougherty Ferry Rd. This project will also provide ADA compliant ramps and crossings. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

#### **Manchester Rd. Improvements**

The City has entered into a cost share agreement with the City of Brentwood and MoDot to make enhancements along Manchester Rd. Kirkwood's enhancements include a wider tree lawn area, upgraded pedestrian and bicycle access at the and Woodlawn intersection pedestrian scale lighting along the corridor.

#### **FY 2021/22**

##### **Street Restoration Program**

The East Street Maintenance area is scheduled for restoration which includes reconstructions, mill and overlays, seal coatings and base repairs. The East Street Maintenance area is bounded by Geyer Rd., Adams Ave., Big Bend, east City Limit.

##### **Sidewalk Improvement Program**

This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

##### **Downtown Parking Lots**

This project would include the milling off of the old surface, any base repairs, and a new surface with striping for the downtown parking lot at the Train Station lot.

## **PUBLIC SERVICES, INFRASTRUCTURE**

---

### **Project Description**

#### **Bridge Maintenance and Design**

The City owns and maintains 11 bridges throughout their 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.

#### **W. Essex Ave. Reconstruction**

Right-of-Way - This work will consist of acquiring the needed easements and right-of-way to rehabilitate W. Essex Ave. from Geyer Rd. to Dougherty Ferry Rd. This project will also provide ADA compliant ramps and crossings. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

#### **Fillmore Culvert Replacement**

This project replaces the undersized culvert in the 300 Block of S. Fillmore Ave.

#### **E. Elliot Culvert Replacement**

Engineering Design - This work will consist of designing and providing contract documents to replace the deteriorating culvert at E. Elliot Ave. and Leffingwell Ave.

#### **Dickson culvert Replacement**

Engineering Design - This work will consist of designing and providing contract documents to replace the deteriorating culvert on Dickson Ave.

### **FY 2022/23**

#### **Street Restoration Program**

The South Street Maintenance area is scheduled for restoration which includes reconstructions, mill and overlays, seal coatings and base repairs. The South Maintenance area is bounded by Big Bend, west city limit and the south city limit.

#### **Sidewalk Improvement Program**

This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

## **PUBLIC SERVICES, INFRASTRUCTURE**

---

### **Project Description**

#### **Bridge Maintenance and Design**

The City owns and maintains 11 bridges throughout their 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.

#### **W. Essex Ave. Reconstruction**

Construction/Material Testing - This work will consist of designing and providing contract documents to rehabilitate W. Essex Ave. from Geyer Rd. to Dougherty Ferry Rd. This project will also provide ADA compliant ramps and crossings. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

#### **E. Elliot Culvert Replacement**

Construction and Material Testing - This work will consist of the construction for the replacement of the deteriorating culvert at E. Elliot Ave. and Leffingwell Ave.

#### **Dickson culvert Replacement**

Construction and Material testing - This work will consist of the construction phase to replace the deteriorating culvert on Dickson Ave.

#### **Taylor Ave. culvert Replacement**

Engineering Design - This work will consist of designing and providing contract documents to replace the deteriorating culvert on Taylor Ave.

#### **Couch Ave. culvert Replacement**

Engineering Design - This work will consist of designing and providing contract documents to replace the deteriorating culvert on Couch Ave.

### **FY 2023/24**

#### **Street Restoration Program**

The West Street Maintenance area is scheduled for restoration which includes reconstructions, mill and overlays, seal coatings and base repairs. The West Maintenance area is bounded by Big Bend, west city limit, Adams Ave. and Geyer Rd.

## **PUBLIC SERVICES, INFRASTRUCTURE**

---

### **Project Description**

#### **Sidewalk Improvement Program**

This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

#### **Bridge Maintenance and Design**

The City owns and maintains 11 bridges throughout their 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.

#### **Taylor Ave. culvert Replacement**

Construction and Material testing - This work will consist of the construction phase to replace the deteriorating culvert on Taylor Ave.

#### **Couch Ave. culvert Replacement**

Construction and Material testing - This work will consist of the construction phase to replace the deteriorating culvert on Couch Ave.

PUBLIC SERVICES, STREET DIVISION

Acquisition	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24
Trailers	30,000			18,000	
Sweeper	235,000				
Skid Steer w/Tracks	49,500		45,500		
Grinder		5,000			
Dump Truck		150,000	290,000	150,000	310,000
Curb Machine		6,500			
Pavement Cutter			13,000		
Planer				15,000	
Back Hoe				145,000	
Pickup Truck					38,000
Annual Total	314,500	161,500	348,500	328,000	348,000

Project Description

FY 2019/20

Trailers

Replace unit 6145, a 2001 Trailer Express 12,000 GVWR Trailer, as it has exceeded the replacement criteria of 15. Current score: 76.19.

Replace unit 6162, a 1984 Brooks Bros Tandem Axle Trailer, as it has exceeded the replacement criteria of 15. Current score: 144.32.

**PUBLIC SERVICES, STREET DIVISION**

---

**Project Description**

**FY 2019/20 (continued)**

**Tymco Sweeper**

Replace unit 6102, a 2009 Tymco Sweeper, as it has exceeded the replacement criteria of 15. Current score: 18.81.

**Skid Steer w/Tracks**

Replace unit 6186, a 2007 Bobcat T180, as it has exceeded the replacement criteria of 15. Current score: 38.02.

**FY 2020/21**

**Grinder**

Replace unit 6137, a 2002 Scarifer, as it is anticipated to exceed the replacement criteria of 15. Current score: 11.85.

**Dump Truck**

Replace vehicles 6142 and 6143, a 2009 Ford F450 Dump Body, as they have exceeded the replacement criteria of 15. Current scores: 16.88 and 15.28 respectively. These vehicles are used in daily operations for hauling excavation spoils and materials, in addition to snow plowing.

**Curb Machine**

Replace unit 6172, a 2011 Curb Machine, as it is anticipated to exceed the replacement criteria of 15. Current score: 12.92.

**FY 2021/22**

**Skid Steer w/Tracks**

Replace unit 6110, a 2009 Bobcat S185, as it has exceeded the replacement criteria of 15. Current score: 35.00.

**Dump Truck**

Replace vehicles 6167 and 6168, a 2005 Ford F750 Dump Body, as they have exceeded the replacement criteria of 15. Current scores: 27.67 and 31.88 respectively. These vehicles are used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

**Pavement Cutter**

Replace unit 6101, a 2001 Pavement Cutter, as it is anticipated to exceed the replacement criteria of 15. Current score: 12.79. The unit is used for cutting pavement in the preparation of asphalt and concrete street repairs.

**PUBLIC SERVICES, STREET DIVISION**

---

**Project Description**

**FY 2022/23**

**Trailer**

Replace unit 6159, a 2007 Cronkhite Trailer, as it has exceeded the replacement criteria of 15. Current score: 26.32.

**Dump Truck**

Replace vehicle 6169, a 2005 F750 Dump Truck, as it has exceeded the replacement criteria of 15. Current score: 30.75. This vehicle is used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

**Planer**

Replace unit 6186A, a 2016 Bobcat 18" Planer Attachment, as it is anticipated to exceed the replacement criteria of 15. Current score: 2.21. This unit is a skid steer attachment used in the preparation of asphalt and concrete street repairs.

**Back Hoe**

Replace unit 6129, a 2008 Backhoe, as it is anticipated to exceed the replacement criteria of 15. Current score: 16.02

**FY 2023/24**

**Dump Truck**

Replace vehicles 6187 and 6188, a 2008 Ford F750 Dump Body, as they have exceeded the replacement criteria of 15. Current scores: 25.20 and 28.60 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 nearing its replacement criteria of 15. Current score: 8.70.



PUBLIC SERVICES, BUILDING COMMISSIONER

<u>Acquisition</u>	Year 1	Year 2	Year 3	Year 4	Year 5
	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>
Compact SUV	23,500	50,000			
Annual Total	23,500	50,000			

Project Description

FY 2019/20

Compact SUV

Replace vehicle 5753, a 2011 Ford Fusion, as it has exceeded the replacement criteria of 15. Current score: 19.59.

FY 2020/21

Compact SUV

Replace vehicle 5703, a 2011 Ford Escape, as it has exceeded the replacement criteria of 15. Current score: 17.68.

Replace vehicle 5755, a 2011 Ford Fusion, as it is anticipated to exceed the replacement criteria of 15. Current score: 14.86.

**PROCUREMENT**

<u>Acquisition</u>	<u>Year 1</u> <u>2019/20</u>	<u>Year 2</u> <u>2020/21</u>	<u>Year 3</u> <u>2021/22</u>	<u>Year 4</u> <u>2022/23</u>	<u>Year 5</u> <u>2023/24</u>
<b>Annual Total</b>	-	-	-	-	-

**Project Description**

# FACILITIES OPERATIONS

## Acquisition

	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24
Firehouse #1, Heat Pumps Replacement	52,000				
1/2 Ton 4x4 Pickup Truck (5800)	32,500				
ADA Facilities Accessibility Assessment	15,000				
PD New Flooring, Main and Lower Level Hallways	35,000				
City Hall Generator		220,000			
1/2 Ton 4x4 Pickup Truck (5882)		32,500			
1/2 Ton 4x4 Pickup Truck (5881)			32,500		
City Hall Marble Flooring Restoration			15,000		
Public Works Overhead Door Replacement			80,000		
Fleet/Building Services					
1/2 Ton 4x4 Pickup Truck (5804)				32,500	
Public Works Overhead Door Replacement Street				65,000	
Public Works Overhead Door Replacement Sanitation					45,000
Total	134,500	252,500	127,500	97,500	45,000

## Project Description

## FY 2019/20

### Firehouse #1, Replacement of Heat Pumps (PRIORITY #1)

The current heat pump systems will be 18 years old at the time of replacement which far exceeds the life expectancy for heat pumps. It's recommended that the (4) residential heat pump units be replaced with (4) high efficiency outdoor air conditioners (one 5 ton, two 3 ton, and one 2 ton) and (4) high efficiency fan coil units with gas heat (one 5 ton, two 3 ton, and one 2 ton).

## **FACILITIES OPERATIONS**

### **Project Description**

#### **1/2 Ton 4x4 Pickup Truck (5800) (PRIORITY #2)**

At the recommendation of the Fleet Director, 5800 is being moved from FY 2020/21 to this fiscal year due to exceeding its replacement points schedule. Replace vehicle 5800, a 2012 Chevrolet Tahoe 4X2, as it has exceeded the replacement criteria of 15. Current score: 43.36

#### **ADA Facilities Accessibility Assessment (PRIORITY #3)**

This department is recommending an ADA Accessibility Assessment of City Hall, Farmers Market, Police, Police Rifle Range, Purchasing/Utilities, SBD Building, and Train Station. The assessment will focus on pedestrian accessibility in and around entrances, elevators, restrooms and offices.

#### **PD New Flooring, Main and Lower Level Hallways (PRIORITY #4)**

The current hallway flooring for both levels was replaced in 1991 during the buildings renovation. The current flooring is VCT which requires bi-yearly strip and wax. The proposed flooring which is already in several city buildings requires no strip and wax and little maintenance.

### **FY 2020/21**

#### **City Hall Generator (PRIORITY #1)**

The building's currently generator was installed in 1998 and is at maximum 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 can only be loaded to 80% of its capacity by code which is a maximum of 160 amps. Currently it is showing amperage spikes of up to 170 amps. In addition, the current unit cannot support any future increase in load.

#### **1/2 Ton 4x4 Pickup Truck (PRIORITY #2)**

Replace vehicle 5882, a 2008 Chevrolet 1/2 T Pickup, as it has exceeded the replacement criteria of 15. Current score: 18.55

### **FY 2021/22**

#### **1/2 Ton 4x4 Pickup Truck (PRIORITY #1)**

Replace vehicle 5881, a 2009 Chevrolet 1/2 T Pickup, as it has exceeded the replacement criteria of 15. Current score: 18.88

#### **City Hall Marble Flooring Restoration (PRIORITY #2)**

The marble floors in City Hall are on a ten year maintenance cycle in order to reduce the permanent damage, ensuring extended life due to heavy traffic, and to maintain appearance. The restoration process allows for minor chips or scratches to be removed and to restore the floors luster.

---

## **FACILITIES OPERATIONS**

### **Project Description**

#### **Public Works Overhead Door Replacement Fleet/Facilities Operations. (PRIORITY #3)**

The current overhead doors are original to the building which was built in 1991. The maintenance costs continue to increase and some of the doors are becoming a safety issue. The new doors will be insulated, which will help to reduce heating/cooling costs and reduce operating costs.

### **FY 2022/23**

#### **1/2 Ton 4x4 Pickup Truck (PRIORITY #1)**

Replace vehicle 5804, a 2008 Chevrolet 1/2 T Pickup, as it is anticipated to exceed the replacement criteria of 15. Current score: 14.03

#### **Public Works Overhead Door Replacement Street (PRIORITY #2)**

The current overhead doors are original to the building which was built in 1991. The maintenance costs continue to increase and some of the doors are becoming a safety issue. The new doors will be insulated, which will help on heat/cooling costs and will reduce operating costs.

### **FY 2023/24**

#### **Public Works Overhead Door Replacement Sanitation (PRIORITY #1)**

The current overhead doors are original to the building which was built in 1991. The maintenance costs continue to increase and some of the doors are becoming a safety issue. The new doors will be insulated, which will help on heat/cooling costs and will reduce operating costs.

The page was intentionally left blank.

**ENTERPRISE FUNDS**

**Electric, Water, Sanitation and Fleet Services**

**Five Year Capital Plan**

**Fiscal Years**

**2019/20 - 2023/24**

The page was intentionally left blank.



**ELECTRIC FUND**

Acquisition

Year 1  
2019/20

Year 2  
2020/21

Year 3  
2021/22

Year 4  
2022/23

Year 5  
2023/24

Distribution System - Circuit Upgrades	800,000				
Distribution System - Sugar Creek Substation	325,000				
Distribution System - Leffingwell Substation Energy Storage		1,000,000			
Quan Traffic Signals - at Woodlawn and Taylor	400,000				
Electric Vehicles	72,000	90,000	170,000	370,000	370,000
LED Street Lighting					750,000
Annual Total	1,597,000	1,090,000	170,000	370,000	1,120,000

Project Description

FY2019/20

**Distribution System - Circuit Upgrades**

In FY20 the Electric Department will continue its program to convert circuits to a higher more efficient operating voltage.

**Distribution System - Sugar Creek Substation**

In FY20 the Electric Department will upgrade the substation to a higher more efficient operating voltage.

**Quan Traffic Signals - at Woodlawn and Taylor**

In FY2020 the department will fund the modernization of the traffic signals at the intersections.

**ELECTRIC FUND**

**Project Description**

**FY2019/20 (Continued)**

**Electric Vehicles**

Replace vehicle 8143, a 2001 Ford Taurus, as it has exceeded the replacement criteria of 15. Current score: 55.33.

Replace vehicle 8145, a 2000 Ford Crown Victoria Sedan, as it has exceeded the replacement criteria of 15: Current score: 33.6

**FY2020/21**

**Electric Vehicles**

Replace vehicle 8114, a 2000 Flatbed Trailer, as it has exceeded the replacement criteria of 15. Current score: 52.98.

Replace vehicle 8122, a 2000 Compact Excavator, as it has exceeded the replacement criteria of 15. Current score: 23.08.

Replace vehicle 8147, a 2005 Chevrolet Impala Sedan, as it has exceeded the replacement criteria of 15. Current score: 36.65.

**Distribution System - Leffingwell Substation Energy Storage**

In FY20 the Electric Department will upgrade the substation by adding energy storage to the site.

**FY2021/22**

**Electric Vehicles**

Replace vehicle 8137, a 2001 Two Wheel Reel Trailer, as it has exceeded the replacement criteria of 15. Current score: 29.77.

Replace vehicle 8141, a 2004 Brooks Brothers Trailer, as it has exceeded the replacement criteria of 15. Current score: 17.26.

Replace vehicle 8104, a 2011 F550 Boom Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 1

**FY2022/23**

**Electric Vehicles**

Replace vehicle 8106, a 2011 Aerial Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 7.90.

**LED Street Lighting**

In FY2022/23 the department will upgrade existing street lighting to LED lighting.

**PUBLIC SERVICES, WATER FUND**

<u>Acquisition</u>	<u>Year 1</u> <u>2019/20</u>	<u>Year 2</u> <u>2020/21</u>	<u>Year 3</u> <u>2021/22</u>	<u>Year 4</u> <u>2022/23</u>	<u>Year 5</u> <u>2023/24</u>
Fire Hydrant Installations	10,000	10,000	10,000	10,000	10,000
Water Main Replacement	1,525,600	1,525,600	1,525,600	1,525,600	1,525,600
Operational Improvements	100,000	100,000	100,000	100,000	100,000
Leak Detection Program	100,000	100,000	100,000	100,000	100,000
Pickup Truck w/ Service Bodies	69,000				45,000
1.5 Ton Flatbed Truck with Crane	100,000				
Trailers		36,000			
Park No. 1 Pump Station Replacement					
Engineering Design			280,000		
Construction/Inspection				2,750,000	
Dump Truck		70,000		70,000	
Walk In Service Truck			150,000		
Mini Excavator			55,000		
Compact SUV				25,000	
Arrow Board					18,000
Annual Total	1,904,600	1,841,600	2,220,600	4,580,600	1,798,600

**PUBLIC SERVICES, WATER FUND**

---

**Project Description**

**FY 2019/20**

**Fire Hydrant Installations**

Installation of additional public fire hydrants by the Water Department for new developments.  
Payment to developers/contractors for the installation of public fire hydrants for their new developments.

**Water Main Replacement**

Systematic replacement of older, deteriorated, undersized and high maintenance water mains.  
\$1,425,600 will be utilized to replace 7,796' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1.09% of our 135 mile distribution system. The remaining \$100,000 is budgeted to design FY 2020/21.

**Operational Improvements**

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan. Improvements will included but are not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

**Leak Detection Program**

In 2017 the Water Department conducted a city wide leak detection study to assist in identifying unknown water main leaks. Funds are being annually allocated to repair these leaks identified by the study to reduce water loss to within the industries acceptable loss of 10% or less.

**Pickup Truck w/ Service Bodies**

Replace vehicle 8508, a 2010 Ford E150 Cargo Van, as it has exceeded the replacement criteria of 15. Current score: 26.64.  
Replace vehicle 8519, a 2010 Ford F150 4X2 Pickup, as it has exceeded the replacement criteria of 15. Current score: 25.13.

**1.5 Ton Flatbed Truck with Crane**

Replace vehicle 8503, a 2001 Ford F550 Flatbed with Crane, as it has exceeded the replacement criteria of 15. Current score: 16.74.

**FY 2020/21**

**Fire Hydrant Installations**

Installation of additional public fire hydrants by the Water Department for new developments.  
Payment to developers/contractors for the installation of public fire hydrants for their new developments.

---

**PUBLIC SERVICES, WATER FUND**

**Project Description**

**FY 2020/21 (continued)**

**Water Main Replacement**

Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$1,425,600 will be utilized to replace 7,128' of 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 2021/22.

**Operational Improvements**

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan. Improvements will include but are not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

**Leak Detection Program**

In 2017 the Water Department conducted a city wide leak detection study to assist in identifying unknown water main leaks. Funds are being annually allocated to repair these leaks identified by the study to reduce water loss to within the industries acceptable loss of 10% or less.

**Dump Truck**

Replace vehicle 8521, a 2010 Ford F550 with Dump Body, as it is anticipated to exceed the replacement criteria of 15. Current score: 18.33.

**Trailers**

Replace trailer 8530, 2009 12' Big Tex Utility Trailer, as it has exceeded the replacement criteria of 15. Current score: 37.34.  
Replace trailer 8581, 2007 18' Bobcat Trailer, as it has exceeded the replacement criteria of 15. Current score: 78.37.

**FY 2021/22**

**Fire Hydrant Installations**

Installation of additional public fire hydrants by the Water Department for new developments.  
Payment to developers/contractors for the installation of public fire hydrants for their new developments.

**Water Main Replacement**

Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$1,425,600 will be utilized to replace 7,128' of 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 2022/23.

**PUBLIC SERVICES, WATER FUND**

---

**Project Description**

**FY 2021/22 (continued)**

**Operational Improvements**

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan. Improvements will be included but are not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

**Leak Detection Program**

In 2017 the Water Department conducted a city wide leak detection study to assist in identifying unknown water main leaks. Funds are being annually allocated to repair these leaks identified by the study to reduce water loss to within the industries acceptable loss of 10% or less.

**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.

**Walk In Service Truck**

Replace vehicle 8509, a 2004 Utility master, as it has exceeded the replacement criteria of 15. Current score: 17.00.

**Mini Excavator**

Replace vehicle 8506, a 2013 JBC Mini Excavator, as it has exceeded the replacement criteria of 15. Current score: 20.24.

**FY 2022/23**

**Fire Hydrant Installations**

Payment to developers/contractors for the installation of public fire hydrants for their new developments.

**Water Main Replacement**

Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$1,425,600 will be utilized to replace 7,128' of 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 2023/24.

