

CITY OF KIRKWOOD

OPERATING BUDGETS FISCAL YEAR 2018/2019



*Photo courtesy of Claire Budd
Meacham Park Memorial Park*

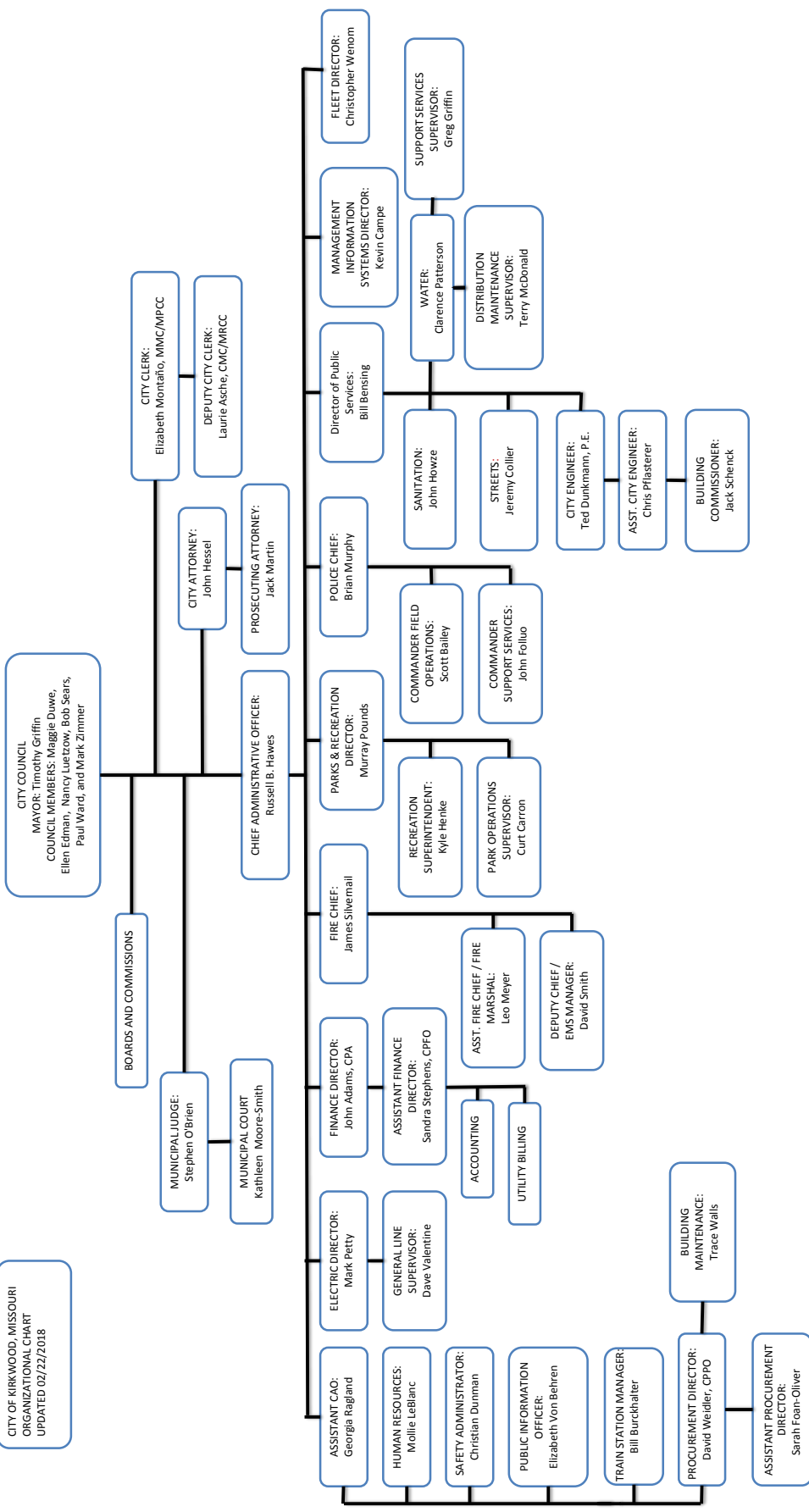
CAPITAL BUDGETS Five-Year Capital Plans Fiscal Years 2018/19 – 2022/23

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CITY OF KIRKWOOD, MISSOURI
 ORGANIZATIONAL CHART
 UPDATED 02/22/2018



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**Section I
Strategic Plan and
Budget Message**

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City of Kirkwood Strategic Plan

June 2017



ACKNOWLEDGEMENTS

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

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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 it 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 Statute 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.

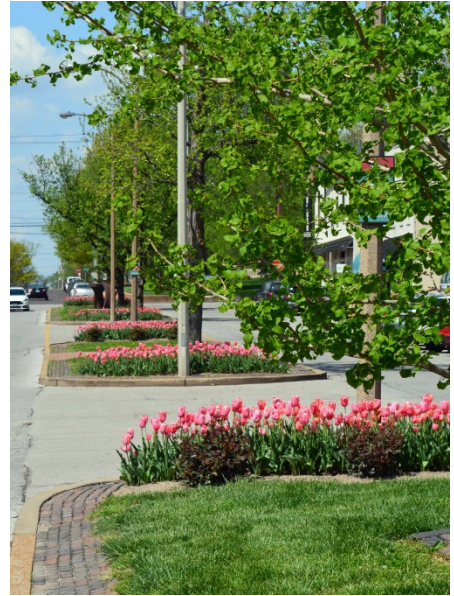
Initiatives/Projects/Actions:

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.





WHERE COMMUNITY AND SPIRIT MEET™

FY 2018-2019 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 2018-2019 (FY19) 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.

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 passage of Proposition P in Saint Louis County provides a different funding stream for police services. Proposition P funds received by the City of Kirkwood are directed entirely to police department needs. In the FY19 budget, Proposition P funds such items as across the board police raises, police contributions to the Police and Fire Pension Plan, five new patrol vehicles, non-lethal force equipment, and incident de-escalation training.

The City continues to emphasize performance management through all departments to guide decisions. This includes benchmarking key service indicators with cities such as Clayton, Webster Groves, Creve Coeur, Maplewood, and Richmond Heights in the STL Benchmark Cities performance collaborative. This consortium brings together leadership in these cities to identify common demographic, financial, and performance data; and share information, resources and best practices to the benefit of all our citizens.

Management is working to incorporate performance information to be more proactive and quick to respond to both expected and unexpected operational challenges. This provides the analytics to support better decision-making. An example of this is the City's continued implementation of its road restoration 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 study estimated that \$41 million would be needed for street reconstruction and repair over the next ten years to bring streets to an above average condition.

In FY17 more than \$3.4 million was expended on improving our roads and streets. The overall pavement condition index for the city was raised to PCI 67 from the PCI 64 baseline at the start of the project. A similar amount of work has been completed in FY18, with more than 20 streets being resurfaced this fiscal year. We project a PCI of 70 citywide following FY18 work.

Restoring the City's streets to the quality our citizens expect is a high-priority item identified in our most recent citizen survey. The proposed budget for FY19 includes our next citywide survey to provide guidance on where we need to direct our attention and resources. We continue the infrastructure rehabilitation program in this budget with over \$3.9 million dedicated to street and sidewalk improvements. The City received a federal grant for approximately \$950,000 for North Geyer Road, to supplement local funds in these efforts.

We are adapting our Sanitation services to a changing market. In discontinuing commercial solid waste collection operations, the City has signaled its renewed focus on our residential customers in the core services of residential solid waste, recycling, and yard waste collection. There will be significant capital investment in these core functions in the coming years. Much of this new investment in the Sanitation Department is for equipment to streamline and automate sanitation operations. This transition will include new automated roll cart systems for solid waste, similar to our current recycling vehicles and carts.

FINANCIAL OVERVIEW

The Kirkwood Finance department prides itself on being a strong watchdog for the City's money. The City continues to project a stable outlook for the FY19 budget year, and in fact received an exceptional Aa2 rating on its latest bond issue. Revenues have been steady, if not growing, in most revenue categories. The citizens supported the April 2017 ballot measure to continue collection of the City's one-half cent capital improvements sales tax in perpetuity. 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. For fiscal year 2019 staff recommends no new taxes, with only an adjustment to ambulance fees in General Fund or enterprise fund services.

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 surpluses in recent years. The \$440,000 fiscal 2017 surplus pushed the City's total General Fund balance to \$9.7 million, representing a strong 42.2% of revenues. The surplus is indicative of the City's conservative budgeting practices as the city typically only realizes 94-96% of budgeted expenditures. Sales taxes continue to be the City's primary revenue source and accounted for 26.1% of fiscal 2017 General Fund revenues, followed by gross receipts taxes at 19.6%.

Our strong General Fund balance is one of the primary reasons the City of Kirkwood was able to attain the aforementioned 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 allowed us to borrow funds at the some of the lowest possible borrowing costs, which saved our citizens hundreds of thousands of dollars when this debt was issued. The strong fund balance also provides a reserve cushion for economic fluctuations and downturns. The City of Kirkwood must continue to maintain and to build upon our strong fund balance in the General Fund.

The FY19 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 necessary infrastructure maintenance and capital purchases are not delayed.

It is helpful to track the recent past in in determining projections for the upcoming year's budget. The most recent audited actual revenue and expenditure figures for the City are for FY16 and FY17. General fund revenues totaled \$21,717,678 in the fiscal year ended March 31, 2017, compared to \$20,441,154 for the year ended March 31, 2016, a 6.24% increase. Expenditures for the general fund, totaled \$22,455,085 for FY17. This was an increase of \$1,360,480 or 6.45% above the previous year. As of March 31, 2017, unassigned general fund balance, as a percentage of expenditures is steady with prior year at 34.5%. The City was able to add \$440,478 to the general fund balance for FY17. 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 FY17 budget anticipates and projects a continuance of dividend distributions from the enterprise funds to the general fund and capital improvement fund.

The city strives to offer competitive pay and benefits as a means to attract and retain qualified employees. Staff continues to evaluate ways to strengthen the pension component of employee compensation. It is also important to continue along the course of a professionally-administered employment classification and compensation system in order to recruit and retain highly capable employees. The City currently is in the process of its first comprehensive update of the classification/compensation plan since 1999.

This analysis will identify where, and to what extent, compensation adjustments are necessary to keep the City competitive in a changing labor market. The results will guide management's recommendation on overall and merit-based compensation adjustment. Those specifics will be determined prior to adopting the FY19 budget.

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. With personnel costs approximately 72% of all operating costs, we strive to maintain and improve services as much as possible without adding people. 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 has eight employees including the Chief Administrative Officer, Assistant CAO, Safety Director, Human Resources and staff of three. The Administration Department oversees citywide administrative functions, and manages risk. The assistant CAO works diligently with the CAO, safety director, and human resources director to assess and minimize possible liability issues or exposures through strong policy, procedure, and enforcement.

In FY19 we will have the results of our more extensive compensation and benefits study. Both the police and fire step plans are being evaluated to determine if fewer steps are more appropriate than the current system. With the current recruitment climate for public safety positions, and recent pay scale adjustments among our comparators in the market, considerable changes may be warranted. The FY19 budget includes a 3½% adjustment to salaries. This is anticipated to cover any implementation cost of the compensation/classification study.

The City has been successful in limiting cost increases for employee benefits. The result again this year is zero increase in the City's health, dental, and vision insurance premiums for the upcoming year. This is the second consecutive year of no increase in employee health insurance premiums. This is attributed to sound management of our current plan, success in wellness initiatives, and positive experience in our employee pool. A year-to-year zero percent increase in health costs in these times is an exceptionally strong statement.

We plan to follow-up with our benefit consultant on possibly utilizing a more comprehensive benefits platform that would offer employees choices in how they spend the benefit dollars allocated to them. This might eventually include paid time off with no differentiation of sick or vacation leave. We also want to continue to explore potential

solutions for finding a way employees can affordably bridge health insurance if they retire from city employment before they are eligible for Medicare.

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 moving forward on implementing strategies to fulfill 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, sidewalk connectivity, and police non-lethal use of force training and equipment.

Personnel:

Discussions continue with the both the police and firefighters unions on new labor agreements. Chiefs Murphy and Silvernail are working closely with our negotiating team headed up by Georgia Ragland. The City's labor attorney is involved and has helped set reasonable parameters for the discussions. We look forward to continuing the mutual collaboration and respect evidenced for so many years through all levels of these departments.

Medical Fund:

The proposed budget includes funding to continue the City's onsite biometric screening program at our employee health fair. This part of a wellness incentive that allows 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:

This budget again contains a safety bonus to be paid to City employees for their 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 \$52,000, 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.

Administration:

The City last purchased winter holiday decorations to adorn light poles approximately fifteen years ago. The downtown Special Business District spruced them up with new bows about six years ago. City Council has indicated that with these decorations currently being worn and tattered, they do not reflect well on the City. The Street Department installs and stores these units. Estimated cost to replace with new updated displays is \$100,000.

Capital Items:

Administration plans to use FY19 capital funds as proposed:

Replace Holiday Decorations	\$100,000
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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. The City is also exploring 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, while the City is planning to budget sufficient funds to address drainage improvements in FY20. A new security camera system was added at the station in the current fiscal year.

Capital Items:

There are no new capital items in the FY19 budget for the Train Station.

MANAGEMENT INFORMATION SERVICES

The MIS department’s primary focus this next fiscal year will be to coordinate the acquisition of enterprise resource program software for the City’s financial tracking, administrative, and service provision needs. MIS will work very closely with the selected vendor and all departments on implementation of the new system. The goal is full integration of finance, work orders, billing, and expanding the use of the GIS system in conjunction with the new ERP system.

Another MIS priority supported in this budget is the installation of new hardware to replace aging servers.

Capital Items:

MIS plans to use FY19 capital funds as proposed:

Computer Upgrades	\$ 15,000
Upgrade Servers	\$125,000
New ERP System	\$800,000

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.

The department will be concentrating on the development of new training materials, a vendor relations program, and revision and review of current bid and contractual document templates. The new training materials are for a new e-procurement system,

contract management, and internal processes. Training for these programs and processes will allow for a smoother transition in services, as well as the opportunity to gain feedback on internal changes to promote new efficiencies in our customer service delivery to both internal and external stakeholders. Similar to the new training materials, the vendor relations program will allow us to perform outreach to our vendor community to provide a smooth transition to e-procurement and to inform them of our processes. This will enable us to receive feedback in order to provide a better solution to our vendor community, correlating to increased vendor response and improved competition. The final focus on revision and review of current bid and contractual document templates will involve a review of our current documents to limit the City's liability and resulting in the forming of a new consistent format for solicitations and agreements. This change will reduce potential for errors in editing of conditions, reduce review time, and provide a consistent format for our vendor community.

Capital Items:

Procurement plans to use FY18 capital funds as proposed:

Replacement Vehicle	\$ 18,500
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FACILITES 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. Custodial services, previously outsourced were brought back in-house in FY 17. 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 Fiscal Year 2019. 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.

The current heat pump systems in Firehouse 3 will be eighteen years old at the time of replacement, which far exceeds the life expectancy for heat pumps. The two residential heat pumps need to be replaced. The other two priority projects are a software upgrade to the obsolete City Hall HVAC controls system and a new roof for the police pistol range. This budget also includes sculpture maintenance identified through the Kirkwood Arts Council.

Capital Items:

Building Services plans to use FY19 capital funds as proposed:

Firehouse #3 Heat Pumps Replacement	\$ 45,000
Pistol Range Roofing System	\$ 65,000
City Hall HVAC Controls	\$ 27,500
Sculpture Maintenance	\$ 8,900

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 Deputy City Clerk to attend the annual Laserfiche Conference so she will have the most updated 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 FY19 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 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 FY19 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 \$11,225 has been realized thus far in FY18 as a result of neighboring municipal repairs. 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 FY19, Fleet Services is planning to replace a worn out and corroded parts washer. The aqueous parts washer is used to clean large items by jetting a heated eco-friendly solution onto the parts. This process streamlines operations by allowing the technician to continue repairs while the items are cleaned. The requested parts washer is made of stainless steel thereby reducing the likelihood of repairs and increasing its life cycle.

Capital Items:

Fleet Services plans to use FY19 capital funds as proposed:

Aqueous Parts Washer	\$ 17,000
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POLICE DEPARTMENT

The Kirkwood Police Department came under new leadership this past year. Following Jack Plummer’s retirement, and an intensive search, Brian Murphy took over the Chief’s reins in August 2017. Chief Murphy has identified an ambitious plan to move the department forward in the coming years. Funding from Prop P allows the department to continue to be competitive and on the cutting edge of police departments in the region. It helped propel compensation adjustments to place Kirkwood police officers beyond the median for departments in St. Louis County.

Our police department continues its emphasis on best practices in community policing and public service. The department has emphasized de-escalation training, and restructured its juvenile/school resource officer program. The Police Department is working diligently with other agencies to address the opioid crisis. It is part of the West County Opioid Intervention Task Force, which uses predictive analytics to help identify possible issues where intervention may help. This proactive approach has strengthened the bond between the police and the community.

Chief Murphy has identified the need in Kirkwood for an additional non-lethal option in use of force incidents. After considerable analysis, we have included in this budget the purchase of Tasers for all officers. There are a number of incidents per year where officers are forced to use physical force to subdue a subject who resists arrest. In these incidents, there is great risk of injury to both the officers and the suspects. In some instances, the use of pepper spray only angers the suspect more and causes continued fighting. The Taser, when deployed correctly can involuntarily lock up the suspect’s muscles so that they are unable to continue resisting, allowing the officers to take that person into custody without further injury to the officer or suspect. New policies on the appropriate use of these weapons will be in force prior to their implementation.



The FY19 budget includes funds for recurring charges for CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation, and software. The CALEA accreditation is progressing smoothly with review and adjustment of hundreds of policy standards throughout all divisions of the department. We expect the CALEA process to be completed during the latter half of FY19.

Dispatch:

Dispatch is in the process of major upgrades to its systems. Two new terminals will be arriving in February 2018. Physical changes to the office setup, including a raised floor, are currently being implemented. Our Fire/EMS dispatching agreement with the City of Des Peres has been positive for both parties. Other nearby cities have observed the effectiveness of that partnership and are considering their options in partnering with Kirkwood.

Capital Items:

Kirkwood Police plans to use FY19 capital funds as proposed:

The police department will be obtaining four new patrol vehicles and two leased vehicles in FY19 to replace high-maintenance cost older models.

Patrol Vehicles	\$120,300
Leased Vehicles	\$ 19,200
Taser Weapons	\$ 20,510

FIRE DEPARTMENT

The Fire Department believes in maximizing the potential of the men and women who are responsible for carrying out the demanding obligations of our organization. Its mission is executed through the most skillful administrators, firefighters, and paramedics in the industry. The expertise of our professional staff members is maintained through continuous training, education, and improvement. This professional development is achieved through advanced training and continuously enhanced industry involvement through conference attendance and membership participation. In FY19 this budget includes an adjustment to the training budget and funding for increased participation in industry conferences and professional memberships. Training is an essential function within the Fire Department. The training line item budget adjustments reflect additional command certifications recently mandated by St. Louis County. It also includes improvements to operational training that maintain operational proficiency and compliance to ISO parameters.

Up to date technology is important in fire service today. The department must prioritize the budgetary responsibility of purchasing technological updates and advances. The budgeted technology improvements for FY19 include operational computer replacements and a complete cardiac monitor/defibrillator upgrade. 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 in which they must operate. 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 in-vehicle laptops will be seven years old when replaced. All eleven laptops are planned to be replaced at this time.

Each ambulance and fire truck is equipped with a cardiac monitor/defibrillator in order to provide advance life support in medical emergencies. This sophisticated medical equipment provides advanced medical diagnostics and can deliver defibrillation (electrical shock) to a patient's heart to restart the correct rhythm. These units also produce a hospital quality electrocardiogram of the patient's heart rhythm that can be transmitted to the hospital emergency department. These units utilize electronics, computer circuitry, and battery technology and are critical to the EMS program and quality patient care. The current units were purchased in 2010 and will be eight years old when replaced. This is critical life-saving technology that must be maintained in optimum condition.

The Kirkwood Fire Department delivers the most efficient, effective all-hazards emergency services to our entire community. This budget includes maintaining operational proficiency with essential equipment replacement. These include: fire hose replacement, a miscellaneous fire equipment purchase for the new engine to be delivered in FY19, and a personal protective equipment purchase. The personal protective equipment suggested 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 in FY19 anticipates purchasing 3 sets due to retirement.

The purchase of the new fire rescue pumper in FY18 necessitated the purchase of small, miscellaneous equipment. This equipment will allow for the apparatus to be in full service for all emergencies and also allow the reserve engine to be fully stocked and ready for immediate placement into service. This allows for greater versatility and preparedness. This purchase includes: hand tools, nozzles, appliances, axes, etc.

Capital Items:

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

Ambulance Replacement (second year payment)	\$ 89,433
Auto-load Stretcher (second year payment)	\$ 48,409
Rescue Pumper (second year payment)	\$239,141
Ruggedized Laptop Computers	\$ 60,500
Firefighter Protective Equipment	\$ 6,000
Cardiac Monitor Defibrillator Units	\$200,000
Hose Replacement	\$ 18,000

PUBLIC SERVICES DEPARTMENT

Engineering and Infrastructure

The Engineering Department will be focusing on the third year implementation of the Street Restoration Program with \$3,155,000 budgeted for resurfacing, including the North Geyer Rd. 80/20 grant project. The capital budget will reflect funds that will be used in the West street maintenance district. This district is bounded by Big Bend to the south, Geyer Rd. to the east, Adams Ave. to the north and the city limits to the west. These projects consist of asphalt milling and overlays, micro surfacing, 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 three construction projects funded from grants received through East-West Gateway Council of Governments (EWGCG). 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 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 80/20 match grants through EWGCG for the design and construction of these projects covered under the Transportation Alternatives Program (TAP), Congestion Mitigation and Air Quality (CMAQ) and Surface Transportation Program (STP).

In the FY19 budget the removal and replacement of an undersized box culvert on Fillmore Ave. is also planned. This area, for years, has flooded Fillmore Ave. during heavy rain events. This improvement is planned to reduce and eliminate future road closures due to flooding.

In addition to these projects, this budget includes \$200,000 in funding to begin a new comprehensive Sidewalk Improvement Program. This program will combine under performing programs like the current 50/50 program, by creating a combined proactive program to enhance the City's implementation of the Kirkwood Pedestrian and Bicycle Plan.

Planning

This past year the City Planner coordinated the completion and adoption of the City's new comprehensive plan, *Envision Kirkwood 2035*. In addition to this plan, the City Council adopted a new five-year Strategic Plan. The strategies in both these planning efforts include revisiting our zoning codes to better support sustainable development in the city. In order to begin to address these plans' goals and objectives, the FY19 budget includes funds to evaluate the City's current zoning code.

Capital Items:

Engineering/Infrastructure/Planning plans to use FY19 capital funds as proposed:

Street Resurfacing	\$3,155,000
Sidewalk Improvements	\$ 200,000
Fillmore Culvert	\$ 375,000
East Elliot Culvert	\$ 75,000
Downtown Parking Lots	\$ 150,000
New Copier	\$ 20,000

Forestry

FY18 was the first year that the position of City Forester was added to the City budget. In this first year, the benefits have been abundant; specifically the coordination of two events for the pickup of storm debris. The Forester has also developed programs to provide preventive tree pruning, coordinated hazardous tree removals and developed a program to actively control the effects of EAB through the removal of infected trees and/or through the treatment of healthy ash trees. With the input and assessment from the City Forester, there is a request in the FY19 budget to add \$37,000 to the tree maintenance program. This increase will allow for further development of the program and sustain the City's urban canopy.

Capital Items:

There are no new capital items in the FY19 budget for the Forestry Division.

Building Commissioner

Infill construction throughout the city has highlighted an growing concern, negative impact to neighbors of building sites. Staff and City Council identified the need for a building inspector to closely monitor construction site code compliance in neighborhoods. This budget converts the part-time Housing Inspector position to a part-time Multi-Discipline Inspector. This request will increase operational cost by \$9,363. The intent of this position is to add additional focus on construction site conditions that may adversely impact adjacent neighbors and/or neighborhoods. This position will also closely coordinate with the Police Department's Code Enforcement Officers in the identification, assessment and tracking of vacant properties, to assure they are maintained in accordance with the municipal code.

Capital Items:

There are no new capital items in the FY19 budget for the Building Commissioner.

Sanitation

In January, 2017 the City eliminated commercial sanitation services. Since this time the department has been evaluating its operation and has been able to reduce staffing by one full time position, decrease landfill fees, and divest at surplus one sanitation truck. This coming fiscal year the department will be focusing on the phased-in implementation of a fully automated residential collection program for solid waste. One of the largest capital increases for this program is the purchase of solid waste carts. Staff will be seeking grant

funding in March of 2018 in an effort to reduce this expenditure, in addition to evaluating lease purchase options for the carts. The initial capital expenses for the automated program will lower the department's reserve fund in FY19 and FY20. With continued cost saving as a result of automation, the fund is projected to rebuild at a steady pace.

The largest change in this year's budget request has been both a cost savings impact and an improvement to the operations. Historically, the Sanitation Department has had a high rate of turnover with part-time employees. This past and current fiscal year has not been any different, and this reduces effectiveness in providing services in a consistent and timely manner. With the elimination of the commercial operations and a shift in work duties, this year's budget is proposing the elimination of three (3) part-time positions, changing the status of the part-time Recycling Worker to full-time status and adding one (1) additional full-time Sanitation Worker. These changes will result in the reduction of one (1) FTE and an operational cost reduction of \$31,020. It is anticipated that this change will strengthen the department and help in providing consistent and reliable service to Kirkwood residents.

Capital Items:

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

Replacement Receptacles	\$ 10,000
Roll Carts	\$100,000
Rear Loader	\$110,000
Side Loader	\$240,000
Pick-Up	\$ 28,000
Utility Bill Printer (w/Water and Electric)	\$ 5,000

Streets

As an integral part of the Street Restoration Program that the City began in 2015, the Street Department has turned its focus to preventative street maintenance with crack sealing and patching. This work is in lieu of contracted work, and extends the serviceable life of our streets. The department has also expanded its capabilities in the repair and replacement of concrete curbing and concrete slab replacements saving contractor costs. Various pieces of equipment are listed below in capital support for the mission of this department. There is also a budgeted increase in the materials account to allow for increased street maintenance work.

Capital Items:

Streets plans to use FY19 capital funds as proposed:

Variable Width Paver	\$ 55,152
Traffic Arrow Board	\$ 15,000
Dump Truck	\$ 90,000
Air Compressor	\$ 65,000
1.5 Ton Pick-Up	\$ 45,000

Water

The Water Department continues working toward maintaining and upgrading the City’s water distribution system. In the FY18 budget the City allocated funds for engineering design services to replace the Swan Pump station. This project is currently in the design phase and has been budgeted for construction in the FY19 budget. This is projected to be funded by a revenue bond at \$600,000 per year. Due to the large capital outlay for this project, the water main replacement program has been reduced to accommodate for this investment. Even though there has been a reduction in the main replacement program, we are still planning to exceed the industry standard of 0.5% of annual water main replacement.

In this current fiscal year, the department has contracted with a company that specializes in the identification of potential unknown leaks within the water distribution system. These unknown/unforeseen leaks are a large contributor to the City’s historically large water loss of over 20%. To date, the study has identified over 50 potential leaks. With this information, the department has constructed a plan for the FY19 budget to address this issue. In the proposed budget 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 capital equipment purchases and a staffing increase to address inoperable and leaking valves as well as become more proactive, rather than reactive, on maintenance. An important capital request is a piece of equipment known as a valve exerciser used in the maintenance of water main valves.

With the need to be more proactive on the maintenance of the water distribution system the FY19 budget supports an additional Water Lead person. This new Water Distribution Lead position (promotion of an existing employee and hiring of a distribution system worker) would enable water to have two crews working at different areas at the same time unless it is an emergency call-out. These crews will then be able to work both independently and jointly, as needed, in maintenance activities and during water main breaks.

Capital Items:

The Water Department plans to use FY1 capital funds as proposed:

Fire Hydrant Installations	\$ 10,000
Water Main Replacement	\$ 525,600
Operational Improvements	\$ 100,000
Leak Detection Program	\$ 100,000
Valve Exerciser	\$ 32,000
Tank Mixing System	\$ 185,000
Pick-Up	\$ 32,000
Meter Shop Improvements	\$ 40,000
Utility Bill Printer (w/Electric and Sani.)	\$ 5,000
Pump Station Bond Payment	\$ 600,000
Dump Truck	\$ 135,000
Arrow Board	\$ 15,000
Utility Bill Printer (w/San. and Electric)	\$ 5,000

RECREATION DEPARTMENT

Funding is in place, and plans are underway for a new Performing Arts Center south of the railroad tracks downtown, and renovated Community Center incorporating fitness facilities at Kirkwood Park. The total development budget for both facilities is currently projected at \$30 million. The five year capital parks and recreation plan includes the repayment of the recently issued \$24 million certificates of participation bonds. The capital budget for FY19 includes a newly approved grant from St. Louis County to provide for equipment and fixtures for the theater. These include seating, curtains, and equipment up to \$525,000.

There are no large capital improvement projects for parks and recreation in this year’s budget. Most of the capital funding is directed to the aquatic center and ice rink. Only one significant park related project is included in the next five years, the development of athletic fields at Greentree Park, currently programmed for FY21. It is anticipated that half the cost of that project will be covered by a St. Louis County perk grant.

The proposed capital budget includes money to repaint certain pools, fencing, and structures at the aquatic center, and ongoing pool repair. The tennis courts will receive an automated light control system, and the ice rink is slated for the replacement of its rubber flooring cleaning machine.

Capital Items:

Recreation plans to use FY19 capital funds as proposed:

Pool Painting	\$ 47,000
Theater Equipment and Fixtures	\$525,000
Pool Repairs	\$ 30,000
Paint Pool Fence	\$ 20,000
Replace Pool Grates	\$ 25,000
Ice Rink Floor Machine	\$ 7,500
Tennis Court Light Control System	\$ 15,000

KIRKWOOD ELECTRIC

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. The electric department will continue to investigate utility scale wind and solar wholesale renewable energy opportunities to broaden and lower its purchased power portfolio. The department will continue its multi-year to upgrade the poles, wires and substations of its power delivery system to improve reliability and energy efficiency. It will also continue to strive to lead the industry in visionary customer offerings including additional electric vehicle charging infrastructure, time-of-use rates, and solar net metering. Kirkwood Electric’s efforts in the new fiscal year will help sustain a high standard of living for its current customers and attract new economic development to strengthen and grow its user base.

This fiscal year Kirkwood Electric is proposing to institute its workforce succession plan, an initiative discussed at the City Council planning session this past summer. Kirkwood Electric forecasts that six line workers will retire within the next five years. This represents half of the line worker positions at the utility. The line worker position is a key job category with regard to the utility's effort to provide reliable service. Experienced line workers are difficult to hire, as an experienced candidate requires five years of training. Kirkwood Electric recommends that five line workers be recruited and selected in fiscal year 2019 in order to prepare for the forecast vacancies. It is anticipated that a majority of the new candidates will require up to five years of training. The added annual expense associated with these five new positions is expected to be \$855,000. This figure includes wages, benefits and training. After the anticipated retirements take place the department will return to its current staffing level.

FY17 and FY18 marked years of aggressive distribution system upgrade work. Multiple crews working simultaneously have allowed these projects to move forward with enhanced efficiency. For FY19, the department plans to continue that work in a clockwise fashion from the northwest portion of the city. This will enable the electric utility to redistribute load and begin upgrades at the Sugar Creek substation. The Sugar Creek substation upgrades are currently in the design phase. During FY19 we plan to perform the upgrade to the substation at a projected cost of \$325,000.

Kirkwood Electric is also extending and upgrading street lighting on Kirkwood Road and Argonne Avenue. Included in this budget are funds to extend the ornamental post top lighting on Kirkwood Rd. from Washington to Essex on each side of the street. This proposal includes adding approximately twenty lights in the corridor, and upgrading existing lighting to LED. For Argonne, the plan is to extend the ornamental post top lighting on Argonne on the center island on both sides from Taylor to Clay. This would also involve adding approximately twenty lights. It should be noted that the lighting projects proposed in the downtown area will be the introduction of new LED lighting to Kirkwood. Kirkwood Electric is currently investigating the installation of LED lighting in the residential neighborhoods and expects to have a plan for this lighting early in FY19.

Wi-Fi connectivity is an amenity for visitors to downtown and parks that can add to their experience in Kirkwood. We currently provide free Wi-Fi hotspots at the Train Station and the Farmer's Market. The department recommends adding three additional nodes to provide internet access at Station Plaza, and potentially other public areas such as along Jefferson and near the community center. The annual expense associated with three additional nodes is estimated to be \$5,400 and the installation of a Kiosk can range from \$2,000 to \$10,000. This year's budget includes \$30,000 to provide Wi-Fi and Kiosk services in three pilot locations.

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 FY19, the City is budgeting a \$1,000,000 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. Each year, the dividend is based, in part, on the financial strength of Kirkwood Electric. The utility continues its pay-as-you-go approach to capital investment, and operates debt free. The budget for FY19 includes over \$1.3 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
Utility Bed Pickup Truck	\$ 27,000
Street Lighting	\$ 180,000
WiFi and Electronic Communication	\$ 30,000
Utility Bill Printer (w/Water and Sanitation)	\$ 5,000

CONCLUSION

From its beginnings at the budget planning session in June, through Citizens Finance Committee review during October and November, the Fiscal Year 2018-2019 budget has seen many layers of review. Management strategically reviewed departmental budget requests, and sought opportunities to improve efficiency while ensuring that essential public services continue to meet the needs of Kirkwood's residents, businesses, and visitors. Our City team, as usual, has been thoughtful in finding operational efficiencies and producing a lean and effective budget. This process incorporated collaboration and commitment and from all departments. I greatly appreciate the department heads and assistant CAO Georgia Ragland in their diligent and tireless analysis of departmental functions and needs in light of the new five-year strategic plan. The assistance of these team members allows me to declare with great confidence that the proposed budget is fiscally responsible and addresses the needs of Kirkwood's residents.

We are still faced with challenges in order to maintain the highest level of services in the face of slow revenue growth. In order to better allocate limited resources, we continue our emphasis on performance management, benchmarking, and data-driven decision making. The Recreation Department was the first of our departments to implement a priority-based approach to budgeting this year, where individual programs were evaluated for their contributions and viability. Next year we will expand that priority-based approach to the Police Department. Strategic efforts by the City, such as small area plans addressing underdeveloped commercial properties in Kirkwood, will help realize economic potential in these areas. These efforts will strengthen both the revenue and expense side of the ledger to continue the City of Kirkwood's strong financial standing.



I am proud to present this financial plan for implementing programs to provide for the common good of the citizens of Kirkwood. I wish to thank all involved in the development of this budget. The Citizens Finance Committee, as always, had productive thoughts and contributed positively to the final product. I appreciate their commitment to serving the citizens of Kirkwood. Finance Director John Adams and Assistant Finance Director Sandy Stephens were especially helpful in collecting and assimilating financial data from the department heads, and formatting and developing the final document. The FY2018-2019 budget and capital plan provides a financial plan that, combined with staff's careful oversight, will see us through the next fiscal year and beyond with a continued positive operational and financial outlook.

Respectfully,

A handwritten signature in black ink, appearing to read "Russell B. Hawes". The signature is fluid and cursive, with a large initial "R" and "H".

Russell B. Hawes, AICP
Chief Administrative Officer

**Section II
Reappropriations and
Position Requests/Changes**

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City of Kirkwood
Reappropriations Requests from the 2017/2018 fiscal year

	Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
1	101-1102-412-31-08	2017/2018	Administration	Urban Forestry Funds	950
2	300-1105-600-7505 (IT1804)	2017/18	MIS	ERP Consultant	89,560
3	300-1105-600-7505 (IT1803)	2017/18	MIS	Unitrends	26,617
4	205-1201-429.31-10	2017/18	Police	FITCH GROUP (CALEA Project)	10,900
5	205-1201-429.75-03	2017/18	Police	BICK GROUP (Dispatch Flooring)	21,043
6	205-1201-429.75-03	2017/18	Police	DISPATCH CONVERSION EXPENSES	4,462
7	101-1204-421.43-08	2017/18	Police	RANGE TARGET BACKING	4,524
8	301-1112-600.75-05	2017/2018	Procurement	E-Procurement Software	35,000
9	301-1102-600-75.05 AD1801	2017-2018	Administration	Website Redevelopment	49,700
10	301-1401-600.75-12 PW1805	2017/2018	Public Services	Kirkwood Rd/BNR	462,420
11	301-1401-600.75-12 PW1805	2017/2018	Public Services	Sidewalks	141,170
12	301-1401-600.75-14 PW1803	2017/2018	Public Services	Parking Lot Main.	34,955
13	301-1401-600.75-14 PW1801	2017/2018	Public Services	Street Projects	561,945
14	101-1701-423.31-10	2017/2018	Engineering	Office Renovation	25,000
15	302-2001-600-7503 PR1712	2016/2017	Parks & Recreation	PAC Design	1,172,100
16	302-2001-600-7503 PR1808	2016-17	Parks & Recreation	Community Center Design	1,441,189
17	302-2001-600-7503 PR1809	2017-18	Parks & Recreation	Pool Fence Repair	20,000
18	302-2001-600-7504 PR1805	2017-18	Parks & Recreation	Pool Deck & Step Repair	20,000
19	302-2001-600-7504 PR1806	2017-18	Parks & Recreation	Greentree Park Phase 2	118,054
20	302-2001-600-7504 PR1806	2017-18	Parks & Recreation	Diamonds 5 & 6 Light Controls	12,000
21	505-2215-481.75-15 WA1702	2017/2018	Water	TMI - D. F. Tower Recoating (180273)	168,025
22	505-2215-481.75-15 WA1801	2017/2018	Water	Distribution/Infrastructure	1,344,984
23	509-2315-482.75-15 SA1801	2017/2018	Sanitation	SA1801 Recycling Conveyor Grant	16,500
24	501-2115-480-75-05 EL1707	2016/2017	Electric	Electric Charging	38,998
25	501-2115-480-75-07 EL1706	2016/2017	Electric	Redevelop Initiative	51,288

City of Kirkwood
Reappropriations Requests from the 2017/2018 fiscal year

	Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
26	501-2115-480-75-15 EL1612	2015/2016	Electric	Alfred Substation	154,456
27	501-2115-480-75-15 EL1616	2015/2016	Electric	Signal Optimization	57,406
28	501-2115-480-75-15 EL1801	2016/2017	Electric	Circuit Upgrade	2,594
29	501-2115-480-75-15 EL1702	2016/2017	Electric	Quan & Taylor	375,000
30	501-2115-480-75-15 EL1703	2016/2017	Electric	Quan & Woodlawn	375,000
31	501-2115-480-75-15 EL1802	2017/2018	Electric	Sugar Creek	80,000
32	501-2115-480-75-15 EL1803	2017/2018	Electric	Rose Hill to Essex	4,292,610
33	501-2115-480-75-15 EL1805	2017/2018	Electric	AMI	578,934
34	501-2115-480-75-06 EL1806	2017/2018	Electric	Electric Dist. Supt. Vehicle	34,544
	Total Reappropriations				11,821,928

City of Kirkwood
Reasons For Reappropriations Requests from the 2017/2018 fiscal year

Reason for Reappropriation	Estimated Completion Date
Urban forestry has a small amount of funds which they have not spent.	2018/2019
Consultant was just selected. Estimate the project will be complete towards the end of the fiscal year.	September 2018
Project has not gone out to bid so I estimate completing next fiscal year.	2018/2019
CALEA is an ongoing project, with continuing assistance needed from Fitch Group.	May 2018
The Dispatch center upgrade is subject to the timeline established by the St. Louis County Emergency Communications Commission (ECC), and there have been significant delays on their end. The raised flooring (\$21,043.00) must be completed during the conversion. The most recent time estimate given is the end of March or beginning of April 2018.	April 2018
Funding set aside for other expenses that may be incurred during the Dispatch conversion	April 2018
Linatex target backing curtains for the pistol range, which have been ordered and are expected to be delivered in March, but they could possibly not be delivered until April.	March 2018
Project contingent upon review of ERP systems that have potential effect upon final solution and selection.	March 2019
Web redesign contract awarded. Project will be completed in the next fiscal year.	2018/2019
Waiting for MoDot Approval to begin Construction	December 2018
Utilize for sidewalks in next fiscal year.	2018/2019
Pending completion of punch list items	March/April 2018
Projects in various stages of completion	2018/2019
On hold until document scanning is completed	May/June 2018
Performing Arts Center design continues to move forward with modifications approved by Council. Allocation also includes funding for construction period services on the part of the design team	December 2019
Community Center design on hold as design as cost for PAC is finalized. Plan development expected to resume late in 2018. Allocation also includes construction period services the design team. Construction expected to begin in 2020.	2021/2022
Pool Fence Repair project was bid earlier in the year but had no respondents. Project specifications have been modified and project is in the process of being rebid.	May-19
Project specification being developed with bids to be issued in the near future. Work expected to be accomplished in spring of 2019	May-19
Project has been bid and awarded. Construction expected to begin in February and take approximately 90 days to complete	June 2018

City of Kirkwood
Reasons For Reappropriations Requests from the 2017/2018 fiscal year

	Reason for Reappropriation	Estimated Completion Date
20	Proposals expected in early February, with the hope installation can occur before the start of the softball/baseball season in early April	April 2018
21	Final inspection and disinfection pending	April/May 2018
22	Projects in various stages of completion	2018/2019
23	Anticipate bidding in February	May/June 2018
24	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 Voltswagon settlement to determine if additional dollars will be available.	March 2019
25	In January 2018 the Electric Department funded the consulting services agreement with PG&V. PG&V will now perform a commercial market analysis on the Leffingwell Avenue Industrial Area and the Kirkwood Road /Big Bend Area. The intent of the analysis is to determine why these areas are under-development with the ultimate goal of attracting development to these areas. The plan is to investigate other Kirkwood areas after these locations are investigated. Any new development in Kirkwood under-developed areas will increase load and revenue for Kirkwood Electric.	March 2019
26	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 the fencing, landscaping and 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 2018 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.	March 2019
27	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 generation of bid documents and inspection services. The project is slated to begin construction in the spring of 2018 with completion occurring in the fall of 2018.	March 2019
28	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 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 half 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.	March 2020
29	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.	March 2020
30	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 these existing traffic signals concurrently with the modernization of the signals at Quan & Taylor.	March 2020
31	Kirkwood Electric is currently designing the new Sugar Creek Substation. Plans are to begin construction in the winter of 2020 with completion prior to the summer peaking season of 2021	March 2021

City of Kirkwood
Reasons For Reappropriations Requests from the 2017/2018 fiscal year

Estimated Completion Date	Reason for Reappropriation
March 2019	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.
March 2019	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.
June 2018	The replacement vehicle for the distribution system superintendent (vehicle 8110 - PO 180806) was purchased on 10/24/17. The department is awaiting receipt of the vehicle. The vehicle may not arrive prior to end of the fiscal year. The funds for the vehicle may need to be reappropriated to enable the department to pay the purchase order for the vehicle if it is received in the new fiscal year.

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Procurement Department
INTEROFFICE MEMORANDUM

TO: Russell Hawes, Chief Administrative Officer
Georgia Ragland, Assistant Chief Administrative Officer
John Adams, Finance Director

FROM: David Weidler, Director of Procurement

SUBJECT: Procurement Coordinator Staffing

DATE: August 25, 2017

The Procurement Department provides daily operational support to all City Departments. Some of the major functions of the Procurement Department are to improve service delivery, reduce operating expenditures and capitalize on potential savings opportunities. The Procurement Department accomplishes these tasks through the identification, review and implementation of new or revised methods resulting in the streamlining of processes and reallocation of staff time. Beginning in FY2014 the Procurement Department began to utilize temporary staff to augment the procurement team in order to shift a focus to service delivery and the performance of higher level procurements. Since the initialization of the use of temporary staff, the procurement team has been able to improve the quality, review and negotiation of procurements. The result of this change has effectively reduced process and delivery time for all procurements and increased the return on investment for the department from \$2.10 in FY2014 to \$6.40 in FY 2017 (See attached graph) increasing the average savings on all controlled spend from 3.7% to 7.3%.

In order to continue to provide a focus on high level procurement methods and service delivery the Procurement Department is requesting that a permanent part-time Procurement Coordinator be added to the Procurement Department FY19 budget submittal, replacing the current temporary salary line item for an increased cost of \$13,106.50. Attached is an updated job description and a worksheet that includes costs associated with this personnel request.

City of Kirkwood, Missouri
Proposed Procurement Coordinator
FY 2018/19

Budget Amount - Part-time Procurement Coordinator

Salary	\$21,000.00
SSN	\$1,302.00
Medicare	\$304.50
FY 18/19 Funding Required	\$22,606.50
Salary & Wages / Salary Temporary	\$8,000.00
Salary & Wages / Overtime	\$1,500.00
<hr/>	
Total Reduction	\$9,500.00
Additional Funds Required	\$13,106.50

JOB DESCRIPTION
City of Kirkwood

JOB TITLE:	Procurement Coordinator	JOB STATUS: Non-Exempt
DEPARTMENT:	Procurement	PAY RANGE: 4
REPORTS TO:	Asst. Director of Procurement	LEVEL: Part-Time
DESCRIPTION DATE:	August 25, 2017	

PRIMARY PURPOSE:

Provides administrative and technical assistance in the day-to-day operations of the Procurement and Warehouse Departments. Work often requires independent actions consistent with policies, general directives, and broad regulations. Following standardized procedures, receives and reviews procurement requisitions, obtains information from vendors relative to products, prices and delivery dates and solicits bids from vendors and suppliers. Assists with filing, monitoring warehouse stock and inventory, accepting deliveries, issuing stock, generating shipping and receiving reports, product and market research, vendor communications, procurement activities, special projects and other tasks as needed.

SUPERVISION:

Under the general supervision of the Assistant Director of Procurement.
Does not oversee or direct other employees.

DESCRIPTION OF WORK:

1. Assist the Director and Assistant Director with day to day and/or urgent tasks when requested.
2. Responsible for ordering new equipment when needed, as well as problem solving technical issues when asked.
3. Answers telephone and provides response on behalf of the Procurement Department for inquiries; corresponds information to other work units regarding procurements.
4. Builds and maintains positive working relationships with co-workers, City personnel and the public using principles of good customer service.
5. Participates in planning and improving of departmental operations through documentation and implementation of policies and procedures.
6. Budget preparation, market analysis and special projects, as assigned by the Assistant Director of Procurement.
7. Works closely with all operating departments when taking part in obtaining procurement requirements, specifications, and prices.

8. Inputs specifications for bids, bid requests, purchase orders, and correspondence, as assigned.
9. Proofreads specifications, bid requests, and correspondence to insure correctness of content, grammar, and spelling.
10. Generates and solicits informal quotations from vendors. Evaluates and tabulates bids and quotations to determine best sources for procurement of commodities or services and recommends the "best fit" for the City.
11. Is available for public contact on procurement matters and release of official documents.
12. Confirms contracts awarded and prepares purchase orders.
13. Performs requisition entry when required
14. Develops and advises other departments of sources.
15. Maintains up-to-date bidder and vendor lists and maintains all purchase order and bid files per City regulations. Ensures the general flow of procurement documents through the office is not impeded.
16. Generates and manages contract documents in accordance with terms set for in Requests for Qualifications, Requests for Proposals, Formal Invitation for Bids, and Informal Invitation for Bids.
17. Manages and maintains compliance files, notify the State for specific projects, verify payroll records provided by vendors and procurements that are purchased irregularly or "one time" purchases.
18. Manages and coordinates renewals and extensions of annual contracts.
19. Manages and maintains database of current City contracts and advises Director of Procurement 90 days prior to contract expiration.
20. Establishes, maintains and manages a filing system of contracts, bid specifications, surplus sales, and related items.
21. Supervises the preparation and development of the annual contract program in assigned areas.
22. Reconciles invoices for payment by comparing invoice with purchase order and packing list to verify contract price and quantity of order. Researches problem invoices. Enters payment information for purchase orders and invoices into H.T.E.
23. Assists in the receipt, counting, inspection, storage, and issuance of supplies.
24. Receives and issues stock from the warehouse in the absence of the Facilities Operations Superintendent.
25. Performs other clerical duties such as picking up and dropping off Director's mail and internal mail, mail opening, sorting and stamping mail, and assists in meter transactions for sales to the public as necessary.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED:

A. KNOWLEDGE

1. Knowledge of computer systems and software, including word processing and spreadsheet applications and financial accounting system; including the use of the following software; MS Word, Excel, and Access.
2. Knowledge of principles and practices of work safety.

B. ABILITIES

1. Ability to operate common office machines: personal computer (PC), calculator, copy machine, multi-line telephone.
2. Ability to occasionally operate a pallet jack.
3. Ability to sort, count, and store warehouse supplies.
4. Ability to create spreadsheets, intermediate level usage of word processing and data base development.
5. Ability to maintain accurate records and files.
6. Ability to understand and follow oral and written instructions/directions.
7. Ability to coordinate, prioritize and complete multiple tasks simultaneously.
8. Ability to work under pressure and/or with frequent interruptions.
9. Ability to work independently and execute projects to meet deadlines.
10. Ability to establish and maintain effective working relationships with supervisors, co-workers, vendors and the general public.
11. Ability to exercise good judgment and accept personal responsibility.

C. SKILLS

1. Skill in making arithmetical computations with speed and accuracy.
2. Strong written and verbal communication skills as well as the ability to analyze specifications on items requisitioned to ensure orders are accurate.
3. Excellent customer service and communication skills with external and internal customers.

EXPERIENCE, EDUCATION AND TRAINING

Experience/Education:

A combination of a High school Diploma or GED and one to three (1-3) years of experience in office and/or warehouse environments or some college course work.

WORKING CONDITIONS

1. Office, warehouse and shipping/receiving environment.

PHYSICAL REQUIREMENTS

1. Performs bending, squatting, walking, kneeling and reaching from ground level to up to ten feet in height.
2. Ability to occasionally lift and/or carry objects weighing up to 50 pounds.

NOTE: This job description in no way states or implies that these are the only duties to be performed by the employee occupying this position. Employee may be required to perform other duties as necessary for the effective operation of the department.

Return on Investment

Return on Investment for Procurement Department 2016-2017

Purchasing Budgeted Total (Actual) \$ 348,682

Cost Containment & Revenue Generation Activities

Cost Avoidance \$ 1,867,693

Cost Savings \$ 706,804

Rebates Received \$ 6,790

Cost Containment & Revenue Generation Activities Total \$2,581,287

Net Profit

Net Profit (Savings) Contribution \$2,232,605

* Return Per Dollar Invested = \$6.40 (Increased \$4.30 since FY14)

* Note – The included numbers are not inclusive of all cost containment activities

POLICE DEPARTMENT

To: John Adams, Finance Director
From: Brian Murphy, Chief of Police
Subject: Police Department IT Position
Elevating the Detective Lieutenant to a Captain's position
Date: September 7, 2017

Police Department IT person

The Police Department relies very heavily on computers and related technology, and the amount of work involved in system maintenance and data retrieval has made it apparent that there is a need for a full-time employee dedicated to IT work. Presently, most of this work is done by Detective Rashad Akinyemi with some assistance from Detective Chris Beckman, even though both are still responsible for their other assignments as detectives. Especially in the case of Detective Akinyemi, the amount of work required has caused Lt. Bailey to assign a reduced amount of cases to him because there is not enough time to work cases and handle tech. related duties. Besides Detectives Akinyemi and Beckman, Lt. Wigge in Dispatch also spends time on computer related issues that detract from time he could spend on other responsibilities.

Below is an outline of the computer/IT related responsibilities within the Police Department which, when considered as a whole, make it apparent that a full time IT employee is needed to provide the expertise necessary to keep systems running properly, and to allow officers to handle primary assignments.

AREAS OF NEED

BODY CAMERA VIDEO. Every uniformed officer on the Department carries a body worn camera on duty. They must be trained in the proper use of the camera and the associated computer program. All of the equipment must be maintained and replaced if damaged, and the docking stations must be monitored for functionality. In addition, someone needs to monitor the categorization of videos in the system, to ensure that videos are being handled properly and that the system is working as intended. Employee presently responsible: Detective Akinyemi

DISCOVERY AND SUNSHINE LAW REQUESTS FOR VIDEO: Discovery requests come in with regularity, so body work camera video must be located, duplicated and shared with the requesting attorney. Sunshine Law requests are less frequent, but require viewing of video to determine whether it can be released, and if so, what needs to be redacted, which then must be done. Employee presently responsible: Detective Beckman (Discovery) and Detective Akinyemi (Sunshine Law Requests).

MOBILE DATA TERMINALS (MDTs) AND PRINTERS. The in-car laptops require maintenance, programming updates and replacement through a defined line-cycle. Handling these can be a very time consuming process. Each laptop is attached to a mobile ticketing printer that also requires maintenance. Employee presently responsible: Detective Akinyemi with assistance from Detective Beckman.

GLOBAL CAD and RMS. The Global CAD and RMS systems are based in servers in the MIS computer room at City Hall, but they still require maintenance, and a PD IT person would be ideal to help MIS with Global maintenance issues. In addition, the configuration side of Global frequently needs updating and changing. Employee presently responsible: Lt Wigge (limited config. knowledge)

POLICE DEPARTMENT CAMERAS: The holding cells, sallyport, public areas and exterior of the police station are covered by recorded video cameras that are based on a Network Video Recorder in the radio/computer room in the basement below Dispatch. These cameras are viewable over the City network and on large monitors in Dispatch. Periodically there are issues that need to be resolved, and the City contracts with an external vendor for this. Some issues, however could be resolved by an IT person before needing to call in the vendor. Employee presently responsible: Lt Wigge (maintenance), Detective Beckman (Discovery and sunshine law requests)

CITY HALL CAMERAS: Like the PD cameras, these are based on an NVR in the Police radio room, with a large monitor in Dispatch. Also like the PD cameras, an IT person could troubleshoot problems and perhaps avoid costly service calls.

DISPATCH EQUIPMENT: The three workstations in Dispatch have ECC radio computers and 911 systems that are tied to servers in the radio room and CAD computers that are tied to the CAD servers. There are many systems and programs that have to function and interface properly, and there are issues that an IT employee could troubleshoot before needing to notify anyone external (such as ECC for the radios or 911 system, or Priority Dispatch for CAD, etc.). Employee presently responsible: Lt. Wigge (limited knowledge)

LIVESCAN MAINTENANCE AND TRAINING. The Livescan system must be maintained and all officers must be trained on its use. Employee presently responsible: Detective Akinyemi and Detective Beckman.

DEPARTMENT CELL PHONES: The cell phones issued by the Department need some programming and occasional troubleshooting. Employee presently responsible: Detective Akinyemi (MIS handles the MAAS system)

GENERAL COMPUTER AND PRINTER ISSUES: An IT person at the PD could look at the frequent computer problems that arise, and determine quickly if there is an easy fix prior to making a service call. Now, we notify MIS and they look at it when they can, then make that same determination. Employee presently responsible: MIS

TASERS: We do not presently carry TASERS, but their purchase is most likely on the horizon. While we do not yet know which model of TASERS we would get, one model is equipped with a camera that records when the weapon is deployed. This of course would add additional man hours on the back end for maintenance and to handle requests.

IN-CAR Cameras. Axon makes an in-car camera system that integrates with the body worn camera system, and we may purchase in-car camera systems in the near future. If so, that footage will come with all of the same responsibilities as body worn camera video.

BUDGET CONSIDERATIONS

Similar positions with the city have a starting pay of \$41,500 and a midpoint of \$52,000, without the cost of benefits. Using a factor of 1.4 for benefits the range is \$58,100-\$74,500. An additional \$1,000-1,500 for office equipment

Elevating the Police Detective Lieutenant position to a Captain's position

The Police Department has three bureaus; Field Operations, Support Services and Detective Bureau. Each unit runs as an individual work unit. Currently Field Operations and Support Services are supervised by a captain's position; the Detective Bureau is supervised by a lieutenant under the supervision/command of the Field Operations captain.

In our current structure the Support Services Captain is responsible for 2 uniformed officers, 12 full time civilians and 10 part time civilians. The Field Operations Captain is responsible for 37 uniformed officers, 2 Code Enforcement officers, 1 City Hall Security Guard. Because the Detective Lieutenant is under the command of the Field Operations Captain an additional 15 Detectives and 4 School Resources Officers fall under the responsibility of Field Operations. Under our current structure the Field Operations Captain supervises 56 of the 61 police officers.

Because of the current organizational structure, the three work units are actually constricted into two work groups.

Below is an outline of things to consider regarding upgrading the Detective Lieutenant's position to a captain.

SIMILAR RESPONSIBILITIES

The three bureau commanders all have similar responsibilities and duties. All three direct their bureau in its daily operation providing guidance and supervision. All three commanders are held responsible for the work product put out by their unit.

Making all three bureau commanders the same rank removes any concern of one is more important than the other and recognizes their responsibilities and duties.

EFFICIENCY

To have two Bureau Commanders in the same work group is not efficient or as effective as it should be. The current situation burdens the Field Operations Captain with additional responsibilities which are not necessary.

All three bureaus should answer directly to the Chief of Police.

BUDGET CONSIDERATIONS

The Lieutenant's pay currently is \$89,664. Elevating to position of Captain would be an additional \$4,483.

City of Kirkwood, Missouri
Proposed Police IT
FY 2018/19

Budget Amount Police IT Position

Salary	52,000
SSN	3,224
Medicare	754
Pension	3,380
Deferred Comp	1,040
Medical, Dental, Health	14,162
FY 18/19 Funding Required	74,560

NOTES:

Based on offering Midpoint salary and Family benefits

JOB DESCRIPTION

CITY OF KIRKWOOD

JOB TITLE: IT Administrator

JOB LEVEL: Full-time

DEPARTMENT: Police

PAY RANGE: 5

REPORTS TO: Lieutenant Support Services

DESCRIPTION DATE: September 2017

PRIMARY PURPOSE:

Responsible for supporting end users, managing department IT projects, maintaining workstations, Mobile Data Terminals, and network hardware, as well as administering document management system and website

DESCRIPTION OF WORK:

1. Support the city's police end users on all city systems, devices, and software
2. Manage department projects
3. Maintain, update, and upgrade Windows servers
4. Perform network hardware and software upgrades
5. Administer VMware environment
6. Assist with management of the station surveillance cameras, body worn camera, in-car camera and digital evidence management systems
7. Assist with fulfilling sunshine requests
8. Assist with Police department's audio/video/graphics needs
9. Conduct periodic training and orientation of employees
10. Make recommendations to administration regarding systems upgrades and enhancements
11. Support city's emergency response personnel on-call, outside of normal business hours
12. Perform routine office duties, and use standard office equipment such as telephone, FAX, PC, MDT, printers, and e-mail.

SKILLS, KNOWLEDGE, AND ABILITIES:

1. Extensive knowledge of PCs and networks
2. Extensive knowledge of workplace applications, such as MS Office 2010
3. Ability to exercise initiative and good judgment in planning and organizing
4. Effective verbal and written communication
5. Familiarity with MS Exchange
6. Familiarity with MS Active Directory, DHCP, and DNS
7. Experience in HTML/CSS and content management systems
8. Experience with audio/video/graphics applications like Audacity, Flash, Photoshop, Illustrator
9. Courteous and professional interaction with internal customers and external clients
10. Ability to work on a multitude of tasks simultaneously with numerous disruptions
11. Familiarity with SharePoint 2010

MINIMUM EDUCATION AND EXPERIENCE REQUIREMENTS:

1. Four years of experience with PCs in networked environment
2. Two years of experience supporting MS Office 2010
3. Two years of experience supporting Windows Server 2003/2008
4. One year of experience supporting Global CAD and RMS
5. One year of experience supporting VMware

PHYSICAL REQUIREMENTS

Perform bending, squatting, kneeling, crawling, walking, reaching from ground level to six feet in height; must be able to hold and grip objects. Must be able to sit or stand at desk for long periods of time, and perform standard office duties. Must be able to enter data, view monitor, and type at keyboard for long periods of time.

WORKING CONDITIONS

Individual to work 40 hours a week, may work some holidays and evenings. Primarily indoor office environment. Occasional outdoor working environment includes exposure to a variety of weather conditions and subject to unlevelled and uneven walking surfaces.

NOTE: This job description in no way states or implies that these are the only duties to be performed by the employee occupying this position. Employee may be required to perform other duties as necessary for the effective operation of the department.

City of Kirkwood, Missouri
Proposed Police Captain
FY 2018/19

Budget amount-upgrading Detective Lieutenant to a Captain's position

	<u>Lieutenant Detective</u>	<u>Captain Detective</u>	<u>Difference</u>
Salary ^(a)	89,664	94,970	5,306
SSN match ^(b)	5,560	5,889	329
Medicare ^(b)	1,301	1,378	77
6.5% for pension ^(b)	5,829	6,174	345
FY 18/19 Funding Required	<u>102,354</u>	<u>108,411</u>	<u>6,057</u>

NOTES:

This is a change in position not an additional position.

^(a)Funded in the General Fund 101

^(b)Funded in the P&F Property Tax Pension Fund 204

INTEROFFICE MEMORANDUM
Department of Public Services

TO: Russell Hawes, Chief Administrative Officer
FROM: William E. Bensing Jr., Public Services Director
SUBJECT: Public Services Fiscal Year 2019 Proposed Budget
DATE: September 8, 2017

The Public Services Department has completed the preparation request for Fiscal Year 2019. Below are brief discussions on each Public Services Departments' activities and budget requests that directly correspond to accomplishing the goals and objectives of the recently adopted comprehensive plan and the City Councils' strategic plan.

Building Commissioner Office

The Building Department will continue to provide home occupancy and building permit inspections. There is a request in the FY19 budget to eliminate the part-time Housing Inspector position and add a part-time Multi-Discipline Inspector. This request will increase operational cost by \$9,363. This request is based on direction provided by the City Council during their annual planning session. The intent of this position is to add additional focus on construction site conditions that may adversely impact adjacent neighbors and/or neighborhoods. This position will also closely coordinate with the Police Department's Code Enforcement Officers in the identification, assessment and tracking of vacant properties, to assure they are maintained in accordance with the municipal code.

Engineering

The Engineering Department will be focusing on the third year implementation of the Street Restoration Program. The capital budget will reflect funds that will be used in the W1 street maintenance district. This district is bounded by Big Bend to the south, Geyer Rd. to the east, Adams Ave. to the north and the city limits to the west. Funds will also be used for the reconstruction of streets, located throughout the City, with a PCI less than 50. These projects consist of asphalt milling and overlays, micro surfacing, ultra-thin bonded asphalt wearing surfaces, concrete slab replacement and crack sealing.

Engineering will be managing three construction projects funded from grants received through EWGCG. 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 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 80/20 match grants through EWGCG for the design and construction of these projects covered under the TAP, CMAQ and STP programs.

In the FY19 budget the removal and replacement of an undersized box culvert on Fillmore Ave. is also planned. This area, for years, has flooded Fillmore Ave. during heavy rain events. This improvement is planned to reduce and eliminate future road closures due to flooding.

In addition to these projects, funds have been requested to begin a new comprehensive Sidewalk Improvement Program. This program will combine under performing programs like the current 50/50 program, by creating a combined proactive program to enhance the City's implementation of the Kirkwood Pedestrian and Bicycle Plan.

Forestry

FY17 was the first year that the position of City Forester was added to the City budget. In this first year, the benefits have been abundant; specifically the coordination of two events for the pickup of storm debris. The Forester has also developed programs to provide preventive tree pruning, coordinated hazardous tree removals and developed a program to actively control the effects of EAB through the removal of infected trees and/or through the treatment of healthy ash trees. With the input and assessment from the City Forester, there is a request in the FY19 budget to add \$37,000 to the tree maintenance program. This increase will allow for further development of the program and sustain the City's urban canopy.

Planning

This past year the City Planner coordinated the completion and adoption of the City's new comprehensive plan, Envision 2035. In addition to this plan, the City Council adopted a new 5-year Strategic Plan. As part of these new plans, Planning personnel will be challenged to begin implementing the goals and objectives. In order to meet these goals and objectives, funds have been requested 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 the goals in these plans. This request was approved in the FY18 budget, but due to funding short falls in the procurement of professional services for the Downtown Master Plan and Parking Study, it was necessary to reallocate these funds.

Sanitation

In January, 2017 the City eliminated commercial sanitation services. Since this time the department has been evaluating the operation of the department and has been able to reduce staffing by one full time position, decrease landfill fees and surplus one sanitation truck. This coming fiscal year the department will be focusing on the phased-in implementation of a fully automated residential collection program for solid waste. One of the largest capital increases for this program is the purchase of solid waste carts. The staff will be seeking grant funding in March of 2018 in an effort to reduce this expenditure, in addition to

evaluating lease purchase options for the carts. The automated program will drastically lower the department's reserve fund in FY19 and FY20, although it is anticipated with continued cost saving efforts, the fund will begin to build slowly.

The largest change in this year's budget request has been both a cost savings impact and an improvement to the operations. Historically, the Sanitation Department has had a high rate of turnover with part-time employees. This past and current fiscal year has not been any different, and this reduces our effectiveness in providing services in a consistent and timely manner. With the elimination of the commercial operations and a shift in work duties, this year's budget is proposing the elimination of three (3) part-time positions, changing the status of the part-time Recycling Worker to full-time status and adding one (1) additional full-time Sanitation Worker. These changes will still maintain the reduction of one (1) FTE, operational cost reduction of \$31,020 and allow the City to offer more viable and reliable full-time employment. It is anticipated that this change will strengthen and help in providing a consistent and reliable service to the Kirkwood residents.

Streets

The Street Department is completing its second 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. This past year the department was able to eliminate a backlog of work orders dating back to 2008. 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. In the FY19 budget, a \$20,000 increase is requested for the maintenance materials account. This request is directly related to the increase in work the department is performing.

Water

The Water Department continues working toward maintaining and upgrading the City's water distribution system. In the FY18 budget the City allocated funds for engineering design services to replace the Swan Pump station. This project is currently in the design phase and has been budgeted for construction in the FY19 budget request. Due to the large capital outlay for this project, the water main replacement program has been reduced to accommodate for this investment. Even though there has been a reduction in the main replacement program, we are still planning to exceed the industry standard of 0.5% of annual water main replacement.

In this current fiscal year, the department has contracted with a company that specializes in the identification of potential unknown leaks within the water distribution system. These unknown/unforeseen leaks are a large contributor to the City's historically large water loss of over 20%. To date, the study has identified over 50 potential leaks. With this information, the department has constructed a plan for the FY19 budget to address this issue. In the proposed budget there are funds requested for contracting out the repairs of high priority water leaks to aggressively reduce the city's water loss.

During the leak detection study, ancillary data was collected that identified buried valves, buried valve boxes, leaking valves and inoperable water valves. Within the proposed budget there are requests for capital equipment purchases and a staffing increase to address these concerns and improve operational activities.

Within the departments' capital request is a piece of equipment known as a valve exerciser. This equipment is used in the maintenance of water main valves. It has been a long time since the department has had a proactive valve maintenance program. This type of program is integral to the operations of the water distribution system, important in the proper application of uni-directional flushing and it is essential during water breaks that valves are operating properly.

With the need to be more proactive on the maintenance of the water distribution system it is being requested that an additional Water Lead person be added to the department. With this Lead person the department will be able to develop two full maintenance crews, with supervision. These crews will work both independently and jointly, as needed, in maintenance activities and during water main breaks. Table 1 below indicates the added cost associated with this request.

Table 1.

Budget Amount - Water Distribution Lead
FY18-19 Expense

Pay Level - 5	\$41,534
SS	\$2,575
Medicare	\$602
Pension	\$2,700
Deferred Comp	\$831
Health-Family	\$6,204
Dental	\$464
Vision	\$79
Uniform	\$350
Misc. computer,	0
Professional Membership	0
Office Desk	0
Phone	0
Fuel	0
Total	\$55,339
 Additional FY18-19	
Funding Required	\$55,339

Sanitation Department Reorganization

FY 19 Request

Sanitation Workers/Adm.			Recycling Workers		
Status Quo		Proposed	Status Quo		Proposed
Full -Time			Full -Time		
Salary	678204	715803	Salary	43543	72573
SS	42049	44380	SS	2700	4500
Med	9834	10379	Med	631	1052
Pension	44083	46527	Pension	2830	4717
Comp	13564	14316	Comp	871	1451
Sub	787734	831405	Sub	50575	84293
Health	109148	115353	Health	7818	14023
Dental	6828	7292	Dental	464	1236
Vision	1031	1259	Vision	78	246
Sub	117007	123904	Sub	8360	15505
Part-Time			Part-Time		
Salary	84598	0	Salary	20826	0
SS	5245	0	SS	1291	0
Med	1227	0	Med	302	0
Pension	5499	0	Pension	1354	0
Comp	1692	0	Comp	417	0
Sub	98261	0	Sub	24190	0
Total	1003002	955309	Total	83125	99798
Difference		-47693	Difference		16673
Total Difference			-\$31,020		

**JOB DESCRIPTION
CITY OF KIRKWOOD**

JOB TITLE: Water Distribution System Leadman
JOB LEVEL: Full Time
JOB STATUS: Non-Exempt
SALARY RANGE: 5
DEPARTMENT: Water
REPORTS TO: Water Distribution System Supervisor
DESCRIPTION DATE: November, 2011

PRIMARY PURPOSE: Assists in the supervision of a distribution crew under the direction of the Distribution System Supervisor. Responsible for the repair and maintenance of water mains, valves and fire hydrants.

SUPERVISION: Under direct supervision of Water Department Distribution System Supervisor. Will oversee or direct other employees under the supervision of the Distribution System Supervisor.

DESCRIPTION OF WORK:

A. Essential Functions

- 1) Supervise distribution crew.
- 2) Repairs leaks and breaks on water mains by closing valves, excavating pipe and applying appropriate repair devices or replacing pipe.
- 3) Repairs leaks on water valves by closing valves, excavating valves and applying appropriate repair devices or replacing valves.
- 4) Repairs and replaces several brands of fire hydrants. Tests and flushes fire hydrants.
- 5) Prepares excavations in asphalt surfaces for repairs by the Street Department. Landscapes and restores lawn to original condition. Performs occasional concrete repairs.
- 6) Locates, excavates and adjusts valve boxes to grade.
- 7) Locates water mains, service lines and valves using pipeline location instruments and metal detectors.
- 8) Requests locations from Missouri One-Call and utility companies; locates other utilities by sight or with locating equipment; excavates by hand.
- 9) Investigates leaks to determine type of water and origin.

- 10) Installs valves, fire hydrants and appurtenances. Fills and flushes new main. Collects samples for bacteriological analysis.
- 11) Transfers and repairs steel, copper and lead service lines.
- 12) Accesses distribution mapping and attributes using ArcInfo software.
- 13) Enters requisitions in computer using H.T.E. software.

B. OTHER FUNCTIONS

- 1) Assists in the maintenance of plant and pump station equipment.
- 2) Assists in the maintenance of water meters.
- 3) Available and willing to work unscheduled and scheduled overtime when necessary.
- 4) Carries a pager and responds to call-outs.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

Comprehensive knowledge of the materials, methods and equipment used in the repair and replacement of water mains, valves, and fire hydrants. Familiarity with current safety practices as they relate to excavations, traffic control and heavy equipment operations. Familiarity with operating a personal computer. Ability to operate a variety of heavy machinery and equipment used in the repair and replacement of water mains, valves and fire hydrants. Some knowledge of the materials, methods and equipment used in forming, pouring, and finishing concrete. Some knowledge of the materials and methods used in sewer pipeline repair. Ability to carry out oral and written instructions. Ability to courteously and professionally interact with the public. Valid Class "B" Commercial Driver's License.

WORKING CONDITIONS

Mostly outdoor working environment in all weather conditions.

This job description in no way states or implies that these are the only duties to be performed by this employee. This incumbent is expected to perform other duties necessary for the effective operation of the department.

miscell\distlead

Topic:

Electric Department Line Worker Workforce Plan

Background Information:

Kirkwood Electric forecasts that six (6) line workers will retire within the next five (5) years. This represents half (50%) of the line worker positions at the utility. The line worker position is a key job category with regards to the utility's effort to provide reliable service. Experienced line workers are difficult to hire. A previous posting two (2) years ago produced only one (1) experienced candidate. An experienced candidate requires five (5) years of training.

Kirkwood Electric recommends that five (5) line workers be recruited and selected in fiscal year 2019 in order to prepare for the forecasted vacancies. Since previous postings have not generated licensed line workers it is anticipated that a majority of the new candidates will require up to five (5) years of training. The added annual expense associated with these five (5) new positions is expected to be eight hundred and fifty-five thousand dollars (\$855,000). This figure includes wages, benefits and training. After the anticipated retirements take place the department will return to its current staffing level.

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Section III
Draft Operating Budgets

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CITY OF KIRKWOOD, MISSOURI
CASH BASIS BUDGET OF REVENUES, EXPENDITURES AND OTHER SOURCES/USES
FISCAL YEAR 2018/2019 OPERATING BUDGET

Descriptions	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	Total
Reserves	1,570,813	5,202,328	1,047,896	372,213	200,717	-	-	688,658	-	-	131,156	63,733	664,033	9,941,547
Operating Revenues	22,896,121	27,327,895	6,308,227	2,996,661	279,000	100,750	630,000	3,168,545	3,612,845	1,032,610	914,676	3,285,000	955,250	73,507,580
Transfers from:														
Electric	1,000,000							1,029,376						2,029,376
Water								784,568						784,568
Parks/Rec Sales Tax Fund	283,663							49,022						332,675
Sanitation								33,013						33,013
General Fund								400,876						400,876
Sewer Fund								3,129						3,129
Worker's Comp. Fund								10,310						10,310
Medical Self-Insurance								35,233						35,233
Special Business District								3,815						3,815
Equitable Sharing Fund								65,000						65,000
Total Revenue/Other Sources	25,750,587	32,530,223	7,356,123	3,368,874	479,717	100,750	630,000	6,271,545	3,612,845	1,032,610	1,045,832	3,348,733	1,619,283	87,147,122
Operating Expenditures	25,294,661	30,458,847	6,571,555	3,335,861	476,588	-	540,000	6,271,545	2,154,032	1,015,108	1,035,522	3,313,500	1,619,283	82,086,502
Transfers to:														
Capital Improvement Fund	400,876	1,071,376	784,568	33,013	3,129	65,000			49,022		10,310	35,233		2,452,527
General Fund		1,000,000							283,653					1,283,653
Park Fund	55,050								550,000					605,050
Total Expenditures/Transfers	25,750,587	32,530,223	7,356,123	3,368,874	479,717	65,000	540,000	6,271,545	3,036,707	1,015,108	1,045,832	3,348,733	1,619,283	86,427,732
Revenues Over/(Under) Expenditures/Uses(Cash Basis)	-	-	-	-	-	35,750	90,000	-	576,138	17,502	-	-	-	719,390

City of Kirkwood, Missouri
General Fund Department Budget Comparison
FISCAL YEAR 2018/2019 OPERATING BUDGET
(Five Year Actual, Current FY Budget and Requested Budget)

Departments	Actual FY2012/2013	Actual FY2013/2014	Actual FY2014/2015	Actual FY2015/2016	Actual FY2016/2017	Current Budget FY2017/2018	Requested Budget FY2018/2019	Difference
Train Station	31,065	59,194	48,108	43,198	52,470	43,651	35,449	(8,202)
Clerk/Council	224,401	241,288	244,155	260,866	268,392	327,819	316,935	(10,884)
Administration ^(a)	1,177,916	1,727,834	1,156,222	1,507,672	1,303,930	4,804,282	2,224,611	(2,579,671)
MIS	770,257	805,693	798,590	828,772	838,536	910,430	879,748	(30,682)
Personnel	182,285	189,000	185,079	196,984	193,593	205,969	210,617	4,648
Procurement	381,967	350,102	360,831	375,472	405,100	437,022	469,228	32,206
Facilities Operations	430,097	453,570	457,797	452,991	477,193	499,267	523,295	24,028
Finance	380,017	393,095	413,246	426,269	421,278	459,013	459,153	140
Municipal Court	228,173	229,067	226,292	231,982	237,116	248,922	229,757	(19,165)
Police	6,620,380	6,897,530	7,029,468	7,047,436	7,299,090	8,002,164	8,442,622	440,458
Fire ^(b)	4,816,298	4,958,966	5,041,422	5,247,657	5,744,174	6,004,935	6,032,175	27,240
Street	1,448,802	1,482,171	1,473,142	1,478,555	1,698,456	1,721,520	1,755,068	33,548
Engineering	338,605	364,665	381,687	527,391	658,897	877,589	766,088	(111,501)
Building Commissioner	580,761	612,944	646,785	655,720	737,823	784,098	780,337	(3,761)
Forestry ^(c)	-	-	-	-	-	264,032	309,424	45,392
Recreation	2,058,677	2,076,746	2,108,680	2,091,291	2,142,931	2,242,439	2,316,080	73,641
Total	19,669,701	20,841,865	20,571,504	21,372,256	22,478,979	27,833,152	25,750,587	(2,082,565)

NOTES:

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

FY2018 budget request includes \$125,000 for police renovations and downtown study; and FY2019 budget request includes \$240,866 for ERP software.

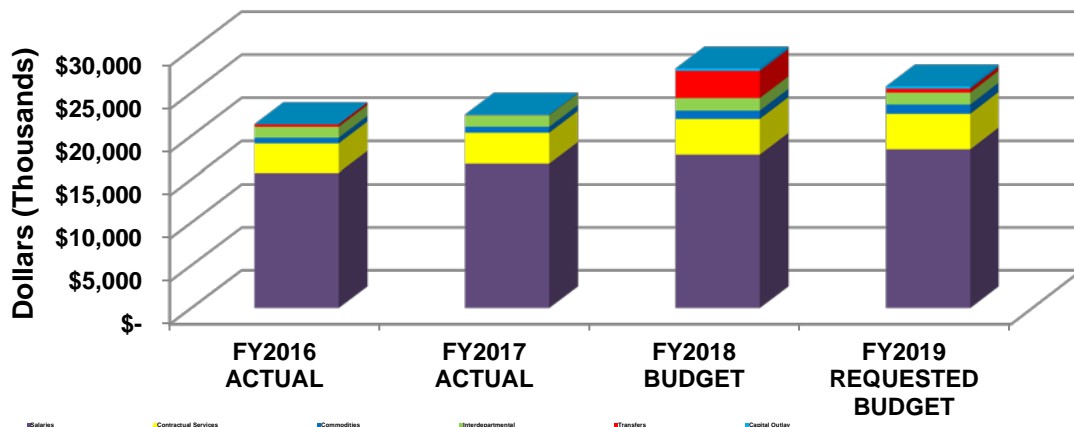
^(b)FY2016 added seven (7) firefighter/paramedics to staff a third ambulance.

^(c)FY2018 the Forestry department was created.

CITY OF KIRKWOOD, MISSOURI
GENERAL FUND EXPENDITURE OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	12,277,343	12,994,851	13,630,244	14,184,139
Part-time Salaries	288,737	289,890	340,942	384,241
Elected Officials	18,000	17,400	18,000	18,000
Temporary	109,827	123,200	142,428	144,862
Overtime	514,767	598,159	732,918	740,574
Licensing Pay	60,961	78,126	121,420	99,880
Clothing Allowance	10,380	8,880	9,360	9,360
Social Security	293,299	310,510	347,794	355,174
Medicare	68,986	73,436	81,454	83,240
Civilian Pension	287,561	285,396	345,033	354,535
Deferred Compensation	87,766	96,854	113,039	115,310
Subtotal Salaries	<u>14,017,627</u>	<u>14,876,702</u>	<u>15,882,632</u>	<u>16,489,315</u>
Other Benefits				
Health Insurance	1,626,231	1,796,739	1,815,958	1,835,889
Dental Insurance	83,496	86,585	96,407	93,011
Vision Insurance	14,908	16,604	16,898	16,608
Unemployment	2,970	-	3,500	1,500
Subtotal Other Benefits	<u>1,727,605</u>	<u>1,899,928</u>	<u>1,932,763</u>	<u>1,947,008</u>
Total Personnel Services	<u>15,745,232</u>	<u>16,776,630</u>	<u>17,815,395</u>	<u>18,436,323</u>
Contractual Services	3,385,018	3,587,561	4,143,406	4,123,661
Commodities	667,498	689,731	974,742	1,075,969
Capital Outlay	34,315	73,972	299,741	274,650
Interdepartmental Charges	1,262,544	1,327,204	1,446,460	1,384,058
Transfers to Other Funds	277,652	23,895	3,153,408	455,926
TOTAL GF EXPENDITURE BUDGET	<u>21,372,259</u>	<u>22,478,993</u>	<u>27,833,152</u>	<u>25,750,587</u>

**General Fund Expenditure
Budget Summary**



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CITY OF KIRKWOOD

GENERAL FUND REVENUES

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	101-0000-313-36-00	Public Safety Sales Tax	\$0	\$ 1,300,000	\$ 1,300,000	100.00%
	Narrative:	Voters passed the Prop P sales Tax for the benefit of police departments.				
2	101-0000-316-10-25	Telephone/Communication protested	\$0	\$ 35,000	\$ 35,000	100.00%
	Narrative:	Telephone companies continue to try and split off services claiming they are not telephone services.				
3	101-0000-351-20-00	Court Fines/Fees	\$ 325,000	\$ 255,000	\$ (70,000)	-21.54%
	Narrative:	State legislation has changed what fines can be imposed and how infractions can be enforced. Many courts revenues have been decreasing due to these changes.				
4	101-0000-361-10-00	Investment Income	\$ 140,000	\$ 42,000	\$ (98,000)	-70.00%
	Narrative:	Interest rates continue to be on the low side.				

CITY OF KIRKWOOD

RECREATION - REVENUES

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	101-0000-371-1000	Ice Rink Rentals	\$385,000	\$ 440,000	\$ 1,700	14.29%
	Narrative:	FY17-18 budget amount was reduced because of six week shutdown for repairs. FY18-19 budget restores lost revenue plus includes a proposed \$20 per hour increase in rental rates, the first increase in five years.				
2	101-0000-371-1300	Rink Daily Admissions	\$ 195,000	\$ 188,000	\$ (7,000)	-3.59%
	Narrative:	Daily admission revenue was buoyed the last two years by extended closures of several near by rinks offering public skating. With these rink expected to be back on line full time, expectation for daily admission revenue has been lowered.				
3	101-0000-372-1200	Swim Lessons	\$36,000	\$40,000	\$ 4,000	11.11%
	Narrative:	Revenue projection anticipates an increase of \$5 per session for participants.				
4	101-0000-374-4000	Recreation Program Registration	\$286,000	\$305,000	\$ 19,000	6.64%
	Narrative:	Projected increase based on projected rise in athletic league fees and continued success and growth of Kirkwood to Webster Thanksgiving day race.				
5	101-0000-376-5000	Greentree Festival Sponsorships	\$27,750	\$35,250	\$ 7,500	27.03%
	Narrative:	The addition of a title sponsor, Kirkwood Electric, for the festival has boosted revenue in this account significantly. A more organized approach toward recruiting sponsors is also paying dividends.				

**CITY OF KIRKWOOD
FISCAL YEAR 2018/2019 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-0000-311.10-00	Property Taxes	2,176,950	2,315,229	2,185,000	2,225,000	40,000	1.83%
101-0000-311.10-05	PILOT	29,242	38,782	29,000	35,000	6,000	20.69%
101-0000-313.10-00	One Cent Sales Tax	3,421,397	3,343,609	3,500,000	3,400,000	(100,000)	-2.86%
101-0000-313.30-00	1/4 Cent Operating Tax	964,481	960,892	965,000	1,065,000	100,000	10.36%
101-0000-313.35-00	Fire Prevention Sales Tax	514,497	1,266,907	1,300,000	1,300,000	-	0.00%
101-0000-313.40-00	1-1/4 Cent Local Use Tax	344,324	394,164	355,000	380,000	25,000	7.04%
101-0000-314.10-00	Tobacco Products	82,428	73,694	72,000	70,000	(2,000)	-2.78%
101-0000-316.10-10	Natural Gas	812,348	826,670	800,000	820,000	20,000	2.50%
101-0000-316.10-20	Telephone/Communication	1,114,356	1,044,320	1,100,000	1,000,000	(100,000)	-9.09%
101-0000-316.10-25	Communications Protested	37,812	37,454	-	35,000	35,000	100.00%
101-0000-316.10-30	Electric	543,579	528,304	500,000	525,000	25,000	5.00%
101-0000-316.10-40	Water	26,786	26,240	24,000	26,000	2,000	8.33%
101-0000-316.20-10	Kirkwood Utilities	1,945,917	2,077,834	2,000,000	2,050,000	50,000	2.50%
101-0000-318.10-10	Cable	497,158	470,713	475,000	475,000	-	0.00%
101-0000-335.10-10	Fuel Sales Tax	728,884	738,718	720,000	735,000	15,000	2.08%
101-0000-335.10-20	Vehicles Sales tax	232,470	239,662	230,000	235,000	5,000	2.17%
101-0000-335.10-30	Vehicles Fee	122,104	119,177	117,000	117,000	-	0.00%
101-0000-338.10-00	County Road & Bridge	778,061	773,310	725,000	770,000	45,000	6.21%
101-0000-338.20-00	Public Safety Sales Tax	-	-	-	1,300,000	1,300,000	100.00%
	Tax Revenue	14,371,794	15,265,679	15,097,000	16,563,000	1,466,000	9.71%
101-0000-321.10-00	Business Licenses	505,612	533,069	715,000	715,000	-	0.00%
101-0000-321.20-00	Liquor Licenses	31,540	26,290	26,500	26,000	(500)	-1.89%
101-0000-321.30-20	Auto Fees	137,631	136,946	134,000	137,000	3,000	2.24%
101-0000-322.10-10	Contractor's Licenses	52,908	53,954	50,000	50,000	-	0.00%
101-0000-322.20-10	Building Permits	581,344	653,789	575,000	600,000	25,000	4.35%
101-0000-322.20-14	Electrical Permits	21,824	23,983	22,000	22,000	-	0.00%
101-0000-322.20-16	Plumbing Permits	54,189	49,400	50,000	50,000	-	0.00%
101-0000-322.20-18	Mechanical Permits	26,669	28,425	23,000	26,000	3,000	13.04%
101-0000-322.20-20	Excavation Permits	23,000	21,400	24,000	21,000	(3,000)	-12.50%
101-0000-322.20-22	Fence Permits	9,120	9,360	8,500	9,000	500	5.88%
101-0000-322.20-24	Sign Permits	4,960	3,744	4,500	3,700	(800)	-17.78%
101-0000-322.20-30	Driveway Permits	7,776	7,632	8,928	7,600	(1,328)	-14.87%
101-0000-322.20-32	Grading Permits	450	1,050	-	-	-	-
101-0000-322.30-10	Parking Lot Permits	19,108	30,690	19,000	25,000	6,000	31.58%
101-0000-351.20-00	Court fines	348,595	308,318	325,000	200,000	(125,000)	-38.46%
	Licenses, Permits, Fines and Fees	1,824,726	1,888,050	1,985,428	1,892,300	(93,128)	-4.69%
101-0000-331.00-00	Grants	72,168	90,715	59,000	65,000	6,000	10.17%
101-0000-336.10-20	Kirkwood School District	350,785	349,782	350,784	350,784	-	0.00%

General Fund Revenues

**CITY OF KIRKWOOD
FISCAL YEAR 2018/2019 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-0000-336.10-30	Rock Hill	34,732	36,021	35,875	36,951	1,076	3.00%
101-0000-336.10-40	Oakland	139,915	141,198	139,365	142,152	2,787	2.00%
Intergovernmental		597,600	617,716	585,024	594,887	9,863	1.69%
101-0000-361.10-00	Investments	132,209	41,688	140,000	42,000	(98,000)	-70.00%
101-0000-361.60-00	Credit Card Rebates	6,474	-	-	6,750	6,750	100.00%
Investment Income		138,683	41,688	140,000	48,750	(91,250)	-65.18%
101-0000-322.20-12	Minimum Housing Inspection	96,225	87,770	92,000	90,000	(2,000)	-2.17%
101-0000-322.20-34	Planning & Zoning Fees	106,456	127,285	100,000	115,000	15,000	15.00%
101-0000-342.11-10	Ambulance Fees	779,809	968,158	800,000	900,000	100,000	12.50%
101-0000-370.20-00	Concession	4,284	3,219	4,000	3,400	(600)	-15.00%
101-0000-370.30-00	Rent	166,312	180,426	175,000	175,000	-	0.00%
101-0000-370.50-00	Overtime Reimbursement	770	840	750	800	50	6.67%
101-0000-371.10-00	Ice Rink Rentals	410,423	413,765	385,000	440,000	55,000	14.29%
101-0000-371.13-00	Daily Admissions	207,313	188,393	195,000	188,000	(7,000)	-3.59%
101-0000-371.14-00	Skate Sharpening	692	541	700	500	(200)	-28.57%
101-0000-371.20-00	Concessions & Vending	10,774	10,823	10,500	10,500	-	0.00%
101-0000-371.21-00	Party Room	3,450	3,954	3,500	3,500	-	0.00%
101-0000-371.25-00	Dashboard/Advert.	5,775	5,900	6,750	5,700	(1,050)	-15.56%
101-0000-371.40-00	Program Registration	143,599	134,083	128,000	130,000	2,000	1.56%
101-0000-372.10-00	Rentals	6,088	8,933	8,000	10,000	2,000	25.00%
101-0000-372.12-00	Lessons	32,841	35,566	36,000	40,000	4,000	11.11%
101-0000-372.13-00	Daily Admission	164,895	179,384	175,000	180,000	5,000	2.86%
101-0000-372.15-00	Season Passes	117,053	141,355	140,000	140,000	-	0.00%
101-0000-372.16-00	Swim Team	21,836	22,611	23,000	22,000	(1,000)	-4.35%
101-0000-372.20-00	Concessions & Vending	2,947	4,023	5,000	4,000	(1,000)	-20.00%
101-0000-372.40-00	Program Registration	19,163	19,603	20,500	22,000	1,500	7.32%
101-0000-373.40-00	Program Registration	168,851	184,311	178,000	192,400	14,400	8.09%
101-0000-373.60-00	Sponsorships	418	-	-	-	-	-
101-0000-374.40-00	Program Registration	278,472	314,300	286,000	305,000	19,000	6.64%
101-0000-374.60-00	Sponsorship	1,417	1,572	1,500	1,500	-	0.00%
101-0000-375.13-00	Daily Fees	6,326	6,207	6,500	6,500	-	0.00%
101-0000-375.15-00	Season Passes	8,433	11,403	10,000	10,000	-	0.00%
101-0000-375.40-00	Program Registration	30,976	31,937	30,000	30,000	-	0.00%
101-0000-376.10-00	Booth Rental	32,945	34,470	34,000	34,000	-	0.00%
101-0000-376.40-00	Program Registration	4,472	3,451	4,500	3,500	(1,000)	-22.22%
101-0000-376.50-00	Donations	23,425	25,029	25,750	35,250	9,500	36.89%
Charges for Services		2,856,440	3,149,312	2,884,950	3,098,550	213,600	7.40%
101-0000-340.10-30	Bad Debt Recovered	8,166	9,575	8,000	8,000	-	0.00%

General Fund Revenues

CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-0000-340.19-50	Weed cutting/Cleanup	595	8,362	4,000	4,000	-	0.00%
101-0000-341.10-00	Svcs NSF checks	2,202	2,193	1,700	2,000	300	17.65%
101-0000-342.10-00	Fire Department Copies	72	114	-	-	-	-
101-0000-343.10-00	Police Department Copies	6,882	7,424	6,000	6,000	-	0.00%
101-0000-344.10-10	Consulting/Computer Service	3,220	-	-	-	-	-
101-0000-351.25-00	Live Scan	4,292	4,032	5,000	4,000	(1,000)	-20.00%
101-0000-351.40-00	Police training	4,341	6,435	3,000	3,000	-	0.00%
101-0000-363.20-00	Facility Rental	13,459	14,501	14,000	14,000	-	0.00%
101-0000-365.30-00	Other Revenue	16,550	500	-	-	-	-
101-0000-365.30-01	Police Canine Donations	41,015	1,781	-	-	-	-
101-0000-377.50-00	Fireworks Donations	15,566	16,714	16,000	16,000	-	0.00%
101-0000-380.10-00	Miscellaneous	44,294	42,448	50,000	44,000	(6,000)	-12.00%
101-0000-380.10-05	Over/Short	(1,136)	10,627	-	-	-	-
101-0000-380.10-15	Tower Lease Rental	-	138,456	105,938	105,938	-	0.00%
101-0000-381.10-00	Boards/Commission	700	380	-	-	-	-
101-0000-391.30-10	Administrative Fees	491,696	491,696	491,696	491,696	-	0.00%
Other Revenue		651,914	755,238	705,334	698,634	(6,700)	-0.95%
Total General Fund Revenue Before Other Financing Sources		20,441,157	21,717,683	21,397,736	22,896,121	1,498,385	7.00%
101-0000-391.10-05	Transfer from Other Funds	361,821	201,780	300,000	283,653	(16,347)	-5.45%
101-0000-391.10-10	Transfer from Electric	1,000,000	1,000,000	1,000,000	1,000,000	-	0.00%
101-0000-392.10-00	Sale of Fixed Assets	160	-	-	-	-	-
Other Financing Sources		1,376,261	1,201,780	1,300,000	1,283,653	(16,347)	-1.26%
TOTAL REVENUES AND OTHER FINANCING SOURCES		21,817,418	22,919,463	22,697,736	24,179,774	1,482,038	6.53%

General Fund Revenues

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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				
FY2012/2013	FY2013/2014	FY2014/2015	FY2015/2016	FY2016/2017
95,102	110,842	115,212	122,942	128,762

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

Station Rentals				
FY2012/2013	FY2013/2014	FY2014/2015	FY2015/2016	FY2016/2017
115	104	105	100	54

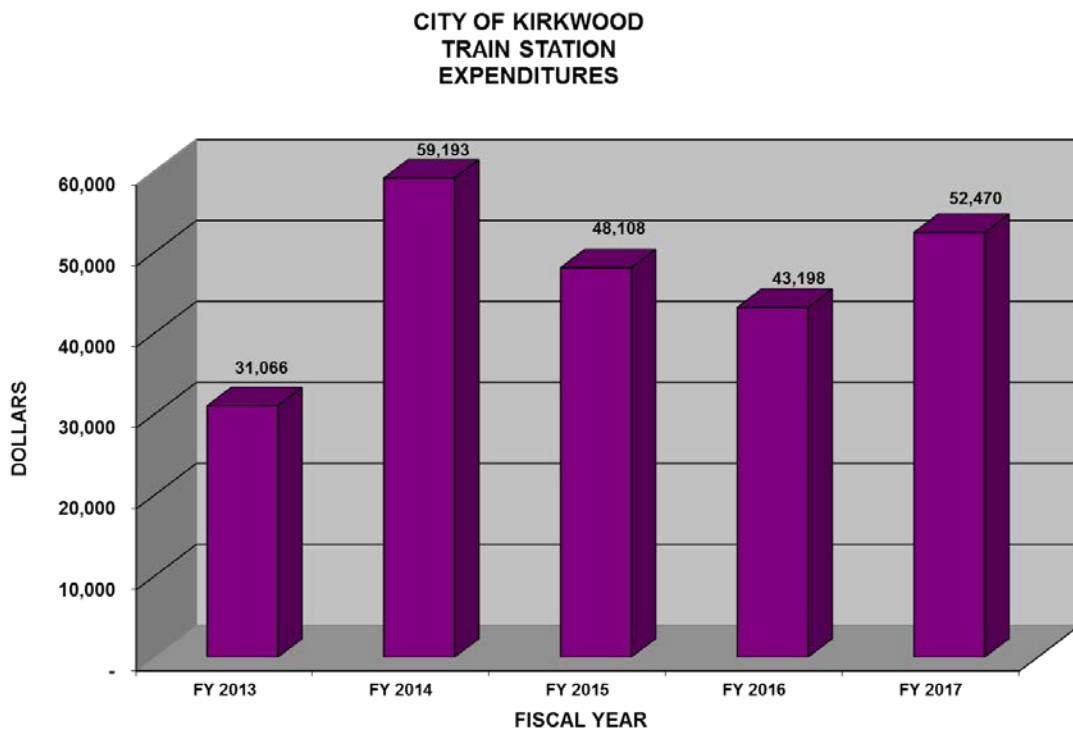
Improvements

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 \$3,000,000. 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

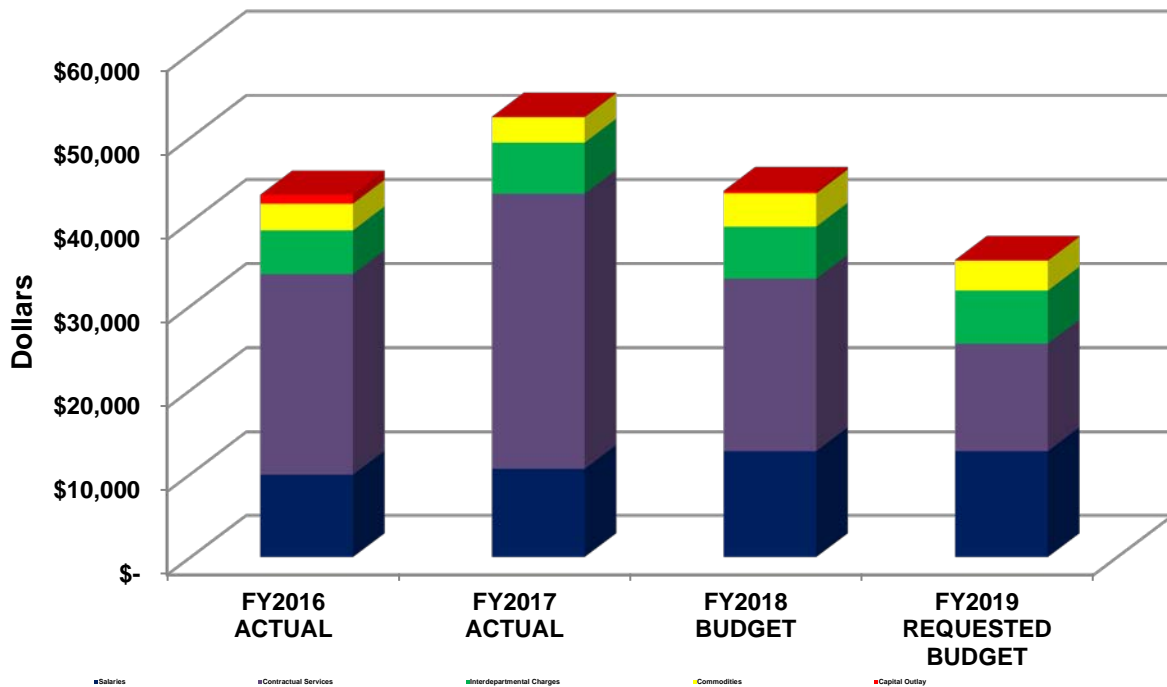
The train station budget is primarily composed of expenditures for the part-time Station Manager and on expenses related to the maintenance and operation of the station. The Station Manager has proven adept at obtaining grant funding for maintenance and improvement of the station from MoDOT, East West 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 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Part-time Salaries	9,207	9,840	11,805	11,805
Social Security	571	610	732	732
Medicare	133	143	172	172
Total Personnel Services	9,911	10,593	12,709	12,709
Contractual Services	23,830	32,710	20,502	12,790
Commodities	3,162	3,021	3,950	3,550
Capital Outlay	1,076	61	300	100
Interdepartmental Charges	5,220	6,086	6,190	6,300
TOTAL TRAIN BUDGET	43,199	52,471	43,651	35,449

Train Budget Summary



CITY OF KIRKWOOD

TRAIN STATION

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	101-1100-418-42-02	Custodial	\$8,892	-	\$ (8,892)	-100.00%

Narrative: Custodial costs paid for out of Facilities Operations

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1100-418.11-02	Salary Part Time	9,207	9,840	11,805	11,805	-	0.00%		
101-1100-418.22-01	Social Security Taxes	571	610	732	732	-	0.00%		
101-1100-418.22-02	Medicare Contributions	133	143	172	172	-	0.00%		
101-1100-418.31-10	Other Professional Svcs	773	21,124	1,500	1,500	-	0.00%		
101-1100-418.32-04	Ofc/Administration	-	440	540	540	-	0.00%		
101-1100-418.42-02	Custodial	8,892	741	8,892	-	(8,892)	-100.00%		
101-1100-418.43-05	Alarm system maintenance	641	641	750	750	-	0.00%		
101-1100-418.43-12	Building & Grounds	11,920	8,782	7,600	8,500	900	11.84%		
101-1100-418.53-01	Telephone	1,557	962	1,100	1,200	100	9.09%		
101-1100-418.58-02	Travel Other	47	20	120	300	180	150.00%		
101-1100-418.61-01	Office supplies	278	271	350	350	-	0.00%		
101-1100-418.61-08	Janitorial supplies	660	698	750	750	-	0.00%		
101-1100-418.61-11	Food	548	160	250	250	-	0.00%		
101-1100-418.62-03	Gas	1,686	1,892	2,600	2,200	(400)	-15.38%		
101-1100-418.68-01	Office, Furniture & Eqpt	1,076	61	300	100	(200)	-66.67%		
101-1100-418.80-20	Electric Charges	3,806	4,342	4,275	4,500	225	5.26%		
101-1100-418.80-40	Water Usage Charges	514	844	1,015	900	(115)	-11.33%		
101-1100-418.80-50	Sanitation Charges	900	900	900	900	-	0.00%		
TRAIN STATION		43,199	52,471	43,651	35,449	(8,202)	-18.79%		

Train Station

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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.

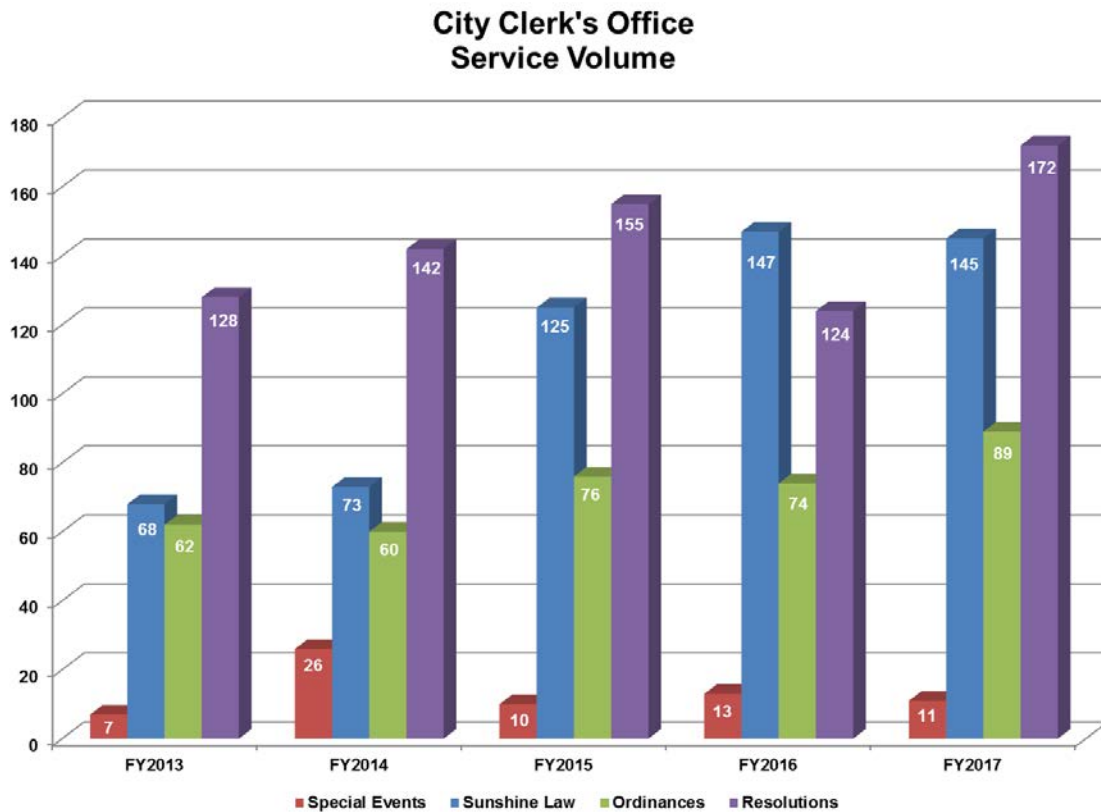
City Clerk's Office

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.

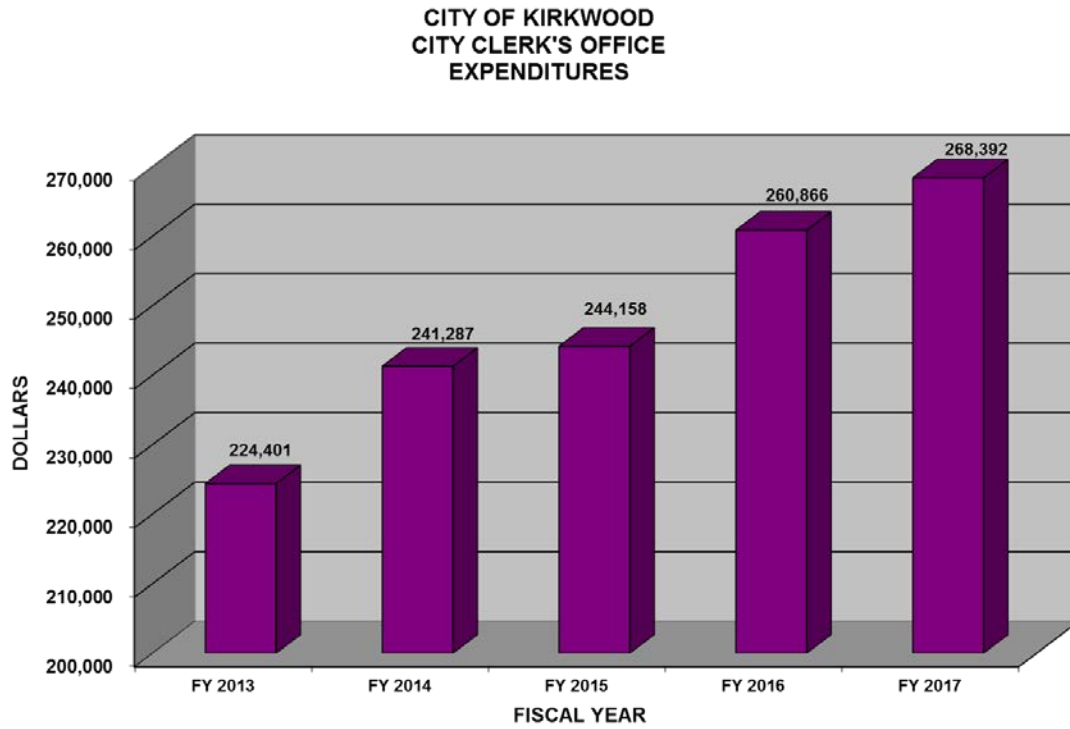
The chart below shows the service volume for the City Clerk's office for the past three fiscal years. Special events data was not available until January, 2013. Excluded from this chart are telephone calls, e-mails, and walk-in customer assistance.



City Clerk's Office

Expenditures

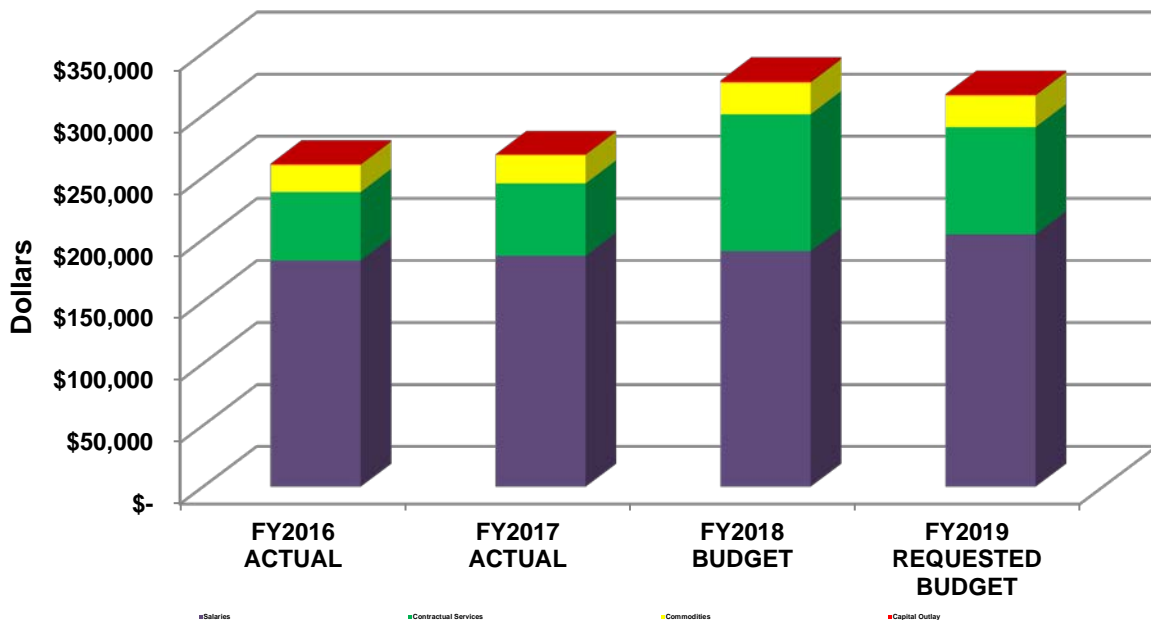
The City Clerk's Budget includes all related expenditures for the Mayor and City Council, City Clerk, and Deputy City Clerk.



**CITY OF KIRKWOOD, MISSOURI
CITY CLERK OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	126,985	130,149	132,651	143,852
Elected Officials	18,000	17,400	18,000	18,000
Overtime	2,486	3,074	3,200	3,200
Social Security	9,250	9,494	9,477	10,234
Medicare	2,163	2,220	2,217	2,394
Civilian Pension	8,416	8,317	8,766	9,559
Deferred Compensation	2,479	2,729	2,697	2,942
Subtotal Salaries	169,779	173,383	177,008	190,181
Other Benefits				
Health Insurance	11,950	12,169	12,171	12,537
Dental Insurance	928	928	1,076	1,109
Vision Insurance	167	167	180	185
Subtotal Other Benefits	13,045	13,264	13,427	13,831
Total Personnel Services	182,824	186,647	190,435	204,012
Contractual Services	55,197	58,311	110,234	86,348
Commodities	22,035	23,098	25,650	25,575
Capital Outlay	809	337	1,500	1,000
TOTAL CITY CLERK BUDGET	260,865	268,393	327,819	316,935

City Clerk Budget Summary



CITY OF KIRKWOOD

City Clerk/City Council Office

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	101-1101-411-31.10	Other Professional Services	\$26,504	\$ 15,000	\$ (11,504)	-43.40%

Narrative: \$10,504 was reappropriated for the contract with General Code and that will finish this budget year and \$3,000 was reappropriated for the Mayor's portrait. These projects will be complete this year resulting in a substantial reduction.

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1101-411.11-01	Salary Full Time	126,985	130,149	132,651	143,852	11,201	8.44%		
101-1101-411.11-03	Salary Elected Officials	18,000	17,400	18,000	18,000	-	0.00%		
101-1101-411.11-05	Overtime	2,486	3,074	3,200	3,200	-	0.00%		
101-1101-411.21-01	Health Insurance	11,950	12,169	12,171	12,537	366	3.01%		
101-1101-411.21-03	Dental Insurance	928	928	1,076	1,109	33	3.07%		
101-1101-411.21-04	Vision Insurance	167	167	180	185	5	2.78%		
101-1101-411.22-01	Social Security Taxes	9,250	9,494	9,477	10,234	757	7.99%		
101-1101-411.22-02	Medicare Contributions	2,163	2,220	2,217	2,394	177	7.98%		
101-1101-411.23-02	Civilian Pension	8,416	8,317	8,766	9,559	793	9.05%		
101-1101-411.23-04	Deferred Comp	2,479	2,729	2,697	2,942	245	9.08%		
101-1101-411.31-09	Training	775	3,050	2,500	2,500	-	0.00%		
101-1101-411.31-10	Other Professional Svcs	16,510	1,026	26,504	15,000	(11,504)	-43.40%		
101-1101-411.52-11	Work. Comp. Premium	3,266	3,951	3,930	4,048	118	3.00%		
101-1101-411.53-01	Telephone	5,790	5,716	5,300	4,800	(500)	-9.43%		
101-1101-411.54-02	Legal ads	2,656	3,193	4,000	4,000	-	0.00%		
101-1101-411.55-09	Other Printing	82	-	1,000	1,000	-	0.00%		
101-1101-411.58-01	Travel Executive	18,904	10,086	25,000	25,000	-	0.00%		
101-1101-411.59-01	Election Expense	7,214	31,289	42,000	30,000	(12,000)	-28.57%		
101-1101-411.61-01	Office supplies	2,679	1,933	1,500	1,500	-	0.00%		
101-1101-411.61-11	Food	5,704	6,301	6,200	7,000	800	12.90%		
101-1101-411.64-01	Dues	13,321	13,307	15,000	15,000	-	0.00%		
101-1101-411.64-02	Publications	130	-	150	75	(75)	-50.00%		
101-1101-411.66-99	Other	175	735	1,800	1,000	(800)	-44.44%		
101-1101-411.68-01	Office, Furniture & Eqpt,	809	337	1,500	1,000	(500)	-33.33%		
101-1101-411.69-05	Service Awards	26	822	1,000	1,000	-	0.00%		
CLERK/COUNCIL		260,865	268,393	327,819	316,935	(10,884)	-3.32%		

Clerk/Council

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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 2016 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 rated at or above the national average in 34 of the 38 areas that were assessed, and significantly above the national average in 27 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.

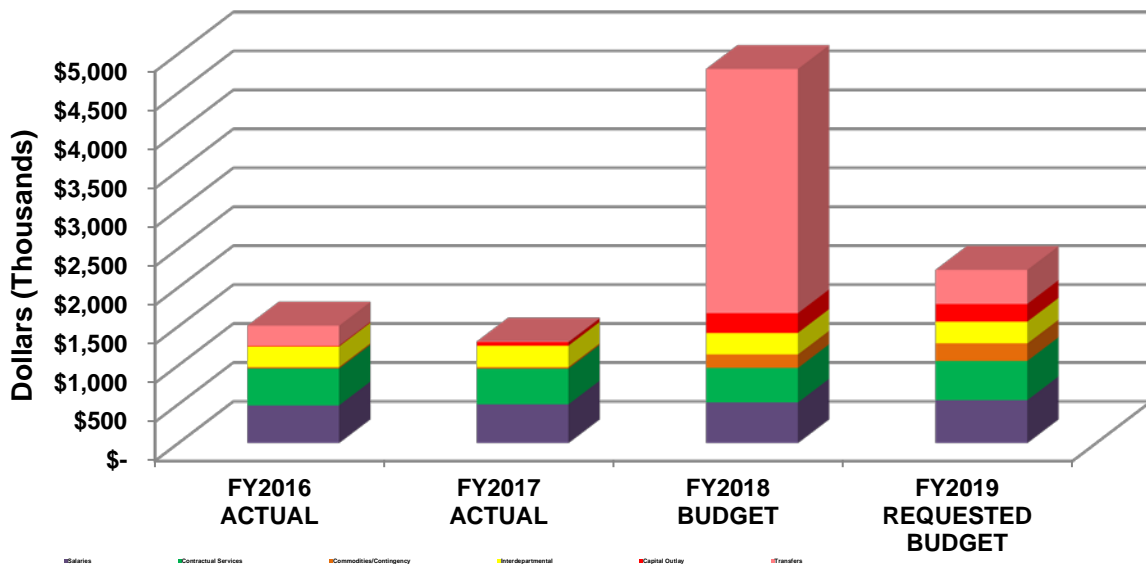
Administration

- 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 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	378,683	390,792	401,405	423,925
Temporary Salaries	-	-	3,600	6,300
Social Security	21,004	21,273	25,111	26,700
Medicare	5,683	5,924	5,873	6,250
Civilian Pension	24,615	24,430	26,091	28,000
Deferred Compensation	15,870	16,804	16,640	17,900
Subtotal Salaries	445,855	459,304	478,720	509,075
Other Benefits				
Health Insurance	37,477	36,386	40,118	40,118
Dental Insurance	1,405	1,809	2,076	2,076
Vision Insurance	320	321	349	349
Subtotal Other Benefits	39,202	38,516	42,543	42,543
Total Personnel Services	485,057	497,820	521,263	551,618
Contractual Services	471,467	458,287	443,207	503,180
Commodities/Contingency	19,688	20,462	173,740	224,900
Capital Outlay	9,474	44,950	254,029	228,700
Interdepartmental Charges	264,193	274,612	276,943	279,237
Transfers to Other Funds	257,800	7,800	3,135,100	436,976
TOTAL ADMINISTRATION BUDGET	1,507,679	1,303,931	4,804,282	2,224,611

Administration Budget Summary



CITY OF KIRKWOOD

ADMINISTRATION

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	10111024123110	Other Professional Services	\$6,000	\$ 31,500	\$ 25,500	425.00%
<p>Narrative: This account includes our citizen survey which is done once every two years.</p>						
2	10111024123201	Legal	\$ 210,000	\$ 250,000	\$ 40,000	19.05%
<p>Narrative: Last year (FY2017) we spent \$252,571. So far this year in the first 3 months we have spent \$21,000+ what was spent for this period last year. It appears that this year's expenditures are much more similar to last year's and so we are budgeting a similar amount.</p>						
3	10111024124312	Building and Grounds	\$ 10,100	\$ 36,100	\$ 26,000	257.43%

Narrative: Parks has informed us they now have a better handle on what they need to spend to care for the city hall grounds, Memorial Walkway, and SBD. They stated that to break even, which was the council's desire, that it will take an additional \$26,000.

**CITY OF KIRKWOOD
FISCAL YEAR 2018/2019 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1102-412.10-10	Transfer to Other Funds	257,800	7,800	3,135,100	436,976	(2,698,124)	
101-1102-412.11-01	Salary Full Time	378,683	390,792	401,405	423,925	22,520	5.61%
101-1102-412.11-04	Salary Temporary	-	-	3,600	6,300	2,700	
101-1102-412.11-05	Overtime	-	81	-	-	-	
101-1102-412.21-01	Health Insurance	37,477	36,386	40,118	40,118	-	0.00%
101-1102-412.21-03	Dental Insurance	1,405	1,809	2,076	2,076	-	0.00%
101-1102-412.21-04	Vision Insurance	320	321	349	349	-	0.00%
101-1102-412.22-01	Social Security Taxes	21,004	21,273	25,111	26,700	1,589	6.33%
101-1102-412.22-02	Medicare Contributions	5,683	5,924	5,873	6,250	377	6.42%
101-1102-412.23-02	Civilian Pension	24,615	24,430	26,091	28,000	1,909	7.32%
101-1102-412.23-04	Deferred Comp	15,870	16,804	16,640	17,900	1,260	7.57%
101-1102-412.31-01	Personnel consultants	114,668	32,923	98,972	80,000	(18,972)	-19.17%
101-1102-412.31-03	Public Relations	2,252	664	1,500	1,500	-	0.00%
101-1102-412.31-06	Kirkwood ArtsCommission	-	-	-	5,900	5,900	100.00%
101-1102-412.31-07	Human Rights Commission	-	-	500	2,000	1,500	300.00%
101-1102-412.31-08	Urban Forestry Comm.	10,626	17,832	1,350	-	(1,350)	-100.00%
101-1102-412.31-09	Training	3,011	2,261	3,000	4,000	1,000	33.33%
101-1102-412.31-10	Other Professional Svcs	5,294	35,221	5,000	31,500	26,500	530.00%
101-1102-412.32-01	Legal	211,593	252,571	210,000	250,000	40,000	19.05%
101-1102-412.32-04	Ofc/Administrative	5,675	1,470	5,500	3,500	(2,000)	-36.36%
101-1102-412.42-06	Laundry, towels, etc	1,101	1,249	1,200	1,300	100	8.33%
101-1102-412.43-01	Office ept. maintenance	-	-	100	100	-	0.00%
101-1102-412.43-12	Building & Grounds	5,370	2,058	-	2,100	2,100	100.00%
101-1102-412.44-01	Parking lots	28,921	30,525	32,000	33,805	1,805	5.64%
101-1102-412.44-04	Copy Machines	1,968	2,604	3,000	3,000	-	0.00%
101-1102-412.52-02	General liability	21,141	21,233	20,500	22,000	1,500	7.32%
101-1102-412.52-11	Work. Comp. Premium	5,819	5,828	5,945	5,945	-	0.00%
101-1102-412.53-01	Telephone	2,534	3,097	3,000	3,200	200	6.67%
101-1102-412.53-02	Cellular Telephones	2,802	2,948	3,030	3,750	720	23.76%
101-1102-412.54-04	Advertising	19,888	20,525	21,160	21,930	770	3.64%
101-1102-412.55-09	Other Printing	16,926	16,756	17,950	17,950	-	0.00%
101-1102-412.58-01	Travel Executive	7,973	3,135	4,500	4,500	-	0.00%
101-1102-412.58-02	Travel Other	3,905	5,387	5,000	5,200	200	4.00%
101-1102-412.61-01	Office supplies	5,041	5,334	5,500	5,500	-	0.00%
101-1102-412.61-05	Postage	2,374	1,740	1,850	2,000	150	8.11%
101-1102-412.61-11	Food	1,343	1,342	1,650	1,500	(150)	-9.09%

Administration

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1102-412.61-12	Coffee services	1,576	1,491	1,600	1,700	100	6.25%		
101-1102-412.61-13	Clothing	786	675	750	750	-	0.00%		
101-1102-412.64-01	Dues	5,176	6,471	5,855	6,000	145	2.48%		
101-1102-412.64-02	Publications	613	486	600	700	100	16.67%		
101-1102-412.66-26	Motor Fuel & Lubricants	7	153	250	250	-	0.00%		
101-1102-412.66-99	Other	250	50	157	400	243	154.78%		
101-1102-412.68-01	Office, Furniture & Equip.	-	-	21,000	26,500	5,500	26.19%		
101-1102-412.68-02	Machinery & Equipment	2,524	2,500	6,643	500	(6,143)	-92.47%		
101-1102-412.69-03	Mission Possible	-	-	3,000	3,000	-	0.00%		
101-1102-412.69-04	Contingency	-	-	149,528	200,000	50,472	33.75%		
101-1102-412.69-05	Service Awards	2,522	2,720	3,000	3,100	100	3.33%		
101-1102-412.70-01	Principal	-	-	110,000	115,000	5,000	4.55%		
101-1102-412.70-02	Interest Expense	-	-	90,000	86,700	(3,300)	-3.67%		
101-1102-412.75-03	Building & Site Improv.	6,950	42,450	26,386	-	(26,386)	-100.00%		
101-1102-412.80-05	Fuel/Lubricants	1,399	1,811	1,296	1,505	209	16.13%		
101-1102-412.80-10	Vehicle Maintenance	1,569	3,507	1,647	2,632	985	59.81%		
101-1102-412.80-20	Electric Charges	54,536	61,485	66,000	67,000	1,000	1.52%		
101-1102-412.80-30	Street Lighting	200,000	200,000	200,000	200,000	-	0.00%		
101-1102-412.80-40	Water Usage Charges	5,189	6,184	6,500	6,600	100	1.54%		
101-1102-412.80-50	Sanitation Charges	1,500	1,625	1,500	1,500	-	0.00%		
ADMINISTRATION		1,507,679	1,303,931	4,804,282	2,224,611	(2,579,671)	-53.70%		

Administration

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>	<u>Total MIS Staff</u>	<u>1</u>	<u>Total MIS Staff</u>

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 ¹	Total Devices	CCs ²	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:										
¹ Virtual PC is assigned to an individual.										
² "CC" stands for "Clear Cube" which is a device.										

Telephone System and Maintenance Cost

The MIS Department is responsible for the telephone system and the associated maintenance cost. The City of Kirkwood's telephone system includes a total of 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 4th celebration logistics maps, and Greentree festival maps. In addition we have completed the initial task of digitizing the old 3x5 cards that the Water dept. was using for all of the service lines to buildings. We have done fire map books for the City and also have done fire map books for the City of Ladue. We continue to do GIS work for the City of Ballwin on an as needed basis.

Major Projects Completed

Replaced the existing firewall with a new firewall from the same vendor which includes a redundant firewall as well. The new features we added are SANDBLAST which runs all email attachments through an emulator to determine if there is any malicious code in the attachment. We also included the URL filtering which was being handled by another application. In doing so we will be able to reduce the operating budget for security related software by about \$17,000.

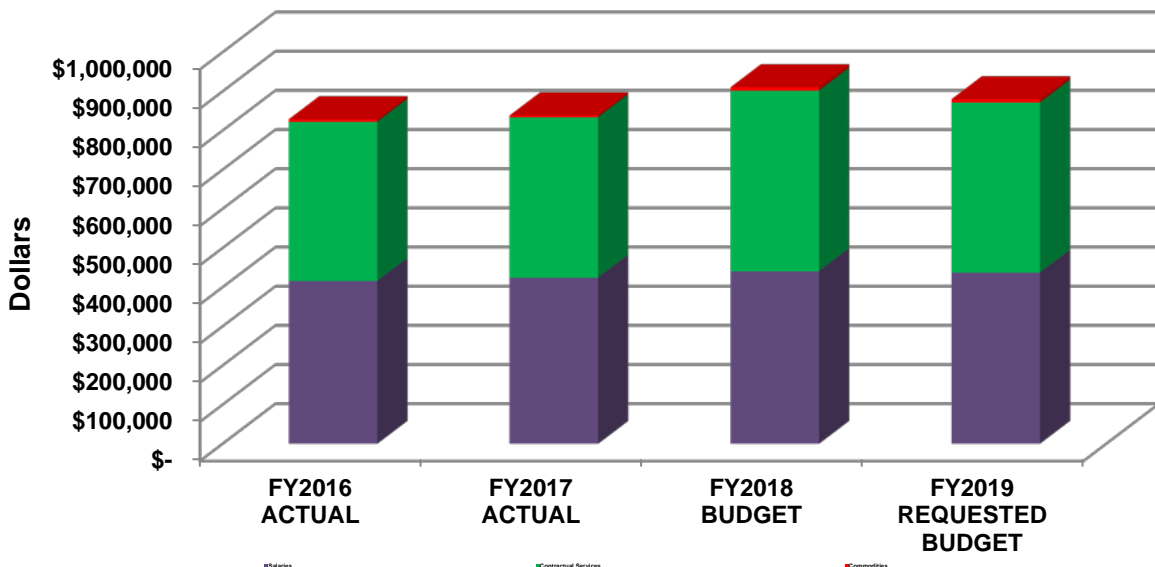
Upcoming Projects

Work with consultant to evaluate current software running in the city departments to determine current needs and future desires. Will also work with consultant to put out an RFP for a solution to address the city departments requirements. We will then work with chosen vendor to implement whatever solution/solutions are acquired.

**CITY OF KIRKWOOD, MISSOURI
MIS OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	326,116	332,560	340,999	338,202
Part-time Salaries	-	-	-	-
Overtime	9,207	9,903	14,000	14,000
Social Security	20,877	21,445	22,010	21,837
Medicare	4,882	5,015	5,148	5,107
Civilian Pension	21,796	21,417	23,075	22,894
Deferred Compensation	5,761	6,213	7,100	6,500
Subtotal Salaries	388,639	396,553	412,332	408,540
Other Benefits				
Health Insurance	24,001	24,688	24,699	24,699
Dental Insurance	2,300	2,320	2,595	2,595
Vision Insurance	412	493	504	504
Subtotal Other Benefits	26,713	27,501	27,798	27,798
Total Personnel Services	415,352	424,054	440,130	436,338
Contractual Services	406,866	409,968	461,550	434,660
Commodities	6,555	4,515	8,750	8,750
TOTAL MIS BUDGET	828,773	838,537	910,430	879,748

MIS Budget Summary



CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1105-415.11-01	Salary Full Time	326,116	332,560	340,999	338,202	(2,797)	-0.82%
101-1105-415.11-05	Overtime	9,207	9,903	14,000	14,000	-	0.00%
101-1105-415.21-01	Health Insurance	24,001	24,688	24,699	24,699	-	0.00%
101-1105-415.21-03	Dental Insurance	2,300	2,320	2,595	2,595	-	0.00%
101-1105-415.21-04	Vision Insurance	412	493	504	504	-	0.00%
101-1105-415.22-01	Social Security Taxes	20,877	21,445	22,010	21,837	(173)	-0.79%
101-1105-415.22-02	Medicare Contributions	4,882	5,015	5,148	5,107	(41)	-0.80%
101-1105-415.23-02	Civilian Pension	21,796	21,417	23,075	22,894	(181)	-0.78%
101-1105-415.23-04	Deferred Comp	5,761	6,213	7,100	6,500	(600)	-8.45%
101-1105-415.31-05	Microfilming/Storage Svcs	7,474	7,490	8,000	8,000	-	0.00%
101-1105-415.31-09	Training	11,572	8,067	15,750	16,750	1,000	6.35%
101-1105-415.31-10	Other Professional Svcs	60,740	58,630	67,000	70,500	3,500	5.22%
101-1105-415.43-04	Computer maintenance	80,612	65,706	85,600	75,200	(10,400)	-12.15%
101-1105-415.43-15	Software Maintenance	239,656	264,308	277,610	256,610	(21,000)	-7.56%
101-1105-415.44-06	Pagers	-	-	-	-	-	-
101-1105-415.52-11	Work. Comp. Premium	4,500	4,500	4,590	4,600	10	0.22%
101-1105-415.53-01	Telephone	845	879	1,000	1,000	-	0.00%
101-1105-415.58-01	Travel Executive	1,467	388	2,000	2,000	-	0.00%
101-1105-415.61-01	Office supplies	3,072	(300)	3,000	3,000	-	0.00%
101-1105-415.61-02	Computer supplies	3,288	4,601	5,000	5,000	-	0.00%
101-1105-415.61-05	Postage	-	19	500	500	-	0.00%
101-1105-415.64-01	Dues	195	195	250	250	-	0.00%
MIS		828,773	838,537	910,430	879,748	(30,682)	-3.37%

MIS

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Human Resources Department

Mission Statement

The Human Resources (HR) Department strives to provide professional and quality customer service to the people we serve. The HR Department will do this by recruiting an exceptional workforce, providing our internal and external customers with support that will foster fairness and equal opportunity for all and by being an internal resource for all city departments. The HR Department is committed to providing 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/changes, terminations, benefit costs, expenditures, records retention, training, safety, and special events.

Staffing

The HR Department staff includes the Human Resources (HR) Manager and an Administrative 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 concerns that impact work, and administer employee benefits.

Hiring has increased due to employee retirements, employees leaving for other opportunities, and involuntary terminations. Overall, applicant response to job openings is positive.

Job Title	# of Applicants	Advertising Cost
Accountant	23	\$661.38
Administrative Assistant	49	
Customer Service Representative	146	\$223.50
Dispatcher (6; PT and FT)	153	\$390.25
Human Resources Manager	71	
Sanitation Worker (4; PT and FT)	45	\$801.08
Street Superintendent	11	\$146.95

Human Resources Department

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

DEPARTMENT	FY2013	FY2014	FY2015	FY2016	FY2017	TOTAL
Administration			1			1
Building Maintenance					1	1
Court		2				2
Electric	2	2	1		1	6
Finance	1				1	2
Fire**	2		2	9	4	17
Fleet Services						0
Human Resources			1			1
MIS	1			1		2
Parks		2	1	1	1	5
Police*	5	4	4	2	8	23
Procurement		1	1	1		3
PS-Bldg Comm	1			1	1	3
PS-Engineering	1		1		2	4
PS-Sanitation	1	5	4	1	4	15
PS-Street		1	1	1	1	4
PS-Water	3	2		3	1	9
Recreation				2	1	3
TOTAL***	17	19	17	22	26	101

* 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. Part-time employees hired: 13 for FY2015, 12 for FY2016, 11 for FY2017.

Human Resources Department

Promotions/Changes

Promotional opportunities for employees exist when exceptional performance has been shown in their current position. At times, changes in position may be due to an employee not performing to an acceptable standard where they voluntarily or involuntarily step down if a position is available.

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

DEPARTMENT	FY2013	FY2014	FY2015	FY2016	FY2017	TOTAL
Administration						0
Building Maintenance						0
Court						0
Electric		1	1	2	3	7
Finance	1				1	2
Fire**	1				4	5
Fleet Services						0
Human Resources						0
MIS	1		1			2
Parks		1	1			2
Police*	7	4		1	1	13
Procurement		2				2
PS-Bldg Comm					2	2
PS-Engineering					1	1
PS-Sanitation	1	6	1	4	1	13
PS-Street					1	1
PS-Water	1			2	1	4
Recreation						0
TOTAL***	12	14	4	9	15	54

* Police includes Officers and Admin staff.

** Fire includes Admin and non-Admin staff.

*** Does not include part-time employees.

Human Resources Department

Terminations

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

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

DEPARTMENT	FY2013	FY2014	FY2015	FY2016	FY2017	TOTAL
Administration		1				1
Building Maintenance						0
Court						0
Electric	2	2	1	1	2	8
Finance	1				1	2
Fire**	2	2		3	4	11
Fleet Services						0
Human Resources			1			1
MIS	1		1			2
Parks		1	2		1	4
Police*	6	6	1	4	6	23
Procurement		2		1		3
PS-Bldg Comm	1			1	2	4
PS-Engineering	1		1		1	3
PS-Sanitation	1	8	4	4	4	21
PS-Street		1	1	1	2	5
PS-Water	3	2	2	1	1	9
Recreation				2	1	3
TOTAL***	18	25	14	18	25	100

* Police includes Officers and Admin staff.

** Fire includes Admin and non-Admin staff.

*** Does not include part-time employees. Part-time employee terminations: 11 for FY2015, 6 for FY2016, 7 for FY2017.

Human Resources Department

Benefit Costs

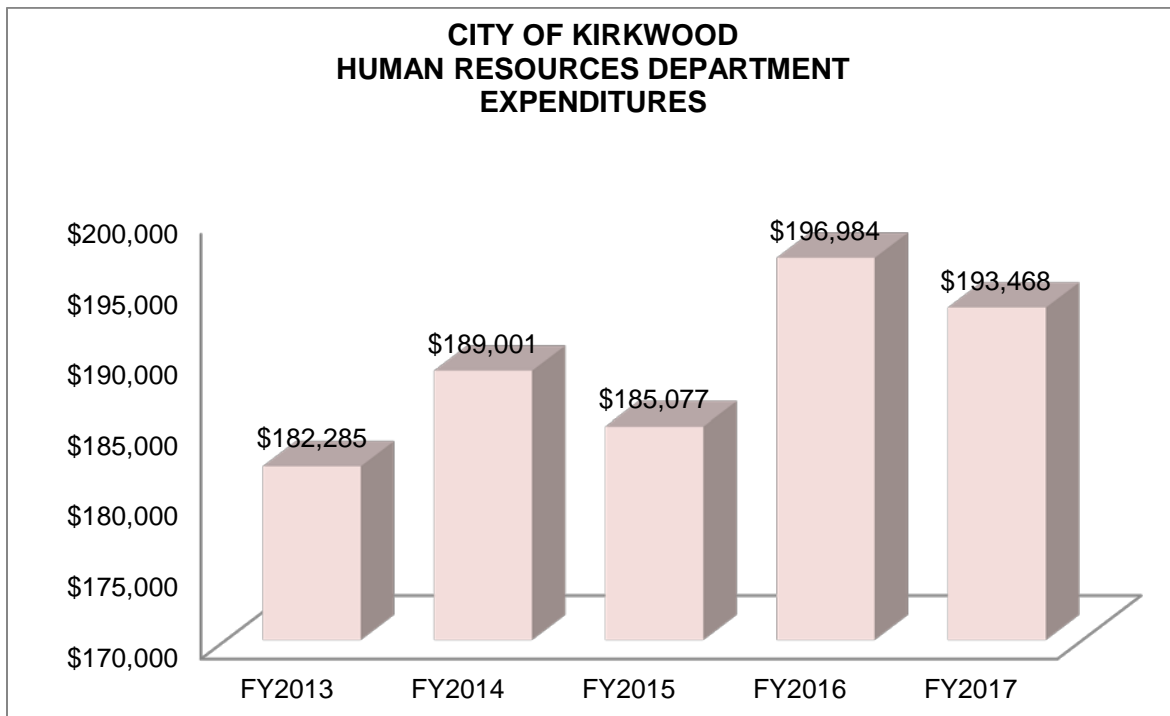
The city provides employees with health, dental and vision insurance among other benefits. Health insurance is the most expensive benefit provided. Two plans are offered for employees to select what meets their needs. For the “High Option”, a 100/70 plan, the city pays 90% of single coverage plus 50% 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 Person
Expended by City on Health Insurance

FY2013	FY2014	FY2015	FY2016	FY2017
\$8,511	\$9,334	\$9,348	\$9,446	\$9,883

Expenditures

Over the last five-year period, the HR Department’s expenditures have shown increases due to salary increases and recruitment costs, especially the adding 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

Records Retention

Records retention is an important ongoing effort. Seven years ago, many older records were preserved on microfilm including seasonal records that were more than 20 years old and records of former full-time and part-time employees that were more than 40 years old. The HR Department continues on a regular basis to sort out older records per the State of Missouri Records Retention Schedule. The HR Department is working on moving various employment records to digital records management.

Training

The HR Manager conducts new employee orientations for all new employees during their first day of employment. The Employee Assistance provider, Personal Assistance Services (PAS), also provides additional training as needed. The HR Manager provides training to individual departments as requested on Family Medical Leave, Harassment, and Violence in the Workplace. Information sessions on city benefits such as health and dental insurance and the city's pension and deferred compensation plans are provided as needed. Vanguard, the administrator for the city's pension and deferred compensation plans, also holds free training sessions throughout the year. The city's labor attorney visits monthly to meet with Department Heads and Managers on employee performance issues and other legal matters. The labor attorney provided training to supervisors and managers on topics such as Family and Medical Leave, Disciplinary Actions and Harassment in 2015 with a refresher training being considered for the next fiscal year.

Safety

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 labor-intensive positions. For example: Firefighter/Paramedic, Sanitation Worker, Electric Lineman and Meter Reader, Recreation Custodian, Water Distribution Worker, and Police Officer. This testing is required for all new employees and possibly on a return to work basis following lost time for injury or significant illness.

Human Resources Department

Special Events

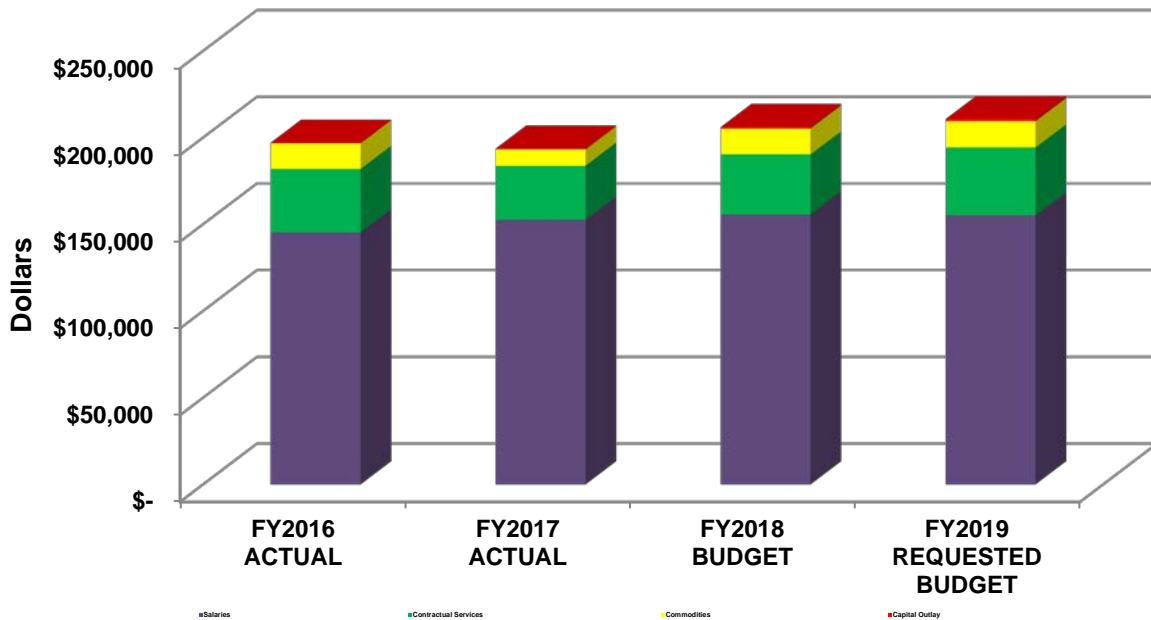
The HR Department plans the Employee Benefits and Wellness Fair on a bi-annual basis bringing in outside vendors and current benefit providers. The HR Department also sponsors an on-site clinic for flu shots on an annual basis to all employees and dependents.

In 2014, the city engaged a consultant from BJC HealthCare to help with city wellness programs. Programs for employees have included a Healthiest Loser contest, healthy eating and stress management presentations, blood pressure checks, Biometric screenings, and several fitness challenges.

**CITY OF KIRKWOOD, MISSOURI
HUMAN RESOURCES OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	112,467	117,893	119,725	118,742
Social Security	6,716	7,021	7,423	7,362
Medicare	1,571	1,642	1,737	1,722
Civilian Pension	6,586	7,372	7,783	7,719
Deferred Compensation	1,872	2,076	2,133	2,375
Subtotal Salaries	129,212	136,004	138,801	137,920
Other Benefits				
Health Insurance	15,000	15,580	15,585	15,946
Dental Insurance	928	928	1,042	1,042
Vision Insurance	167	167	198	198
Subtotal Other Benefits	16,095	16,675	16,825	17,186
Total Personnel Services	145,307	152,679	155,626	155,106
Contractual Services	36,565	31,108	34,616	39,156
Commodities	14,767	9,374	14,965	15,155
Capital Outlay	345	432	762	1,200
TOTAL PERSONNEL BUDGET	196,984	193,593	205,969	210,617

Human Resources Budget Summary



CITY OF KIRKWOOD

Human Resources

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	101-1108-417.31-09	Training	\$3,000	\$ 500	\$ (2,500)	-83.33%
Narrative: Decreased costs are related to there not being a need for tuition reimbursement this fiscal year.						
2	101-1108-417.54-01	Personnel recruitment	\$ 3,500	\$ 4,000	\$ 500	14.29%
Narrative: Cost is a function of turnover along with increased recruitment costs.						
3	101-1108-417.58-02	Travel other	\$ 500	\$ 3,900	\$ 3,400	680.00%
Narrative: Increased costs are associated with the HR Manager attending the largest conference for HR professionals which will involve travel to Chicago, IL.						
4	101-1108-417.64-01	Dues	\$ 600	\$ 1,055	\$ 455	75.83%
Narrative: Greater focus is being placed on education, networking and professional development this fiscal year.						
5	101-1108-417.68-01	Office, Furniture & Equipment	\$ 400	\$ 1,200	\$ 800	200.00%
Narrative: Increased costs are due to the addition of ergonomic equipment to assist with maintaining physical wellness.						

CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1108-417.11-01	Salary Full Time	112,467	117,893	119,725	118,742	(983)	-0.82%
101-1108-417.21-01	Health Insurance	15,000	15,580	15,585	15,946	361	2.32%
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	6,716	7,021	7,423	7,362	(61)	-0.82%
101-1108-417.22-02	Medicare Contributions	1,571	1,642	1,737	1,722	(15)	-0.86%
101-1108-417.23-02	Civilian Pension	6,586	7,372	7,783	7,719	(64)	-0.82%
101-1108-417.23-04	Deferred Comp	1,872	2,076	2,133	2,375	242	11.35%
101-1108-417.31-07	Medical Examinations	15,053	11,568	13,500	13,500	-	0.00%
101-1108-417.31-09	Training	3,257	-	2,885	500	(2,385)	-82.67%
101-1108-417.32-01	Legal	12,743	14,578	12,000	15,000	3,000	25.00%
101-1108-417.52-11	Work. Comp. Premium	1,942	1,942	1,981	1,981	-	0.00%
101-1108-417.53-01	Telephone	241	251	250	275	25	10.00%
101-1108-417.54-01	Personnel recruitment	3,329	2,463	3,500	4,000	500	14.29%
101-1108-417.58-02	Travel Other	-	306	500	3,900	3,400	680.00%
101-1108-417.64-01	Dues	580	-	715	1,055	340	47.55%
101-1108-417.66-99	Other	73	94	250	100	(150)	-60.00%
101-1108-417.68-01	Office, Furniture & Eqpt,	345	432	762	1,200	438	100.00%
101-1108-417.69-05	Service Awards	14,114	9,280	14,000	14,000	-	0.00%
HUMAN RESOURCES		196,984	193,593	205,969	210,617	4,648	2.26%

Human Resources

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

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

Procurement Department

Procurement Department Highlights

- Generated a measurable cost avoidance of \$1,867,693 achieved through bidding the appropriate markets, adhering to proper procurement procedures, and strategic sourcing.
- Achieved a measurable cost savings of \$706,804 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 and improved 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.

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

Procurement Department

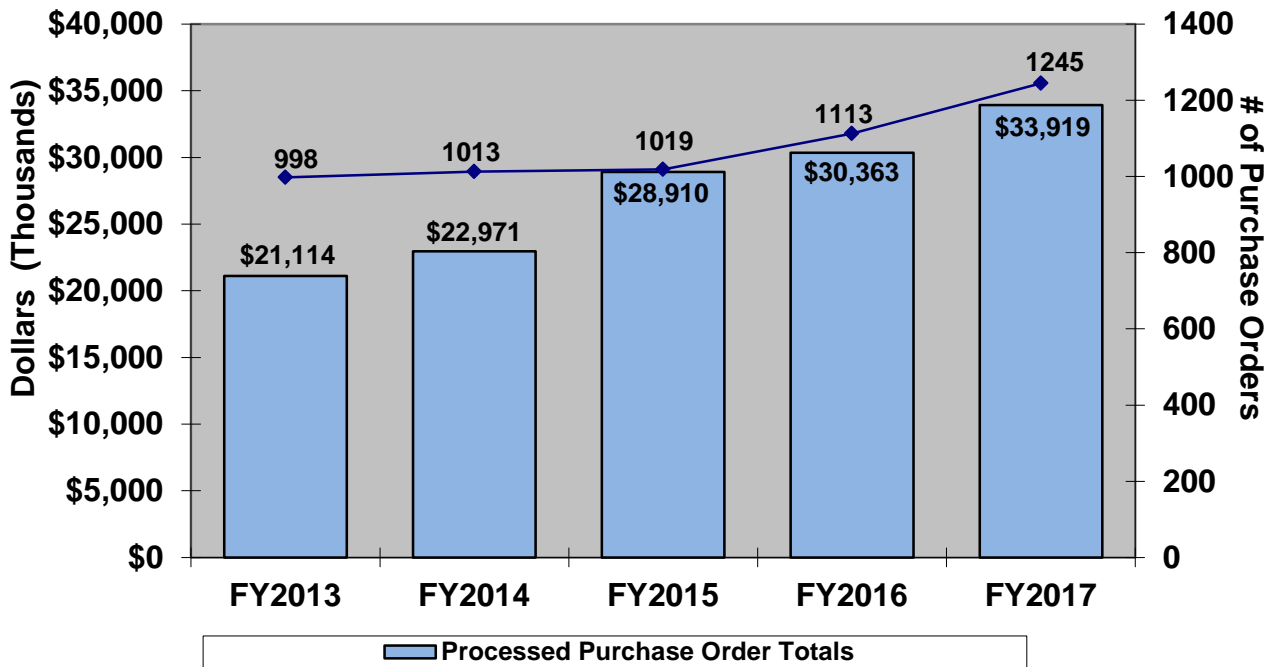
Purchase Orders

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 initiated during the year.

Purchase Orders Processed

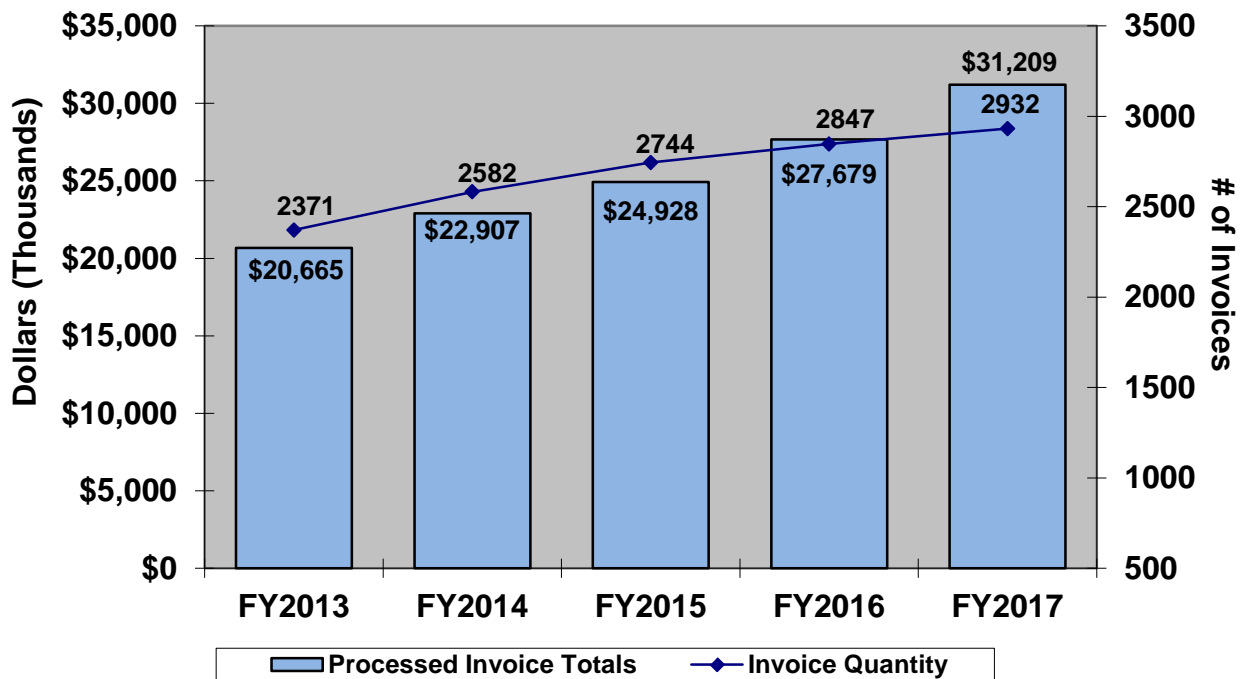


Procurement Department

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



Procurement Department

Procurement Card Administration (Procard)

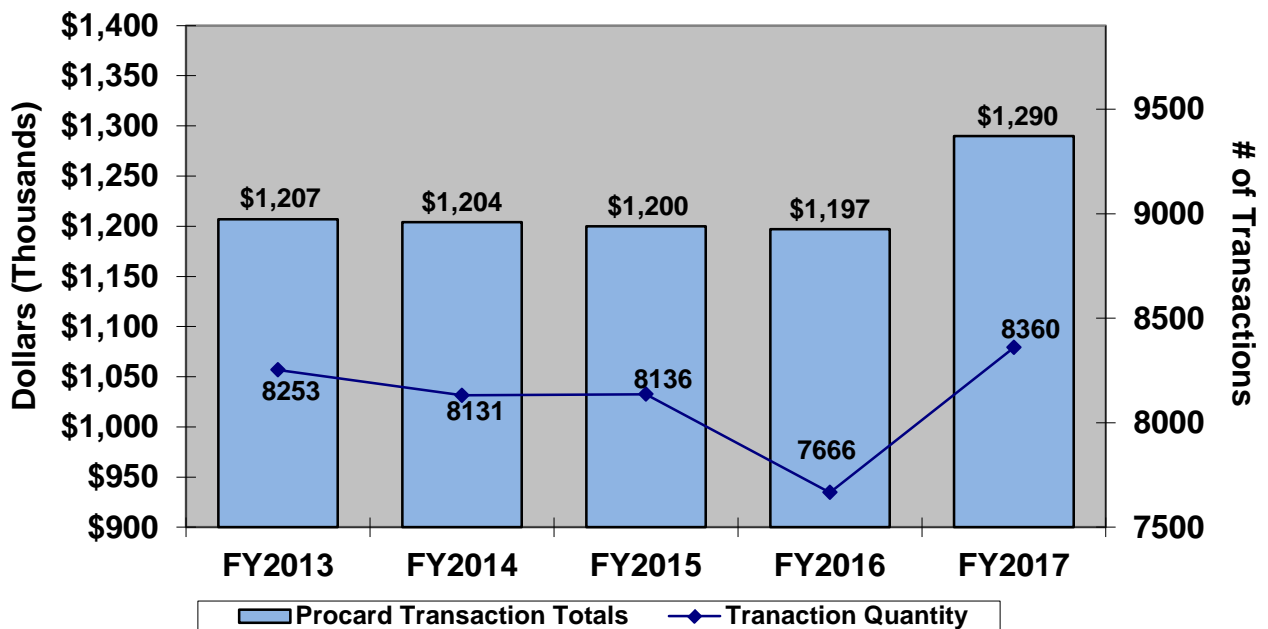
The Procurement Department manages the Procard Program. The Procard Program streamlines and reduces the total cost of procurement and payment. Cost reduction is generated by forgoing purchase orders in favor of Procurement Card transactions for the procurement of products of low dollar and risk.