---

**PUBLIC SERVICES, WATER FUND**

**Project Description**

**FY 2022/23 (continued)**

**Operational Improvements**

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan. Improvements will included but are not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

**Leak Detection Program**

In 2017 the Water Department conducted a city wide leak detection study to assist in identifying unknown water main leaks. Funds are being annually allocated to repair these leaks identified by the study to reduce water loss to within the industries acceptable loss of 10% or less.

**Compact SUV**

Replace vehicle 8517, a 2010 Trans Con Van, as it is anticipated to exceed the replacement criteria of 15. Current Score: 12.36.

**Dump Truck**

Replace vehicle 8522, a 2009 Ford F550 with Dump Body, as it is anticipated to exceed the replacement criteria of 15. Current score: 12.95.

**FY 2023/24**

**Fire Hydrant Installations**

Installation of additional public fire hydrants by the Water Department for new developments. Payment to developers/contractors for the installation of public fire hydrants for their new developments.

**Water Main Replacement**

Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$1,425,600 will be utilized to replace 7,128' of 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 2024/25.

**Operational Improvements**

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan. Improvements will included but are not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

**PUBLIC SERVICES, WATER FUND**

---

**Project Description**

**FY 2023/24 (continued)**

**Leak Detection Program**

In 2017 the Water Department conducted a city wide leak detection study to assist in identifying unknown water main leaks. Funds are being annually allocated to repair these leaks identified by the study to reduce water loss to within the industries acceptable loss of 10% or less.

**Pickup Truck w/ Service Bodies**

Replace vehicle 8514, a 2014 F250 with Utility Body, as it is anticipated to exceed the replacement criteria of 15. Current Score: 8.37.

**Arrow Board**

Replace asset 8529, a 2009 Arrow Board, as it is anticipated to exceed the replacement criteria of 15. Current Score: 6.51.



PUBLIC SERVICES, SANITATION FUND

Acquisition

	Year 1 <u>2019/20</u>	Year 2 <u>2020/21</u>	Year 3 <u>2021/22</u>	Year 4 <u>2022/23</u>	Year 5 <u>2023/24</u>
Replacement Receptacles	10,000	10,000	10,000	10,000	10,000
Roll Carts	20,000	20,000	20,000	20,000	20,000
Rear Loader	220,000	220,000	220,000		125,000
Side Loader		260,000	260,000	520,000	260,000
Pick Up					
Flat Bed			45,000		
Roll Off				152,000	
Annual Total	250,000	510,000	555,000	702,000	415,000

Project Description

FY 2019/20

Replacement Receptacles

This will be for the purchase of 30 yard roll-off containers for construction and demolition rental services.

Roll Carts

Purchase of roll carts damaged and/or lost for the automated curb side solid waste and recycling programs.

Rear Loader

Replace vehicle 8930, 2013 25YD Rear Loader Refuse Trucks, as it has exceeded the replacement criteria of 15  
Current score: 17.02.

FY 2020/21

Replacement Receptacles

This will be for the purchase of 30 yard roll-off containers for construction and demolition rental services.

**PUBLIC SERVICES, SANITATION FUND**

---

**Project Description**

**FY 2020/21 (continued)**

**Roll Carts**

Purchase of roll carts damaged and/or lost for the automated curb side solid waste and recycling programs.

**Rear Loader**

Replace vehicle 8931, a 2013 25YD Rear Loader Refuse Trucks, as it is anticipated to exceed the replacement criteria of 15.  
Current score: 12.46.

**Side Loader**

Replace vehicle 8929, a 2014 Side Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.  
Current score: 11.95.

**FY 2021/22**

**Replacement Receptacles**

This will be for the purchase of 30 yard roll-off containers for construction and demolition rental services.

**Roll Carts**

Purchase of roll carts damaged and/or lost for the automated curb side solid waste and recycling programs.

**Rear Loader**

Replace vehicle 8932, a 2013 25YD Rear Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.  
Current score: 10.74.

**Side Loader**

Replace vehicle 8928, a 2014 Side Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.  
Current score: 11.77.

**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: 10.94.

**FY 2022/23**

**Replacement Receptacles**

This will be for the purchase of 30 yard roll-off containers for construction and demolition rental services.

**PUBLIC SERVICES, SANITATION FUND**

---

**Project Description**

**FY 2022/23 (continued)**

**Roll Carts**

Purchase of roll carts damaged and/or lost for the automated curb side solid waste and recycling programs.

**Side Loader**

Replace vehicle 8920 and 8921, 2014 Side Loader Refuse Trucks, as they are anticipated to exceed the replacement criteria of 15. Current scores: 11.04 and 11.38 respectively.

**Roll Off Truck**

Replace vehicle 8940, a 2013 Roll Off Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 11.25.

**FY 2023/24**

**Replacement Receptacles**

This will be for the purchase of 30 yard roll-off containers for construction and demolition rental services.

**Roll Carts**

Purchase of roll carts damaged and/or lost for the automated curb side solid waste and recycling programs.

**Rear Loader**

Replace vehicle 8911, a 2017 8YD Rear Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 5.41.

**Side Loader**

Replace vehicle 8925, a 2014 Side Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 11.05.

## FLEET SERVICES

<u>Acquisition</u>	<u>Year 1</u> <u>2019/20</u>	<u>Year 2</u> <u>2020/21</u>	<u>Year 3</u> <u>2021/22</u>	<u>Year 4</u> <u>2022/23</u>	<u>Year 5</u> <u>2023/24</u>
Four Post Open Front Service Rack	17,000				
Light / Heavy Duty Tire Balancer		20,000			
Light Duty Tire Changer			20,000		
Mid Sized SUV					26,000
	17,000	20,000	20,000	-	26,000

### Project Description

#### FY 2019/20

##### Four Post Open Front Service Rack

Replace outdated Forward DP10 Two (2) Post lift. The current two post lift has reduced capabilities due to lack of available adapters and the ever changing vehicle dimensions. A two post lift requires the technician to exit the vehicle, kneel down at all four corners and position the lift arms in a manner that ensures the vehicle can be lifted safely. The runway of a four post lift simplifies setup and increases productivity by allowing the technician to drive onto the lift. The four post lift will also increase our lifting capabilities from 10,000 to 14,000 pounds and includes two 7,000 pound rolling jacks.

#### FY 2020/21

##### Light / Heavy Duty Tire Balancer

Replace Accu-Turn 1550 Light Duty Wheel Balancer. The current tire balancer has been in service since 1999, will exceed its life cycle and is limited to automotive and light duty truck wheels. The proposed balancer will increase our capabilities to encompass all of the City's assets as well as perform a simulated on vehicle performance test.

**FLEET SERVICES**

---

**Project Description**

**FY 2021/22**

**Light Duty Tire Changer**

Replace Accu-Turn 3450 Light Duty Tire Changer. The current light duty tire changer has been in service since 1999 and will exceed its life cycle. The proposed light duty tire changer will increase the size of the wheel that can be serviced from 21 " to 30" and provides a wheel lift reducing the strain on technicians body.

**FY 2023/24**

**Mid-Sized SUV**

Replace vehicle 6600, a 2013 Ford Explorer AWD, as it is anticipated to exceed the replacement criteria of 15.  
Current score: 9.15

The page was intentionally left blank.

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
301-0000-313.20-00	1/2 Cent Sales Tax	2,157,604	2,169,726	2,155,000	2,176,550	21,550	1.00%		
<b>Tax Revenue</b>		<b>2,157,604</b>	<b>2,169,726</b>	<b>2,155,000</b>	<b>2,176,550</b>	<b>21,550</b>	<b>1.00%</b>		
301-0000-331.00-00	Grants	25,152	40,074	914,545	422,200	(492,345)	-53.83%		
<b>Intergovernmental Revenue</b>		<b>25,152</b>	<b>40,074</b>	<b>914,545</b>	<b>422,200</b>	<b>(492,345)</b>	<b>-53.83%</b>		
301-0000-361.10-00	Investments	17,762	13,876	15,000	15,000	-	0.00%		
301-0000-365.30-00	Other	0	0	0	3,600,000	3,600,000	0.00%		
<b>Investment Income</b>		<b>17,762</b>	<b>13,876</b>	<b>15,000</b>	<b>3,615,000</b>	<b>3,600,000</b>	<b>24000.00%</b>		
301-0000-380.10-00	Miscellaneous	28,443	17,275	15,000	-	(15,000)	-100.00%		
301-0000-380.10-20	50/50 Sidewalk Program	15,574	19,047	15,000	-	(15,000)	-100.00%		
<b>Other Revenue</b>		<b>44,017</b>	<b>36,322</b>	<b>30,000</b>	<b>-</b>	<b>(30,000)</b>	<b>-100.00%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>2,244,535</b>	<b>2,259,998</b>	<b>3,114,545</b>	<b>6,213,750</b>	<b>3,099,205</b>	<b>99.51%</b>		
301-0000-391.10-05	Transfer from Other Funds	445,000	1,549,560	2,439,341	1,966,845	(472,496)	-19.37%		
301-0000-391.10-30	Transfer/Sanitation	120,000	-	-	-	-	0.00%		
301-0000-392.10-00	Sale of Fixed Assets	57,592	58,027	54,000	86,000	32,000	59.26%		
301-0000-392.20-00	Insurance Proceeds	26,447	-	-	-	-	0.00%		
301-0000-393.50-00	Capital Leases Proceeds	-	1,083,722	-	-	-	0.00%		
<b>Other Financing Sources</b>		<b>649,039</b>	<b>2,691,309</b>	<b>2,493,341</b>	<b>2,052,845</b>	<b>(440,496)</b>	<b>-17.67%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>2,893,574</b>	<b>4,951,307</b>	<b>5,607,886</b>	<b>8,266,595</b>	<b>2,658,709</b>	<b>47.41%</b>		

Capital Improvement Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
301-1100-600.75-03	Building & Site Improve.	-	18,877	-	478,000	478,000	100.00%		
301-1102-491.10-10	Transfer to Other Funds	58,000	-	-	-	-	0.00%		
301-1102-600.75-03	Building & Site Improve.	50,585	-	-	-	-	0.00%		
301-1102-600.75-05	Machinery & Equipment	-	23,820	149,700	20,000	(129,700)	-86.64%		
301-1102-600.75-06	Rolling Stock	26,643	-	-	-	-	0.00%		
301-1105-600.75-05	Machinery & Equipment	293,740	96,518	1,004,149	103,000	(901,149)	-89.74%		
301-1112-600.75-05	Machinery & Equipment	-	-	35,000	-	(35,000)	-100.00%		
301-1112-600.75-06	Rolling Stock	-	-	18,500	-	(18,500)	-100.00%		
301-1201-600.75-05	Machinery & Equipment	31,069	35,711	20,510	20,610	100	0.49%		
301-1201-600.75-06	Rolling Stock	171,714	197,633	139,500	176,300	36,800	26.38%		
301-1301-600.70-01	Principal	-	-	-	374,033	374,033	100.00%		
301-1301-600.75-05	Machinery & Equipment	36,442	324,831	332,909	299,450	(33,459)	-10.05%		
301-1301-600.75-06	Rolling Stock	39,432	243,430	344,374	38,000	(306,374)	-88.97%		
301-1401-600.75-05	Machinery & Equipment	35,618	81,873	122,418	-	(122,418)	-100.00%		
301-1401-600.75-06	Rolling Stock	116,923	14,080	147,734	314,500	166,766	112.88%		
301-1401-600.75-12	Sidewalks	39,231	136,941	799,091	-	(799,091)	-100.00%		
301-1401-600.75-14	Streets	3,438,448	2,592,582	3,868,791	3,705,903	(162,888)	-4.21%		
301-1701-600.75-05	Machinery & Equipment	-	-	20,000	-	(20,000)	-100.00%		
301-1701-600.75-06	Rolling Stock	41,127	-	-	-	-			
301-1702-600.75-06	Rolling Stock	-	18,538	-	23,500	23,500	100.00%		
301-1704-600.75-03	Building & Site Improve.	77,365	166,838	146,400	102,000	(44,400)	-30.33%		
301-1704-600.75-06	Rolling Stock	-	-	-	32,500	32,500	100.00%		
TOTAL CAPITAL IMPROVEMENT FUND EXPENDITURES		4,456,337	3,951,672	7,149,076	5,687,796	(1,461,280)	-20.44%		

Capital Improvement Expenditures



**PARKS/RECREATION FIVE YEAR CAPITAL PLAN**

**Fiscal Years  
2017-18 Through 2021-22**

City of Kirkwood - Five Year Parks/Recreation Capital Plan  
Projected Statement of Revenues, Expenditures and Changes in Fund Balance

Revenues:	Current Year 2018/19	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Year 4 2022/23	Year 5 2023/24
Taxes	2,600,000	2,600,000	2,606,500	2,613,016	2,619,549	2,626,098
Interest on investments	52,000	25,000	25,000	25,000	25,000	25,000
Total Operational Revenues	2,652,000	2,625,000	2,631,500	2,638,016	2,644,549	2,651,098
Other financing sources						
Grants	525,000	-	525,000	-	525,000	
Glendale*	61,786	14,452	-	-	-	
Oakland*	16,667	3,870				
Sale/Trade In	1,000	1,500	1,000	1,000	1,000	1,000
Proceeds from Financing	0	-	-	-	-	
Total other financing sources	604,453	19,822	526,000	1,000	526,000	1,000
*Includes repayment of operating losses for aquatic center						
Total Revenues and Other Financing	3,256,453	2,644,822	3,157,500	2,639,016	3,170,549	2,652,098
Expenditures:						
Transfer to other funds	844,057	1,030,000	1,000,000	950,000	950,000	950,000
Legal/Audit/Fiscal Agent/Misc	8,000	20,350	10,350	10,350	10,350	10,350
Principal - Interfund Loan	170,000	170,000	170,000			
Interest - Interfund Loan	16,193	10,030	3,400			
INTEREST CC/PAC Bonds	775,433	838,307	828,707	814,007	798,857	10,079
CC/PAC Bonds**	-	480,000	490,000	505,000	520,000	802,524
2012 Series Bonds	365,000					
Parks Recreation Capital Projects	663,390	322,000	629,000	180,000	1,845,000	215,000
Design Fees	2,215,569	50,000				
Owner's Rep Services	100,125	120,000	120,000	60,000		
Total expenditures	5,157,767	3,040,687	3,251,457	2,519,357	4,124,207	1,987,953
Revenues and other financing sources over expenditures	(1,901,314)	(395,865)	(93,957)	119,659	(953,658)	664,145
Cash Balance*						
Beginning of year	4,988,498	2,747,184	2,181,319	2,087,362	2,207,021	1,253,363
End of year	3,087,184	2,351,319	2,087,362	2,207,021	1,253,363	1,917,508
InterFund Loan Balance	340,000	170,000	0			
Fund Balance	2,747,184	2,181,319	2,087,362	2,207,021	1,253,363	1,917,508
Construction Funding						
Cash With Trustees	24,032,081	19,641,045				
PAC Construction	4,391,036	19,136,491				

PARKS/RECREATION SALES TAX

Acquisition	2019/20	2020/21	2021/22	2022/23	2023/24
2019/20					
Pool Painting (Family, Plunge Pools)	55,000				
Pool Repairs	172,000				
Rink Locker Room HVAC	15,000				
Pool Umbrella Covers	15,000				
Resurface Tennis Courts	65,000				
2020/21					
Pool Painting (Rockscape, Slide Tower)		35,000			
Allocation for Underground Pipe Repairs		300,000			
Pool Repairs		52,500			
Deck Replacement		30,000			
Roof, Electrical Engineering Studies		7,000			
Filter Room Piping Repair Phase 2		85,000			
Pool Pump Replacement		45,000			
Pool Stairs, Starting Blocks		14,500			
Minivan		25,000			
Rink Warming Room HVAC		15,000			
Rink Concession HVAC Unit		20,000			
2021/22					
Pool Painting (Competition Pool)			45,000		
Pool Repairs			30,000		
Pool Deck Replacement			30,000		
Rehab Pool Deck Furniture			25,000		
Sewer Line Upgrade			50,000		
2022/23					
Pool Painting (Lazy River, Leisure Pool)				50,000	
Pool Repairs				30,000	
Ice Rink Chiller Package Replacement				1,600,000	
Paint Rink Ceiling Trusses				15,000	
Warming Room Flooring				110,000	
Replace Ice Arena Flooring				40,000	

**PARKS/RECREATION SALES TAX**

<u>Acquisition</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>
<b>2023/24</b>					
Pool Feature Pump Replacement					150,000
Pool Painting (Family/Plunge Pools)					30,000
Pool Repairs					35,000
<b><u>Annual Total</u></b>	<b><u>322,000</u></b>	<b><u>629,000</u></b>	<b><u>180,000</u></b>	<b><u>1,845,000</u></b>	<b><u>215,000</u></b>

**PARKS/RECREATION SALES TAX PROJECT DESCRIPTIONS**

**FY2019-20**

**Pool Painting Family & Slide Plunge Pools (\$55,000)**

Part of the annual cycle to paint a portion of the pools at the aquatic center. Under the normal rotation, the family and slide plunge pools would be painted at this time.

**Pool Repairs (\$172,000)**

Includes allocation for replacing filter room piping, enlarging main drain sumps, leak detection, main drain sump expansion, and chemical feed system replacement.

**Rink Locker Room HVAC \$15,000)**

This will replace what will be a 20+ year old system at the time of replacement. The current system is problematic and some of the exterior components are rusting badly.

**Pool Umbrella Covers (\$15,000)**

This project calls for the covers for all thirteen of the pool umbrellas. The current covers will be seven years old if replaced at this time and subject to mildew, rot and fading.

**Resurface Tennis Courts (\$65,000)**

Although the actual post tension concrete tennis courts should still be in good shape, it is necessary periodically to recoat the court surface to maintain playability. The current surface dates to 2011. This will help retain proper traction and playability while sealing minute cracks in the concrete surface that may occur, and if left untreated, may lead to greater problems.

**FY2020-21**

**Pool Painting, Rockscape, Slide Tower (\$35,000)**

Allocation for painting of the one or more of the pools or other facilities in the aquatic complex. Under normal circumstances the next painting project will involve the rockscape, SCS water playground, or the slide tower.

---

**PARKS/RECREATION SALES TAX**

**FY2020-21 (continued)**

**Underground Pipe Repairs (\$300,000)**

A significant allocation to allow for repairs of underground piping leaks as they are discovered. This amount is speculative in nature pending additional exploration for leaks. These repairs will be incorporated into a grant application to Municipal Park Grant Commission of St. Louis County.

**Pool Repairs (\$52,500)**

Miscellaneous smaller repairs to pools and filtration systems including deck drains, sumps, gutters, walls, surge tanks, backwash lines, filter room exhaust system. These items will be included in the MPGCSTL grant application.

**Deck Replacement (\$30,000)**

Allocation to replace concrete pool decks that have shifted over time. These items will be included in the MPGCSTL grant application.

**Roof, Electrical Engineering Studies (\$7,000)**

Funding to review condition of filter room roof and test electrical bonding of all pool components. Findings will be implemented in future years.

**Filter Room Piping Repair Phase 2 (\$85,000)**

A second round of repairs to replace piping in the filter room that are deteriorating due to age. These items will be included in the MPGCSTL grant application.

**Pool Pump Replacement (\$45,000)**

Replacement of all pumps and motors for filtration systems to ensure proper and effective operation of such systems. These items will be included in the MPGCSTL grant application.

**Pool Stairs, Starting Blocks (\$14,500)**

Replacement of the portable stairs that offer a second accessible method to enter the competition pool. Current steps were purchased in 1999 and are starting to break down. Replacement of starting blocks for the competition pool which are also starting to deteriorate and break down. These items will be included in the MPGCSTL grant application.

**Minivan (\$25,000)**

Replacement of a 2008 minivan used by recreation staff to transport a wide variety of people, materials and supplies in the course of everyday activities. This is the only vehicle available for such purposes to the recreation staff. The vehicle currently scores 14.75 on a 15 point scale utilized by Fleet Services for determining when a vehicle is eligible for replacement.

**Rink Warming Room HVAC (\$15,000)**

Replacement of the HVAC system that services the rink warming room. The unit will be 22+ year old at the time of replacement.

**Rink Concession Area HVAC (\$20,000)**

Replacement of the HVAC unit servicing the rink concession area. Replacement during this time frame means the unit will be 22+ years old.

---

**PARKS/RECREATION SALES TAX**

**FY2021-22**

**Pool Painting (\$45,000)**

The annual allocation for painting a portion of the pools in the aquatic center. Scheduled for this year would be the competition pool.

**Pool Repairs (\$30,000)**

Another entry for the anticipated program of ongoing, but non-specified repairs required annually for successful operation of the aquatic center.

**Pool Deck Replacement (\$30,000)**

Another round of anticipated need to replace deteriorating concrete decking around the pools to address heaving and cracking that is common in such facilities.

**Rehab Pool Deck furniture (\$25,000)**

This project calls for pool furniture to have frames repainted and strapping to be replaced. This is an excellent way to extend the life of the furniture without having to buy all new furniture.