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 \$146.28 in FY2013 \$148.06 in FY2014, \$147.53 in FY2015, \$156.20 in FY2016, and \$154.27 in FY2017.

Procard Transactions



Procurement Department

Formal Bids

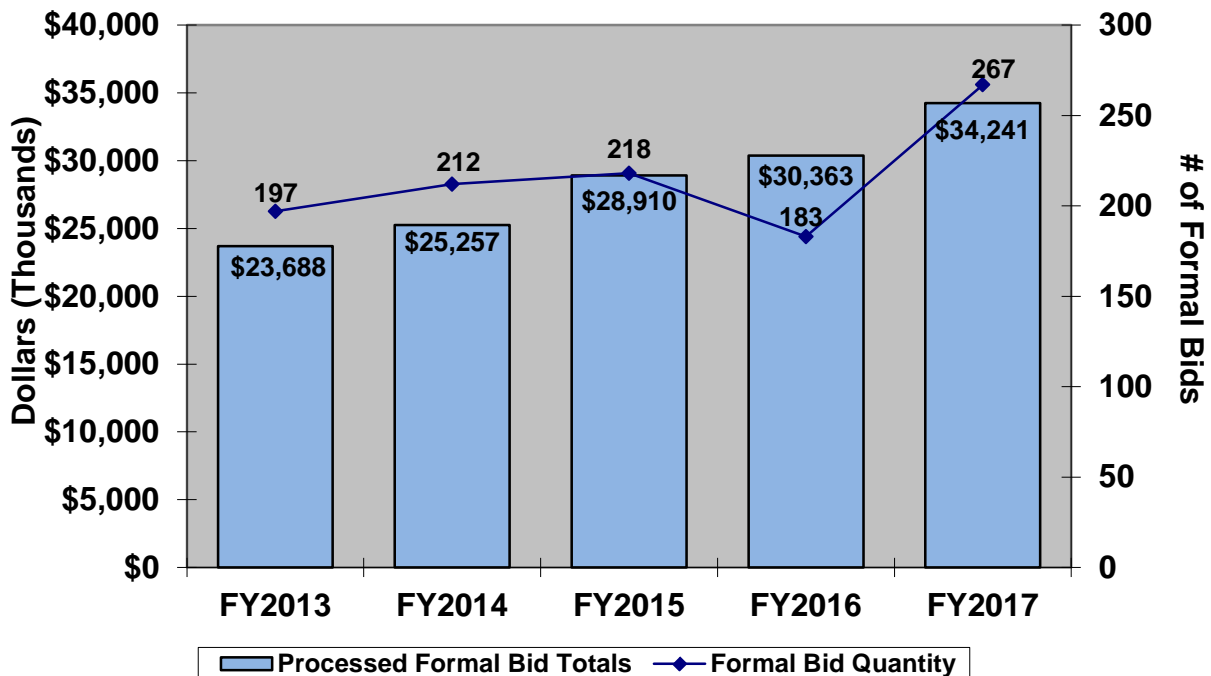
Advertisement and Formal bids are required for all contractual obligations and purchases in excess of \$15,000. This value was recently changed from \$7,500 in December of 2016 with the approval of updates to the City's Code of Ordinances.

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 increased in number and value reflecting an increase in more complex professional based services and construction projects.

Formal Bids Processed



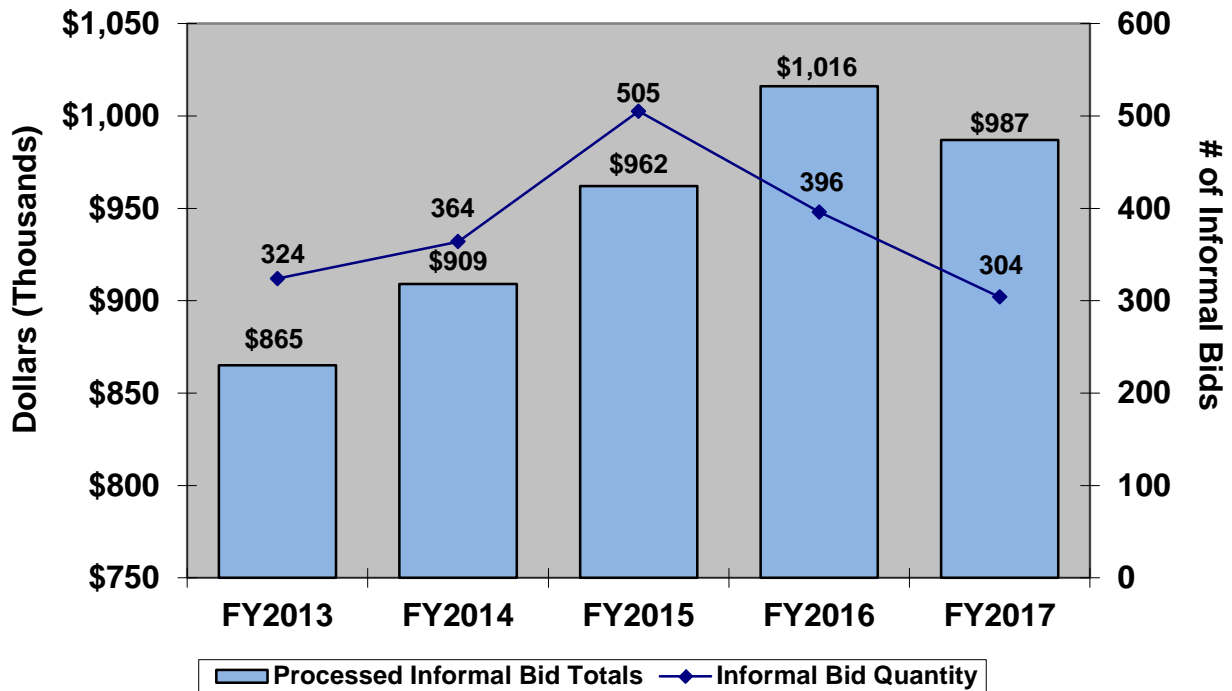
Procurement Department

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 slightly reduced in value, but substantially decreased in number reflecting the grouping of small orders to leverage the City's purchasing power in order to improve return on investment.

Informal Bids Processed



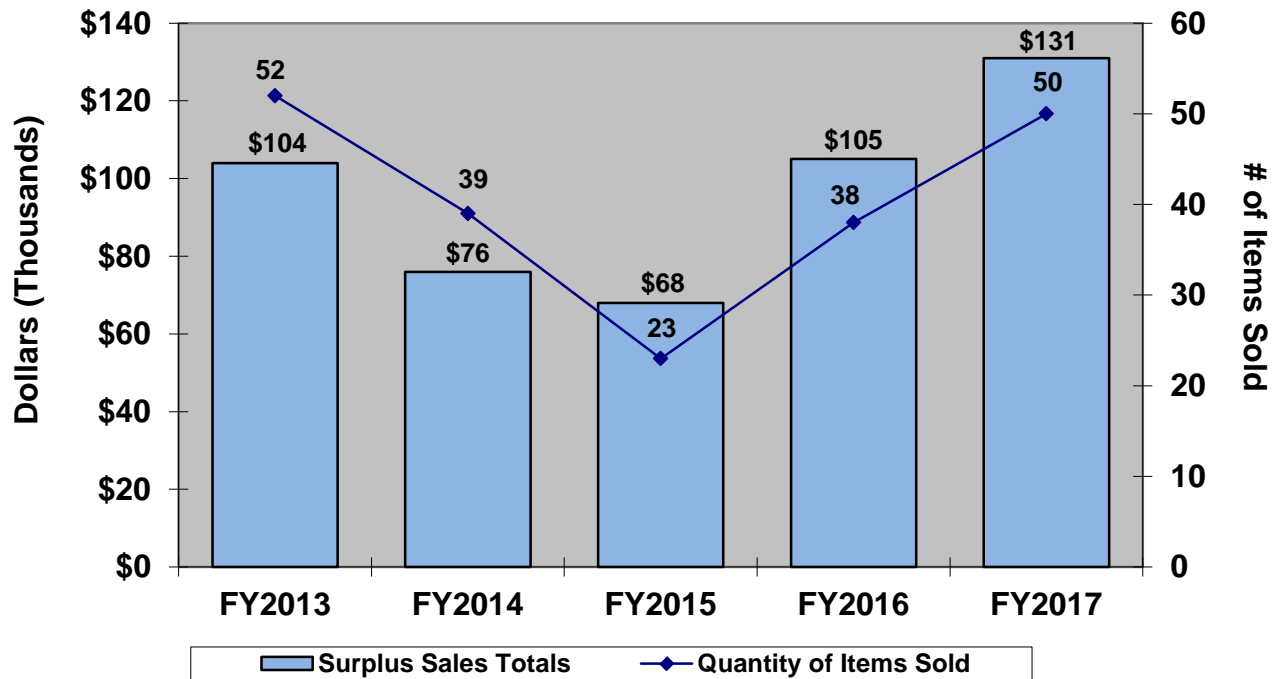
Procurement Department

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.

FY2013 \$6,728.09

FY2016 \$6,374.74

FY2014 \$6,651.00

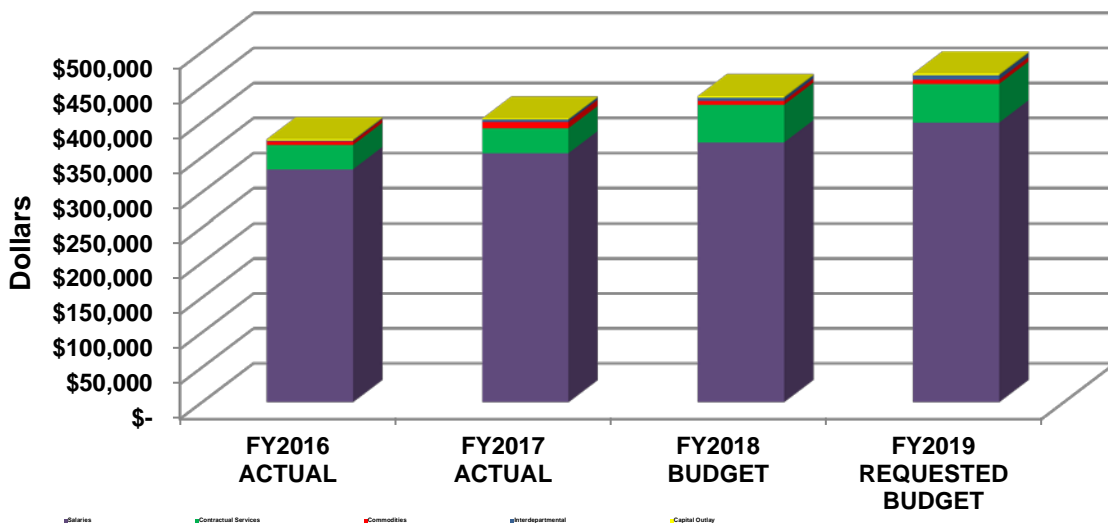
FY2017 \$6,790.26

FY2015 \$6,645.22

**CITY OF KIRKWOOD, MISSOURI
PROCUREMENT/WAREHOUSE OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	247,458	261,303	268,173	278,473
Part-time Salaries	-	-	-	21,000
Temporary	5,247	3,805	8,000	-
Overtime	468	1,439	3,000	1,500
Social Security	15,443	16,271	17,310	18,816
Medicare	3,612	3,805	4,049	4,401
Civilian Pension	14,547	16,423	17,627	18,362
Deferred Compensation	4,245	5,263	5,424	5,650
Subtotal Salaries	291,020	308,309	323,583	348,202
Other Benefits				
Health Insurance	39,239	44,766	44,486	48,596
Dental Insurance	1,968	2,088	2,426	2,088
Vision Insurance	354	426	434	377
Subtotal Other Benefits	41,561	47,280	47,346	51,061
Total Personnel Services	332,581	355,589	370,929	399,263
Contractual Services	34,636	35,721	53,622	55,277
Commodities	5,160	9,034	5,710	6,180
Capital Outlay	1,754	1,381	2,000	2,000
Interdepartmental Charges	1,338	3,375	4,761	6,508
TOTAL PURCHASING BUDGET	375,469	405,100	437,022	469,228

Procurement/Warehouse Budget Summary



CITY OF KIRKWOOD

PROCUREMENT / WAREHOUSE

Budget Changes

Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	10111124161104	Salary Part Time	\$0	\$ 21,000	\$ 21,000	100.00%
Narrative: Funding increase for moving temporary part time staff to permanenet part time support due to increased volumes and more complex procurement types.						
2	10111124161104	Salary Temporary	\$8,000	\$ -	\$ (8,000)	-100.00%
Narrative: Funding decrease for moving temporary part time staff to permanenet part time support due to increased volumes and more complex procurement types.						
3	10111124161105	Overtime	\$ 3,000	\$ 1,500	\$ (1,500)	-50.00%
Narrative: Funding decrease for moving temporary part time staff to permanenet part time support due to increased volumes and more complex procurement types.						
4	10111124163110	Other Professional Services	\$ 10,000	\$ 11,000	\$ 1,000	10.00%
Narrative: Increase in maintenance fees for procurement market service programs.						
5	1011113416101	Health Insurance	\$ 3,164	\$ 7,276	\$ 4,112	129.96%
Narrative: Change in health insurance selections by staff.						
6	10111134163110	Other Professional Services	\$ 9,900	\$ 11,000	\$ 1,100	11.11%
Narrative: Additional funding for contracted temporary staff to supplement warehouse / facilities duties.						

**CITY OF KIRKWOOD
FISCAL YEAR 2018/2019 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1112-416.11-01	Salary Full Time	216,466	228,718	234,698	243,993	9,295	3.96%
101-1112-416.11-02	Salary Part Time	-	-	-	21,000	21,000	100.00%
101-1112-416.11-04	Salary Temporary	5,247	3,805	8,000	-	(8,000)	-100.00%
101-1112-416.11-05	Overtime	468	1,439	3,000	1,500	(1,500)	-50.00%
101-1112-416.21-01	Health Insurance	39,115	41,320	41,322	41,320	(2)	0.00%
101-1112-416.21-03	Dental Insurance	1,740	1,856	1,996	1,856	(140)	-7.01%
101-1112-416.21-04	Vision Insurance	313	334	342	335	(7)	-2.05%
101-1112-416.22-01	Social Security Taxes	13,486	14,275	15,234	16,678	1,444	9.48%
101-1112-416.22-02	Medicare Contributions	3,154	3,338	3,563	3,901	338	9.49%
101-1112-416.23-02	Civilian Pension	12,531	14,386	15,451	16,120	669	4.33%
101-1112-416.23-04	Deferred Comp	3,629	4,603	4,754	4,960	206	4.33%
101-1112-416.29-04	Unemployment Comp.	-	-	-	-	-	-
101-1112-416.31-09	Training	2,770	2,250	5,000	5,000	-	0.00%
101-1112-416.31-10	Other Professional Svcs	3,716	1,179	10,000	11,000	1,000	10.00%
101-1112-416.32-01	Legal	637	911	750	1,000	250	33.33%
101-1112-416.44-04	Copy Machines	452	687	800	800	-	0.00%
101-1112-416.52-02	General liability	3,356	3,444	4,195	3,500	(695)	-16.57%
101-1112-416.52-11	Work. Comp. Premium	8,551	8,585	8,414	8,414	-	0.00%
101-1112-416.53-01	Telephone	2,999	2,801	3,000	3,000	-	0.00%
101-1112-416.55-09	Other Printing	201	107	250	250	-	0.00%
101-1112-416.58-01	Travel Executive	1,230	1,424	4,000	4,000	-	0.00%
101-1112-416.58-02	Travel Other	901	2,016	4,000	4,000	-	0.00%
101-1112-416.61-01	Office supplies	1,937	2,243	2,000	2,100	100	5.00%
101-1112-416.61-05	Postage	29	31	200	150	(50)	-25.00%
101-1112-416.61-08	Janitorial supplies	242	370	180	500	320	177.78%
101-1112-416.61-11	Food	98	86	100	200	100	100.00%
101-1112-416.61-13	Clothing	384	391	400	400	-	0.00%
101-1112-416.64-01	Dues	900	1,330	1,430	1,430	-	0.00%
101-1112-416.64-02	Publications	569	242	500	500	-	0.00%
101-1112-416.68-01	Office, Furniture & Eqpt,	1,754	1,381	2,000	2,000	-	0.00%
101-1112-416.69-99	Inventory Adjustments	258	3,480	-	-	-	-
101-1112-416.80-05	Fuel/Lubricants	144	69	420	350	(70)	-16.67%
101-1112-416.80-10	Vehicle Maintenance	526	1,581	2,553	4,982	2,429	95.14%
101-1113-416.11-01	Salary Full Time	30,992	32,585	33,475	34,480	1,005	3.00%
101-1113-416.21-01	Health Insurance	124	3,446	3,164	7,276	4,112	129.96%
101-1113-416.21-03	Dental Insurance	228	232	430	232	(198)	-46.05%

Procurement/Warehouse

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1113-416.21-04	Vision Insurance	41	92	92	42	(50)	-54.35%		
101-1113-416.22-01	Social Security Taxes	1,957	1,996	2,076	2,138	62	2.99%		
101-1113-416.22-02	Medicare Contributions	458	467	486	500	14	2.88%		
101-1113-416.23-02	Civilian Pension	2,016	2,037	2,176	2,242	66	3.03%		
101-1113-416.23-04	Deferred Comp	616	660	670	690	20	2.99%		
101-1113-416.31-09	Training	-	-	-	1,000	1,000	#DIV/0!		
101-1113-416.31-10	Other Professional Svcs	9,823	12,317	10,900	11,000	100	0.92%		
101-1113-416.52-11	Work. Comp. Premium	-	-	1,313	1,313	-	0.00%		
101-1113-416.58-02	Travel Other	-	-	1,000	1,000	-	0.00%		
101-1113-416.66-07	Safety equipment	174	272	300	300	-	0.00%		
101-1113-416.66-99	Other	569	589	600	600	-	0.00%		
101-1113-416.80-05	Fuel/Lubricants	167	224	950	500	(450)	-47.37%		
101-1113-416.80-10	Vehicle Maintenance	501	1,501	838	676	(162)	-19.33%		
PROCUREMENT/WAREHOUSE		375,469	405,100	437,022	469,228	32,206	7.37%		

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 25 City-owned buildings and properties, removing snow from 3.2 miles of City-owned sidewalks and overseeing the grounds of Memorial Walkway, Bisso Park, Ken Connor Park and the Farmers Market.

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 25 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 and the Farmers Market 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.

Facilities Operations

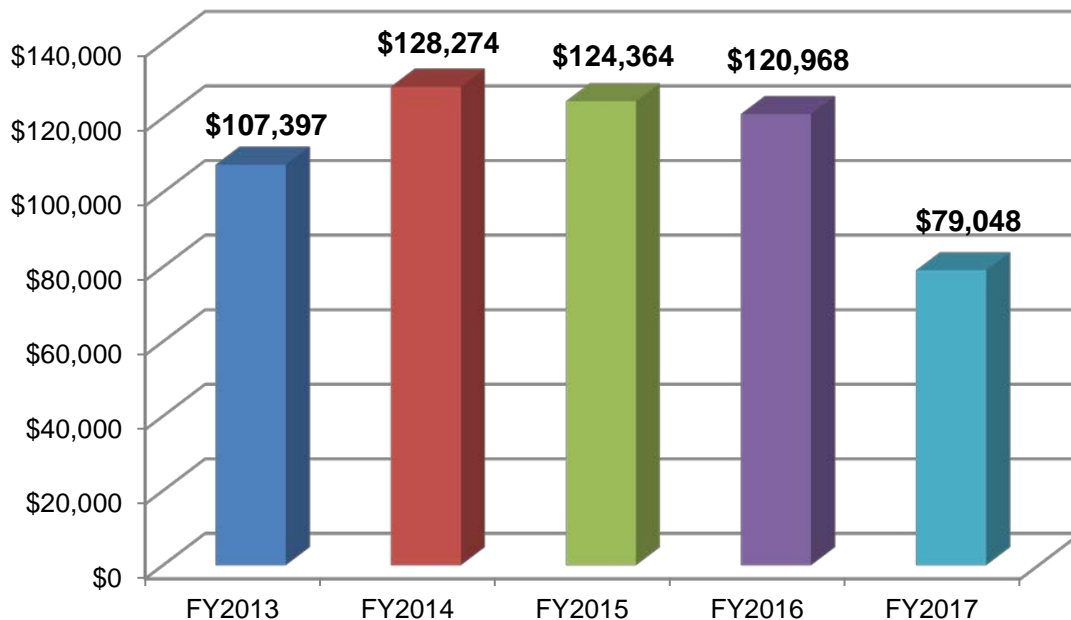
Facilities Operations utilizes the following equipment to assist with their current duties:

<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



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

BUILDING/ PROPERTY NUMBER	NAME	LOCATION	YEAR BUILT	ROOF AREA SQUARE FEET	FLOOR AREA SQUARE FEET
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	Ken Connor Park	100 N. Kirkwood Rd			7,100
9	Memorial Walkway	139 S. Kirkwood Rd.	2010	0	34,000
10	Police Building	137 W. Madison	1963/ 1970/ 1992	10,395	20,790
11	Police Rifle Range	Rifle Range Rd.	1960	4,130	3,630
12	Public Works Facility	345 S. Fillmore	1992	20,880	18,000
13	Street/Sanitation/Storage Common Area Building			5,700	5,463
14	Vehicle/Building Maintenance including Mezzanine			14,930 10,150 8,920	18,840 10,000 9,050
15	Covered Storage			181	7,900
16	Salt Dome				5,000
17	Recycle Center				
18	Purchasing/Utilities	212 S. Taylor Ave.	1969/ 1971/ 1974	13,000	13,040
19	Mezzanine			0	2,500
20	SBD Building	130 E. Jefferson	1970	920	2376
21	Sidewalks	Various			3.2 Miles
22	Train Station	100 W. Argonne	1893	3,726	3,000
23	Transfer Station	336 S. Taylor Ave.	2013	2,716	2,716
24	Water Maintenance Shop and Storage Building	351 S. Fillmore	1992	7,690	6,600
25	Water Treatment Plant	2020 Marshall		1,120	11,530

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.

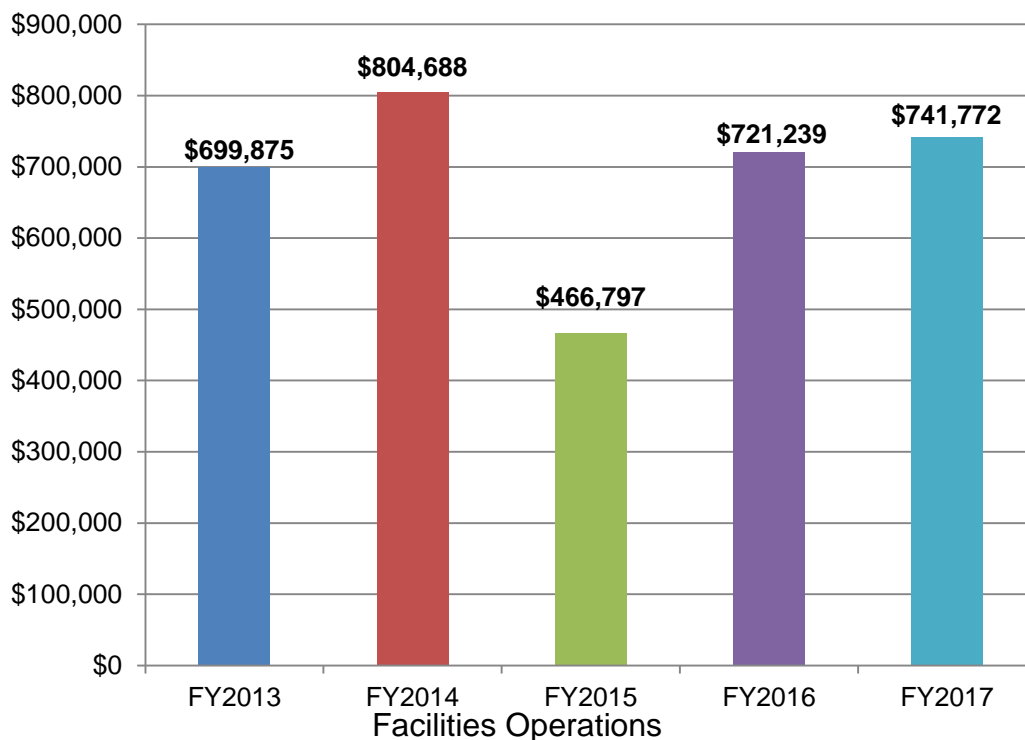
Capital projects completed include: Firehouse 1 and 3 Interior Surface Repairs and Painting, 212 South Taylor Heat Pump Replacement, Public Works and Meter Shop Security Upgrades, Council Chambers Audio Visual Upgrades, Council Chambers Floor Replacement, Courts Relocation, and Street and Sanitation Office Renovation.

The increase in expense depicted in the following graph reflects an increase in smaller capital projects from the previous year where there were two major capital projects. It is anticipated that future expenses will maintain around those shown in FY2017 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 and our focus is placed on preventative maintenance.

*Building expenses include budget minus balance plus capital expenses.

Facilities Operations Expenses



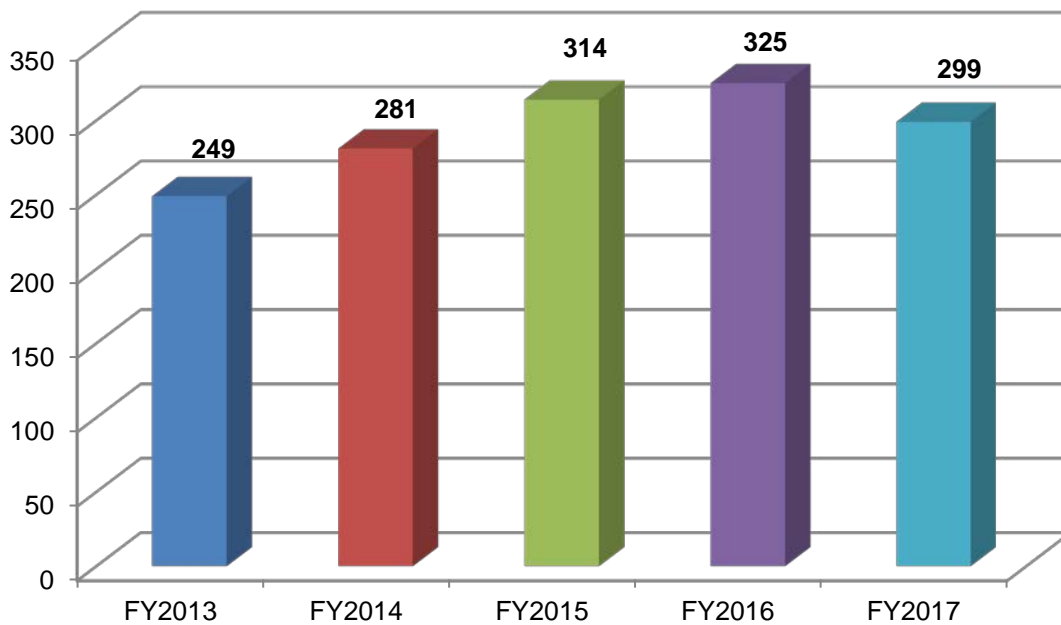
Facilities Operations

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 begun to reach a saturation point. These outsourced jobs allow for additional specialized expertise and overflow of required critical, safety, and preventative maintenance repairs.

OUTSOURCED JOBS



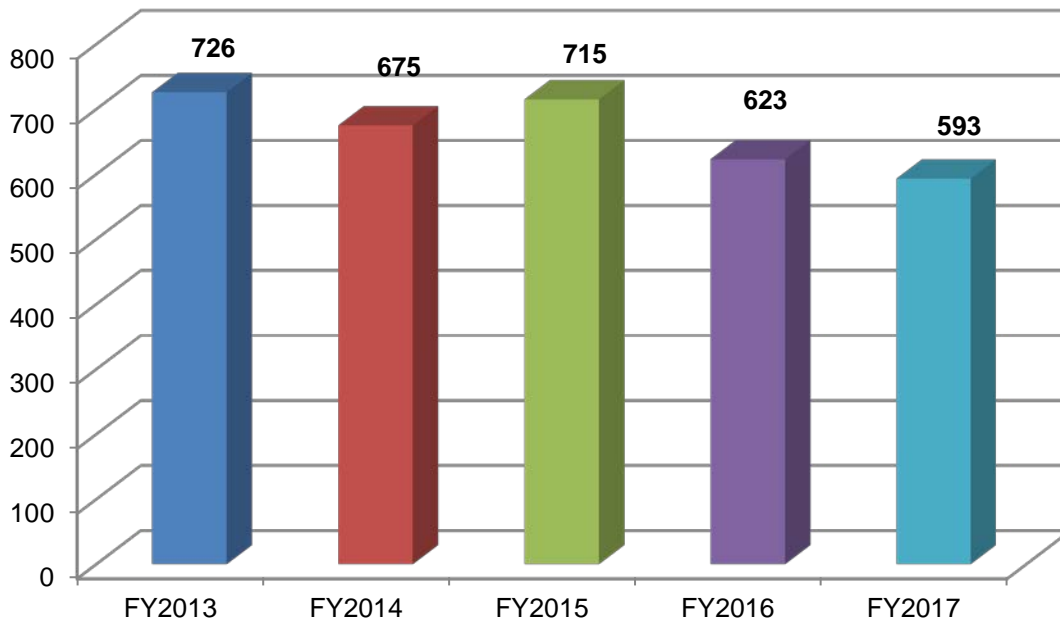
Facilities Operations

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 2017 depicts a decrease in work order load due to the out sourcing of more electrical projects and an increase in more time consuming HVAC and building repair tasks. The amount of work orders during the last fiscal year due to increased complexity of the repairs involved, but has begun to show less variance in comparison to previous years due to the saturation of available staff time. As the current maintenance staff's workload has increased, the ability for Facilities Operations to take on additional work has reduced. In the future the City may have to increase Maintenance Technician staffing levels in order to continually increase services rendered, subsequently increasing response time and reducing outsourced work.

Work Orders Completed

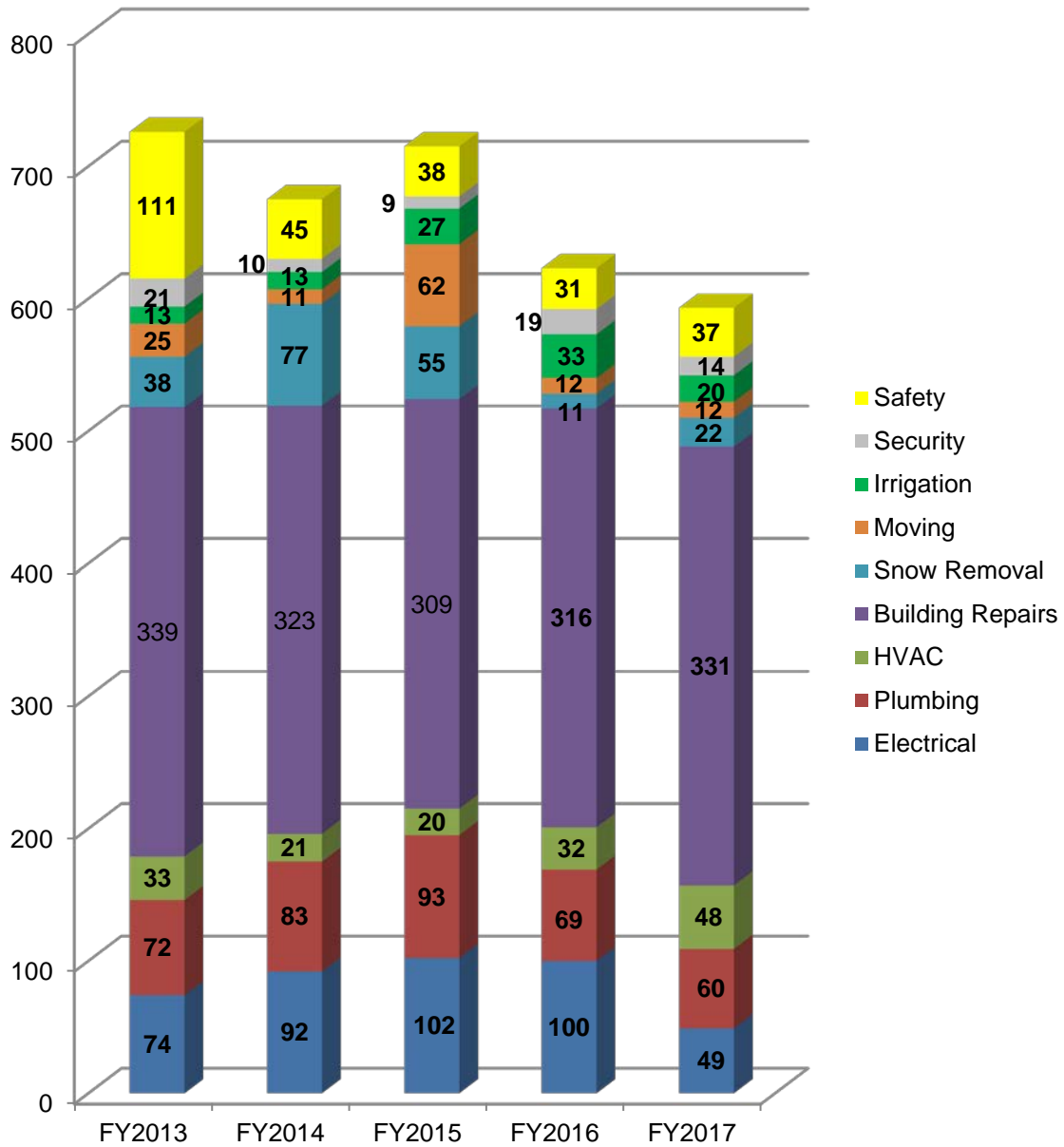


Facilities Operations

Work Orders by Type

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

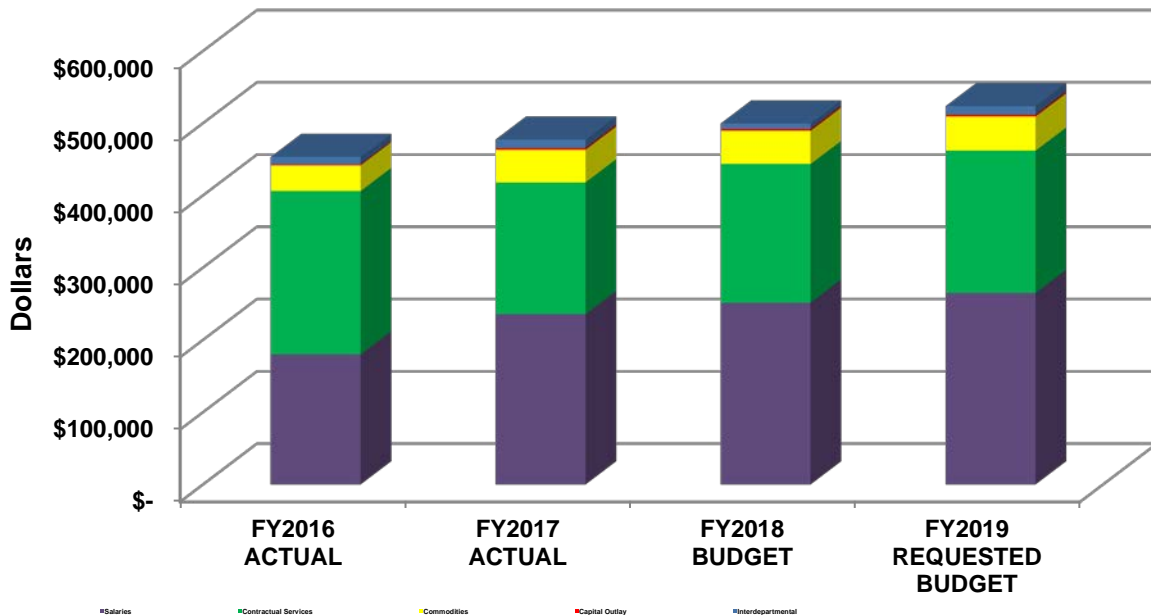
Job Type Performed



**CITY OF KIRKWOOD, MISSOURI
FACILITIES OPERATIONS OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	136,214	174,228	180,311	188,367
Overtime	3,477	3,703	9,000	9,000
Social Security	8,724	10,686	11,738	12,237
Medicare	2,040	2,499	2,745	2,862
Civilian Pension	9,078	9,858	12,306	12,829
Deferred Compensation	2,736	3,258	3,787	3,948
Subtotal Salaries	162,269	204,232	219,887	229,243
Other Benefits				
Health Insurance	16,052	29,354	29,335	33,527
Dental Insurance	1,164	1,585	1,823	1,624
Vision Insurance	210	285	304	296
Subtotal Other Benefits	17,426	31,224	31,462	35,447
Total Personnel Services	179,695	235,456	251,349	264,690
Contractual Services	226,182	182,470	191,885	197,110
Commodities	35,543	45,134	46,050	47,250
Capital Outlay	1,420	2,328	2,500	2,500
Interdepartmental Charges	10,153	11,803	7,483	11,745
TOTAL BLDG SERVICES BUDGET	452,993	477,191	499,267	523,295

Facilities Operations Budget Summary



CITY OF KIRKWOOD

FACILITIES OPERATIONS

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	10117044292101	Health Insurance	\$ 29,335	\$ 33,527	\$ 4,192	14.29%

Narrative:

Change in health insurance selections by staff.

CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1704-429.11-01	Salary Full Time	136,214	174,228	180,311	188,367	8,056	4.47%
101-1704-429.11-05	Overtime	3,477	3,703	9,000	9,000	-	0.00%
101-1704-429.21-01	Health Insurance	16,052	29,354	29,335	33,527	4,192	14.29%
101-1704-429.21-03	Dental Insurance	1,164	1,585	1,823	1,624	(199)	-10.92%
101-1704-429.21-04	Vision Insurance	210	285	304	296	(8)	-2.63%
101-1704-429.22-01	Social Security Taxes	8,724	10,686	11,738	12,237	499	4.25%
101-1704-429.22-02	Medicare Contributions	2,040	2,499	2,745	2,862	117	4.26%
101-1704-429.23-02	Civilian Pension	9,078	9,858	12,306	12,829	523	4.25%
101-1704-429.23-04	Deferred Comp	2,736	3,258	3,787	3,948	161	4.25%
101-1704-429.31-09	Training	-	-	2,500	2,500	-	0.00%
101-1704-429.31-10	Other Professional Svcs	59,028	66,625	70,000	72,100	2,100	3.00%
101-1704-429.42-02	Custodial	54,864	-	-	-	-	-
101-1704-429.43-05	Alarm system maintenance	10,309	9,375	10,500	11,000	500	4.76%
101-1704-429.43-12	Building & Grounds	83,911	85,082	87,500	90,125	2,625	3.00%
101-1704-429.52-02	General liability	4,937	5,067	6,172	6,172	-	0.00%
101-1704-429.52-11	Work. Comp. Premium	10,736	12,931	12,673	12,673	-	0.00%
101-1704-429.53-01	Telephone	2,397	3,390	2,540	2,540	-	0.00%
101-1704-429.61-01	Office supplies	65	49	150	150	-	0.00%
101-1704-429.61-08	Janitorial supplies	4,255	3,804	4,000	4,000	-	0.00%
101-1704-429.61-13	Clothing	313	807	700	700	-	0.00%
101-1704-429.61-15	Buildings & Grounds	30,282	39,660	40,000	41,200	1,200	3.00%
101-1704-429.66-07	Safety equipment	370	471	600	600	-	0.00%
101-1704-429.66-08	Small tools	258	343	600	600	-	0.00%
101-1704-429.68-02	Machinery & Equipment	1,420	2,328	2,500	2,500	-	0.00%
101-1704-429.80-05	Fuel/Lubricants	1,196	1,250	2,850	1,800	(1,050)	-36.84%
101-1704-429.80-10	Vehicle Maintenance	7,973	9,569	3,483	8,755	5,272	151.36%
101-1704-429.80-50	Sanitation Charges	984	984	1,150	1,190	40	3.48%
FACILITIES OPERATIONS		452,993	477,191	499,267	523,295	24,028	4.81%

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

	<u>FY 2002</u>		<u>FY 2017</u>
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.

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

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

²Webster Groves does not have electric, water, or sanitation operations.

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

Finance Service Levels

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Business licenses issued	1,043	987	1,081	946	965
Liquor licenses issued	67	59	59	65	57
AP-Checks	4,466	3,994	3,322	3,715	3,480
AP-Electronic fund transfers(EFT) ¹	536	963	1,840	2,198	2,795

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

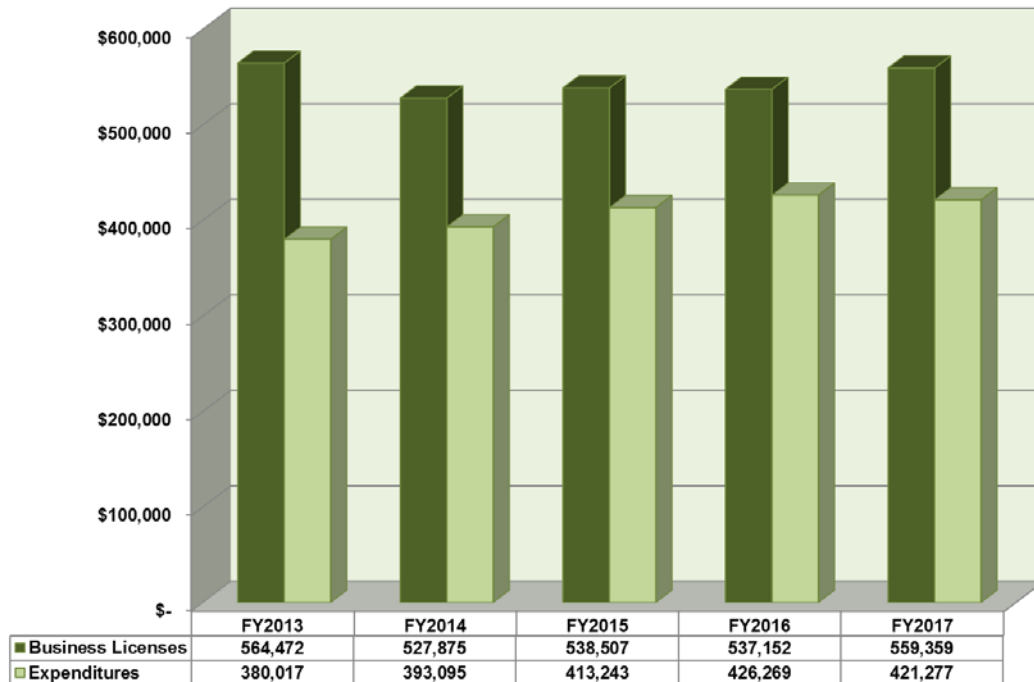
Finance Department Highlights

- 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.

**FINANCE DEPARTMENT
Revenue and Expenditures**



- 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 2017 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, 2017.
- The Finance Department has prepared the CAFR in-house for the last ten years. The City of Kirkwood is one of the few local governments that prepare their own financial statements. The FY17 CAFR received a clean audit opinion.

Finance Department

- 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> </u>	4	Total Utility Customer Accounting Staff

Finance Department

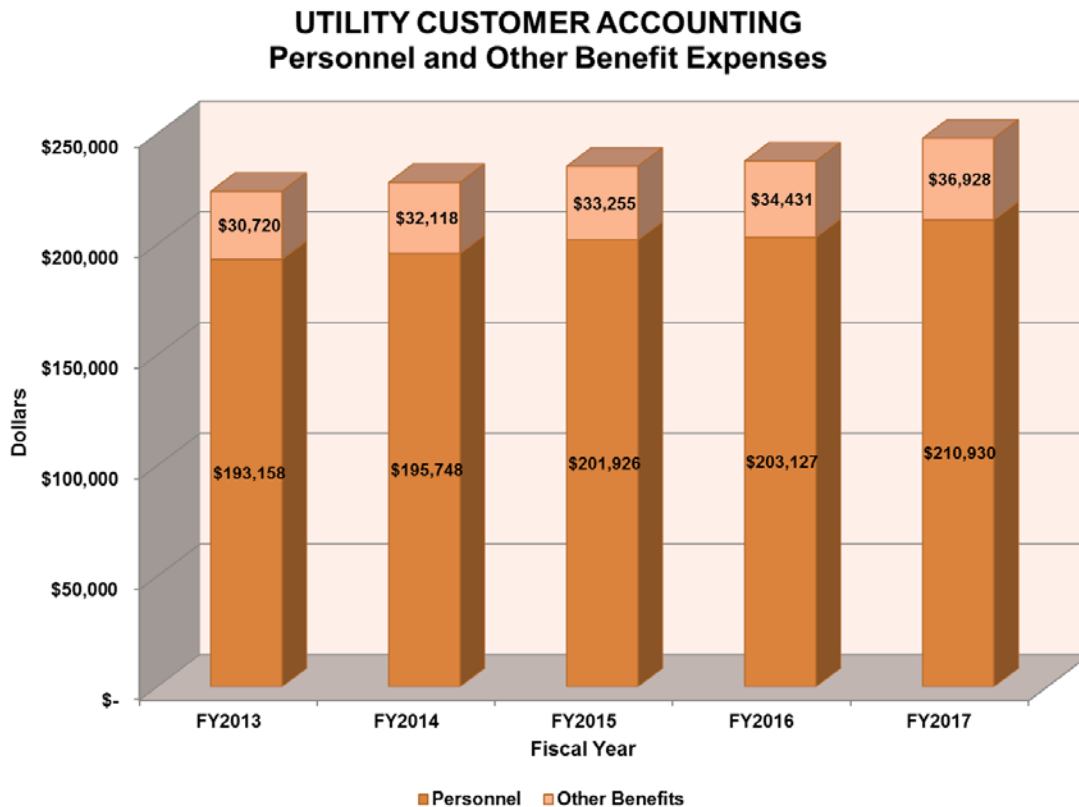
Utility Customer Accounting Service Levels

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>
Utility bills generated	159,290	159,015	159,251	159,028	159,803
Payments received:					
Face-to-face	21,122	21,483	21,561	19,016	19,167
Mail	98,747	95,617	92,884	91,185	86,706
Customer Bank Drafts	22,728	21,558	20,142	22,442	22,226
On-line ¹	13,478	16,197	18,796	21,843	24,859

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

Utility Customer Accounting Highlights

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



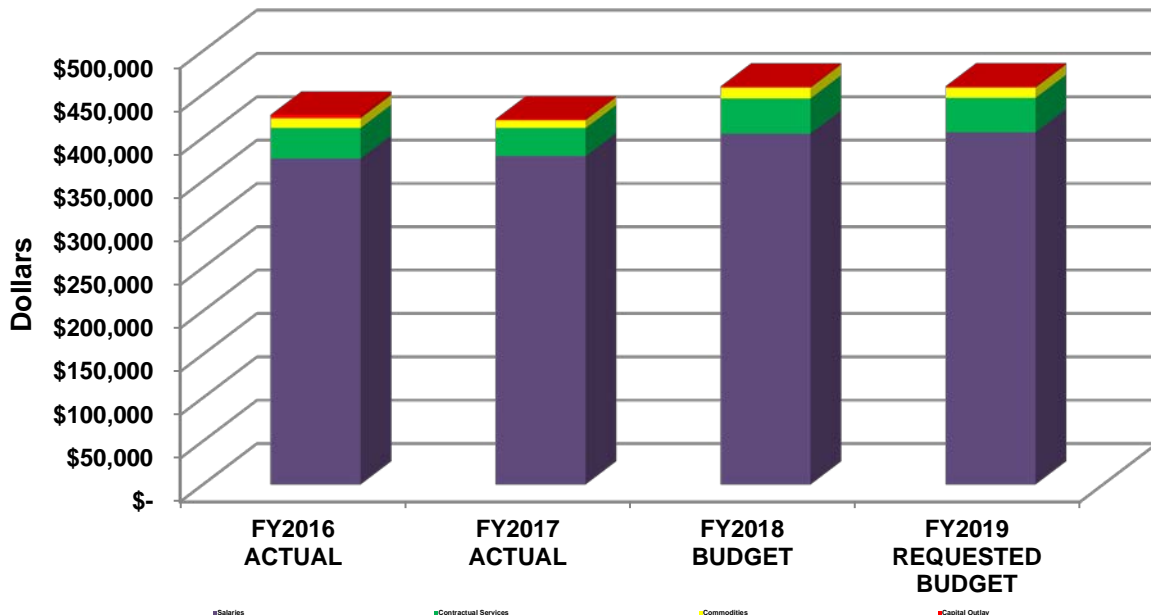
Finance Department

- 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 24,859 payments (\$4,990,373) received in FY2017. This is an increase in usage of 14% from FY2016.

**CITY OF KIRKWOOD, MISSOURI
FINANCE OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	290,359	290,637	308,861	310,961
Part-time Salaries	-	-	-	-
Overtime	15	63	500	500
Social Security	17,757	17,658	19,181	19,311
Medicare	4,153	4,134	4,486	4,517
Civilian Pension	18,874	17,553	20,109	20,245
Deferred Compensation	5,721	4,954	6,188	6,230
Subtotal Salaries	<u>336,879</u>	<u>334,999</u>	<u>359,325</u>	<u>361,764</u>
Other Benefits				
Health Insurance	36,688	41,295	42,761	42,219
Dental Insurance	1,832	1,755	2,076	1,833
Vision Insurance	330	316	344	330
Subtotal Other Benefits	<u>38,850</u>	<u>43,366</u>	<u>45,181</u>	<u>44,382</u>
Total Personnel Services	<u>375,729</u>	<u>378,365</u>	<u>404,506</u>	<u>406,146</u>
Contractual Services	35,379	32,417	40,707	39,707
Commodities	11,280	9,242	12,300	11,800
Capital Outlay	3,879	1,254	1,500	1,500
TOTAL FINANCE BUDGET	<u>426,267</u>	<u>421,278</u>	<u>459,013</u>	<u>459,153</u>

Finance Budget Summary



CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1115-413.11-01	Salary Full Time	290,359	290,637	308,861	310,961	2,100	0.68%
101-1115-413.11-05	Overtime	15	63	500	500	-	0.00%
101-1115-413.21-01	Health Insurance	36,688	41,295	42,761	42,219	(542)	-1.27%
101-1115-413.21-03	Dental Insurance	1,832	1,755	2,076	1,833	(243)	-11.71%
101-1115-413.21-04	Vision Insurance	330	316	344	330	(14)	-4.07%
101-1115-413.22-01	Social Security Taxes	17,757	17,658	19,181	19,311	130	0.68%
101-1115-413.22-02	Medicare Contributions	4,153	4,134	4,486	4,517	31	0.69%
101-1115-413.23-02	Civilian Pension	18,874	17,553	20,109	20,245	136	0.68%
101-1115-413.23-04	Deferred Comp	5,721	4,954	6,188	6,230	42	0.68%
101-1115-413.31-09	Training	3,700	4,790	4,000	4,000	-	0.00%
101-1115-413.31-10	Other Professional Svcs	3,978	2,691	5,000	5,000	-	0.00%
101-1115-413.32-01	Legal	2,549	2,668	2,300	2,300	-	0.00%
101-1115-413.32-02	Audit	5,631	5,272	8,000	7,500	(500)	-6.25%
101-1115-413.43-01	Office ept. maintenance	2,129	1,600	2,000	2,000	-	0.00%
101-1115-413.52-02	General liability	2,880	2,956	3,000	3,000	-	0.00%
101-1115-413.52-11	Work. Comp. Premium	5,290	5,300	5,407	5,407	-	0.00%
101-1115-413.53-01	Telephone	1,593	1,812	2,000	2,000	-	0.00%
101-1115-413.55-01	Financial related pubs	1,086	1,688	2,500	2,000	(500)	-20.00%
101-1115-413.58-01	Travel Executive	1,807	1,004	2,000	2,000	-	0.00%
101-1115-413.58-02	Travel Other	4,736	2,636	4,500	4,500	-	0.00%
101-1115-413.61-01	Office supplies	2,761	2,097	3,000	3,000	-	0.00%
101-1115-413.61-05	Postage	6,064	4,357	5,500	5,000	(500)	-9.09%
101-1115-413.61-11	Food	394	489	1,000	1,000	-	0.00%
101-1115-413.61-13	Clothing	462	650	700	700	-	0.00%
101-1115-413.64-01	Dues	850	450	1,000	1,000	-	0.00%
101-1115-413.64-02	Publications	330	705	500	500	-	0.00%
101-1115-413.66-99	Other	419	494	600	600	-	0.00%
101-1115-413.68-01	Office, Furniture & Eqpt,	3,879	1,254	1,500	1,500	-	0.00%
FINANCE		426,267	421,278	459,013	459,153	140	0.03%

Finance

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 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
<u>0.5</u>	Part-time Municipal Judge
2.5	Total

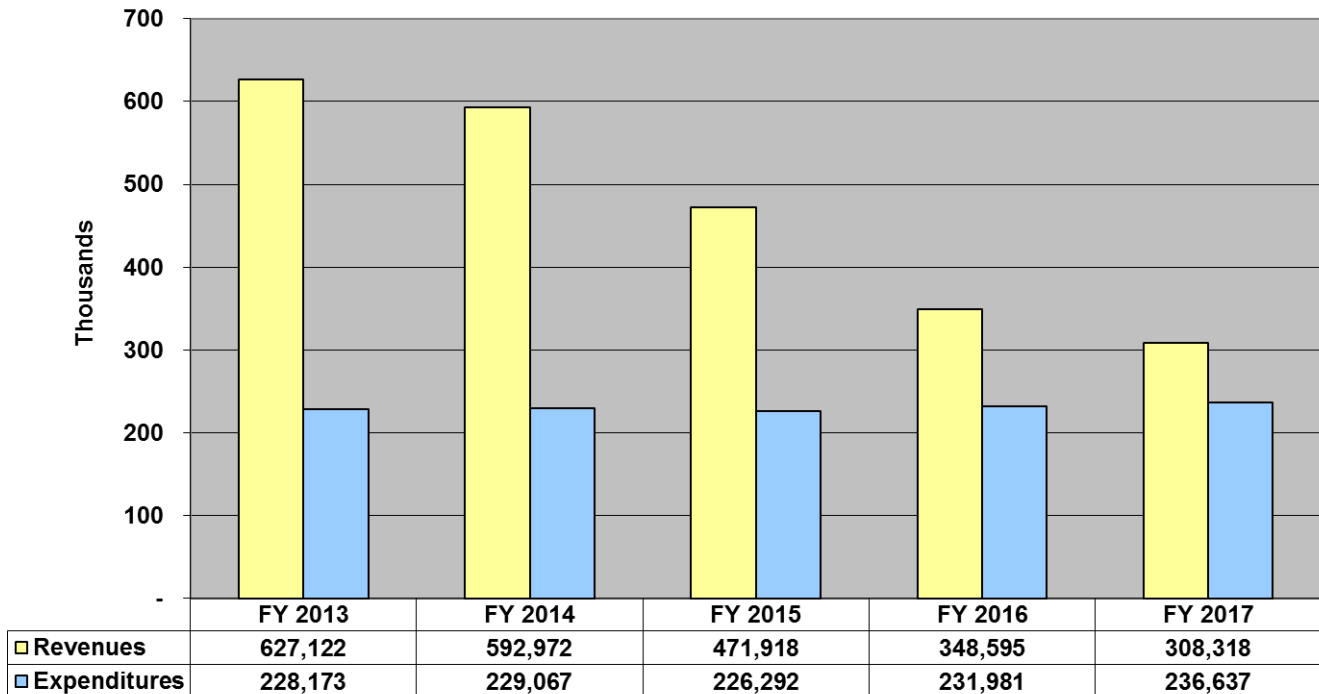
Service Levels

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Fines Collected	\$470,652	\$449,294	\$362,370	\$288,093	\$280,040
Court Costs Collected	\$213,345	\$188,479	\$146,261	\$ 77,397	\$ 56,607
Total Fines and Court Costs Collected	<u>\$683,997</u>	<u>\$637,773</u>	<u>\$508,631</u>	<u>\$365,490</u>	<u>\$336,647</u>
Total New Cases	6,608	6,310	6,051	5,203	4,824

Municipal Court

Department Highlights

CITY OF KIRKWOOD MUNICIPAL COURT Revenue and Expenditures



- Municipal Court revenues for FY 2017 decreased 12% from FY2016, while expenditures increased 2% compared to FY2016.
- Revenues over expenditures for FY2016 generated \$71,681 in additional monies for the City's general fund. This is a 38.5% decrease in revenues over expenditures from FY2016.
- 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 FY2017 was 915, for a total dollar amount of \$13,390. On-line payments decreased 71% or \$32,838 from FY2016.
- 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” is 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 2017

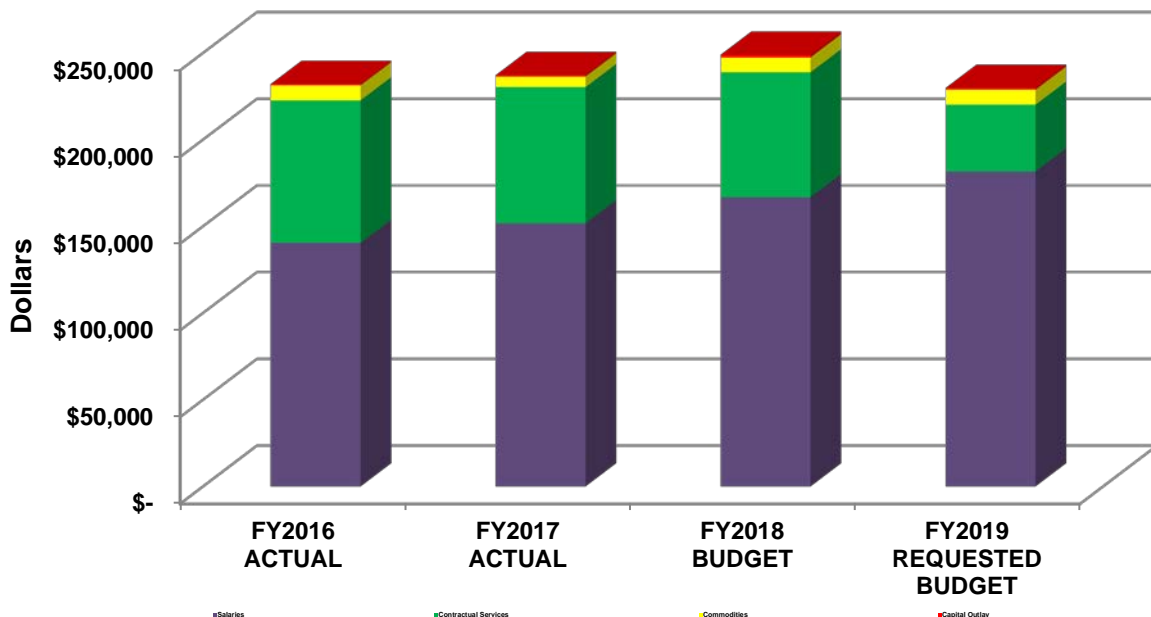
Total court fines and costs (traffic cases).....	\$ 267,725
Total general operating revenue of the city.....	<u>15,464,420</u>
 Court fines and costs as a percentage of total general operating revenue of the city.....	 <u>1.73%</u>

- Continue to focus on quality customer service.
- Continue professional development of court personnel by active participation in professional associations and training opportunities.
- Continue to maintain the integrity of court records and follow the record retention procedures in accordance with the state law and the Public Records Management Manual.
- Continue to follow internal controls.

**CITY OF KIRKWOOD, MISSOURI
MUNICIPAL COURT OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	95,461	99,096	101,082	106,707
Part-time Salaries	-	4,374	19,200	22,800
Overtime	14,088	15,887	14,323	16,364
Social Security	6,858	7,458	7,156	9,044
Medicare	1,604	1,744	1,674	2,116
Civilian Pension	7,135	7,155	7,502	8,418
Deferred Compensation	1,980	2,569	2,309	2,591
Subtotal Salaries	<u>127,126</u>	<u>138,283</u>	<u>153,246</u>	<u>168,040</u>
Other Benefits				
Health Insurance	12,068	12,289	12,342	12,342
Dental Insurance	928	928	966	966
Vision Insurance	167	167	172	172
Subtotal Other Benefits	<u>13,163</u>	<u>13,384</u>	<u>13,480</u>	<u>13,480</u>
Total Personnel Services	<u>140,289</u>	<u>151,667</u>	<u>166,726</u>	<u>181,520</u>
Contractual Services	82,344	78,560	72,081	38,587
Commodities	8,654	6,130	8,615	8,650
Capital Outlay	695	760	1,500	1,000
TOTAL COURT BUDGET	<u>231,982</u>	<u>237,117</u>	<u>248,922</u>	<u>229,757</u>

Municipal Court Budget Summary



CITY OF KIRKWOOD

MUNICIPAL COURT

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	101-1116-413-31-10	Other Professional Services	\$34,700	\$ 15,500	\$ (19,200)	-55.33%
Narrative: Judge is now considered an employee funds moved to part time account 101-1116-413-11-02						
2	101-1116-413-32-01	Legal Fees	\$ 37,750	\$ 2,772	\$ (34,978)	-92.66%

Narrative: Cost of prosecutor was moved to police department legal

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1116-413.11-01	Salary Full Time	95,461	99,096	101,082	106,707	5,625	5.56%		
101-1116-413.11-02	Salary Part Time	-	4,374	19,200	22,800	3,600	100.00%		
101-1116-413.11-05	Overtime	14,088	15,887	14,323	16,364	2,041	14.25%		
101-1116-413.21-01	Health Insurance	12,068	12,289	12,342	12,342	-	0.00%		
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	6,858	7,458	7,156	9,044	1,888	26.38%		
101-1116-413.22-02	Medicare Contributions	1,604	1,744	1,674	2,116	442	26.40%		
101-1116-413.23-02	Civilian Pension	7,135	7,155	7,502	8,418	916	12.21%		
101-1116-413.23-04	Deferred Comp	1,980	2,569	2,309	2,591	282	12.21%		
101-1116-413.31-09	Training	400	439	500	2,000	1,500	300.00%		
101-1116-413.31-10	Other Professional Svcs	20,658	15,972	15,500	15,500	-	0.00%		
101-1116-413.32-01	Legal	41,670	45,861	37,750	2,772	(34,978)	-92.66%		
101-1116-413.44-03	Criminal information syst	17,787	15,489	16,216	16,200	(16)	-0.10%		
101-1116-413.53-01	Telephone	241	251	365	365	-	0.00%		
101-1116-413.58-02	Travel Other	1,588	548	1,750	1,750	-	0.00%		
101-1116-413.61-01	Office supplies	6,494	4,605	6,500	6,500	-	0.00%		
101-1116-413.61-05	Postage	1,820	1,110	1,600	1,600	-	0.00%		
101-1116-413.61-13	Clothing	160	215	215	250	35	16.28%		
101-1116-413.64-01	Dues	180	200	250	250	-	0.00%		
101-1116-413.64-02	Publications	-	-	50	50	-	0.00%		
101-1116-413.68-02	Machinery & Equipment	695	760	1,500	1,000	(500)	-33.33%		
COURT		231,982	237,117	248,922	229,757	(19,165)	-7.70%		

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 and misdemeanor violations are adjudicated in the Kirkwood Court while felony offenses are handled at the state level.

Kirkwood / Oakland Community Emergency Response Team [CERT]

This program has approximately 290 graduates who have taken classes addressing emergency situations. A number of the volunteers have already distinguished themselves during storms by operating the Department's Emergency Operation Center. We anticipate that additional classes will be scheduled.

The Kirkwood Emergency Management Program operates under the umbrella of the Police Department. Christian Dunman is the Emergency Management Director and Officer Gary Baldrige serves as the Deputy Director.

STAFFING

The Kirkwood Police Department consists of 61 commissioned police officers, 18 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

Police Department

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

Police Volunteers consists of:

- 3 Certified Reserve Police Officers
- 14 Police Explorers
- 4 Police Explorer Advisors

SOCIAL MEDIA

In January 2011, the Police Department started an email notification system for block captains and other citizens wishing to receive notifications and updates from the Police Department. The Community Service Division 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 block captains and other 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 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 was required to successfully complete initial EMD certification training, and must meet additional continuing education training standards. The Police and Fire Departments work very closely on the EMD program to ensure a consistent high level of service to citizens.

Police Department

DES PERES FIRE AND EMS DISPATCHING

At the end of December, 2016, the Police Department began providing Fire and EMS dispatching services for the City of Des Peres. Three additional dispatch positions were created to provide adequate staffing to ensure the level of emergency service necessary. In addition, two Lead Dispatcher positions were created to ensure high levels of overall dispatch quality, including EMD quality assurance.

A great deal of planning went into this transition, with much collaboration between staff from the Kirkwood Police Department, Kirkwood Fire Department and the Des Peres Department of Public Safety.

EQUIPMENT

Police vehicles and the equipment to operate the dispatch center and jail constitute the most expensive items utilized by the Department. Listed below 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..

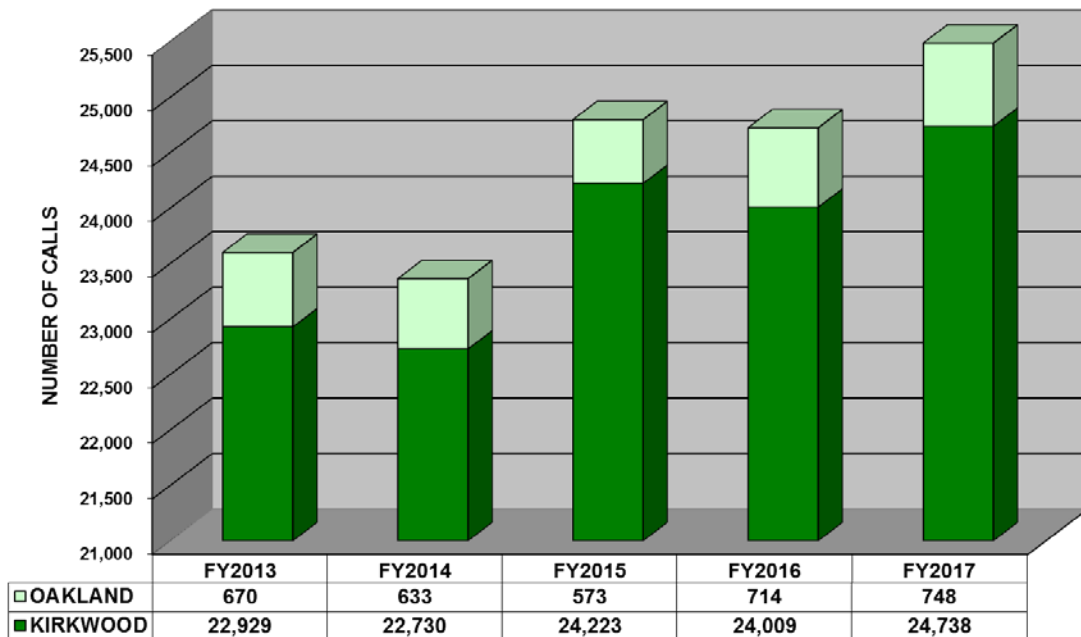
- 15 Marked police vehicles utilized for patrol and supervision. Four of these vehicles are used primarily by the school resource officers.
- 1 Unmarked police vehicle utilized for county court appearances and administrative functions
- 4 Unmarked police vehicles for detective assignments, administrative 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 Utility van that serves as a crime scene vehicle
- 1 Unmarked vehicle utilized by the SBD parking control officers
- 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.

Police Department

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



Shortly before the start of Fiscal Year 2010, officers began calling out on patrols within the City of Oakland 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

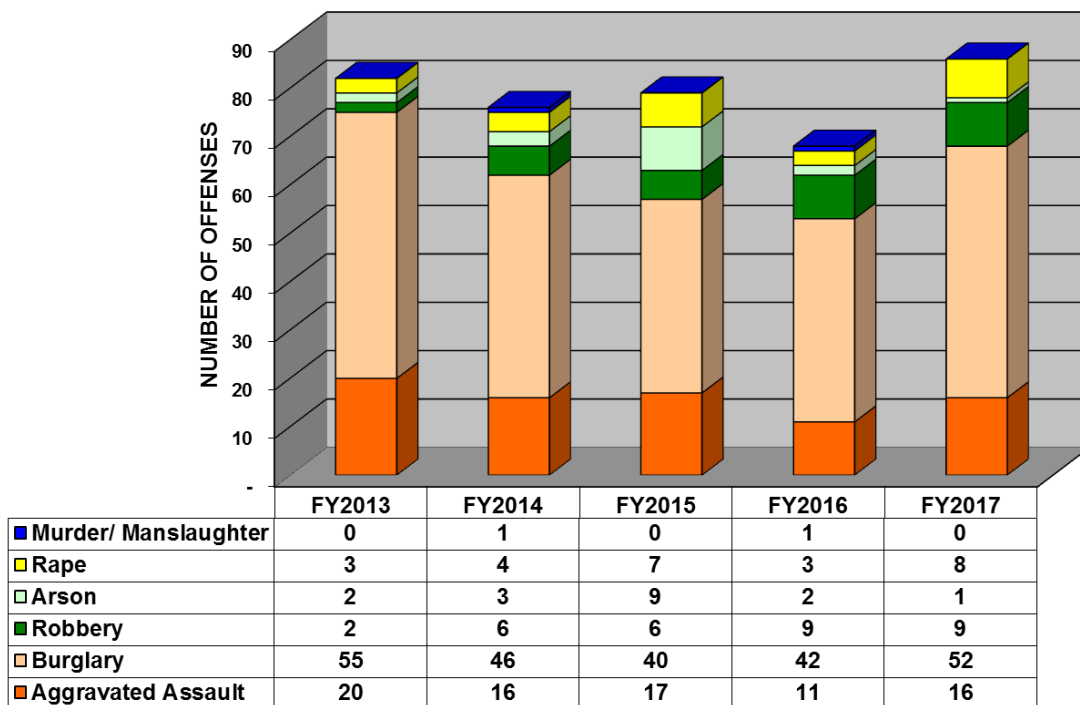
FY2013	1,104
FY2014	990
FY2015	1,012
FY2016	954
FY2017	955

Police Department

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



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 calls in order to provide traffic control and security for the firefighters and citizens. In FY 2017 the Department responded to over 1100 alarm calls (non-fire), and the overwhelming majority of those were false alarms.

Police Department

CITY OF KIRKWOOD/OAKLAND POLICE DEPARTMENT MISCELLANEOUS CALLS FOR SERVICE

DESCRIPTION	FY2013	FY2014	FY2015	FY2016	FY2017
Vehicle Accidents	1,369	1,406	1,478	1,516	1,662
Disturbances	441	382	409	401	451
Alarms (Non-Fire)	1,214	1,216	1,253	1,288	1,195
Assist Fire	2,187	2,086	2,340	2,167	2,748
Suspicious Person	878	822	827	933	985

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 FY2017, 1,850 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. It is anticipated that we will complete the process during calendar year 2018.

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.

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.

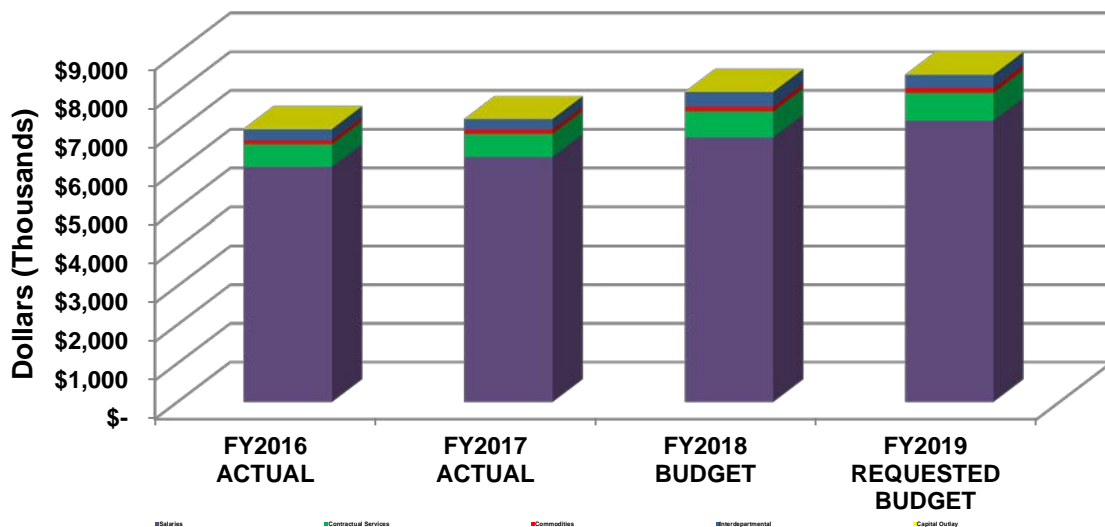
Police Department

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 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	4,900,870	5,051,884	5,415,648	5,825,819
Part-time Salaries	108,165	125,989	133,400	143,300
Overtime	208,367	259,580	305,445	313,560
Clothing Allowance	10,380	8,880	9,360	9,360
Social Security	50,512	53,276	66,338	65,426
Medicare	11,584	12,169	15,611	15,327
Civilian Pension	51,801	47,991	66,585	69,830
Deferred Compensation	14,160	15,721	20,555	21,523
Subtotal Salaries	5,355,839	5,575,490	6,032,942	6,464,145
Other Benefits				
Health Insurance	665,580	700,226	743,806	747,904
Dental Insurance	34,117	33,409	38,342	37,303
Vision Insurance	6,005	6,466	6,781	6,584
Unemployment	-	-	-	-
Subtotal Other Benefits	705,702	740,101	788,929	791,791
Total Personnel Services	6,061,541	6,315,591	6,821,871	7,255,936
Contractual Services	585,227	597,687	670,970	715,468
Commodities	97,390	106,993	115,650	120,910
Capital Outlay	13,103	3,793	7,400	5,450
Interdepartmental Charges	290,179	275,035	386,273	344,858
TOTAL POLICE BUDGET	7,047,440	7,299,099	8,002,164	8,442,622

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	10112014213201	Legal	\$ 6,000	\$ 42,500	\$ 36,500	608.33%
	Narrative:	The very large increase in this account is because the funds for payment of the prosecutor were moved from the Court account to the PD account. Because the transfer of funds for the prosecutor is from another City account, it is not an actual increase in cost to the City.				
2	10112014215202	General Liability	\$ 115,524	\$ 100,000	\$ (15,524)	-13.44%
	Narrative:	Finance advised that the reduced amount should be sufficient based on previous expenditures.				
2	10112014216620	Grant Funds	\$ 8,550	\$ 11,500	\$ 2,950	34.50%
	Narrative:	The increase in this fund is because a larger number of ballistic vests will need to be replaced prior to expiration. Approximately \$3,500 of the total spent is expected to be reimbursed through a grant program.				
3	10112044211105	Overtime	\$ 41,000	\$ 49,000	\$ 8,000	19.51%
	Narrative:	This increase in overtime is needed to cover staff shortages, and is largely the result of the additional staffing needs in Dispatch necessitated by the dispatching agreement with Des Peres.				
4	10112044213109	Training	\$ 48,005	\$ 62,375	\$ 14,370	29.93%
	Narrative:	This increase is caused by more employees taking advantage of the City's tuition reimbursement program, which is funded by this account, and the ever increasing continuing education requirements for both officers and dispatchers.				
5	10112044218010	Fleet Services	\$ 219,627	\$ 172,774	\$ (46,853)	-21.33%
	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 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1201-421.11-01	Salary Full Time	371,836	368,974	391,005	443,820	52,815	13.51%		
101-1201-421.11-02	Salary Part Time	-	-	6,900	6,900	-	0.00%		
101-1201-421.11-05	Overtime	2,788	2,659	5,000	5,400	400	8.00%		
101-1201-421.21-01	Health Insurance	29,317	35,110	35,700	63,154	27,454	76.90%		
101-1201-421.21-03	Dental Insurance	2,234	2,190	2,500	2,853	353	14.12%		
101-1201-421.21-04	Vision Insurance	401	391	450	534	84	18.67%		
101-1201-421.22-01	Social Security Taxes	6,593	6,357	7,400	6,526	(874)	-11.81%		
101-1201-421.22-02	Medicare Contributions	1,372	1,517	1,750	1,527	(223)	-12.74%		
101-1201-421.23-02	Civilian Pension	6,884	6,529	7,500	10,680	3,180	42.40%		
101-1201-421.23-04	Deferred Comp	2,021	2,194	2,325	3,300	975	41.94%		
101-1201-421.31-07	Medical Examinations	24,886	23,139	31,000	32,500	1,500	4.84%		
101-1201-421.31-10	Other Professional Svcs	37,878	43,829	58,668	62,399	3,731	6.36%		
101-1201-421.32-01	Legal	6,372	7,289	6,000	42,500	36,500	608.33%		
101-1201-421.44-02	Rentals/Building Office Space	2,000	3,000	3,000	3,000	-	0.00%		
101-1201-421.52-02	General liability	92,937	95,389	115,524	100,000	(15,524)	-13.44%		
101-1201-421.52-11	Work. Comp. P premium	167,352	168,013	175,390	175,390	-	0.00%		
101-1201-421.55-09	Other Printing	4,360	4,130	2,500	4,500	2,000	80.00%		
101-1201-421.58-01	Travel Executive	1,504	300	60	2,060	2,000	333.33%		
101-1201-421.58-02	Travel Other	4,738	7,748	9,800	11,700	1,900	19.39%		
101-1201-421.61-11	Food	1,269	822	1,300	1,300	-	0.00%		
101-1201-421.61-13	Clothing	8,414	14,276	15,000	15,450	450	3.00%		
101-1201-421.62-03	Gas	1,003	1,441	1,600	1,600	-	0.00%		
101-1201-421.64-01	Dues	4,095	2,765	4,760	4,760	-	0.00%		
101-1201-421.64-02	Publications	278	354	500	500	-	0.00%		
101-1201-421.66-20	Grant Funds	8,133	12,144	8,550	11,500	2,950	34.50%		
101-1201-421.66-23	Community Services	5,986	3,628	5,000	5,000	-	0.00%		
101-1201-421.66-99	Other	3,739	3,976	4,000	4,000	-	0.00%		
101-1201-421.68-02	Machinery & Equipment	13,103	3,793	7,400	5,450	(1,950)	-26.35%		
101-1201-421.80-20	Electric Charges	70,272	65,628	80,565	82,176	1,611	2.00%		
101-1201-421.80-40	Water Usage Charges	4,537	4,229	4,600	4,600	-	0.00%		
101-1201-421.80-50	Sanitation Charges	1,500	1,375	1,600	1,600	-	0.00%		
101-1202-421.11-01	Salary Full Time	1,271,094	1,324,130	1,264,740	1,440,472	175,732	13.89%		
101-1202-421.11-05	Overtime	117,742	101,854	142,545	142,545	-	0.00%		
101-1202-421.11-10	Clothing Allowance	10,380	8,880	9,360	9,360	-	0.00%		
101-1202-421.21-01	Health Insurance	166,622	203,088	194,100	208,600	14,500	7.47%		
101-1202-421.21-03	Dental Insurance	8,930	8,979	8,725	8,850	125	1.43%		
101-1202-421.21-04	Vision Insurance	1,575	1,731	1,500	1,500	-	0.00%		
101-1202-421.61-06	Film & processing	544	735	1,600	1,500	(100)	-6.25%		

Police

**CITY OF KIRKWOOD
FISCAL YEAR 2018/2019 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1202-421.66-21	Law enforcement	10,099	10,485	10,940	11,900	960	8.78%
101-1203-421.11-01	Salary Full Time	2,466,114	2,566,548	2,766,025	2,941,934	175,909	6.36%
101-1203-421.11-05	Overtime	69,810	101,927	105,000	114,615	9,615	9.16%
101-1203-421.21-01	Health Insurance	337,489	343,511	357,000	337,350	(19,650)	-5.50%
101-1203-421.21-03	Dental Insurance	16,394	16,703	18,400	17,200	(1,200)	-6.52%
101-1203-421.21-04	Vision Insurance	2,765	2,982	3,200	3,000	(200)	-6.25%
101-1203-421.66-21	Law enforcement	39,202	40,844	43,600	44,900	1,300	2.98%
101-1204-421.11-01	Salary Full Time	695,296	692,871	893,100	895,792	2,692	0.30%
101-1204-421.11-02	Salary Part Time	108,165	125,989	126,500	136,400	9,900	7.83%
101-1204-421.11-05	Overtime	17,539	52,957	50,900	49,000	(1,900)	-3.73%
101-1204-421.21-01	Health Insurance	115,914	102,007	140,456	122,250	(18,206)	-12.96%
101-1204-421.21-03	Dental Insurance	5,631	4,609	7,717	7,450	(267)	-3.46%
101-1204-421.21-04	Vision Insurance	1,096	1,195	1,451	1,350	(101)	-6.96%
101-1204-421.22-01	Social Security Taxes	38,372	41,178	52,938	52,750	(188)	-0.36%
101-1204-421.22-02	Medicare Contributions	8,915	9,309	12,411	12,350	(61)	-0.49%
101-1204-421.23-02	Civilian Pension	38,611	35,244	52,385	52,250	(135)	-0.26%
101-1204-421.23-04	Deferred Comp	10,560	11,536	16,130	16,073	(57)	-0.35%
101-1204-421.31-09	Training	58,961	54,014	57,905	67,375	9,470	16.35%
101-1204-421.42-10	Vehicles	943	1,446	1,600	1,600	-	0.00%
101-1204-421.43-02	Radio eqpt. maintenance	7,156	2,707	5,664	8,414	2,750	48.55%
101-1204-421.43-06	Equipment	16,010	20,715	23,955	22,130	(1,825)	-7.62%
101-1204-421.43-08	Rifle range maintenance	4,850	7,221	8,000	8,000	-	0.00%
101-1204-421.44-03	Criminal information syst	111,584	124,138	129,704	130,500	796	0.61%
101-1204-421.44-04	Copy Machines	567	590	600	600	-	0.00%
101-1204-421.53-01	Telephone	23,213	10,048	10,100	10,600	500	4.95%
101-1204-421.53-02	Cellular Telephones	14,456	17,162	18,000	18,000	-	0.00%
101-1204-421.61-01	Office supplies	11,643	13,286	14,500	14,500	-	0.00%
101-1204-421.61-05	Postage	1,925	1,691	2,800	2,500	(300)	-10.71%
101-1204-421.61-11	Food	819	295	1,100	1,500	400	36.36%
101-1204-421.80-05	Fuel/Lubricants	68,553	64,756	79,881	83,708	3,827	4.79%
101-1204-421.80-10	Vehicle Maintenance	145,317	139,047	219,627	172,774	(46,853)	-21.33%
101-1205-421.11-01	Salary Full Time	96,530	99,361	100,778	103,801	3,023	3.00%
101-1205-421.11-05	Overtime	488	183	2,000	2,000	-	0.00%
101-1205-421.21-01	Health Insurance	16,238	16,510	16,550	16,550	-	0.00%
101-1205-421.21-03	Dental Insurance	928	928	1,000	950	(50)	-5.00%
101-1205-421.21-04	Vision Insurance	168	167	180	200	20	11.11%
101-1205-421.22-01	Social Security Taxes	5,547	5,741	6,000	6,150	150	2.50%
101-1205-421.22-02	Medicare Contributions	1,297	1,343	1,450	1,450	-	0.00%

Police

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1205-421.23-02	Civilian Pension	6,306	6,218	6,700	6,900	200	2.99%		
101-1205-421.23-04	Deferred Comp	1,579	1,991	2,100	2,150	50	2.38%		
101-1205-421.31-06	Derelict Structures	674	1,025	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	4,061	3,288	4,500	4,700	200	4.44%		
101-1205-421.43-12	Building & Grounds	725	2,100	3,000	3,100	100	3.33%		
101-1205-421.53-01	Telephone	241	251	400	400	-	0.00%		
POLICE DEPARTMENT		7,047,440	7,299,099	8,002,164	8,442,622	440,458	5.50%		

Police

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.

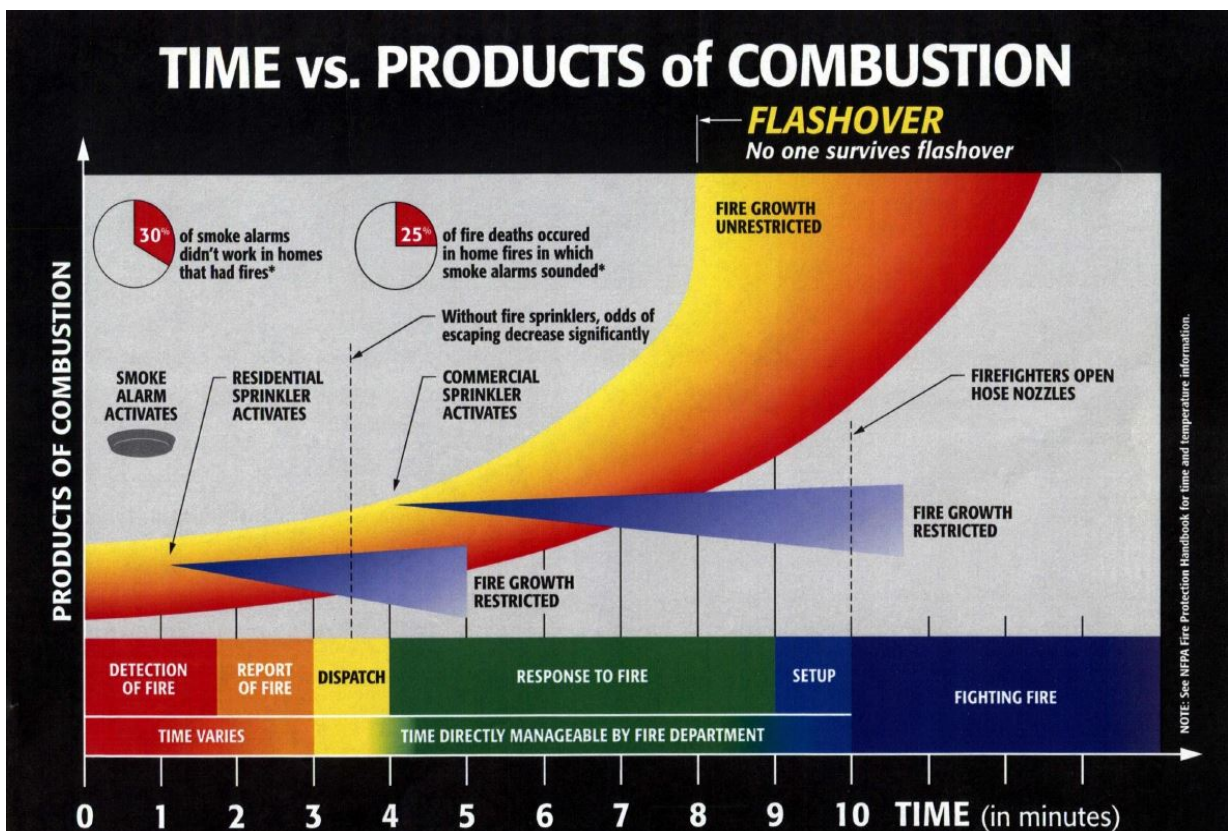


The Kirkwood Fire Department through teamwork, integrity, compassion, and community loyalty will strive to enhance the quality of life of Kirkwood citizens by providing professional excellence in safety and by meeting the evolving needs of the public. This will be accomplished by honorably providing 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, 2016 to March 31, 2017, the fire department achieved an average response time to all emergencies in Kirkwood and Oakland of 5 minutes 27 seconds. The statistics below indicate the fire department's effectiveness for the FY2016-17 period:

Estimated value of property/contents at risk: \$ 2,983,100
 Percentage of property saved: 97.15%
 Estimated value of property lost: \$85,010
 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 24 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 graphic above illustrates, firefighters can prevent flashover and major fire damage with a response time of less than eight minutes. The fire department's average response time is 5 minutes 27 seconds.

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

Fiscal Year	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Total Number of Fires	54	53	66	66	57
Property Value Saved	\$13,311,074	\$24,901,601	\$45,956,837	\$6,065,289	\$2,983,100
Property Value Lost	\$136,901	\$563,128	\$878,437	392,648	85,010
Percentage Saved	98.98%	97.74%	98.09%	93.53%	97.2%

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 2016/17, the Fire Department responded to 57 fires threatening with approximately \$3 million in property value and saved over 97.2% of the property and contents. This reporting period included fires in commercial buildings that contributed to the high value of property at risk from fire.

Productivity – Listed below are statistics related to fire department productivity for the period of April 1, 2016 to March 31, 2017:

- Total emergency calls for service – 4,757
- Total apparatus (fire truck or ambulance) responses – 8,679
- Average number emergency calls per day – 13.02
- Average apparatus responses per day – 23.77
- Total man-hours hours on incident response – 10,270

City of Kirkwood Fire Department

Total man-hours on training – 9,413.60
Total fire inspections completed - 376
Total man-hours on fire inspections – 846
Total feet of fire hose tested – 17,000
Total child car safety seats checked and installed –188

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/ EMS Manager
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 1st alarm residential structure fire. In order to deliver this number of firefighters to an emergency scene (based on normal staffing patterns in Kirkwood and surrounding areas) the response will require three fire engines, one aerial ladder, two rescue ambulances, and a chief officer.

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	15

The Kirkwood Fire Department operates three 24-hour shifts with a minimum required staffing of 15 firefighters per shift. The shift personnel work a 56 hour work week for a total of 2912 hours annually. The minimum staffing number must also account for vacation leave, sick and injury leave, military leave, etc. Overtime is required to maintain minimum staffing levels. 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

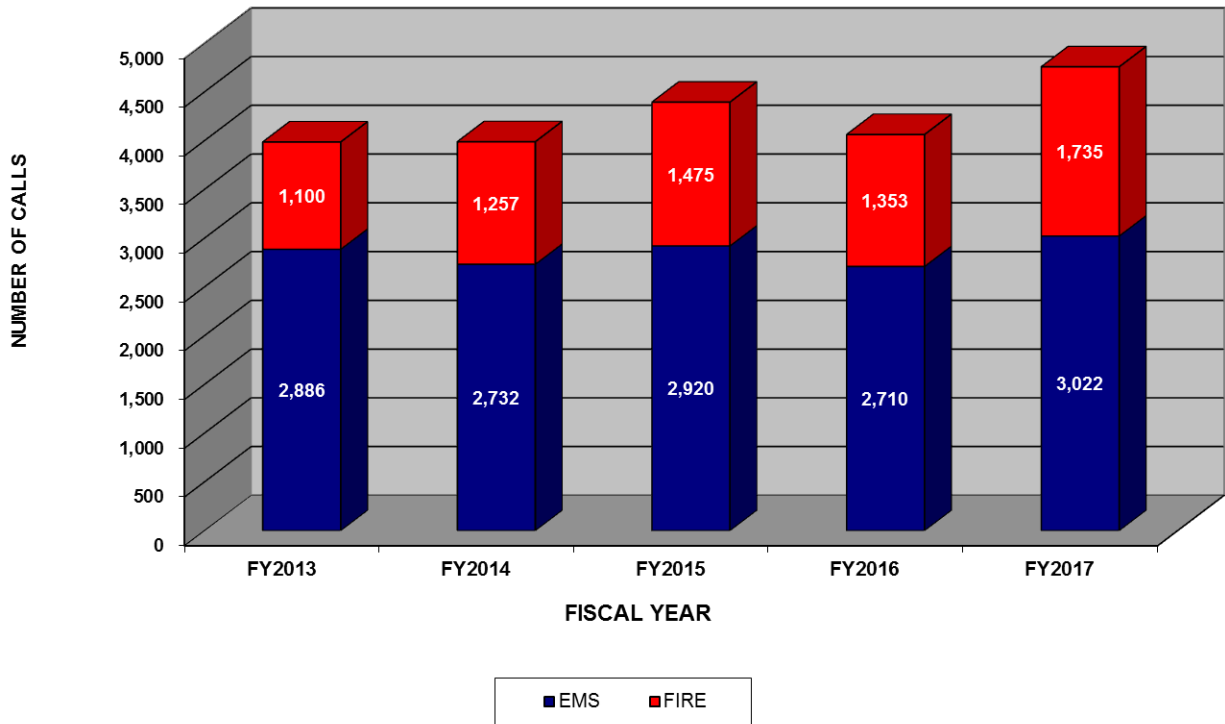
patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2014.

- 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 below shows a five-year history of the total emergency responses made by the Fire Department. These totals also include Fire and EMS responses to the City of Oakland. Kirkwood provides fire/EMS services to Oakland under a five-year contract that was renewed in July, 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

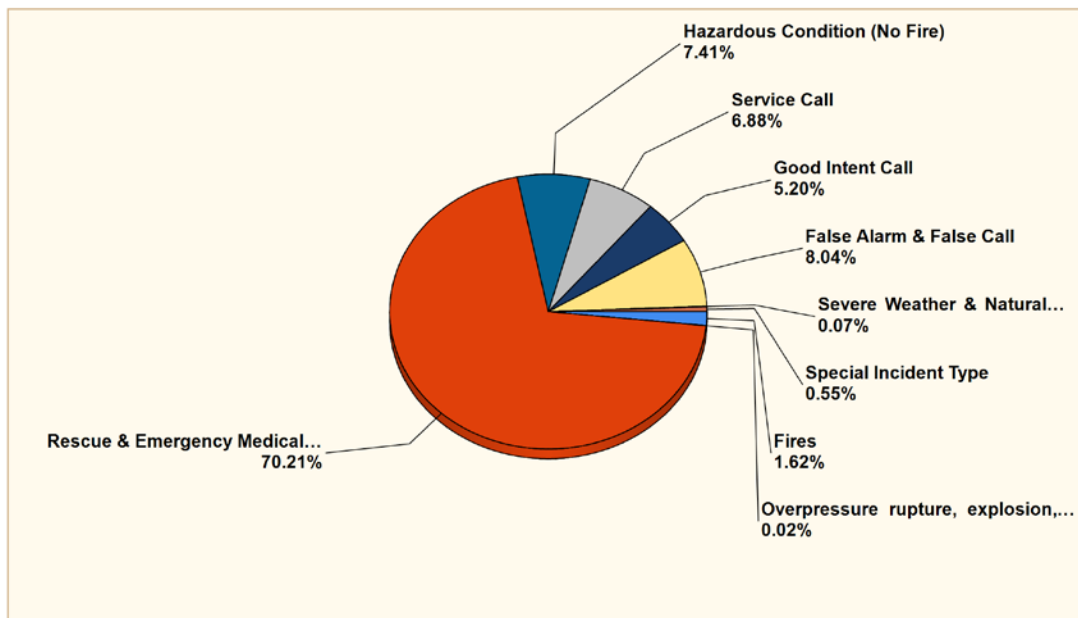
KIRKWOOD FIRE DEPARTMENT NUMBER OF CALLS BY TYPE



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 below shows six general categories that make up fire calls. The categories are: Structure Fires, Vehicle Fires, Other Fires, False Alarms, Hazardous Materials and Conditions, and Other Responses. False Alarms include fire alarm and smoke detector malfunctions, accidental activation, and carbon monoxide detector malfunction. Other Responses include items such as “smell of smoke”, fog or dust thought to be smoke, smoke or odor removal, and mutual aid assist to another department (this is for assistance with a fire, vehicle accident, or medical call in another jurisdiction). Hazardous Materials and Conditions calls include chemical spills, contractors rupturing a natural gas line, power lines down, and toxic conditions.

City of Kirkwood Fire Department

Kirkwood Fire Department Call by Category

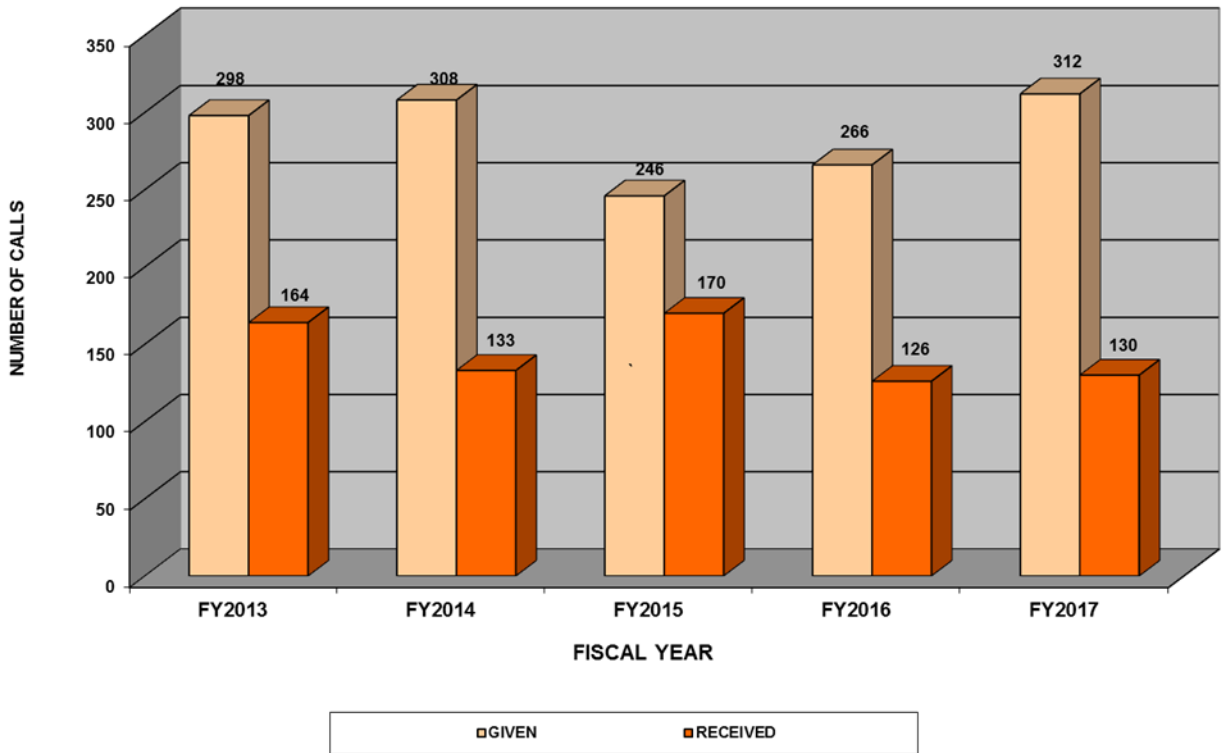


Overlapping Calls - Emergency calls (911) by their very nature cannot be scheduled and occur at any time. At times multiple emergency calls can stress the operations of any Fire Department. The fire mutual aid system in St. Louis County is designed to assist fire departments to provide coverage when they have greater than ordinary demand for fire and emergency medical services. During the FY15-16 reporting period there were 1,849 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 38.94%

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 312 times and received mutual aid assistance 130 times.

City of Kirkwood Fire Department

CITY OF KIRKWOOD FIRE DEPARTMENT MUTUAL AID GIVEN AND RECEIVED

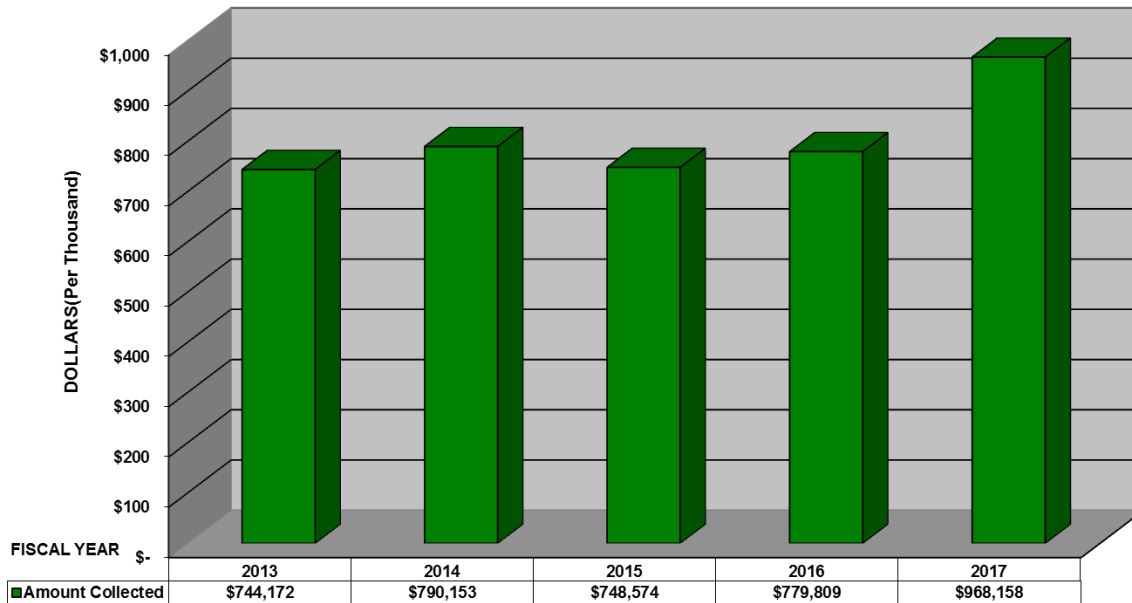


Ambulance Service – On June 1, 2003, the Fire Department added ambulance transportation to the list of services it provides to the citizens of Kirkwood and Oakland. The addition of ambulance service allows Kirkwood to control the quality of this vital component of public safety. Ambulance transport is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

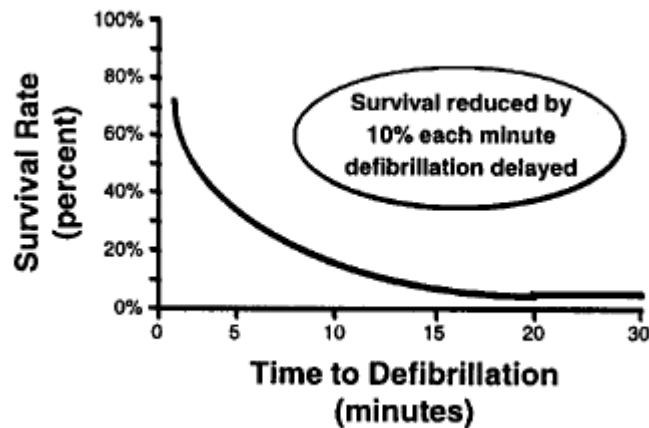
Ambulance fee receipts for Fiscal Year 2016-17 were \$968,158 based on financial information provided by the Kirkwood Finance Department. Since the inception fire based ambulance service in June 2003, through March 31, 2016, the ambulance service has resulted in \$8,960,434 in service fees collected 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 48 “sudden death” cardiac arrests between April 1, 2016 and March 31, 2017. A cardiac arrest is a condition where the patient has no pulse, has stopped breathing, and is therefore clinically dead. With our integrated approach consisting of the closest paramedic equipped fire truck responding along with an advanced life support ambulance, 13 of the 23 patients who were clinically dead, but still medically viable when the paramedics arrived, were resuscitated to achieve a return of spontaneous circulation (ROSC) in the field prior to transport to the hospital. A clinical save is the return of spontaneous cardiac circulation. Kirkwood achieved a 56.52% 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: 34 seconds (add the first two times) as shown in the chart and graph below. Ambulances are often dispatched to a call when returning from the hospital, resulting in a slightly longer average response time. In these instances, the closest paramedic staffed fire truck is dispatched simultaneously providing the fastest method of getting advanced medical care to the patient prior to arrival of the ambulance. The average total time from dispatch to arrival at a hospital is approximately 34 min: 29 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

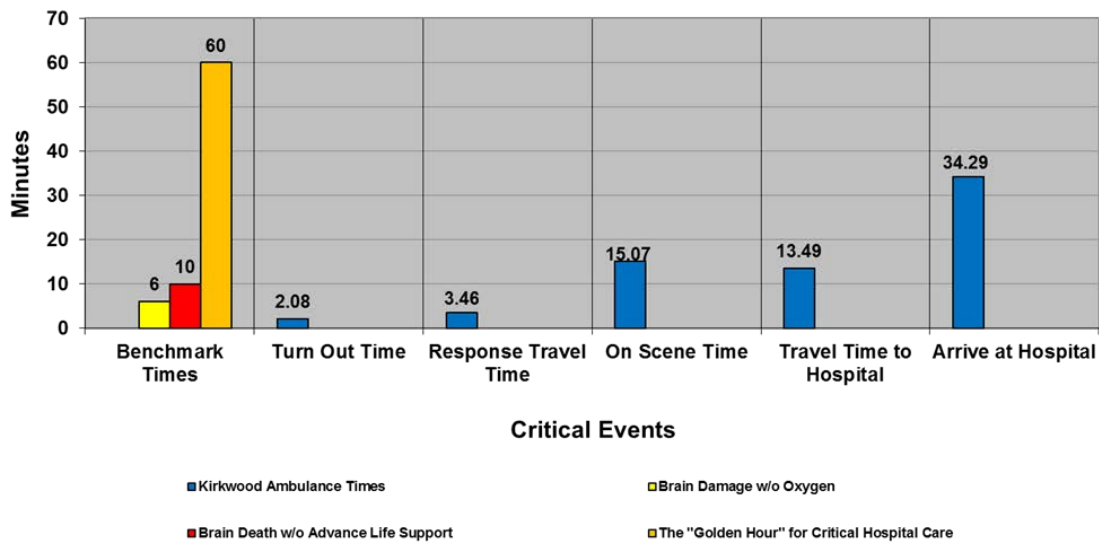
City of Kirkwood Fire Department

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 51 minutes and 39 seconds.

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
2min:8sec	3min:46sec	15min:07sec	13min:49sec	34min:29sec

ELAPSED TIME - AMBULANCE DISPATCH TO ARRIVAL AT HOSPITAL



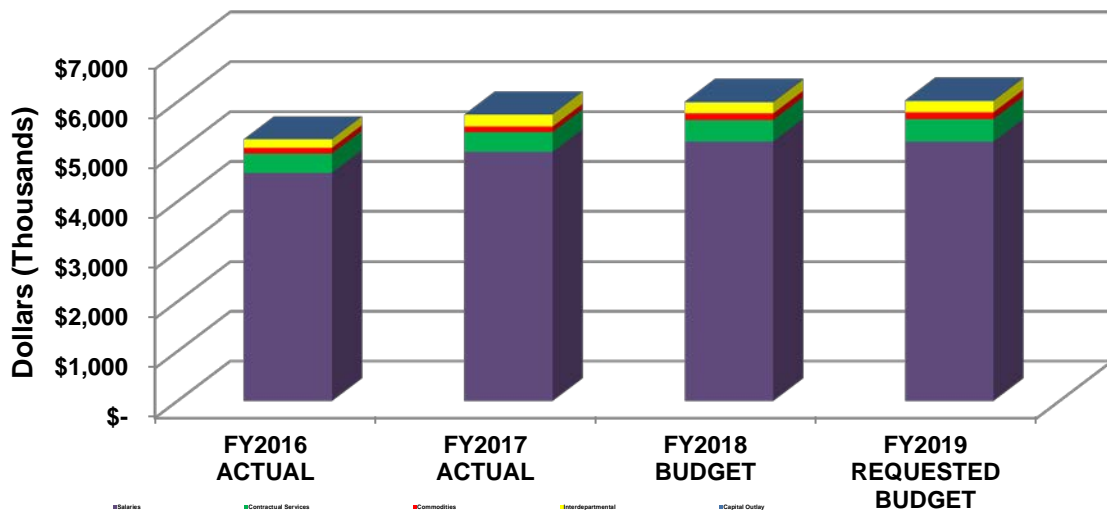
During this period of time, the Fire Department responded to 3,022 calls for emergency medical care, and transported 2,015 of those patients to area hospitals. This equates to a transport rate of 65% of all calls for emergency medical care. The remaining patients refuse transportation after paramedic 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 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	3,766,939	4,081,870	4,193,220	4,216,134
Overtime	259,897	289,081	350,350	350,350
Licensing Pay	60,961	78,126	121,420	99,880
Social Security	3,197	3,230	3,122	3,218
Medicare	547	832	731	753
Civilian Pension	3,348	3,254	3,361	3,462
Deferred Compensation	988	1,070	1,035	1,066
Subtotal Salaries	4,095,877	4,457,463	4,673,239	4,674,863
Other Benefits				
Health Insurance	453,984	507,044	501,488	495,021
Dental Insurance	22,712	24,627	26,082	25,056
Vision Insurance	4,066	4,528	4,528	4,520
Subtotal Other Benefits	480,762	536,199	532,098	524,597
Total Personnel Services	4,576,639	4,993,662	5,205,337	5,199,460
Contractual Services	385,536	396,794	428,909	449,910
Commodities	115,873	114,669	133,055	139,537
Capital Outlay	-	-	15,750	15,700
Interdepartmental Charges	169,610	239,052	221,884	227,568
TOTAL FIRE BUDGET	5,247,658	5,744,177	6,004,935	6,032,175

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	101-1301-422-31-09	Training	\$ 24,775	\$ 28,775	\$ 4,000	16.15%
	Narrative:	This increase anticipates the possible Fire Academy tuition (\$4000) for a new hire without the St. Louis County Fire Academy.				
2	101-1301-422-31-10	Other Professional Svcs	\$ 71,900	\$ 84,001	\$ 12,101	16.83%
	Narrative:	This increase reflects normal increases in misc. licensing fees and to a large increase in anticipated ambulance billing fees due to increased ambulance revenue collections.				
3	101-1301-422-58-02	Travel other	\$ 2,200	\$ 3,600	\$ 1,400	63.64%
	Narrative:	This account is used by the Assistant Chief and Deputy Chief for travel and conferences. Both Chiefs are extremely active within the industry, bringing back dynamic changes to the Fire Department. This also assists with compliance to new certification mandates, such as Blue Card Command.				
4	101-1301-422-64-01	Membership Dues	\$ 3,055	\$ 4,687	\$ 1,632	53.42%
	Narrative:	This increase reflects additional professional memberships to: NFPA (\$175), International Association of Fire Chiefs (\$540), St. Louis County Fire Chiefs (\$350), Missouri Ambulance Association (\$300), and increase of \$500 to the StL Co. Special Operations. There are also professional associations associated with the Chief, such as Rotary (\$165)				
5	101-1301-422-64-02	Publications	\$ 2,200	\$ 2,750	\$ 550	25.00%
	Narrative:	This account reflects an increase to the NFPA subscription, which is now an online service.				
6	101-1301-422-66-08	Small Tools	\$ 1,200	\$ 1,000	\$ (200)	-16.67%
	Narrative:	This account has been adjusted to reflect past trends and less use for office tools.				
7	101-1301-422-80-05	Fuel/Lubricants	\$ 42,694	\$ 49,017	\$ 6,323	14.81%
	Narrative:	Increase is based on historical utilization analysis, anticipated fiscal year operations and cost projections outlined by the Energy Information Administration (EIA)				

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>
8	101-1302-422-11-09	Licensing Pay	\$ 121,420	\$ 99,880	\$ (21,540)	-17.74%
<p>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 FY19 in Navaline.</p>						
9	101-1302-422-42-06	Laundry, towels, etc.	\$ 300	\$ 150	\$ (150)	-50.00%
<p>Narrative: This account has been adjusted to reflect past trends and less use of laundry supplies.</p>						
10	101-1302-422-61-13	Clothing	\$ 34,150	\$ 39,450	\$ 5,300	15.52%
<p>Narrative: This increase represents a \$100 increase per member in clothing allowance. This is being negotiated in the new Collective Bargaining Agreement.</p>						

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1301-422.11-01	Salary Full Time	381,940	372,391	374,925	381,299	6,374	1.70%		
101-1301-422.11-05	Overtime	-	-	150	150	-	0.00%		
101-1301-422.11-09	Licensing Pay	-	5,000	-	-	-	-		
101-1301-422.21-01	Health Insurance	41,183	42,231	32,236	32,236	-	0.00%		
101-1301-422.21-03	Dental Insurance	2,010	1,856	1,932	1,856	(76)	-3.93%		
101-1301-422.21-04	Vision Insurance	362	334	344	336	(8)	-2.33%		
101-1301-422.22-01	Social Security Taxes	3,197	3,230	3,122	3,218	96	3.07%		
101-1301-422.22-02	Medicare Contributions	547	832	731	753	22	3.01%		
101-1301-422.23-02	Civilian Pension	3,348	3,254	3,361	3,462	101	3.01%		
101-1301-422.23-04	Deferred Comp	988	1,070	1,035	1,066	31	3.00%		
101-1301-422.31-07	Medical Examinations	15,720	18,620	20,350	21,500	1,150	5.65%		
101-1301-422.31-09	Training	29,563	20,910	24,775	28,775	4,000	16.15%		
101-1301-422.31-10	Other Professional Svcs	65,030	67,514	76,900	84,001	7,101	9.23%		
101-1301-422.32-01	Legal	1,529	1,822	1,500	1,600	100	6.67%		
101-1301-422.43-06	Equipment	308	9,319	1,000	1,000	-	0.00%		
101-1301-422.43-12	Building & Grounds	9,992	10,088	14,200	14,200	-	0.00%		
101-1301-422.52-02	General liability	54,260	55,692	60,000	60,000	-	0.00%		
101-1301-422.52-11	Work. Comp. Premium	149,370	149,983	152,984	152,984	-	0.00%		
101-1301-422.53-01	Telephone	9,974	8,495	13,600	13,600	-	0.00%		
101-1301-422.55-09	Other Printing	882	1,995	2,000	2,000	-	0.00%		
101-1301-422.58-01	Travel Executive	1,854	1,685	1,800	1,800	-	0.00%		
101-1301-422.58-02	Travel Other	2,177	1,997	2,200	3,600	1,400	63.64%		
101-1301-422.61-01	Office supplies	3,685	3,760	3,800	3,800	-	0.00%		
101-1301-422.61-05	Postage	382	299	500	500	-	0.00%		
101-1301-422.61-08	Janitorial supplies	4,402	5,551	6,000	6,000	-	0.00%		
101-1301-422.62-03	Gas	3,788	3,653	5,500	5,500	-	0.00%		
101-1301-422.64-01	Membership Dues	2,083	1,848	3,055	4,687	1,632	53.42%		
101-1301-422.64-02	Publications	729	903	2,200	2,750	550	25.00%		
101-1301-422.66-08	Small tools	452	-	1,200	1,000	(200)	-16.67%		
101-1301-422.68-01	Office Furniture and Equipment	-	-	15,750	15,700	(50)	-		
101-1301-422.80-05	Fuel/Lubricants	34,220	39,502	42,694	47,544	4,850	11.36%		
101-1301-422.80-10	Vehicle Maintenance	91,981	152,572	112,097	113,656	1,559	1.39%		
101-1301-422.80-20	Electric Charges	34,977	37,616	58,425	57,000	(1,425)	-2.44%		
101-1301-422.80-40	Water Usage Charges	5,264	6,194	5,500	6,200	700	12.73%		
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	3,384,999	3,709,479	3,818,295	3,834,835	16,540	0.43%		
101-1302-422.11-05	Overtime	259,897	289,081	350,200	350,200	-	0.00%		
101-1302-422.11-09	Licensing Pay	60,961	73,126	121,420	99,880	(21,540)	-17.74%		

Fire

CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1302-422.21-01	Health Insurance	412,801	464,813	469,252	462,785	(6,467)	-1.38%
101-1302-422.21-03	Dental Insurance	20,702	22,771	24,150	23,200	(950)	-3.93%
101-1302-422.21-04	Vision Insurance	3,704	4,194	4,184	4,184	-	0.00%
101-1302-422.31-10	Other Professional Svcs	24,152	30,798	26,200	28,600	2,400	9.16%
101-1302-422.42-06	Laundry, towels, etc	40	-	300	150	(150)	-50.00%
101-1302-422.43-02	Radio eqpt. maintenance	10,572	6,627	16,600	21,600	5,000	30.12%
101-1302-422.43-06	Equipment	10,113	11,249	14,500	14,500	-	0.00%
101-1302-422.61-06	Film & processing	68	(266)	150	150	-	0.00%
101-1302-422.61-11	Food	950	798	900	900	-	0.00%
101-1302-422.61-13	Clothing	37,202	31,270	34,150	39,450	5,300	15.52%
101-1302-422.66-07	Safety equipment	56,262	59,461	68,800	67,500	(1,300)	-1.89%
101-1302-422.66-08	Small tools	744	1,793	1,200	1,200	-	0.00%
101-1302-422.66-23	Community Services	5,126	5,599	5,600	6,100	500	8.93%
FIRE DEPARTMENT		5,247,658	5,744,177	6,004,935	6,032,175	27,240	0.45%

Fire

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Kirkwood 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 second 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. This past year the department was able to eliminate a backlog of work orders dating back to 2008. 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.

In FY17 the duties maintaining street trees and grounds maintenance was placed under the supervision of the City Forester. The performance measures these activities are now recorded in the Engineering/Planning/Forestry section of this document.

Kirkwood 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.

POSITION	FY13	FY14	FY15	FY16	FY17
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	4.00	3.00	3.00	2.00
Traffic Sign Technician	-	-	-	-	1.00
Street Maintenance Worker	5.00	5.00	6.00	6.00	6.00
Customer Service Representative	0.50	0.50	0.50	0.50	-
Administrative Assistant	-	-	-	-	1.00
TOTAL	12.50	12.50	12.50	12.50	13.00

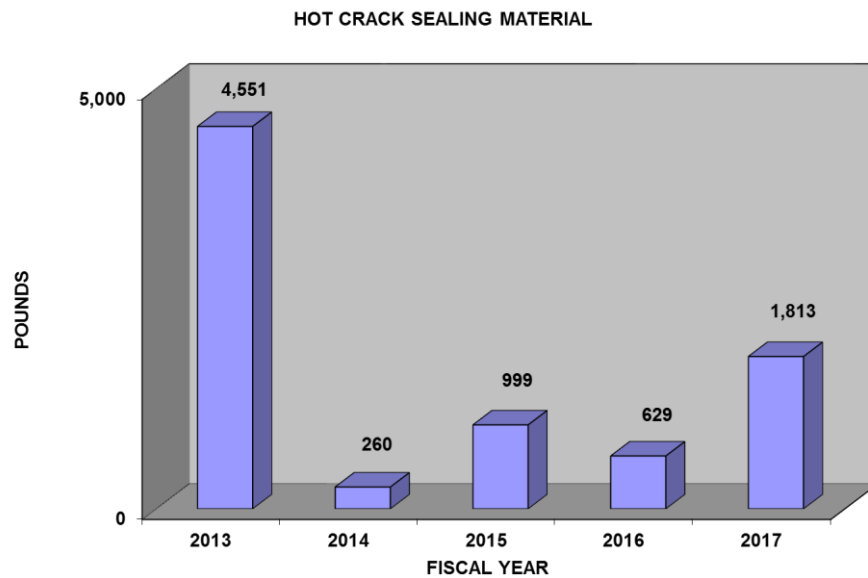
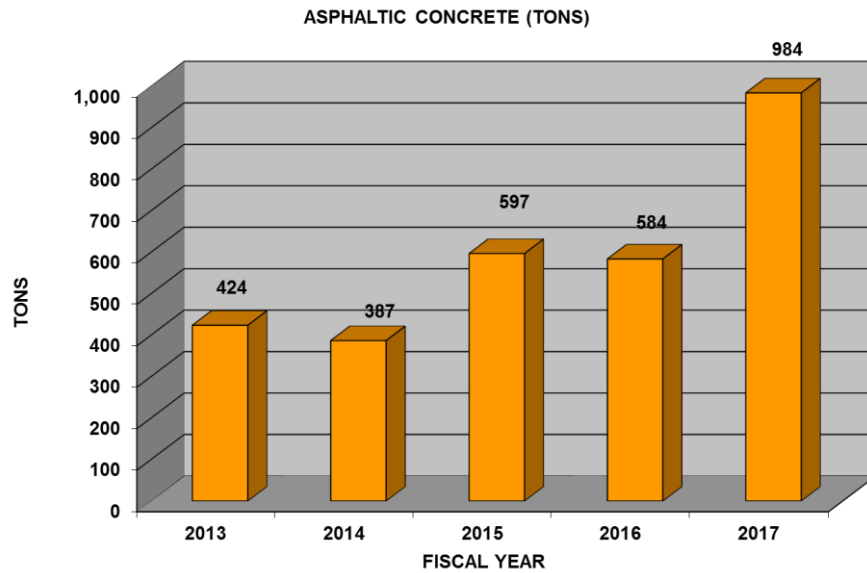
The Street Division has been utilizing only one seasonal employee during the summer months for ground maintenance, sign replacements, and general construction labor.

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.

Kirkwood Public Services - Street Division



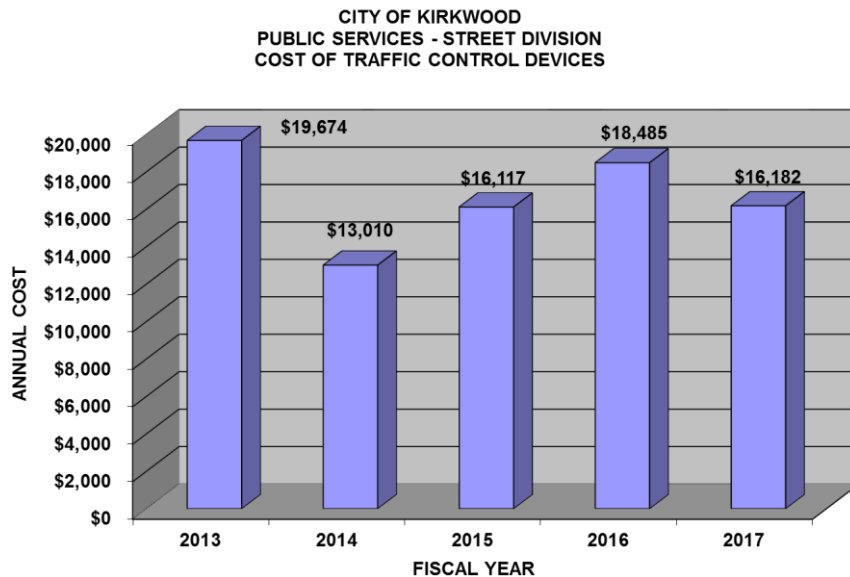
Traffic Control Devices

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

Kirkwood Public Services - Street Division

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.



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

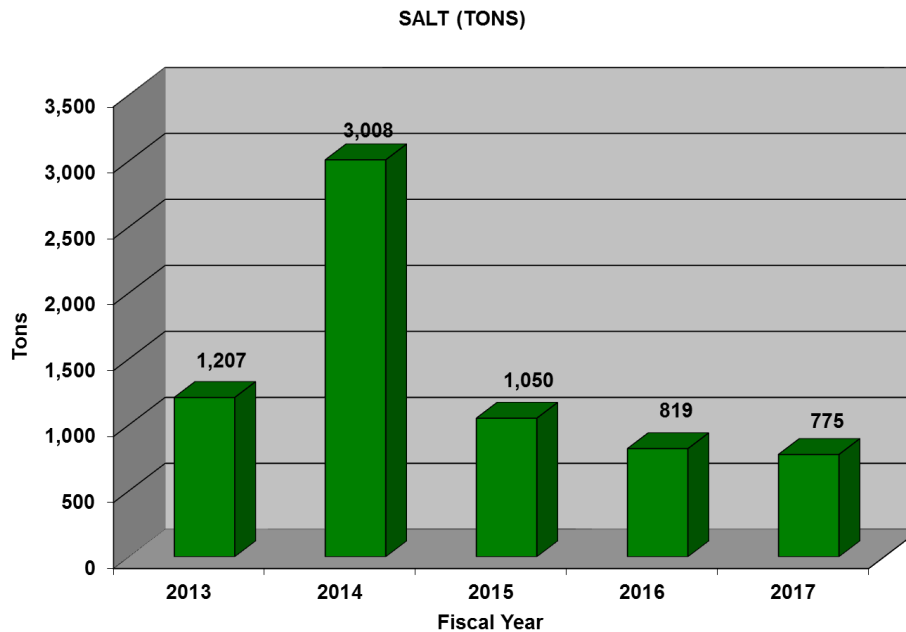
Kirkwood Public Services - Street Division

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	
2017	12/17/16	6	8.00	775	361	\$56,103

* Total costs include labor, equipment, and material.



Kirkwood Public Services - Street Division

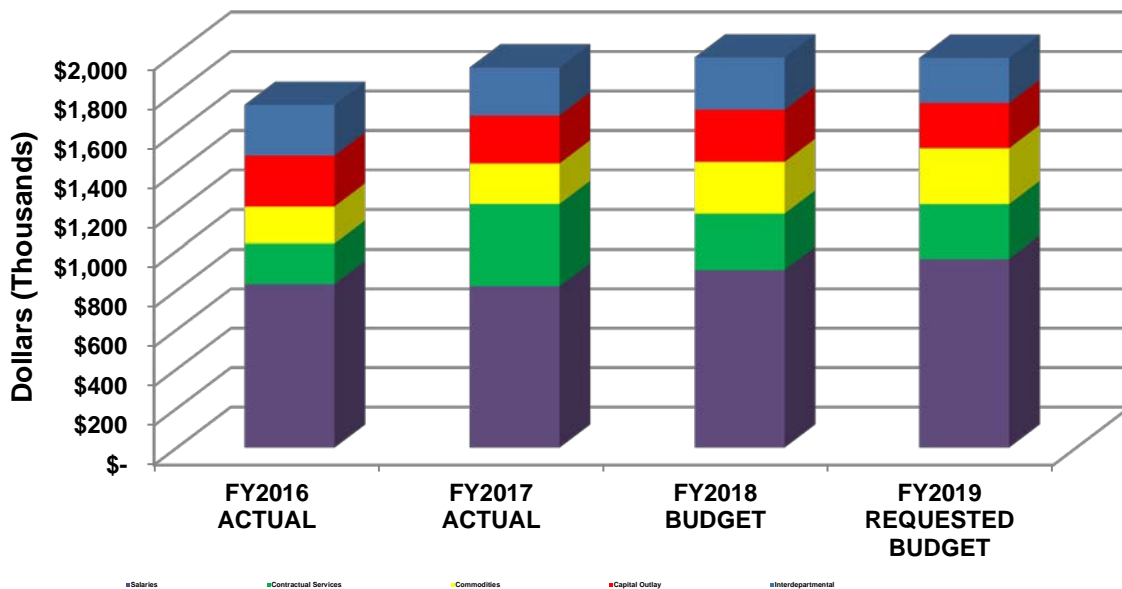
Street Sweeping

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 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	602,115	595,736	644,348	667,212
Temporary	7,588	-	8,064	9,216
Overtime	10,243	8,211	20,000	20,000
Social Security	37,508	36,262	41,690	43,250
Medicare	8,772	8,481	9,750	10,255
Civilian Pension	39,018	34,477	43,707	45,970
Deferred Compensation	11,979	11,485	13,448	14,144
Subtotal Salaries	<u>717,223</u>	<u>694,652</u>	<u>781,007</u>	<u>810,047</u>
Other Benefits				
Health Insurance	103,552	117,559	110,743	138,509
Dental Insurance	5,499	5,483	5,886	6,031
Vision Insurance	978	1,181	932	987
Unemployment	2,970	-	3,500	1,500
Subtotal Other Benefits	<u>112,999</u>	<u>124,223</u>	<u>121,061</u>	<u>147,027</u>
Total Personnel Services	<u>830,222</u>	<u>818,875</u>	<u>902,068</u>	<u>957,074</u>
Contractual Services	203,745	415,314	283,391	276,470
Commodities	187,263	204,858	261,297	282,771
Capital Outlay	-	16,404	10,000	10,000
Interdepartmental Charges	257,325	243,004	264,764	228,753
TOTAL STREET BUDGET	<u>1,478,555</u>	<u>1,698,455</u>	<u>1,721,520</u>	<u>1,755,068</u>

Street Budget Summary



CITY OF KIRKWOOD

STREET DEPARTMENT

Budget Changes						
Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	101-1402-431.11-04	Salary Temporary Employee	\$8,064	\$9,216	\$1,152	14.29%
Narrative: Increase due to hourly rate increase for summer help.						
2	101-1402-431.21-10	Health Insurance	\$110,743	\$138,509	\$27,766	25.07%
Narrative: Increase due to projected cost based on current usage.						
3	101-1402-431.29-04	Unemployment Comp.	\$3,500	\$1,500	-\$2,000	-57.14%
Narrative: Decrease due to historical actuals over the past 3 fiscal years. (FY15 - \$2,003; FY16 - \$2,969; FY17 - \$0)						
4	101-1402-431.42-09	Landfill Fees	\$10,000	\$8,000	-\$2,000	-20.00%
Narrative: Decrease due to historical actuals over the past 3 fiscal years. (FY15 - \$6,500; FY16 - \$3,550; FY17 - \$6,645)						
5	101-1402-431.66-27	Street Maintenance	\$100,000	\$120,000	\$20,000	20.00%
Narrative: This increase is due to increasing materials used by city forces in street maintenance activities.						

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1402-431.11-01	Salary Full Time	602,115	595,736	644,348	667,212	22,864	3.55%		
101-1402-431.11-04	Salary Temporary	7,588	-	8,064	9,216	1,152	14.29%		
101-1402-431.11-05	Overtime	10,243	8,211	20,000	20,000	-	0.00%		
101-1402-431.21-01	Health Insurance	103,552	117,559	110,743	138,509	27,766	25.07%		
101-1402-431.21-03	Dental Insurance	5,499	5,483	5,886	6,031	145	2.46%		
101-1402-431.21-04	Vision Insurance	978	1,181	932	987	55	5.90%		
101-1402-431.22-01	Social Security Taxes	37,508	36,262	41,690	43,250	1,560	3.74%		
101-1402-431.22-02	Medicare Contributions	8,772	8,481	9,750	10,255	505	5.18%		
101-1402-431.23-02	Civilian Pension	39,018	34,477	43,707	45,970	2,263	5.18%		
101-1402-431.23-04	Deferred Comp	11,979	11,485	13,448	14,144	696	5.18%		
101-1402-431.29-04	Unemployment Comp.	2,970	-	3,500	1,500	(2,000)	-57.14%		
101-1402-431.31-09	Training	4,837	397	2,500	2,500	-	0.00%		
101-1402-431.31-10	Other Professional Svcs	2,700	215,322	65,900	65,600	(300)	-0.46%		
101-1402-431.32-01	Legal	3,186	3,402	3,000	3,000	-	0.00%		
101-1402-431.42-06	Laundry, towels, etc	12,385	12,887	12,500	12,500	-	0.00%		
101-1402-431.42-09	Landfill fees	3,550	6,646	10,000	8,000	(2,000)	-20.00%		
101-1402-431.43-02	Radio eqpt. maintenance	-	-	250	250	-	0.00%		
101-1402-431.43-06	Equipment	-	-	250	250	-	0.00%		
101-1402-431.43-12	Building & Grounds	6,059	4,288	10,000	10,000	-	0.00%		
101-1402-431.52-02	General liability	40,557	41,627	50,000	45,000	(5,000)	-10.00%		
101-1402-431.52-11	Work. Comp. Premium	126,790	127,184	124,641	125,000	359	0.29%		
101-1402-431.53-01	Telephone	603	628	650	670	20	3.08%		
101-1402-431.53-02	Cellular Telephones	3,078	2,933	3,200	3,200	-	0.00%		
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	1,322	2,435	2,600	2,000	(600)	-23.08%		
101-1402-431.61-11	Food	1,209	779	1,300	1,300	-	0.00%		
101-1402-431.61-13	Clothing	987	1,539	1,600	1,600	-	0.00%		
101-1402-431.62-03	Gas	2,511	3,382	4,867	3,551	(1,316)	-27.04%		
101-1402-431.64-01	Dues	-	-	100	100	-	0.00%		
101-1402-431.66-07	Safety equipment	4,373	4,345	5,000	6,000	1,000	20.00%		
101-1402-431.66-08	Small tools	1,303	2,846	3,000	3,000	-	0.00%		
101-1402-431.66-12	Salt & calcium chloride	92,650	66,359	117,830	122,220	4,390	3.73%		
101-1402-431.66-26	Signs	18,486	16,182	15,000	23,000	8,000	53.33%		
101-1402-431.66-27	Street Maintenance	64,422	106,991	110,000	120,000	10,000	9.09%		
101-1402-431.68-02	Machinery & Equipment	-	16,404	10,000	10,000	-	0.00%		
101-1402-431.80-05	Fuel/Lubricants	29,295	29,247	57,800	41,266	(16,534)	-28.61%		
101-1402-431.80-10	Vehicle Maintenance	205,895	190,839	180,800	161,323	(19,477)	-10.77%		

Street

CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1402-431.80-20	Electric Charges	18,283	19,379	22,000	22,000	-	0.00%
101-1402-431.80-40	Water Usage Charges	3,024	2,711	3,336	3,336	-	0.00%
101-1402-431.80-50	Sanitation Charges	828	828	828	828	-	0.00%
STREET		1,478,555	1,698,455	1,721,520	1,755,068	33,548	1.95%

Street

Kirkwood 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 sewer lateral program; administration of the City's 50/50 sidewalk replacement 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 17 projects in FY17, in the amount of \$2,960,376. 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 Forestry 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

Kirkwood Public Services - Engineering/Planning/Forestry

projects; inspection of landscape improvements in new developments (subdivisions and commercial sites) for compliance with City codes and special Planning and Zoning conditions; inspection of right of way tree maintenance; continued maintenance of the City's street tree inventory; inspection of street tree pruning; development and administration of invasive pest management strategies; and review of tree protection plans for new construction.

The Engineering/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.

POSITION	FY13	FY14	FY15	FY16	FY17
Public Services Director	-	-	-	0.33	0.33
Public Works Director	1.00	1.00	1.00	-	-
City Engineer	-	-	1.00	1.00	1.00
Assistant Public Works Director	1.00	1.00	1.00	-	-
Assistant City Engineer	-	-	-	1.00	1.00
City Planner	-	-	-	1.00	1.00
Assistant City Planner	-	-	-	-	1.00
Zoning Administrator	1.00	1.00	1.00	-	-
City Forester	-	-	-	-	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
TOTAL	5.00	5.00	6.00	5.33	7.33

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 FY17 there was one subdivision project with a performance guarantee value of \$38,842.00 being inspected by the Engineering Office for acceptance of Public Improvements such as streets.

The Engineering Department will be focusing on the third year implementation of the Street Restoration Program. The capital budget will reflect funds that will be used in the W1 street maintenance district. This district is bounded by Big Bend to the south, Geyer Rd. to the east, Adams Ave. to the north and the city limits to the west. Funds will also be used for the reconstruction of streets, located

Kirkwood Public Services - Engineering/Planning/Forestry

throughout the City, with a PCI less than 50. These projects consist of asphalt milling and overlays, micro surfacing, ultra-thin bonded asphalt wearing surfaces, concrete slab replacement and crack sealing.

Engineering will be managing three construction projects funded from grants received through EWGCG. 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 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 80/20 match grants through EWGCG for the design and construction of these projects covered under the TAP, CMAQ and STP programs.

In the FY19 budget the removal and replacement of an undersized box culvert on Fillmore Ave. is also planned. This area, for years, has flooded Fillmore Ave. during heavy rain events. This improvement is planned to reduce and eliminate future road closures due to flooding.

In addition to these projects, funds have been requested to begin a new comprehensive Sidewalk Improvement Program. This program will combine under performing programs like the current 50/50 program, by creating a combined proactive program to enhance the City's implementation of the Kirkwood Pedestrian and Bicycle Plan.

Kirkwood Public Services - Engineering/Planning/Forestry

Capital Projects (Public)

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, Fillmore Avenue Culvert Replacement, concrete street reconstructions, contracted asphalt street repairs and storm water project design.

CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING TOTAL CAPITAL PROJECTS

FISCAL YEAR	TOTAL COST	NUMBER OF PROJECTS
FY13	\$2,078,132	13
FY14	\$1,329,369	5
FY15	\$2,140,861	8
FY16**	\$2,648,618	7
FY17**	\$3,643,214	11

** 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 two (2) project applications in FY18. None of those projects were awarded or recommended for award. 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 three (3) 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 AID PROJECTS

Project Name	Program	FY17 Phase	Federal Obligation	Kirkwood Obligation	Total Project Costs
Kirkwood Road Signals	TAP	PE, ROW	\$3,974,409	\$1,093,603	\$5,068,012
Kirkwood Road Sidewalks	CMAQ	PE, ROW	\$403,027	\$100,757	\$503,784
N. Geyer Road Overlay	STP-S	Program Agreement	\$970,462	\$242,615	\$1,213,077
Totals			\$5,347,898	\$1,436,975	\$6,784,873

Kirkwood 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 began implementation of a pavement preservation program in FY 17. 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 and the work completed through FY17 is 67.3. This does not account for deterioration of other streets where no work was performed. The City will be gathering data to better predict the deterioration of our streets. The projected average PCI based on current deterioration models input into the program is 63. The goal of the engineering department is to increase the average PCI to 70 by FY22. 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.

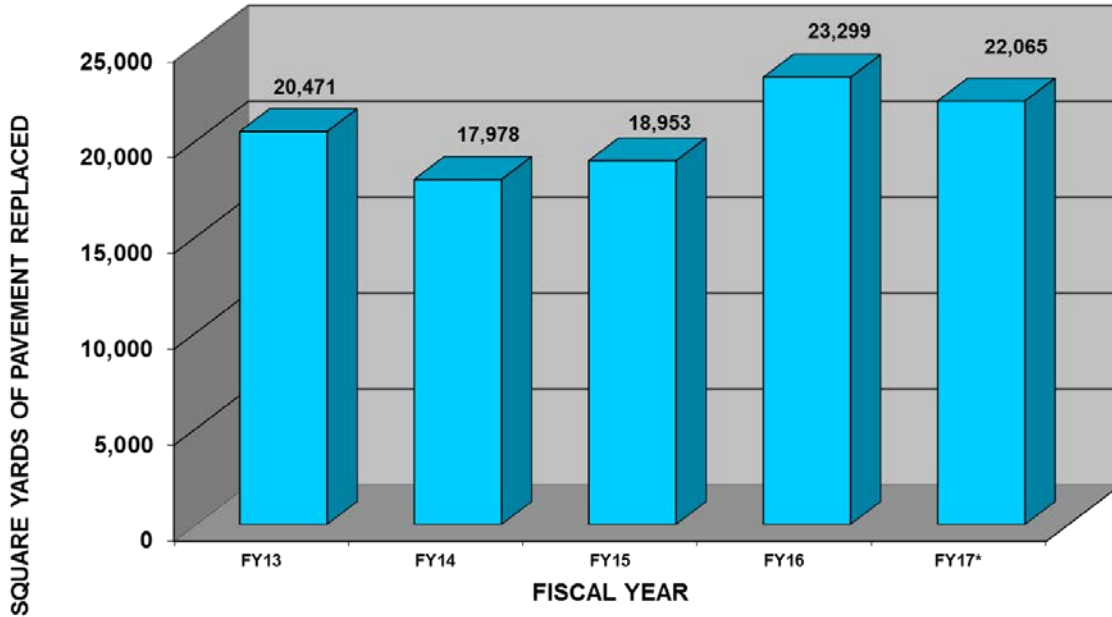
**CITY OF KIRKWOOD
PUBLIC SERVICES ENGINEERING
CONCRETE STREET RECONSTRUCTION**

FISCAL YEAR	COST	SQUARE YARDS	COST/SQ YD
FY13	\$1,159,068	20,471	\$56.62
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
TOTAL	\$7,202,949	120,541	\$59.76

* Includes Emmerson Ave Culvert Reconstruction and Gilbert Street Reconstruction

Kirkwood Public Services - Engineering/Planning/Forestry

CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING CONCRETE STREET RECONSTRUCTION

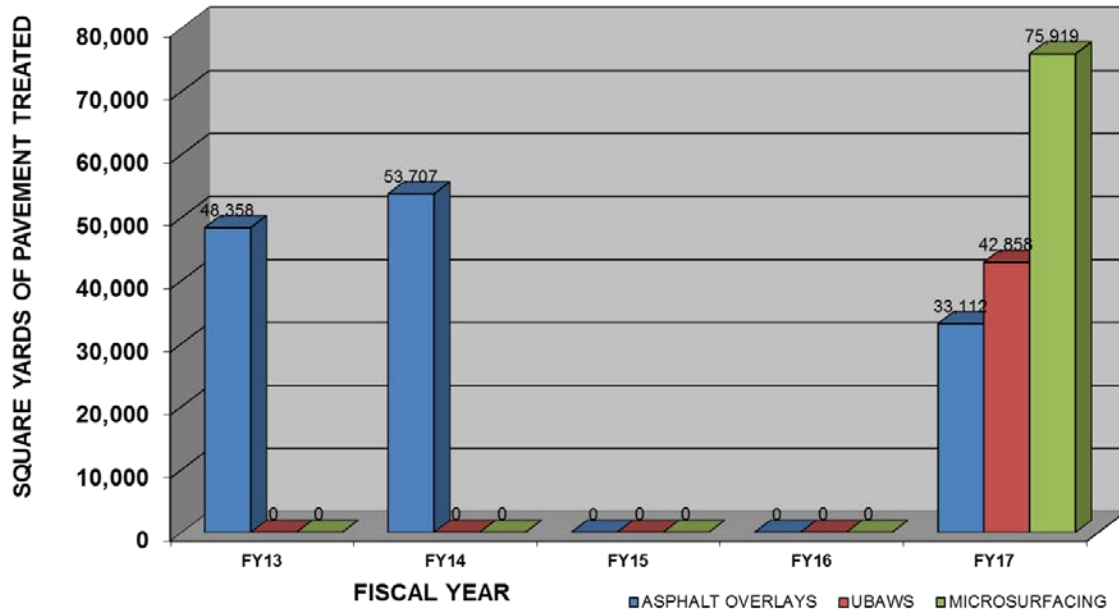


CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING ASPHALT STREET PRESERVATION

FISCAL YEAR	ASPHALT OVERLAYS			Ultrathin Bonded Asphalt Wearing Surface (UBAWS)			MICROSURFACING		
	COST	SQUARE YARDS	COST /SQ YD	COST	SQUARE YARDS	COST/ SQ YD	COST	SQUARE YARDS	COST/ SQ YD
FY13	\$439,236	48,358	\$9.08	\$0	0	\$0.00	\$0	0	\$0.00
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	\$302,158	75,919	\$3.98
TOTAL	\$1,469,977	135,177	\$10.87	\$387,100	42,858	\$9.03	\$302,158	75,919	\$3.98

Kirkwood Public Services - Engineering/Planning/Forestry

CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING ASPHALT STREET PRESERVATION

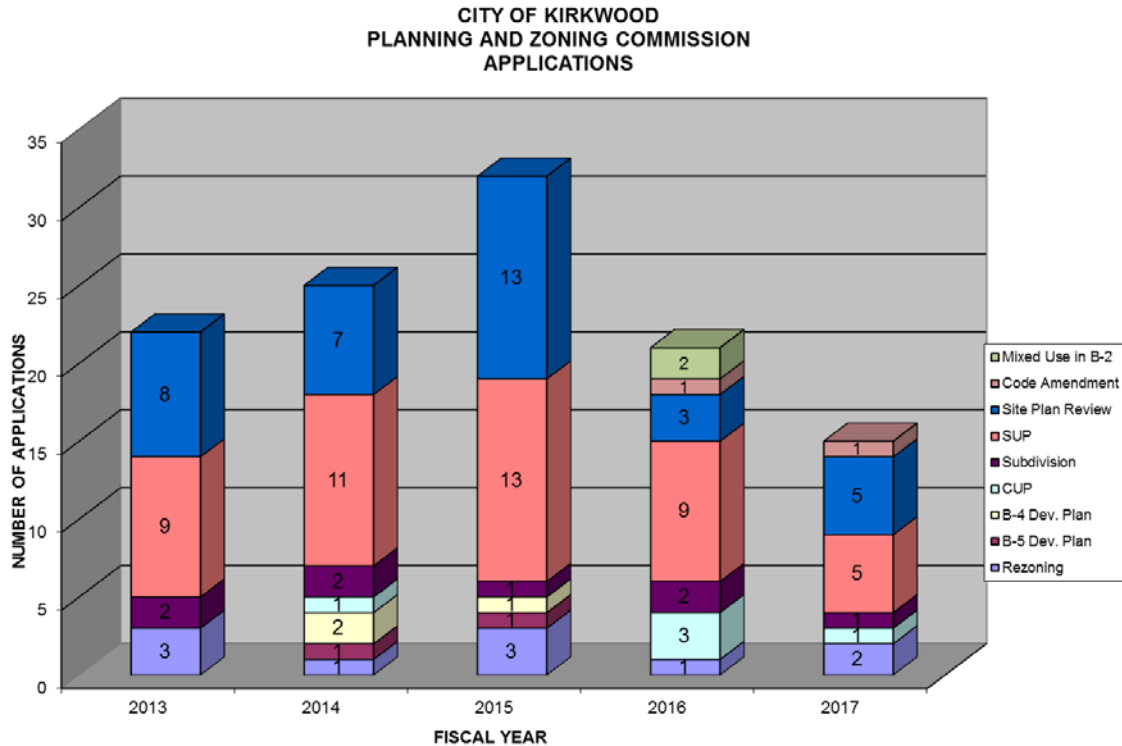


Planning and Zoning Activities

This past year the City Planner coordinated the completion and adoption of the City’s new comprehensive plan, Envision 2035. In addition to this plan, the City Council adopted a new 5-year Strategic Plan. As part of these new plans, planning personnel will be challenged to begin implementing the goals and objectives. In order to meet these goals and objectives, funds have been requested 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 the goals in these plans. This request was approved in the FY18 budget, but due to funding short falls in the procurement of professional services for the Downtown Master Plan and Parking Study, it was necessary to reallocate these funds.

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 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.

Kirkwood Public Services - Engineering/Planning/Forestry



Comprehensive 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. Draft forms of all chapters were reviewed by the Steering Committee during FY17. This plan contains goals, objectives, action steps, future land use, and recommendations related to the future growth and development of the City. EnVision Kirkwood 2035 will be presented to the Planning & Zoning Commission during FY18 for their review and input with a culmination in the adoption of the plan during FY18.

Personnel changes within the division included the addition of an Assistant City Planner position and the expansion of the City Planner position to include economic development responsibilities.

Accomplishments and Achievements

- Finalized development of flexible site plan review standards for consideration by City Council. Amended code was adopted in FY17.
- Planning and Zoning Commission completed and adopted the new comprehensive plan, EnVision Kirkwood 2035.

Kirkwood Public Services - Engineering/Planning/Forestry

- Continued to update the Public Services webpage on the city website in order to offer more documents and information to the general public.
- Developed a plan for improvements to Argonne Drive that qualified for a TAP grant.
- Received the 2016 Great Neighborhood Award for Downtown Kirkwood presented by the Missouri Chapter of the American Planning Association.
- 2016 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.

Kirkwood Public Services - Engineering/Planning/Forestry

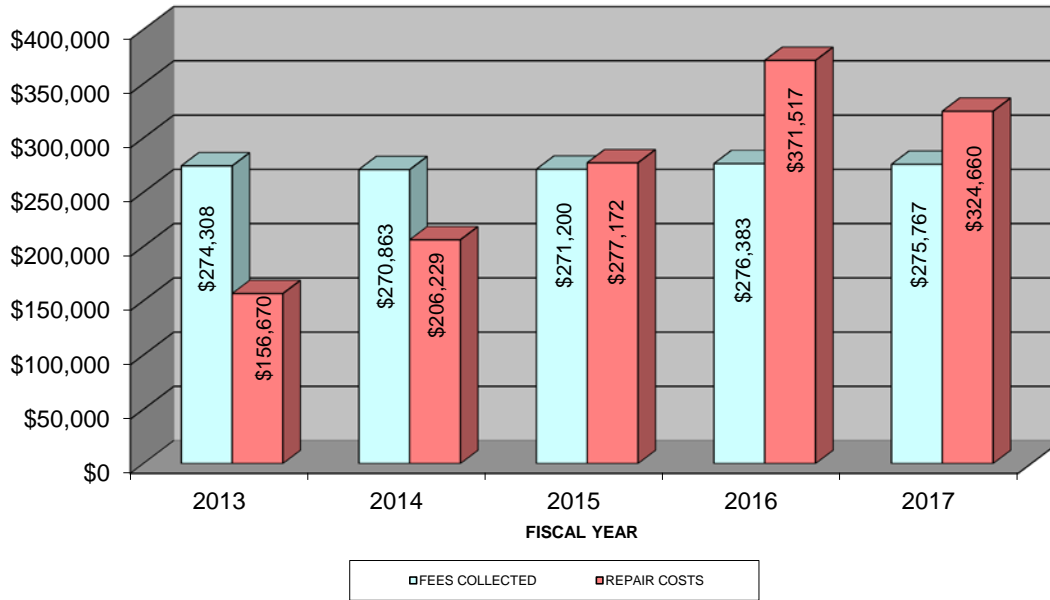
Planning & Zoning Performance Measures	
<i>Demand</i>	<i>FY17</i>
Boundary/Consolidation Plats	40
Subdivision Plats	1
Site Plan Reviews	5
Special Use Permits	5
Rezoning Cases	2
CUP Cases	1
B-2 Mixed Use Cases	0
B-4 Cases	0
B-5 Cases	0
Zoning Code Amendments	1
ARB Cases	210
BOA Cases	43
<i>Workload</i>	<i>FY17</i>
Planning & Zoning Meetings	18
City Council Meetings	24
Landmarks Commission Meetings	12
BOA Meetings	16
Comprehensive Plan Meetings	5
Site Condition Inspections	13
Zoning Verification Letters	14
Zoning Violation Inspections	14
<i>Results</i>	<i>FY17</i>
Avg. Case Timeline (Submittal to CC Action)	106
New Lots Platted	0
New SF Homes Permitted	81
Median Construction Value - New Home	\$336,422
Median Square Footage - New Home	2,792
New Commercial Structures Permitted	2

Sewer Lateral Program

The Sewer Lateral Insurance program began in June, 1999 after being approved by the voters in Kirkwood. 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. In FY17 repairs for 125 of the 191 applications received were completed with an average cost of \$2,597 incurred by the City.

Kirkwood Public Services - Engineering/Planning/Forestry

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

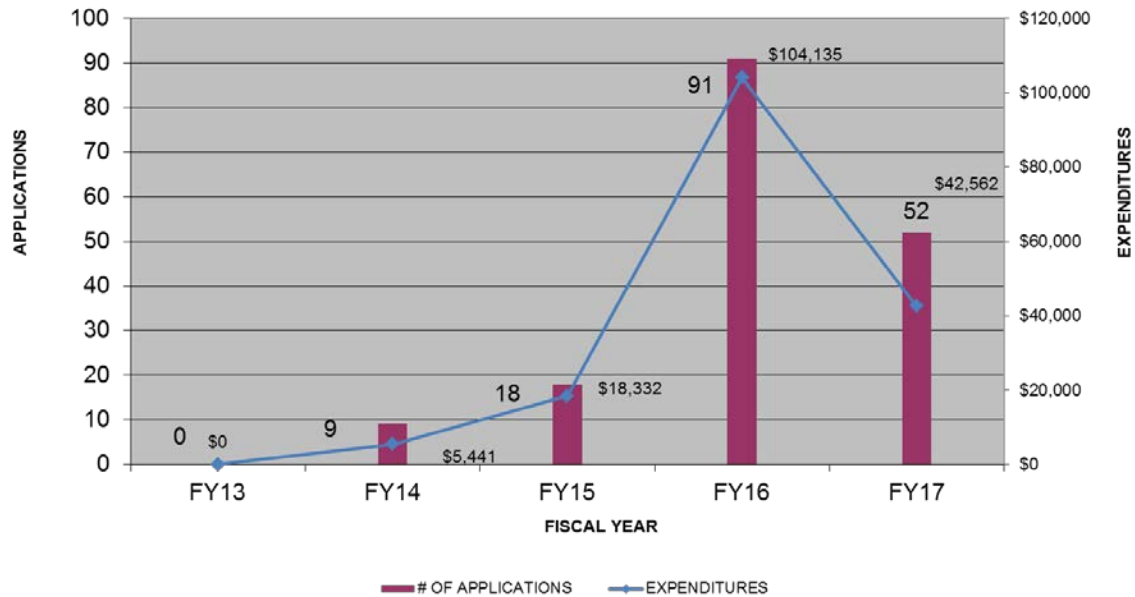


50/50 Public Sidewalk Repair Assistance Program

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 FY17, there were a total of 52 applications at a total cost of \$42,562.44.