**Sewer Line Upgrade (\$50,000)**

This project would improve the connection between drains in the filter room and sanitary sewer line. Current setup is problematic.

**FY2022-23**

**Pool Painting (\$50,000)**

The allocation for this year calls for the painting of the lazy river and leisure pools.

**Pool Repairs (\$30,000)**

Another entry for the anticipated program of ongoing repairs required annually for successful operation of the aquatic center.

**Rink Ice Plant Replacement (\$1,600,000)**

The current ice plant for the rink utilizes R-22 refrigerant. That refrigerant will no longer be manufactured after 2020 and existing supplies will become increasingly rare and expensive. The existing machinery will also be more than 23 years old, well on its way to reaching the end of its effective life cycle. With those two factors in mind a plan to replace the chilling equipment is in order. The project involves replacing the R-22 system with a carbon dioxide system. The plan anticipates that about 1/3 of the cost for this replacement will be paid for by a grant from the Municipal Park Grant Commission.

**Paint Rink Ceiling Trusses (\$15,000)**

The twelve steel trusses that form the superstructure supporting the ice arena roof are starting to show signs of rust. The project calls for removing the rust and scale that are present and repainting with a rust converting paint followed by a coat of urethane alkyd enamel paint which will protect against rust in the future. At this point this is mostly an aesthetic issue, but if left untreated, will become a structural issue as well.

**Warning Room Flooring (\$110,000)**

This project assumes that no major changes will be made to the rink area as part of any effort to upgrade the community center facility. The existing skate tile, which will be 26 years old at the time of its replacement, and is already scarred from heavy skate traffic. The timing will allow for the replacement to occur while the rink is shut down for chiller replacement.

**PARKS/RECREATION SALES TAX**

---

**FY2022-23 (continued)**

**Ice Arena Flooring Replacement (\$40,000)**

The skate resistant rubber flooring around the ice surface and areas leading to and in the locker rooms will eventually require replacement. If completed during the 2022-23 fiscal year the surface will be 26+ years old. As with the warming room flooring the timing is intended to coincide with the shutdown of the rink during replacement of the chiller equipment.

**FY2023-24**

**Pool Feature Pump Replacement (\$150,000)**

Replacement of the heavy duty pumps and motors that serve the various aquatic features such as the water playground, slides and lazy river.

**Pool Painting (\$30,000)**

The annual allocation for painting pools. Scheduled for this year would be the family and slide plunge pools.

**Pool Repairs (\$35,000)**

Another entry for the anticipated program of ongoing repairs required annually for successful operation of the aquatic center.

The page was intentionally left blank.



CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
302-0000-313.20-00	1/2 Cent Sales Tax	2,538,356	2,552,618	2,551,047	2,600,000	48,953	1.92%		
<b>Tax Revenue</b>		<b>2,538,356</b>	<b>2,552,618</b>	<b>2,551,047</b>	<b>2,600,000</b>	<b>48,953</b>	<b>1.92%</b>		
302-0000-331.20-70	Grant(s)	15,000	525,000	525,000	-	(525,000)	-100.00%		
302-0000-336.10-80	City of Glendale	67,091	72,323	61,786	14,452	(47,334)	-76.61%		
302-0000-336.10-90	City of Oakland	12,559	24,743	16,667	3,870	(12,797)	-76.78%		
<b>Intergovernmental Revenue</b>		<b>94,650</b>	<b>622,066</b>	<b>603,453</b>	<b>18,322</b>	<b>(585,131)</b>	<b>-96.96%</b>		
302-0000-361.10-00	Investments	7,708	31,161	25,000	25,000	-	0.00%		
<b>Investment Income</b>		<b>7,708</b>	<b>31,161</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>0.00%</b>		
302-0000-380.10-00	Miscellaneous	11	-	-	-	-	0.00%		
<b>Other Revenue</b>		<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>2,640,725</b>	<b>3,205,845</b>	<b>3,179,500</b>	<b>2,643,322</b>	<b>(536,178)</b>	<b>-16.86%</b>		
302-0000-391.10-05	Transfer from Other Funds	58,000	3,000,000	-	-	-	-		
302-0000-392.10-00	Sale of Fixed Assets	158	-	1,000	1,500	500	50.00%		
302-0000-393.60-00	Proceeds from Financing	-	23,515,000	432,345	-	(432,345)	100.00%		
<b>Other Financing Sources</b>		<b>58,158</b>	<b>26,515,000</b>	<b>433,345</b>	<b>1,500</b>	<b>(431,845)</b>	<b>-99.65%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>2,698,883</b>	<b>29,720,845</b>	<b>3,612,845</b>	<b>2,644,822</b>	<b>(968,023)</b>	<b>-26.79%</b>		

CITY OF KIRKWOOD									
FISCAL YEAR 2019/2020 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY17 TWO YEARS AGO ACTUAL	FY18 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2019/2020 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
302-2001-491.10-10	Transfer to Other Funds	726,780	691,000	852,583	1,030,000	177,417	20.81%		
302-2001-600.32-01	Legal	3,948	4,943	16,167	13,500	(2,667)	-16.50%		
302-2001-600.32-02	Audit	3,295	3,233	5,250	5,250	-	0.00%		
302-2001-600.70-01	Principal	790,000	795,000	535,000	650,000	115,000	21.50%		
302-2001-600.70-02	Interest	45,698	31,541	794,182	848,337	54,155	6.82%		
302-2001-600.70-03	Fiscal Agent's Fees	514	-	1,600	1,600	-	0.00%		
302-2001-600.75-03	Building & Site Improv.	194,335	1,039,388	26,742,878	170,000	(26,572,878)	-99.36%		
302-2001-600.75-04	Park Improvements	500,994	510,009	101,010	292,000	190,990	189.08%		
302-2001-600.75-05	Machinery & Equipment	116,764	152,505	532,500	30,000	(502,500)	-94.37%		
302-2001-600.75-07	Feasibility Studies	59,000	23,500	-	-	-			
TOTAL PARK SALES TAX IMPROVEMENT FUND EXPENDITURES		2,441,328	3,251,119	29,581,170	3,040,687	(26,540,483)	-89.72%		

Park Sales Tax Improvement Expenditures

---

---

**Section V**  
**Finance Committee**

---

---

This page was intentionally left blank.

## 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.

## ADMINISTRATION

(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)

## **CITY OF KIRKWOOD**

---

### **CITIZENS FINANCE COMMITTEE MEMBERS**

Larry Watson, Chair

Kathy Harris

Barbara Feiner, Co-chair

Gil Kleinknecht

Matthew Biere

Kelly Mulholland

Brian Dentenger

Sandy Washington

### **COUNCIL LIAISON**

Kara Wurtz

### **STAFF LIAISON**

John Adams

Citizens Finance Committee Calendar						
Fiscal Year 2019/2020						
Meet Scheduled Friday Mornings @ 7:00am - 8:15am						
Dial In Conference Call As Needed						
		TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS
<b>SEPTEMBER 2018</b>						
Monday	3	LABOR DAY			2019/2020 FY CFC Calendar	
Tuesday	4				Attendance/Dial In Capabilities/Safety	
Wednesday	5				Meeting Format	Citizen Comment, Approve Minutes, Meeting Topic Discussion, CFC Roundtable, Next Meeting Topic, Adjourn
Thursday	6			Laurie Asche	Roberts Rules of Order, Sunshine Law Compliance	
Friday	7	CFC KICK OFF - ORIENTATION	Larry Watson	John Adams	CFC Recommendations 2018/2019 Fiscal Year	Recommendations January 18, 2018 and incorporated into this calendar document. Continue focus on any carryover items into the new budget cycle.
					City of Kirkwood FY 2019/2020 Operating Budgets & 5 Year Capital Plans Draft Notebook Overview	What is included, How utilize through budget cycle. Operating budget to include FY17 Actual, FY18 Actual, FY19/20 Request and YTD 19 Actuals, Variance \$ & %. 5 year capital planning. Depending on timing of CFC presentation, Finance will produce an up to date YTD actual spend compared to budget schedule. Consider ROI analysis stats throughout departmental analysis on capital deployed or every dollar expended yields X return to City.
						Recommended Levels To Maintain City AA2 Bond Rating. 2. Monitor Performing Arts & Recreation Center Outlays Within Budget and Citizen Expectations to Execute The Performing Arts Facility and Remaining Funding Available to Execute The High Priority Recreation Improvements. 3. Monitor Existing and Future City Funding Sources/Risk To Meet Expense and Capital Outlays Going Forward. 4. Continue Providing Citizens With High Quality Services At Competitive Rates Compared With Neighboring Communities For Electric, Water & Sanitation. 5. Continued Focus Executing Street Improvement Capital Outlay and Improvements. (Other: City Benchmarking, Debt Service, New Financial Software, Audit Report Alignment with CFC).



<b>Citizens Finance Committee Calendar</b>						
<b>Fiscal Year 2019/2020</b>						
<b>Meet Scheduled Friday Mornings @ 7:00am - 8:15am</b>						
<b>Dial In Conference Call As Needed</b>						
<b>TOPIC(S)</b>	<b>CFC LEAD</b>	<b>DISCUSSION LEADERS</b>	<b>AGENDA</b>	<b>DETAILS</b>	<b>CFC RECOMMENDATION</b>	
<b>SEPTEMBER 2018</b>						
				CFC Assigned Discussion Leaders Coordinate Department Leader Meetings Prior to Presentation to CFC, Discuss Key Budget Variances, Funding Sustainability, Capital Investment Plan, Grant Availability, Revenue Sources, Track Progress of Past Efficiency Investments, Link With Past CFC Recommendations, CFC Focus Areas, City Focus & Strategic Plan. Produce highlights/talking points document for CFC discussion prior to scheduled CFC meeting to incorporate with meeting agenda.		
			Departmental Discussion Summary Future Discussion CFC Assignments	Finalize CFC Topic Leaders, Chair & Vice-Chair Assignments		
Monday	10					
Tuesday	11					
Wednesday	12					
Thursday	13					
Friday	14	<b>CFC KICK OFF CITY LEADERS</b>	<b>Larry Watson</b>	<b>Mayor Tim Griffin</b>	Open Communications on Accepted and Non-Accepted CFC Recommendations. Key Decision Elements To Enhance Future CFC Recommendations. Key Initiatives Council has in progress impacting City financials. Mayor and Council Expectations of CFC.  Heavy reliance on Sales and Property Taxes. Electric Risk \$25 vs. 7% revenue, Telecom - Vogtle Tolling To address added revenue opportunities i.e. Creve Coeur Net Flix opportunity, Federal Supreme Court Decision Ability to Collect Sales Tax Without Physical Location.  Spending Growth Compared To Finite Revenue Sources  City Key Focus Areas Going Into FY 19/20	
					Last Years... 1. Enhance Quality of Life of Citizens 2.Improve Governance and Strengthen Relations Between Citizens and Their Government 3. Strategically Grow Economic Activity to Support Quality of Life. 4.Nurture Downtown Kirkwood as the Heart of Our Community 5. Invest For the Future Through Public Infrastructure	

Fiscal Year 2019/2020						
Meet Scheduled Friday Mornings @ 7:00am - 8:15am						
Dial In Conference Call As Needed						
	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>	<u>AGENDA</u>	<u>DETAILS</u>	<u>CFC RECOMMENDATION</u>
SEPTEMBER 2018						
					CFC Assigned Discussion Leaders Coordinate Department Leader Meetings Prior to Presentation to CFC, Discuss Key Budget Variances, Funding Sustainability, Capital Investment Plan, Grant Availability, Revenue Sources, Track Progress of Past Efficiency Investments, Link With Past CFC Recommendations, CFC Focus Areas, City Focus & Strategic Plan. Produce highlights/talking points document for CFC discussion prior to scheduled CFC meeting to incorporate with meeting agenda.	
				Departmental Discussion Summary		
				Future Discussion CFC Assignments	Finalize CFC Topic Leaders, Chair & Vice-Chair Assignments	
Monday						
Tuesday						
Wednesday						
Thursday						
Friday	14	CFC KICK OFF CITY LEADERS	Larry Watson	Mayor Tim Griffin	Open Communications on Accepted and Non-Accepted CFC Recommendations. Key Decision Elements To Enhance Future CFC Recommendations. Key Initiatives Council has in progress impacting City financials. Mayor and Council Expectations of CFC.  Heavy reliance on Sales and Property Taxes. Electric Risk \$25 vs. 7% revenue, Telecom - Vogle Tolling To address added revenue opportunities i.e. Creve Coeur Net Flex opportunity, Federal Supreme Court Decision Ability to Collect Sales Tax Without Physical Location.  Spending Growth Compared To Finite Revenue Sources  City Key Focus Areas Going Into FY 19/20	
					Last Years... 1. Enhance Quality of Life of Citizens 2.Improve Governance and Strengthen Relations Between Citizens and Their Government 3. Strategically Grow Economic Activity to Support Quality of Life. 4.Nurture Downtown Kirkwood as the Heart of Our Community 5. Invest For the Future Through Public Infrastructure	

[illegible]

<b>Dial In Conference Call As Needed</b>						
<u>DATE</u>	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>	<u>AGENDA</u>	<u>DETAILS</u>	<u>CFC RECOMMENDATION</u>
<b>SEPTEMBER 2018</b>						
Budget 03-21-19					<p>CFC Assigned Discussion Leaders Coordinate Department Leader Meetings Prior to Presentation to CFC, Discuss Key Budget Variances, Funding Sustainability, Capital Investment Plan, Grant Availability, Revenue Sources, Track Progress of Past Efficiency Investments, Link With Past CFC Recommendations, CFC Focus Areas, City Focus &amp; Strategic Plan. Produce highlights/talking points document for CFC discussion prior to scheduled CFC meeting to incorporate with meeting agenda.</p> <p>Departmental Discussion Summary Future Discussion CFC Assignments Finalize CFC Topic Leaders, Chair &amp; Vice-Chair Assignments</p>	
Monday	10					
Tuesday	11					
Wednesday	12					
Thursday	13					
Friday	14	<b>CFC KICK OFF CITY LEADERS</b>	<b>Larry Watson</b>	<b>Mayor Tim Griffin</b>	<p>Open Communications on Accepted and Non-Accepted CFC Recommendations. Key Decision Elements To Enhance Future CFC Recommendations. Key Initiatives Council has in progress impacting City financials. Mayor and Council Expectations of CFC.</p> <p>CFC Advisory Role &amp; Response</p> <p>Heavy reliance on Sales and Property Taxes. Electric Risk \$25 vs. 7% revenue, Telecom - Vogle Tolling To address added revenue opportunities i.e. Creve Coeur Net Flex opportunity, Federal Supreme Court Decision Ability to Collect Sales Tax Without Physical Location.</p> <p>Spending Growth Compared To Finite Revenue Sources</p> <p>City Key Focus Areas Going Into FY 19/20</p>	
					<p>Last Years... 1. Enhance Quality of Life of Citizens 2.Improve Governance and Strengthen Relations Between Citizens and Their Government 3. Strategically Grow Economic Activity to Support Quality of Life. 4.Nurture Downtown Kirkwood as the Heart of Our Community 5. Invest For the Future Through Public Infrastructure</p>	

[illegible]

<b>CFC RECOMMENDATION</b>	<b>DETAILS</b>	<b>AGENDA</b>	<b>LEADERS</b>	<b>CFC LEAD</b>	<b>TOPIC(S)</b>	<b>CITY LEADER</b>	<b>KICK OFF CITY LEADER</b>	<b>SCHEDULE DATE</b>	<b>DAY OF THE WEEK</b>
								SEPTEMBER 10, 2018	Budget 03-21-19
	CFC Assigned Discussion Leaders Coordinate Department Leader Meetings Prior to Presentation to CFC; Discuss Key Budget Variances, Funding Sustainability, Capital Investment Plan, Grant Availability, Revenue Sources, Track Progress of Past Efficiency Investments, Link With Past CFC Recommendations, CFC Focus Areas, City Focus & Strategic Plan. Produce highlights/talking points document for CFC discussion prior to scheduled CFC meeting to incorporate with meeting agenda.								
	Departmental Discussion Summary Finalize CFC Topic Leaders, Chair & Vice-Chair Assignments								
								Monday	
								Tuesday	
								Wednesday	
								Thursday	
	Open Communications on Accepted and Non-Accepted CFC Recommendations. Key Decision Elements To Enhance Future CFC Recommendations. Key Initiatives Council has in progress impacting City financials. Mayor and Council Expectations of CFC.  Heavy reliance on Sales and Property Taxes. Electric Risk \$25 vs. 7% revenue, Telecom - Vogtle Tolling To address added revenue opportunities i.e. Creve Coeur Net Flex opportunity, Federal Supreme Court Decision Ability to Collect Sales Tax Without Physical Location.  Spending Growth Compared To Finite Revenue Sources  City Key Focus Areas Going Into FY 19/20					Larry Watson	Russ Hawes		
	Last Years... 1. Enhance Quality of Life of Citizens 2.Improve Governance and Strengthen Relations Between Citizens and Their Government 3. Strategically Grow Economic Activity to Support Quality of Life. 4.Nurture Downtown Kirkwood as the Heart of Our Community 5. Invest For the Future Through Public Infrastructure								

[illegible][illegible][illegible][illegible]

							Departmental Discussion Subject to be incorporated with meeting agenda.	
							Future Discussion CFC Assi	Finalize CFC Topic Leaders, Chair & Vice-Chair Assignments
Monday	10							
Tuesday	11							
Wednesday	12							
Thursday	13							
Friday	14						<p>CFC KICK OFF CITY LEADERS</p> <p>Mayor Tim Griffin</p> <p>Larry Watson</p> <p>CFC Advisory Role &amp; Respo</p>	<p>Open Communications on Accepted and Non-Accepted CFC Recommendations. Key Decision Elements To Enhance Future CFC Recommendations. Key Initiatives Council has in progress impacting City financials. Mayor and Council Expectations of CFC.</p> <p>Heavy reliance on Sales and Property Taxes. Electric Risk \$25 vs. 7% revenue, Telecom - Vogle Tolling To address added revenue opportunities i.e. Creve Coeur Net Flix opportunity, Federal Supreme Court Decision Ability to Collect Sales Tax Without Physical Location.</p> <p>Spending Growth Compared To Finite Revenue Sources</p> <p>City Key Focus Areas Going Into FY 19/20</p>
								<p>Last Years... 1. Enhance Quality of Life of Citizens 2.Improve Governance and Strengthen Relations Between Citizens and Their Government 3. Strategically Grow Economic Activity to Support Quality of Life. 4.Nurture Downtown Kirkwood as the Heart of Our Community 5. Invest For the Future Through Public Infrastructure</p>

[illegible][illegible][illegible][illegible]

Friday	14	CFC KICK OFF CITY LEADERS	Larry Watson	Mayor Tim Griffin	CFC Advisory Role & Response	Open Communications on Accepted and Non-Accepted CFC Recommendations. Key Decision Elements To Enhance Future CFC Recommendations. Key Initiatives Council has in progress impacting City financials. Mayor and Council Expectations of CFC.
					Spending Growth Compared To Finite Revenue Sources	Heavy reliance on Sales and Property Taxes. Electric Risk \$25 vs. 7% revenue, Telecom - Vogle Tolling To address added revenue opportunities i.e. Creve Coeur Net Flix opportunity, Federal Supreme Court Decision Ability to Collect Sales Tax Without Physical Location.
					City Key Focus Areas Going Into FY 19/20	
Page 343				Russ Hawes	City of Kirkwood Strategic Plan	Last Years... 1. Enhance Quality of Life of Citizens 2.Improve Governance and Strengthen Relations Between Citizens and Their Government 3. Strategically Grow Economic Activity to Support Quality of Life. 4.Nurture Downtown Kirkwood as the Heart of Our Community 5. Invest For the Future Through Public Infrastructure

Friday	14	CITY LEADERS	Larry Watson	Griffin	CFC Advisory Role & Response and Council Expectations of CFC.	
					Heavy reliance on Sales and Property Taxes. Electric Risk \$25 vs. 7% revenue, Telecom - Vogle Tolling To address added revenue opportunities i.e. Creve Coeur Net Flix opportunity, Federal Supreme Court Decision Ability to Collect Sales Tax Without Physical Location.	
					Spending Growth Compared To Finite Revenue Sources	
					City Key Focus Areas Going Into FY 19/20	
					Last Years... 1. Enhance Quality of Life of Citizens 2.Improve Governance and Strengthen Relations Between Citizens and Their Government 3. Strategically Grow Economic Activity to Support Quality of Life. 4.Nurture Downtown Kirkwood as the Heart of Our Community 5. Invest For the Future Through Public Infrastructure	
				Russ Hawes	City of Kirkwood Strategic Plan	

						Heavy reliance on Sales and Property Taxes. Electric Risk \$25 vs. 7% revenue, Telecom - Vogle Tolling To address added revenue opportunities i.e. Creve Coeur Net Flix opportunity, Federal Supreme Court Decision Ability to Collect Sales Tax Without Physical Location.					
						Spending Growth Compared To Finite Revenue Sources	City Key Focus Areas Going Into FY 19/20				
						City of Kirkwood Strategic Plan	Russ Hawes				
						Last Years... 1. Enhance Quality of Life of Citizens 2.Improve Governance and Strengthen Relations Between Citizens and Their Government 3. Strategically Grow Economic Activity to Support Quality of Life. 4.Nurture Downtown Kirkwood as the Heart of Our Community 5. Invest For the Future Through Public Infrastructure					

[illegible]

Page 343	<b>Russ Hawes</b>	City of Kirkwood Strategic Plan	<p>Last Years... 1. Enhance Quality of Life of Citizens 2.Improve Governance and Strengthen Relations Between Citizens and Their Government 3. Strategically Grow Economic Activity to Support Quality of Life. 4.Nurture Downtown Kirkwood as the Heart of Our Community 5. Invest For the Future Through Public Infrastructure</p>
----------	-------------------	---------------------------------	--

				City of Kirkwood Strategic Plan	of Our Community 5. Invest For the Future Through Public Infrastructure
				<b>Russ Hawes</b>	

Citizens Finance Committee Calendar									
Fiscal Year 2019/2020									
Meet Scheduled Friday Mornings @ 7:00am - 8:15am									
Dial In Conference Call As Needed									
		TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION		
Adopted	SEPTEMBER 2018					Last Years... 1.Address operation& funding deficiencies in the Sanitation Department. 2. Employ strategies for quality redevelopment and enhancements 3. Strengthen downtown Kirkwood and its Anchor 4. Preserve current funding streams into the future. 5. Continue to build a culture of exceptional Citizen/Customer Service. 6.Tighten budget and track expenditures. 7. Lead in Police Department Best Practices and SP5 compliance. 8. Maintain recommended fund balances.			
					City of Kirkwood Long Term Financial Sustainability	Litigation Fee Increase Risk to Budgets, Show Me Courts Mandate (Separate accounts and funding timing), External Audit Opportunities and Key Audit Focus Alignment to CFC.			
					Other Topics				
Monday	17						Annual review of recommended funding targets		
Tuesday	18				5 Year Tread Within Each Fund		Continued focus on general fund balance targeting 55% top end goal within next 3 years		
Wednesday	19				CFC Past Recommendation		Maintain sewer later fund at current funding level. Consider moving funds only if annual sewer replacement including maintenance is achieved.		
Thursday	20				Revenue Sensitivity Analysis				
Friday	21	FUND BALANCES	Barb Feiner Brian Dentinger Larry Watson	John Adams	1. General Fund (Train, Clerk/Council, Administration, MIS, HR, Procurement/Warehouse, Facilities, Finance, Court, Police, Fire, Street, Engineering, Building Commissioner, Forestry, Recreation), 2. Enterprise (Electric, Water, Sanitation), 3. Internal Service (Workers Compensation, Fleet Services, Medical Self-Insurance), 4. Special Revenue (Police & Fire Pension, Equitable Sharing, Sewer Lateral, Debt Service Fund)				
					Special Revenue Funds		Debt service fund must be maintained in accordance with Missouri Law and equivalent to 1 year principal and interest payments		
					CFC Past Recommendation	% of CFC Recommended Funding Levels Confund.	Capital improvement fund for Parks/Storm Water sufficient to meet requirements of any debt issue from		

Page 44

Citizens Finance Committee Calendar						
Fiscal Year 2019/2020						
Meet Scheduled Friday Mornings @ 7:00am - 8:15am						
Dial In Conference Call As Needed						
		TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS
SEPTEMBER 2018						
					Revenue Sensitivity Analysis	Continuation of Pension Analysis Last Budget
					Special Revenue Funds	
						Fund balance equal to 1 year operating expense for all City business entities: Electric, Water, Sanitation
						Each department budget cycle focus department discussions on individual fund trending, forecast to CFC recommendations, department impact, revenue source risk analysis (best case, likely and worse case) on a quarterly basis.
						Continue anticipated transfers from City business units - Electric, Water, and Sanitation. This funding represented 7.3% of total Government activities in 2017 and 10% in 2016. Sanitation was suspended.
						Deep analysis of funding sources to expand existing funding sources including sales tax, property tax, grants, service delivery and private funding. Service rate changes that have been in place for long periods of time, needs to be investigated to eliminate "sticker shock" to citizens.
						Review Electric Fund in detail due to funding recommendations impacted by community center loan, added city transfers offset by 1/2 cent rate increase each of the past 2 fiscal years (Ameren optics to Citizens). Leadership believes with current efficiencies in place, can get to 85% of annual operating expense or \$17-\$20M range consistent with prior year experience.
						Prop P, 1/4 Cent Sales Tax for fire fighter additions, Property Tax
					Surrounding Community Rate Comparisons. Review current and future rate increases.	Surrounding Community Rate Comparisons. Review current and future rate increases.
Monday 24					Funding Management	Capital Deployment - \$800K Rolling Carts and Rolling Stock
Tuesday 25					Validate anticipate	Historical Funding Deficits and
Wednesday 26						

Citizens Finance Committee Calendar						
Fiscal Year 2019/2020						
Meet Scheduled Friday Mornings @ 7:00am - 8:15am						
Dial In Conference Call As Needed						
	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
Thursday	27			Investment in Sanitation		Validate anticipate efficiency from capital
				Possible suspension of curb side recycling in October. Last month received \$15/ton revenue for single stream recycle; Aug 1 must pay \$35/ton (\$50/ton swing) and Nov 1 \$70/ton (\$85/ton swing)		
Friday	28	SANITATION	Brian Dentinger Barb Feiner Bill Bensing			Validate Main Landfill Contract in Valley Park for any Rate Adjustment Risk
						City officials agree Sanitation must be self sustaining and costs competitive with neighboring communities.
OCTOBER 2018						
Monday	1					Increase EMS Fees to \$1K for ALS & BLS Emergency, \$100 disposable supplies, to \$12 mileage, Treatment No Transport \$100 (\$250K added revenue 74-79% Collection Rate).
Tuesday	2					Expansion of Dispatch to Neighboring Communities - Glendale, Crestwood, Warson Woods, Sunset Hills (\$1,009,220 revenue last yr)
Wednesday	3			Personnel Discussion		Perform cost/benefit feasibility study for a fixed fire training facility (\$400-\$500K) as training cooperative for added source of revenue.
Thursday	4			Impact of Increased EMS Fees and Dispatch to Neighboring Communities		Freeze any new additions to staff unless fully funded and tracked by Finance in tangible dollars.
Friday	5	FIRE	Kathy Harris Gil Kleinknecht Jim Silvernail	Training Cooperative Feasibility Study??		Monitor overtime quarterly to eliminate or reduce cost increases compared to historical levels.
Monday	8					Pleased with completion of Area 4 & 5 circuitis followed by Sugar Creek Sub Station funding included in capital funding plan.

Citizens Finance Committee Calendar						
Fiscal Year 2019/2020						
Meet Scheduled Friday Mornings @ 7:00am - 8:15am						
Dial In Conference Call As Needed						
		TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS
<u>OCTOBER 2018</u>						
Tuesday	9				Surrounding Community Rate Comparison - How deal with 6% decline in Ameren Rates Due to Corporate Tax Reduction and proposed annual increases in Kirkwood.	Competitive with recent decline in Ameren Rates
Wednesday	10				Electric Fund, Prior Capital Planning Execution and Upcoming Capital Plans, Power Availability Risk	Review Electric Fund in detail due to funding recommendations impacted by community center loan, added city transfers offset by 1/2 cent rate increase each of the past 2 fiscal years. Leadership believes with current efficiencies in place, can get to 85% of annual operating expense or \$17-\$20M range consistent with prior year experience.
Thursday	11					Closely monitor purchased power cost including potential alternate sources including renewable, natural gas and nuclear sources.
Friday	12	ELECTRIC	Larry Watson Kelly Mulholland	Mark Petty		
Monday	15				RFPs In Progress & Carryover from Last FY	
Tuesday	16				Pro-Card(UMB), Formal Bids, Informal Bids, Facility Expense Mgt	
Wednesday	17				Return on Investment (Hard Savings, Cost Avoidance & Rebates)	
Thursday	18				Staffing & Other Cost Neutrality	
Friday	19	PROCUREMENT FACILITIES MANAGEMENT	Sandy Washington Kelly Mulholland	David Weidler	Project Mgt & Contract Turn Around Time Ordinance Updates	
Monday	22				Rate Comparisons with Missouri American Water. Review current and future rate increases.	Pleased with Swan Pump Station improvement

Citizens Finance Committee Calendar						
Fiscal Year 2019/2020						
Meet Scheduled Friday Mornings @ 7:00am - 8:15am						
Dial In Conference Call As Needed						
	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
<b>OCTOBER 2018</b>						
Tuesday	23			Continue to Execute Capital & Modernation Plans and Alternate Funding Sources. Water main replacements.		Stronger emphasis placed on volume of unaccounted water based upon consultant prioritization to recover unbillable water loss when devising future strategy for infrastructure improvement.
Wednesday	24			Unaccounted Water - Improved Billing/Efficiency		Continue to provide exceptional service that is competitive with neighboring communities (American Water)
Thursday	25			American Water Contract Risk		
Friday	26	<b>WATER</b>	<b>Kathy Harris Barb Feiner Bill Bensing</b>	Budget Neutral and Provide Some Source of Funding to General Fund (Crew Leader Addition, Proactive Maintenance, Leak Reduction)		
<b>NOVEMBER 2018</b>						
				Validate Past 5 Year Capital Outlays and Funding Sources		Funding infrastructure projects through Federal and State grant aid is valued and should be continued.
				Street Improvement Plan (Index Scores From Consultant, Pipeline Communications) Including Consultant Recommendations \$42M - Funding \$2-\$3M/year		Consider Bond Shelf Registration to Voters??
Thursday	1			Variable Paver On Bobcat - - Save \$300-\$400K/year		
Friday	2	<b>STREET/ENGINEERING BUILDING COMMISSIONER</b>	<b>Matt Biere Sandy Washington Bill Bensing</b>			
Monday	5					Expansion of Dispatch to Neighboring Communities - Glendale, Crestwood, Warson Woods, Sunset Hills (\$760,663 revenue last yr)

Citizens Finance Committee Calendar						
Fiscal Year 2019/2020						
Meet Scheduled Friday Mornings @ 7:00am - 8:15am						
Dial In Conference Call As Needed						
		TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS
<b>NOVEMBER 2018</b>						
Thursday	6				Police Union Recognized by Council 6/7/18 through 3/31/21.	Freeze any new additions to staff unless fully funded and tracked by Finance in tangible dollars.
Wednesday	7				New Formula For Overtime Compensation	Monitor overtime quarterly to eliminate or reduce cost increases compared to historical levels.
Thursday	8				Validate Grants and Service Expansion Revenue to Other Communities	Investigate Urban Area Security Initiative as potential added source of police funding for mutual aid, national security, Presidential visits, etc.
Friday	9	POLICE	Larry Watson Gil Kleinknecht	Brian Murphy		Support costs associated with Police CLEA Accreditation to be fully accredited by 8/31/18.
Monday	12					City issued \$24.4M tax-exempt bonds on 12/31/17. 20 year agreement with Stages and Kirkwood Theater Guild (\$2M and \$5M respectively) Park and Recreation continues to look for opportunities to partner with public or private entities beneficial to both parties.
Tuesday	13					Close monitoring of funding and debt repay requirements.
Wednesday	14				Performing Arts Center	Increase Ice rink fees to \$220 Prime and \$160 non-prime. Camps to \$3.00/resident.
Thursday	15				Recreation Center	Continue Glendale and Oakland as Aquatic Center partners sharing in losses and gains with City.
Friday	16	RECREATION	Matt Biere Brian Dentinger Sandy Washington	Murry Pounds		Agree with budget recovery approach(modified budget) and targets established to activity based costing for each recreation funding source. Overall goal is to cover 80% of costs.
Monday	19					
Tuesday	20					
Wednesday	21					

Citizens Finance Committee Calendar						
Fiscal Year 2019/2020						
Meet Scheduled Friday Mornings @ 7:00am - 8:15am						
Dial In Conference Call As Needed						
	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
Adopted Budget 03-2						
November 2018						
Thursday	THANKSGIVING HOLIDAY					
Friday	NO MEETING					
Monday				Payroll Study Update - Leverage Multi City Analysis?		
Tuesday				Personnel Analysis		
Wednesday				Medical & Workers Comp Funding		
Thursday						
Friday	HR/WORKERS COMP/ADMINISTRATION/SAFETY	Kathy Harris Larry Watson	Georgia Ragland			
December 2018						
Monday						
Tuesday						
Wednesday						
Thursday			Kevin Campe	MIS		
Friday	INTERNAL SERVICES	Barb Feiner	Chris Wenom	Fleet		
Monday						
Tuesday						
Wednesday						
Thursday						
Friday	CAO BUDGET PRIORITIES		Russ Hawes			
Monday						
Tuesday						
Wednesday						
Thursday						
Friday	CFC MEMORANDUM FINALIZATION	All CFC				
Monday	CHRISTMAS HOLIDAY					
Tuesday	CHRISTMAS HOLIDAY					
Wednesday						



Citizens Finance Committee Calendar							
Fiscal Year 2019/2020							
Meet Scheduled Friday Mornings @ 7:00am - 8:15am							
Dial In Conference Call As Needed							
		TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
<b>DECEMBER 2018</b>							
Thursday	27						
Friday	28	NO MEETING					
<b>JANUARY 2019</b>							
Monday	31						
Tuesday	1	NEW YEARS DAY HOLIDAY					
Wednesday	2						
Thursday	3						
Friday	4	CFC MEMORANDUM FINALIZATION	ALL CFC				
Monday	7						
Tuesday	8						
Wednesday	9						
Thursday	10						
Friday	11	OPTIONAL SESSION IF NEEDED	ALL CFC				
Monday	14						
Tuesday	15						
Wednesday	16						
Thursday	17	CFC TO COUNCIL WORK SESSION	ALL CFC				
Friday	18						

**CFC RECOMMENDATION MEMO FY18/19 BUDGET**  
**CITY COUNCIL WORK SESSION - JANUARY 18, 2018**

**INTRODUCTION AND GENERAL RECOMMENDATIONS**

The members of the Citizen's Finance Committee (CFC) extend our thanks to the Department Heads and staff who have participated in our budget review process for the City of Kirkwood. As members of the committee, we have a deep appreciation of the expertise, dedication and hard work each department provides in making Kirkwood an outstanding place to live. Each department has great command and ownership of their area consistently looking for more efficient and cost effective ways to provide high quality services that citizens of Kirkwood have come to expect.

The City is able to enjoy a number of revenue sources for City operations. Revenues have been relatively flat over the years with some relief from the continuation of Prop One capital improvement sales tax, Prop P sales tax for municipal law enforcement needs, continued transfers from Electric and Water Departments, grant opportunities and increased fees charged for City services. The City needs to continue exploring new and innovative revenue sources and cost efficiency opportunities while closely scrutinizing use of all fund balances.

Budget pressure and competing demands for added revenues have never been greater to fund the new Performing Arts Center, Recreation Center Improvements, Police & Fire Pension Plan, Sanitation and other capital improvements. The City must maintain high quality core services and infrastructure of Police, Fire, Roads, Electric Water and Sanitation competitive with neighboring communities while maintaining targeted fund balances. Any added spending needs to be budget neutral resulting in sustained revenue source.

The committee feels comfortable with budgets in general, but recognizes the City should always be prepared for market forces, economic events and circumstances that may negatively affect its financial health, particularly, the risk of declining sales tax revenues and risks associated with bringing tax increases to the voters. To this end, the CFC provided key focus and recommendations on Police & Fire Pension funding, viability of maintaining own sanitation service, maintaining recommended fund balances, Performing Arts and Recreation Centers, and infrastructure progress/funding.

**POLICE & FIRE PENSION**

The recent addition of seven new firefighter/paramedics and increases to police office salaries has significantly increased contributions to the police & fire pension. Property taxes dedicated to funding the police & fire pension have remained static for several years. CFC recognizes that further increases in property tax would be challenging for our citizens. Actions must be taken to strengthen current fund contributions to better align expense to fund balance. Additional funding sources such as police Prop P and fire safety tax monies could be possible solutions.

Moving from a defined contribution plan to a defined benefit pension could significantly increase the City's pension contribution. Combined, the City may need to fund an additional \$815K (\$1M if volatile market) over current costs for City Pension each year going forward.

- **An analysis of the contribution and funding rate for the current defined contribution plan suggests the City may need to fund an additional \$455K/year utilizing a dedicated property tax and additional funding sources without increasing taxes.**
  - Fund Sourcing Opportunity is estimated at \$455K/year
    - \$1.4M current contribution - \$945 dedicated property/investment income = \$455/yr.
    - FY 18/19 anticipated property tax funding for Police & Fire Pension is \$945K plus \$10K investment income.
    - Since 2010, the Police & Fire Pension fund has declined over 55% to a \$1.46M balance in FY 17. FY17 pension contribution was \$1.1M and this year adjusted to \$1.4M.
- **CFC continues to be concerned about the City moving from a defined contribution to a defined benefit pension (LAGERS) for City employees due to increased costs to City, permanent go forward decision and introduction of market risk to the City.** The new Police & Fire pension plan (Prop R) will be on the April ballot for citizen approval with **no increase in property tax.**
  - **Moving to a defined pension plan will create a 17% cost increase (\$360K/year) to the City** over the current defined contribution plan. The City could also be subject to an additional 1% market volatility increase that could cost an additional \$190K/year.
    - Current Cost @ 11.4% of Payroll: \$2,144,072
    - Proposed Cost @ 13.3% of Payroll: \$2,502,300\*
    - Net: \$358,338 (17% increase)
      - Includes reduced deferred comp match
      - Civilians will pay 4% of salary to participate and deferred comp will be capped at \$520/employee/year
      - Police & Fire would move from contributing 6.2% of salary to 4%.
      - Bridging the medical insurance costs will continue to be a challenge for City employees until they reach age 65.
  - **Market Volatility of New Plan**
    - 1% Cap/Yr. Added Cost = \$188,077
      - \$2,144,072/ 11.4 payroll = \$188,077
    - 1% Cap/Yr Reduced Cost if market performs well
  - **Trust II Existing Fund**
    - Moving to a defined pension plan does not impact the existing Police/Fire and Civilian Trust Funds. Currently, the combined balance is approximately \$3.5M utilized primarily for disability benefit, life insurance and pension attorney fees. Payments will continue in the future out of this fund as they do today regardless of benefit plan selected.

## **POLICE & FIRE FUNDING EXPANSION/OTHER OPPORTUNITIES**

- **CFC continues to recommend** any Police & Fire pension funding remain at or above the current one year anticipated funding requirement. Review on a quarterly basis.
- **CFC recommends** the City consider carving out a portion of anticipated \$1.4M Prop P funding for Police Pension Funding in addition to current Property Tax Funding.
- **CFC recommends** the City consider carving out a portion of anticipated \$1.2M <sup>1</sup>/<sub>4</sub> cent Sales Tax originally targeted for fire fighter additions to the Fire Pension Fund in addition to current Property Tax Funding.
- **CFC recommends** increasing the fees of EMS services within Federal and State regulatory guidelines to be at or slightly below neighboring community fees. \$970K received FY 16/17.

	<b><u>Current</u></b>	<b><u>Proposed</u></b>
▪ ALS and BLS Emergency	\$850	\$1,000
▪ Disposable Supplies	\$0	\$100
▪ Mileage	\$10	\$12
▪ Treatment No Transport	\$0	\$125
• \$250K/Yr. Added Revenue		
• Anticipate 74% - 79% collection rate		
• Consider adding cost line on transport to and from Urgent Care		
• Monitor Disposable Supplies billing if re-stocked by Hospital		

- **CFC recommends** expansion of dispatch, police and fire service to neighboring communities. Ambulance services targeting Glendale, Crestwood, Warson Woods and Sunset Hills. 2017 Revenues: Police: \$760, 663; Fire: \$1,009,220.
- **CFC recommends** a cost/benefit feasibility study for a fixed fire training facility (\$400-\$500K) operating as a training cooperative including anticipated revenue from neighboring communities as an additional source of revenue.
- **CFC recommends** freezing any **new** City staff additions unless the position can be fully funded and tracked by Finance in tangible dollars.
- **CFC recommends** continual monitoring of departmental overtime quarterly to eliminate or reduce cost increases compared to historical actual levels.
- **CFC recommends** investigating Urban Area Security Initiative as a potential added source of Police funding for mutual aid, national security, Presidential visits, etc.
- **CFC supports** costs associated with Police CLEA Accreditation for our Police Department with a fully accredited team by 8/31/21. Accreditation required every 3 years.
- **CFC supports** Police continuation of existing grants (See Appendix)

## SANITATION

CFC continues to be concerned about the viability of maintaining our own sanitation service as opposed to an outsourcing solution due to future City competing funding demands for performing arts, recreation center, Police & Fire Pension and ongoing infrastructure demands. Kirkwood residents currently are paying a significant premium for sanitation service compared to neighboring communities.