Kirkwood Public Services - Engineering/Planning/Forestry

CITY OF KIRKWOOD
PUBLIC SERVICES ENGINEERING
50/50 PUBLIC SIDEWALK PROGRAM
APPLICATIONS AND EXPENDITURES



City Forestry Activities

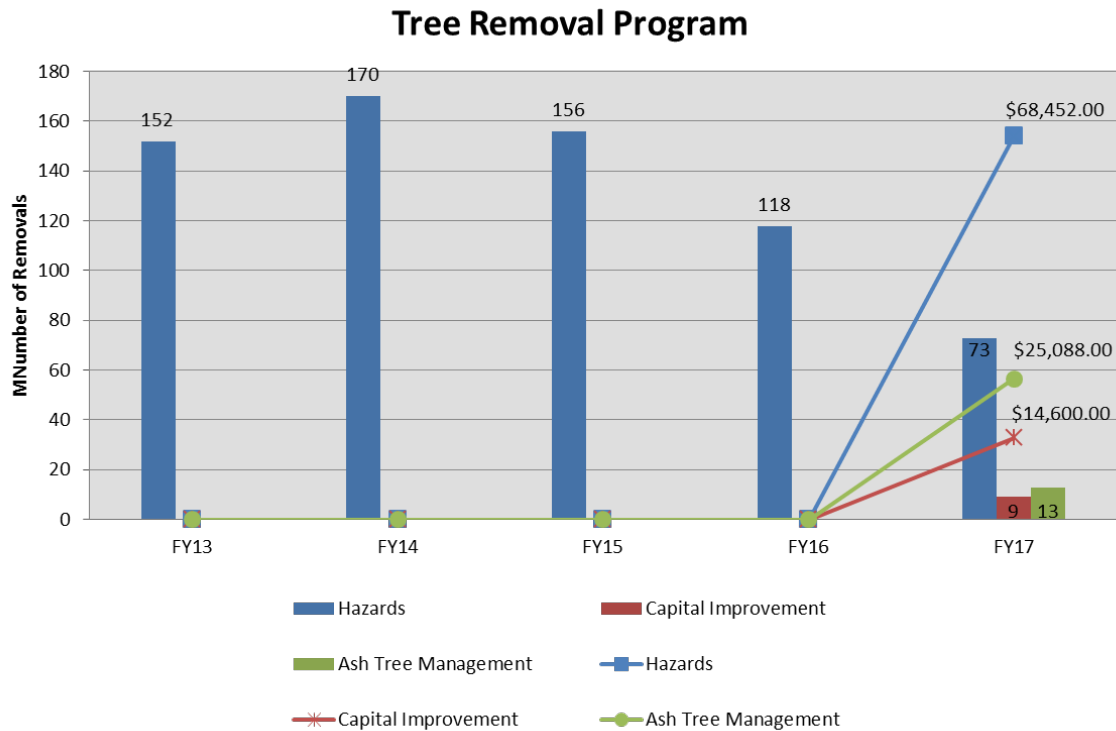
The City Forester working within the Engineering/Planning Division is responsible for the management of City trees within the public rights of way and planning for the overall health of the urban forest. The City Forester also provides staff support to the Kirkwood Urban Forestry Commission and provides 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.

FY17 was the first year that the position of City Forester was added to the City budget. In this first year, the benefits have been abundant; specifically the coordination of two events for the pickup of storm debris. The Forester has also developed programs to provide preventive tree pruning, coordinated hazardous tree removals and developed a program to actively control the effects of EAB through the removal of infected trees and/or through the treatment of healthy ash trees. With the input and assessment from the City Forester, there is a request in the FY19 budget to add \$37,000 to the tree maintenance program. This increase will allow for further development of the program and sustain the City's urban canopy.

Kirkwood Public Services - Engineering/Planning/Forestry

Tree Removals

The City Forester inspects, manages, and prioritizes the removal of all trees within the City Rights of Ways. A total number of 101 trees were removed in FY17. Of these, 73 were designated hazardous, 9 were removed due to construction damage during capital improvement projects, and 19 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 designates management districts in the city to be maintained on a pruning cycle. The total number of trees and cost associated with pruning is shown below.

**CITY OF KIRKWOOD
Public Tree Pruning**

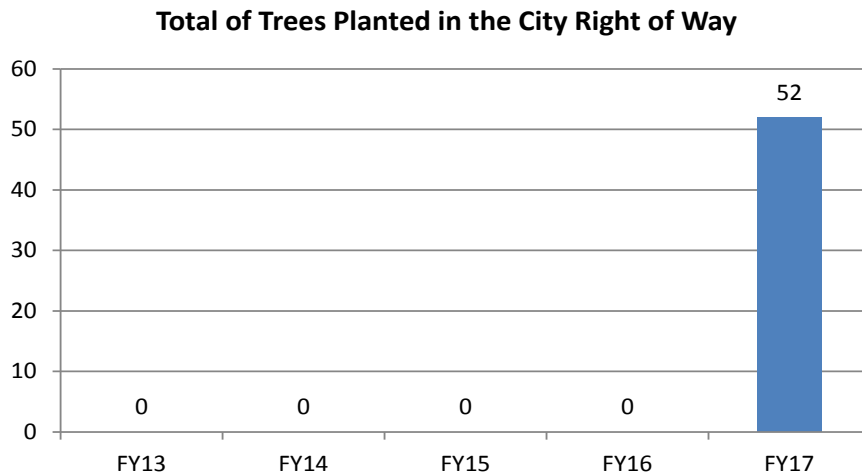
FISCAL YEAR	TOTAL COST	NUMBER OF TREES
FY17*	\$7,200	43

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

Kirkwood Public Services - Engineering/Planning/Forestry

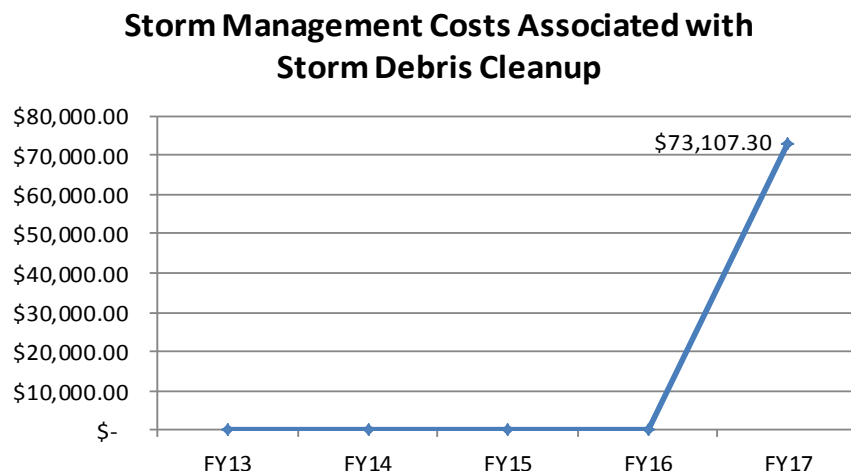
Street Tree Planting Projects

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 and the cost is shown below



Storm Response and City Debris Clean-up

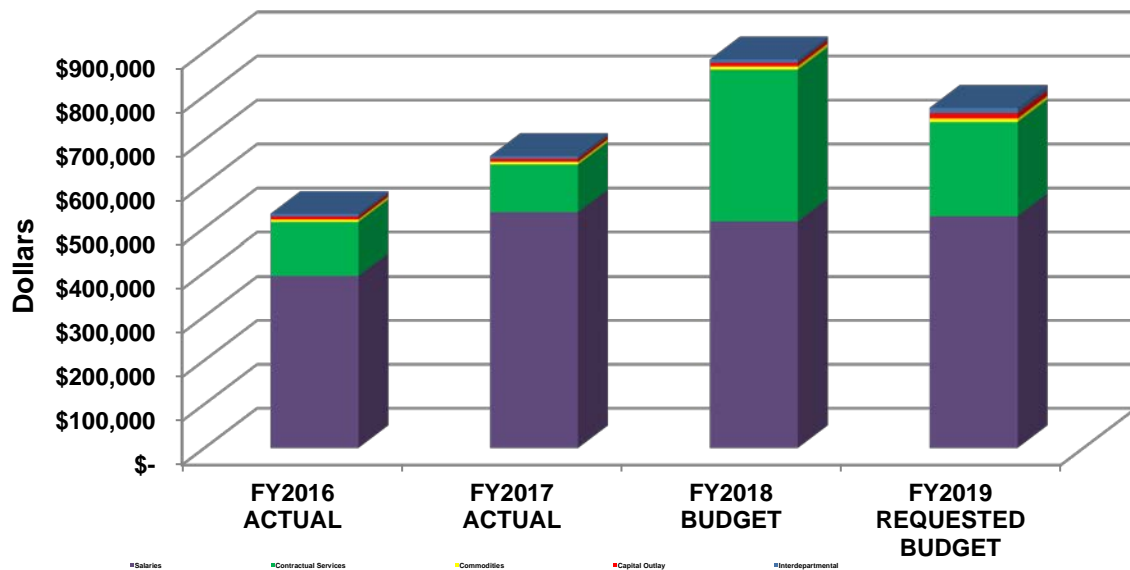
The City Forester manages the use of contractors for the purpose of storm damage response and clean-up. This includes trees or limbs that fall into the right of way blocking access to streets and sidewalks, as well as clean-up of private debris associated with large storm events that requires assistance.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



**CITY OF KIRKWOOD, MISSOURI
ENGINEERING OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	306,126	416,257	397,059	419,986
Social Security	18,459	25,385	27,593	26,070
Medicare	4,370	6,015	6,453	6,098
Civilian Pension	17,551	18,777	28,928	27,332
Deferred Compensation	5,214	6,388	8,901	8,410
Subtotal Salaries	<u>351,724</u>	<u>473,029</u>	<u>469,534</u>	<u>488,396</u>
Other Benefits				
Health Insurance	38,025	60,400	42,328	36,062
Dental Insurance	1,475	1,846	2,247	1,661
Vision Insurance	266	503	436	383
Subtotal Other Benefits	<u>39,766</u>	<u>62,749</u>	<u>45,011</u>	<u>38,106</u>
Total Personnel Services	<u>391,490</u>	<u>535,778</u>	<u>514,545</u>	<u>526,502</u>
Contractual Services	121,739	107,983	344,765	213,943
Commodities	6,165	6,198	7,960	7,960
Capital Outlay	1,760	2,272	2,500	5,500
Interdepartmental Charges	6,235	6,664	7,819	12,183
TOTAL ENGINEERING BUDGET	<u>527,389</u>	<u>658,895</u>	<u>877,589</u>	<u>766,088</u>

Engineering Budget Summary



CITY OF KIRKWOOD

ENGINEERING 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	101-1701-423.31-10	Other Professional Svcs	\$69,277	\$ 150,000	\$ 80,723	116.52%
	Narrative:	Increase is due to professional services planned for the restructuring of the City's Zoning Code.				
2	101-1701-423.32-03	Engineering	\$ 242,000	\$ 32,000	\$ (210,000)	-86.78%
	Narrative:	Decrease due to consultant services used in the FY 18 storm water study and budgeting the restructuring the City's Zoning Code into professional services account.				
3	101-1701-423.80-05	Fuel/Lubricants	\$ 4,580	\$ 7,603	\$ 3,023	66.00%
	Narrative:	Increase is based on 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.				
4	101-1701-423.80-10	Vehicle Maintenance	\$ 3,239	\$ 7,603	\$ 4,364	134.73%
	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 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1701-423.11-01	Salary Full Time	306,126	416,257	397,059	419,986	22,927	5.77%		
101-1701-423.11-05	Overtime	4	207	600	500	(100)	100.00%		
101-1701-423.21-01	Health Insurance	38,025	60,400	42,328	36,062	(6,266)	-14.80%		
101-1701-423.21-03	Dental Insurance	1,475	1,846	2,247	1,661	(586)	-26.08%		
101-1701-423.21-04	Vision Insurance	266	503	436	383	(53)	-12.16%		
101-1701-423.22-01	Social Security Taxes	18,459	25,385	27,593	26,070	(1,523)	-5.52%		
101-1701-423.22-02	Medicare Contributions	4,370	6,015	6,453	6,098	(355)	-5.50%		
101-1701-423.23-02	Civilian Pension	17,551	18,777	28,928	27,332	(1,596)	-5.52%		
101-1701-423.23-04	Deferred Comp	5,214	6,388	8,901	8,410	(491)	-5.52%		
101-1701-423.31-09	Training	1,471	948	1,000	1,000	-	0.00%		
101-1701-423.31-10	Other Professional Svcs	91,407	78,531	68,277	150,000	81,723	119.69%		
101-1701-423.32-01	Legal	8,132	3,645	3,000	3,500	500	16.67%		
101-1701-423.32-03	Engineering	1,676	1,500	242,000	32,000	(210,000)	-86.78%		
101-1701-423.43-02	Radio eqpt. maintenance	388	300	500	500	-	0.00%		
101-1701-423.44-04	Copy Machines	4,596	4,870	6,200	5,200	(1,000)	-16.13%		
101-1701-423.52-02	General liability	2,807	2,881	3,200	3,200	-	0.00%		
101-1701-423.52-11	Work. Comp. Premium	6,290	9,201	9,018	9,018	-	0.00%		
101-1701-423.53-01	Telephone	724	753	2,800	1,000	(1,800)	-64.29%		
101-1701-423.53-02	Cellular Telephones	1,163	1,334	1,865	1,425	(440)	-23.59%		
101-1701-423.55-09	Other Printing	49	196	600	600	-	0.00%		
101-1701-423.58-01	Travel Executive	1,847	2,005	4,805	4,500	(305)	-6.35%		
101-1701-423.58-02	Travel Other	1,189	1,819	1,500	2,000	500	33.33%		
101-1701-423.61-01	Office supplies	3,045	3,140	4,000	4,000	-	0.00%		
101-1701-423.61-05	Postage	853	873	1,000	1,000	-	0.00%		
101-1701-423.61-13	Clothing	-	450	500	500	-	0.00%		
101-1701-423.64-01	Dues	1,995	1,395	1,760	1,760	-	0.00%		
101-1701-423.66-07	Safety equipment	255	340	500	500	-	0.00%		
101-1701-423.66-99	Other	17	-	200	200	-	0.00%		
101-1701-423.68-02	Machinery & Equipment	1,760	2,272	2,500	5,500	3,000	120.00%		
101-1701-423.80-05	Fuel/Lubricants	2,101	2,682	4,580	4,580	-	0.00%		
101-1701-423.80-10	Vehicle Maintenance	4,134	3,982	3,239	7,603	4,364	134.73%		
ENGINEERING		527,389	658,895	877,589	766,088	(111,501)	-12.71%		

Engineering

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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.

The Building Department will continue to provide home occupancy and building permit inspections. There is a request in the FY19 budget to eliminate the part-time Housing Inspector position and add a part-time Multi-Discipline Inspector. This request will increase operational cost by \$9,363. This request is based on direction provided by the

Building Commissioner

City Council during their annual planning session. The intent of this position is to add additional focus on construction site conditions that may adversely impact adjacent neighbors and/or neighborhoods. This position will also closely coordinate with the Police Department's Code Enforcement Officers in the identification, assessment and tracking of vacant properties, to assure they are maintained in accordance with the municipal code.

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

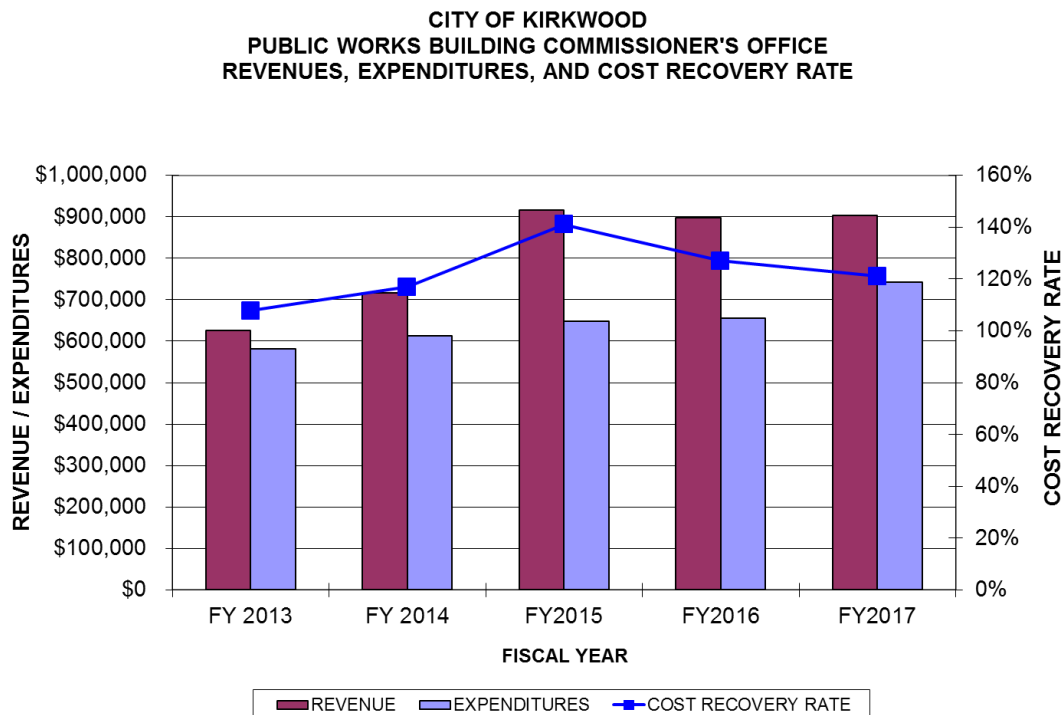
The Building Commissioner's Office currently has a full-time staff of eight employees. The positions are listed below:

POSITION	FY13	FY14	FY15	FY16	FY17
Building Commissioner	1.00	1.00	1.00	1.00	1.00
Deputy Building Commissioner	1.00	1.00	1.00	1.00	1.00
Building Inspector	2.00	2.00	2.00	2.00	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
Landmarks Liaison/Preservationist	0.50	0.50	0.50	0.50	-
TOTAL	8.00	8.00	8.00	8.00	8.50

Building Commissioner

Revenues and Expenditures

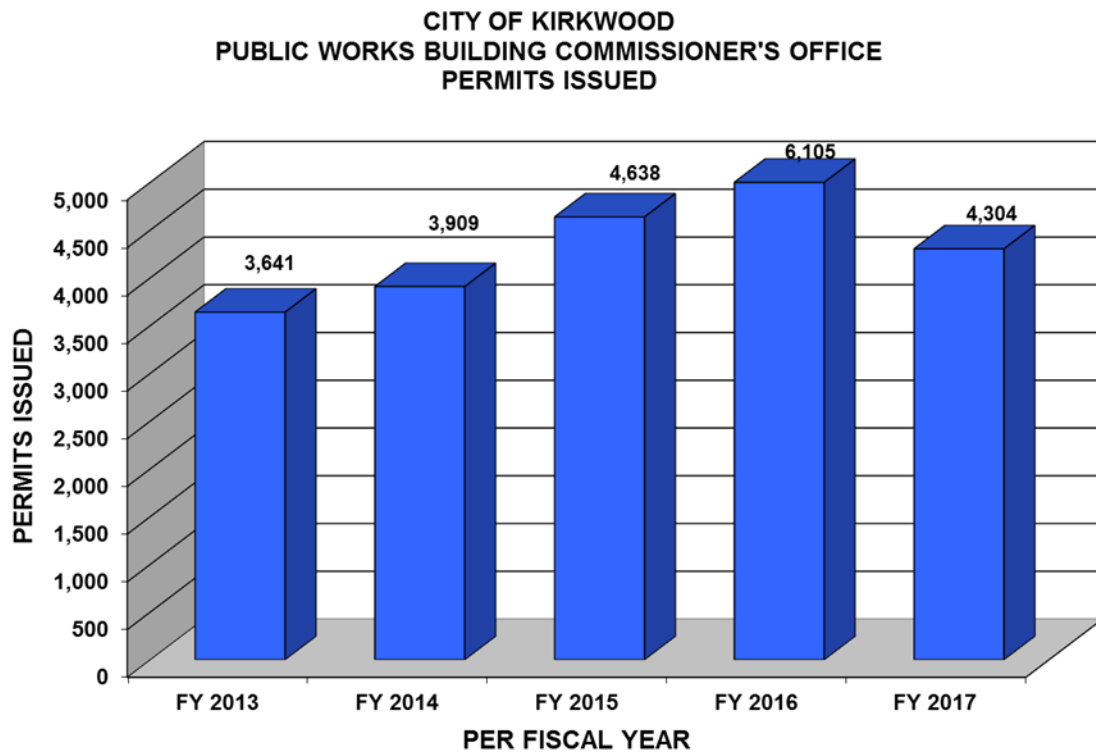
The Building Commissioner's operation has been above the revenue recovery amount of 75%, which is the national ICC standard. The City Council significantly increased permit fees in April, 2003, with the intent to cover 100% of the Building Commissioner's Office's expenses. In FY17, the Building Commissioner's Office's cost/revenue rate was 121.0%.



Building Commissioner

Permits Issued

The Building Commissioner's Office issued 4,304 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.



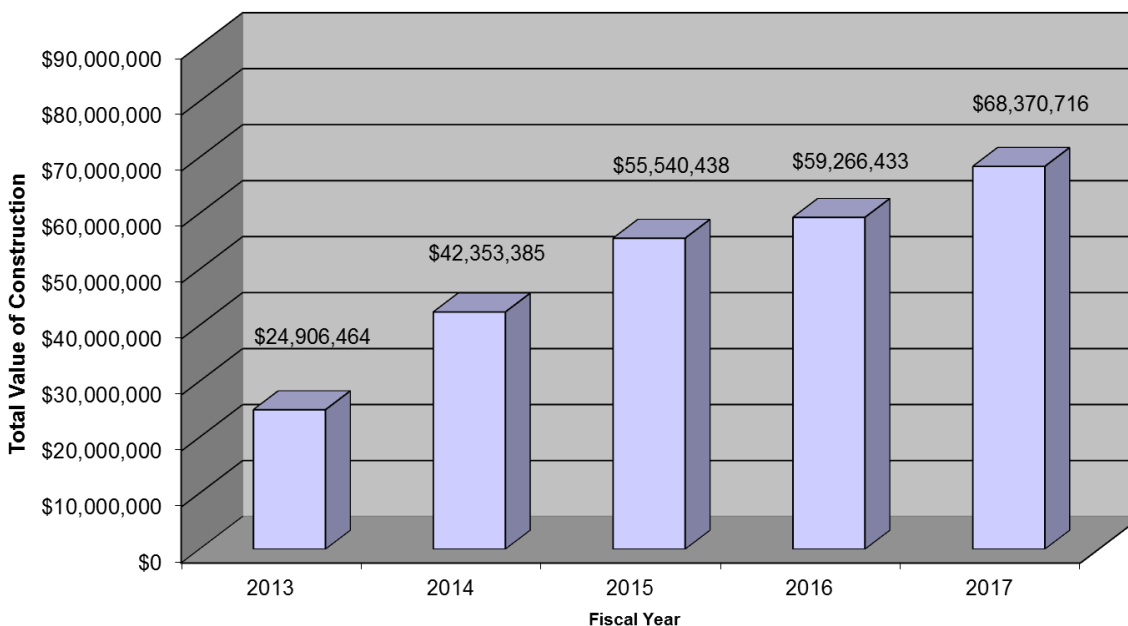
Building Commissioner

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 has increased significantly while residential additions have been steady over the last year.

CITY OF KIRKWOOD								
PUBLIC WORKS 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

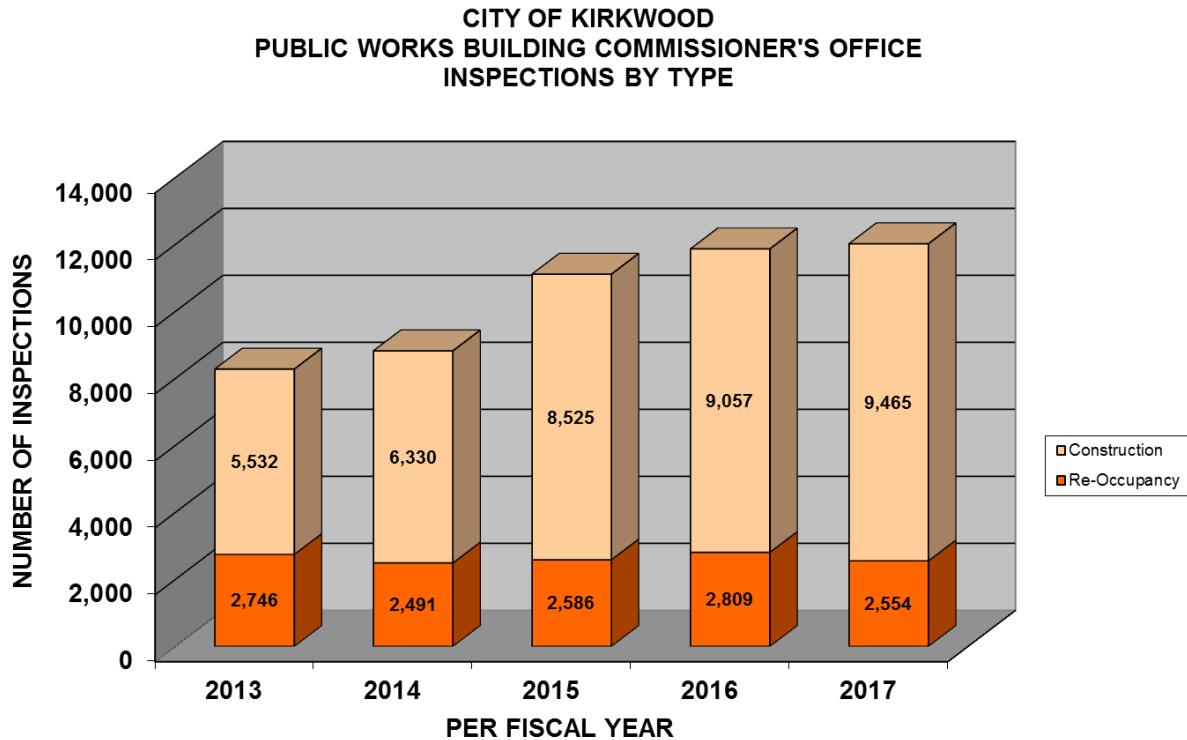
CITY OF KIRKWOOD
PUBLIC WORKS - BUILDING COMMISSIONER'S OFFICE
TOTAL VALUE OF BUILDING CONSTRUCTION



Building Commissioner

Inspections

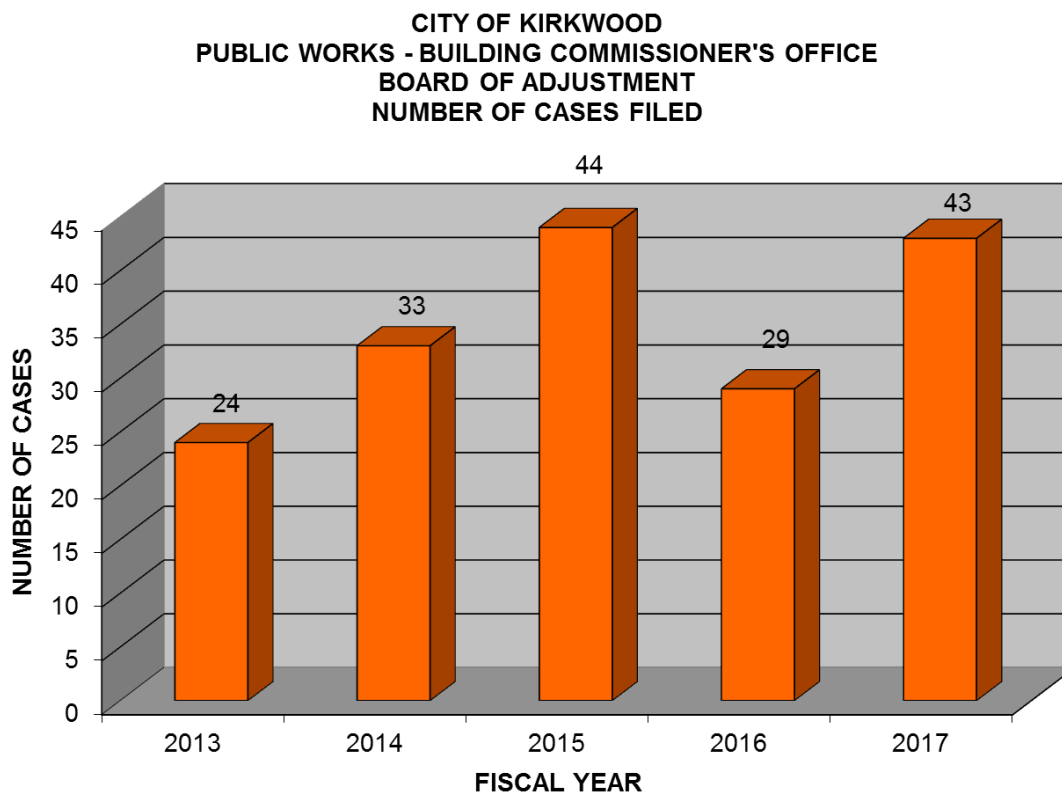
Each Building Permit produces the need for an average of about six inspections. This varies widely based on the type of structure, i.e., with a new residence or commercial building needing a minimum of 15 inspections. A re-occupancy permit generates three inspections on the average. Miscellaneous permits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



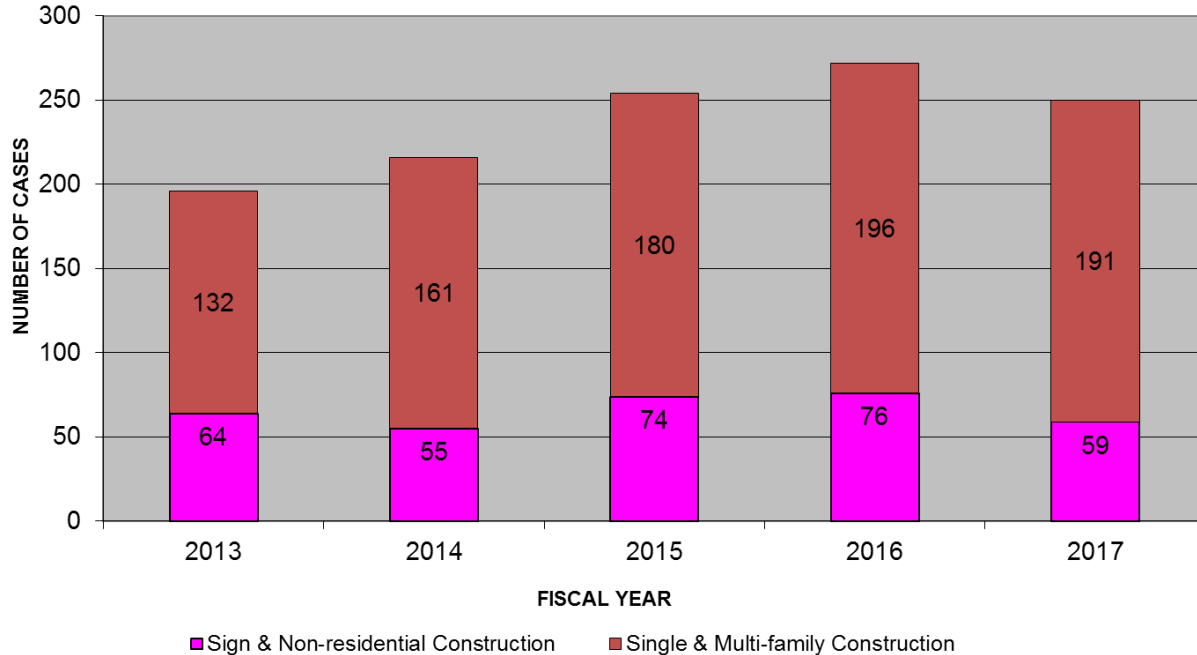
Building Commissioner

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.

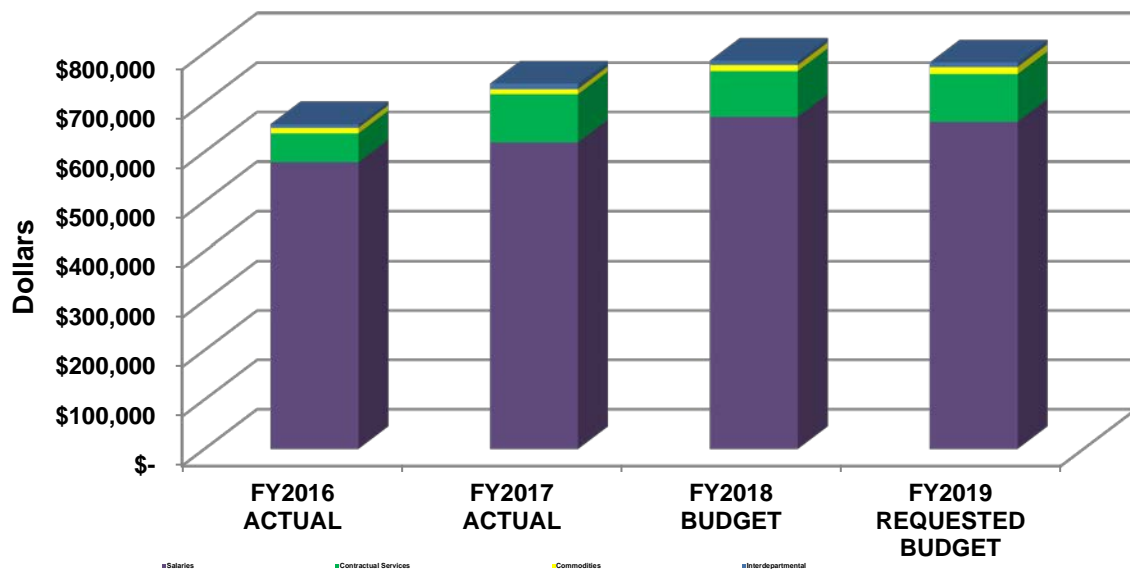
**CITY OF KIRKWOOD
PUBLIC WORKS - BUILDING COMMISSIONER'S OFFICE
ARCHITECTURAL REVIEW BOARD
NUMBER OF CASES FILED**



**CITY OF KIRKWOOD, MISSOURI
BUILDING COMMISSIONER OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	398,795	449,653	472,000	468,373
Part-time Salaries	31,562	426	23,138	31,200
Overtime	312	234	1,000	1,000
Social Security	25,544	26,685	30,699	31,100
Medicare	5,974	6,241	7,190	7,259
Civilian Pension	25,571	28,133	32,229	30,810
Deferred Compensation	6,895	8,449	9,917	9,480
Subtotal Salaries	<u>494,653</u>	<u>519,821</u>	<u>576,173</u>	<u>579,222</u>
Other Benefits				
Health Insurance	80,466	95,258	89,761	77,074
Dental Insurance	3,131	3,576	3,786	3,712
Vision Insurance	558	642	676	663
Subtotal Other Benefits	<u>84,155</u>	<u>99,476</u>	<u>94,223</u>	<u>81,449</u>
Total Personnel Services	<u>578,808</u>	<u>619,297</u>	<u>670,396</u>	<u>660,671</u>
Contractual Services	58,465	97,328	92,888	96,434
Commodities	11,032	10,297	11,935	14,135
Interdepartmental Charges	7,414	10,907	8,879	9,097
TOTAL BLDG COMM BUDGET	<u>655,719</u>	<u>737,829</u>	<u>784,098</u>	<u>780,337</u>

Building Commissioner Budget Summary



CITY OF KIRKWOOD BUILDING COMMISSIONER

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	101-1702-424.11-02	Salary Part Time	\$ 23,138	\$ 31,200	\$ 8,062	34.84%

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 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1702-424.11-01	Salary Full Time	398,795	449,653	472,000	468,373	(3,627)	-0.77%
101-1702-424.11-02	Salary Part Time	31,562	426	23,138	31,200	8,062	34.84%
101-1702-424.11-05	Overtime	312	234	1,000	1,000	-	0.00%
101-1702-424.21-01	Health Insurance	80,466	95,258	89,761	77,074	(12,687)	-14.13%
101-1702-424.21-03	Dental Insurance	3,131	3,576	3,786	3,712	(74)	-1.95%
101-1702-424.21-04	Vision Insurance	558	642	676	663	(13)	-1.92%
101-1702-424.22-01	Social Security Taxes	25,544	26,685	30,699	31,100	401	1.31%
101-1702-424.22-02	Medicare Contributions	5,974	6,241	7,190	7,259	69	0.96%
101-1702-424.23-02	Civilian Pension	25,571	28,133	32,229	30,810	(1,419)	-4.40%
101-1702-424.23-04	Deferred Comp	6,895	8,449	9,917	9,480	(437)	-4.41%
101-1702-424.31-05	Microfilming Services	872	3,332	3,000	3,500	500	16.67%
101-1702-424.31-06	Derelict Structures	3,367	32,834	30,000	30,000	-	0.00%
101-1702-424.31-09	Training	802	5,331	5,500	5,500	-	0.00%
101-1702-424.31-10	Other Professional Svcs	12,741	13,321	12,000	12,000	-	0.00%
101-1702-424.32-01	Legal	19,115	20,567	17,000	20,000	3,000	17.65%
101-1702-424.43-01	Office ept. maintenance	-	-	750	500	(250)	-33.33%
101-1702-424.52-02	General liability	7,141	7,330	7,800	7,800	-	0.00%
101-1702-424.52-11	Work. Comp. Premium	9,611	11,054	10,834	10,834	-	0.00%
101-1702-424.53-01	Telephone	724	753	800	800	-	0.00%
101-1702-424.53-02	Cellular Telephones	1,504	1,411	1,704	1,500	(204)	-11.97%
101-1702-424.55-09	Other Printing	1,300	1,275	1,500	1,500	-	0.00%
101-1702-424.58-01	Travel	1,288	120	2,000	2,500	500	25.00%
101-1702-424.61-01	Office supplies	4,551	3,397	4,500	6,500	2,000	44.44%
101-1702-424.61-05	Postage	3,773	3,882	3,800	4,000	200	5.26%
101-1702-424.61-13	Clothing	883	1,062	1,200	1,200	-	0.00%
101-1702-424.64-01	Dues	965	895	1,335	1,335	-	0.00%
101-1702-424.66-07	Safety equipment	582	744	700	700	-	0.00%
101-1702-424.66-99	Other	278	317	400	400	-	0.00%
101-1702-424.80-05	Fuel/Lubricants	3,091	3,482	3,360	4,100	740	22.02%
101-1702-424.80-10	Vehicle Maintenance	4,323	7,425	5,519	4,997	(522)	-9.46%
BUILDING COMMISSIONER		655,719	737,829	784,098	780,337	(3,761)	-0.48%

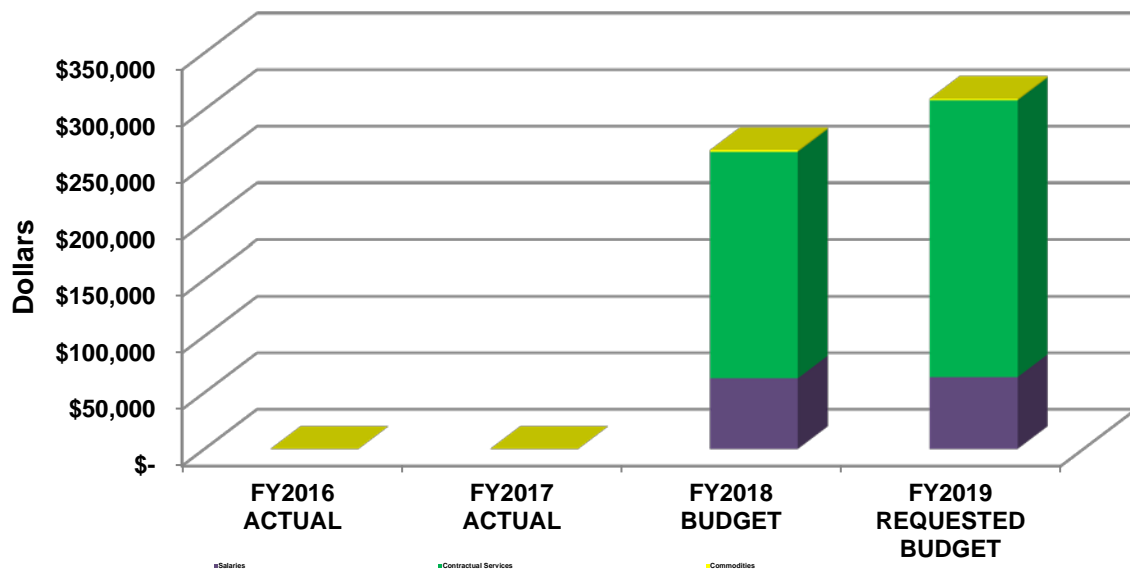
Building Commissioner

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**CITY OF KIRKWOOD, MISSOURI
FORESTRY OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	-	-	47,990	49,070
Overtime	-	-	200	-
Social Security	-	-	2,975	3,042
Medicare	-	-	696	712
Civilian Pension	-	-	3,119	3,190
Deferred Compensation	-	-	960	981
Subtotal Salaries	-	-	55,940	56,995
Other Benefits				
Health Insurance	-	-	6,085	6,085
Dental Insurance	-	-	464	465
Vision Insurance	-	-	80	80
Subtotal Other Benefits	-	-	6,629	6,630
Total Personnel Services	-	-	62,569	63,625
Contractual Services	-	-	200,063	244,399
Commodities	-	-	1,400	1,400
TOTAL BLDG COMM BUDGET	-	-	264,032	309,424

Forestry Budget Summary



CITY OF KIRKWOOD

Forestry 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	101-1705-423.21-01	Health Insurance	\$248	\$6,085	\$5,837	2353.63%
	Narrative:	Increase due to employee change in insurance level.				
2	101-1705-423.21-03	Dental Insurance	\$0	\$465	\$465	100.00%
	Narrative:	Increase due to employee change in insurance level.				
3	101-1705-423.21-04	Vision Insurance	\$0	\$80	\$80	100.00%
	Narrative:	Increase due to employee change in insurance level.				
4	101-1705-423.31-10	Other Professional Services	\$200,000	\$237,500	\$37,500	18.75%
	Narrative:	Increase due to proactive trimming of right-of-way trees and EAB program.				

CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1705-423.11-01	Salary Full Time	-	-	47,990	49,070	1,080	2.25%
101-1705-423.11-05	Overtime	-	-	200	-	(200)	-100.00%
101-1705-423.21-01	Health Insurance	-	-	6,085	6,085	-	0.00%
101-1705-423.21-03	Dental Insurance	-	-	464	465	1	100.00%
101-1705-423.21-04	Vision Insurance	-	-	80	80	-	100.00%
101-1705-423.22-01	Social Security Taxes	-	-	2,975	3,042	67	2.25%
101-1705-423.22-02	Medicare Contributions	-	-	696	712	16	2.30%
101-1705-423.23-02	Civilian Pension	-	-	3,119	3,190	71	2.28%
101-1705-423.23-04	Deferred Comp	-	-	960	981	21	2.19%
101-1705-423.31-09	Training	-	-	500	500	-	0.00%
101-1705-423.31-10	Other Professional Svcs	-	-	192,269	237,500	45,231	23.52%
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	-	0.00%
101-1705-423.53-02	Cellular Telephones	-	-	1,550	655	(895)	-57.74%
101-1705-423.55-09	Other Printing	-	-	1,000	1,000	-	0.00%
101-1705-423.58-02	Travel Other	-	-	700	700	-	0.00%
101-1705-423.61-13	Clothing	-	-	300	400	100	33.33%
101-1705-423.64-01	Dues	-	-	600	500	(100)	-16.67%
101-1705-423.66-07	Safety equipment	-	-	500	500	-	0.00%
FORESTRY		-	-	264,032	309,424	45,392	17.19%

Forestry

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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 FY15-16 budget measure report the FY16-17 report includes information on vehicles used by the Recreation Division. In addition a new "Performance Based Budget Report" that analyzes the various cost centers on a performance basis.

The Recreation Division is responsible for the administration and operation of four major recreation facilities: the community center, ice rink, tennis complex and aquatic center. Additionally, the division is responsible for all recreation programs, the Greentree Festival and the annual July 4th 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 2016-17, 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 worked should stay nearly the same, reflecting that the additional hours used were an important factor in generating additional revenue.

Recreation Division

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

	FY2014-15	FY15-16	FY 16-17
Administrative	13,347	13,800	12,685
Community Center	6,479	6,452	6,574
Rink	14,452	14,754	15,546
Aquatic Center*	28,870	23,339	23,273
Day Camps	8,014	7,985	8,667
Tennis	<u>1,738</u>	<u>1,629</u>	<u>1,208</u>
	72,900	67,959	67,953

*Includes hours for pool management company

Revenue Generated Per Hour Worked

	FY2014-15	FY15-16	FY 16-17
Community Center	\$27.15	\$26.56	\$28.06
Rink	\$48.71	\$53.00	\$48.72
Aquatic Center*	\$13.11	\$15.63	\$17.68
Day Camps	\$17.65	\$21.20	\$21.27
Tennis	\$25.21	\$28.08	\$41.02

*Includes hours for pool management company

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.

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

Recreation Division

instances a distinction between resident and non-resident status will result in different fees as well.

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 park 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 90% achieved for FY2015-16 was principally the result of an outstanding year for the rink in terms of financial performance, and the departure of some long term employees who were replaced by new employees at much lower salaries.

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

Cost Center	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2019
	Percent of Expenses Recovered	Percent of Expenses Recovered	Percent of Expenses Recovered	Percent of Expenses Recovered	Percent of Expenses Recovered	Proposed Budget Percent of Expenses Recovered
Administrative	0%	0%	0%	0%	0%	0%
Community Center ¹	60%	54%	58%	56%	59%	56%
Ice Rink ³	130%	132%	134%	150%	143%	134%
Aquatic Center ²	97%	87%	90%	91%	99%	96%
Day Camps	124%	153%	123%	132%	146%	133%
Recreation Programs	212%	185%	182%	185%	209%	173%
Tennis Complex	227%	244%	182%	174%	188%	174%
Greentree Festival	125%	129%	147%	114%	115%	122%
July 4 th Event ⁴	60%	387%	41%	58%	67%	55%
Overall Recovery Rate	84%	84%	85%	84%	90%	87%
Influencing Factors						

¹The move of Stages rehearsal from the community center to Stages own facility had a negative impact on community center revenue starting in FY2014. The recovery rate has been rebounding as new renters come aboard.

Recreation Division

²Weather was a contributing factor when considering the last four 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.

³Rink 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.

⁴The recovery rates for FY 2014 and FY 2015 reflect the cancellation of the fireworks display in July of 2013 due to drought. An alternate display was done in December. Both the December and canceled July displays were paid for out of the FY 2014 budget, but only revenue for the December show is included in the recovery rate. The FY 2015 recovery rate reflects only revenue, but no costs for the actual fireworks display.

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 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 charts details the results of surveys for day camp and ice rink rental fees. Increases to day camp fees and rink rental fees are planned for 2018. The proposed revenue budgets reflect those 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.

2017 Camp Cost Comparison

City	Cost per Hour (Resident)
Manchester	\$2.71
Sunset Hills	\$3.00
<i>Kirkwood (current)</i>	<i>\$2.67</i>
Kirkwood (proposed)	\$3.00
Webster Groves	\$3.40
Maryland Heights	\$3.67
Fenton	\$3.67
Ballwin	\$3.71
Des Peres	\$3.83

Recreation Division

Currently the rink has two typical rates for private rink rentals. The prime rate is charged essentially for evening and weekend hours. The non-prime rate is offered to groups utilizing late night and weekday daytime hours. A 5% discount is offered to merit groups, such as Kirkwood Hockey Association and Gateway Speed skating. The proposed increase still keeps the rates very competitive with others in the area.

2017 Rink Fee Survey

Rink Name	Prime	Non-Prime	Comments
Affton/Fenton/All American	\$300	\$180-\$300	Pick up groups pay a minimum \$180 then \$10 for each player over 18
Brentwood	\$200	\$155	Increasing to \$210 in 2018
Creve Coeur	\$215	\$140	\$10 discount for merit groups, Increasing by \$10/hour in 2018
Ice Zone	\$285		\$275 bulk user groups
Lindenwood	\$280	\$240	
St. Louis County	\$200		Increasing unknown amount next year
St. Peters	\$281	1/2 price	Increasing 5% in 2018
St. Peters	\$230 summer		
Webster	\$225	\$165	\$10 discount for merit groups
<i>Kirkwood Current*</i>	\$200	\$140	\$10 discount for merit groups
Kirkwood Proposed	\$220	\$160	\$10 discount for merit groups

* Rental fees were last increased in 2012

Satisfaction Rates

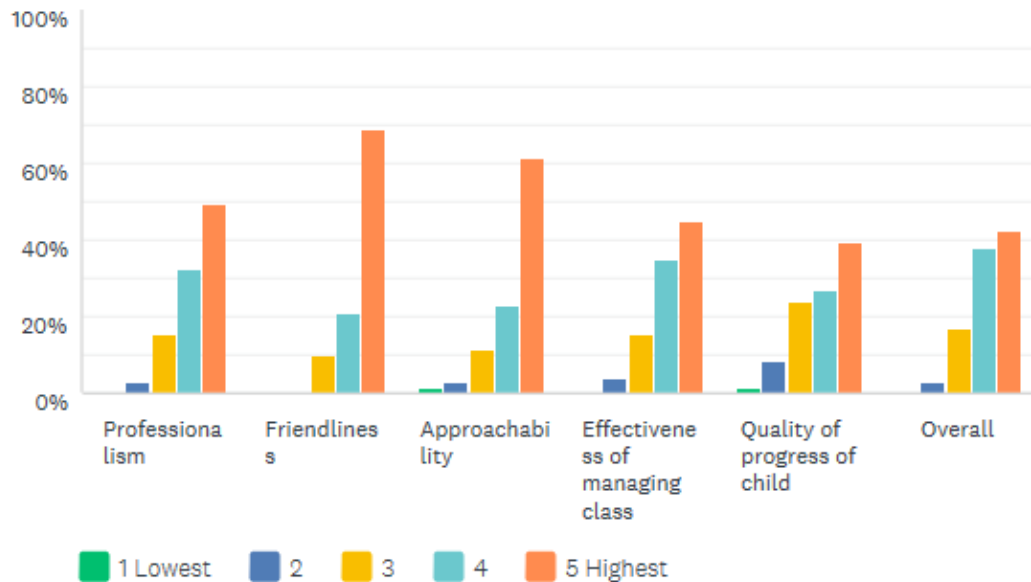
Measuring the quality of park and recreation services is an important component of the operation. For the current fiscal year, the staff has undertaken an ongoing survey process throughout the range of program and facility offerings to evaluate customer satisfaction rates. Most, if not all of these surveys 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.

Recreation Division

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 swim lesson program. With potential increases in costs for swim lessons understanding how users feel about the quality and cost of such programs is very important.

Please rate the swim instructors on the following.

Answered: 71 Skipped: 1



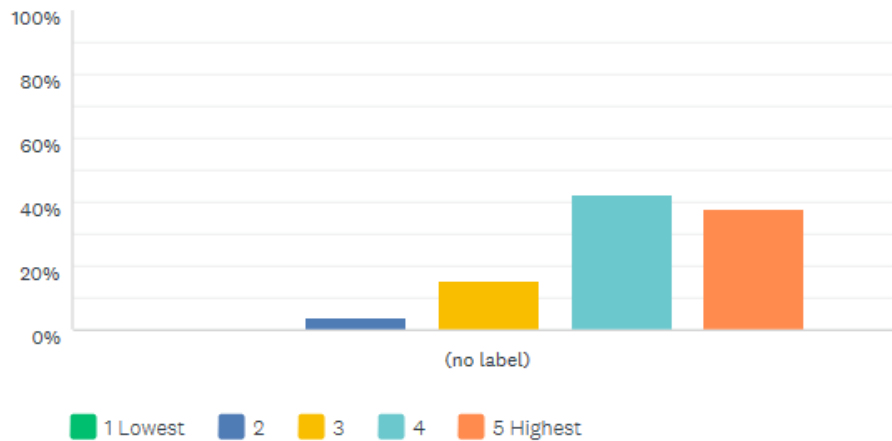
	1 LOWEST	2	3	4	5 HIGHEST	TOTAL
Professionalism	0.00% 0	2.82% 2	15.49% 11	32.39% 23	49.30% 35	71
Friendliness	0.00% 0	0.00% 0	9.86% 7	21.13% 15	69.01% 49	71
Approachability	1.43% 1	2.86% 2	11.43% 8	22.86% 16	61.43% 43	70
Effectiveness of managing class	0.00% 0	4.23% 3	15.49% 11	35.21% 25	45.07% 32	71
Quality of progress of child	1.41% 1	8.45% 6	23.94% 17	26.76% 19	39.44% 28	71
Overall	0.00% 0	2.82% 2	16.90% 12	38.03% 27	42.25% 30	71

Recreation Division

Q6

Please rate the overall quality of the program.

Answered: 71 Skipped: 1

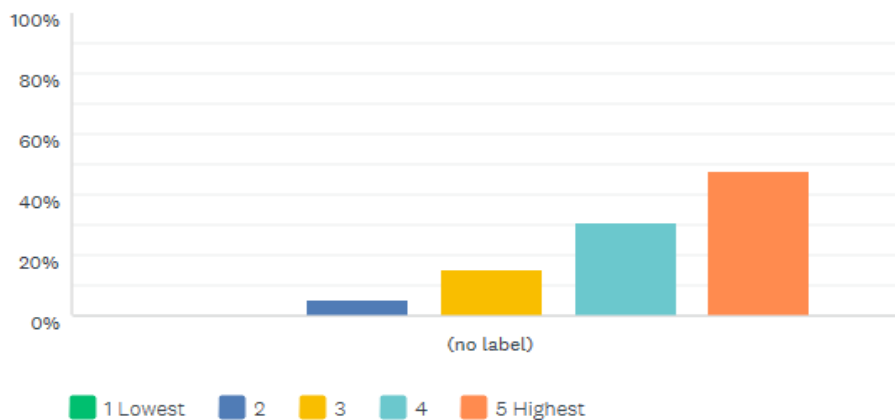


	1 LOWEST	2	3	4	5 HIGHEST	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	4.23% 3	15.49% 11	42.25% 30	38.03% 27	71	4.14

Q7

Please rate the overall value of the swim/dive program (cost versus benefits received).

Answered: 71 Skipped: 1



	1 LOWEST	2	3	4	5 HIGHEST	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	5.63% 4	15.49% 11	30.99% 22	47.89% 34	71	4.21

Recreation Division

In considering an increase in day camp program rates, having an understanding of the perception of the quality and value of the program is important.

*How would you rate your child's counselor(s), based on your interaction and camper feedback?

1 = Excellent, 2 = Good, 3 = Neutral, 4 = Acceptable, 5 = Poor

	1	2	3	4	5	Number of Response(s)	Rating Score*
						11	1.6

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

*How would you rate the activities, field trips, and entertainment at camp?

1 = Excellent, 2 = Good, 3 = Neutral, 4 = Acceptable, 5 = Poor

	1	2	3	4	5	Number of Response(s)	Rating Score*
						11	1.2

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

*How would you rate the overall quality of camp?

1 = Excellent, 2 = Good, 3 = Neutral, 4 = Acceptable, 5 = Poor

	1	2	3	4	5	Number of Response(s)	Rating Score*
						11	1.3

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

CK M2 2017

[Survey Details](#) | [Overall Results](#) | [Individual Results](#)

[Back](#)

Comment(s) for:

3 * Was the price of camp reasonable? Why or why not?

6 Responses

10 per page ▾ Update

Answer	Respondent
Honestly, you could/should charge more.	kate.davis.83@gmail.com
Good value for the money charged.	ckhugs@aol.com
SUPER affordable.	katied@buildabear.com
Very	jkrobcentral@gmail.com
VERY reasonable	trbeidle@sbcglobal.net
It was a good value for our family compared to other local camps.	meg.boyko@gmail.com

Recreation Division

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.

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

Recreation Division

- these camps operate out of the community center. Revenue is generated through fees for the various camp programs.
- Recreation Programs (2006) – this includes expenses for a wide range of programs such as athletic leagues, senior activities, fitness, and youth theater 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 4th 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 considerations, 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 (2013-2017).
- A target recovery and net dollar rate for each cost center based on those historical figures.
- 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

Recreation Division

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 18-19 Budget Recovery Rate** is revenue divided by expenses as projected in the proposed budget for the upcoming fiscal year.
- **FY 18019 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 estimation of time spent on those functions.
- **Modified Net Dollars** revenue minus expenses in the budget request for the upcoming fiscal year, with expenses adjusted as above.

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 – (\$495,534)

Current Target Recovery Rate – 0%

Current Target Net Dollars – (\$500,000)

FY18-19 Budget Recovery Rate –0%

FY18-19 Net Dollars – (\$523,478)

Modified Recovery Rate – 0%

Modified Net Dollars – (\$309,034)

Recreation Division

Community Center (101-2002)

Value = 4 – The consensus is that the community 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 – 57.4%

Five Year Net Dollars – (\$128,338)

Current Target Recovery Rate – 60%

Current Target Net Dollars – (\$140,000)

FY18-19 Budget Recovery Rate -56%

FY18-19 Net Dollars -(\$144,282)

Modified Recovery Rate – 47.9%

Modified Net Dollars – (\$200,589)

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 – 137.8%

Five Year Net Dollars – \$196,921

Current Target Recovery Rate – 135%

Current Target Net Dollars – \$200,000

FY18-19 Budget Recovery Rate – 134.5%

FY18-19 Net Dollars - \$199,651

Modified Recovery Rate – 132.6%

Modified Net Dollars – \$191,129

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 – (\$30,603)

Current Target Recovery Rate –100%

Current Target Net Dollars – \$0

FY18-19 Budget Recovery Rate – 95.6%

FY18-19 Net Dollars – (\$19,377)

Modified Recovery Rate – 91.2%

Modified Net Dollars – \$(40,515)

Recreation Division

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 – 135.6%
Five Year Net Dollars – \$40,989
Current Target Recovery Rate –125%
Current Target Net Dollars – \$40,000
FY18-19 Budget Recovery Rate -133%
FY18-19 Net Dollars -\$46,406
Modified Recovery Rate – 112.6%
Modified Net Dollars – \$20,976

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 – 194.6%
Five Year Net Dollars – \$133,852
Current Target Recovery Rate –185%
Current Target Net Dollars – \$125,000
FY18-19 Budget Recovery Rate -173.2%
FY18-19 Net Dollars - \$129,555
Modified Recovery Rate – 124%
Modified Net Dollars – \$59,402

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 – 203%
Five Year Net Dollars – \$19,776
Current Target Recovery Rate –175%
Current Target Net Dollars – \$20,000
FY18-19 Budget Recovery Rate – 174%
FY18-19 Net Dollars - \$19,775

Recreation Division

Modified Recovery Rate – 113.4%
Modified Net Dollars – \$5,492

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 typically more than covers its cost is also considered a plus.

Five Year Recovery Rate – 126%
Five Year Net Dollars – \$11,529
Current Target Recovery Rate –100%
Current Target Net Dollars – \$0
FY18-19 Budget Recovery Rate – 121.7%
FY18-19 Net Dollars - \$12,990
Modified Recovery Rate – 97.8%
Modified Net Dollars – (\$1,609)

July 4th Fireworks (101-2009)

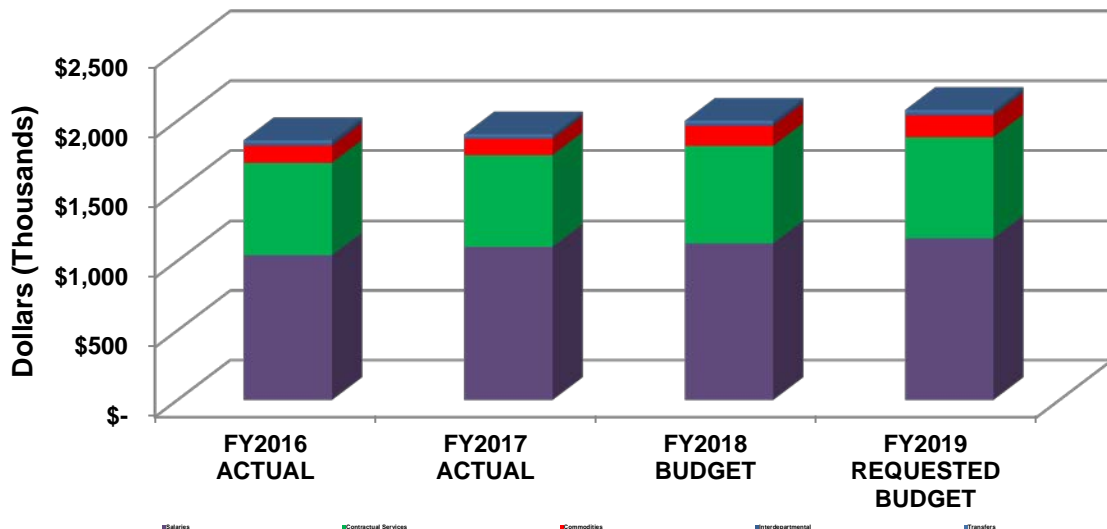
Value = 1 – While the fireworks display has a long history there are negatives that bring its score down. They include a relatively short duration event versus the effort involved and failure to generate revenue to cover costs for the event. There are also numerous other opportunities to view fireworks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

Five Year Recovery Rate – 57.2%
Five Year Net Dollars – \$(7,032)
Current Target Recovery Rate –100%
Current Target Net Dollars – \$0
FY18-19 Budget Recovery Rate – 55.4%
FY18-19 Budget Net Dollars – \$(12,850)
Modified Recovery Rate – 49.1%
Modified Net Dollars – (\$16,561)

**CITY OF KIRKWOOD, MISSOURI
RECREATION OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	588,755	602,793	606,772	628,316
Part-time Salaries	139,803	149,261	153,399	154,136
Temporary	96,992	119,395	122,764	129,346
Overtime	6,203	6,696	11,300	10,600
Social Security	50,879	53,756	55,239	56,795
Medicare	11,898	12,572	12,922	13,295
Civilian Pension	39,225	40,239	43,845	45,915
Deferred Compensation	7,866	9,875	11,945	11,570
Subtotal Salaries	941,621	994,587	1,018,186	1,049,973
Other Benefits				
Health Insurance	92,149	99,725	100,250	105,250
Dental Insurance	5,109	5,303	5,520	5,450
Vision Insurance	908	942	980	980
Unemployment	-	-	-	-
Subtotal Other Benefits	98,166	105,970	106,750	111,680
Total Personnel Services	1,039,787	1,100,557	1,124,936	1,161,653
Contractual Services	657,840	652,903	694,016	720,222
Commodities	122,931	116,706	143,715	157,446
Interdepartmental Charges	250,877	256,666	261,464	257,809
Transfers to Other Funds	19,852	16,095	18,308	18,950
TOTAL RECREATION BUDGET	2,091,287	2,142,927	2,242,439	2,316,080

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	101-2001-451-8010	Fleet Services	\$4,343	\$974	\$ (3,369)	-77.57%
	Narrative:	Newer ice resurfacing machine and fewer special projects are resulting in less services being provided by Fleet Services				
2	101-2002-451-4312	Buildings and Grounds (Community Center)	\$18,185	\$21,185	\$ 3,000	16.50%
	Narrative:	An aging community center building requires more repairs to aging building systems.				
3	101-2002-451-6203	Gas (Community Center)	\$9,600	\$7,500	\$ (2,100)	-21.88%
	Narrative:	Natural gas prices have stabilized over the last few years due to increased production and more consistently lower costs.				
4	101-2003-451-6114	Machinery & Equipment (Rink)	\$8,400	\$20,500	\$ 12,100	144.05%
	Narrative:	Increase due to inclusion of \$12,000 to purchase freon for ice rink refrigeration system. R-22, the freon used in the system is to be phased out by 2020 resulting in exclusion from the preventative maintenance contract and the need to budget for it purchase.				
5	101-2005-451-3210	Gas (Rink)	\$5,676	\$7,700	\$ 2,024	35.66%
	Narrative:	Budgeted amount for FY17-18 is probably well under required amount. Some predictions call for a 4-7% increase in natural gas prices in 2018.				
7	101-2005-451-3210	Other Professional Services (Day Camp)	\$18,925	\$21,500	\$ 2,575	13.61%
	Narrative:	Increased costs for field trips and bus transportation drives this account up. Increase costs will be offset by increased fees.				

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2001-451.11-01	Salary Full Time	272,783	282,078	279,855	290,008	10,153	3.63%		
101-2001-451.11-02	Salary Part Time	33,964	40,744	43,500	41,055	(2,445)	-5.62%		
101-2001-451.11-05	Overtime	2,206	1,285	4,200	3,000	(1,200)	-28.57%		
101-2001-451.21-01	Health Insurance	38,344	44,531	44,950	49,900	4,950	11.01%		
101-2001-451.21-03	Dental Insurance	2,006	2,194	2,200	2,200	-	0.00%		
101-2001-451.21-04	Vision Insurance	351	385	400	400	-	0.00%		
101-2001-451.22-01	Social Security Taxes	18,744	19,667	20,135	20,320	185	0.92%		
101-2001-451.22-02	Medicare Contributions	4,384	4,600	4,700	4,760	60	1.28%		
101-2001-451.23-02	Civilian Pension	15,895	17,296	19,400	20,650	1,250	6.44%		
101-2001-451.23-04	Deferred Comp	3,002	4,492	6,500	5,500	(1,000)	-15.38%		
101-2001-451.31-09	Training	279	410	350	350	-	0.00%		
101-2001-451.31-10	Other Professional Svcs	17,882	18,709	18,045	18,365	320	1.77%		
101-2001-451.32-01	Legal	1,274	3,735	3,074	3,074	-	0.00%		
101-2001-451.43-02	Radio eqpt. maintenance	285	300	330	330	-	0.00%		
101-2001-451.44-04	Copy Machines	1,382	1,603	2,000	2,000	-	0.00%		
101-2001-451.44-06	Pagers	87	-	-	-	-	-		
101-2001-451.52-02	General liability	6,674	6,850	8,344	8,344	-	0.00%		
101-2001-451.52-11	Work. Comp. Premium	21,991	22,105	21,663	21,633	(30)	-0.14%		
101-2001-451.53-01	Telephone	8,107	6,677	6,600	6,900	300	4.55%		
101-2001-451.58-01	Travel	1,372	2,365	2,750	2,750	-	0.00%		
101-2001-451.61-01	Office supplies	4,811	4,300	4,770	5,070	300	6.29%		
101-2001-451.61-05	Postage	7,258	5,871	7,300	7,300	-	0.00%		
101-2001-451.61-11	Food	417	347	400	400	-	0.00%		
101-2001-451.64-01	Dues	924	1,645	1,770	1,745	(25)	-1.41%		
101-2001-451.80-05	Fuel/Lubricants	608	493	850	750	(100)	-11.76%		
101-2001-451.80-10	Vehicle Maintenance	2,233	2,341	4,343	974	(3,369)	-77.57%		
101-2001-451.80-60	Admin., Clrk. & Acct.	10,100	10,100	10,100	10,100	-	0.00%		
101-2002-451.11-01	Salary Full Time	141,385	143,321	147,208	153,019	5,811	3.95%		
101-2002-451.11-05	Overtime	2,490	3,117	4,000	4,000	-	0.00%		
101-2002-451.21-01	Health Insurance	22,657	22,969	23,000	23,000	-	0.00%		
101-2002-451.21-03	Dental Insurance	1,631	1,624	1,720	1,700	(20)	-1.16%		
101-2002-451.21-04	Vision Insurance	292	290	300	300	-	0.00%		
101-2002-451.22-01	Social Security Taxes	8,740	8,911	9,375	9,735	360	3.84%		
101-2002-451.22-02	Medicare Contributions	2,044	2,084	2,200	2,275	75	3.41%		
101-2002-451.23-02	Civilian Pension	9,352	9,160	9,830	10,210	380	3.87%		
101-2002-451.23-04	Deferred Comp	867	978	1,000	1,500	500	50.00%		
101-2002-451.43-05	Alarm Maintenance	1,385	388	2,230	375	(1,855)	-83.18%		
101-2002-451.43-06	Equipment	260	2,516	510	600	90	17.65%		

Recreation

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2002-451.43-12	Building & Grounds	21,798	23,529	18,185	21,185	3,000	16.50%		
101-2002-451.61-08	Janitorial supplies	7,075	7,974	8,690	8,500	(190)	-2.19%		
101-2002-451.61-13	Clothing	1,091	599	700	700	-	0.00%		
101-2002-451.61-14	Machinery & Equipment	222	388	675	675	-	0.00%		
101-2002-451.61-15	Buildings & Grounds	9,097	4,840	7,500	8,500	1,000	13.33%		
101-2002-451.61-99	Other	726	1,192	3,020	3,250	230	7.62%		
101-2002-451.62-03	Gas	5,941	5,616	9,600	7,500	(2,100)	-21.88%		
101-2002-451.66-08	Small tools	701	799	700	700	-	0.00%		
101-2002-451.80-20	Electric Charges	63,788	64,993	65,000	65,000	-	0.00%		
101-2002-451.80-40	Water Usage Charges	-	394	452	526	74	16.37%		
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	163,712	166,026	169,283	174,550	5,267	3.11%		
101-2003-451.11-02	Salary Part Time	105,839	108,517	109,899	113,081	3,182	2.90%		
101-2003-451.11-05	Overtime	1,006	2,222	3,000	3,000	-	0.00%		
101-2003-451.21-01	Health Insurance	29,831	30,377	30,400	30,400	-	0.00%		
101-2003-451.21-03	Dental Insurance	1,392	1,392	1,500	1,450	(50)	-3.33%		
101-2003-451.21-04	Vision Insurance	251	251	260	260	-	0.00%		
101-2003-451.22-01	Social Security Taxes	16,715	17,075	17,500	18,000	500	2.86%		
101-2003-451.22-02	Medicare Contributions	3,909	3,993	4,100	4,210	110	2.68%		
101-2003-451.23-02	Civilian Pension	13,430	13,212	13,915	14,305	390	2.80%		
101-2003-451.23-04	Deferred Comp	3,948	4,255	4,235	4,350	115	2.72%		
101-2003-451.31-10	Other Professional Svcs	17,403	17,074	16,000	16,500	500	3.13%		
101-2003-451.32-10	Other	7,379	7,286	6,999	7,250	251	3.59%		
101-2003-451.43-06	Equipment	28,229	28,777	33,100	33,100	-	0.00%		
101-2003-451.43-12	Building & Grounds	1,350	2,494	3,500	3,500	-	0.00%		
101-2003-451.52-03	Participant Liability	-	-	50	50	-	0.00%		
101-2003-451.61-01	Office supplies	298	313	500	500	-	0.00%		
101-2003-451.61-08	Janitorial supplies	1,788	1,530	2,300	2,380	80	3.48%		
101-2003-451.61-13	Clothing	222	539	500	500	-	0.00%		
101-2003-451.61-14	Machinery & Equipment	4,569	5,520	8,400	20,500	12,100	144.05%		
101-2003-451.61-15	Buildings & Grounds	4,603	5,698	7,200	6,400	(800)	-11.11%		
101-2003-451.61-99	Other	320	663	1,750	1,750	-	0.00%		
101-2003-451.62-03	Gas	5,568	8,281	5,676	7,700	2,024	35.66%		
101-2003-451.64-01	Dues	116	149	250	250	-	0.00%		
101-2003-451.66-08	Small tools	12	109	300	300	-	0.00%		
101-2003-451.66-19	Recreation supplies	4,438	2,275	5,400	5,850	450	8.33%		
101-2003-451.80-20	Electric Charges	98,915	97,112	102,010	102,010	-	0.00%		
101-2003-451.80-40	Water Usage Charges	4,440	4,337	4,903	4,903	-	0.00%		

Recreation

**CITY OF KIRKWOOD
FISCAL YEAR 2018/2019 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-2003-451.80-50	Sanitation Charges	1,500	1,500	1,500	1,500	-	0.00%
101-2004-451.10-10	Transfer to Other Funds	1,227	1,403	1,530	1,450	(80)	-5.23%
101-2004-451.11-01	Salary Full Time	10,875	11,368	10,426	10,739	313	3.00%
101-2004-451.11-04	Salary Temporary	23,908	38,475	39,275	41,097	1,822	4.64%
101-2004-451.11-05	Overtime	174	72	100	100	-	0.00%
101-2004-451.21-01	Health Insurance	1,317	1,848	1,900	1,950	50	2.63%
101-2004-451.21-03	Dental Insurance	80	93	100	100	-	0.00%
101-2004-451.21-04	Vision Insurance	14	16	20	20	-	0.00%
101-2004-451.22-01	Social Security Taxes	2,149	3,082	3,050	3,220	170	5.57%
101-2004-451.22-02	Medicare Contributions	502	721	710	755	45	6.34%
101-2004-451.23-02	Civilian Pension	548	571	700	710	10	1.43%
101-2004-451.23-04	Deferred Comp	49	150	210	220	10	4.76%
101-2004-451.31-10	Other Professional Svcs	251,958	246,656	255,000	260,050	5,050	1.98%
101-2004-451.32-02	Audit	861	1,318	1,500	1,500	-	0.00%
101-2004-451.32-10	Other	5,909	6,213	5,733	7,000	1,267	22.10%
101-2004-451.43-06	Equipment	5,557	3,365	5,867	9,400	3,533	60.22%
101-2004-451.43-12	Building & Grounds	6,315	6,757	9,294	9,860	566	6.09%
101-2004-451.52-02	General liability	7,493	7,690	9,367	9,367	-	0.00%
101-2004-451.55-09	Other Printing	74	232	249	300	51	20.48%
101-2004-451.61-01	Office supplies	2,615	765	1,500	1,700	200	13.33%
101-2004-451.61-08	Janitorial supplies	2,061	2,034	2,333	2,150	(183)	-7.84%
101-2004-451.61-13	Clothing	-	-	200	100	(100)	-50.00%
101-2004-451.61-14	Machinery & Equipment	1,523	309	784	750	(34)	-4.34%
101-2004-451.61-15	Buildings & Grounds	4,302	6,169	4,265	5,000	735	17.23%
101-2004-451.61-99	Other	5,651	2,710	4,325	4,475	150	3.47%
101-2004-451.64-01	Dues	1,272	1,431	2,000	1,750	(250)	-12.50%
101-2004-451.66-08	Small tools	246	-	63	100	37	58.73%
101-2004-451.80-20	Electric Charges	40,554	39,363	40,000	40,500	500	1.25%
101-2004-451.80-40	Water Usage Charges	19,243	26,537	22,810	22,050	(760)	-3.33%
101-2004-451.80-50	Sanitation Charges	1,764	1,764	1,764	1,764	-	0.00%
101-2004-451.80-60	Admin., Cirk. & Acct.	2,500	2,500	2,500	2,500	-	0.00%
101-2005-451.11-04	Salary Temporary	67,049	74,922	76,819	82,049	5,230	6.81%
101-2005-451.22-01	Social Security Taxes	4,157	4,649	4,765	5,100	335	7.03%
101-2005-451.22-02	Medicare Contributions	972	1,087	1,115	1,195	80	7.17%
101-2005-451.31-10	Other Professional Svcs	35,121	22,837	25,250	25,300	50	0.20%
101-2005-451.32-10	Other	13,393	15,573	18,925	25,500	6,575	34.74%
101-2005-451.61-11	Food	1,280	335	1,035	1,170	135	13.04%
101-2005-451.66-19	Recreation supplies	6,184	7,119	5,925	6,175	250	4.22%

Recreation

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2006-451.31-10	Other Professional Svcs	105,633	110,407	122,029	125,429	3,400	2.79%		
101-2006-451.31-11	Trips	4,860	952	5,800	5,800	-	0.00%		
101-2006-451.32-10	Other	4,942	4,017	5,525	5,525	-	0.00%		
101-2006-451.55-09	Other Printing	7,041	6,569	7,500	8,010	510	6.80%		
101-2006-451.61-11	Food	718	1,544	1,200	1,200	-	0.00%		
101-2006-451.61-15	Buildings & Grounds	5,449	3,970	6,000	6,000	-	0.00%		
101-2006-451.66-19	Recreation supplies	22,309	22,316	24,981	24,981	-	0.00%		
101-2007-451.11-04	Salary Temporary	6,035	5,998	6,670	6,200	(470)	-7.05%		
101-2007-451.22-01	Social Security Taxes	374	372	414	385	(29)	-7.00%		
101-2007-451.22-02	Medicare Contributions	87	87	97	90	(7)	-7.22%		
101-2007-451.31-10	Other Professional Svcs	17,002	16,665	18,673	17,000	(1,673)	-8.96%		
101-2007-451.61-13	Clothing	198	-	127	200	73	57.48%		
101-2007-451.61-15	Buildings & Grounds	798	1,745	1,266	1,200	(66)	-5.21%		
101-2007-451.61-99	Other	1,671	1,440	2,080	1,700	(380)	-18.27%		
101-2007-451.64-01	Dues	60	35	21	50	29	138.10%		
101-2007-451.66-19	Recreation supplies	-	68	400	400	-	0.00%		
101-2008-451.10-10	Transfer to Other Funds	14,398	13,460	15,451	15,500	49	0.32%		
101-2008-451.11-05	Overtime	327	-	-	500	500	#DIV/0!		
101-2008-451.22-01	Social Security Taxes	-	-	-	35	35	#DIV/0!		
101-2008-451.22-02	Medicare Contributions	-	-	-	10	10	#DIV/0!		
101-2008-451.23-02	Civilian Pension	-	-	-	40	40	#DIV/0!		
101-2008-451.31-10	Other Professional Svcs	9,587	10,370	12,027	11,750	(277)	-2.30%		
101-2008-451.32-10	Other	22,592	24,909	23,902	25,775	1,873	7.84%		
101-2008-451.61-05	Postage	13	-	50	25	(25)	-50.00%		
101-2008-451.61-11	Food	858	406	273	850	577	211.36%		
101-2008-451.61-99	Other	447	637	682	500	(182)	-26.69%		
101-2008-451.66-19	Recreation supplies	3,649	3,712	5,243	4,700	(543)	-10.36%		
101-2008-451.66-23	Community Services	1,360	1,166	1,348	1,300	(48)	-3.56%		
101-2009-451.10-10	Transfer to Other Funds	4,227	1,232	1,327	2,000	673	50.72%		
101-2009-451.31-10	Other Professional Svcs	22,365	23,555	23,645	26,350	2,705	11.44%		
101-2009-451.61-11	Food	-	-	200	400	200	100.00%		
101-2009-451.66-19	Recreation supplies	70	147	13	100	87	669.23%		
RECREATION		2,091,287	2,142,927	2,242,439	2,316,080	73,641	3.28%		

Recreation

CITY OF KIRKWOOD

Electric

Budget Changes

Revenue

<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	50100003312070	Grants	\$ 3,556,193	\$ -	\$ (3,556,193)	-100.00%
Narrative: The Kirkwood Rd. traffic signal project should be coming to an end in FY19						
2	50100003401010	Metered Sales Revenue	\$ 23,879,344	\$ 21,191,095	\$ (2,688,249)	-11.26%
Narrative: *The revenue estimate is based on historical data. 202,263 MWH @ \$104.77.						
3	50100003401150	Wholesale Electric Sales	\$ -	\$ 5,200,000	\$ 5,200,000	100.00%
Narrative: The increase is based on the auditor's recommendation to report wholesale market sales and not credit the purchase power expense						
					Sum	\$ (1,044,442)

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

* THE \$104.77/MWH FIGURE IS THE DIRECT RATE ASSOCIATED WITH ELECTRIC SALES IN FY17.