- **Kirkwood Citizens pay approximately \$640K/year (average \$69/service resident) more for sanitation service** than neighboring communities with comparable sanitation services. Kirkwood sanitation rates were increased approximately 20% effective 4/1/17 – first increase since 2005.
  - **Base Rate:**
    - Kirkwood: \$20.50/Mo.
    - Webster: \$18.38/Mo.
    - Net: \$2.12/Mo./Residence
    - **Annual Cost (\$2.12 X 9,244\* X 12) \$235,167/Year**
  - **Lawn Bag Cost:**
    - Kirkwood (\$402,990 rev/9,244\*) \$3.63/Mo./Residence
    - Webster (Included in Base Rate) \$0
    - Net: \$3.63/Mo./Residence
    - **Annual Cost (\$3.63 X 9,244 X 12) \$402, 668/Year**
      - \* Number of Kirkwood Sanitation Service Residents
      - \* \$402,990 Represents lawn bag actual annual revenue
      - \* Could be another \$14K annual savings for plastic bags
  - **Current sanitation funding could be re-deployed to other City funding demands.** In FY17, \$1.7M was invested in assets net of related debt with an additional \$1M unrestricted. Historical operating deficits have reduced the fund by nearly 55% since 2010. FY18 fund balance is expected to decline another 14% to \$860K then grow to \$1.36M by FY20. **Profitability will be restored FY18** via increased sanitation rates 4/1/17, elimination of sanitation budget capital improvement funding (City Wide ERP), lease financing of bins over 5 years and delayed major asset acquisitions.
  - City is considering additional sanitation service price points for labor efficiencies to pilot FY18/19. \$415K debt goes away 6/18 but will net \$200K considering cart automation. Solid waste roll carts to be deployed beginning 2018 along with training program.
- **CFC recommends strong consideration of an outsourcing sanitation solution prior to an \$800K roll cart capital investment in the next fiscal year.** Validate outsourcing solution with neighboring communities providing like services. Cost/Benefit analysis including rate analysis, pension costs, worker comp costs and opportunity to re-deploy assets to other City priorities would be considered. City would maintain administrative services and focus on re-deployment of sanitation human capital.

- **CFC agrees** that Sanitation must remain self-sustaining and cost to our citizens should be at or below neighboring communities for similar sanitation services.
- **CFC recommends** an analysis of potential sanitation contract risk to the City for Fred Weber Company at Peerless Park currently charging the City \$37/ton. There is a dispute going forward due to the City's decision to leave commercial business. Cost is currently \$270K/yr representing approximately 70% of our landfill cost.
- **CFC agrees** to continue recycling depository at a minimal loss. Search for added grant opportunities and perform citizen training to increase quality and revenue for recycled tonnage. Currently, the average loss is \$18K/yr.

### **FUND BALANCES**

**Maintain CFC recommended fund balances to minimize economic downturn risk to City while maintaining service quality and delivery. Continued strong fund balance management is critical to maintaining our current AA2 bond rating for the City.** The general fund is currently strong with a 46% fund balance. The effect of changes in operations of the Sanitation Department on its fund balance and Police & Fire Pension Fund will bear close scrutiny going forward.

- **CFC recommends** moving to an annual review of recommended fund targets.
- **CFC recommends** continued focus on general fund balance targeting 55% top end goal within next 3 years.
- **CFC recommends** maintaining sewer lateral fund at the current funding level. Adjustments and re-deploying funding should occur only if annual sewer replacement needs including maintenance is achieved. Existing cold weather may create additional fund demands compared to prior years.
- **CFC agrees** the debt service fund be maintained in accordance with Missouri Law and equivalent to 1 year principal and interest payments.
- **CFC recommends** maintaining a Capital Improvement Fund for Parks/Storm Water sufficient to meet requirements of any debt issue from fund.
- **CFC recommends** a fund balance equal to 1 year operating expense for all City business entities: Electric, Water and Sanitation.
- **CFC recommends** incorporating budget cycle departmental discussions going forward focused on citywide individual fund performance trending and forecast to CFC recommendations, departmental impact, revenue source risk analysis (best case, likely case and worse case) and quarterly performance analysis.
- **CFC recommends** continued transfers from City business units including Electric, Water and Sanitation to assist in funding Governmental activities. In 2017, this funding represented 7.3% of total Government activities with 10% in 2016. Sanitation was suspended this year to assist in balancing the budget.

- **CFC recommends** deep analysis of funding sources to expand upon existing funding sources including sales tax, property tax, grants, service delivery and private funding. (See Appendix)

### **RECREATION: PERFORMING ARTS AND RECREATION CENTER**

Move to construction phase of new Performing Arts Center and utilize Master Plan to help guide redevelopment of surrounding areas. Performing Arts and Recreation Center budget is expected to be \$30M with Performing Arts \$17-\$20M including black box theater. Community Center represents the balance budgeted.

- **Financing: Establish and monitor individual funding and debt repayment requirements.**
  - The city issued \$24.4M of tax-exempt bonds to finance the Performing Arts and Recreation Centers as of 12/31/17. The Performing Arts Center is expected to cost \$17-\$20M with an opening date of Oct 2019 and groundbreaking in May 2018.
  - 20 year agreement with Stages & Kirkwood Theater Guild (Stages at \$2M/Kirkwood Theater Guild at \$.5M)
  - Park and Recreation Department continues to look for opportunities to partner with public or private entities beneficial to both parties.
- **CFC recommends** close monitoring of funding and debt repayment requirements for the Performing Arts Center and Recreation Center Improvements projects. The Recreation Center is rated as high quality of life item according to the last community survey.
- **CFC recommends** rate increases for recreation camp and ice rink services
  - Ice Rink from \$200 Prime/\$140 non-prime to \$220 prime/\$160 non-prime with \$10 discount for merit groups (Kirkwood Hockey Association and Gateway Speed Skating)
  - Camp from \$2.67 to \$3.00/ resident
- **CFC agrees** with continuing Glendale and Oakland as Aquatic Center partners sharing in losses and gains with the City.
- **CFC agrees** with budget recovery approach (modified budget) and targets established moving to activity based costing for each recreation fund source. Overall goal is an 80% minimum recovery rate. (90% in 2016).

## **INFRASTRUCTURE: STREET REPAIRS/REPLACEMENT, WATER AND ELECTRIC**

As in years past, the Committee is pleased with the ongoing commitment to fund replacement and improvement projects for City road, water and electric infrastructure. Funding infrastructure projects through Federal and State grant aid is valued and should continue to be sought-after for large projects. It is commendable that the street signal project is 80% funded by an air emissions grant opportunity from the State. Most notably, however, the last community survey indicated that road replacement was the top priority of the citizens for the City to address.

- **CFC recommends** revitalizing the efforts put forth to improve the streets as the over all cost was estimated at \$41M (2015), but the city is currently spending \$2-\$3M annually.
  - **CFC recommends** that the city explore the option through voter referendum authorizing \$40M in General Obligation debt but only issuing say \$5M at a time as needed. This will give the city more flexibility on how and when they use authorized funds. This is the same concept call Shelf Registration that is used by publically traded companies.

Water and Electric infrastructure improvement has been a long-standing goal of the Public Works Department. Significant progress in modernization of water main, pump station, circuit and sub-station replacement has been achieved or progressing according to the capital plan.

- **CFC was pleased** to learn that the Swan Pump Station, completion of Area 4 & 5 circuits followed by Sugar Creek sub-station were included in capital funding for the next fiscal year.
- **CFC recommends** a stronger emphasis placed on the volume of unaccounted water to execute an outside consultant's prioritization plan for recovering unbillable water loss to the City when devising future strategy for infrastructure improvement.
- **CFC reiterates** continued emphasis on providing exceptional service for rates that are at or below neighboring communities, American Water, and Ameren for like services as future development is considered for roadway, water, and electric infrastructure initiatives. Fund balance management is critical in support of interdepartmental funding needs within the City.
- **CFC recommends** Electric fund review due to funding recommendations impacted by the community center loan, added city transfers offset by ½ cent rate increase each the past two fiscal years. Leadership believes with current efficiencies in place, can get to 85% of annual operating expense or \$17-\$20M range consistent with prior year expense.
- **CFC recommends** strong monitoring of purchased power cost including potential alternate sources including renewable, natural gas and nuclear sources.

## **OTHER**



- **CFC supports** benchmarking with other like cities for each of our operating departments to compare operations and service statistics for “best in class” operations.
- **CFC agrees** with finalizing Digital Retention Police for Laser Fische technology.
- **CFC recommends** communications and/or actions on key CFC recommendations be delivered to the CFC committee during the January 2018 through August 2018 timeframe to be up to speed and offer any recommendations prior to the next budget cycle meetings.
- **CFC recommends** incorporating Return on Investment statistics throughout departmental analysis to ensure best utilization of deployed capital where it makes sense. For example, for every dollar of expense, the department returns X dollars.
- **CFC recommends** investigating key funding sources including service rate changes that have been in place over an extended period of time to mitigate any potential spikes of increases going to citizens in the future.
- **CFC recommends** formal succession planning as key to smoothing out operations in the event a key employee leaves the City. City should consider succession planning in the next budget cycle.

## CONCLUSION

In closing, the Committee believes the City efficiently prioritizes and manages its financial matters in a very responsible manner resulting in an appropriate provision of services to the citizens of Kirkwood. The City should always be prepared for market forces, economic events and circumstances that may negatively affect it’s financial health, particularly, the risk of declining sales tax revenues and risks associated with bringing tax increases to the voters. Budget pressures and competing demands for new and existing revenue sources will require deep management of all City fund balances to continue providing strong public safety and high quality competitively priced services the citizens of Kirkwood expect. The Committee appreciates your consideration of recommendations mentioned above and welcomes any questions you have regarding the contents of this document.

## **APPENDIX**

### **Revenue Sources 2017**

▪ Property Tax:	\$4.740M (\$4.5-\$4.8M Since 2010)
▪ Sales Tax:	\$11.007M (Up from \$9M 2010)
▪ Other Tax:	\$6.988M (Static \$7M since 2010)
▪ Transfers (Business)	\$1.845M (\$1M-\$2.5M 2016)

### **Fund Balance 2017**

▪ Capital:	\$3,613M
▪ Debt Service:	\$1,870M
▪ Law Enforcement:	\$.282M
▪ Park Operations*	\$1,512M
▪ Police & Fire Pension	\$1,437M
▪ Sewer Lateral	\$.673M
▪ Special Business District	\$.211M
▪ Unrestricted	\$35,928M

\* \$.13/\$100 for maintenance personnel and small capital projects controlled by the Park Board. ½ cent sales tax and recreation sales tax funds recreation for administrative personnel, community center, rink, aquatic center, programs, tennis courts, green tree and 4<sup>th</sup> of July

### **REVENUE SOURCE (CONTINUATION, EXPANSION, NEW)**

- **Investigate Internet Sales Tax** from State of Missouri
- **Investigate Use Tax Opportunities**
- **Grants:**

- **Police:**
  - DEA grants to partially support 2 officers (\$35K)
  - Hazardous Moving Grant (MoDOT - \$11K)
  - Occupant Protection Grant (MoDOT - \$10K)
  - BluPrint Grant (St. Louis Region - \$7.5K)
  - Holiday DWI Grant (Safety Center Warrensburg - \$600)
  - Ballistic Vest Grant (DOJ - \$5K)
  -
- **Public Works:**
  - CMAQ 5502 (605) - \$3.974M (80% of \$5.068 Project – Traffic Signal)
  - TAP 5502 (607) - \$.403M (80% of \$.504M Project)
  - STP 5502 (608) - \$.970M (80% of \$1.213M Project)
  - TEAP 5502 (609) - \$8K (80% of \$10K Project)
  - Volkswagen Settlement – Kirkwood Electric is part of a group of utilities (Ameren, Municipal Utilities, Coops) that has requested the State us a portion of the settlement dollars to fund electric vehicle charging stations.
- **Expanded Revenue From Service Delivery**
  - Ambulance Fee Increase – Current FY is \$1M. Increase could add \$250K/year
  - Police and Fire Neighboring Dispatch and Protection – Current FY: Police \$760,663 and Fire \$1,009,220
  - Recreation: Current FY: Parks \$58,383/ Recreation \$2,077,456
  - Building Commissioner: Current FY: \$971K
  - Engineering: Current FY: \$133K
  - General Government and Finance : Current FY: \$1,995, 537 ( Motor Vehicle licenses and fees, Business Licenses, Liquor Licenses, Fines and Court Costs, Parking Lot Permits, Glendale and Oakland contribution)
  - Aquatic Center Partners (Currently have Glendale and Oakland to share gains and losses)
- **Historic Railroad Train Station**
  - Amtrak Platform and Safety Project - \$1.2M
  - Storm Water Drainage – MSD & Amtrak Funding
  - Private Donations – Building Restoration
- **Efficiency Opportunity**
  - Electric LED lighting project - \$500K/yr
- **Performing Arts and Recreation Center**
  - Ticket Fees
  - Naming Rights
  - Donor Recognition – Bricks, etc

TO: Kirkwood City Council

FROM: Kirkwood Citizen's Finance Committee

DATE: January 14, 2017

RE: 2017/2018 Budget Commentary/Recommendations/Feedback

Cc: John Adams, Russ Hawes

---

### **Overview of Citizens' Finance Committee Authority, Purpose, Mission**

Consistent with City of Kirkwood Ordinance No. 8007, §1, 11-15-90 [Sec. 2-565 to Sec. 2-568], the Kirkwood Citizens' Finance Committee (hereafter "the Committee") hereby "provide[s] suggestions, recommendations, and comments to the city council concerning the preparation of the city's annual operating and capital budgets. " [Sec. 2-565 (b) (1)]. The Committee "interview[ed] selected department heads...to gain an understanding of the need and cost of specific line-item operating and capital requests," [Sec. 2-565 (b) (2)], "work[ed] with the chief administrative officer and city [chief financial officer] in a mutually cooperative fashion in reviewing revenue forecasts and the assumptions upon which they were based," [Sec. 2-565 (b) (3)], and "conduct[ed] such other reviews...to adequately formulate recommendations on the city's financial condition, budgetary actions, and fiscal policies." [Sec. 2-565 (b) (4)].

### **Brief Description of the Committee's Review Process During the Calendar Year**

The Committee provides this report after engaging in a three-month review process that included meetings with representatives of selected city departments, with such representatives appearing with the Committee on the following respective dates: Police (October 7, 2016) Community Center/Theater (October 14, 2016); Electric (October 21, 2016); Sanitation (October 28, 2016); Streets and Public Works (November 4, 2016); Employee Retention/Benefits (November 11, 2016); Water (November 18, 2016); Fire (December 2, 2016); and CAO Priorities (December 16, 2016). All of these department-by-department meetings were "open to the public" with prior public posting consistent with the Missouri Sunshine [Meeting Posting] Laws. The typical meeting AGENDA format for such meetings is as follows: (1) review and approval of minutes from prior meeting; (2) Citizen Comment (3-minutes maximum per individual), if any; (3) department head presentation followed by questions and follow-up inquiries from members of the Committee; and (4) Committee "round-table" discussion of key issues and concerns

following the departmental presentation; and (5) adjourn meeting. The meetings are generally held on Friday mornings, 7:00 – 8:15 a.m., at City Hall. In anticipation of the aforementioned meetings, two Committee members are assigned to each respective department as “liaisons” for that particular session, with such liaisons responsible for meeting with each department head prior to the scheduled meeting for such department. At the various Friday morning meetings, the liaisons tend to lead the morning’s discussion and are generally the most prepared to identify the issues most “pressing” to that particular department.

### **Introduction & General Recommendations**

The members of the Citizen’s Finance Committee would like to extend our thanks to the Department Heads and staff who have participated in our budget review process for the City of Kirkwood. As members of the committee, we learn many things that continue to make us proud to live in our city. We truly see the dedication of the city staff in making Kirkwood a better place to live.

With modest increases in tax revenues accompanied with an overall small revenue projection, contractually obligated salary increases, unpredictability of weather, and increased expenses, we believe it will be important for the City to continue to carefully consider any increases in spending that would push the City’s budget out of balance. In addition, the City should always be considering new and enhanced revenue opportunities, as well as efficient use of available funds. Given the uncertain environment, we encourage the council to consider the following overall recommendations:

The City’s main focus needs to be providing and maintaining the core services and infrastructure of Police, Fire, Roads, Electric, Water, and Sanitation. While the committee feels comfortable with the strong Police and Fire Departments, we, again, continue to express a growing concern about the replacement of Water, Electric, and Road infrastructure. To maintain industry standards of replacement, more dollars will need to be directed toward these services, while closely watching consumer rates and maintaining fund balances. The Committee feels that any increase in spending should be directed for these services, unless the other spending results in a sustaining revenue source.

## **REVENUE**

The Committee was impressed with the knowledge and overview of John Adams and Russ Hawes regarding the City's current revenues sources. The Committee feels the number one priority for the city needs to be informing citizens and securing voter approval for the permanent renewal of the Capital Improvement Sales Tax. While we think the voters will endorse the continuance of this revenue stream, we feel it is a critical source that needs to be approved before any other measures are taken to the voters. The Committee suggests to Council subdivision / town hall meetings to inform residents about the capital improvements tax.

While the Committee is comfortable with the variety of revenue sources, the Committee believes as consumer buying trends continue to move toward online/internet purchases, our reliance on sales tax will have a significant impact on our revenue. The Committee recommends that the City should be prepared for market forces, economic events and circumstances that may negatively affect its financial health, particularly, the risk of declining sales tax revenues. The Committee recommends investigating other revenue sources and identifying targeted % of each revenue source. Create an economic development plan to strengthen our favorable business climate and build upon our City's current business base while attracting and cultivating new business. Continue to collaborate with the Chamber and Special Business District to guide economic development and promote retail investment in targeted redevelopment corridors.

## **COMMUNITY CENTER/THEATER**

The Committee continues to be impressed with City's approach to planning for a new Community Theater and the expansion/renovation of the Community Center. We are confident in Murray Pounds' oversight, knowledge and efficiency regarding these two, large projects.

The Committee focused our review on the pending Community Theater and Center project and recommends that the City takes a very conservative view of the projects. We recommend the City cautiously analyzes the expected utilization of the theater, the sales revenue projections and the overall project cost. The proposed Community Theater and Center is a sizeable project and expensive. Development and a thorough review of several scenarios (best, realistic and worse case) are recommended to fully assess the viability of both projects.

In general, while we are supportive of the project using the on-going funding sources of the original pool/ice rink, the project proposals that we reviewed would require additional funding. We recommend further seeking commitments and/or partnerships with YMCA, Meramec Community College, Glendale/Oakland, Kirkwood Theater Guild and/or Stages need to be aggressively pursued so that a true project scope can be defined. Other funding sources such as naming rights, sponsorships and donations should be sought after.

The Committee feels our city funds should be directed toward other priorities such as infrastructure improvement. The Committee feels that it will be difficult to go to the community to secure additional funding this project.

### **WATER INFRASTRUCTURE**

The Committee commends the Council on its commitment and plan to better serve the long term needs of the citizens through a more aggressive water main replacement strategy. We are confident with Bill Bensing's expertise and management of this important project and appreciate the priority to fund the replacements.

The Committee suggests continuing to monitor the unaccounted for water with the objective to attain industry standard. Funding should include rate increases to remain slightly below Missouri American water rates.

### **POLICE DEPARTMENT**

The committee endorses the budget and commends the Police Department on its prudent financial management.

### **PUBLIC WORKS**

The Committee commends the Council with the funding and progress of the plan for road replacement. In addition to water main replacement, upgrading and replacement of our roads is paramount to our City. Funding infrastructure projects through federal aid and grants is appreciated and should continue to subsidize our large projects.

The Committee has noted that the City Forester and Building Commissioner roles and expenses are being monitored.

## **SANITATION**

Sanitation was the most contested area reviewed by this year's Committee. The Committee agrees with Council that the commercial sanitation program is not delivering its proposed revenues and supports our getting out of the commercial sanitation collections. In fact, the Committee suggests that Council assess the overall Sanitation Department operation and capital expenses as it is budgeted to operate at a \$400,000 loss. Due to the nature of the service, worker compensation and insurance claims pose a higher risk than for many other City departments.

During the last budget cycle the residential sanitation agreements with Des Peres (\$245/year) and Webster (\$216.60/year) for residential customers were compared with Kirkwood's \$204.72/year (not counting black bag expenses), the Committee feels an external evaluation should look at out-sourcing the residential side of our sanitation operation. Both Des Peres and Webster's rates include trash and recycle bins, thus allowing the removal of black bag expenses. In addition, both these new programs allow for the purchase of the generic lawn waste bags. Currently, residents of Kirkwood pay a \$6.50 premium for Kirkwood lawn bags versus the generic lawn bags. A household using 2 packets (10 bags per year) is paying higher rates than Webster. The average cost per month for a Kirkwood resident is higher with lower services.

The Committee recommends that Council review eliminating sanitation services, outsourcing sanitation, maintaining sanitation services for our residents through the City, retain and redeploy personnel to other departments, and selling the equipment.

With regard to the Recycling Center, the Committee recommends retaining although it operates at a small loss. Continue to seek grants to offset expenses associated with the Center.