THE REVENUE ESTIMATE REPRESENTS A WORST CASE SCENARIO FOR REVENUES

CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
501-0000-331.20-80	Grants	-	256,697	3,556,193	-	(3,556,193)	-100.00%
	Intergovernmental Revenue		256,697	3,556,193		(3,556,193)	-100.00%
501-0000-340.10-10	Metered Sales revenue	20,322,815	21,519,521	23,879,344	21,191,095	(2,688,249)	-11.26%
501-0000-340.10-30	Bad Debt Recovered	2,247	1,267	1,800	1,800	-	0.00%
501-0000-340.11-00	Other Electric charges	14,529	(9,091)	-	-	-	-
501-0000-340.11-10	Services Calls revenue	8,060	9,610	6,000	6,000	-	0.00%
501-0000-340.11-40	Misc. Charges	27,583	26,608	40,000	40,000	-	0.00%
501-0000-340.11-50	Wholesale Electric sales	-	-	-	5,200,000	5,200,000	100.00%
	Charges for Services	20,375,234	21,547,915	23,927,144	26,438,895	2,511,751	10.50%
501-0000-361.10-00	Investments	267,513	83,872	165,000	165,000	-	0.00%
501-0000-361.40-00	Interest & Penalties	113,670	121,888	70,000	70,000	-	0.00%
	Investment Income	381,183	205,760	235,000	235,000	-	0.00%
501-0000-380.10-00	Miscellaneous	40,862	32,835	27,000	27,000	-	0.00%
	WATER SHARE FOR METER READERS SALARIES						
	Other Revenue	40,862	32,835	27,000	27,000	-	0.00%
501-0000-391.40-20	Interdepartment/FundUsage	509,841	520,302	417,000	417,000	-	0.00%
501-0000-391.40-30	Public Street Lighting	200,000	200,000	200,000	200,000	-	0.00%
	Interdepartmental Revenue	709,841	720,302	617,000	617,000	-	0.00%
	Total Revenue Before Other Financing Sources	21,507,120	22,763,509	28,362,337	27,317,895	(1,044,442)	-3.68%
501-0000-392.10-00	Sale of Fixed Assets	(36,734)	(16,311)	10,000	10,000	-	0.00%
501-0000-392.20-00	Insurance Proceeds	-	-	-	-	-	-
	Other Financing Sources	(36,734)	(16,311)	10,000	10,000	-	0.00%
	TOTAL REVENUE AND OTHER FINANCING SOURCES	21,470,386	22,747,198	28,372,337	27,327,895	(1,044,442)	-3.68%

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

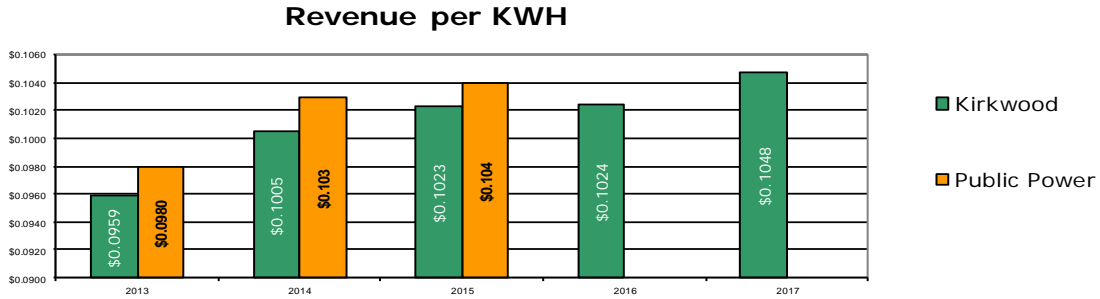
During this past fiscal year, the electric department maintained a staffing level of 26 5/6 employees. Listed below are the current positions maintained in the electric department:

1	Electric Department Director
1/2	Electric Department Secretary
1	Electric Line Supervisor
12	Electric Line Workers
5	Apprentice Line Workers
1	Distribution Engineer
1	Distribution Planning Technician
1	Electric Meter Tester
1	Electric Metering Lead Worker
2	Electric Meter Readers
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>26 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 rate was on par with the 10.4¢ 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 10.477¢ per kWh is 1.38% lower than the 10.624¢ per kWh 2017 average residential rate charged by investor owned utilities in Missouri and Missouri residential rates are the 20th lowest in the country.

Electric Fund



Debt to Total Assets

FY 2013	2013 APPA National Average	FY 2014	2014 APPA National Average	FY 2015	2015 APPA National Average	FY 2016	FY 2017
.0175	0.185	0.0197	0.208	0.022	0.162	0.0258	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

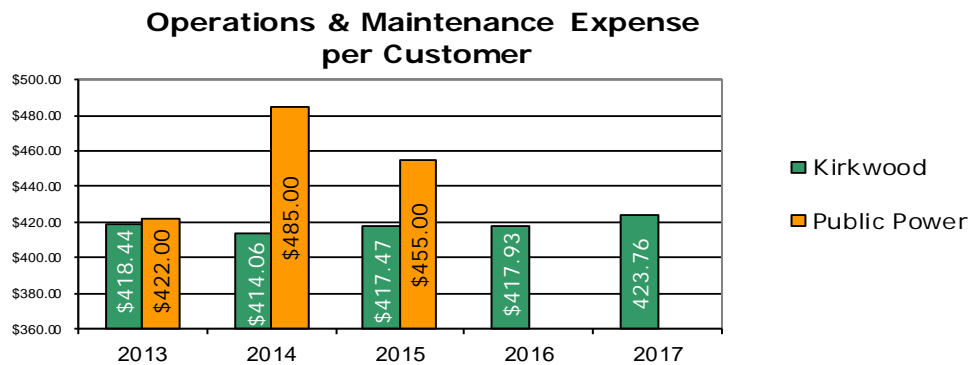
FY 2013	2013 APPA National Average	FY 2014	2014 APPA National Average	FY 2015	2015 APPA National Average	FY 2016	FY 2017
476	328	469	324	469	313	470	468

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

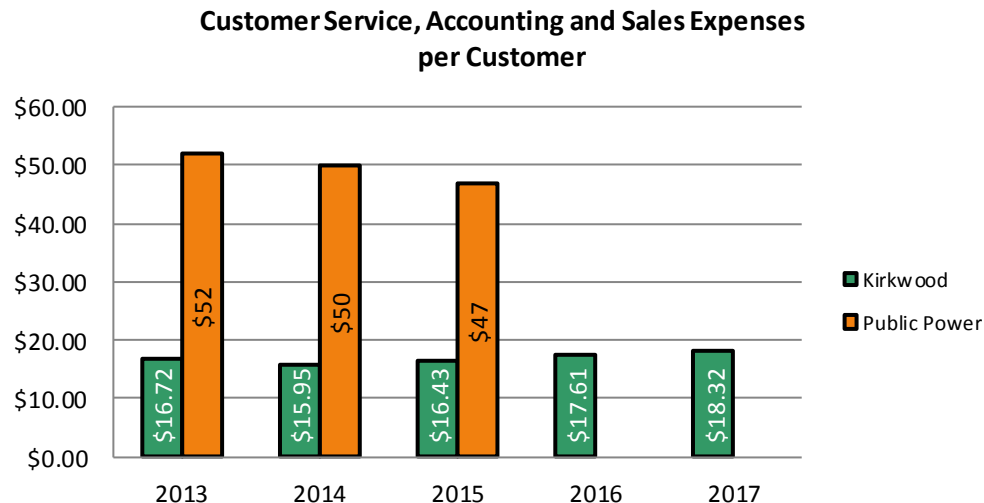
Operations and Maintenance Expense per Customer

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

	2013 APPA National Average		2014 APPA National Average		2015 APPA National Average		
FY 2013		FY 2014		FY 2015		FY 2016	FY 2017
44.3%	59%	44.9%	58.8%	42.96%	57.7%	43.13%	43.35%

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 2015 due to the peak load reductions throughout the year.

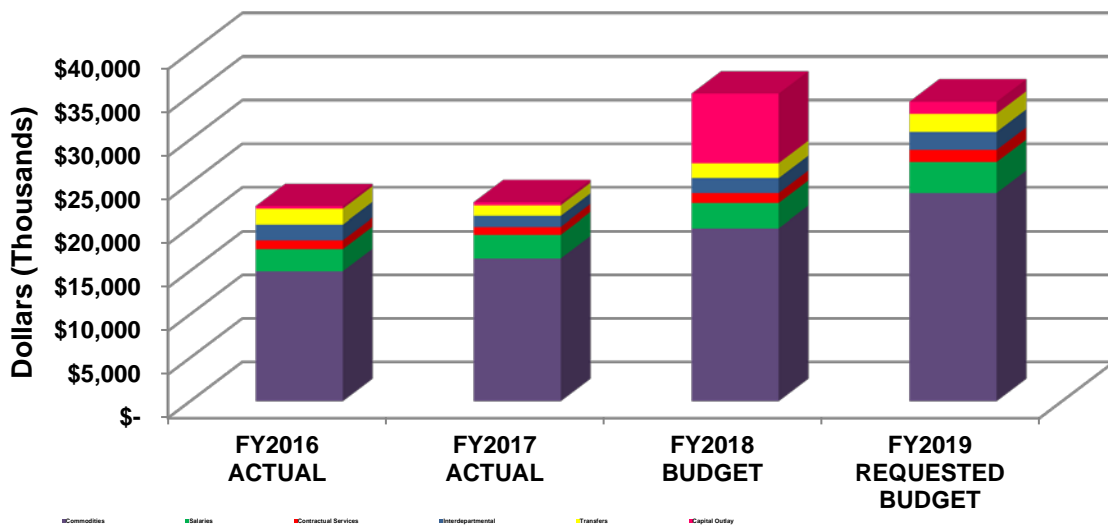
Return on Investment

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 \$1.785 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 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	1,843,437	1,877,545	2,056,385	2,562,529
Temporary	-	-	5,000	5,000
Overtime	153,576	254,486	212,790	212,790
Social Security	118,865	127,097	134,839	172,382
Medicare	28,627	30,851	31,536	40,316
Civilian Pension	126,627	131,892	141,027	180,397
Deferred Compensation	33,384	38,927	38,986	55,507
Subtotal Salaries	<u>2,304,516</u>	<u>2,460,798</u>	<u>2,620,563</u>	<u>3,228,921</u>
Other Benefits				
Health Insurance	212,071	222,693	222,695	302,695
Dental Insurance	10,374	10,307	11,417	14,038
Vision Insurance	1,863	1,845	2,042	2,042
Subtotal Other Benefits	<u>224,308</u>	<u>234,845</u>	<u>236,154</u>	<u>318,775</u>
Total Personnel Services	<u>2,528,824</u>	<u>2,695,643</u>	<u>2,856,717</u>	<u>3,547,696</u>
Contractual Services	1,018,234	920,653	1,142,561	1,399,161
Commodities	14,956,261	16,427,908	19,873,092	23,869,211
Capital Outlay	292,236	343,844	7,980,001	1,387,258
Interdepartmental Charges	231,843	220,567	237,404	255,521
Transfers to Other Funds	1,785,000	1,210,000	1,710,000	2,071,376
TOTAL ELECTRIC BUDGET	<u>20,812,398</u>	<u>21,818,615</u>	<u>33,799,775</u>	<u>32,530,223</u>

Electric Budget Summary



CITY OF KIRKWOOD

Electric

Budget Changes

Expenses

Item	Account Number	Description	Current Budget	Budget Request	Increase/Decrease	Percent
1	50121104803109	Training	\$25,750	\$ 106,350	\$ 80,600	313.01%
	Narrative:	The increase is based on additional training expenses for new apprentices.				
2	50121104803110	Other Professional Services	\$0	\$ 99,000	\$ 99,000	100.00%
	Narrative:	The increase is based on Annual Software and Hosting expenses for the new SCADA and AMI systems.				
3	50121104806402	Dues and Publications	\$6,795	\$ 61,795	\$ 55,000	809.42%
	Narrative:	The increase includes sponsorships and giveaways for Kirkwood Events including Route 66, Greentree, and Concerts in the Park.				
4	50121104808010	Vehicle Maintenance	\$ 58,167	\$ 76,229	\$ 18,062	31.05%
	Narrative:	The amount is provided by the Director of Fleet Services based on historical usage and industry trends.				
5	50121114801101	Salary Full Time - Distribution	\$ 1,617,820	\$ 2,111,355	\$ 493,535	30.51%
	Narrative:	The increase is based on additional expenses for new apprentices.				
6	50121114806201	Electricity	\$ 17,349,744	\$ 22,549,744	\$ 5,200,000	29.97%
	Narrative:	The increase is based on the auditor's recommendation to report wholesale market sales and not credit the purchase power expense				
7	50121154807515	Machinery and Equipment - EV Charging Stations	\$ 38,809	\$ 5,000	\$ (33,809)	-87.12%
	Narrative:	The Department will reappropriate available funds for more charging station installs				
8	50121154807506	Rolling Stock	\$ 395,018	\$ 27,000	\$ (368,018)	-93.16%
	Narrative:	The Department will only be replacing a pickup this year.				
9	50121154807507	Feasibility Studies	\$ 10,733	\$ 50,000	\$ 39,267	365.85%
	Narrative:	The increase is due to the need to fully fund the redevelopment consultant services				

Electric Expenses Budget Variances

CITY OF KIRKWOOD

Electric

Budget Changes

Expenses

<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	50121154807515	Distribution System Improvements	\$ 7,507,258	\$ 1,335,000	\$ (6,172,258)	-82.22%
		Sum			\$ (588,621)	

Narrative:

The decrease is due to the net difference between the cost of the capital projects requested last year versus this year.
 The Automated Metering Information System and Substation Control system installs have been completed.
 The Voltage Conversion Project is entering its final stages.

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2110-480.11-01	Salary Full Time	340,142	353,510	376,202	386,940	10,738	2.85%		
501-2110-480.11-05	Overtime	9,699	21,660	22,207	22,207	-	0.00%		
501-2110-480.21-01	Health Insurance	25,498	30,945	30,946	30,946	-	0.00%		
501-2110-480.21-03	Dental Insurance	1,392	1,508	1,758	1,758	-	0.00%		
501-2110-480.21-04	Vision Insurance	251	271	299	299	-	0.00%		
501-2110-480.22-01	Social Security Taxes	17,731	18,891	24,037	25,368	1,331	5.54%		
501-2110-480.22-02	Medicare Contributions	4,975	5,410	5,622	5,933	311	5.53%		
501-2110-480.23-02	Civilian Pension	22,103	21,331	25,201	26,595	1,394	5.53%		
501-2110-480.23-04	Deferred Comp	6,734	7,599	7,304	8,183	879	12.03%		
501-2110-480.31-09	Training	20,599	24,146	25,750	106,350	80,600	313.01%		
501-2110-480.31-10	Other Professional Svcs	-	-	-	50,000	50,000	100.00%		
501-2110-480.32-01	Legal	12,759	26,477	21,794	21,794	-	0.00%		
501-2110-480.32-02	Audit	16,188	18,157	23,000	23,000	-	0.00%		
501-2110-480.32-03	Engineering	114,139	140,030	163,000	163,000	-	0.00%		
501-2110-480.43-01	Office ept. maintenance	2,715	6,464	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	1,599	1,685	3,000	3,000	-	0.00%		
501-2110-480.43-15	Software Maintenance	-	-	-	99,000	99,000	100.00%		
501-2110-480.52-02	General liability	34,444	35,353	43,061	43,061	-	0.00%		
501-2110-480.52-11	Work. Comp. Premium	86,264	86,422	88,151	88,151	-	0.00%		
501-2110-480.53-01	Telephone	2,420	2,980	9,290	9,290	-	0.00%		
501-2110-480.53-02	Cellular Telephones	5,288	3,224	6,507	6,507	-	0.00%		
501-2110-480.53-03	Pagers	6,033	5,437	5,469	5,469	-	0.00%		
501-2110-480.54-01	Personnel recruitment	539	2,950	5,000	5,000	-	0.00%		
501-2110-480.54-05	Special Events	-	-	-	27,000	27,000	100.00%		
501-2110-480.58-01	Travel Executive	1,842	962	2,000	2,000	-	0.00%		
501-2110-480.58-02	Travel Other	294	1,460	2,574	2,574	-	0.00%		
501-2110-480.61-01	Office supplies	4,399	4,305	4,500	4,500	-	0.00%		
501-2110-480.61-05	Postage	200	320	450	450	-	0.00%		
501-2110-480.61-08	Janitorial supplies	59	-	750	750	-	0.00%		
501-2110-480.61-11	Food	1,013	2,506	1,700	1,700	-	0.00%		
501-2110-480.61-13	Clothing	-	795	4,000	4,000	-	0.00%		
501-2110-480.62-03	Gas	598	1,488	2,129	2,129	-	0.00%		
501-2110-480.63-01	Storm Water Charge	-	-	-	-	-	0.00%		
501-2110-480.64-01	Membership Dues	20,417	22,721	21,500	21,500	-	0.00%		
501-2110-480.64-02	Publications	5,728	6,089	6,795	7,795	1,000	14.72%		
501-2110-480.68-07	Electric Equip Rebate	17,970	28,415	19,116	19,116	-	0.00%		
501-2110-480.69-04	Contingency	-	143	4,657	4,657	-	0.00%		

Electric Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2110-480.69-06	Interest on Utility Dep.	-	-	-	-	-	-	-	-
501-2110-480.69-08	Write-off	29,666	13,032	14,500	14,500	-	0.00%	-	-
501-2110-480.69-99	Inventory Adjustments	897	3,473	-	-	-	-	-	-
501-2110-480.80-05	Fuel/Lubricants	14,310	14,863	19,052	19,107	55	0.29%	55	0.29%
501-2110-480.80-10	Vehicle Maintenance	58,306	46,385	58,167	76,229	18,062	31.05%	18,062	31.05%
501-2110-480.80-40	Water Usage Charges	642	734	1,000	1,000	-	0.00%	-	0.00%
501-2110-480.80-50	Sanitation Charges	1,764	1,764	2,364	2,364	-	0.00%	-	0.00%
501-2110-480.80-60	Admin., Clrk. & Acct.	156,821	156,821	156,821	156,821	-	0.00%	-	0.00%
501-2110-491.10-10	Transfer to Other Funds	1,785,000	1,210,000	1,710,000	2,071,376	361,376	21.13%	361,376	21.13%
501-2111-480.11-01	Salary Full Time	1,443,790	1,461,987	1,617,820	2,111,355	493,535	30.51%	493,535	30.51%
501-2111-480.11-04	Salary Temporary	-	-	5,000	5,000	-	0.00%	-	0.00%
501-2111-480.11-05	Overtime	143,868	232,823	190,183	190,183	-	0.00%	-	0.00%
501-2111-480.21-01	Health Insurance	175,603	178,819	178,820	288,820	80,000	44.74%	80,000	44.74%
501-2111-480.21-03	Dental Insurance	8,351	8,177	8,979	11,600	2,621	29.19%	2,621	29.19%
501-2111-480.21-04	Vision Insurance	1,498	1,463	1,627	1,627	-	0.00%	-	0.00%
501-2111-480.22-01	Social Security Taxes	97,472	104,475	107,132	143,006	35,874	33.49%	35,874	33.49%
501-2111-480.22-02	Medicare Contributions	22,796	24,568	25,056	33,445	8,389	33.48%	8,389	33.48%
501-2111-480.23-02	Civilian Pension	100,626	106,743	111,978	149,600	37,622	33.60%	37,622	33.60%
501-2111-480.23-04	Deferred Comp	25,473	30,053	30,499	46,031	15,532	50.93%	15,532	50.93%
501-2111-480.29-04	Unemployment Comp.	-	-	-	-	-	-	-	-
501-2111-480.31-09	Training	-	-	-	-	-	-	-	-
501-2111-480.40-30	Street Lighting	22,175	21,918	42,000	42,000	-	0.00%	-	0.00%
501-2111-480.42-03	Tree Trimming	579,037	430,101	581,700	581,700	-	0.00%	-	0.00%
501-2111-480.43-02	Radio eqpt. maintenance	676	1,255	5,000	5,000	-	0.00%	-	0.00%
501-2111-480.43-06	Equipment	3,204	4,281	10,000	10,000	-	0.00%	-	0.00%
501-2111-480.61-13	Clothing	5,992	6,300	8,000	8,000	-	0.00%	-	0.00%
501-2111-480.62-01	Electricity	13,710,861	15,083,574	18,562,550	22,549,744	3,987,194	21.48%	3,987,194	21.48%
501-2111-480.62-02	MISO	-	-	-	-	-	-	-	-
501-2111-480.62-04	Transmission	874,304	928,145	876,206	876,206	-	0.00%	-	0.00%
501-2111-480.66-07	Safety equipment	11,861	9,010	12,000	12,000	-	0.00%	-	0.00%
501-2111-480.66-08	Small tools	8,437	8,834	20,000	20,000	-	0.00%	-	0.00%
501-2111-480.66-14	Meters & parts	13,868	22,952	25,000	25,000	-	0.00%	-	0.00%
501-2111-480.66-30	Trans.,poles,conductors	188,532	230,328	218,075	226,000	7,925	3.63%	7,925	3.63%
501-2111-480.66-31	Substation equipment	29,407	29,399	30,000	30,000	-	0.00%	-	0.00%
501-2111-480.66-32	Dusk-to-Dawn lighting	7,694	9,885	10,000	10,000	-	0.00%	-	0.00%
501-2111-480.66-33	Traffic Signals	4,512	4,270	5,000	5,000	-	0.00%	-	0.00%
501-2113-480.11-01	Salary Full Time	59,505	62,048	62,363	64,234	1,871	3.00%	1,871	3.00%
501-2113-480.11-05	Overtime	9	3	400	400	-	0.00%	-	0.00%

Electric Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2113-480.21-01	Health Insurance	10,970	12,929	12,929	12,929	-	0.00%		
501-2113-480.21-03	Dental Insurance	631	622	680	680	-	0.00%		
501-2113-480.21-04	Vision Insurance	114	111	116	116	-	0.00%		
501-2113-480.22-01	Social Security Taxes	3,662	3,731	3,670	4,008	338	9.21%		
501-2113-480.22-02	Medicare Contributions	856	873	858	938	80	9.32%		
501-2113-480.23-02	Civilian Pension	3,898	3,818	3,848	4,202	354	9.20%		
501-2113-480.23-04	Deferred Comp	1,177	1,275	1,183	1,293	110	9.30%		
501-2113-480.31-09	Training	688	49	1,042	1,042	-	0.00%		
501-2113-480.31-10	Other Professional Svcs	56,301	54,289	45,223	45,223	-	0.00%		
501-2113-480.43-01	Office ept. maintenance	1,030	3,013	2,500	2,500	-	0.00%		
501-2113-480.61-05	Postage	17,370	22,476	20,000	20,000	-	0.00%		
501-2113-480.61-13	Clothing	280	236	280	280	-	0.00%		
501-2113-480.66-34	Utility Billing Supplies	20,166	17,627	25,000	25,000	-	0.00%		
501-2113-480.68-01	Office Furniture & Equip	1,091	-	1,142	1,142	-	0.00%		
501-2113-480.80-60	Admin., Clrk, & Acct.	-	-	-	-	-	0.00%		
501-2115-480.75-03	Building Improvements	-	-	-	-	-	0.00%		
501-2115-480.75-05	Machinery & Equipment	-	11,191	38,809	5,000	(33,809)	0.00%		
501-2115-480.75-06	Rolling Stock	-	-	402,943	27,000	(375,943)	-93.30%		
501-2115-480.75-07	Feasibility Studies	22,741	27,150	10,733	-	(10,733)	-100.00%		
501-2115-480.75-15	Distribution System Impr.	-	-	7,507,258	1,335,000	(6,172,258)	-82.22%		
501-2115-480.76-10	Depreciation Expense	250,434	277,088	-	-	-	0.00%		
TOTAL ELECTRIC EXPENSES		20,812,398	21,818,615	33,799,775	32,530,223	(1,269,552)	-3.76%		

Electric Expenses

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	505-0000-340.20-15	Meter Sales	\$ 20,000	\$ 40,000	\$ 20,000	100.00%
Narrative: Increase based on historical actuals over the past 3 fiscal years. (FY - 15 \$18,533; FY - 16 \$64,165; FY-17 \$47,950)						
2	505-0000-363.20-00	Facility Rental	\$ -	\$ 25,815	\$ 25,815	100.00%

Narrative:

CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
505-0000-340.10-05	Water Base Charge	1,353,648	1,435,663	1,273,833	1,282,566	8,733	100.00%
505-0000-340.10-10	Metered Sales revenue	2,430,629	2,581,807	3,077,352	2,848,667	(228,685)	-7.43%
505-0000-340.10-15	Capital/Debt Service	574,521	609,334	593,343	563,350	(29,993)	-5.05%
505-0000-340.15-15	Infrastructure Renewal	1,249,384	1,305,289	1,382,998	1,280,227	(102,771)	100.00%
505-0000-340.15-20	Fire hydrant service	-	(151)	-	-	-	-
505-0000-340.15-30	Water taps	23,890	25,730	25,000	25,000	-	0.00%
505-0000-340.15-35	Unmetered Fire Protection	52,264	52,364	52,200	52,500	300	0.57%
505-0000-340.20-15	Meter Sales	64,166	47,950	20,000	40,000	20,000	100.00%
	Charges for Services	5,748,502	6,057,986	6,424,726	6,092,310	(332,416)	-5.17%
505-0000-361.10-00	Investments	135,798	47,553	45,000	45,000	-	0.00%
	Investment Income	135,798	47,553	45,000	45,000	-	0.00%
505-0000-363.20-00	Facility Rental	-	12,907	-	25,815	25,815	100.00%
505-0000-380.10-00	Miscellaneous	28,668	12,606	13,000	13,000	-	0.00%
505-0000-380.10-15	Tower Lease Rental	129,268	10,726	-	-	-	-
	Other Revenue	157,936	36,239	13,000	38,815	25,815	198.58%
505-0000-391.40-40	Interdepartment/Usage	35,568	45,453	57,060	50,000	(7,060)	-12.37%
	Interdepartmental Revenue	35,568	45,453	57,060	50,000	(7,060)	-12.37%
	Total Revenue Before Other Financing Sources	6,077,804	6,187,231	6,539,786	6,226,125	(313,661)	-4.80%
505-0000-392.10-00	Sale of Fixed Assets	(69)	(333,461)	-	-	-	-
505-0000-392.20-00	Insurance Proceeds	-	7,040	-	-	-	-
505-0000-393.90-00	Federal Interest Subsidy	91,524	88,335	84,641	82,102	(2,539)	-3.00%
	Other Financing Sources	91,455	(238,086)	84,641	82,102	(2,539)	-3.00%
	TOTAL REVENUE AND OTHER FINANCING SOURCES	6,169,259	5,949,145	6,624,427	6,308,227	(316,200)	-4.77%

Water Revenues

Water Fund

Mission Statement

The Water Department will provide an abundant supply of drinking water, as supplied by the Missouri-American Water Company, 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.

On April 1, 2015, the City Council implemented the Infrastructure Renewal Charge (IRC) in the amount of \$1.04 per 100 c.f. of water used. This new fee will allow the City to meet Goal #5 of the City's new Strategic Plan to improve the public infrastructure by replacing 1% of the City's water mains annually. In addition the City Council has authorized water rate adjustment from \$2.5045 per 100 cubic feet to \$2.6297 per 100 cubic feet effective April 1, 2016.

The Water Department continues working toward maintaining and upgrading the City's water distribution system. In the FY18 budget the City allocated funds for engineering design services to replace the Swan Pump station. This project is currently in the design phase and has been budgeted for construction in the FY19 budget request. Due to the large capital outlay for this project, the water main replacement program has been reduced to accommodate for this investment. Even though there has been a reduction in the main replacement program, we are still planning to exceed the industry standard of 0.5% of annual water main replacement.

In this current fiscal year, the department has contracted with a company that specializes in the identification of potential unknown leaks within the water distribution system. These unknown/unforeseen leaks are a large contributor to the City's historically large water loss of over 20%. To date, the study has identified over 50 potential leaks. With this information, the department has constructed a plan for the FY19 budget to address this issue. In the proposed budget there are funds requested for contracting out the repairs of high priority water leaks to aggressively reduce the city's water loss.

During the leak detection study, ancillary data was collected that identified buried valves, buried valve boxes, leaking valves and inoperable water valves. Within the proposed budget there are requests for capital equipment purchases and a staffing increase to address these concerns and improve operational activities.

Water Fund

Within the departments' capital request is a piece of equipment known as a valve exerciser. This equipment is used in the maintenance of water main valves. It has been a long time since the department has had a proactive valve maintenance program. This type of program is integral to the operations of the water distribution system, important in the proper application of uni-directional flushing and it is essential during water breaks that valves are operating properly.

With the need to be more proactive on the maintenance of the water distribution system it is being requested that an additional Water Lead person be added to the department. With this Lead person the department will be able to develop two full maintenance crews, with supervision. These crews will work both independently and jointly, as needed, in maintenance activities and during water main breaks.

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:

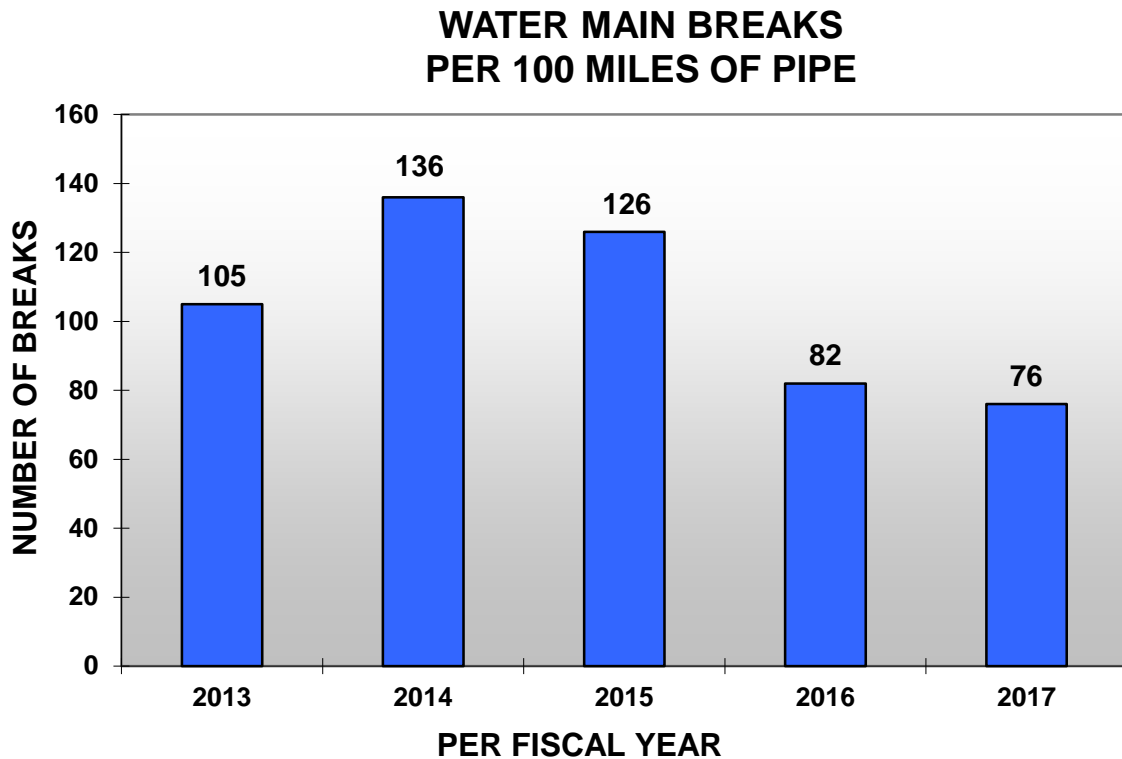
POSITION	FY13	FY14	FY15	FY16	FY17
Public Services Director	-	-	-	0.34	0.34
Water Director	1.00	1.00	1.00	-	-
Water Superintendent	-	-	-	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Dist. System Engineer Tech.	1.00	1.00	1.00	1.00	1.00
Equipment Mechanic	2.00	2.00	2.00	2.00	4.00
Distribution System Worker	8.00	8.00	8.00	8.00	8.00
Assistant Mechanic	2.00	2.00	2.00	2.00	-
Distribution Lead	1.00	1.00	1.00	1.00	1.00
Distribution System Supervisor	1.00	1.00	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00	1.00
TOTAL	17.50	17.50	17.50	17.84	17.84

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.

Water Fund

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

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 103 breaks/leaks in the 2017 fiscal year.

Water Main Replacement

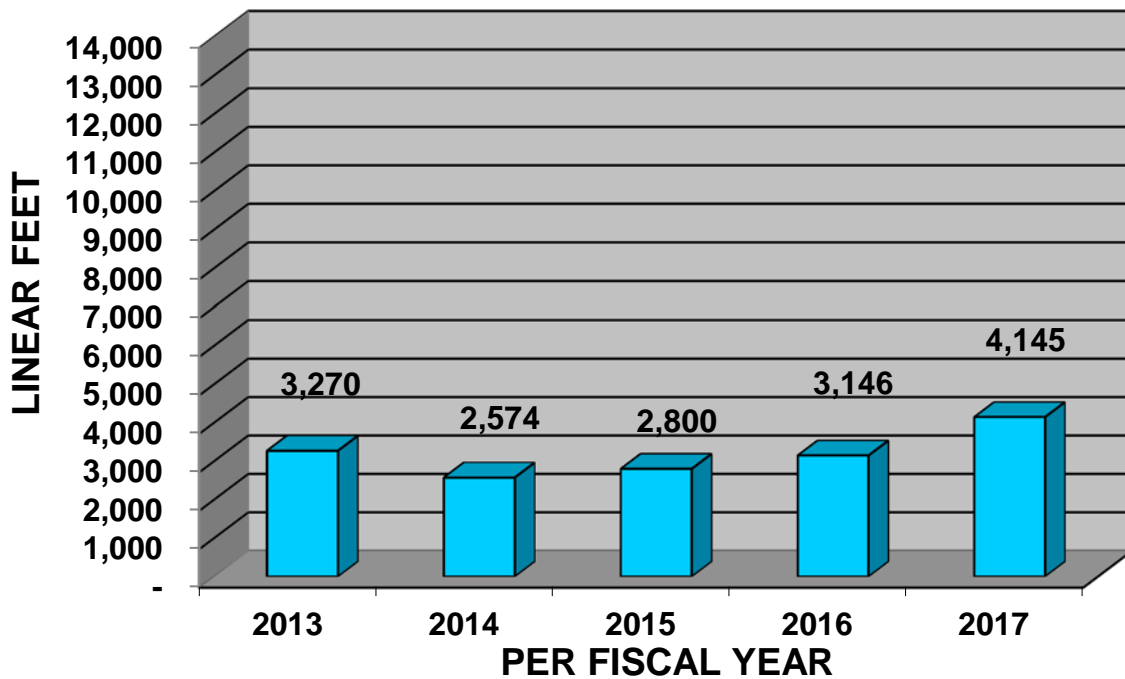
Over the past fiscal year, 4,145 feet of water main was replaced on 4 different streets which represents 0.58% of the distribution system. In the current fiscal year, we are scheduled to replace 7,796 feet of main on 6 different streets which is 1% of the distribution system. With the implementation of the Infrastructure Renewal Charge (IRC) in April 2015 funds will be available to meet the strategic plan goal of 1% main replacement annually.

Water Fund

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.

Over the past five years, we have replaced and/or abandoned an average of 3187 feet of water main annually. This represents approximately 0.45% of the distribution system. Last year, 0.58% 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

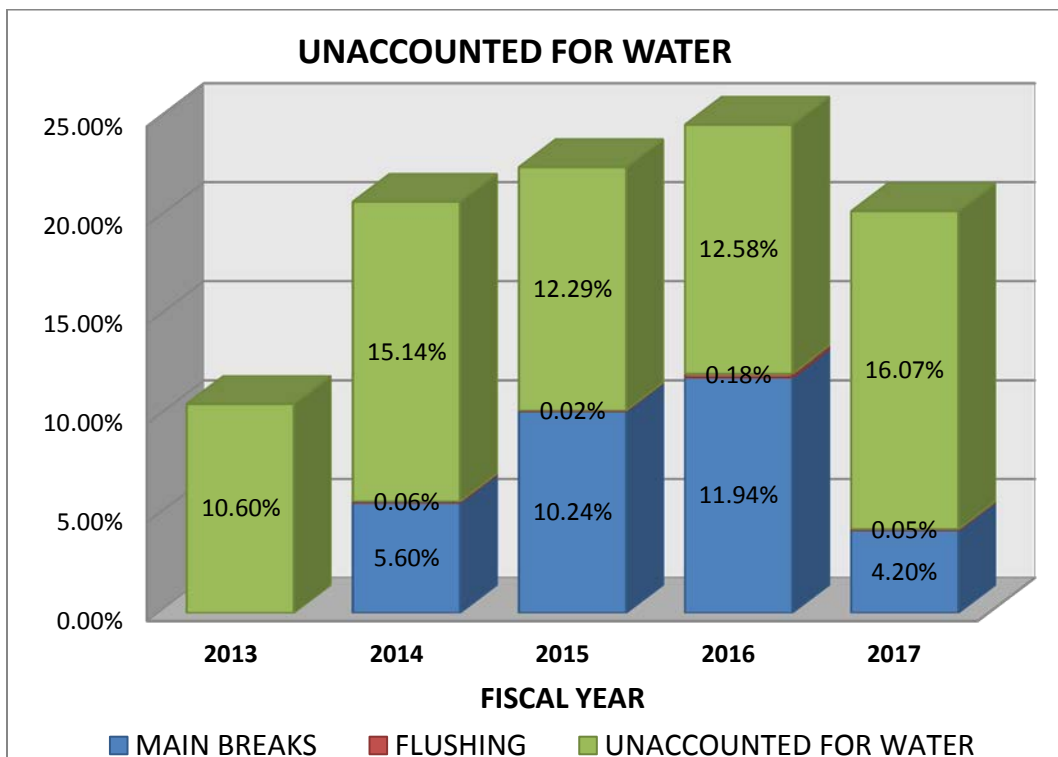
Unaccounted for Water

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 2017, 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.



NOTES:

1. The 2013 value is skewed by 11.6% increase in consumption over the previous year.

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
Investigations	543	825	1330	654
Meter Issues	80	517	121	47
Fire Hydrant Maintenance	2	3	49	76
Miscellaneous Locates	6	6	4	8
Tap Destroys	18	76	99	85
New Taps	47	74	89	94
Low Pressure Check	42	60	41	75
Water Quality	1	6	0	2
Missouri-One Call Locates	3,281	4,018	4786	7010

Average Residential Cost of Monthly Water Service based on 1,100 Cubic Foot Consumption (not including taxes)

	Kirkwood Water	Missouri American
5/8" Meter Charge	10.13	15.33
Rate/CCF	2.6297	3.0966
IRC/ISRS/CCF	1.04	0.5716
11 CCF User	\$50.50	\$55.68

*Based on July 2016 Rates

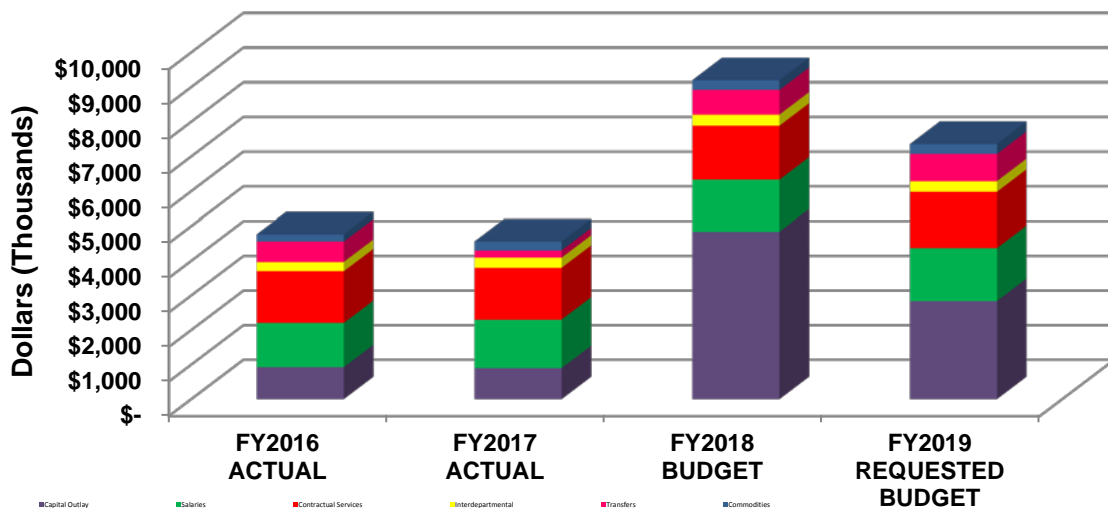
Water Pressure (in psi)

	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 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	894,303	983,856	1,044,709	1,068,330
Temporary	-	-	4,800	4,800
Overtime	60,247	63,553	68,940	68,840
Social Security	57,614	62,727	65,046	70,506
Medicare	13,529	14,751	15,256	16,490
Civilian Pension	56,122	63,568	68,388	73,917
Deferred Compensation	14,122	18,211	20,962	22,748
Subtotal Salaries	<u>1,095,937</u>	<u>1,206,666</u>	<u>1,288,101</u>	<u>1,325,631</u>
Other Benefits				
Health Insurance	172,734	185,090	190,288	188,429
Dental Insurance	8,550	9,267	9,623	10,126
Vision Insurance	1,447	1,583	1,625	1,711
Unemployment	-	-	-	-
Subtotal Other Benefits	<u>182,731</u>	<u>195,940</u>	<u>201,536</u>	<u>200,266</u>
Total Personnel Services	<u>1,278,668</u>	<u>1,402,606</u>	<u>1,489,637</u>	<u>1,525,897</u>
Contractual Services	1,498,353	1,500,713	1,556,856	1,615,090
Commodities	209,794	256,927	283,910	286,420
Capital Outlay	924,112	899,653	4,841,400	2,840,262
Interdepartmental Charges	267,438	289,669	317,692	303,886
Transfers to Other Funds	585,000	210,000	710,000	784,568
TOTAL WATER BUDGET	<u>4,763,365</u>	<u>4,559,568</u>	<u>9,199,495</u>	<u>7,356,123</u>

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	505-2210-481.69-04	Contingency	\$ 30,000	\$ 20,000	\$ (10,000)	-33.33%
	Narrative:	Increase based on historical actuals over the past 3 fiscal years. (FY - 15 \$1,067; FY - 16 \$0; FY -17 \$410)				
2	505-2210-481.69-99	Inventory Adjustment	\$ 32,000	\$ 40,000	\$ 8,000	25.00%
	Narrative:	Increase based on historical actuals over the past 3 fiscal years. (FY - 15 \$31,143; FY - 16 \$28,416; FY -17 \$45,252)				
3	505-2214-481.53-01	Telephone	\$ 4,864	\$ 8,700	\$ 3,836	78.87%
	Narrative:	Increase due to AMI cellular service.				
4	505-2214-481.61-15	Building and Grounds	\$ 2,000	\$ 10,500	\$ 8,500	425.00%
	Narrative:	Increase due to adding lawn maintenance into the water budget. This activity was previously budgeted in the Street General Fund.				
5	505-2214-481.66-13	Mains, Pipes and Fittings	\$ 90,000	\$ 100,000	\$ 10,000	11.11%
	Narrative:	Increase based on historical actuals over the past 3 fiscal years. (FY - 15 \$91,000; FY - 16 \$86,887; FY -17 \$121,504)				
6	505-2214-481.66-14	Meter and Parts	\$ 20,000	\$ 10,000	\$ (10,000)	-50.00%
	Narrative:	Decrease based on historical actuals over the past 3 fiscal years. (FY - 15 \$22,794; FY - 16 \$8762; FY -17 \$3,309)				
7	505-2215-481.68-01	Office, Furniture & Equipment	\$ -	\$ 1,000	\$ 1,000	100.00%
	Narrative:	Increase due to desk replacement in Water Department office.				
8	505-2215-481.75-05	Machinery & Equipment	\$ -	\$ 47,000	\$ 47,000	100.00%
	Narrative:	Increase is due to procurement of an arrow board and valve exerciser.				
9	505-2215-481.75-06	Rolling Stock	\$ 225,680	\$ 167,000	\$ (58,680)	-26.00%
	Narrative:	Decrease due to reduction in rolling stock request.				
10	505-2215-481.75-15	Distribution System Improvement	\$ 3,541,494	\$ 4,620,600	\$ 1,079,106	30.47%
	Narrative:	Increase due to the proposed replacement of the Swam Pump Station.				

**CITY OF KIRKWOOD
FISCAL YEAR 2018/2019 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
505-2210-481.11-01	Salary Full Time	126,330	169,393	173,317	178,798	5,481	3.16%
505-2210-481.11-05	Overtime	9	73	300	200	(100)	-33.33%
505-2210-481.21-01	Health Insurance	12,683	17,561	17,556	17,561	5	0.03%
505-2210-481.21-03	Dental Insurance	970	1,318	1,344	1,318	(26)	-1.93%
505-2210-481.21-04	Vision Insurance	168	227	231	227	(4)	-1.73%
505-2210-481.22-01	Social Security Taxes	7,746	10,315	10,746	11,098	352	3.28%
505-2210-481.22-02	Medicare Contributions	1,867	2,493	2,513	2,596	83	3.30%
505-2210-481.23-02	Civilian Pension	7,575	9,941	11,266	11,635	369	3.28%
505-2210-481.23-04	Deferred Comp	2,237	2,762	3,466	3,580	114	3.29%
505-2210-481.29-04	Unemployment Comp.	-	-	-	-	-	-
505-2210-481.31-09	Training	145	200	100	200	100	100.00%
505-2210-481.32-01	Legal	3,823	4,252	3,500	3,500	-	0.00%
505-2210-481.32-02	Audit	3,941	3,690	4,500	4,500	-	0.00%
505-2210-481.43-01	Office ept. maintenance	566	377	1,000	1,000	-	0.00%
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	698	2,451	1,000	1,000	-	0.00%
505-2210-481.52-02	General liability	39,044	40,075	42,000	42,000	-	0.00%
505-2210-481.52-11	Work. Comp. Premium	47,894	48,025	48,987	48,987	-	0.00%
505-2210-481.53-01	Telephone	2,792	3,122	4,224	3,360	(864)	-20.45%
505-2210-481.58-01	Travel Executive	116	1,574	1,500	1,500	-	0.00%
505-2210-481.61-01	Office supplies	1,166	1,024	1,230	1,200	(30)	-2.44%
505-2210-481.61-05	Postage	388	308	850	500	(350)	-41.18%
505-2210-481.64-01	Membership Dues	1,685	1,700	1,700	1,700	-	0.00%
505-2210-481.64-02	Publications	204	75	470	500	30	6.38%
505-2210-481.69-04	Contingency	-	410	30,000	20,000	(10,000)	-33.33%
505-2210-481.69-08	Write-off - Bad Debt	6,432	3,213	6,000	6,000	-	0.00%
505-2210-481.69-99	Inventory Adjustments	28,416	45,253	32,000	40,000	8,000	25.00%
505-2210-481.80-60	Admin., Clrk, & Acct.	111,125	111,125	111,125	111,125	-	0.00%
505-2210-491.10-10	Transfer to Other Funds	585,000	210,000	710,000	784,568	74,568	10.50%
505-2213-481.11-01	Salary Full Time	57,745	60,252	62,270	62,061	(209)	-0.34%
505-2213-481.11-05	Overtime	9	3	400	400	-	0.00%
505-2213-481.21-01	Health Insurance	10,647	10,921	10,630	13,516	2,886	27.15%
505-2213-481.21-03	Dental Insurance	602	604	708	613	(95)	-13.42%
505-2213-481.21-04	Vision Insurance	110	108	116	111	(5)	-4.31%
505-2213-481.22-01	Social Security Taxes	3,554	3,622	3,886	3,873	(13)	-0.33%
505-2213-481.22-02	Medicare Contributions	831	847	953	906	(47)	-4.93%
505-2213-481.23-02	Civilian Pension	3,783	3,706	4,269	4,060	(209)	-4.90%
505-2213-481.23-04	Deferred Comp	1,142	1,159	1,314	1,253	(61)	-4.64%

Water Expenses

**CITY OF KIRKWOOD
FISCAL YEAR 2018/2019 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
505-2213-481.31-09	Training	688	49	1,000	1,000	-	0.00%
505-2213-481.31-10	Other Professional Srvc	45,905	44,179	36,750	45,000	8,250	22.45%
505-2213-481.43-01	Office ept. maintenance	1,029	2,413	2,575	2,575	-	0.00%
505-2213-481.61-05	Postage	17,373	20,274	20,000	20,000	-	0.00%
505-2213-481.61-13	Clothing	500	255	280	280	-	0.00%
505-2213-481.66-34	Meter reading supplies	16,849	16,972	20,000	20,000	-	0.00%
505-2213-481.68-01	Office, Furniture & Eqpt,	1,091	-	1,000	1,000	-	0.00%
505-2213-481.80-70	Meter Reading Charges	26,000	26,000	26,000	26,000	-	0.00%
505-2214-481.11-01	Salary Full Time	710,228	754,211	809,122	827,471	18,349	2.27%
505-2214-481.11-04	Salary Temporary	-	-	4,800	4,800	-	0.00%
505-2214-481.11-05	Overtime	60,229	63,477	68,240	68,240	-	0.00%
505-2214-481.21-01	Health Insurance	149,404	156,608	162,102	157,352	(4,750)	-2.93%
505-2214-481.21-03	Dental Insurance	6,978	7,345	7,571	8,195	624	8.24%
505-2214-481.21-04	Vision Insurance	1,169	1,248	1,278	1,373	95	7.43%
505-2214-481.22-01	Social Security Taxes	46,314	48,790	50,414	55,535	5,121	10.16%
505-2214-481.22-02	Medicare Contributions	10,831	11,411	11,790	12,988	1,198	10.16%
505-2214-481.23-02	Civilian Pension	44,764	49,921	52,853	58,222	5,369	10.16%
505-2214-481.23-04	Deferred Comp	10,743	14,290	16,182	17,915	1,733	10.71%
505-2214-481.31-09	Training	2,438	1,483	2,000	2,000	-	0.00%
505-2214-481.32-10	Other	235,247	209,662	211,850	223,150	11,300	5.33%
505-2214-481.41-02	Purchased Water	1,048,136	1,069,471	1,122,386	1,156,318	33,932	3.02%
505-2214-481.43-01	Office ept. maintenance	2,374	3,945	2,819	3,200	381	13.52%
505-2214-481.43-02	Radio ept. maintenance	285	300	301	100	(201)	100.00%
505-2214-481.43-06	Equipment	10,608	14,010	14,400	20,000	5,600	38.89%
505-2214-481.43-16	Laboratory Equipment	4,451	2,937	5,100	5,000	(100)	-1.96%
505-2214-481.53-01	Telephone	6,173	6,498	8,864	8,700	(164)	-1.85%
505-2214-481.61-08	Janitorial supplies	580	1,023	1,000	1,000	-	0.00%
505-2214-481.61-11	Food	2,118	2,147	3,300	2,500	(800)	-24.24%
505-2214-481.61-13	Clothing	7,160	6,572	5,200	6,500	1,300	25.00%
505-2214-481.61-14	Machinery & Equipment	1,851	4,940	5,500	5,500	-	0.00%
505-2214-481.61-15	Buildings & Grounds	1,286	1,650	2,000	10,500	8,500	425.00%
505-2214-481.62-01	Electricity	7,380	7,424	7,380	7,650	270	3.66%
505-2214-481.62-03	Gas	3,921	3,484	4,500	3,590	(910)	-20.22%
505-2214-481.66-07	Safety equipment	3,579	3,318	5,000	5,000	-	0.00%
505-2214-481.66-08	Small tools	2,705	4,019	3,500	4,000	500	14.29%
505-2214-481.66-13	Mains, pipes, fittings	86,887	113,299	95,000	100,000	5,000	5.26%
505-2214-481.66-14	Meters & parts	8,762	3,309	20,000	10,000	(10,000)	-50.00%
505-2214-481.66-15	Water tap supplies	8,514	11,792	10,000	10,000	-	0.00%

Water Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
505-2214-481.66-35	Fire Hydrants/Repair/Maintenance	2,038	4,466	9,000	10,000	1,000	11.11%		
505-2214-481.80-05	Fuel/Lubricants	18,545	20,179	34,000	28,031	(5,969)	-17.56%		
505-2214-481.80-10	Vehicle Maintenance	48,971	66,151	72,489	70,537	(1,952)	-2.69%		
505-2214-481.80-20	Electric Charges	324	309	350	350	-	0.00%		
505-2214-481.80-25	Ele. Chg Pumping Sta.	60,185	63,703	71,500	65,615	(5,885)	-8.23%		
505-2214-481.80-40	Water Charges	1,460	1,374	1,400	1,400	-	0.00%		
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	100.00%		
505-2215-481.68-02	Machinery & Equipment	11,418	-	7,600	10,100	2,500	32.89%		
505-2215-481.70-01	Principal	-	-	645,000	655,000	10,000	1.55%		
505-2215-481.70-02	Interest	454,993	438,278	418,690	391,362	(27,328)	-6.53%		
505-2215-481.70-03	Fiscal Agent's Fees	2,114	2,114	6,048	2,200	(3,848)	-63.62%		
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	-	-	221,568	167,000	(54,568)	-24.63%		
505-2215-481.75-07	Feasibility Studies	30,919	-	-	-	-	-		
505-2215-481.75-15	Distribution System Impr.	-	4,179	3,541,494	1,520,600	(2,020,894)	-57.06%		
505-2215-481.76-10	Depreciation Expense	423,577	455,082	-	-	-	-		
TOTAL WATER FUND EXPENSES		4,763,365	4,559,568	9,199,495	7,356,123	(1,843,372)	-20.04%		

Water Expenses

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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	509-0000-340.19-15	Dumpster/Charges	\$ 10,000	\$ 43,920	\$ 33,920	339.20%
Narrative: Increase due to providing commercial sanitation services to the SBD Coop.						
2	509-0000-340.19-20	Recycling Revenue	\$ 100,000	\$ 125,000	\$ 25,000	25.00%
Narrative: Increase due to improving markets for recycling materials over the past 12 months.						

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-0000-340.19-10	Refuse collections chgs	1,901,980	1,915,249	2,297,289	2,297,289	-	0.00%		
509-0000-340.19-15	Dumpster/Charges	238,456	166,691	10,000	43,920	33,920	339.20%		
509-0000-340.19-20	Recycling revenue	98,633	129,741	100,000	125,000	25,000	25.00%		
509-0000-340.19-30	Special Pick-up chgs	44,670	57,495	40,000	45,000	5,000	12.50%		
509-0000-340.20-10	Lawn bag sales	399,725	381,530	402,990	402,990	-	0.00%		
509-0000-340.20-20	Black Plastic bag sales	13,821	13,771	14,000	14,000	-	0.00%		
	Charges for Services	2,697,285	2,664,477	2,864,279	2,928,199	63,920	2.23%		
509-0000-361.10-00	Investments	17,030	3,120	10,000	10,000	-			
	Investment Income	17,030	3,120	10,000	10,000	-			
509-0000-380.10-00	Miscellaneous	78	1,984	-	-	-			
	Other Revenue	78	1,984	-	-	-			
509-0000-391.40-50	Interdepartment Usage	36,097	36,939	38,462	38,462	-	0.00%		
	Interdepartmental Revenue	36,097	36,939	38,462	38,462	-	0.00%		
	Total Revenue Before Other Financing Sources	2,750,490	2,706,520	2,912,741	2,976,661	63,920	2.19%		
509-0000-392.10-00	Sale of Fixed Assets	1,494	(104,371)	20,000	20,000	-	0.00%		
	Other Financing Sources	1,494	(104,371)	20,000	20,000	-	0.00%		
	TOTAL REVENUE AND OTHER FINANCING SOURCES	2,751,984	2,602,149	2,932,741	2,996,661	63,920	2.18%		

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 47.5% as of March 31, 2017. The City's recycling program was awarded the 2015 Best Government Program by the Missouri Recycling Association.

In January, 2017 the City eliminated commercial sanitation services. Since this time the department has been evaluating the operation of the department and has been able to reduce staffing by one full time position, decrease landfill fees and surplus one sanitation truck. This coming fiscal year the department will be focusing on the phased-in implementation of a fully automated residential collection program for solid waste. One of the largest capital increases for this program is the purchase of solid waste carts. The staff will be seeking grant

Sanitation Fund

funding in March of 2018 in an effort to reduce this expenditure, in addition to evaluating lease purchase options for the carts. The automated program will drastically lower the department's reserve fund in FY19 and FY20, although it is anticipated with continued cost saving efforts, the fund will begin to build slowly.

The largest change in this year's budget request has been both a cost savings impact and an improvement to the operations. Historically, the Sanitation Department has had a high rate of turnover with part-time employees. This past and current fiscal year has not been any different, and this reduces our effectiveness in providing services in a consistent and timely manner. With the elimination of the commercial operations and a shift in work duties, this year's budget is proposing the elimination of three (3) part-time positions, changing the status of the part-time Recycling Worker to full-time status and adding one (1) additional full-time Sanitation Worker. These changes will still maintain the reduction of one (1) FTE, operational cost reduction of \$31,020 and allow the City to offer more viable and reliable full-time employment. It is anticipated that this change will strengthen and help in providing a consistent and reliable service to the Kirkwood residents.

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	FY13	FY14	FY15	FY16	FY17
Director	-	-	0.33	0.33	.33
Sanitation Superintendent	1.00	1.00	1.00	1.00	1.00
Commercial Account Manger	-	-	0.75	-	-
Lead Driver	-	-	-	-	-
Drivers	7.00	-	-	-	-
Collectors	6.00	-	-	-	-
Collectors part time	1.75	-	-	-	-
Sanitation Workers	-	11.00	12.00	12.00	12.00
Sanitation Workers, part time	-	1.00	2.25	2.25	2.25
Recycling	2.00	1.00	1.75	1.75	1.75
Customer Service Representative	0.50	0.50	0.50	0.50	1.00
TOTAL	18.25	14.50	18.58	17.83	18.83

Sanitation Fund

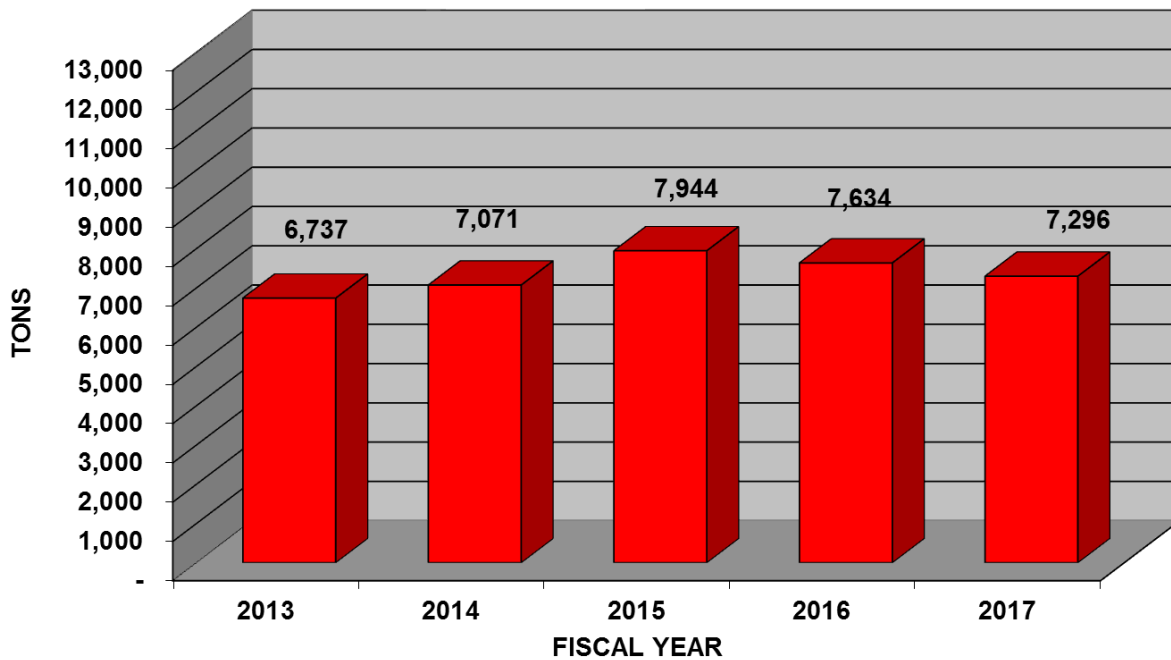
The Sanitation Department shares equally with the Electric and Water Departments the expenses for the positions listed below. These positions provide utility-billing services to the Water, Electric, and Sanitation Departments.

- 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 FY13 - FY15. Due to reorganization of the department and shifting of collection services tonnage started too decreased. In the last quarter of FY17 commercial sanitation services ended continuing this decrease. It is anticipated in FY18 an additional 600 tons reduction will occur.

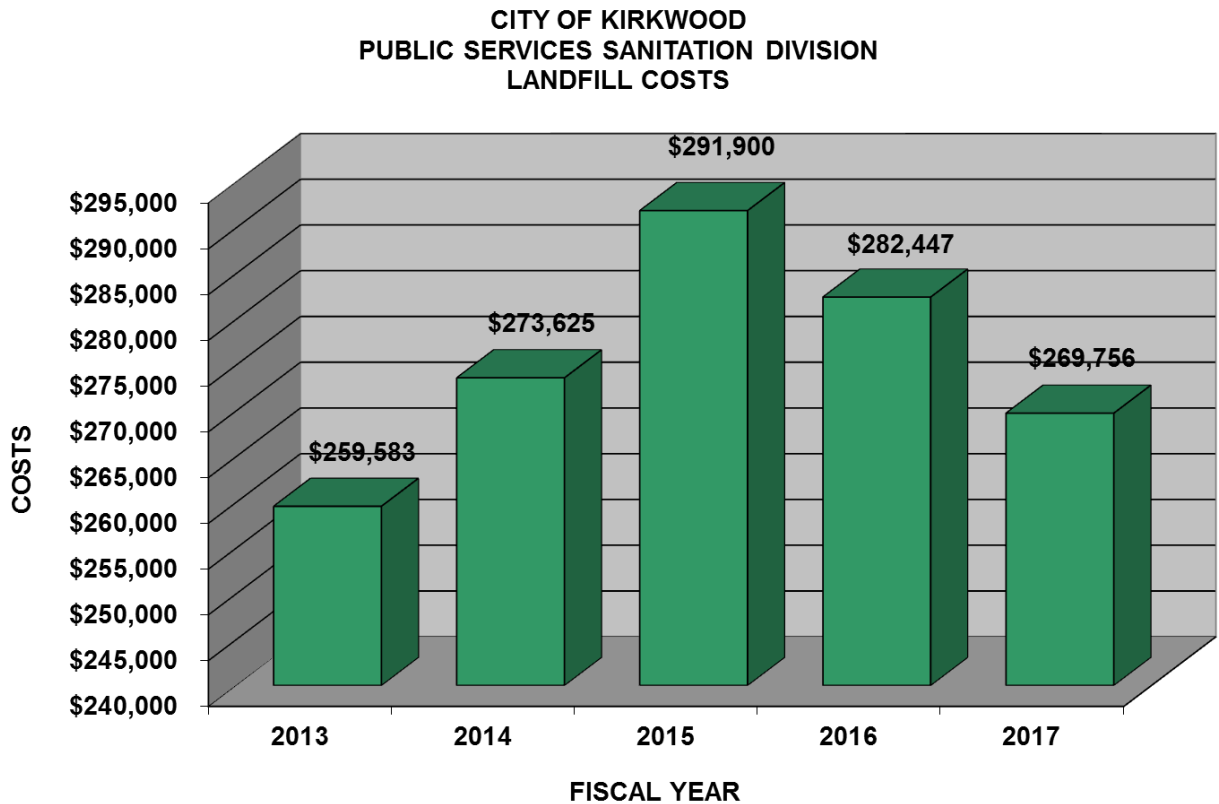
CITY OF KIRKWOOD
PUBLIC SERVICES SANITATION DIVISION
LANDFILL USAGE



Sanitation Fund

Landfill Costs

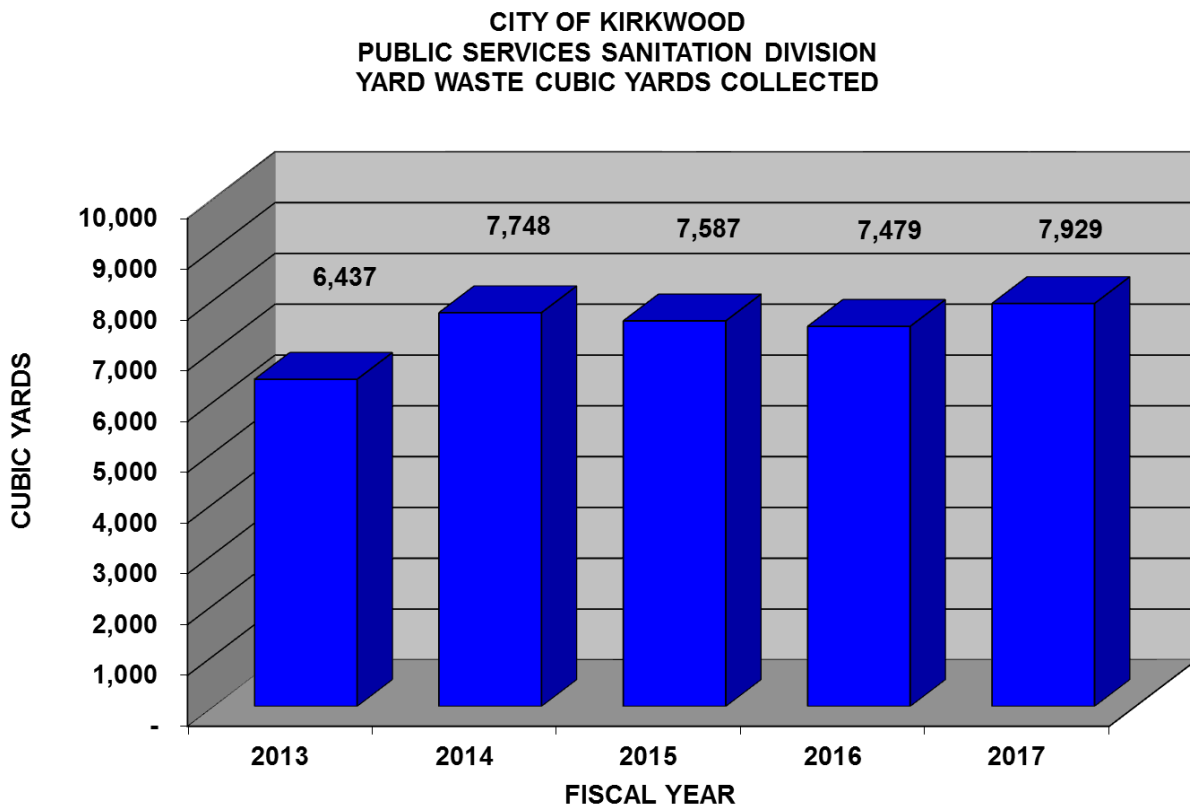
Disposal costs were increasing due to the limited landfill space in the St. Louis region. In 2004, the City entered into a long-term agreement to use the newly constructed Fred Weber Company transfer station in Peerless Park. On April 7, 2004, the Weber Transfer station became operational at the initial price of \$27 per ton. The previous landfill price had been \$41 per ton. The Weber-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.

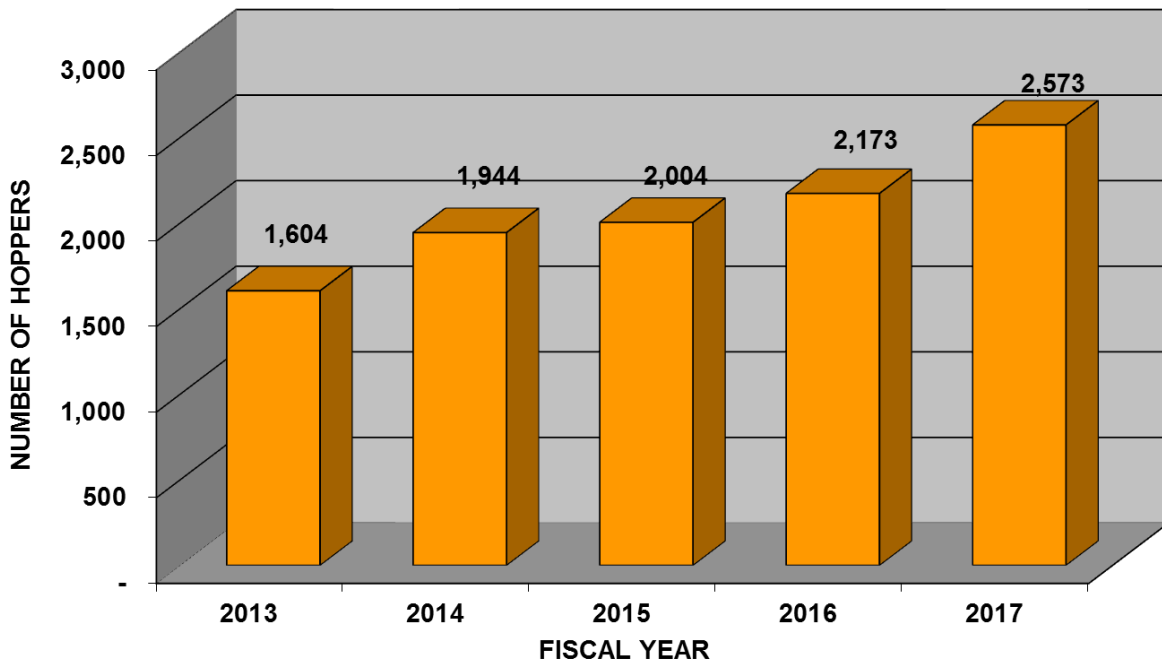


Sanitation Fund

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

Sanitation Fund

at the Recycling Depository. The average daily usage during that week was 511 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.

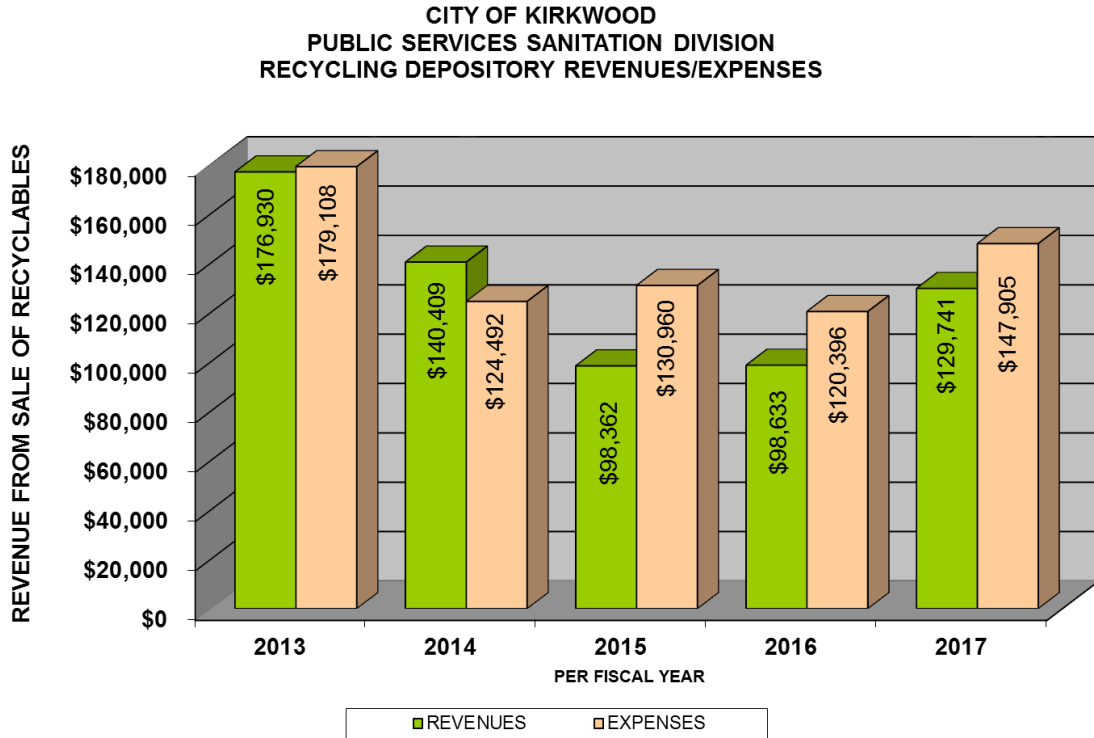
With an aggressive educational program throughout the civic community and residential groups, our goal is to continue to increase recycling and decrease landfill significantly. This will not only benefit Kirkwood aesthetically, but also environmentally and economically.

RECYCLING REPORT TONNAGE					
	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
April	339.55	370.43	329.14	399.76	306.71
May	341.68	356.06	342.62	340.76	369.14
June	359.03	306.27	314.72	415.92	433.87
July	323.38	398.01	496.61	380.59	334.53
August	314.83	372.78	313.25	290.73	387.48
September	282.20	281.55	322.69	353.57	357.68
October	319.12	402.67	316.22	365.02	328.42
November	500.76	317.25	364.66	315.18	379.28
December	374.32	349.35	417.65	444.25	382.17
January	327.67	312.28	376.59	374.02	359.68
February	274.60	275.41	295.56	320.16	323.78
March	405.08	460.56	348.49	347.52	335.42
TOTALS	4,162.22	4,202.62	4,238.20	4,347.48	4,298.16

Began curbside recycling program January 2011

Sanitation Fund

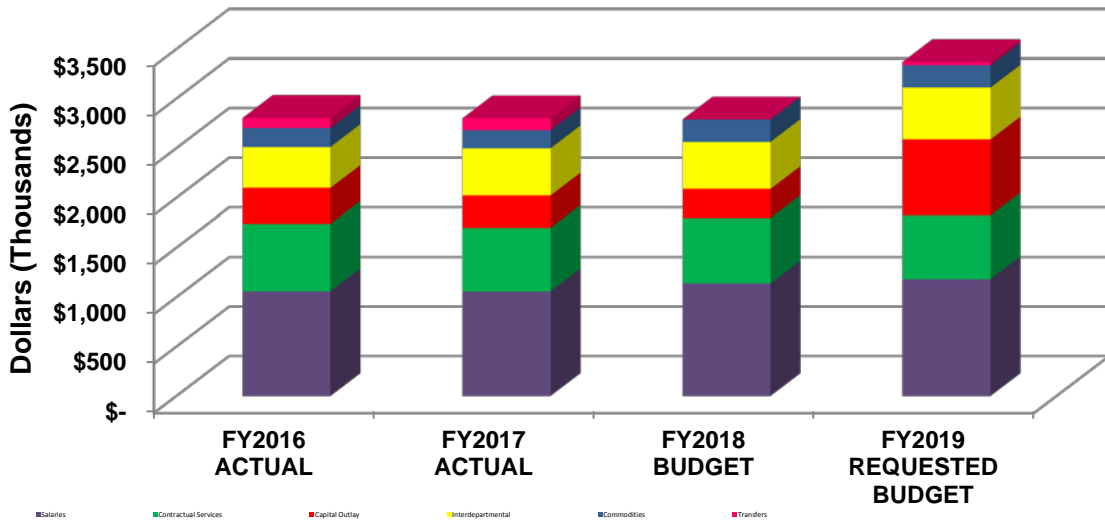
The Public Services Department maintains detailed records of the costs of operation of the Recycling Depository. The revenues shown on the chart below, from the sale of recyclables, help to offset the rising costs of landfill fees. The recyclable market fluctuates greatly and varies according to the commodity market.