## **FIRE**

The Committee feels the Fire Department is strength of our City. Community involvement, service levels and performance measurements are very strong. Fiscally, the Department is well managed and seeks avenues to gain revenue, collect fees and manage expenses. The topic of overtime is reviewed annually by the Committee and the budgeted overtime has increased. With the addition and expansion of senior communities for the Department to support, the Committee suggests that the Council review and analyze the Department overtime.



## **ELECTRIC**

The Committee did not perceive the need to address any significant issues with the Electric Department and commends Mark Petty on the fiscal performance of his department. The Electric Company contributes financially to the City operations and the Committee urges Council to continue to monitor and manage the Electric Department's fund balance. Continue to maintain service levels and manage electric rates with the objective to be below Ameren pricing.

## **ADMINISTRATION**

The Committee commends the Administration Department for the effective and complete job it does with managing all its various operational, financial and personnel responsibilities. In our review of the departments, it is clear that the Administration continues to do an outstanding job to ensure the effective and efficient functioning of all of the City's departments.

The Committee is continues to be impressed with the actions of the City in holding/controlling its workers compensation and health care increases below national averages.

With regard to employee benefits including pension plans, we recommend that Council engage an independent assessment of the City's employee benefits to recommend program options.

The Committee cautions that contracting with Lagers may impose investment risk which would burden our citizens who would subsidize the program should Lagers not meet its targets. For example, being off target 1% would equate to \$183,000 per year for our citizens. Currently, the City of Kirkwood contributes 6.5% retirement + 2% dollar-for-dollar match for Deferred Compensation. Additionally, the contract is forever and entering into an indefinite contract with another party is not advisable.

The Committee suggests a review and consideration of an early retirement program which would incur a one-time expense.

## **SUMMARY**

In closing the Committee believes that the City effectively prioritizes and manages its financial matters in a very responsible manner which results in an appropriate provision of services to the Citizens of Kirkwood. The Committee appreciates your consideration of the recommendations mentioned above and welcomes any questions you have regarding the contents of this document.

TO: Kirkwood City Council  
FROM: Kirkwood Citizen's Finance Committee  
DATE: January 14, 2016  
RE: 2016/2017 Budget Commentary/Recommendations/Feedback  
Cc: John Adams, Russ Hawes

---

### **Overview of Citizens' Finance Committee Authority, Purpose, Mission**

Consistent with City of Kirkwood Ordinance No. 8007, §1, 11-15-90 [Sec. 2-565 to Sec. 2-568], the Kirkwood Citizens' Finance Committee (hereafter "the Committee") hereby "provide[s] suggestions, recommendations, and comments to the city council concerning the preparation of the city's annual operating and capital budgets. " [Sec. 2-565 (b) (1)]. The Committee "interview[ed] selected department heads...to gain an understanding of the need and cost of specific line-item operating and capital requests," [Sec. 2-565 (b) (2)], "work[ed] with the chief administrative officer and city [chief financial officer] in a mutually cooperative fashion in reviewing revenue forecasts and the assumptions upon which they were based," [Sec. 2-565 (b) (3)], and "conduct[ed] such other reviews...to adequately formulate recommendations on the city's financial condition, budgetary actions, and fiscal policies." [Sec. 2-565 (b) (4)].

### **Brief Description of the Committee's Review Process During the Calendar Year**

The Committee provides this report after engaging in a three-month review process that included meetings with representatives of selected city departments, with such representatives appearing with the Committee on the following respective dates: Community Center/Theater (October 2, 2015); Summary Budget and New Position Review (October 9, 2015); Electric Infrastructure/Prairie States (October 16, 2015); Water Infrastructure (October 23, 2015); Streets and Public Works (October 30, 2015); Sanitation (November 6, 2015); Employee Retention/Benefits (November 13, 2015); Revenue Overview (November 20, 2015); Further Electric Questions (December 4, 2015); and Memorandum Review (December 11, 2015). In addition, members of the committee met with the representatives of the police and fire departments to review their respective budgets. All of these department-by-department meetings were "open to the public" with prior public posting consistent with the Missouri Sunshine [Meeting Posting] Laws. The typical meeting AGENDA format for such meetings is as follows: (1) review and approval of minutes from prior meeting; (2) Citizen Comment (3-minutes maximum per individual), if any; (3) department head presentation followed by questions and follow-up inquiries from members of the Committee; and (4) Committee "round-table" discussion of key issues and concerns following the departmental presentation; and (5) adjourn meeting. The meetings are generally held on Friday mornings, 7:00 – 8:15 a.m., at City Hall. In anticipation of the aforementioned meetings, two Committee members are assigned to each

respective department as “liaisons” for that particular session, with such liaisons responsible for meeting with each department head prior to the scheduled meeting for such department. At the various Friday morning meetings, the liaisons tend to lead the morning’s discussion and are generally the most prepared to identify the issues most “pressing” to that particular department.

### **Introduction & General Recommendations**

The members of the Citizen’s Finance Committee would like to extend our thanks to the Department Heads and staff who have participated in our budget review process for the City of Kirkwood. As members of the committee, we learn many things that continue to make us proud to live in our city. We truly see the dedication of the city staff in making Kirkwood a better place to live.

With modest increases in tax revenues accompanied with an overall small revenue projection, contractually obligated salary increases, unpredictability of weather, and increased expenses, we believe it will be important for the City to continue to carefully consider any increases in spending that would push the City’s budget out of balance. In addition, the City should always be considering new and enhanced revenue opportunities, as well as efficient use of available funds. Given the uncertain environment, we encourage the council to consider the following overall recommendations:

The City’s main focus needs to be providing and maintaining the core services and infrastructure of Police, Fire, Roads, Electric, Water, and Sanitation. While the committee feels comfortable with the strong Police and Fire Departments, we, again, continue to express a growing concern about the replacement of Water, Electric, and Road infrastructure. To maintain industry standards of replacement, more dollars will need to be directed toward these services, while closely watching consumer rates and maintaining fund balances. The Committee feels that any increase in spending should be directed for these services, unless the other spending results in a sustaining revenue source.

During the presentations, the Committee heard reports about increasing electric and sanitation rates, while at the same time learning that Kirkwood’s water rates are now above Missouri American. While the committee understands the needs for rate increases, these should be balanced with the citizens’ ability to handle potential increases (with the goal of remaining below competitor rates).

While the Committee is cautious about adding new positions to the City's budget, the Committee does endorse several of the new proposed positions that meet the City's strategic plans and goals.

The Committee does not support the change from a defined contribution to a defined benefit plan. The City's current pension contribution, along with the deferred compensation match (totaling 8.5%), is currently within market. This change would shift risk to the citizens.

### **Committee's Departmental Recommendations** **Department-by-Department Recommendations/Comments**

#### **NEW POSITIONS**

The Committee always looks closely at the proposed new positions in the budget and assessed each position based on meeting the City's Strategic Plan, revenue generation, and customer service.

Custodial – The Committee unanimously supports bringing this position back in house to better address customer service issues and a less expensive alternative to outsourcing.

Assistant City Planner – The Committee supports increasing this position to full time, with specific written expectations for growth and business development. This position should be re-evaluated, after two years, to determine success/continuation.

City Forester – While the Committee supports this position, there was not unanimous support. The position fits strongly into the Kirkwood's reputation of the Greentree City, there were economic reasons to free up street workers, and there was a strong presentation of support from the Urban Forestry Committee. However, there were still some feelings that this is a "nice" to have position. We could expand the responsibilities of the Park Department Forest and Horticulturist to cover this responsibility.

Building Inspector – At this time the Committee unanimously feels that the current delay of only 4 days does not warrant adding another position. The Council should consider increasing the part time inspector hours before adding a new inspector.

Administrative Assistant in Public Service – The Committee does not support adding this position until the decision has been made regarding commercial sanitation. The majority of the

justification for the position was based on the needs of commercial sanitation and if this program is rolled back or phased out we feel the position is not justified.

Parking Attendant – The Committee does not unanimously support taking the two part time positions to create a full time position. Many feel that the flexibility of two part time positions better addresses the needs of the City than one full time position.

## **REVENUE**

The Committee was impressed with the knowledge and overview of John and Russ regarding our current revenues sources. We are impressed and comfortable with the variety of revenue sources. However, we feel the number one priority for the city needs to be on informing citizens and securing voter approval for the renewal of the Capital Improvement Sales Tax. While we think the voters will endorse the continuance of this revenue stream, we feel it is a critical source that needs to be approved before any other measures are taken to the voters.

In addition, the city needs to continue to support the county's aggressive evaluation and analysis regarding not for profit organizations, such as senior living communities, assisted living facilities, and educational organizations.

The Committee feels there is a strong potential to increase business license revenue with a continued program to locate all businesses operating within the city limits and ensure they are licensed.

## **RECREATION**

The Committee continues to be impressed with knowledge and efficiency of Murray Pounds. We focused our review on the pending Community Center/Theater project.

While the committee was excited to see the progress of the project it was disappointed in the lack of progress in seeking commitments from potential partners, YMCA, community college, Stages, Oakland, and Glendale.

While we are supportive of using the on-going funding sources of the original pool/ice rink, the proposals that we reviewed would require additional funding. Commitments and/or partnerships with YMCA, community college, or Stages need to be aggressively pursued, so that a true project scope can be defined. The committee feels it will be difficult to go to the community to secure additional funding. Other funding sources such as naming rights and donations are possibilities.

## **WATER INFRASTRUCTURE**

While the Committee previously endorsed the water infrastructure fee to assist with a more aggressive infrastructure replacement plan, we are concerned that Kirkwood's water rates are now higher than Missouri American's rates, by an estimated \$1.25 per month (\$15.00 annually). While rates may be higher for the short term, we continue to feel that the longer term rate strategy should be to manage Kirkwood's rate to be 3-5% below Missouri American's.

It appears that the new water meters are improving revenues, by more efficiently capturing billing. So between the new fees and the increase capture rates the department needs to continue with its aggressive replacement plan.

## **POLICE DEPARTMENT**

While the entire committee did not meet with the police chief, two members of the committee did a detailed review and the committee still endorses their budget.

## **PUBLIC WORKS**

While the Committee was pleased to see an increase of \$500,000 to road replacement, we feel strongly this is still not enough to address the number 1 priority of citizens. According to the consultant's study a \$2M annual plan would still take 35-40 years to address all the current issues. Every effort needs to be made to increase the funding to \$4M annually.

Finally, the Committee feels there are enough work/projects and stronger priorities happening with the Public Works/Sanitation Department that the Storm Water Assessment Consultation should be delayed thus removing \$80,000 from the budget.

## **SANITATION**

Sanitation was probably the most contested area reviewed by this year's Committee. The Committee agrees with the initial presented numbers that the commercial sanitation program is not delivering its proposed revenues and has no confidence that this program will realize any net profit. While the Committee supports a detailed analysis of reviewing the services, it feels one glaring item is missing from the upcoming consultant's report, which is out-sourcing either part of (commercial) or the entire (residential and commercial) sanitation program.

Given the current published newly negotiated residential sanitation agreements with Des Peres (\$245/year) and Webster (\$216.60/year) for residential customers and that Kirkwood is currently charging \$204.72/year (not counting black bag expenses), the Committee feels it should be added to the consultant's scope to look at out-sourcing the commercial side or the entire program. Both Des Peres and Webster's rates include trash and recycle bins, thus allowing the removal of black bag expenses. In addition, both these new programs allow for the purchase of the generic lawn waste bags. Currently, residents of Kirkwood pay a \$6.50 premium for Kirkwood lawn bags versus the generic lawn bags. A household using 2 packets (10 bags/year) is paying higher rates than Webster.

## **FIRE**

While the entire committee did not meet with the interim fire chief, two members of the committee did a detailed review and the committee still endorses their budget. We feel newly retired chief Tom Openlander was very successful at managing the fire department, and look forward to a new fire chief.

## **ELECTRIC**

The Committee is concerned about the continued balancing of priorities within the Electric Department. This past fiscal year, given the cool summer, large number of infrastructure developments being financed through operating funds, and Prairie States not meeting its proposed numbers, if the Electric Department would have contributed its normal \$1M to the general fund, it would have lost money. In addition, the Electric Reserve Fund is still well below its targeted \$20M. There does not seem to be a clear priority.

While the Committee supports continued Electric infrastructure development, it feels that the financing of these improvements should not come directly from the electric fund, and that financing alternatives should be explored.

Electric rates should be reviewed and appropriately increased to maintain service levels and maintain inflationary increases, with the goal of being below Ameren rates.

The City should increase develop a clear plan to continue to contribute \$1M to the General Fund (dividend), while taking the Electric Reserve Fund back to \$20M by 2020.

## **FINANCE**

The Finance department needs to continue to aggressively pursue business license income from companies and businesses, which are not currently registered with the City. The Police Department is responsible for this enforcement.

## **ADMINISTRATION**

The Committee is continued to be impressed with the actions of the City in holding/controlling their health care increases below national averages.

The Committee does not support the proposed change to the LAGERS, defined benefit system. The City's current pension contribution, along with the deferred compensation match (totally 8.5%) is currently with well within market. Currently most nation wide pension programs are defined contribution plans. Changing to a defined benefit plan would shift un-needed risk to the citizens of Kirkwood. In addition, in our presentation the staff presented the plan as assisting with recruitment/retention. Currently, the City has a turnover rate of less than 10% annually, which strongly indicates there are no retention issues. The staff discussed that current city workers are not investing their portfolios within industry guidelines for their age. The committee feels that this is the employee's responsibility and not the City's. The representatives of the current plan already offer programs on proper investment strategies. The City's department managers should consider requiring attendance at these programs if they continue to be worried. Finally, the City suggested that there are currently workers that cannot perform their jobs and should be retired. They indicated that adoption of this program would encourage these workers to retire sooner. The Committee feels that if the City has workers that are not meeting job standards or are a danger to themselves or other co-workers, then issues with these employees should be dealt with through performance improvement and stronger management.



**MINUTES**

**CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, December 22, 2017**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance: Larry Watson, Sandy Washington, Barb Feiner, Jayson Thornton, Kathy Harris, Kaitlin Walker, Brian Dentinger**

**Committee Members Absent: Matt Biere**

**City Council Liaison: Ellen Edmond**

**Staff Liaison: John Adams**

**Staff Members:**

---

**Approval of Minutes**

Motion was made by Kathy Harris and seconded by Barb Feiner to approve the minutes of the December 15, 2017 meeting. All in favor, motion carried.

**Citizen Comments**

No citizen comments

## **Budget Recommendations Roundtable Discussion**

Top items to focus on are:

### **Sanitation – Brian Dentinger and Larry Watson**

Citizen Finance Committee concurred the City of Kirkwood should look to outsource Sanitation. Finance Committee does not understand Councils' resistance this year and previous years. The Committee will work with John Adams on actual numbers on costs versus revenues. Concerns with budgetary items costing the City more (Police & Fire Pension, LAGERS), plus putting money into Sanitation, what do we prioritize? If the Sanitation Department was fully outsourced, how much money could go back to other areas of the City?

### **Police and Fire Pension – Barb Feiner and Larry Watson**

Discussed the concerns of the under-funding of the Police and Fire Pension fund. Can the City use Prop P and Fire Sales Tax money; and would the City be able to fund it with just that? Discussed LAGERS and the increase costs to the City, and switching from Vanguard to TIAA earlier this year.

### **Fund Balances – Larry Watson and Kathy Harris**

John Adams to provide a historical view of the Fund Balances for the Committee

### **Infrastructure – Kaitlin Walker and Sandy Washington**

Committee to look at where the City is at with Street repairs/replacement and Water infrastructure

### **Recreation/Performing Arts Center – Matt Biere and Jayson Thornton**

Concerns there will not be any funds left to redevelop the Community Center. Committee would like to see more realistic figures on the Community Center. Committee suggests using caution and searching out collaboration for Community Center.

### **Revenue Stream – Larry Watson and Barb Feiner**

Discussed the internet sales tax, and grant revenues; John Adams to provide the Committee with a schedule of grant money received and outstanding. Discussed revenue sources that have not changed in many years; e.g. Business License tax, Ambulance charges. Committee suggests conducting a rate analysis every budget year when the department heads make their presentations. John Adams will provide the committee members with a copy of the quarterly report.

### **Other Discussion**

New positions requested

Cost of purchased power

Committee to have a preliminary recommendation document by December 30<sup>th</sup>. Will meet on January 5<sup>th</sup> to finalize the recommendations for Council on January 18<sup>th</sup>.

Committee elected Larry Watson for vice-chair for the next fiscal budget year.

The meeting adjourned at 8:20 a.m.

Next meeting Friday January 5, 2017

**MINUTES**

**CITIZEN'S FINANCE COMMITTEE**

**Friday, January 05, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance: Matt Biere, Brian Dentinger, Kathy Harris, Barb Feiner, Larry Watson**

**Committee Members Absent: Jayson Thornton, Sandy Washington, Kaitlin Walker**

**City Council Liaison: Ellen Edmond**

**Staff Liaison: John Adams**

**Staff Members:**

---

**Approval of Minutes**

Approval of Minutes: Motion was made by Larry Watson and seconded by Kathy Harris to approve the minutes of the December 22, 2017 meeting. All in favor, motion carried.

**Citizen Comments**

None

A meeting of the Citizen's Finance Committee was held in order to review their budget commentary document in preparation for submittal to the Kirkwood City Council on Thursday, January 18, 2018.

Comments were made by a committee member who attended the City Council meeting on Thursday, January 4, 2018 that some of the Fire Department employees who spoke on the proposed change to LAGERS seemed mistrusting and misinformed.

Brian Dentinger passed out the first draft of the committees' recommendations. Roundtable discussion perused regarding the Police and Fire pension, proposed move to LAGERS, Sanitation, revenue source expansion, fund balance and Recreation/Performing Arts Center. Kaitlin Walker and Sandy Washington were not in attendance at the meeting and have not submitted their recommendations on Street and Water departments.

John Adams and Georgia Ragland will review the document for accuracy and submit any changes to the committee.

Due to the absence of several committee members and reviewing of the current draft document for errors, there will be a Citizen Finance Committee meeting on Friday, January 12, 2018.

The meeting adjourned at 8:10 a.m.

Next meeting Friday, January 12, 2018

## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, September 07, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Lower Level Conference Room**

**Committee Members in Attendance: Sandy Washington, Matt Biere, Brian Dentinger, Larry Watson, Gil Kleinknecht, Kelly Mulholland**

**Committee Members Absent: Barb Feiner, Kathy Harris**

**Staff Liaison: John Adams**

---

#### **Approval of Minutes**

Motion was made by Brian Dentinger and seconded by Sandy Washington to approve the minutes of the January 5, 2018 meeting. All in favor, motion carried.

#### **Citizen Comments**

None

#### **Miscellaneous**

- Nominations for committee Chairman, Larry Watson, approved
- Co-Chair position tabled until next meeting
- Committee congratulated Laurie Asche on her promotion to City Clerk.

Laurie discussed the Roberts Rules of Order and the Sunshine Law. Discussed the procedures for which meetings are to be conducted and all meetings and emails are public records subjected to Sunshine Law requests.

## Budget Document

John Adams gave a synopsis of the components of the City of Kirkwood budget document which includes:

- Strategic Plan – Direction of Kirkwood passed by the Council
- Position requests/changes
- Citywide budget summaries
- General Fund – typical government services
- Enterprise Funds – revenue
- Internal Service Funds – Health (City is self-insured), Work Comp (budget for worst case scenario) also self-insured with a stop/loss on claims
- Special Revenue Funds – Capital sales tax and Parks/Storm Water sales tax, Fleet
- Five Year Capital Plan
- Finance Committee – Ordinance
  - Budget Calendar
  - Roster
  - CFC Recommendations

## Finance Perspective

- Sanitation – Bill Bensing is currently looking for a solution to the recycling changes.
- Currently the City is showing a profit in all Enterprise Funds
- General fund is a positive when you take away the effect of the 3MM transfer
- Use tax has increased possibly due to Amazon paying sales tax
- The City is no longer giving rebates for energy efficient appliances

## Round Table Discussion

Committee Chair, Larry Watson, discussed the committee's key focus areas for Fiscal Year 2019/20. (Attached)

Committee departmental assignments and calendar given out. .

The meeting adjourned at 8:25 a.m.

Next meeting Friday September 14, 2018

## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, September 14, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance: Sandy Washington, Matt Biere, Brian Dentinger, Kelly Mulholland, Kathy Harris, Larry Watson, Barb Feiner, Gil Kleinknecht**

**Committee Members Absent:**

**Staff Liaison: John Adams**

---

#### **Approval of Minutes**

Motion was made by Sandy Washington and seconded by Brian Dentinger to approve the minutes of the September 7, 2018 meeting. All in favor, motion carried.

**Citizen Comments:** None

#### **Mayor Tim Griffin and Russ Hawes Discussion**

Mayor Griffin stated there will be more communication with the City, Council and the Citizen Finance Committee. John Adams will be the liaison between Citizen Finance Committee and Council. Council will give a formal written response to the Citizen Finance Committee recommendation memo for the fiscal year 19/20 budget.

#### **Discussed the CFC recommendation memo for the 18/19 fiscal year budget**

- ***Police and Fire Pension*** – Police and Fire pension fund is more stable than it was a year ago. This is due in part by Police and Fire deferred compensation now is coming from the general fund and additional fund sources such as Police Prop P and Fire Safety tax money. The City is working towards strengthening the fund for the mid-term. No proposals for adding position this budget cycle.



- **Sanitation** - Effective November 1, 2018 the City recycling processor will not be accepting single-stream recycling. The City Council has decided to bear the cost of searching out and using another processor at a cost of \$88 to \$130 a ton, or approximately \$420K a year, using the reserve funds until the end of this fiscal year. City Council felt this would be the best sustainable direction and give the City time to identify the best source to follow. Russ stated they are meeting with the St. Louis Regional Recycling Task Force on September 25, 2018. The City intends to begin the automation process in March or April of next year however, that process is dependent on what happens with the recycling.
- **Fund Balance** – Last CFC meeting John handed out the current Fund Balance/Net Position suggested guidelines. John stated that the figures for Electric and Water includes capital and a better measure would be the cash position. Citizen Finance Committee will be discussing Fund Balance in the meeting on Friday, September 21, 2018.
- **Performing Arts/Community Center** – Property demolition is scheduled to start early October and construction to start approximately late December/early January. \$25.2M in funding is currently held in trust and the Electric loan of \$3M has been transferred to the parks/Stormwater capital fund. CFC member asked if there will be any funds remaining for the Community Center as originally proposed. Russ and the Mayor stated the main focus is the Performing Arts Center because it will generate revenue for the City. Council is still not sure what they want to do with the Community Center.
- **Infrastructure** – Street restoration has been moving forward with the annual budget amount of \$3.2M. Ballas Road resurfacing has been completed. Street department is using 4 different programs for resurfacing/replacement; Micro-surfacing, Ultra-thin bonded wearing surface, Asphalt mill and overlay, and Concrete reconstruction. At the end of FY20/21 the Street department will have completed the full cycle street maintenance program.
- **Electric** – Briefly discussed Ameren’s 6% decrease in their rates 6%. City of Kirkwood has no plans to change Electric rates at this time.

Nomination for committee Vice-Chairman, Barb Feiner, approved

The meeting adjourned at 8:20 a.m.

Next meeting Friday September 21, 2018

## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, September 21, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance:** Brian Dentinger, Kelly Mulholland, Kathy Harris, Larry Watson, Barb Feiner, Gil Kleinknecht

**Committee Members Absent:** Sandy Washington, Matt Biere

**Staff Liaison:** John Adams

---

#### **Approval of Minutes**

Motion was made by Kathy Harris and seconded by Barb Feiner to approve the minutes of the September 14, 2018 meeting. All in favor, motion carried.

**Citizen Comments:** None

Committee Chair requested the addition of Council updates to the meetings weekly.

#### **Council Meeting Update**

- New tax rates approved along with the Municipal Library tax rates
- Council approved new Personnel Rules and Regulations and new Pay Classifications effective October 1, 2018. Dollar impact on the pay classifications would only affect the employees that are below the minimum already built into the budget.

## Fund Balance

Four key areas for the Finance Committee to focus on

- **General Fund** - Very important to have a healthy fund balance to give the City flexibility if something unforeseen comes up. Citizen Finance Committee recommends a fund balance of 30% to 50% of anticipated General Fund annual expenditures.
- **Capital Improvement, General Government and Parks/Stormwater**- (large capital projects) Citizen Finance Committee recommends a fund balance equivalent to 25% of Capital Improvement revenue. Revenue sources include Citizen Approved ½ Cent Sales Tax, transfer from Electric and Water funds, and Grants
- **Enterprise Fund (Electric, Water, Sanitation)** Key revenue source for the general fund. Citizen Finance Committee recommends an Electric fund balance that equates to generally 1 year expenses, and a minimum of \$8MM. Water recommended fund balance of 1 year operating expenses and actively employ in executing the water main replacement program. Sanitation recommended fund balance of 1 year operating expenses and evaluate annually vs. forecasted trend. Sanitation's net position will likely change in the near future due to recycling changes nationwide.
- **Internal Service Fund (Medical Insurance, Workers Compensation, Fleet Services)** - The City is self-insured on medical and workers compensation, therefore the City must build a fund balance; estimate an increase to medical premiums for FY2020 around 3.5% due to six large claims that have hit \$100k this fiscal year. The City's Wellness Program has created a new culture of safety and wellness city-wide. Departments are budgeted on a 3 year average for Fleet services. If expenses are less than the budgeted amount, funds will be refunded back to the departments.

## Other Fund Balances

- **Equitable Sharing** – Dollar amount is not in the budget. Revenue sources are Kirkwood's share of monies for our participation in various federal and county drug task forces. Monies restricted to police department operations/capital equipment needs.
- **Sewer Lateral** – City Finance committee recommends evaluating annually vs. residential sewer replacement needs. Revenue source is \$28.00 annual insurance premium collected by the county on residential property tax bills.
- **Debt Service** – General obligation bonds used for fire stations to include renovations to the historic firehouse #2. Recommendation is to maintain a fund balance equivalent to 1 year principal and interest obligation, in accordance with Missouri law.
- **Police and Fire Pension** – **Largest funding source is property taxes however these funds have not kept up with the required contribution. Council adjusted the payment for**

**deferred compensation from pension fund to general fund. In addition council reversed the voluntary reduction in pension property tax rates. These two changes will help us to shore up this fund.**

The meeting adjourned at 8:10 a.m.

Next meeting Friday September 28, 2018

## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, September 28, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance:** Brian Dentinger, Kelly Mulholland, Kathy Harris, Larry Watson, Barb Feiner, Gil Kleinknecht, Matt Biere

**Committee Members Absent:** Sandy Washington

**Staff Liaison:** John Adams

---

#### **Approval of Minutes**

Motion was made by Kathy Harris and seconded by Kelly Mulholland to approve the minutes of the September 21, 2018 meeting. All in favor, motion carried.

**Citizen Comments:** None

Comment made regarding the September 21, 2018 meeting minutes the Citizen Finance Committee recommendations on fund balances could change in the future.

#### **Sanitation**

Assigned committee members met with the Director of Public Services, Bill Bensing and discussed the uncertainties the City is facing with the recycling.

**Landfill Usage** – Fiscal year 2018 shows a decrease due to the cancelation of commercial waste pick-up.

**Landfill Cost** – Due to the cancelation of commercial waste pick-up landfill usage costs have decreased. Currently the City pays \$37 a ton for solid waste with a rate hold until some contract issues are resolved. (the City is four years into a ten year contract increases based on the CPI) The City will most likely see an increase in the next couple of years of approximately ten to twelve percent.

**Yard Waste** – Yard waste bag sales decreased fiscal year 2018 possibly due to spring and fall weather conditions.

**Recycling** – Recycling tonnage has remained consistent over the last five years.

**Recycling Revenue/Expenses** – (Facility only) Revenue versus expenses were about even in fiscal year 2018. Cardboard prices were above the base rate of \$18 per ton. The City collects approximately 500 tons of cardboard a year. The City is currently working on plans to reface the Francis Scheidegger recycling depository; making it more user friendly, signage more graphical, adding glass and tin/aluminum bins and redesign openings to prevent contamination.

**Sanitation Revenues** – Recycling revenue budget for fiscal year 2020 has been eliminated due to the changes nationwide. Beginning November 1, 2018 the City will pay for single stream recycling. Lawn bag revenue projected to decrease looking at the three-year average. Solid waste automation will reduce the purchase of black bags projecting the revenue to decrease 14%. Overall total revenue for Sanitation is projected to decrease 6% for fiscal year 2020.

**Sanitation Expenses** – By restructuring operations Personnel services are projected to decrease. Contractual services budgeted increase of 45% due to the addition of \$360k for recycling. Currently working on contracts for processing the City's recycling. Capital outlay expense budget reduction of 55% due to Fleet Director reviewing the deterioration rate calculations and discovered equipment purchases could be reallocated to future years.

**Sanitation Capital** - Receptacles (dumpsters) budgeted \$10k annually for the next five years and roll carts budgeted at \$20k annually for replacement costs after automation, and requested \$220k for a yard waste rear loader.

### **Current Sanitation Events**

- Resource Management no longer accepting residential single stream recycling (effective 10/31/18)
- City looking at alternatives for single stream recycling materials. The City believes there will be market changes and we do not want to be in a long term contract at this time.
- Increased recycling processing cost
- Self-hauling
- Change waste stream (Public information on recycling clean, dry acceptable products)
- Solid waste collection automation to begin early 2019. Automation efficiencies projected to save the City \$150k in the first year/eighteen months. Fiscal year 2020 \$100k budgeted for lease payment for automation carts. Customers will be offered a 64 or 96 gallon cart. The City of Kirkwood will be putting out information on what carts would better fit our customer needs allowing them to select what service they want.

Public Works has been historically very successful in receiving grants and has currently contracted a consultant to prepare a public education grant to use towards educating citizens on recycling. Currently St. Louis County has a website on recycling information that is very informative. Public education will be to key to a successful recycling program going forward.

The meeting adjourned at 8:20 a.m.

Next meeting Friday October 5, 2018

## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, October 5, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance:** Sandy Washington, Kelly Mulholland, Kathy Harris, Larry Watson, Barb Feiner, Gil Kleinknecht, Matt Biere

**Committee Members Absent:** Brian Dentinger

**Staff Liaison:** John Adams

---

#### **Approval of Minutes**

Motion was made by Gil Kleinknecht and seconded by Barb Feiner to approve the minutes of the September 28, 2018 meeting. All in favor, motion carried.

**Citizen Comments:** None

#### **Fire**

Assigned committee members met with the Fire Chief Jim Silvernail, Assistant Fire Chief Leo Meyer, and Deputy Fire Chief David Smith and discussed the fire department's current functions and services. It was noted that the fire department costs for FY 2018 were \$5.8 million which is below the budget of \$6.0 (not including pension) million with 87% of their budget used to pay for personnel and benefits.

**History**– This year marks the 100<sup>th</sup> year as a paid fire department for the city of Kirkwood, currently employing 53 uniform employees and 1 civilian employee.

**Daily Operations** – Along with putting out fires the Fire Department also provides additional services including ambulance services, emergency medical services and fire detector inspections.



**Fire Stations** – Three firehouses were strategically placed in the city allowing accessibility to everywhere in Kirkwood within a four minute timeframe.

**Call Volume** – Calls have increased this year partially due to an increase in population and an ageing population.

**Staffing** – There are three shifts daily each consisting of between fifteen and seventeen fire personnel. The overtime expense last year was below the \$350,000 budget.

**ISO Ranking** – This is a benchmark to show the dependability of a fire department. Kirkwood's ranking increased from a four to a three out of ten last year with focus to improve to a two in the future.

**Capital** – Gear and equipment are on a point system to determine replacement time frames. Lease purchase capitals such as ambulances, stretchers and pumpers are also evaluated on a replacement schedule.

**EMS** – The Fire Department worked with EMS, a third party billing agency, to receive recommendations on adjusting their current emergency charges. An increase in ambulance transport costs, supplies, mileage and charges for treatment with no transport was approved by the Council and has been in effect since June 9th.

**Real Dollars** – Along with the increased transport fees, a data company may be hired to maintain the data for Medicaid patients allowing a reimbursement from the Federal Government for medical services to Medicaid patients. The cost of the data company is 15% of the reimbursement and is payable after the receipt of the reimbursement check. Also, an inventory management system was implemented at an upfront cost with future savings showing in a decrease of expired supplies. A management system for medications, similar to that for supplies, will also be looked at for implementation.

**7 Strategic Focuses For Improvement** – Revenue flow to Kirkwood, 911 center, International Association of Fire Fighters, operational proficiency, risk reduction, evaluating command staff, and training.

**2019/2020 Priorities** – The top three priorities are human capital which includes continuing education and wellness, staffing and structure, and maintaining operational proficiency including equipment.

**Questions addressed:**

- Cost Center approach to budgeting – Has been a topic of discussion and will be implemented in the future.
- Oakland Contract – Chief Administrative Officer is in negotiation with Oakland. Servicing Oakland does not hinder the performance capabilities to the residents of Kirkwood.
- Overtime contributors – the coverage of vacation and sick time used. The \$225,000 in overtime last year is below the cost of hiring four additional firefighters for this coverage.
- Methodology for Contracts – focusing on dispatchers, three during peak times of day and two during non-peak times.
- Health and Safety Initiative – savings from the negotiation of annual physicals helps maintain and replace the workout equipment for the firehouses.
- Capital Plan Approach – A suggestion was made that the Citizen's Finance Committee evaluate the five year capital plan going forward instead of focusing on one year.

The meeting adjourned at 8:20 a.m.

Next meeting Friday October 17, 2018

## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, October 12, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance:** Sandy Washington, Kelly Mulholland, Larry Watson, Barb Feiner, Gil Kleinknecht, Matt Biere, Brian Dentinger

**Committee Members Absent:** Kathy Harris

**Staff Liaison:** John Adams

---

#### **Approval of Minutes**

Motion was made by Sandy Washington and seconded by Kelly Mulholland to approve the amended minutes of the October 5, 2018 meeting. All in favor, motion carried.

**Citizen Comments:** None

#### **Electric**

Assigned committee members met with Mark Petty, Electric Director, and discussed the cash fund, rates, purchase power portfolio, and operating budget. The decrease in the cash fund can be attributed to large capital expenditures and loans to the Performing Arts Center. The City of Kirkwood has competitive rates, slightly higher than Ameren, but will not have to be increased in the foreseeable future as it is suspected that Ameren will have to do. The purchased power portfolio focuses on risk management, which is currently favorable, and the weather, which can be unpredictable. A large expense in purchased power as well as an accounting change will have an effect on the operating budget.

**History**— In FY2010 the new Ameren contract was going to double so the City of Kirkwood decided to buy power directly from the market instead of from Ameren. The increased expenses were covered by drawing from the fund instead of raising rates. A new power

portfolio was started in FY2012 which reduced purchase power costs by \$8M. Rates were increased in FY2017 and FY2018 for system improvements and circuit upgrades.

**Fund Variance Drivers** – The fund variance is due to rate increases, the Alfred substation, system upgrades, automated metering, Essex substation, vehicles, and contributions to other city funds.

**Fund Forecast & Tracking** – The current cash fund level is 33.26% of operating expenses. By 2022, after the CMAQ revenue, the cash fund will be at \$16M. The tracking of progress is at 85% of operating expenses with a goal of 100% within 4.7 years.

**Fund Risks** – The risk level is favorable with federal regulations, market volatility, generation retirements, weather, and economic conditions not being of concern at this time.

**Rates** – The City of Kirkwood has been below the national average for more than fifteen years and below the Missouri average for the last five years. Due to a change in the federal corporate tax rate Ameren decreased their rate. The City of Kirkwood has increased their rate by 2.5% over the past two years to pay for capital upgrades to the distribution system but no additional increases are projected.

**Contributions** – Kirkwood Electric is able to contribute to multiple departments as well as Enterprise Resource Project, Green Tree, PAC, and Quan Sub-transmission project.

**Operational Budget**– \$31.55M in revenue is generated from metered sales, wholesale power sales, CMAQ grant, and investments. \$32.898M in expenses consist of contracting a locating service, MISO operations automation, vehicle maintenance, and the apprentice program. Commodities make up a significant portion of the proposed budget (71%).

**Current Projects** – Distribution system upgrade, Sugar Creek substation, Leffingwell substation, energy storage, Quan traffic signals, and LED lighting are the main projects at this time. No projects are expected FY2020 through FY2024 with a focus on rebuilding the fund.

**EV Vehicle Strategy** – There is one EV in the fleet already and converting to EV's in the future is being looked into. Increasing the number of EV charging stations is also being looked into.

**LED Lighting** – Case studies show that street lighting energy costs for municipalities can be reduced to as much as 65% after switching to LED lighting. Currently the plan is to replace with LED bulbs as lights go out, gradually moving to a more uniform look until all lights are LED. The project is estimated to cost about \$750,000 with a savings of \$100,000 per year. This project is expected to pay for itself in 7 years.

**Questions addressed:**

- Will the City of Kirkwood reach out to provide service to bordering municipalities? – Ameren would have to approve this which would be unlikely.
- How much of Kirkwood do we not service? – 1/3 of Kirkwood is not serviced by us.
- Can wind turbines be installed in Missouri? – Wind is not as good in our area as it is in other parts of the Midwest.
- How much wind power are we buying now? – This is something being considered for much further down the line.

The meeting adjourned at 8:30 a.m.

Next meeting Friday October 19, 2018

**MINUTES**

**CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, October 19, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance:** Sandy Washington, Kelly Mulholland, Larry Watson, Barb Feiner, Gil Kleinknecht, Matt Biere, Brian Dentinger, Kathy Harris

**Committee Members Absent:** None

**Staff Liaison:** Teresa Knese

---

**Approval of Minutes**

Motion was made by Barb Feiner and seconded by Kathy Harris to approve the amended minutes of the October 12, 2018 meeting. All in favor, motion carried.

**Citizen Comments:** None

**Procurement Department**

David Weidler, Director of Procurement, discussed the department structure and the services provided. Some items listed were:

***Procurement:*** Contract management, purchase orders, cost savings/avoidance facilitation, accounts payable processing

***Facilities Operations:*** Capital project specifications, contract and project management, security, and facility maintenance, new technology and method research

***Warehouse:*** Inventory management, inventory analysis and scheduling, product compliance and consulting, new product research

Future developments and programs consist of; electronic bidding and contract management, new training processes for staff, reducing customer service processing time, increasing data collection, and improving tracking measures.

Current programs and changes include new and updated training processes for staff, subcontractor and amendment reviews for the Performing Arts Center, ERP system evaluation, and contract specification review.

The ERP implementation is intended to improve vendor and customer relations, reduce processing time, increase data collection, improve record retention, and improve tracking measures.

Fiscal year 2018 performance measure review included – 21% reduction in formal bids (267 to 211), 2% increase in informal bids (304 to 310), purchase order volume decrease (1245 to 1206), and cumulative value growth (\$33.91M to \$34.97M).

Return on Investment – For 2017-2018 cost avoidance was \$1,141,429, cost savings was \$445,878, and rebates received was \$6,885 making the total for cost containment and revenue generating activities \$1,594,192. With a budget of \$332,259 the net savings was \$1,261,933. The per dollar return increased from \$2.10 in FY2014 to \$3.80 in FY2018.

## **Warehouse**

Warehouse status for fiscal year 2018 consisted of 1400 commodity items valued at \$554,196.

Current and future goals for the warehouse are inventory optimization programs, in conjunction with end users including item prioritization, commodity reduction, commodity replacement, and warehouse space configuration.

## **Facilities Operations**

Current and future operations include review of internal and outsourced services as internal staff have reached saturation point and department extends services to additional buildings and grounds, internal shift to focus on maintenance improvements, building improvements and building efficiency gains, and capital to phase into controlled cycles as required repairs phase out and planned projects are scheduled.

Maintenance of the Farmers Market facility began in 2009. Since then \$91,769.45 has been spent on capital projects, which includes the restroom renovation and LED lighting, and \$87,602 has been spent on maintenance. Future projects for the farmers market includes roof repairs and review of ADA compliance.

Projects managed in fiscal year 2018 were: additional cooling for MIS in city hall, firehouse 2 HVAC replacement, police station renovation, police dispatch renovation, downtown SBD lower level renovation, and train station security updates.

Facilities fiscal year 2019 projects consist of replacing the 18 year old heat pumps at firehouse #1, purchasing a ½ ton 4x4 pickup truck for Fleet, assessing the ADA accessibility at multiple facilities, and replacing the flooring in the police department.

The meeting adjourned at 8:30 a.m.

Next meeting Friday October 26, 2018



## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, October 26, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance: Sandy Washington, Kelly Mulholland, Larry Watson, Barb Feiner, Gil Kleinknecht, Matt Biere, Brian Dentinger**

**Committee Members Absent: Kathy Harris**

**Staff Liaison: Teresa Knese**

---

#### **Approval of Minutes**

Motion was made by Brian Dentinger and seconded by Barb Feiner to approve the minutes of the October 19, 2018 meeting. All in favor, motion carried.

#### **Citizen Comments**

None

#### **Water**

Assigned committee members met with Bill Bensing, Public Services Director, and discussed the proposed rate increase, reserves status, and upcoming capital projects.

*Water Main Replacement* – The water main replacement goal is 1%, a little over a mile, annually and that goal should be reached in fiscal year 2019. The industry standard is .5% annually.

*Unaccounted Water* – There was 23% of unaccounted water (\$272K) in fiscal year 2018 with 17.63% being attributed to many small leaks throughout the system. No significant changes expected for several years. In fiscal year 2018 there were 182 breaks and leaks. The City of Kirkwood has contracted an outside source to assist with the leak repairs.