**CITY OF KIRKWOOD, MISSOURI
SANITATION OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	722,831	721,755	723,680	852,610
Part-time Salaries	63,206	49,025	105,515	-
Overtime	29,897	39,145	33,400	33,400
Social Security	50,066	49,113	53,436	54,936
Medicare	11,762	11,565	12,508	12,850
Civilian Pension	45,852	45,409	56,021	57,599
Deferred Compensation	12,440	12,885	17,237	17,721
Subtotal Salaries	936,054	928,897	1,001,797	1,029,116
Other Benefits				
Health Insurance	115,721	121,539	120,504	140,341
Dental Insurance	6,253	6,931	6,892	9,238
Vision Insurance	1,085	1,175	1,212	1,623
Unemployment	799	160	8,000	2,000
Subtotal Other Benefits	123,858	129,805	136,608	153,202
Total Personnel Services	1,059,912	1,058,702	1,138,405	1,182,318
Contractual Services	679,233	639,334	658,825	640,922
Commodities	190,718	182,490	225,695	225,830
Capital Outlay	360,762	324,493	291,864	763,864
Interdepartmental Charges	412,045	475,279	473,434	522,927
Transfers to Other Funds	100,000	120,000	-	33,013
TOTAL SANITATION BUDGET	2,802,670	2,800,298	2,788,223	3,368,874

Sanitation Budget Summary



CITY OF KIRKWOOD SANITATION

Budget Changes

Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	509-2310-482.11-01	Salary Full Time	\$ 618,418	\$ 715,803	\$ 97,385	15.75%
	Narrative:	Increase due to 3% pay raise and an additional Sanitation Worker (\$36,504).				
2	509-2310-482.11-02	Salary Part Time	\$ 83,324	\$ -	\$ (83,324)	-100.00%
	Narrative:	Decrease due to the elimination of all Part-Time Sanitation Worker positions.				
3	509-2310-482.29-04	Unemployment Comp.	\$ 8,000	\$ 2,000	\$ (6,000)	-75.00%
	Narrative:	Decrease based on historical actuals over the past 3 fiscal years. (FY - 15 \$0; FY - 16 \$799; FY -17 \$160)				
4	509- 2310-482.31-03	Public Relations	\$ 500	\$ 2,000	\$ (7,900)	300.00%
	Narrative:	Increase due to anticipated public education materials for the transition to automated solid waste collection.				
5	509-2310-482.42-09	Landfill/Disposal Fees	\$ 378,100	\$ 357,750	\$ (20,350)	-5.38%
	Narrative:	Decrease is due to the elimination of commercial sanitation services.				
6	509-2310-482.80-10	Vehicle Maintenance	\$ 245,475	\$ 291,548	\$ 46,073	18.77%
	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.				
7	509-2310-491.10-10	Transfer to other funds	\$ -	\$ 153,013	\$ 153,013	100.00%
	Narrative:					
8	509-2312-482.11-01	Salary Full Time	\$ 42,899	\$ 72,573	\$ 29,674	69.17%
	Narrative:	Increase due to 3% pay raise and converting the Part-Time Recycling Worker to Full Time status.				
9	509- 2312-482.11-02	Salary Part Time	\$ 22,191	\$ -	\$ (22,191)	-100.00%
	Narrative:	Decrease is due to the completion of the UDF Program in FY 17.				
10	509-2312-482.21-01	Health Insurance	\$ 6,213	\$ 14,023	\$ 7,810	125.70%

Sanitation Expense Budget Variances

CITY OF KIRKWOOD

SANITATION

Budget Changes

Narrative: Increase due to Part-Time Recycling Worker position to Full-Time status.

11 **509-2312-482.80-10** **Vehicle Maintenance** \$ 25,779 \$ 20,115 \$ (5,664) -21.97%

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.

12 **509-2315-482.75-05** **Machinery & Equipment** \$ 20,000 \$ 410,000 \$ 390,000 1950.00%

Narrative: Increase is due to the purchase of residential solid waste carts in anticipation of automated solid waste collection.

13 **509-2315-482.75-06** **Rolling Stock** \$ - \$ 378,000 \$ 378,000 100.00%

Narrative: Increase is due to the replacement of two sanitation trucks and a pick up truck.

**CITY OF KIRKWOOD
FISCAL YEAR 2018/2019 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
509-2310-482.11-01	Salary Full Time	623,109	618,117	618,418	715,803	97,385	15.75%
509-2310-482.11-02	Salary Part Time	42,268	33,886	83,324	-	(83,324)	-100.00%
509-2310-482.11-05	Overtime	28,464	37,556	30,000	30,000	-	0.00%
509-2310-482.21-01	Health Insurance	96,188	104,349	103,326	115,353	12,027	11.64%
509-2310-482.21-03	Dental Insurance	5,187	5,858	5,720	7,292	1,572	27.48%
509-2310-482.21-04	Vision Insurance	891	983	1,008	1,259	251	24.90%
509-2310-482.22-01	Social Security Taxes	42,521	41,816	45,368	46,240	872	1.92%
509-2310-482.22-02	Medicare Contributions	9,998	9,858	10,610	10,814	204	1.92%
509-2310-482.23-02	Civilian Pension	38,026	38,983	47,563	48,477	914	1.92%
509-2310-482.23-04	Deferred Comp	10,057	10,853	14,634	14,916	282	1.93%
509-2310-482.29-04	Unemployment Comp.	799	160	8,000	2,000	(6,000)	-75.00%
509-2310-482.31-03	Public Relations	-	505	500	2,000	1,500	300.00%
509-2310-482.31-09	Training	-	-	500	500	-	0.00%
509-2310-482.31-10	Other Professional Svcs	50,034	76,590	29,721	30,000	279	0.94%
509-2310-482.32-01	Legal	2,549	2,430	2,000	2,500	500	25.00%
509-2310-482.32-02	Audit	2,112	1,976	3,000	3,000	-	0.00%
509-2310-482.42-06	Laundry, towels, etc	591	146	750	750	-	0.00%
509-2310-482.42-09	Landfill/Disposal fees	386,726	334,938	378,100	357,750	(20,350)	-5.38%
509-2310-482.43-01	Office ept. maintenance	25	19	300	300	-	0.00%
509-2310-482.43-02	Radio eqpt. maintenance	310	300	304	100	(204)	100.00%
509-2310-482.43-04	Computer maintenance	6,500	6,500	6,500	6,500	-	0.00%
509-2310-482.43-06	Equipment	3,936	418	7,360	7,500	140	1.90%
509-2310-482.52-02	General liability	44,637	35,038	45,000	45,000	-	0.00%
509-2310-482.52-11	Work. Comp. Premium	151,430	151,868	148,831	148,831	-	0.00%
509-2310-482.53-01	Telephone	728	379	1,000	700	(300)	-30.00%
509-2310-482.55-09	Other Printing	244	-	500	2,000	1,500	300.00%
509-2310-482.58-01	Travel Executive	-	-	500	500	-	0.00%
509-2310-482.61-01	Office supplies	919	822	2,300	1,500	(800)	-34.78%
509-2310-482.61-08	Janitorial supplies	-	653	200	1,000	800	400.00%
509-2310-482.61-13	Clothing	4,313	2,573	4,900	5,200	300	6.12%
509-2310-482.64-01	Membership Dues	-	-	300	300	-	0.00%
509-2310-482.66-07	Safety equipment	3,730	3,743	3,865	4,150	285	7.37%
509-2310-482.66-08	Small tools	172	51	1,000	700	(300)	-30.00%
509-2310-482.66-36	Bags & Ties	65,993	71,885	80,000	80,000	-	0.00%
509-2310-482.66-37	Yard Bags	70,921	63,514	73,225	75,000	1,775	2.42%
509-2310-482.69-04	Contingency	-	475	10,000	10,000	-	0.00%
509-2310-482.69-08	Write-off - Bad Debt	7,289	702	6,775	5,000	(1,775)	-26.20%
509-2310-482.69-99	Inventory Adjustments	-	640	-	-	-	-

Sanitation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2310-482.80-05	Fuel/Lubricants	97,892	91,384	134,109	142,993	8,884	6.62%		
509-2310-482.80-10	Vehicle Maintenance	227,600	258,703	245,475	291,548	46,073	18.77%		
509-2310-482.80-20	Electric Charges	4,992	5,285	5,500	5,500	-	0.00%		
509-2310-482.80-40	Water Usage Charges	568	739	500	600	100	20.00%		
509-2310-482.80-60	Admin., Clerk, & Acct.	55,750	55,750	55,750	55,750	-	0.00%		
509-2310-491.10-10	Transfer to Other Funds	100,000	120,000	-	33,013	33,013	100.00%		
509-2312-482.11-01	Salary Full Time	42,089	43,378	42,899	72,573	29,674	69.17%		
509-2312-482.11-02	Salary Part Time	20,938	15,139	22,191	0	(22,191)	-100.00%		
509-2312-482.11-05	Overtime	1,424	1,586	3,000	3,000	-	0.00%		
509-2312-482.21-01	Health Insurance	8,886	6,269	6,213	14,023	7,810	125.70%		
509-2312-482.21-03	Dental Insurance	464	469	464	1,236	772	166.38%		
509-2312-482.21-04	Vision Insurance	84	84	86	246	160	186.05%		
509-2312-482.22-01	Social Security Taxes	3,991	3,676	4,176	4,686	510	12.21%		
509-2312-482.22-02	Medicare Contributions	933	860	987	1,096	109	11.04%		
509-2312-482.23-02	Civilian Pension	4,043	2,721	4,378	4,912	534	12.20%		
509-2312-482.23-04	Deferred Comp	1,241	874	1,347	1,511	164	12.18%		
509-2312-482.31-10	Other Professional Svcs	-	-	500	500	-	0.00%		
509-2312-482.42-06	Laundry, towels, etc	-	-	50	200	150	300.00%		
509-2312-482.42-09	Landfill/Disposal fees	5,100	5,034	7,500	7,500	-	0.00%		
509-2312-482.52-02	General liability	3,718	3,816	4,200	4,200	-	0.00%		
509-2312-482.52-11	Work. Comp. Premium	14,225	14,225	13,941	13,941	-	0.00%		
509-2312-482.53-01	Telephone	619	123	1,268	150	(1,118)	-88.17%		
509-2312-482.61-13	Clothing	359	206	485	600	115	23.71%		
509-2312-482.66-07	Safety equipment	34	79	565	300	(265)	-46.90%		
509-2312-482.66-08	Small tools	243	175	300	300	-	0.00%		
509-2312-482.66-36	Bags & Ties	1,880	-	1,500	1,500	-	0.00%		
509-2312-482.80-05	Fuel/Lubricants	2,161	822	2,400	2,500	100	4.17%		
509-2312-482.80-10	Vehicle Maintenance	19,616	59,380	25,779	20,115	(5,664)	-21.97%		
509-2312-482.80-20	Electric Charges	3,335	3,215	3,621	3,621	-	0.00%		
509-2312-482.80-40	Water Usage Charges	131	1	300	300	-	0.00%		
509-2313-482.11-01	Salary Full Time	57,633	60,260	62,363	64,234	1,871	3.00%		
509-2313-482.11-05	Overtime	9	3	400	400	-	0.00%		
509-2313-482.21-01	Health Insurance	10,647	10,921	10,965	10,965	-	0.00%		
509-2313-482.21-03	Dental Insurance	602	604	708	710	2	0.28%		
509-2313-482.21-04	Vision Insurance	110	108	118	118	-	0.00%		
509-2313-482.22-01	Social Security Taxes	3,554	3,621	3,892	4,010	118	3.03%		
509-2313-482.22-02	Medicare Contributions	831	847	911	940	29	3.18%		
509-2313-482.23-02	Civilian Pension	3,783	3,705	4,080	4,210	130	3.19%		

Sanitation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2313-482.23-04	Deferred Comp	1,142	1,158	1,256	1,294	38	3.03%		
509-2313-482.31-09	Training	688	49	1,000	1,000	-	0.00%		
509-2313-482.31-10	Other Professional Svcs	4,031	2,981	3,500	3,500	-	0.00%		
509-2313-482.43-01	Office ept. maintenance	1,030	1,999	2,000	2,000	-	0.00%		
509-2313-482.61-05	Postage	17,363	20,250	20,000	20,000	-	0.00%		
509-2313-482.61-13	Clothing	300	200	280	280	-	0.00%		
509-2313-482.66-34	Meter Reading Supplies	17,202	16,522	20,000	20,000	-	0.00%		
509-2313-482.68-01	Office, Furniture & Eqpt,	1,091	-	1,000	-	(1,000)	-100.00%		
509-2315-482.70-04	Lease Payments	11,094	6,931	270,864	270,864	-	0.00%		
509-2315-482.75-05	Machinery & Equipment	-	-	20,000	115,000	95,000	475.00%		
509-2315-482.75-06	Rolling Stock	-	-	-	378,000	378,000	100.00%		
509-2315-482.76-10	Depreciation Expense	348,577	317,562	-	-	-	-		
TOTAL SANITATION EXPENSES		2,802,670	2,800,298	2,788,223	3,368,874	580,651	20.83%		

Sanitation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
602-0000-361.10-00	Investments	16,776	3,962	5,000	3,800	(1,200)	-24.00%		
Investment Income		16,776	3,962	5,000	3,800	(1,200)	-24.00%		
602-0000-380.10-00	Miscellaneous	0	0	5,000	3,800	(1,200)	-24.00%		
Miscellaneous Revenue		-	-	-	-	(1,200)			
602-0000-391.30-70	Services	894,265	901,424	910,876	910,876	-	0.00%		
Interdepartmental Revenue		894,265	901,424	910,876	910,876	-	0.00%		
TOTAL REVENUE AND OTHER FINANCING SOURCES		911,041	905,386	915,876	914,676	(2,400)	-0.13%		

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 2013		FY 2014		FY 2015		FY 2016		FY 2017	
	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident
Administration	1	0	0	0	1	0	0	0	0	0
Electric	2	0	2	0	2	0	3	0	1	0
Finance	0	0	0	0	0	0	0	0	2	0
Fire	8	1	7	3	8	2	11	0	5	2
Fleet Services	2	0	3	0	3	1	0	0	1	0
Parks	2	0	5	0	4	2	3	1	2	1
Police	12	4	10	0	8	0	5	1	7	2
Purchasing	0	0	0	0	0	0	0	0	0	0
PW - Bldg. Comm.	0	0	0	0	0	0	0	0	1	0
PW - Bldg. Maint.	0	0	0	1	0	0	0	0	0	0
PW - Engineering	0	0	0	0	0	0	0	0	1	0
PW - Street	3	0	5	1	4	1	4	0	1	0
Recreation	2	0	4	1	1	1	2	1	2	0
Sanitation	9	0	2	0	1	0	2	0	3	0
Water	2	2	0	1	0	1	2	0	6	1
Totals	43	7	38	7	32	8	32	3	32	6

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 2013 and ending with Fiscal Year 2017 (4/01/2012 – 3/31/2017), 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 42 claims, Fire department with 39 claims, Sanitation department with 17 claims, Street department with 17 claims, and Parks department with 16 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
04/01/2012 TO 03/31/2017

Workers Compensation
% of number of claims (Frequency)
04/01/2012 - 03/31/2017

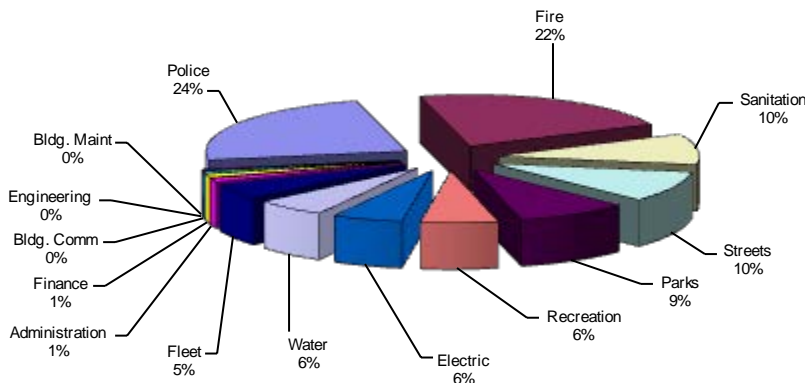


Chart and Table A

LOCATION	# CLAIMS
Police	42
Fire	39
Sanitation	17
Street	17
Parks	16
Recreation	11
Electric	10
Water	10
Fleet	9
Administration	2
Finance	2
Bldg. Comm.	1
Engineering.	1
Bldg. Maint.	0
Total	177

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.

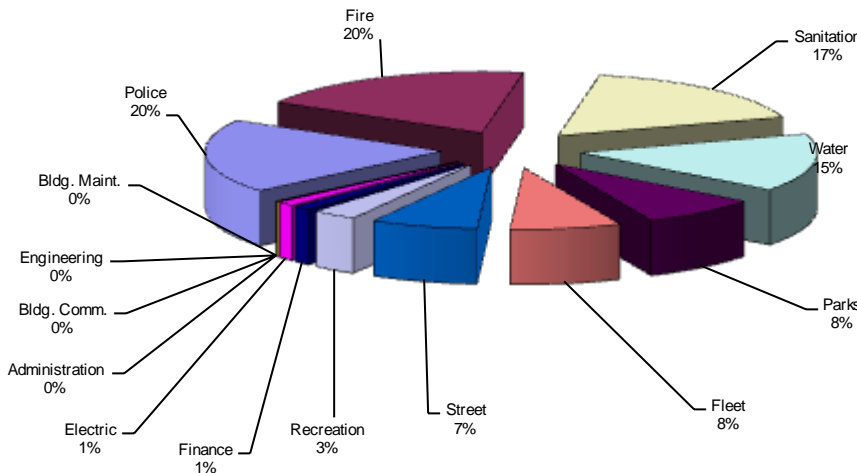
There can be a variety of costs associated with workers’ compensation claims that may be on going for long periods of time—one to two years, or sometimes longer. These costs may be compounded by inflation, frequency, and types of medical services provided, as well as legal and medical expenses, which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

The top five departments are Police \$402,685.66; Fire \$401,967.86; Sanitation \$56,388.55, Water \$315,115.05 and Parks \$166,601.05.

Overall Analysis by Department: Severity

**Workers Compensation
% of Cost Incurred (Severity)
04/01/2012 - 03/31/2017**

**WORKERS COMPENSATION
DOLLARS COST INCURRED
04/01/2012 TO 03/31/2017**



LOCATION	CLAIMS \$
Police	402,685.66
Fire	401,967.86
Sanitation	356,388.55
Water	315,115.05
Parks	166,601.05
Fleet	156,538.79
Street	151,111.11
Recreation	63,361.39
Electric	27,144.57
Finance	25,194.85
Electric	24,620.93
Administration	2,072.85
Engineering	637.35
Bldg. Comm.	456.00
Total	2,066,751.44

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 47 claims and incurred dollars of \$788,569.87.

The second category is "Cut/Puncture/Scrape" with 17 claims and incurred dollars of \$20,635.05.

The third category is "Strain by Lifting/Carrying" with 16 claims and incurred dollars of \$325,363.02.

The fourth category is "Fall/Slip/Trip" with 13 claims and incurred dollars of \$151,029.75.

The fifth category is "Struck by" with 9 claims and incurred dollars of \$7,392.17.

City of Kirkwood
Workers Compensation
Top 5 Causes of Injury by Frequency and Incurred dollars
4/1/2012 - 3/31/2017

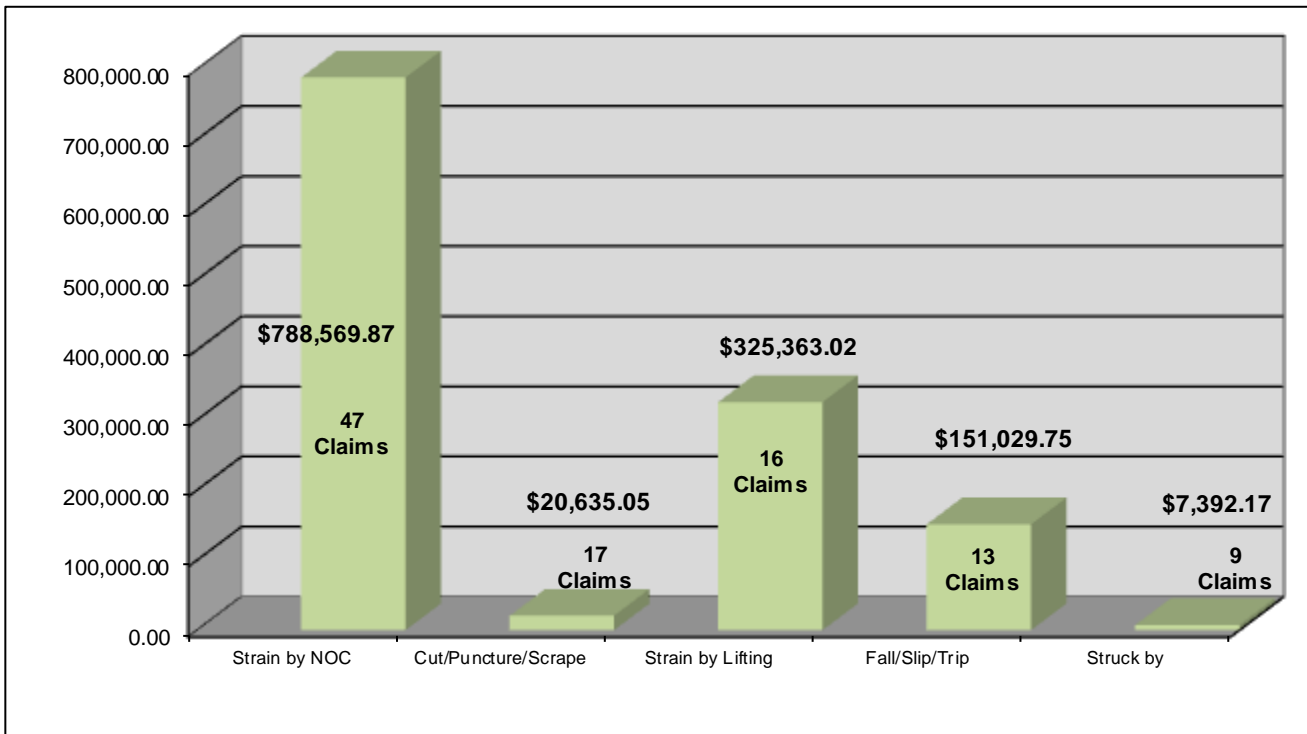


Chart C

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" - \$788,569.87
2. "Strain by Lifting" - \$325,363.02
3. "Fall/Slip/Trip" - \$151,029.75
4. "Strain by Holding/Carrying" - \$67,294.52
5. "Fall/Slip on Ice/Snow" - \$24,673.00

City of Kirkwood
Workers Compensation
Top 5 Causes of Injury by Severity and Incurred dollars
4/1/2012 - 3/31/2017

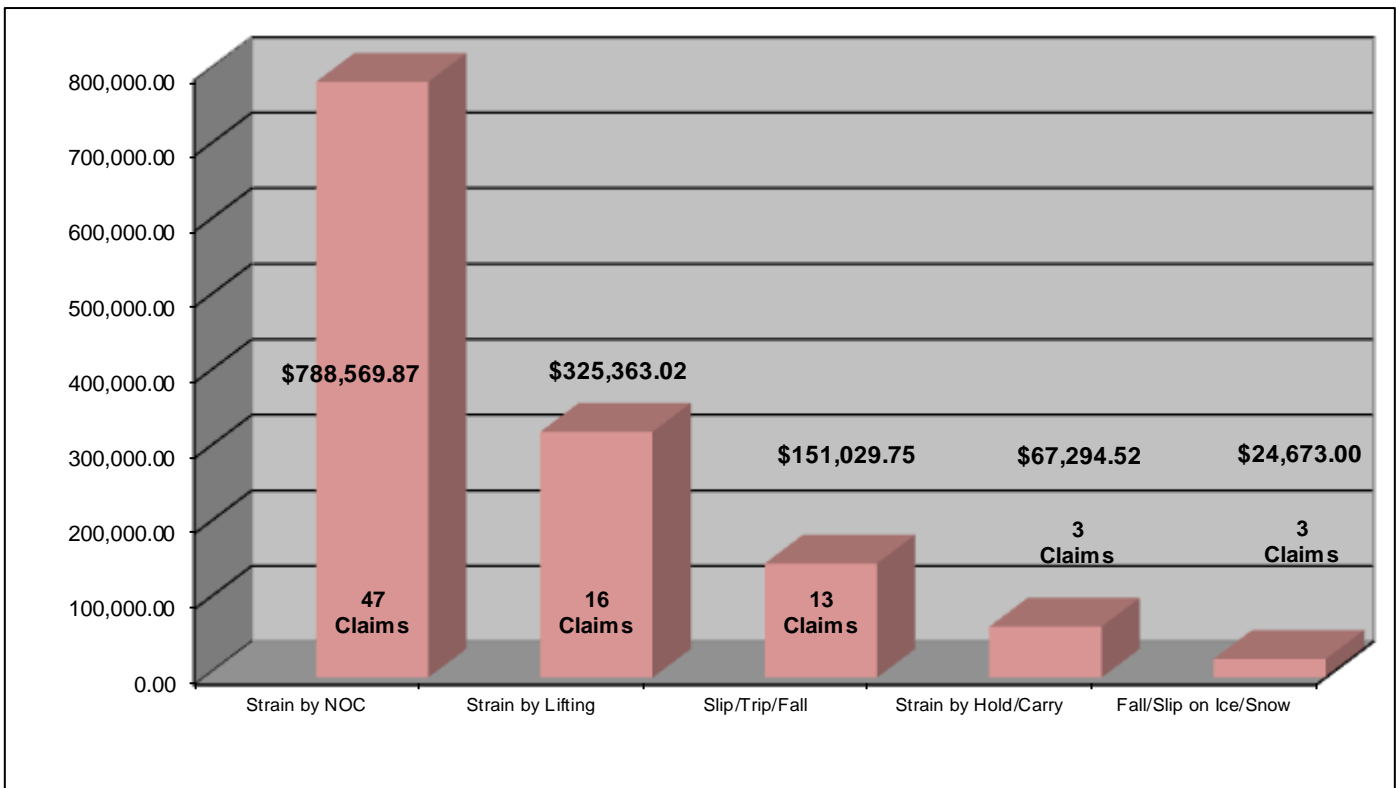


Chart "D"

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 0.94 as of 03/31/2017

**City Of Kirkwood
Workers Compensation
Experience Modification Rating as of 03/31/2017**

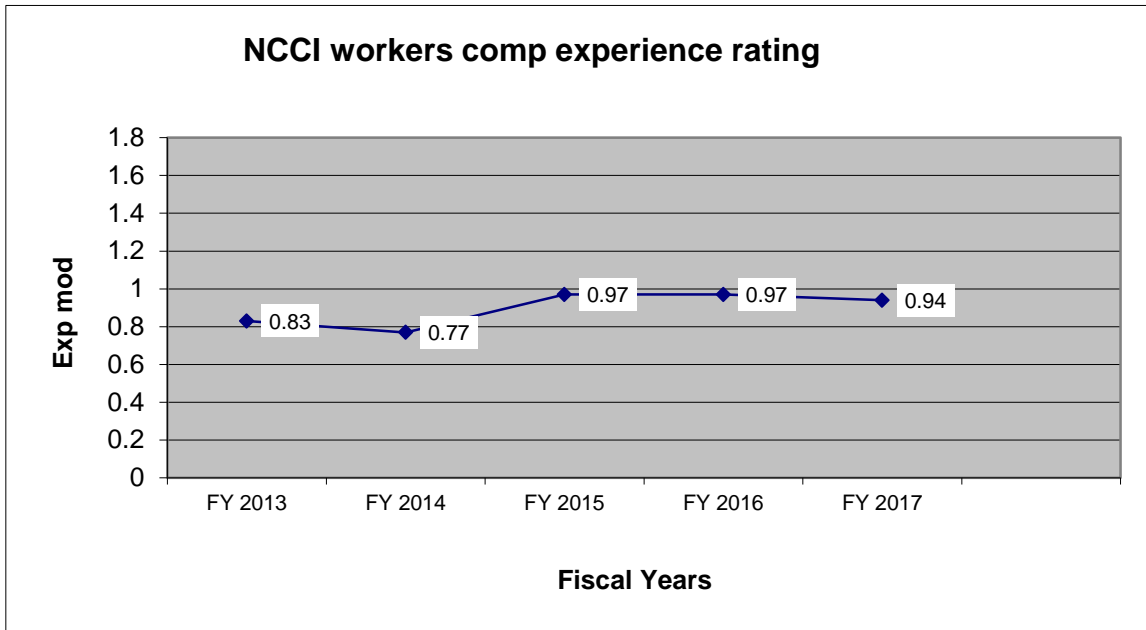


Chart “E”

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 \$1,309,811.00 in conventional premiums for Workers Compensation and \$751,679.00 in Liability / Auto insurance with an annual savings of \$515,373.

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.

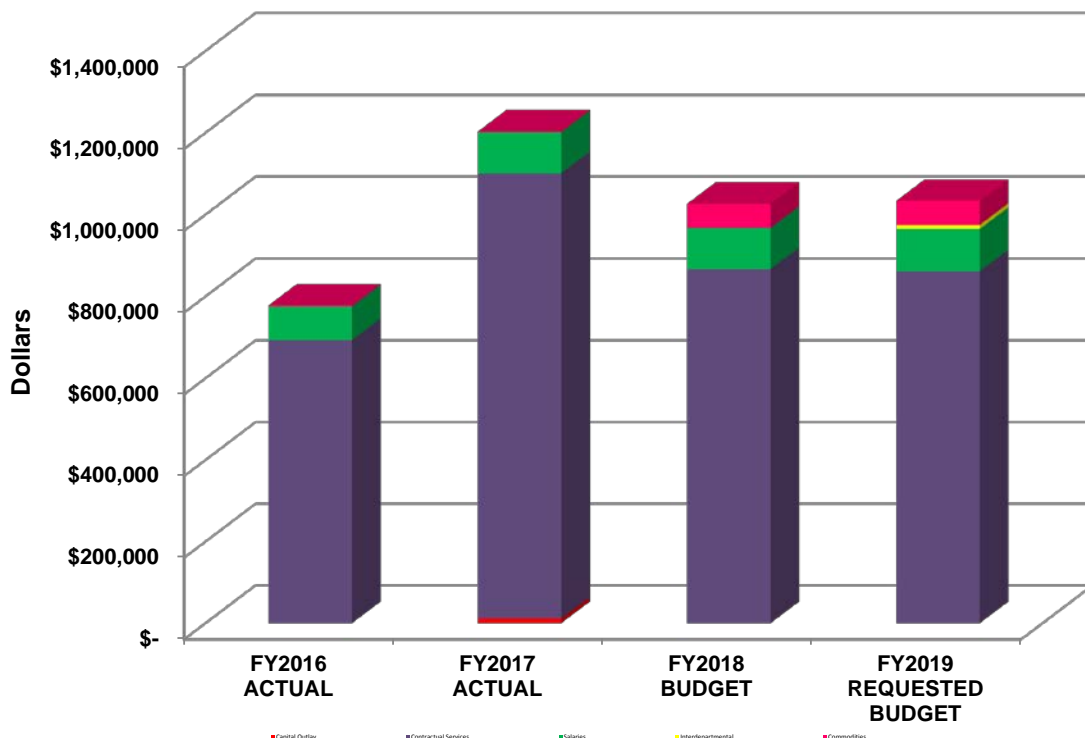
Risk Management: AJ Gallagher became our agent of record and provider of risk management services effective 6/1/06. They provide hands-on assistance with many city insurance programs, including loss control inspections and other areas of safety ensuring the highest rated insurance coverages. Meetings 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 to work 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 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	69,899	74,128	73,226	75,423
Social Security	4,377	4,301	4,541	4,677
Medicare	1,024	1,006	1,062	1,094
Civilian Pension	4,510	4,457	4,760	4,903
Deferred Compensation	1,388	1,426	1,465	1,509
Subtotal Salaries	81,198	85,318	85,054	87,606
Other Benefits				
Health Insurance	1,213	14,551	14,845	14,845
Dental Insurance	39	464	484	484
Vision Insurance	7	84	87	87
Subtotal Other Benefits	1,259	15,099	15,416	15,416
Total Personnel Services	82,457	100,417	100,470	103,022
Contractual Services	693,018	1,090,310	866,200	861,200
Commodities	2,133	924	58,844	58,400
Capital Outlay	121	10,812	300	300
Interdepartmental Charges	10,000	10,000	12,000	12,600
Transfers to Other Funds	-	-	-	10,310
TOTAL WC BUDGET	787,729	1,212,463	1,037,814	1,045,832

Workers Compensation Budget Summary



CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
602-3111-442.10-10	Transfer to Other Funds	-	-	-	10,310	10,310	100.00%		
602-3111-442.11-01	Salary Full Time	69,899	74,128	73,226	75,423	2,197	3.00%		
602-3111-442.21-01	Health Insurance	1,213	14,551	14,845	14,845	-	0.00%		
602-3111-442.21-02	Claims Expense	231,273	669,136	450,000	450,000	-	0.00%		
602-3111-442.21-03	Dental Insurance	39	464	484	484	-	0.00%		
602-3111-442.21-04	Vision Insurance	7	84	87	87	-	0.00%		
602-3111-442.22-01	Social Security Taxes	4,377	4,301	4,541	4,677	136	2.99%		
602-3111-442.22-02	Medicare Contributions	1,024	1,006	1,062	1,094	32	3.01%		
602-3111-442.23-02	Civilian Pension	4,510	4,457	4,760	4,903	143	3.00%		
602-3111-442.23-04	Deferred Comp	1,388	1,426	1,465	1,509	44	3.00%		
602-3111-442.31-07	Medical Examinations	6,689	7,463	12,000	10,000	(2,000)	-16.67%		
602-3111-442.31-09	Training	600	315	6,000	3,000	(3,000)	-50.00%		
602-3111-442.31-10	Other Professional Svcs	40,555	44,241	45,000	45,000	-	0.00%		
602-3111-442.52-11	Work. Comp. Premium	340,689	279,770	265,000	265,000	-	0.00%		
602-3111-442.53-01	Telephone	1,294	1,120	1,200	1,200	-	0.00%		
602-3111-442.58-02	Travel Other	4,853	4,016	2,000	2,000	-	0.00%		
602-3111-442.61-01	Office supplies	216	274	300	300	-	0.00%		
602-3111-442.61-11	Food	560	304	600	600	-	0.00%		
602-3111-442.64-01	Dues	355	-	375	-	(375)	-100.00%		
602-3111-442.68-01	Office, Furniture & Eqpt,	121	-	300	300	-	0.00%		
602-3111-442.69-05	Service Awards	1,002	346	57,569	57,500	(69)	-0.12%		
602-3111-442.80-05	Fuel/Lubricants	-	-	2,000	2,000	-	0.00%		
602-3111-442.80-10	Fleet Services	-	-	-	600	600	100.00%		
602-3111-442.80-60	Admin., Clrk, & Acct.	10,000	10,000	10,000	10,000	-	0.00%		
602-3112-442.31-10	Other Professional Svcs	67,065	84,249	85,000	85,000	-	0.00%		
602-3112-442.75-06	Rolling Stock	-	10,812	-	-	-	-		
TOTAL WORKERS COMPENSATION EXPENSES		787,729	1,212,463	1,037,814	1,045,832	8,018	0.77%		

Workers Compensation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-0000-336.10-30	Rock Hill	15,089	21,059	8,000	15,000	7,000	87.50%		
608-0000-341.30-30	Fleet Services	901,442	1,002,363	1,009,643	1,015,110	5,467	0.54%		
608-0000-341.30-40	Sale of Lubricants	-	-	-	-	-			
	Charges for Services	916,531	1,023,422	1,017,643	1,030,110	12,467	1.23%		
608-0000-361.10-00	Investments	1,955	209	500	500	-	0.00%		
	Investment Income	1,955	209	500	500	-	0.00%		
608-0000-380.10-00	Miscellaneous	-	2,463	-	2,000	2,000	100.00%		
	Other Revenue	-	2,463	-	2,000	2,000	100.00%		
	Total Revenue Before Other Financing Sources	918,486	1,026,094	1,018,143	1,032,610	14,467	1.42%		
608-0000-392.10-00	Sale of Fixed Assets	0	0	-	-	-			
608-0000-392.20-00	Insurance Proceeds	9,553	584	-	-	-			
	Other Financing Sources	9,553	584	-	-	-			
	TOTAL REVENUE AND OTHER FINANCING SOURCES	928,039	1,026,678	1,018,143	1,032,610	14,467	1.42%		

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 258 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:

Title	FY13	FY14	FY15	FY16	FY17
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
TOTAL	7.0	7.0	7.0	7.0	7.0

Fleet Services

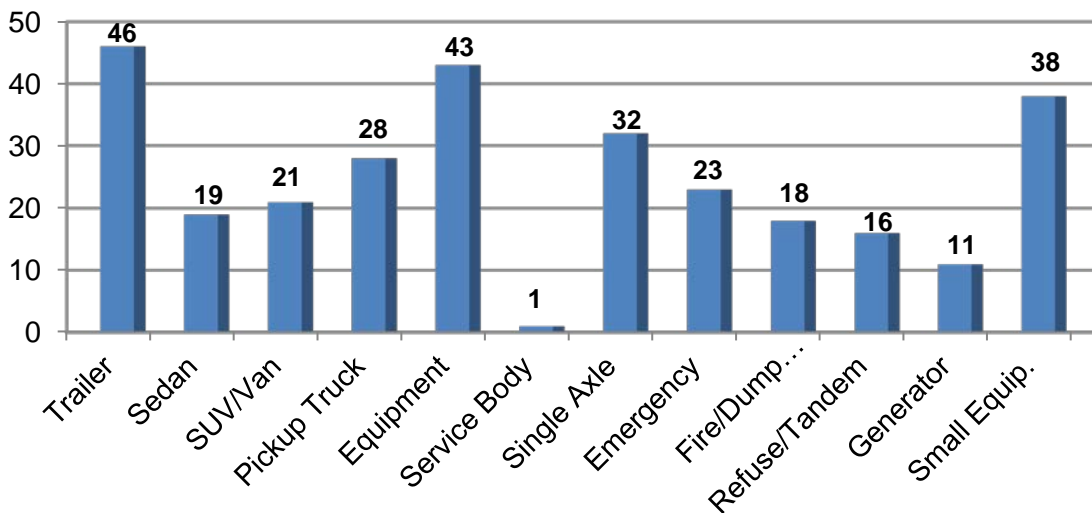
Staffing Levels (continued)

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 913.98.

The technician requirement is then calculated by totaling the assigned Maintenance Repair Units (MRU) of all assets, (913.98); multiplying the direct labor hour's equivalent (9.083), multiplying by the fiscal year's percentage of in-house repairs (95.86%) and dividing the number of estimated annual labor hours per technician (1430). This calculation validates the requirement of 5.56 technicians to maintain our current fleet.

Asset Count Based on Maintenance Repair Units

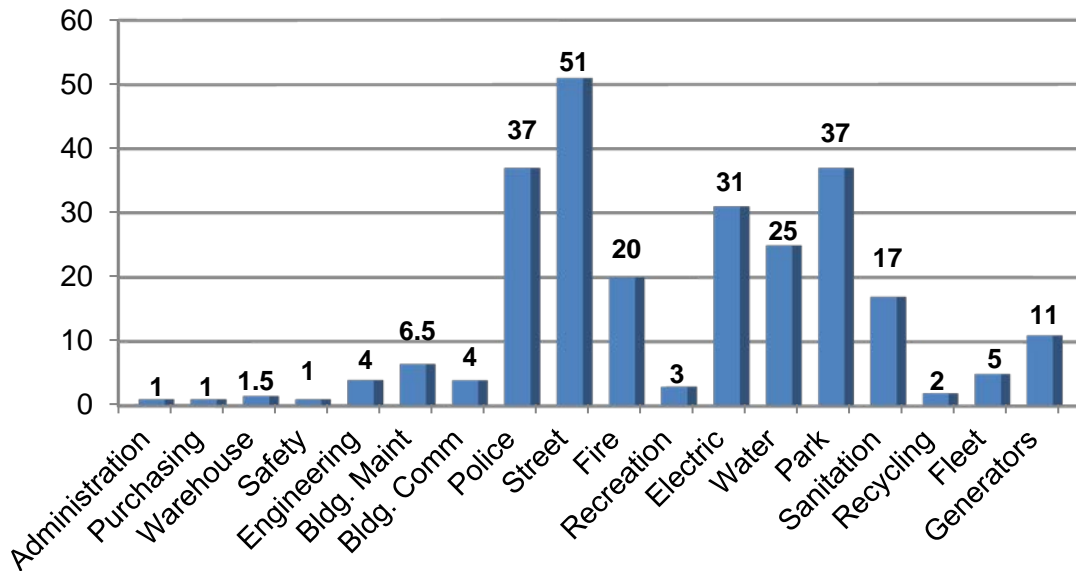


Fleet Services

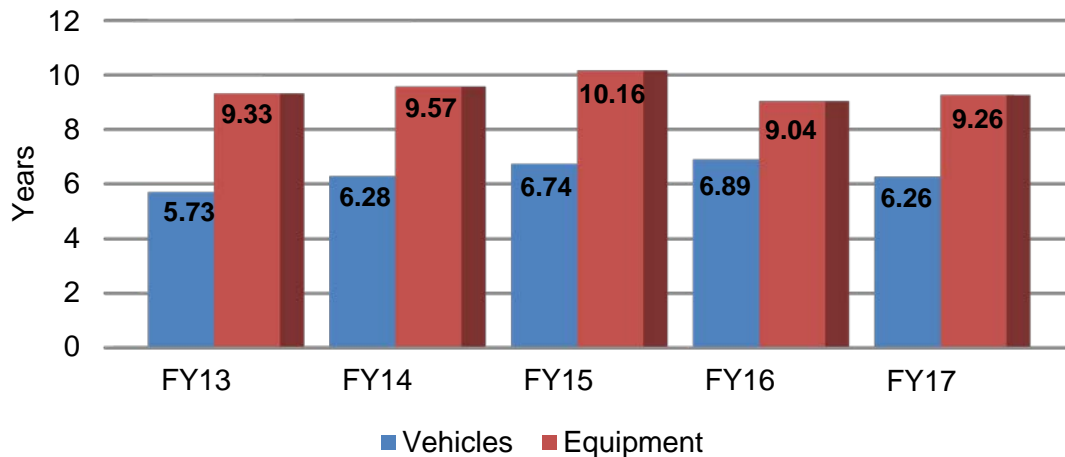
Vehicles and Equipment Inventory Level

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

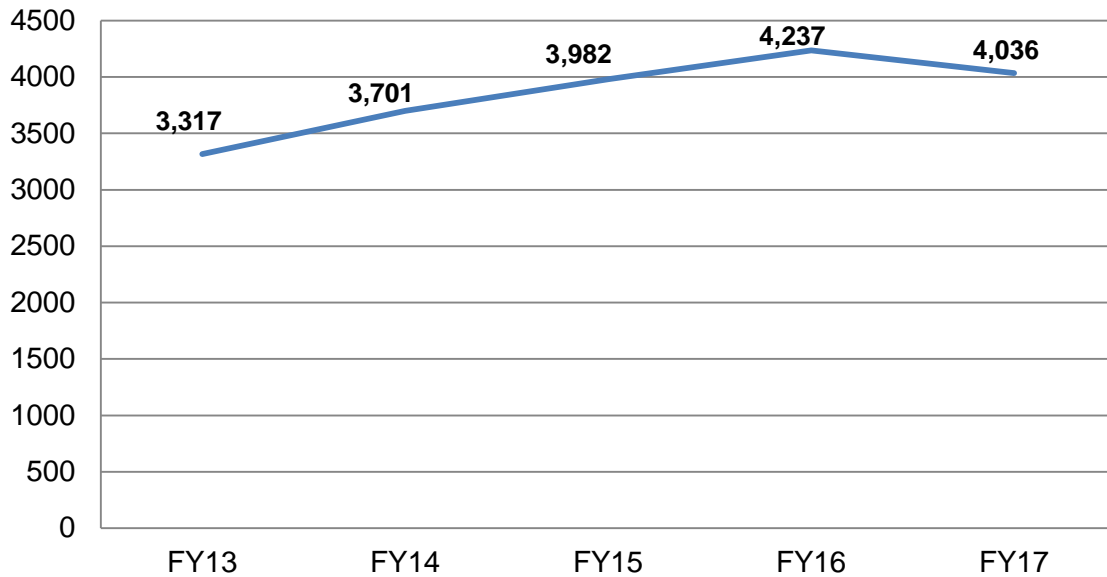


Fleet Services

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. Recent improvements to the repair order entry process created an expected increase in overall work orders thereby increasing the accuracy of future budgets.

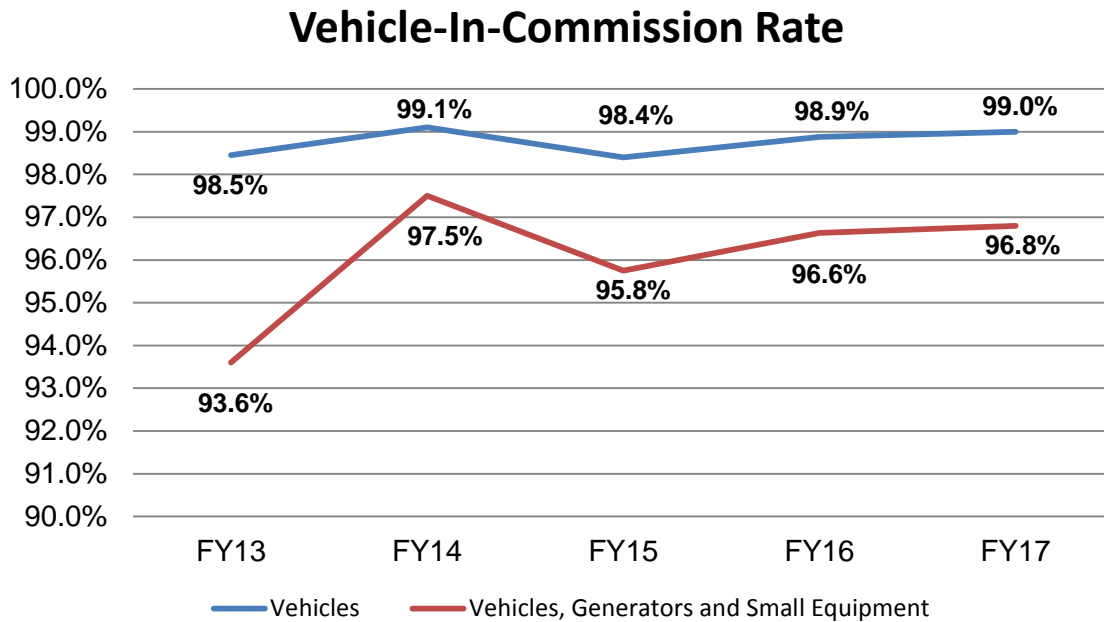
Fleet Work Orders by Fiscal Year



Fleet Services

Vehicle-In-Commission Rating

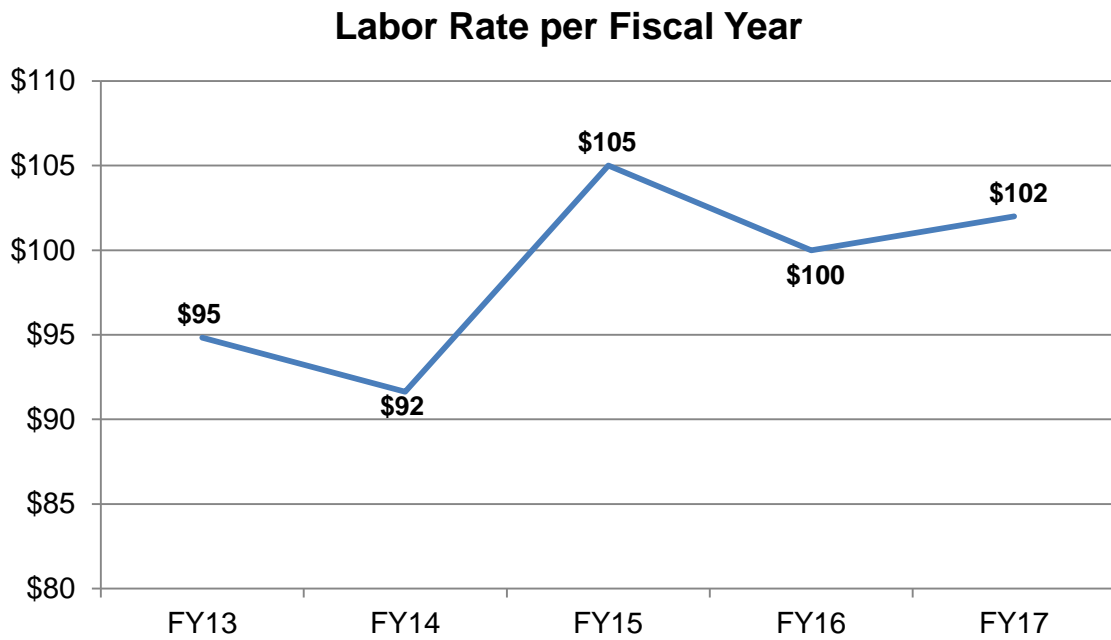
The Vehicle-In-Commission Rating, or VIC, is the percentage of time a specified unit is available to perform its intended operations. Fleet Services' goal is to maintain an overall rating greater than 95% VIC. The VIC rating is calculated by dividing the total number of hours available within a given 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.

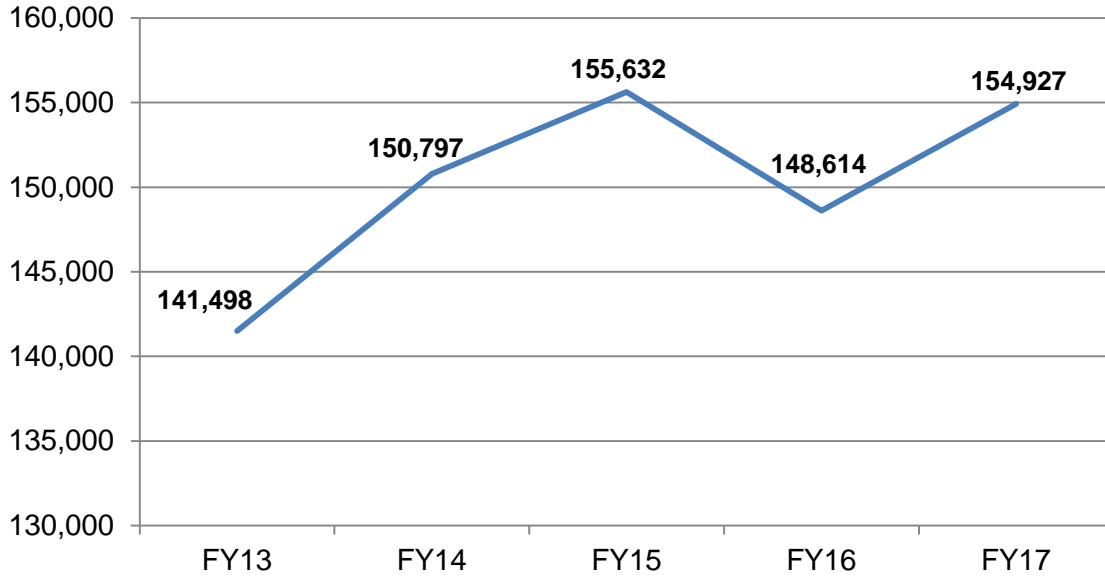


Fleet Services

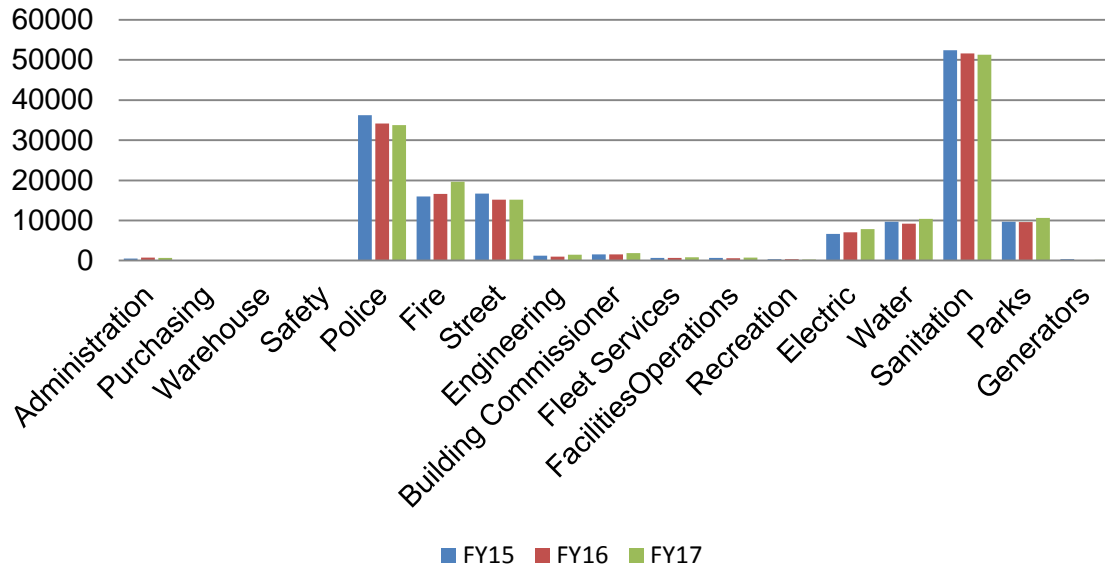
Fuel Utilization

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

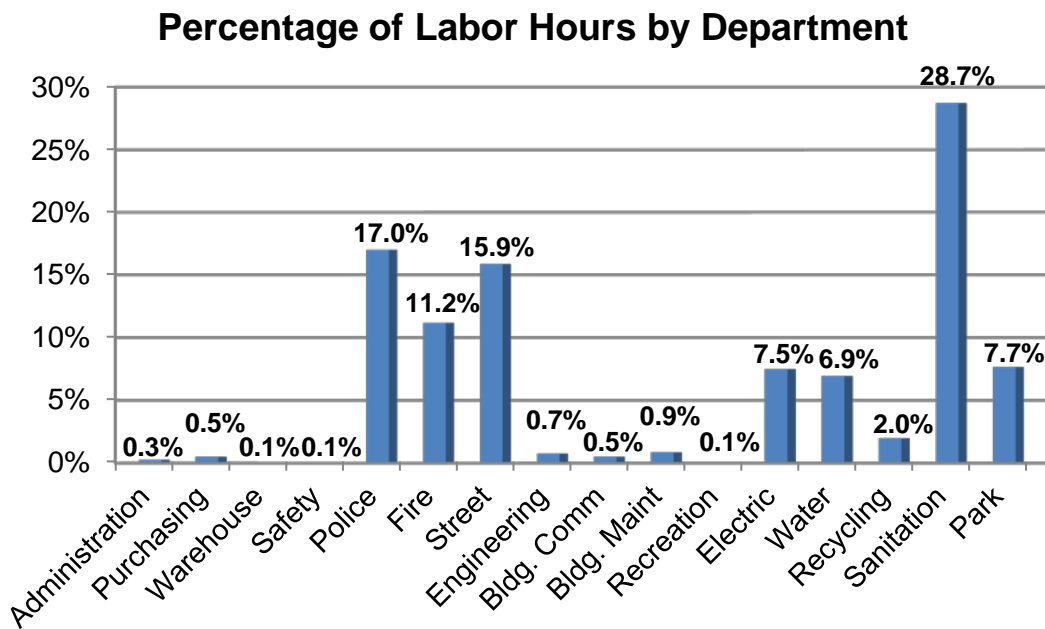


Fleet Services

Ownership Costs

The average ownership costs of operating the City's fleet of vehicles and equipment is \$4,848 per unit. The American Automobile Association cost of ownership, based on 15,000 miles a year for 2016, is \$6,579 for a small sedan, \$8,604 for a medium sedan, \$10,492 for a large sedan, \$9,262 for a minivan and \$10,255 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 for each department, including accidents, divisible by the overall charges experienced by Fleet Services. The following chart shows the FY17 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 revenue of \$21,058.88 for municipal repairs and \$2,462.88 in warranty repairs completed throughout FY17.

	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>
Administration	\$5,069	\$2,045	\$1,680	\$3,507
Purchasing	\$0	\$0	\$563	\$1,673
Warehouse	\$513	\$2,618	\$537	\$1,501
Engineering	\$5,639	\$3,396	\$4,428	\$3,982
Facilities Operations	\$6,132	\$8,272	\$8,539	\$8,633
Building Commissioner	\$10,000	\$3,577	\$4,630	\$7,425
Police	\$175,029	\$148,699	\$155,636	\$139,047
Street	\$179,168	\$160,665	\$220,516	\$190,839
Fire	\$126,941	\$129,371	\$98,322	\$152,572
Recreation	\$2,301	\$5,412	\$2,391	\$2,341
Electric	\$61,846	\$85,944	\$62,447	\$46,385
Water	\$58,169	\$66,395	\$52,449	\$66,151
Parks	\$74,212	\$73,360	\$88,355	\$59,380
Sanitation	\$187,421	\$223,951	\$243,762	\$258,703
Recycling	\$31,037	\$31,533	\$21,009	\$25,719
Total Budgeted	\$923,477	\$945,238	\$965,264	\$967,858

Fleet Services

City of Kirkwood's Asset Inventory

Department	Reference Number	Equipment Number	Description	Year	VIN / Serial Number	Manufacturer	Machine Class	Sub Class	Purchase Price
CAO	5100	637	2017 FORD EXPLORER 4WD	2017	1FM5K8B89HGA04645	FRD	SUV	4WD	\$ 26,643.00
SAFETY	5102	651	2017 FORD ESCAPE SE AWD	2017	1FMCU9GD4HUC39064	FRD	SUV	AWD	\$ 21,119.00
PURCHASING	5500	383	IMPALA SEDAN (SRO CAR)	2004	2G1WF55K549380831	GM	A	FD	\$ 16,731.84
WAREHOUSE	5424	546	DOOSAN FORKLIFT - GC25E-5	2012	NV-00276	DOO	MI	FO	\$ 19,740.00
POLICE	59LE	650	2017 HYUNDAI SANTA FE	2017		HUN	A	AWD	
	5900	608	2015 FORD EXPLORER INTERCEPTOR	2015	1FM5K8AR0FGC08662	FRD	SUV	AWD	\$ 27,074.00
	5902	541	FORD ESCAPE XLT, 4WD	2012	1FMCU9D78CKA77412	FRD	A	FD	\$ 20,718.00
	5903	601	2015 DODGE CARAVAN	2015	2C4RDGB9FR512367	CHY	A	FWD	\$ 22,537.00
	5904	525	2011 FORD ESCAPE 4WD	2011	1FMCU9DG0BK885442	FRD	SUV	4WD	\$ 19,713.00
	5905	434	2006 HD POLICE MOTORCYCLE	2006	1HD1FMW1X6V701227	HAR	MC		\$ 16,500.00
	5906	6	1968 HD POLICE MOTORCYCLE	1968	68FL 10737	HAR	MC		\$ 2,125.00
	5907	435	2006 HD POLICE MOTORCYCLE	2006	1HD1FMW186V702599	HAR	MC		\$ 16,570.00
	5908	551	2012 FORD ESCAPE XLT 4WD	2012	1FMCU9DG7CRB91241	FRD	SUV	4WD	\$ 19,616.00
	5909	568	2013 FORD FUSION SE HYBRID FWD	2013	3FA6P0LU7DR262968	FRD	A	FD	\$ 23,764.00
	5910	550	2012 FORD ESCAPE 4WD 3.0L	2012	1FMCU9DG9CKB69094	FRD	A	4W	\$ 19,868.00
	5911	590	2014 FORD FUSION HYBRID	2014	3FA6P0U9ER259814	FRD	A	FD	\$ 23,146.00
	5920	510	2010 CHEVROLET IMPALA INTERCEPTOR	2010	2G1WD5EM2A1242441	GM	A	FD	\$ 19,490.00
	5922	484	2009 CHEVROLET IMPALA INTERCEPTOR	2009	2G1WS57M991283048	GM	A	FD	\$ 19,502.00
	5926	315	2002 FORD F150 4X2 PICK UP	2002	1FTRX17LX2NA28094	FRD	A	2W	\$ 19,034.00
	5927	620	2010 CHEVROLET TAHOE 4X2 (K9)	2010	1GNMCAE01AR1993600	GM	SUV	2W	\$ 8,500.00
	5928	613	2015 RAM 1500 MEGA CAB	2015	3C6RR7KT2FG676071	FCA	DOG	PU	\$ 37,386.00
	5929	224	1999 GMC SAVANA EVIDENCE	1999	1GTHG35R2X1084527	GM	V	UT	\$ 21,843.00
	5930	524	2011 CHEVROLET TAHOE 4X2	2011	1GNLCE08BR259768	GM	SUV	2W	\$ 23,883.00
	5931	606	2015 CHEVROLET TAHOE 4X4	2015	1GNSK3EC3FR604127	GM	SUV	4WD	\$ 32,105.00
	5932	607	2015 CHEVROLET TAHOE 4X2	2015	1GNLCE2EC7FR627874	GM	SUV	2WD	\$ 29,595.00
	5933	581	2014 CHEVROLET TAHOE 4X2	2014	1GNLCE0XER150510	GM	SUV	2W	\$ 26,421.00
	5934	628	2016 CHEVROLET TAHOE 4X2	2016	1GNLCE0XGR303959	GM	SUV	2W	\$ 34,773.00
	5935*	555	2012 CHEVROLET TAHOE 4X2	2012	1GNLCE04CR226316	GM	SUV	2W	\$ 25,971.20
	5938*	560	2013 FORD EXPLORER INTERCEPTOR	2013	1FM5K8AR9DGB40861	FRD	SUV	4W	\$ 25,791.00
	5939	561	2013 FORD EXPLORER INTERCEPTOR	2013	1FM5K8AR7DGB40860	FRD	SUV	4W	\$ 25,791.00
	5940	587	2014 FORD EXPLORER INTERCEPTOR	2014	1FM5K8AR8EBG25477	FRD	SUV	4W	\$ 26,258.00
	5941	588	2014 FORD EXPLORER INTERCEPTOR	2014	1FM5K8AR6EBG25476	FRD	SUV	4W	\$ 26,258.00
	5943	616	2015 FORD EXPLORER INTERCEPTOR	2015	1FM5K8AR4FGC67617	FRD	SUV	AWD	\$ 27,074.00
	5944	649	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR6HGB08522	FRD	SUV	AWD	\$ 27,923.00
	5945	648	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR3HGB16271	FRD	SUV	AWD	\$ 27,923.00
	5946	647	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR1HGB16270	FRD	SUV	AWD	\$ 27,923.00
	5980	40	1930 MODEL "A" PADDY WAGON	1930	A3892274	FRD	ST	PW	\$ 5,000.00
	5981	247	1998 RADAR TRAILER	1998	1Z9VC0518VD035511	APP	TR	TC	\$ 13,275.00
	5982	13	1965 TRAILER & ONAN GENERATOR	1965	K760188539	SEA	TR	GE	\$ 900.00
	5983	623	2016 MONITOR SYSTEMS RADAR TRAILER	2016	1M9RP0519FD035008	MOS	TR	TL	\$ 6,950.00
	5984	624	2016 DOOLITTLE ENCLOSED BICYCLE TRAILER	2016	1DGC51410GM016918	DL	TR	TL	\$ 3,435.00
FIRE	1500	631	2016 FORD INTERCEPTOR SUV AWD	2016	1FM5K8AR4GGC92969	FRD	SU	4W	\$ 28,073.00
	1501	523	TAHOE 5.3	2011	1GNSK2E05BR246300	GM	SU	4W	\$ 29,949.00
	1503	465	DURANGO	2007	1D8HB48P57F536439	CHY	SU	4W	\$ 19,007.50
	1507	549	TAHOE 4WD 5.3	2012	1GNSK2E08CR188264	GM	SU	4W	\$ 24,273.00
	1514	441	PACK MULE PUMPER	2005	4P1CA01S15A00505016	PIE	ST	RD	\$ 375,000.00
	1517	600	AMBULANCE 6.7	2015	3ALACWU9FDGL0361	FRL	FA	AM	\$ 230,000.00
	1519	520	F250 PICKUP 4W 6.2	2011	1FTBF2B668EB81650	FRD	PU	4W	\$ 20,856.00
	1524	488	QUANTUM PUMPER	2008	4P1CU0H08A008795	PIE	FA	RE	\$ 501,132.00
	1527	626	2016 FREIGHTLINER/OSAGE AMBULANCE	2016	1FVACWDT5GHHL7197	FRL	FA	AM	\$ 242,465.00
	1535	513	10' AERIAL TRUCK	2009	4P1CVO1H79A010395	PIE	FA	BU	\$ 627,330.00
	1537	319	RESCUE AMBULANCE (1517)	2001	1FVABPBW32HJ1889	FRL	FA	RE	\$ 142,840.00
	1539	326	MINI PUMPER 7.3	1999	1FDXF47F3XEE73558	FRD	ST	PU	\$ 54,000.00
	1580	515	SCIZZOR LIFT	2005		JLG	MI	MI	\$ 4,295.00
	1581	516	10' TILT BED TRAILER	2006	1R8EZ151XMU169927	REG	TR	MI	\$ 995.00
	1589	532	GATOR 6X4	1998	W006X4D006258	JD	G	AT	\$ 5,525.00
	1594	249	FD9801 740 PUMPER	1998	4P1CT02S3XA000880	PIE	ST	PU	\$ 475,000.00
	1596	312	RESCUE AMBULANCE (1516)	2001	1FVABPBW41HH57518	FRL	ST	RE	\$ 142,840.00
	1596A	533	ENCLOSED CARGO TRAILER	2011	5RTBE1622BD022360	LTK	TR	TL	\$ 4,600.00
	1597	493	AMBULANCE 6.6	2008	1GBE44V1938F404590	GM	FA	AM	\$ 168,801.00
	15HM	464	HAZMAT TRUCK	2007	1GDJ6C1337F413577	GM	FA	2W	\$ -

Fleet Services

City of Kirkwood's Asset Inventory (cont.)

Department	Reference Number	Equipment Number	Description	Year	VIN / Serial Number	Manufacturer	Machine Class	Sub Class	Purchase Price
STREET	6100	596	2014 FORD F150 4X2 P/U	2014	1FTEX1CM2EK62922	FRD	LT	2W	\$ 18,979.00
	6101	422	PAVEMENT CUTTER	2005	SERIAL NUM: 054119	CRA	C	PC	\$ 7,495.00
	6102	499	SWEeper	2009	4GTM7F1B99F700043	ISU	D	SW	\$ 190,402.15
	6103	368	BUCKET TRUCK	2003	1FVACXAK34HM76548	FRL	ST	BU	\$ 110,725.00
	6104	559	2012 WAKER ROLLER RD16	2012	20118929	WAC	C	RO	\$ 22,174.00
	6106	574	2014 F250 EXTENDED CAB 4X4	2014	1FT7X2B66EEA16723	FRD	PU	4W	\$ 24,619.00
	6107	641	2016 RAM 2500 CREW CAB 4x2	2016	3C6TR4CTOGG374881	FCA			\$ 25,803.00
	6109	538	18" COLD PLANER ATTACHMENT	2010	CL1960	COM	ATT		\$ 11,690.00
	6110	479	SKID STEER S185	2009	A3L935977	BOB	C	SL	\$ 22,550.00
	6120	374	F650 6.0 DUMP W/CRANE	2004	3FRWF65L74V665329	FRD	D	CR	\$ 50,834.50
	6121	406	F350 FLATBED 6.0	2005	1FDWF36P05EB32082	FRD	ST	UT	\$ 28,525.00
	6122	585	F350 SD 4X2 6.2 FLATBED	2014	1FDRF3G67EEA80310	FRD	D	SB	\$ 29,836.00
	6123	634	2016 CHEVROLET SILVERADO 3500 PLATFORM	2016	1G84CYG6GF216706	GM	LT	RD	\$ 32,953.00
	6129	471	BACKHOE - 410J	2008	704101X173538	JD	C	LO	\$ 84,535.00
	6130	544	WHEEL LAODER 544K	2011	1DW544KZCDB639173	JD	C	LO	\$ 123,522.00
	6131	358	TAR KETTLE	2003	1C9S9Y101931418047	CRA	TR	DI	\$ 24,972.00
	6134	330	4-WHEEL UTILITY TRAILER	2002	4JMUS212521012383	DVS	TR	UT	\$ 1,080.00
	6137	365	SCARIFIER WITH PUSH TRUCK	2002	665.02.07.003	VA	C	MI	\$ 14,892.00
	6138	166	ARROW BOARD	1996	062096-6	WAN	C	MI	\$ 5,500.00
	6140	604	2015 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY4FEB45753	FRD	D	DT	\$ 47,292.00
	6141	603	2016 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY4FEB45752	FRD	D	DT	\$ 47,292.00
	6142	473	FORD F450 4x2 DUMP	2009	1FDAF46Y09EA62422	FRD	D	4Y	\$ 37,663.00
	6143	474	FORD F450 4x2 DUMP	2009	1FDAF46Y99EA62421	FRD	D	4Y	\$ 37,663.00
	6144	633	2016 RAM 5500 DUMP BODY W/PLOW	2016	3C7WRMAJ5GG254911	CHY	D	1Y	\$ 57,921.00
	6145	395	EXPRESS TRAILER FOR CAT	2001	5CVF5182275010393	NA	TR		\$ 3,500.00
	6146	539	LIFT TRAILER	2011	5DYAA72L4BC005411	JLG	TR	TL	\$ 12,830.00
	6155	612	2015 F550 4X2 SIGN TRUCK	2015	1FDF5GY3FEC90699	FRD	D	UT	\$ 52,608.00
	6158	367	TAILGATE ASPHALT LOADER	2003	320739	PWR	C	DI	\$ 10,969.00
	6159	446	TRAILER	2007	47329262371000306	CRO	TR		\$ 6,000.00
	6160	536	52" WALK BEHIND MOWER	2011	2014979660	FER	G	MO	\$ 5,369.20
	6162	186	TANDEM TRAILER	1984	FT122M7845523A	BRO	TR		\$ 2,295.00
	6163	517	8' FLATBED TRAILER	2010	4732822021A1000145	CRO	TR	MI	\$ 5,290.00
	6164	518	8' FLATBED TRAILER	2010	4732822021A1000146	CRO	TR	MI	\$ 5,290.00
	6165	363	AIR COMPRESSOR	2003	23024	SUL	C	AC	\$ 10,781.64
	6165A	654	2017 E-Z DRILL, SLAB	2017	057827				\$ 5,750.00
	6167	412	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T95V152142	FRD	D	4Y	\$ 91,334.30
6168	410	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76TO5V152143	FRD	D	4Y	\$ 91,334.30	
6169	413	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T75V152141	FRD	D	4Y	\$ 91,334.30	
6172	537	MILLER CURB MACHINE	2011	J13852	MIL	MI	CP	\$ 7,870.00	
6173	645	2016 STEPP BOTTOM FIRED 200 GALLON KETTLE	2016	4S9BF2001G5127086	STP	MI	TL	\$ 24,558.00	
6182	238	VERMEER STUMP CUTTER	1998	IVRN15V17W1000145	VER	G	MI	\$ 37,500.00	
6184	614	2015 BOBCAT SKID STEER S590	2015	AR9R15242	BOB	C	SL	\$ 37,315.60	
6185	437	280HD BRUSH CHIPPER	2006	*001126	BAN	G	BC	\$ 47,304.00	
6186	444	T180 SKID STEER	2007	531412426	BOB	C	SL	\$ 37,925.00	
6186A	630	2016 BOBCAT 18" PLANER	2016	AKS203013	BOB			\$ 11,060.00	
6187	455	F-750 DUMP TRUCK	2008	3FRXF75D48V689113	FRD	D	4Y	\$ 93,731.00	
6188	456	F-750 DUMP TRUCK	2008	3FRXF75D88V689115	FRD	D	4Y	\$ 93,731.00	
6189	457	F-750 DUMP TRUCK	2008	3FRXF75D68V689114	FRD	D	4Y	\$ 93,731.00	
6190	467	61" RIDING MOWER	2008	2013101878	FER	G	MO	\$ 7,792.00	
6191	611	2015 FERRIS WALK BEHIND MOWER	2015	2016982734	FER	G	MO	\$ 6,279.00	
6195	617	2015 LINELAZER 25	2015		GRC	MI	LS	\$ 4,880.34	
ENGINEERING	5600	636	2017 FORD ESCAPE SE 4WD	2017	1FMCU9GD8HUA84034	FRD	SUV		\$ 21,119.00
	5601	615	2015 FORD ESCAPE SE AWD	2015	1FMCU9XXGUA55370	FRD	SUV	AWD	\$ 21,649.00
	5610	646	2017 RAM 1500 TRADESMAN 4X2	2017	3C6JR6DG3HG535794				\$ 19,234.00
	5622	530	FORD F-150	2011	1FTMF1CM4BKD35547	FRD	PU	2W	\$ 17,208.00
BUILDING COMMISSIONER	5700	597	2015 FORD FUSION SEDAN	2015	3FA6P0G77FR138920	FRD	A	FD	\$ 15,764.00
	5753	526	FUSION	2011	3FAHP0GA2BR268781	FRD	A	FD	\$ 15,167.43
	5755	527	FUSION	2011	3FAHP0GA4BR268782	FRD	A	FD	\$ 15,167.43
	5758*	447	TAURUS	2007	1FAFP53U97A203965	FRD	A	FD	\$ 12,773.00
FLEET SERVICES	6600	558	2013 FORD EXPLORER 4WD / 4DR	2013	1FM5K8B85DGB08172	FRD	SU	4WD	\$ 24,253.00
	6601	562	2012 FORD F550 4X2	2012	1FDUF5GYOCEC99923	FRD	D	SE	\$ 36,083.00
	6605	360	RANGER PICKUP	2003	1FTZR44U833PB57384	FRD	PU	2W	\$ 14,616.00
	660C	565	2013 OVERHEAD CRANE	2013		ANY	MI	CR	\$ 20,965.00
	665I	599	2014 IRONWORKER	2014	3219K0914	SCT	MI	IW	\$ 13,165.00

Fleet Services

City of Kirkwood's Asset Inventory (cont.)