*Rates* – The City of Kirkwood rates have been below the Missouri American rates until May 2018 when Missouri American was able to lower their meter rates due to the passing of the Job Tax Act. Lower meter rates and an increase in consumption rates are both being proposed. The Citizens Finance Committee has suggested increasing the consumption rates over a two year period instead of all at once.

*Revenue and Expenses* – Based on the proposed rate structure The City of Kirkwood is looking at a 20.16% increase in revenues with 35.36% of that increase coming from metered sales. Operational expenses are projected at a 7.28% increase. 7.98% of that increase is contractual services. \$75K will be used to outsource utility locating which in turn will free up three employees. There is a 16.35% projected increase in capital which also includes the debt service. In fiscal year 2018 \$710K was transferred to the street department.

*Capital* – The capital projects for fiscal year 2020 include: fire hydrants, water main replacements, operational improvements, a leak detection program, a pick-up truck, and a flatbed truck.

Additional discussion included questions on how much it would take to balance the budget and divide it by two. This is in reference to the suggestion earlier regarding spanning the consumption rate increase over a two year period instead of all at once. There was also discussion on what effect the transfer to the street department has on the water budget.

The meeting adjourned at 8:05 a.m.

Next meeting Friday November 2, 2017

## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, November 2, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance: Sandy Washington, Kelly Mulholland, Larry Watson, Barb Feiner, Gil Kleinknecht, Kathy Harris**

**Committee Members Absent: Matt Biere, Brian Dentinger**

**Staff Liaison: Teresa Knese**

---

#### **Approval of Minutes**

Motion was made by Kathy Harris and seconded by Sandy Washington to approve the minutes of the October 26, 2018 meeting. All in favor, motion carried.

#### **Citizen Comments**

None

#### **Discussion**

Larry requested that the team pull notes together and submit any thoughts and ideas to the rest of the committee within the next couple of weeks.

The previous night's council meeting involved the electric transfer, antiquated pool pipes, Geyer Road resurfacing and ice rink heaters.

There will be a public hearing regarding zoning changes.

A renewable one year cost sharing agreement has been made with Republic Service in regards to single stream recycling for the City of Kirkwood. There are also two grant opportunities that

are being looked into. A consultant has been hired to create a recycling website to teach Kirkwood residents about our recycling program.

### **Engineering and Planning**

- The new pay study increased two salaries considerably. The engineering tech position was upgraded to project engineer which contributed to the increased personnel services budget.
- Kirkwood Road sidewalks and signal Federal Aid projects hopefully should be completed in the fall of 2019.
- Capital Infrastructure budget includes; street restoration, sidewalk program, bridge maintenance and the beginning stages of the Geyer phase I project.
- Asphalt street preservation has increased and concrete street replacement has decreased since fiscal year 2017.
- The sewer lateral program is being watched closely and may have to move from a 75/25 contribution to a 50/50 contribution or possibly increase property taxes.

### **Building Commission**

- Decrease in personnel services expense due to responsibility shifts to sewer lateral.
- Contractual services decrease due to \$30K for derelict structures being taken out of the budget.
- Interdepartmental charges increase includes an additional vehicle being added in fiscal year 2019.
- Cost recovery rate is above 100%. Permits issued, inspections, and Architectural Review Board cases have been fairly consistent, construction value is down, and Board of Adjustment cases are slightly down

- When asked if a decrease in building revenue is something that might be expected, Bill responded that Kirkwood is still a very desirable area to live in.

### **City Forester**

- Budgeted increase in Contractual services due to lawn maintenance being moved from street department to forestry department.
- A tree ordinance is expected by the end of 2018 regarding the protection of public Right-of-Way trees and private construction trees.

### **Street**

- Decreased budget for contractual services due to \$68K put into forestry budget since the street department no longer handles tree work.
- Decreased budget in interdepartmental charges due to fleet maintenance.
- \$235K is being budgeted for a new street sweeper.
- The street department now does slab replacement which saves the city from hiring contractors.

### **Comment**

Bill stated that the street department is able to get more street work done now that they no longer have to do tree maintenance.

A comment was made regarding how helpful it would be to have a transportation tax but a transportation sales tax is not allowed in St Louis County.

Bill was asked if there are any grants that the city is not taking advantage of and he was confident that was not the case.

The meeting adjourned at 8:10 a.m.

Next meeting Friday November 9, 2018

## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, November 9, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance: Sandy Washington, Kelly Mulholland, Larry Watson, Barb Feiner, Gil Kleinknecht, Kathy Harris, Matt Biere**

**Committee Members Absent: Brian Dentinger**

**Staff Liaison: Teresa Knese**

---

#### **Approval of Minutes**

Motion was made by Gil Kleinknecht and seconded by Barb Feiner to approve the minutes of the November 2, 2018 meeting. All in favor, motion carried.

#### **Citizen Comments**

None

#### **Overview from the committee meeting with the police department**

- The police department is not considered a revenue generating department.
- Personnel accounts for 80% of the police department's budget.
- 75% of the expenses for the school safety officers are recouped during the school year and the department is able to utilize the officers in other capacities during the summer.
- The department has started to be more aggressive in the amount of grants they are asking for.
- The City of Kirkwood receives \$40K-\$45K annually from the City of Oakland for police services. An increase was recommended from the committee based on the per capita dollar amount for Oakland versus Kirkwood.

- Due to adjustments in the municipal court the prosecuting attorney's salary is now in the police department's budget.

## **Police**

- The budget for the police department is pretty consistent from year to year.
- The police department works closely with the fleet department to determine the longevity and replacement time frames of the vehicles.
- In addition to the \$40K-\$45K the City of Kirkwood receives from the City of Oakland they also receive additional funds for needed equipment. The City of Kirkwood has a full service police department and would have the same costs regardless if we were providing services for Oakland or not. The contract with the City of Oakland is currently being negotiated.
- Twelve hours shifts were implemented in January which has allowed the department to manage overtime better. The overtime for this fiscal year is well below where it was this time last fiscal year. It is also below the national average. Overtime for the DEA detectives is reimbursed from grants. Comp time counts towards overtime but effective 10/1/2018 sick time does not.
- An aggressive approach has been implemented in applying for grants. \$70K of \$313K is reimbursed from grants. Grants were able to pay for half of a car, license plate readers, and finger print ID field equipment. A Kirkwood business owner has also provided private donation to the police department.
- The city is losing long term police officers because we do not have Lagers.
- The police department will receive accreditation from CALEA in two weeks.
- Training has increased with as much done in house as possible. They are also teaming up with other agencies to share in the fees for group training sessions.
- Code enforcement is part of the police department.
- The dispatch center has been remodeled at no cost to the City of Kirkwood. The Emergency Communication Commission paid for the remodel and new equipment.

- The Equitable Sharing Fund is when assets are generated from DEA cases that the Feds process and distributed among the municipalities involved in the case. Receiving our share from these cases could take years or may never happen. There are strict specifications for what these funds can be spent on and require a council approval beforehand.

### **Comments**

- It was requested that the committee receive the email that was passed around in regards to the current overtime numbers.

The meeting adjourned at 7:55 a.m.

Next meeting Friday November 16, 2018



## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, November 16, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance: Sandy Washington, Kelly Mulholland, Larry Watson, Barb Feiner, Gil Kleinknecht, Kathy Harris, Matt Biere, Brian Dentinger**

**Committee Members Absent: none**

**Staff Liaison: John Adams**

---

#### **Approval of Minutes**

Motion was made by Kelly Mulholland and seconded by Kathy Harris to approve the minutes of the November 9, 2018 meeting. All in favor, motion carried.

#### **Citizen Comments**

None

#### **Parks and Recreation**

- A major fund source is the ½ cent Parks & Recreation Sales Tax Fund. Expenses include bond payment for rink and pool, transfer to Park Maintenance Fund, and transfer to cover cost of Recreation services. Balance used for capital repairs, projects and acquisitions.
- Park Maintenance Fund incorporates approximately thirteen cents per hundred property tax, interest income, fees and charges and transfer from sales tax controlled by City Council. Expenses include daily operations of park maintenance personnel and small capital projects related to park development. This fund is controlled by the Park Board.

- Parks and Rec generally receives a \$525K grant every other year from the Municipal Park Grant Commission.
- The remaining funds borrowed from the electric department will be paid back in two years.
- The ground breaking ceremony for the Performing Arts Center was held last week. The new theatre will be able to accommodate over 500 guests for each production and will have special event rooms that can be rented. May 1, 2020 is the target opening date.
- The bids coming in for the PAC are being received at 5%-10% below estimates.
- A feasibility study was performed for projected revenue. The PAC has a 10 year contractual agreement with Stages and KTG. A \$2 surcharge will be received on every ticket sold. Projected revenue is around \$525K annually. First year subsidies are anticipated to be around \$34K.
- Short-term and long-term plans are being looked at for the aquatic center and ice rink. Replacing the rink chiller is in the capital budget for three years from now.
- The possibility of having a fitness center in the community center was discussed.

### **Comments**

- An inquiry was made as to increasing the rates of the pool and ice rink. The rates at other municipalities will be looked at and surveys will be conducted before a suggested rate change will be presented.
- The impact of accidents and liability at the potential fitness center was mentioned. An insurance plan would be purchased for this situation.
- Members of the committee are concerned for the parking available at the PAC for older guests. Murray is confident that there will be enough parking and accessibility to the different entrances that this will not be a concern.
- Larry requested that the committee submit their recommendation drafts for the already completed presentations ASAP.

The meeting adjourned at 8:20 a.m.

Next meeting Friday November 30, 2018

## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, November 30, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance: Sandy Washington, Kelly Mulholland, Larry Watson, Barb Feiner, Gil Kleinknecht, Matt Biere, Brian Dentinger**

**Committee Members Absent: Kathy Harris**

**Staff Liaison: John Adams**

---

#### **Approval of Minutes**

Motion was made by Sandy Washington and seconded by Brian Dentinger to approve the minutes of the November 9, 2018 meeting. All in favor, motion carried.

#### **Citizen Comments**

None

#### **Administration**

##### **Train Station**

The Train Station budget expenditures include a part-time salary for the Station Manager and contractual services. These expenditures have been consistent over the past few years. The Kirkwood Foundation has not progressed as quickly as anticipated but that is expected to change in the next couple of months. The station regularly ranks number one among all Amtrak stations in several customer service categories.

##### **Worker's Compensation**

The Worker's Compensation fund includes one full-time employee, the Safety Manager. The largest expenditure for this fund is claims. The claims in 2017 were \$674,461 and as of

November 1<sup>st</sup> this year's claims have been \$546,980. 78% of the cost the last two years has been due to employee surgeries. These expenses are allocated to the department in which the injured employee works. Due to higher claims we will be just above national average in the NCCI workers comp experience rating. This being said the city has still saved money by being self-insured.

### **Human Resources**

The Human Resources department consists of two full-time employees and does not have any significant changes in the budget.

### **Benefits**

The City of Kirkwood provides medical, dental, vision and an employee assistance plan to full-time employees some of which are fully paid for by the city and some of which are partially paid for by the city. Life insurance, AD&D and long-term disability insurance are paid for by the pension plans. An online portal will be complete in February 2019 which will provide employees access to select and manage their benefits. A high deductible health plan and HSA will be added as an option next year.

### **Wellness Program**

For several years the City of Kirkwood has contracted with BJC for a wellness coordinator. Her main focus is on health coaching and coordinating the bio-metric screenings, wellness programs and reviewing overall data from the screenings. With the data she is able to concentrate on areas that need specific attention. The wellness incentive plan provides employees with an option to monitor their health, which can end up decreasing the claims the city has to pay, and in return these employees will receive one additional day off.

### **Compensation Study**

The city contracted with McGrath Human Resources for a compensation and benefits study. \$110,857 was appropriated to salary adjustments made in October 2018 for phase 1. The Fire agreement is still in negotiations. Phase 2 includes adjusting the salaries based on tenure which is expected to be a \$142,000 increase in salary and benefits for FY2020. A recommendation that was put in place as of October 2018 is sick time will no longer count towards overtime. The consultant noted that our pension benefits are less attractive than defined benefits plans of other area cities. City council is considering paying out a small percentage of unused sick time to long term employees when they leave. Employee increases have been separated into cost of living and merit increases. Both increases will happen annually.

**Administration Budget**

The completion of the new website has decreased the professional services expense. A community survey is done every other year so no expense will be listed in FY2020. Contingency was increased to account for the compression adjustments. The next version of the budget will move the amounts from contingency to the departmental salary accounts.

Next meeting Friday December 7, 2018

## **MINUTES**

### **CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, DECEMBER 7, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance: Sandy Washington, Kelly Mulholland, Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kathy Harris**

**Committee Members Absent: Matt Biere**

**Staff Liaison: John Adams**

---

#### **Approval of Minutes**

Motion was made by Gil Kleinknecht and seconded by Kelly Mulholland to approve the minutes of the November 30, 2018 meeting. All in favor, motion carried.

#### **Citizen Comments**

None

#### **MIS**

##### **ERP System**

Discussions are being held with Tyler Technologies in regards to changing from the current 22 year old Sungard software to something new. Data storage capabilities will need to be considered as well as whether the software will be in-house or hosted remotely by Tyler Technologies. The City of Kirkwood currently runs a systems backup every night from a remote location in Kirkwood. The new system would offer a nightly backup to a remote location in a different part of the country. Tyler Technologies has been around for a long time and has a history with other municipalities. Full implementation will most likely take between 18 months and 2 years with the initial focus on the finance and human resources departments and continue with the remaining departments. Two of the main reasons for change would be to

increase efficiency and decrease the number of third party software needed. If for some reason the decision to stay with Sungard is made, the City of Kirkwood will not lose functionality as upgrades and maintenance are still being purchased.

### **Contractual Service**

Currently the contractual services consist of software maintenance for Sungard, security software, security hardware, vendors that assist with security, software/hardware maintenance, and software updates. Many of these services can be provided within the new software.

### **Budget**

If the new system is implemented the effects on the budget will be based on whether the software is in-house or hosted by Tyler Technologies. New servers have been budgeted for this year, to replace the 7-9 year old servers, but that is being put on hold until the software decisions are made.

## **FLEET**

The Fleet department currently consists of seven employees, five being technicians. Chris Wenom, Director of Fleet Maintenance, utilizes lifecycle analysis for all city vehicles. A spreadsheet is maintained with the Faster 15 Point Methodology to determine the life cycle of each asset. The three factors used to determine the best time to sell an asset is maintenance, life cycle, and target meter. The ROI when Chris started was 20% and has since increased to 49.9%. The City of Kirkwood has saved between \$100K and \$130K per year by buying vehicles instead of leasing.

### **Budget**

The Fleet department is an Internal Services Fund with the goal to break even which Chris does an excellent job at. Next year's capital expenditures include a four post open front service reach to increase access to certain vehicles. Gas cards and rebates are utilized to decrease the cost of gas and oil.

The Fleet department not only services all vehicles and equipment for the City of Kirkwood but also provides services to neighboring municipalities.

**Questions/Comments**

A question was posed as to the insurance for all the assets. Christian Dunman in Safety handles the insurance.

Gil commented that he feels very comfortable that the city is getting the best ROI due to Chris' thorough analysis. He also stated that other municipalities utilizing Kirkwood's fleet maintenance is a sign that Fleet is doing a very good job.

The meeting adjourned at 8:00 a.m.

Next meeting Friday December 14, 2018



**MINUTES**

**CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, DECEMBER 14, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance: Kelly Mulholland, Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kathy Harris**

**Committee Members Absent: Matt Biere, Sandy Washington**

**Staff Liaison: John Adams**

---

**Approval of Minutes**

Motion was made by Brian Dentinger and seconded by Kelly Mulholland to approve the minutes of the December 8, 2018 meeting. All in favor, motion carried.

**Citizen Comments**

None

Before Russ Hawes presented his budget priorities for the 2020 fiscal year he stated he continues to stay focused on where the city's revenues are and what is happening with the trends. A brief discussion took place regarding which types of businesses pay sales tax and which are exempt. A number of industries are tax exempt in Missouri.

### **Budget Priorities FY 2019-2020**

**1. *Position all Sanitation Department operations to be resilient through market fluctuations. Modify recycling program for adaptability and sustainability.***

Due to the recycling changes in the St Louis region single stream recycling costs have increased dramatically. Kirkwood plans to absorb the increased costs on a short term basis while other options are being looked into.

Solid waste pickup automation is to begin in early FY2020. This will offer an opportunity to further integrate technology and efficiencies in the sanitation department.

**2. *Develop an external strategic communications plan. This will enhance transparency and accountability in all aspects of sharing information with our citizens.***

The public information officer has been tasked with upgrading Kirkwood's outreach to its citizens. A new website will be implemented next year and a financial dashboard is being looked into to increase financial transparency.

Internal departmental communications are also being looked at. To assist with the communication within the Fire Department it is being considered that the city hires three battalion chiefs, one for each shift. Separating the Assistant Chief/Fire Marshal position in to two separate positions is also being considered.

**3. *Work with staff and Council to implement the Downtown Master Plan.***

The City of Kirkwood and its citizens developed a downtown master plan to improve accessibility, parking, and commercial and residential development. The engineers and developers for The City of Kirkwood are working to maximize the growth potential economically for the city.

**4. *Strengthen our preparedness for a sudden economic downturn or decrease in primary revenue streams.***

A financial stress test was performed to determine the city's susceptibility to sudden changes in revenue streams and the results showed the city could withstand a revenue drop of 20% for up to two years. This would give the city time to formulate and consider plans to make adjustments accordingly. Moody's Analytics recently predicted some level of economic downturn in the early 2020's which would be a concern to Kirkwood as budgets are developed and trends are tracked.

**Questions/Discussion**

It was noted by one of committee members that performance indicating and performance budgeting measures were not presented for each department. Russ stated that this was a focus of his last year and new software will help each department with these measurements.

The meeting adjourned at 8:00 a.m.

Next meeting Friday December 21, 2018

**MINUTES**

**CITIZEN'S FINANCE COMMITTEE**

**FRIDAY, DECEMBER 21, 2018**

**7:00 A.M.**

**Location: Kirkwood City Hall, Main Level Conference Room**

**Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kathy Harris, Sandy Washington, Matt Biere**

**Committee Members Absent: Kelly Mulholland**

**Staff Liaison: John Adams**

---

**Approval of Minutes**

Motion was made by Kathy Harris and seconded by Brian Dentinger to approve the minutes of the December 14, 2018 meeting. All in favor, motion carried.

**Citizen Comments**

None

## **Budget Recommendations Roundtable Discussion**

### **Introduction and General Recommendation**

Committee Goals for this year:

1. *City fund balances and movement within CFC recommended guidelines to sustain the city's AA2 or better bond rating*
2. *Revenue sources and risk to meet expense and capital outlays proposed going forward*
3. *Providing citizen's with high quality, efficient services at competitive rates compared to neighboring communities for electric, water, and sanitation.*
4. *Performing Arts and Recreation Center activities linked with citizen's bond issue approval and expectations.*
5. *Continued prudent capital investment in city infrastructure*

A Motion was made by Barb Feiner and seconded by Brain Dentinger to allow other non-committee members attending the CFC meeting to provide input.

The committee has focused on revenues and the risk on revenues. If an economic downturn should occur the city could withstand a 20% drop in revenue for up to two years while still maintaining services. It was mentioned that the city is heavily reliant on sales & use tax which provides nearly half of the tax revenues to the city. Kirkwood does not survive on property tax and only sees \$.59 of the county total of \$7.64/valuation. Georgia stated that Kirkwood is not investigating independently for the telecommunications lawsuit but if the lawsuit is won Kirkwood would benefit from it.

Following the McGrath study it was determined that there will be a \$198K increase for the remaining six months of FY2019 and \$540K increase for FY2020. These increases are for the approximately 274 full time city employees.

### **Public Safety**

A Civilian Fire Prevention position will be recommended by Russ Hawes to take over the Fire Marshal responsibilities formerly handled by the Assistant Chief.

The City of Kirkwood is reimbursed for 75% of the total officer cost in regards to the School Resource Officer program instead of the 100% stated in the committee's first draft.

A discussion took place regarding the amount a Kirkwood resident pays for police and fire versus the amount an Oakland resident pays for the same service. It was noted that Oakland

contributes to the purchasing of police equipment and vehicles in addition to their contractual obligation.

### **Streets**

A discussion occurred regarding the continued need for streets to be fixed and a couple options on how to pay for the repairs.

### **Worker's Comp, Medical, & Cobra**

Members of the committee asked Georgia to verify the accuracy of the numbers in these sections.

A discussion of flex hours occurred and how it could be implemented at the City of Kirkwood.

### **MIS**

Negotiations are still taking place with Tyler Technologies regarding a new system.

### **Sanitation**

A discussion took place regarding the single stream changes that occurred this year and how that will affect the city going forward. The committee is concerned about the viability of Kirkwood maintaining its own sanitation service. John Adams mentioned that the sanitation department has been a self-sustaining department financially and has been using its reserves during the recycling transition. It was noted that Kirkwood residents pay more for sanitation than residents in neighboring communities.

The meeting adjourned at 8:37 a.m.

Next meeting Friday January 4, 2018