Department	Reference Number	Equipment Number	Description	Year	VIN / Serial Number	Manufacturer	Machine Class	Sub Class	Purchase Price
FACILITIES OPERATIONS	5800	556	2012 CHEVROLET TAHOE 4X2	2012	1GNLC2E02CR228484	GM	SUV	2W	\$ 25,971.20
	5804	452	Silverado, 2500, 2WD	2008	1GCH29K38E153805	GM	PU	2W	\$ 23,266.00
	5875	280	SKYJACK PLATFORM LIFT	1995	SZ201	SK	C	PL	\$ 5,316.21
	5881	468	SIL.,4WD,5.3,1500	2009	1GCEK14039Z145767	GM	LT	4W	\$ 21,782.00
	5882	449	1500 SILVERADO	2008	1GCEC19058E147502	GM	A	RD	\$ 19,983.00
	5883	469	POLARIS ATV SPORTSMAN 500	2009	4XAMN50A99A543516	POL	C	AT	\$ 7,258.29
	5884	605	POLARIS ATV SPORTSMAN 570	2015	4XASEA578FA207316	POL	G	AT	\$ 5,595.00
RECREATION	6402	619	ICE RESURFACER	2016	RM151164360E	ZAM	MI	IR	\$ 99,020.00
	6403	359	ICE RESURFACER	2003	RM030438203	OLY	MI	IR	\$ 59,068.00
	6406	487	GRAND CARAVAN SXT 3.8	2009	2D8HN54109R637057	CHY	A	FD	\$ 24,304.00
ELECTRIC	8101	643	2017 CHEVROLET VOLT	2017	1G1RA6S57HU132914	CHV	CHE		\$ 30,290.00
	8104	534	F550 BOOM TRUCK	2011	1FDUF5HT18EB67108	FRD	UTL		\$ 110,870.20
	8105	589	2014 FORD F550 CRANE TRUCK 6.7	2014	1FDUF5GT0EEA80323	FRD	D	BK	\$ 89,794.00
	8106	547	AERIAL TRUCK 6.7	2011	1FVACXDT3CDBC6362	FRL	D	BK	\$ 166,967.00
	8109	91	AIR COMPRESSOR	1997	270749	ING	C	AC	\$ 11,300.00
	8110	370	F250 SUPERCAB P/U	2004	1FDNX20L94EB72765	FRD	PU	2W	\$ 26,380.00
	8111	622	2016 FREIGHTLINER/TEREX DIGGER	2016	1FVACXDT8GHHF9583	FRL	D	LN	\$ 223,504.00
	8112	94	SINGLE AXLE TRAILER	1969	1681	SEA	A		\$ 189.47
	8113	96	POLE TRAILER	1970	133058	POW	TR		\$ 1,950.00
	8114	291	FLATBED TRAILER	2000	1S9UJ1225Y1513311	STW	TR		\$ 2,645.00
	8117	105	TWO REEL TRAILER	1989	1F9R21524KV048302	SAU	TR		\$ 13,301.00
	8121	304	AERIAL PLATFORM TRUCK	2001	1FVABUBV11HJ20170	FRL	ST	BU	\$ 75,830.50
	8122	296	COMPACT EXCAVATOR	2000	FF0352X230312	JD	C	EX	\$ 29,828.00
	8124	273	BUCKET TRUCK-VERSALIFT	2000	3FDWF658XYMA34283	FRD	ST	BU	\$ 46,200.00
	8125	290	DUMP TRUCK 7.3L	2001	1FDXF46F81EA81524	FRD	D	1Y	\$ 33,677.00
	8126	602	2015 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY2FEB12640	FRD			\$ 40,430.00
	8127	310	UTILITY BED PICKUP 5.4	2001	1FTFN20L81ED39815	FRD	PU	2W	\$ 19,648.00
	8128	521	DERRICK MINI DIGGER	2011	1210ET0224	AL	MI	UT	\$ 126,083.00
	8129	522	TRAILER FOR DERRICK DIGGER	2011	5JWJU182XB1041742	SUR	TR	UT	\$ 8,650.00
	8130	107	FLATBED TRAILER	1995	1B90S2027SM274001	BRO	TR		\$ 6,500.00
	8133	375	VACUUM TRAILER	2003	00VT01	TUL	MI		\$ 25,000.00
	8134	111	POLE TRAILER	1939		MCC	TR		\$ 49.41
	8135	113	TRANSFORMER TRAILER	1970		HMD	TR		\$ 9,000.00
	8137	323	2-WHEEL REEL TRAILER	2000	1A9UCO722YE189107	ARN	TR		\$ 6,950.00
	8140	610	2015 FORD F550 4X4 BUCKET TRUCK	2015	1FDUF5HT2FEB25245	FRD			\$ 98,437.00
	8141	419	BROOKS BROTHERS TRAILER	2004	1B9US18224M274345	BRO	TR	UT	\$ 4,847.00
	8143	347	4DR TAURUS 3.0 RED	2001	1FAFP55U91A274670	FRD	A	FD	\$ 12,500.00
	8144	345	C.V. 4.6 (FORMER 5949)	2003	2FAFP71W43X148990	FRD	A	RD	\$ 20,328.00
8145	275	C.V.	2000	2FAFP71W2YX150812	FRD	A	RD	\$ 20,093.00	
8147	416	IMPALA 3.8 - (5940)	2005	2G1WF55K759304898	GM	A	FD	\$ 16,663.00	
8180	407	SKID LOADER	2005	525411933	BOB	C	SL	\$ 49,930.00	
WATER	8500	632	2016 FORD EXPLORER AWD	2016	1FM5K8883GGD05992	FRD	A	AW	\$ 26,448.00
	8501	635	2017 FORD ESCAPE SE 4WD	2017	1FMCU9G6DHUA84033	FRD	A	4W	\$ 21,119.00
	8503	294	CRANE TRUCK 7.3 TURBO DIE	2001	1FDAF56F61EA83235	FRD	ST	CR	\$ 50,687.00
	8504	563	UTILIMASTER MT55 6.7L	2013	4UZAARDT9DCFA0084	FRL	D	UT	\$ 118,345.92
	8506	566	JCB MINI EXCAVATOR	2013	1056704	JCB	C	EX	\$ 47,111.91
	8507	385	8-YD DUMP TRUCK	2004	3FRWF75F34V696884	FRD	D	4Y	\$ 49,212.40
	8508	497	CARGO VAN 4.6	2010	1FTNE1EW5ADA34276	FRD	A	RD	\$ 16,836.00
	8509	401	UTILIMASTER	2004	4UZAARBW54CN63729	FRL	D	UT	\$ 100,960.00
	8512	127	WELDER TRAILER	1983	A1003760	LNC	TR	WE	\$ 2,275.80
	8514	575	2014 F250 SD WITH UTILITY BODY	2014	1FTBF2A68EEA23123	FRD	LT	2W	\$ 25,595.00
	8515	640	2016 RAM 2500 CREW CAB 4X2	2016	3C6TR4CT2GG374882	FCA			\$ 25,803.00
	8516	324	DUMP TRUCK	2002	1FVABUBV02HK97519	FRL	D	4Y	\$ 49,256.00
	8517	512	TRANSIT CON VAN 2.0	2010	NM0LS6AN1AT009727	FRD	G	FD	\$ 19,317.00
	8518	625	2016 FORD F250 UTILITY BODY	2016	1FTBF2A60GEB87243	FRD	D	UT	\$ 27,130.00
	8519	501	FORD F-150 PICKUP TRUCK	2010	1FTMF1CW4AKB55839	FRD	LT	RD	\$ 16,294.00
	8521	502	FORD F550 DUMP TRUCK	2010	1FDAF5GR3AEB28599	FRD	D	3Y	\$ 41,880.00
	8522	503	FORD F550 DUMP TRUCK	2010	1FDAF5GR6AEB25900	FRD	D	3Y	\$ 41,880.00
	8523	586	2014 FORD F550 DUMP TRUCK	2014	1FDUF5GY5EEB02974	FRD	D	4Y	\$ 53,469.00
	8526	438	ARROW BOARD	2006	1T9US06106S054272	TEM	C	TC	\$ 6,400.00
	8528	458	F-250 UTILITY	2008	1FDSW20R68ED09080	FRD	PU	2W	\$ 32,192.00
8529	496	ARROW BOARD TRAILER	2009	TMABVA95054534	TEM	TR	TC	\$ 6,931.91	
8530	472	12' BIG TEX UTILITY TRAILER	2009	16VX121792A35284	ANY	TR	UT	\$ 3,150.00	
8570	638	2016 JOHN DEERE 410L BACKHOE	2016	1T0410LXPFGF299811	JD			\$ 102,801.00	
8581	442	TRAILER, 18FT FOR BOBCAT	2007	47329242X71000418	CRO	TR		\$ 5,200.00	
8582	129	CONCRETE SAW	1998	290275	FEL	C	CS	\$ 6,500.00	

Fleet Services

City of Kirkwood's Asset Inventory (cont.)

Department	Reference Number	Equipment Number	Description	Year	VIN / Serial Number	Manufacturer	Machine Class	Sub Class	Purchase Price
SANITATION	8901	491	2WD CAB CRW, 1500 4.8	2009	3GCEC13C29G257503	GM	LT	2W	\$ 21,006.00
	8910	459	F650 STAKE BODY	2008	3FRXF65D18V688348	FRD	ST	2W	\$ 61,650.00
	8911	642	2017 ISUZU/NEW WAY 8YD REAR LOADER	2017	JALE5W169H7300957				\$ 102,313.82
	8912	505	REFUSE TRUCK	2011	1FVHCYB50BDAV2318	FRL	D	RF	\$ 87,831.00
	8914	506	REFUSE TRUCK	2011	1FVHCYB59BDAV2320	FRL	D	RF	\$ 87,831.00
	8920	576	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9475	FRL	D	RF	\$ 262,111.00
	8921	577	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9473	FRL	D	RF	\$ 262,111.00
	8925	578	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9474	FRL	D	RF	\$ 262,111.00
	8926	542	AUTOCAR REFUSE TRUCK	2012	5VCACD7EOCH213172	ATC	D	SL	\$ 176,588.00
	8927	639	2017 PETERBILT/NEW WAY SIDEWINDER	2017	3BPZHJ9XHF173064	PET	D	RF	\$ 130,907.00
	8928	579	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9476	FRL	D	RF	\$ 262,111.00
	8929	580	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9472	FRL	D	RF	\$ 262,111.00
	8930	571	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X0DM186445	PET	D	RF	\$ 107,445.00
	8931	582	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X4DM186447	PET	D	RF	\$ 106,325.00
	8932	584	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X5DM186439	PET	D	RF	\$ 106,325.00
	8940	583	ROLL OFF REFUSE 8.3	2013	2NP3LN0X1DM186440	PET	D	RF	\$ 106,325.00
	8981	598	2014 BOBCAT SKID-STEER LOADER	201	AHGM11417	BOB	C	SL	\$ 37,464.00
	RECYCLING	89CB	553	CARDBOARD BALER HCE-60FE-8	2012	1121044			
8980		644	2016 BOBCAT S550 SKID STEER	2016	AHGM12609				\$ 23,880.90
PARKS	7500	478	MALIBU HYBRID	2009	1G1ZF57519F227379	GM	FD	FD	\$ 23,950.00
	7501	350	TRACTOR	2002	LV4410H142465	JD	G	FT	\$ 15,352.24
	7502	540	FORD SUPERCAB F-150	2011	1FTEX1EM2BFC40136	FRD	PU	4W	\$ 21,180.00
	7503	572	EXPLORER 3.5 4WD RANGER	2014	1FM5K8B0EGA18624	FRD	SU	4W	\$ 25,679.00
	7504	592	2014 FORD F150 EXT CAB 3.7L	2014	1FTEX1EMXEKES8708	FRD	PU	4W	\$ 23,230.00
	7505	593	2014 FORD F150 EXT CAB 5.0L	2014	1FTFX1EF1EKE71613	FRD	PU	4W	\$ 24,272.00
	7506	65	TRAILER / HAY WAGON	1980	22816	SCH	TR	FW	\$ 695.00
	7507	627	2016 GMC SAVANA 2500 WORK VAN	2016	1GTW7AFG5G1199101	GMC			\$ 28,690.00
	7508	569	TANDEM AXLE TRAILER	2005	5E6U510225B009173	MA	TR		\$ 1,000.00
	7511*	328	4 WHEEL TRUCKSTER	2002	LM16118	TEX	G		\$ 19,970.00
	7512	489	4-WD, EXT CAB, 2500 PK/UP	2009	1GCHK49K39E155859	GM	LT	4W	\$ 24,582.00
	7513	618	2016 FORD F450 DUMP BODY	2016	1FDUF4HY4GEA39359	FRD	D	1Y	\$ 57,057.00
	7514	259	REFUSE TRUCK	1999	1GDG6C1COXJ506919	GM	ST	RF	\$ 55,826.00
	7517	535	TRACTOR 4320	2011	1LV4320PCBP810137	JD	G	FT	\$ 23,285.43
	7518	77	SPRAYER	1986	654	MAR	G	MI	\$ 2,946.91
	7519	554	FORD F-450 DUMP BODY	2012	1FDUF4HY8CEB24148	FRD	D		\$ 41,474.00
	7520	504	ATV MULE 4X4	2010	JK1AFDG18AB502599	KAW	G	AT	\$ 11,972.31
	7521	519	F150 PICKUP 5.4 4W	2010	1FTVX1EV2AKE81855	FRD	PU	4W	\$ 23,797.00
	7522	567	GATOR 4X4	2013	1M0625GSJDM060404	JD	G	AT	\$ 11,328.45
	7523	202	BBQ TRAILER	1993	7523	HMD	TR		\$ 500.00
	7524	570	2010 JOHN DEERE MOWER	2010	TC1445D100205	JD	G	MO	\$ 17,693.26
	7525	376	18' TANDEM TRAILER	2004	4UVVF182X41005762	MAC	TR		\$ 3,508.00
	7528	564	F650 XL SUPER DUTY 6.7L	2012	3FRNF6FAXCV353206	FRD	D	DT	\$ 64,078.00
	7529	270	16' TANDEM AXLE TRAILER	1999	4JLHB182XXGLM6063	LOA	TR		\$ 3,350.00
	7530	269	SKID LOADER	1999	KV0240A140977	JD	C	SL	\$ 22,893.64
	7534	182	WALK BEHICND ROLLER	1983	82300603	ESS	C	RO	\$ 6,717.00
	7536	409	GATOR ATV UTILITY VEHICLE 4X4	2005	XCH3008D019421X	JD	G	UT	\$ 9,469.00
	7537	594	2014 JOHN DEERE GATOR	2014	1MOHPXDSPM120464	JD	JD	UT	\$ 10,666.32
	7538	423	TUFF VACUUM	2005	26389	AGR	G	LV	\$ 12,589.00
	7539	652	2017 POLARIS GEM EM1400LSV	2017	52CU2NAF7H3006104				\$ 13,591.00
7540	436	BRUSH CHIPPER	2006	1VRY11197610007209	VER	G	BC	\$ 25,600.00	
7541	450	ARBOR TRUCK	2006	1HTMMAAN96H287292	INT	TR	BU	\$ 97,000.00	
7543	466	SKID LOADER T180	2008	A3LL11013	BOB	G	SL	\$ 35,554.35	
7544	470	RANGER PICKUP	2009	1FTYR15E29PA30852	FRD	PU	4W	\$ 19,322.00	
7545	485	FLATBED TRAILER 8'X12'	2009	1S9UJ101091513129	STW	TR	MI	\$ 1,395.00	
7546	635	2017 EXMARK ZERO TURN MOWER	2017	LZX980EK72600	EXM	G	MO	\$ 11,749.00	
75LE	629	2016 JOHN DEERE 310SL BACKHOE	2016	1T0310SLHGF296931	JD	C	LO		

Fleet Services

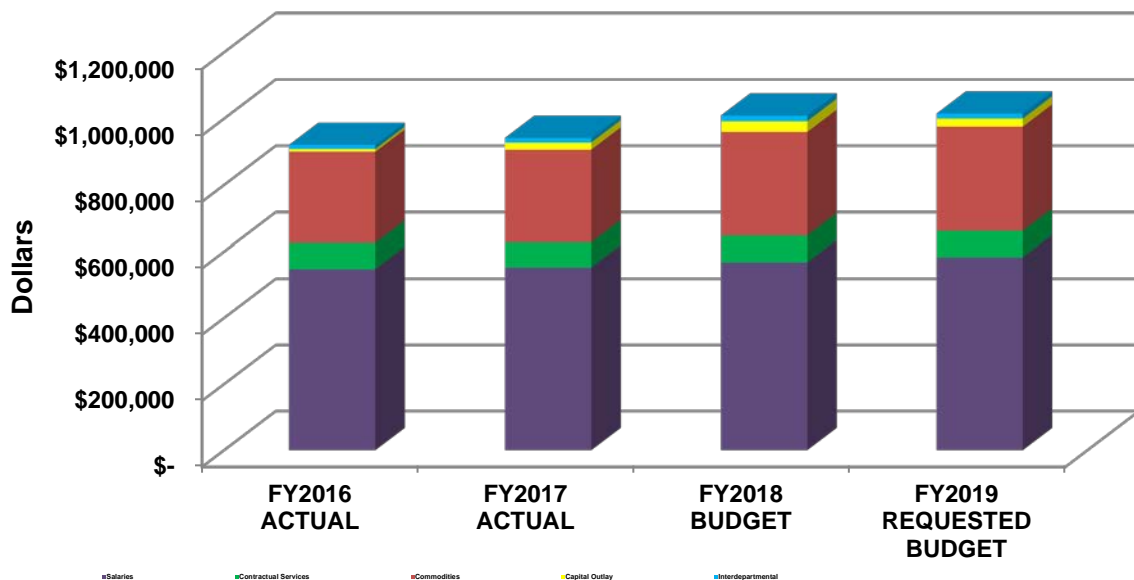
City of Kirkwood's Asset Inventory (cont.)

Department	Reference Number	Equipment Number	Description	Year	VIN / Serial Number	Manufacturer	Machine Class	Sub Class	Purchase Price
GENERATOR	9100	621	2016 KOHLER 300KW GENERATOR	2016	6090HG686	KOH	MI	GE	\$ 68,621.00
	9101	235	Generator	1998	394745	KOH	MI	GE	\$ 11,257.00
	9102	369	GENERATOR (HOUSE 2)	2002	07-515	SPR	MI	GE	\$ -
	9103	394	GENERATOR (HOUSE 3)	2004	0000KB8D00399	CAT	MI	GE	\$ -
	9104	427	GENERATOR (HOUSE 1)	2004	166678/31	OLP		GE	\$ -
	9105	461	GENERATOR (KIRKWOOD PARK)	2007	4916475	GEN	MI	GE	\$ 7,265.67
	9106	462	GENERATOR (ESSEX & D.F.)	2007	4916471	GEN	MI	GE	\$ 7,265.67
	9107	463	GENERATOR (ROSE HILL)	2007	4916472	GEN	MI	GE	\$ 7,265.67
	9108	552	2011 CAT GENERATOR D150	2011	CAT00C66KN6D02618	CAT	C	GE	\$ 220,000.00
	9109	591	GENERATOR 212 S. TAYLOR	2012	CATDOC44TD4B02458	CAT	C	GE	\$ 76,683.00
	8198*	222	GENERATOR (WAREHOUSE)	1971	273966	ONA	MI	GE	\$ 2,735.00

**CITY OF KIRKWOOD, MISSOURI
FLEET SERVICES OPERATING BUDGET SUMMARY
FISCAL YEAR 2018/2019**

DESCRIPTION	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 BUDGET	FY2019 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	408,036	410,233	420,545	433,162
Overtime	337	974	3,000	3,000
Social Security	24,410	24,861	26,260	27,042
Medicare	5,709	5,814	6,141	6,324
Civilian Pension	26,334	25,672	27,530	28,351
Deferred Compensation	7,960	8,399	8,100	8,663
Subtotal Salaries	<u>472,786</u>	<u>475,953</u>	<u>491,576</u>	<u>506,542</u>
Other Benefits				
Health Insurance	70,156	71,970	71,450	71,450
Dental Insurance	3,247	3,247	3,378	3,378
Vision Insurance	579	579	596	596
Unemployment Comp	-	-	-	-
Subtotal Other Benefits	<u>73,982</u>	<u>75,796</u>	<u>75,424</u>	<u>75,424</u>
Total Personnel Services	<u>546,768</u>	<u>551,749</u>	<u>567,000</u>	<u>581,966</u>
Contractual Services	79,005	75,467	80,862	80,141
Commodities	274,004	278,930	311,600	313,326
Capital Outlay	8,145	21,625	32,506	24,500
Interdepartmental Charges	12,539	13,773	17,175	15,175
TOTAL FLEET BUDGET	<u>920,461</u>	<u>941,544</u>	<u>1,009,143</u>	<u>1,015,108</u>

Fleet Services Budget Summary



CITY OF KIRKWOOD FLEET SERVICES

FY19 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	60817034294301	Office / Dept. Equipment Maintenance	\$1,000	\$ 500	\$ (500)	-50.00%
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures.				
2	60817034296203	Energy / Laclede Gas	\$ 4,000	\$ 3,000	\$ (1,000)	-25.00%
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures.				
3	60817034296801	Small Capital / Office Furniture & Equipment	\$1,500	\$ 500	\$ (1,000)	-66.67%
	Narrative:	Anticipated decrease based on historical expenses. Current fiscal year was omitted from the analysis due to one time purchase.				
4	60817034296802	Small Capital / Machinery & Equipment	\$4,500	\$ 7,000	\$ 2,500	55.56%
	Narrative:	Increase required to replace the wash house power washer				
5	60817034296904	Other Supplies / Contingency	\$18,000	\$ 20,000	\$ 2,000	11.11%
	Narrative:	Anticipated increase based on historical data and current monthly expenditures.				
6	60817034297505	Machinery and Equipment	\$0	\$ 17,000	\$ 17,000	100.00%
	Narrative:	Replace Aqueous Parts Washer as per the Capital Plan				
7	60817034297506	Rolling Stock	\$26,500	\$ -	\$ (26,500)	-100.00%
	Narrative:	No Vehicle Requested				
8	60817034298005	Interdept Charges. / Fuel & Lubricants	\$4,000	\$ 2,000	\$ (2,000)	-50.00%
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures.				

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-1703-429.11-01	Salary Full Time	408,036	410,233	420,545	433,162	12,617	3.00%		
608-1703-429.11-05	Overtime	337	974	3,000	3,000	-	0.00%		
608-1703-429.21-01	Health Insurance	70,156	71,970	71,450	71,450	-	0.00%		
608-1703-429.21-03	Dental Insurance	3,247	3,247	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	24,410	24,861	26,260	27,042	782	2.98%		
608-1703-429.22-02	Medicare Contributions	5,709	5,814	6,141	6,324	183	2.98%		
608-1703-429.23-02	Civilian Pension	26,334	25,672	27,530	28,351	821	2.98%		
608-1703-429.23-04	Deferred Comp	7,960	8,399	8,100	8,663	563	6.95%		
608-1703-429.31-09	Training	6,005	4,097	5,500	5,000	(500)	-9.09%		
608-1703-429.42-06	Laundry, towels, etc	4,542	2,197	2,500	2,500	-	0.00%		
608-1703-429.43-01	Office ept. maintenance	290	357	1,000	500	(500)	-50.00%		
608-1703-429.43-04	Computer maintenance	25,000	25,000	25,000	25,000	-	0.00%		
608-1703-429.43-06	Equipment	4,956	4,511	5,500	5,500	-	0.00%		
608-1703-429.52-02	General liability	9,751	10,008	12,190	12,190	-	0.00%		
608-1703-429.52-11	Work. Comp. Premium	25,001	25,093	24,501	25,001	500	2.04%		
608-1703-429.53-01	Telephone	844	878	900	900	-	0.00%		
608-1703-429.53-02	Cellular Telephones	815	676	900	900	-	0.00%		
608-1703-429.58-01	Travel	1,250	1,899	2,021	1,800	(221)	-10.94%		
608-1703-429.59-02	Lien/Licensing Processing	551	751	850	850	-	0.00%		
608-1703-429.61-01	Office supplies	572	585	750	750	-	0.00%		
608-1703-429.61-05	Postage	23	52	100	100	-	0.00%		
608-1703-429.61-08	Janitorial supplies	183	139	250	250	-	0.00%		
608-1703-429.61-11	Food	151	232	800	400	(400)	-50.00%		
608-1703-429.61-13	Clothing	698	1,030	1,195	1,195	-	0.00%		
608-1703-429.62-03	Gas	2,166	2,228	4,000	3,000	(1,000)	-25.00%		
608-1703-429.64-01	Dues	678	693	750	750	-	0.00%		
608-1703-429.64-02	Publications	3,149	2,333	3,000	3,000	-	0.00%		
608-1703-429.66-07	Safety equipment	2,999	4,417	2,750	2,750	-	0.00%		
608-1703-429.66-08	Small tools	4,800	2,782	3,500	3,500	-	0.00%		
608-1703-429.66-25	Vehicle Repair/Parts	161,552	149,226	165,131	165,131	-	0.00%		
608-1703-429.66-26	Lubricants	9,423	12,319	15,500	12,500	(3,000)	-19.35%		
608-1703-429.66-27	Tires	64,392	73,878	70,000	70,000	-	0.00%		
608-1703-429.66-28	Accidents	13,702	17,629	20,000	20,000	-	0.00%		
608-1703-429.66-99	Other	9,516	11,387	10,000	10,000	-	0.00%		
608-1703-429.68-01	Office, Furniture & Eqpt,	1,060	763	1,500	500	(1,000)	-66.67%		
608-1703-429.68-02	Machinery & Equipment	7,085	4,397	4,500	7,000	2,500	55.56%		
608-1703-429.69-04	Contingency	-	-	13,874	20,000	6,126	44.15%		

Fleet Services Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-1703-429.75-05	Machinery & Equipment	-	16,465	-	17,000	17,000	100.00%		
608-1703-429.80-05	Fuel/Lubricants	1,419	1,723	4,000	2,000	(2,000)	-50.00%		
608-1703-429.80-20	Electric Charges	9,973	10,571	12,000	12,000	-	0.00%		
608-1703-429.80-40	Water Usage Charges	1,147	1,479	1,175	1,175	-	0.00%		
TOTAL FLEET SERVICES EXPENSES		920,461	941,544	1,009,143	1,015,108	5,965	0.59%		

Fleet Services Expenses

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CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
601-0000-341.50-00	Medical Insurance	2,896,371	3,342,959	3,000,000	3,100,000	100,000	3.33%		
601-0000-341.50-10	COBRA	135,253	167,209	120,000	175,000	55,000	45.83%		
	Charges for Services	3,031,624	3,510,168	3,120,000	3,275,000	155,000	4.97%		
601-0000-361.10-00	Investment Interest	19,243	5,763	9,000	9,000	-	0.00%		
	Interest	19,243	5,763	9,000	9,000	-	0.00%		
601-0000-380.10-00	Miscellaneous Revenue	2,667	156	1,000	1,000	-			
	Other Revenues	2,667	156	1,000	1,000	-			
	Total Revenue Before Other Financing Sources	3,053,534	3,516,087	3,130,000	3,285,000	155,000	4.95%		
	TOTAL REVENUE AND OTHER FINANCING SOURCES	3,053,534	3,516,087	3,130,000	3,285,000	155,000	4.95%		

Medical Self-Insurance Fund Revenue

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
601-3110-441.21-02	Claims Expense	2,150,497	2,436,773	2,280,000	2,500,000	220,000	9.65%		
601-3110-441.31-10	Other Professional Svcs	52,982	52,738	60,000	62,000	2,000	3.33%		
601-3110-441.52-10	Medical Premium	685,084	811,385	700,000	750,000	50,000	7.14%		
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	35,233	100.00%		
TOTAL MEDICAL SELF-INSURANCE EXPENSES		2,890,063	3,302,396	3,041,500	3,348,733	307,233	10.10%		

Medical Self-Insurance Fund Expenses

CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
204-0000-311.10-00	Property Taxes	936,135	897,863	938,460	945,000	6,540	0.70%
Tax Revenue		936,135	897,863	938,460	945,000	6,540	0.70%
204-0000-361.10-00	Investments	27,338	5,455	10,236	10,250	14	0.14%
Investment Income		27,338	5,455	10,236	10,250	14	0.14%
TOTAL REVENUE AND OTHER FINANCING SOURCES		963,473	903,318	948,696	955,250	6,554	0.69%

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
204-1201-421.22-02	Medicare Contributions	-	-	-	4,390	4,390	100.00%		
204-1201-421.23-01	Police & Fire Pension	-	-	-	38,050	38,050	100.00%		
204-1201-421.23-04	Deferred Comp	-	-	-	5,825	5,825	100.00%		
204-1202-421.22-02	Medicare Contributions	-	-	-	23,700	23,700	100.00%		
204-1202-421.23-01	Police & Fire Pension	-	-	-	207,300	207,300	100.00%		
204-1202-421.23-04	Deferred Comp	-	-	-	32,630	32,630	100.00%		
204-1203-421.22-02	Medicare Contributions	-	-	-	42,500	42,500	100.00%		
204-1203-421.23-01	Police & Fire Pension	-	-	-	399,450	399,450	100.00%		
204-1203-421.23-04	Deferred Comp	-	-	-	62,425	62,425	100.00%		
204-1204-421.22-02	Medicare Contributions	-	-	-	1,550	1,550	100.00%		
204-1204-421.23-01	Police & Fire Pension	-	-	-	29,150	29,150	100.00%		
204-1204-421.23-04	Deferred Comp	-	-	-	4,325	4,325	100.00%		
204-1301-422.22-02	Medicare Contributions	-	-	-	5,000	5,000	100.00%		
204-1301-422.23-01	Police & Fire Pension	-	-	-	43,100	43,100	100.00%		
204-1301-422.23-04	Deferred Comp	-	-	-	6,760	6,760	100.00%		
204-1302-422.22-02	Medicare Contributions	-	-	-	61,350	61,350	100.00%		
204-1302-422.23-01	Police & Fire Pension	-	-	-	548,700	548,700	100.00%		
204-1302-422.23-04	Deferred Comp	-	-	-	86,275	86,275	100.00%		
204-2501-400.11-01	Salary Full Time	12,575	12,926	13,321	13,600	279	2.09%		
204-2501-400.21-01	Health Insurance	1,017	903	793	903	110	13.87%		
204-2501-400.21-03	Dental Insurance	48	70	74	75	1	1.35%		
204-2501-400.21-04	Vision Insurance	13	12	14	15	1	7.14%		
204-2501-400.22-01	Social Security Taxes	787	801	826	845	19	2.30%		
204-2501-400.22-02	Medicare Contributions	110,745	121,438	123,497	200	(123,297)	-99.84%		
204-2501-400.23-01	P&F Pension	1,056,873	1,116,901	1,371,302	0	(1,371,302)	-100.00%		
204-2501-400.23-02	Civilian Pension	817	808	1,014	890	(124)	-12.23%		
204-2501-400.23-04	Deferred Comp	145,485	185,601	175,321	275	(175,046)	-99.84%		
204-2501-400.32-02	Audit	3,000	1,170	3,000	-	(3,000)	-100.00%		
204-2501-400.32-04	Ofc/Administrative	-	-	-	-	-	-		
TOTAL POLICE AND FIRE PROPERTY TAX PENSION EXPENDITURES		1,331,360	1,440,630	1,689,162	1,619,283	(69,879)	-4.14%		

Police and Fire Property Tax Expenditures

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
205-0000-352.10-00	Drug Forfeitures	165,692	176,742	-	100,000	100,000	100.00%		
205-0000-352.10-15	US Postal Services	9,005	-	-	-	-	-		
Drug Forfeitures		174,697	176,742	-	100,000	100,000	100.00%		
205-0000-361.10-00	Investments	3,171	1,368	-	750	750	100.00%		
Investment Income		3,171	1,368	-	750	750	100.00%		
205-0000-380.10-00	Miscellaneous	-	1,423	-	-	-	-		
Miscellaneous Revenue		-	1,423	-	-	-	-		
TOTAL REVENUE AND OTHER FINANCING SOURCES		177,868	179,533	-	100,750	100,750	100.00%		

Equitable Sharing Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
205-1201-429-10-10	Transfer to Other Funds	11,450	-	-	65,000	65,000	100.00%		
205-1201-429-31-09	Training	6,500	6,000	11,100	-	(11,100)	-100.00%		
205-1201-429-31-10	Other Professional Svcs	62,055	11,196	13,320	-	(13,320)	-100.00%		
205-1201-429-66-21	Law Enforcement	14,841	-	-	-	-	-		
205-1201-429-68-01	Office, Furniture & Eqpt.	-	8,274	-	-	-	-		
205-1201-429-75-03	Building/Site Improvement	1,584	975	109,568	-	(109,568)	-100.00%		
205-1201-429-75-05	Machinery & Equipment	37,744	60,632	104,200	-	(104,200)	-100.00%		
205-1201-429-75-06	Rolling Stock	-	-	-	-	-	100.00%		
TOTAL EQUITABLE SHARING EXPENDITURES		134,174	87,077	238,188	65,000	(173,188)	-72.71%		

Equitable Sharing Expenditures

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
207-0000-353.10-00	Sewer Fees	276,383	275,997	274,000	275,000	1,000	0.36%		
Sewer Fees		276,383	275,997	274,000	275,000	1,000	0.36%		
207-0000-361.10-00	Investments	11,587	2,641	4,000	4,000	-	0.00%		
Investment Income		11,587	2,641	4,000	4,000	-	0.00%		
TOTAL REVENUE AND OTHER FINANCING SOURCES		287,970	278,638	278,000	279,000	1,000	0.36%		

Sewer Lateral Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
207-5701-410.10-10	Transfer to Other Funds	-	-	-	3,129	3,129	100.00%		
207-5701-410.11-01	Salary Full Time	11,044	54,173	55,645	57,036	1,391	2.50%		
207-5701-410.21-01	Health Insurance	1,435	8,280	7,306	7,306	-	0.00%		
207-5701-410.21-03	Dental Insurance	70	336	355	355	-	0.00%		
207-5701-410.21-04	Vision Insurance	13	63	64	64	-	0.00%		
207-5701-410.22-01	Social Security Taxes	689	3,378	3,450	3,536	86	2.49%		
207-5701-410.22-02	Medicare Contributions	161	790	807	830	23	2.85%		
207-5701-410.23-02	Civilian Pension	718	3,386	3,617	3,707	90	2.49%		
207-5701-410.23-04	Deferred Comp	221	1,083	1,113	1,141	28	2.52%		
207-5701-410.31-10	Other Professional Svcs	371,517	324,660	325,000	350,000	25,000	7.69%		
207-5701-413.52-11	Work. Comp. Premium	-	-	1,113	1,113	-	0.00%		
207-5701-410.80-60	Admin., Clrk, & Acct.	5,150	5,150	5,150	51,500	46,350	900.00%		
TOTAL SEWER LATERAL EXPENDITURES		391,018	401,299	403,620	479,717	76,097	18.85%		

Sewer Lateral Expenditures

CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
275-0000-311.10-00	Property Taxes	508,026	452,478	602,730	625,000	22,270	3.69%
Tax Revenue		508,026	452,478	602,730	625,000	22,270	3.69%
275-0000-361.10-00	Investments	6,756	2,599	6,500	5,000	(1,500)	-23.08%
Investment Income		6,756	2,599	6,500	5,000	(1,500)	-23.08%
Total Revenue Before Other Financing Sources		514,782	455,077	609,230	630,000	20,770	3.41%
TOTAL REVENUES AND OTHER FINANCING SOURCES		514,782	455,077	609,230	630,000	20,770	3.41%

Debt Service Revenue

CITY OF KIRKWOOD							
FISCAL YEAR 2018/2019 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
275-0000-470.70-10	Debt Service Principal	455,000	470,000	485,000	505,000	20,000	4.12%
275-0000-470.70-20	Debt Service Interest	75,193	62,908	49,278	34,000	(15,278)	-31.00%
275-0000-470.70-50	Fiscal Agent Fees	50	50	1,000	1,000	-	0.00%
TOTAL DEBT SERVICE EXPENDITURES		530,243	532,958	535,278	540,000	4,722	0.88%

Debt Service Expenditures

Section IV
Five-Year Capital Improvement Plans

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CITY OF KIRKWOOD

Five Year Capital Plan

Fiscal Years

2018/19 - 2022/23

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

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City of Kirkwood - Five Year Capital Plan

Projected Statement of Revenues, Expenditures and Changes in Fund Balance

	Year 1 <u>2018/19</u>	Year 2 <u>2019/20</u>	Year 3 <u>2020/21</u>	Year 4 <u>2021/22</u>	Year 5 <u>2022/23</u>
Revenues:					
Taxes	2,155,000	2,176,550	2,198,316	2,220,299	2,242,502
Interest on investments	15,000	15,150	15,302	15,455	15,609
Total revenues	2,170,000	2,191,700	2,213,617	2,235,753	2,258,111
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
TAP (Kirkwood/BNSF)	-	-	-	-	-
STD Geyer Phase 1	907,345	-	-	-	-
STD Geyer Phase 2	-	84,000	1,116,000	-	-
Sale/Trade In	54,000	86,000	58,000	125,000	125,000
Sidewalk Program/Miscellaneous	30,000	30,000	30,000	30,000	30,000
Rifle Range Roof 1/2 From Equitable Sharing	65,000	-	-	-	-
ERP Funding (Electric, Water, other departments)	769,332	-	-	-	-
Police Vehicles/Tasers - General Fund	160,010	163,190	208,440	214,090	220,240
Total other financing sources	3,412,887	1,790,390	2,839,640	1,796,290	1,802,440
Total Revenues and Other Financing	5,582,887	3,982,090	5,053,257	4,032,043	4,060,551
Expenditures:					
Train Station	-	-	-	-	-
Administration	100,000	-	-	-	-
MIS	940,000	85,000	90,000	45,000	115,000
Police	160,010	163,190	208,440	214,090	220,240
Fire	661,483	659,463	352,979	178,334	193,334
Engineering	20,000	-	-	30,000	-
Public Works Infrastructure	3,955,000	2,993,400	3,725,530	3,270,000	3,595,000
Street Department	270,152	330,500	171,500	208,500	258,000
Bldg. Commissioner	-	20,000	50,000	-	-
Procurement	18,500	-	-	-	-
Facilities Operations	146,400	132,000	130,000	92,500	32,500
Total expenditures	6,271,545	4,383,553	4,728,449	4,038,424	4,414,074
Revenues and other financing sources over expenditures	(688,658)	(401,463)	324,808	(6,381)	(353,523)
Fund Balance:					
Beginning Balance	1,620,016	931,358	529,895	854,703	848,322
Ending Balance	931,358	529,895	854,703	848,322	494,799

MANAGEMENT INFORMATION SYSTEMS (MIS)

Acquisition

	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23
Upgrade Personal Computers	15,000	15,000	15,000	15,000	15,000
Upgrade Servers	125,000				100,000
Update Office Applications			35,000		
Upgrade Email System			40,000		
Replace switches in various departments		30,000		30,000	
New ERP system to replace Sungard	800,000				
Replace network backup hardware		40,000			
Total	940,000	85,000	90,000	45,000	115,000

Project Description

Upgrade Personal Computers

This line item has been reduced over the last couple of years as we have been installing zero-client and thin-client devices instead. These devices allow us to run a full desktop virtually. The virtual desktops run on servers in the data center. This has allowed us to reduce the number of pcs we need in the city. Some departments and functions still require a pc but this amount of money allows the purchase of pcs and/or the less expensive virtual devices.

Upgrade Servers

Periodic upgrade of servers to maintain the speed and processing power needed for all the applications and virtual desktops. The servers are upgraded roughly every 4 - 6 years based on requirements of the applications. This will replace the final remaining servers that are over 5 years old.

New ERP system to replace Sungard

This is to replace all of the current Sungard (HTE) software with a new ERP system.

MANAGEMENT INFORMATION SYSTEMS (MIS)

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. It is anticipated that Microsoft will release new office software at some point in the next two to three years. We have a budget for the purchase of the new software at that time if the city chooses to migrate to the newer version.

Replace switches in various departments

This will replace the switches that are currently connecting all devices to city hall at this building. The existing switches are aging and need to be replaced.

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 three 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.

Replace Network Backup Hardware

The existing hardware that backs up all the network servers to tape is outdated and no longer supported. The new system would allow us to continue to backup our servers to tape for off-site storage and have maintenance on the device in case of a failure.

POLICE DEPARTMENT

<u>Acquisition</u>	<u>Year 1</u> 2018/19	<u>Year 2</u> 2019/20	<u>Year 3</u> 2020/21	<u>Year 4</u> 2021/22	<u>Year 5</u> 2022/23
Patrol Vehicles	120,300	123,950	168,600	173,600	178,800
Leased Vehicle (2)	19,200	19,800	20,400	21,050	22,000
Tasers	20,510	19,440	19,440	19,440	19,440
Annual Total	160,010	163,190	208,440	214,090	220,240

Project Description

PATROL 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 patrol vehicles, including emergency lighting system, siren, partition, weapon racks, mounting equipment, graphics, etc.

It is anticipated that the following schedule will be utilized for vehicle replacement:

<u>TABLE KEY</u>	<u>2018/19</u>	<u>PT</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>
MY = Model Year	5920 (MY 2010) P	24.44	5926 (MY 2010) P	46.71	5934 (MY 2012) P	5.34	5945 (MY 2017) P	2.34	5940 (MY 2014) P	10.50
P = Patrol Vehicle	5930 (MY 2011) P	18.67	5931 (MY 2011) P	6.97	5946 (MY 2017) P	4.36	5935 (MY 2012) P	15.10	5941 (MY 2014) P	10.56
D= Detective Vehicle	5932 (MY 2015) P	13.19	5943 (MY 2015) P	7.41	TBD P		5939 (MY 2013) P	13.21	TBD P	
PT= Current Points					TBD P		TBD P		TBD P	
	5910 (MY 2012) D	15.20	5908 (MY 2011) D	13.73	5902 (MY2012) D	12.72			5903 (MY2015) D	5.83

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.

FIRE DEPARTMENT

Acquisition

Year 1
2018/19

Year 2
2019/20

Year 3
2020/21

Year 4
2021/22

Year 5
2022/23

	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23
Ambulance	89,433	89,433	23,859	105,000	105,000
Stretcher Replacement	48,409	48,409			
Rescue Pumper	239,141	239,141	61,286		
Hose Replacement	18,000				
Ruggedized Laptop Computers	60,500				
Firefighter Protective Turnout Gear	6,000	174,000			
Cardiac Monitor Defibrillator Units	200,000				
Ballistic Vests		8,480			
Hydraulic Rescue Tools		100,000			
Self Contained Breathing Apparatus (SCBA)			185,000		
Breathing Air Compressor Fill Station			47,500		
Mini-Pumper Refurbishment			35,334	35,334	35,334
Command Vehicle				38,000	38,000
Concrete Replacement					15,000
Total	661,483	659,463	352,979	178,334	193,334

FIRE DEPARTMENT

Project Description

Ambulance

Replace unit 1537, a 2002 Freightliner Rescue Ambulance, as it has exceeded the replacement criteria of 15. Current score: 28.20
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. The ambulance being replaced in 2021/2022 is a 2002 unit that currently serves as the reserve ambulance. This unit will be 15 years old and no longer suitable for emergency transport services. This project also includes the purchase of the stretcher and stretcher components. The ambulance that was purchased in fiscal year 2017/18 was purchased on a lease purchase agreement and will remain on the capital plan until paid off in fiscal year 2019/20.

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.

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 2019/20.

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 will need to replace the following sections- 30 x 1 3/4", 7 x 2 1/2", 56 x 3", and 2 x 4".

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.

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 in FY 2017/18 anticipates purchasing 3 sets due to retirement. This purchase also includes 2 additional ballistic vests, necessary to complete vests for all riding positions within the fire

FIRE DEPARTMENT

department. The purchase in 2018/19 anticipates replacing 2 sets due to retirement. The purchase for 2019/2020 is a complete department replacement, minus the purchases in the 2 prior years, due to NFPA age mandates.

Cardiac Monitor/Defibrillators

Each ambulance and fire truck carry a cardiac monitor/defibrillator in order to provide advance life support in medical emergencies. This sophisticated medical equipment provides advanced medical diagnostics and can deliver defibrillation (electrical shock) to a patient's heart to restart the correct rhythm. These units also produce a hospital quality electrocardiogram of the patients heart rhythm that can be transmitted to the hospital emergency department. These units utilize electronics, computer circuitry, and battery technology and are critical to the EMS program and quality patient care. The current units were purchased in 2010 and will be 8 years old when replaced. This is critical life-saving technology that must be maintained in optimum condition. It is possible that this project may need to be accelerated depending on degraded equipment reliability or major technological advancements.

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.

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.

FIRE DEPARTMENT

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.

Mini-Pumper Refurbishment

Replace/Refurbish unit 1539, a 1999 Ford F450 Mini-Pumper, as it has exceeded the replacement criteria of 15. Current score: 15.37. 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.

Command Vehicle

Replace units 1501, a 2011 and 2012 Chevrolet Tahoe, and 1507, a 2012 Chevrolet Tahoe, as they have exceeded, or are anticipated to exceed, the replacement criteria of 15. Current scores: 16.02 and 8.05 respectively. 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. The vehicle to be replaced in 2022/23 is a 2012 Chevy Tahoe. It will be approximately 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.

PUBLIC SERVICES, ENGINEERING DIVISION

<u>Acquisition</u>	<u>Year 1</u> <u>2018/19</u>	<u>Year 2</u> <u>2019/20</u>	<u>Year 3</u> <u>2020/21</u>	<u>Year 4</u> <u>2021/22</u>	<u>Year 5</u> <u>2022/23</u>
Copier	20,000				
Pickup Truck w/Service Body				30,000	-
Annual Total	20,000	-	-	30,000	-

Project Description

FY 2018/19

Copier

This piece of equipment is used by the Engineering Department, the Building Commissioner's Office, Planning, the MIS Department and the Administration Department when their copier is down for maintenance. This will replace the existing machine that is a 2009 model.

FY2021/2022

Pickup Truck w/Service Body

Replace vehicle 5622, a 2011 Ford F150 Pickup with Camper Shell, as it is anticipated to exceed the replacement criteria of 15. Current score: 14.35

PUBLIC SERVICES, INFRASTRUCTURE

<u>Acquisition</u>	<u>Year 1</u> <u>2018/19</u>	<u>Year 2</u> <u>2019/20</u>	<u>Year 3</u> <u>2020/21</u>	<u>Year 4</u> <u>2021/22</u>	<u>Year 5</u> <u>2022/23</u>
Street Restoration Program	2,020,822	2,095,000	2,060,000	2,350,000	2,400,000
Sidewalk Improvement Program	200,000	200,000	200,000	200,000	200,000
Downtown Parking Lots	150,000	150,000			170,000
Geyer Rd. Phase 1 Mill and Overlay Construction/Material Testing	1,134,178				
Fillmore Culvert Replacement	375,000				
City Hall Parking Lot				145,000	
E. Elliot Culvert Replacement Engineering Design Construction/Material Testing	75,000	350,000			
Geyer Rd, Phase 2 Mill and Overlay Engineering Design Construction and Material Testing Right-of-Way		198,400	1,282,280	83,250	
Dickson Ave. Culvert Replacement Engineering Design Construction/Material Testing			100,000	350,000	
Taylor Ave. Culvert Replacement Engineering Design Construction/Material Testing				100,000	350,000
Couch Ave . Culvert Replacement Engineering Design Construction/Material Testing				125,000	475,000
Annual Total	3,955,000	2,993,400	3,725,530	3,270,000	3,595,000

PUBLIC SERVICES, INFRASTRUCTURE

Project Description

The City conducted a pavement assessment in FY 16 for use in a Pavement Management System. This system will be utilized in the implementation of the Street Restoration program.

FY 2018/19

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 Street Maintenance area is bounded by Geyer Rd, Adams Ave., west City Limit, Big Bend Blvd.

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 lots at W. Jefferson.

Geyer Rd. Phase 1 Mill and Overlay

Construction and material testing - This work will consist of the construction portion to mill and asphalt overlay Geyer Rd from Manchester Rd. to Adams Ave. This project will also provide ADA compliant ramps and crossings. The City was able to secure a 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.

PUBLIC SERVICES, INFRASTRUCTURE

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, any base repairs, and a new surface with striping for the downtown parking lots at the South Railroad lot.

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.

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 20/80 grant from the East West Gateway Council of Governments.

Dickson culvert Replacement

Engineering Design - This work will consist of designing and providing contract documents to replace the deteriorating culvert on Dickson Ave.

PUBLIC SERVICES, INFRASTRUCTURE

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 Northwest 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.

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 20/80 grant from the East West Gateway Council of Governments.

Dickson culvert Replacement

Construction and Material testing - This work will consist of the construction phase 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.

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.

PUBLIC SERVICES, INFRASTRUCTURE

FY 2021/22 (Continued)

City Hall Parking Lot

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.

Taylor Ave. culvert Replacement

Construction and Material testing - This work will consist of the construction phase 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 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 Street Maintenance area is bounded by Big Bend, east city limit, 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.

Couch Ave. culvert Replacement

Construction and Material testing - This work will consist of the construction phase replace the deteriorating culvert on Couch Ave.

PUBLIC SERVICES, STREET DIVISION

Acquisition	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23
Variable Width Paver	55,152				
Trailer		15,000	15,000		18,000
Traffic Arrow Board	15,000				
2-1/2 Ton with 14' Flat Bed, Dump, Stake Side	90,000				
Sullivan Air Compressor	65,000				
1.5 Ton Pick Up	45,000				
Tymco Sweeper		265,000			
Skid Steer w/Tracks		45,500		45,500	
Sidewalk Grinder		5,000			
Dump Truck			150,000	150,000	80,000
Curb Machine			6,500		
Pavement Cutter				13,000	
Planer					15,000
Back Hoe					145,000
Annual Total	270,152	330,500	171,500	208,500	258,000

PUBLIC SERVICES, STREET DIVISION

Project Description

FY 2018/19

Variable Width Paver

This is a request for a new piece of equipment to be used in the repair of asphalt streets. The variable width paver allows the street crew to improve repair production, efficiency, safety and quality of work. To date the street crew hand shovels asphalt mix out of dump trucks and hand places the mix to repair failing areas of pavement. With the new paver the manually handling of asphalt is significantly reduced. The paver receives mix directly from the dump truck and then places the mix evenly over areas 18" - 6' in width resulting in a more consistent and smooth repair.

Traffic Arrow Board

Replace unit 6138, 1996 WANCO Arrow Board, as it has exceeded the replacement criteria of 15. Current Score: 28.94. This piece of equipment is utilized by all crews when working in heavy traffic situations for safety reasons.

2-1/2 Ton with 14' Flat Bed, Dump, Stake Side

Replace unit 6120, 2004 Ford F650 Dump w/Crane, as it has exceeded the replacement criteria of 15. Current score: 21.40. Currently used for forestry work by hauling logs and tree debris

Sullivan Air Compressor

Replace unit 6165, a 2003 Sullivan Towable Air Compressor, as it has exceeded the replacement criteria of 15. Current score: 18.74. This unit will be able to be shared by all departments.

1.5 Ton Pick Up

Replace vehicle 6121, a 2005 Ford F350 Flatbed, as it has exceeded the replacement criteria of 15. Current score: 35.93. This truck will have dump capability, class 3 receiver hitch, tool boxes, header rack.

FY 2019/20
Trailer

Replace unit 6145, a 2001 Trailer Express 12,000 GVWR Trailer, as it has exceeded the replacement criteria of 15. Current score: 70.91

Tymco Sweeper

Replace unit 6102, a 2009 Tymco Sweeper, as it has exceeded the replacement criteria of 15. Current score: 17.27.

PUBLIC SERVICES, STREET DIVISION

FY 2019/20 (Continued)

Skid Steer w/Tracks

Replace unit 6186, a 2007 Bobcat T180, as it has exceeded the replacement criteria of 15. Current score: 35.03. This unit is used by the tree crew as a support vehicle for moving large limbs/logs.

Sidewalk Grinder

Replace unit 6137, a 2002 Scarifer w/ Push Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 10.97.

FY 2020/21

Trailer

Replace unit 6162, a 1984 Brooks Bros Tandem Axle Trailer, as it has exceeded the replacement criteria of 15. Current score: 127.29.

Dump Truck

Replace vehicles 6142 and 6143, a 2009 Ford F450 Dump Body, as they have or are anticipated to exceed the replacement criteria of 15. Current scores: 15.69 and 13.81 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 Miller Curb Machine, as it is anticipated to exceed the replacement criteria of 15. Current score: 12.16.

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: 25.98. This unit is used by the tree crew as a support vehicle for moving large limbs/logs.

Dump Truck

Replace vehicles 6167 and 6167, a 2005 Ford F750 Dump Body, as they have exceeded the replacement criteria of 15. Current scores: 25.47 and 30.36 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 Crafcro Pavement Cutter, as it is anticipated to exceed the replacement criteria of 15. Current score: 12.44. The unit is used for cutting pavement in the preparation of asphalt and concrete street repairs.

PUBLIC SERVICES, STREET DIVISION

FY 2022/23

Trailer

Replace unit 6159, a 2007 Cronkhite Trailer, as it has exceeded the replacement criteria of 15. Current score: 24.55.

Dump Truck

Replace vehicle 6169, a 2005 Ford F750 Dump Truck, as it has exceeded the replacement criteria of 15. Current score: 28.05. 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: 0.97. This unit is a skid steer attachment used in the preparation of asphalt and concrete street repairs.

Back Hoe

Replace unit 6129, a 2008 John Deere 410 Backhoe, as it is anticipated to exceed the replacement criteria of 15. Current score: 13.00.

PUBLIC SERVICES, BUILDING COMMISSIONER

<u>Acquisition</u>	<u>Year 1</u> <u>2018/19</u>	<u>Year 2</u> <u>2019/20</u>	<u>Year 3</u> <u>2020/21</u>	<u>Year 4</u> <u>2021/22</u>	<u>Year 5</u> <u>2022/23</u>
Automobile	-	20,000	50,000	-	-
Annual Total	-	20,000	50,000	-	-

Project Description

FY 2019/20
Vehicle

The Building Commissioners Office is requesting an additional vehicle be added to their fleet. Currently the department has three vehicles that are being shared by 5 full-time employees and 1 part-time employee. This arrangement is delaying inspections and encroaching into the use of the shared Engineering Department vehicle utilized by the Assistant City Engineer and City Planner.

FY 2020/21
Vehicle Replacement

Replace vehicle 5753, a 2011 Ford Fusion, as it has exceeded the replacement criteria of 15. Current score: 15.86.
Replace vehicle 5755, a 2011 Ford Fusion, as it is anticipated to exceed the replacement criteria of 15. Current score: 11.41.

PROCUREMENT

<u>Acquisition</u>	<u>Year 1</u> <u>2018/19</u>	<u>Year 2</u> <u>2019/20</u>	<u>Year 3</u> <u>2020/21</u>	<u>Year 4</u> <u>2021/22</u>	<u>Year 5</u> <u>2022/23</u>
Automobile	18,500				
Annual Total	18,500	-	-	-	-

Project Description

FY 2018-2019

Automobile

Replace vehicle 5500, a 2005 Chevrolet Impala, as it has exceeded the replacement criteria of 15. Current score: 46.91

FACILITIES OPERATIONS

Acquisition

	Year 1 <u>2018/19</u>	Year 2 <u>2019/20</u>	Year 3 <u>2020/21</u>	Year 4 <u>2021/22</u>	Year 5 <u>2022/23</u>
Firehouse #3, Heat Pumps Replacement	45,000				
Rifle Range Roofing System Replacement	65,000				
City Hall HVAC Controls Software Upgrade	27,500				
Kirkwood Arts Council - Sculpture Maintenance	8,900				
Public Works Overhead Door Replacement Fleet/Building Services		80,000			
Firehouse #1, Heat Pumps Replacement		52,000			
1/2 Ton 4x4 Pickup Truck (5800)			32,500		
1/2 Ton 4x4 Pickup Truck (5882)			32,500		
Public Works Overhead Door Replacement Street			65,000		
1/2 Ton 4x4 Pickup Truck (5881)				32,500	
Public Works Overhead Door Replacement Sanitation				45,000	
City Hall Marble Flooring Restoration				15,000	
1/2 Ton 4x4 Pickup Truck (5804)					32,500
Total	146,400	132,000	130,000	92,500	32,500

Project Description

FY 2018/19

Firehouse #3, Heat Pumps Replacement (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 is recommended that the two residential heat pumps be replaced with (2) five ton high efficiency outdoor air conditioners and (2) five ton high efficiency fan coil units with gas heat.

FACILITIES OPERATIONS

FY 2018/19 (Continued)

Rifle Range Roofing System Replacement (PRIORITY 2)

A roof assessment was conducted in 2017 which revealed there was no remaining insulation membrane due to water infiltration. The roofing slope also needs to be addressed to direct water runoff at the back of the building. It is recommended that a new roofing system be installed along with all new downspouts and guttering.

City Hall HVAC Controls Software Upgrade (PRIORITY 3)

The current software controls are obsolete and have no tech support for any issues. It is recommended to install new frontend software which will fully intergrade with the current HVAC equipment in order to prevent potential system failures or periods of downtime.

Kirkwood Arts Council - Sculpture Maintenance

Maintenance of various sculptures such as the chairs on Argonne.

FY 2019/20

Public Works Overhead Door Replacement Fleet/Facilities Operations. (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 to reduce heating/cooling costs and reduce operating costs.

Perimeter Wall/Facade Repairs (Public Works) (1/2) (PRIORITY 2)

The Facilities Assessment findings revealed issues with tuck-pointing, damaged CMU blocks. Project total is \$134,000 (1/2-Public Works/Sanitation and 1/2-Facilities Operations Building Services).

Firehouse #1, Replacement of Heat Pumps (PRIORITY 3)

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).

FY 2020/21

Public Works/Meter Shop Updates (PRIORITY 3) (Financed by Facilities, Water, and Sanitation Total 679,800)

The facilities were built in 1990, occupied in 1991. The building façades are all metal structures with exposed structural beams. Buildings considered as part of this project are the Public Works, Meter Shop, Recycling Center, two covered storage structures and all metal gates and perimeter fencing. The buildings façades have been untouched for 28 years with no major changes to the buildings exteriors, with the exception of new overhead doors. The buildings steel panel façades and structural beams have corrosion issues throughout, the buildings require new element impervious paint, roofing system repairs, and gutters and down spout replacement. There are areas with concrete erosion which need to be replaced within the Fleet garage and Street bay.

FACILITIES OPERATIONS

FY 2020/21 (Continued)

Perimeter Wall/Facade Repairs (Public Works) (1/2) (PRIORITY 2)

The Facilities Assessment findings revealed issues with tuck-pointing, damaged CMU blocks. Project total is \$134,000 (25%-Public Works/Sanitation and 1/2-Building Services).

1/2 Ton 4x4 Pickup Truck (PRIORITY #1)

Replace vehicle 5800, a 2012 Chevrolet Tahoe, as it has exceeded the replacement criteria of 15. Current score: 42.17

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: 16.85

Public Works Overhead Door Replacement Street (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 on heat/cooling costs and will reduce operating costs.

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: 15.20

Public Works Overhead Door Replacement Sanitation (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.

City Hall Marble Flooring Restoration (PRIORITY #3)

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.

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: 12.83.

ENTERPRISE FUNDS
Electric, Water, Sanitation and Fleet Services

Five Year Capital Plan

Fiscal Years

2018/19 - 2022/23

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ELECTRIC FUND

<u>Acquisition</u>	<u>Year 1</u> <u>2018/19</u>	<u>Year 2</u> <u>2019/20</u>	<u>Year 3</u> <u>2020/21</u>	<u>Year 4</u> <u>2021/22</u>	<u>Year 5</u> <u>2022/23</u>
Distribution System - Circuit Upgrades	800,000	800,000			
Distribution System - Sugar Creek Substation	325,000	325,000			
Traffic Signals - Quan at Taylor		375,000			
Traffic Signals - Quan at Woodlawn		375,000			
Street Lighting - Kirkwood Rd. - Washington to Essex	120,000	800,000			
Street Lighting - Argonne - Clay to Taylor	60,000	400,000			
Utility Bed Pickup	27,000				
WiFi and Electronic Communication Downtown	30,000				
Utility Billing Printer	5,000				
Electric Vehicles		66,000	70,000	170,000	370,000
Annual Total	1,367,000	3,141,000	70,000	170,000	370,000

Will pursue Air Quality Grant Funding 80%.

Project Description

FY 2018/19

Distribution System - Circuit Upgrades

Continued distribution system upgrades will reduce line losses. Under our current wholesale purchase power strategy energy losses could be reduced to approximately 5% resulting in an annual savings of \$500,000 per year. Circuit work upgrades will be performed in FY2018 through FY2020 (\$800K/year total with \$250K for 2 tree trimming crews, \$425K for 2 lineworker crews and \$160K for material).

ELECTRIC FUND

FY 2018/19 (Continued)

Distribution System - Sugar Creek Substation

In FY2019 transformers and switchgear from the Essex and Van Buren substations will be re-installed at the Sugar Creek substation.

Street Lighting - Argonne - Clay to Taylor

In FY2018 the department will apply for grant dollars for new street lighting on Argonne from Clay to Taylor. In FY2019 the project will be designed and in FY2020 the project will be constructed. *Enhancement grant funding will cover 80% of the cost shown for this project.

Utility Bed Pickup

Replace vehicle 8127, a 2001 Ford F250 Utility Bed Pickup, as it has exceeded its life cycle of 120 months.

Street Lighting - Kirkwood Rd. - Washington to Essex

In FY2018 the department will apply for grant dollars for new street lighting on Kirkwood Rd. from Washington to Essex. In FY2019 the project will be designed and in FY20 the project will be constructed. *Enhancement grant funding will cover 80% of the cost shown for this project.

Street Lighting - Argonne - Clay to Taylor

In FY2018 the department will apply for grant dollars for new street lighting on Argonne from Clay to Taylor. In FY2019 the project will be designed and in FY2020 the project will be constructed. *Enhancement grant funding will cover 80% of the cost shown for this project.

WiFi and Electronic Communication Downtown

In FY2019 the department will install an electronic sign, Kiosk and up to three additional free WiFi nodes to provide internet access and information regarding city services.

Utility Billing Printer

Used 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.

FY2019/20

Traffic Signals - Quan at Taylor

In FY2020 the department will modernize the traffic signals at the intersection of Quan and Taylor.

Traffic Signals - Quan at Woodlawn

In FY2020 the department will modernize the traffic signals at the intersection of Quan and Taylor.

ELECTRIC FUND

FY2019/20 (Continued)

Electric Vehicles

- Replace vehicle 8145, a 2000 Ford Crown Victoria Sedan, as it has exceeded the replacement criteria of 15. Current score: 31.66.
- Replace vehicle 8147, a 2005 Chevrolet Impala Sedan, as it has exceeded the replacement criteria of 15. Current score: 33.26.

FY2020/21

Electric Vehicles

- Replace vehicle 8122, a 2000 Compact Excavator, as it has exceeded the replacement criteria of 15. Current score: 18.29.
- Replace vehicle 8114, a 2000 Flatbed Trailer, as it has exceeded the replacement criteria of 15. Current score: 47.68.

FY2021/22

Electric Vehicles

- Replace vehicle 8137, a 2001 Two Wheel Reel Trailer, as it has exceeded the replacement criteria of 15. Current score: 28.21.
- Replace vehicle 8141, a 2004 Brooks Brothers Trailer, as it is anticipated to exceed the replacement criteria of 15. Current score: 14.48.
- Replace vehicle 8104, a 2011 F550 Boom Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 11.35.

FY2022/23

Electric Vehicles

- Replace vehicle 8106, a 2011 Aerial Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 6.99.

PUBLIC SERVICES, WATER FUND

Acquisition

Year 1
2018/19

Year 2
2019/20

Year 3
2020/21

Year 4
2021/22

Year 5
2022/23

	Year 1 <u>2018/19</u>	Year 2 <u>2019/20</u>	Year 3 <u>2020/21</u>	Year 4 <u>2021/22</u>	Year 5 <u>2022/23</u>
Fire Hydrant Installations	10,000	10,000	10,000	10,000	10,000
Water Main Replacement	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
Valve Exerciser	32,000				
Park Tank No. 1 Mixing System	185,000				
Pickup Truck w/ Service Bodies	32,000	64,000			35,000
Meter Shop Restroom/Locker Room Remodel	40,000				
Utility Billing Printer	5,000				
Swan Pump Station Replacement Engineering Design Construction/Inspection	300,000	300,000	300,000	300,000	300,000
Park No. 1 Pump Station Replacement Engineering Design Construction/Inspection	300,000	300,000	300,000	300,000	300,000
Dump Truck	135,000		70,000	70,000	
1.5 Ton Flatbed Truck with Crane		100,000			
Arrow Board	15,000		16,000		
Full Size Sport Utility Vehicle				30,000	
Annual Total	1,779,600	2,499,600	2,421,600	2,435,600	2,370,600

PUBLIC SERVICES, WATER FUND

Project Description

Will seek funding for the pump stations to smooth out the costs. We estimate the annual costs will be \$600,000 a year for ten years. Total costs of pump stations replacement is 5,580,000.

FY 2018/19

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 2019/20.

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.

Valve Exerciser

This piece of equipment is integral to the development of a valve exercising program. The City has not regularly exercised valves in the system to ensure the reliability of the valves. In the past and currently valves have broken or rendered inoperable during emergency operations. The inability to close valves expands to number of customers affected by water main breaks thus reducing customer service expectations.

Park No. 1 Tank Mixing System

The city two years ago installed a mixing system in Park Tank No. 2 due to water quality issues. It is being recommended that the same type of mixing system be installed in Park Tank No. 1 for the same reason and to ensure the City is providing quality potable water to our residents.

Pickup Truck w/ Service Bodies

Replace vehicle 8528, a 2008 Ford F250 w/ Utility Body, as it has exceeded the replacement criteria of 15. Current score: 25.13.

PUBLIC SERVICES, WATER FUND

FY 2018/19 (Continued)

Meter Shop Restroom/Locker Room Remodel

The current restroom and locker room layout does not accommodate current staffing levels. Its recommended to add additional urinals & stalls, sink, new flooring, lighting upgrades, new ceiling and paint.

Utility Billing Printer

Used 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.

Swan Pump Station Replacement

This project consist of the construction phase for the replacement of the Swan Pump Station. This pump station has been in operations 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.

Dump Truck

Replace vehicle 8507, a 2004 Ford F750 8 YD Dump Truck, as it has exceeded the replacement criteria of 15. Current Score: 19.33.

Arrow Board

Replace asset 8526, a 2006 Team Fenex Arrow Board, as it is anticipated to exceed the replacement criteria of 15. Current score: 12.03

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 7,445' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1.04% 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.

PUBLIC SERVICES, WATER FUND

FY 2019/20 (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 8508, a 2010 Ford E150 Cargo Van, as it has exceeded the replacement criteria of 15. Current score: 20.42.
Replace vehicle 8519, a 2010 Ford F150 4X2 Pickup, as it has exceeded the replacement criteria of 15. Current score: 19.45.

Park No 1. Pump Station Replacement

This project consist of the engineering design phase for the replacement of the Park No. 1 Pump Station. This pump station has been in operations 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.

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: 15.69.

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.

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 included but are not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

PUBLIC SERVICES, WATER FUND

FY 2020/21 (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.

Public Works/Meter Shop Updates (PRIORITY 3) (Financed by Facilities, Water, and Sanitation Total 660,000)

The facilities were built in 1990, occupied in 1991. The building façades are all metal structures with exposed structural beams. Buildings considered as part of this project are the Public Works, Meter Shop, Recycling Center, two covered storage structures and all metal gates and perimeter fencing. The buildings façades have been untouched for 28 years with no major changes to the buildings exteriors, with the exception of new overhead doors. The buildings steel panel facades and structural beams have corrosion issues throughout, the buildings require new element impervious paint, roofing system repairs, and gutters and down spout replacement. There are areas with concrete erosion which need to be replaced within the Fleet garage and Street bay.

Perimeter Wall/Facade Repairs (Public Works) (1/2) (PRIORITY 2)

The Facilities Assessment findings revealed issues with tuck-pointing, damaged CMU blocks. Project total is \$134,000 (25%-Public Works/Sanitation and 75%-Facilities Operations).

Park No 1. Pump Station Replacement

This project consist of the construction phase for the replacement of the Park No. 1 Pump Station. This pump station has been in operations 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.

Dump Truck

Replace vehicle 8522, a 2010 Ford F550 with 3 YD Dump Body, as it is anticipated to exceed the replacement criteria of 15. Current score: 11.36.

Arrow Board

Replace asset 8529, a 2009 Team Fenex Arrow Board, as it is anticipated to exceed the replacement criteria of 15. Current score: 5.72

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.

PUBLIC SERVICES, WATER FUND

FY 2021/22 (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 2022/23.

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 3 YD Dump Truck, as it has exceeded the replacement criteria of 15. Current score: 16.31.

Full Size Sport Utility Vehicle

Replace vehicle 8517, A 2010 Ford Transit Van, as it is anticipated to exceed the replacement criteria of 15. Current score: 10.62.

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 2018/19.

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.

PUBLIC SERVICES, WATER FUND

FY 2022/23 (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 Ford F250 w/ Utility Body, as it is anticipated to exceed the replacement criteria of 15.
Current score: 6.45.

Trailer

Replace asset 8581, 2007 Cronkhite Trailer, as it has exceeded the replacement criteria of 15. Current score: 62.18.

PUBLIC SERVICES, SANITATION FUND

Acquisition

	Year 1 <u>2018/19</u>	Year 2 <u>2019/20</u>	Year 3 <u>2020/21</u>	Year 4 <u>2021/22</u>	Year 5 <u>2022/23</u>
Replacement Receptacles	10,000	10,000	10,000	10,000	10,000
Roll Carts	100,000	196,000	208,000	200,000	192,000
Rear Loader	110,000	240,000	120,000		
Side Loader	240,000	240,000	240,000	480,000	245,000
Pick Up	28,000				
Utility Billing Printer	5,000				
Flat Bed				45000	
Roll Off					85,000
Annual Total	493,000	686,000	578,000	735,000	532,000

Project Description

FY 2018/19

Replacement Receptacles

This will be for the purchase of 30 yard roll-off containers for construction and demolition rental services.

Roll Carts

Phased in Purchase of roll carts to automate curb side solid waste collections.

Rear Loader

Replace vehicle 8914, a 2011 Rear Loader Refuse Truck, as it has exceeded the replacement criteria of 15. Current score: 28.72.

Side Loader

Replace vehicle 8926, a 2012 Rear Loader Refuse Truck, as it has exceeded the replacement criteria of 15. Current score: 18.24.

Pick Up

Replace vehicle 8901, a 2009 Chevrolet Crew Cab 4X2 Pickup, as it has exceeded the replacement criteria of 15.

Current score: 15.05.

PUBLIC SERVICES, SANITATION FUND

FY 2018/19 (Continued)
Utility Billing Printer

Used 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.

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

Phased in Purchase of roll carts to automate curb side solid waste collections.

Rear Loader

Replace vehicle 8930 and 8931, 2013 Rear Loader Refuse Trucks, as they are anticipated to exceed the replacement criteria of 15.
Current scores: 14.60 and 9.48 respectively.

Side Loader

Replace vehicle 8929, a 2014 Side Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.
Current score: 9.67.

FY 2020/21

Replacement Receptacles

This will be for the purchase of 30 yard roll-off containers for construction and demolition rental services.

Roll Carts

Phased in Purchase of roll carts to automate curb side solid waste collections.

Rear Loader

Replace vehicle 8932, a 2013 Rear Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.
Current score: 10.03.

Side Loader

Replace vehicle 8928, a 2014 Side Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.
Current score: 9.34.

FY 2021/22

Replacement Receptacles

This will be for the purchase of 30 yard roll-off containers for construction and demolition rental services.

PUBLIC SERVICES, SANITATION FUND

FY 2021/22 (Continued)

Roll Carts

Phased in Purchase of roll carts to automate curb side solid waste collections.

Side Loader

Replace vehicle 8920 and 8921, 2013 Side Loader Refuse Truck, as they are anticipated to exceed the replacement criteria of 15.
Current scores: 8.68 and 8.64 respectively.

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: 10.17.

FY 2022/23

Replacement Receptacles

This will be for the purchase of 30 yard roll-off containers for construction and demolition rental services.

Roll Carts

Phased in Purchase of roll carts to automate curb side solid waste collections.

Side Loader

Replace vehicle 8925, 2014 Side Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.
Current score: 8.47.

Roll Off Truck

Replace vehicle 8940, 2013 Roll Off Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 8.81.

FLEET SERVICES

<u>Acquisition</u>	<u>Year 1</u> <u>2018/19</u>	<u>Year 2</u> <u>2019/20</u>	<u>Year 3</u> <u>2020/21</u>	<u>Year 4</u> <u>2021/22</u>	<u>Year 5</u> <u>2022/23</u>
Aqueous Parts Washer	17,000				
Four Post Open Front Service Rack		17,000			
Light / Heavy Duty Tire Balancer			20,000		
Light Duty Tire Changer				20,000	
	17,000	17,000	20,000	20,000	-

Project Description

FY2018/19

Aqueous Parts Washer

Replace inoperable Landa SJ150 parts washer. The current unit has failed due to corrosion thereby requiring the technicians to revert back to utilizing a power washer, which has increased repair time and subsequently downtime. The aqueous parts washer is used to clean large items by jetting a heated eco friendly solution onto the parts. This process streamlines operations by allowing the technician to continue repairs while the items(s) are cleaned. The requested parts washer is made of stainless steel reducing the likelihood of repairs and increasing its life cycle.

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.

FLEET SERVICES

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.

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.

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CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
301-0000-313.20-00	1/2 Cent Sales Tax	2,177,662	2,157,604	2,239,158	2,155,000	(84,158)	-3.76%		
Tax Revenue		2,177,662	2,157,604	2,239,158	2,155,000	(84,158)	-3.76%		
301-0000-331.00-00	Grants	6,064	25,152	440,256	914,545	474,289	107.73%		
Intergovernmental Revenue		6,064	25,152	440,256	914,545	474,289	107.73%		
301-0000-361.10-00	Investments	52,763	17,762	10,100	15,000	4,900	48.51%		
Investment Income		53,438	17,762	10,100	15,000	4,900	48.51%		
301-0000-380.10-00	Miscellaneous	31,954	28,443	-	15,000	15,000	100.00%		
301-0000-380.10-20	50/50 Sidewalk Program	-	15,574	-	15,000	15,000	100.00%		
Other Revenue		31,954	44,017	-	30,000	30,000	100.00%		
Total Revenue Before Other Financing Sources		2,269,118	2,244,535	2,689,514	3,114,545	425,031	15.80%		
301-0000-391.10-05	Transfer from Other Funds	1,595,000	445,000	1,460,000	2,414,342	954,342	0.00%		
301-0000-391.10-30	Transfer/Sanitation	100,000	120,000	-	-	-	100.00%		
301-0000-392.10-00	Sale of Fixed Assets	135,690	57,592	35,000	54,000	19,000	54.29%		
301-0000-392.20-00	Insurance Proceeds	19,856	26,447	-	-	-	-		
Other Financing Sources		1,850,546	649,039	1,495,000	2,468,342	973,342	65.11%		
TOTAL REVENUE AND OTHER FINANCING SOURCES		4,119,664	2,893,574	4,184,514	5,582,887	1,398,373	33.42%		

Capital Improvement Revenues

**CITY OF KIRKWOOD
FISCAL YEAR 2018/2019 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
301-1100-600.75-03	Building & Site Improve.	-	-	150,000	-	(150,000)	-100.00%
301-1102-491.10-10	Transfer to Other Funds	10,000	58,000	-	-	-	-
301-1102-600.75-01	Land	-	-	-	-	-	-
301-1102-600.75-03	Building & Site Improve.	49,617	50,585	-	-	-	-
301-1102-600.75-05	Machinery & Equipment	18,141	-	100,000	100,000	-	0.00%
301-1102-600.75-06	Rolling Stock	-	26,643	-	-	-	100.00%
301-1105-600.75-05	Machinery & Equipment	29,334	293,740	75,000	940,000	865,000	1153.33%
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	40,000	20,510	(19,490)	100.00%
301-1201-600.75-06	Rolling Stock	72,284	171,714	231,255	139,500	(91,755)	-39.68%
301-1301-600.75-03	Building & Site Improve.	-	-	-	-	-	100.00%
301-1301-600.75-05	Machinery & Equipment	93,700	36,442	191,166	332,909	141,743	0.00%
301-1301-600.75-06	Rolling Stock	249,213	39,432	334,500	328,574	(5,926)	-1.77%
301-1401-600.75-03	Building & Site Improve.	106,269	-	-	-	-	0.00%
301-1401-600.75-05	Machinery & Equipment	-	35,618	82,624	135,152	52,528	100.00%
301-1401-600.75-06	Rolling Stock	200,891	116,923	15,000	135,000	120,000	800.00%
301-1401-600.75-12	Sidewalks	56,612	39,231	662,420	200,000	(462,420)	-69.81%
301-1401-600.75-14	Streets	2,359,529	3,438,448	2,747,050	3,755,000	1,007,950	36.69%
301-1701-600.11-01	Salary Full Time	54,845	-	-	-	-	-
301-1701-600.11-05	Overtime	431	-	-	-	-	-
301-1701-600.21-01	Health Insurance	6,009	259	-	-	-	-
301-1701-600.21-03	Dental Insurance	458	19	-	-	-	-
301-1701-600.21-04	Vision Insurance	81	-	-	-	-	-
301-1701-600.22-01	Social Security Taxes	3,449	-	-	-	-	-
301-1701-600.22-02	Medicare Contributions	807	-	-	-	-	-
301-1701-600.23-02	Civilian Pension	3,593	-	-	-	-	-
301-1701-600.23-04	Deferred Comp	1,098	-	-	-	-	-
301-1701-600.75-05	Machinery & Equipment	-	-	-	20,000	20,000	100.00%
301-1701-600.75-06	Rolling Stock	21,963	41,127	-	-	-	-
301-1702-600.75-06	Rolling Stock	-	-	18,538	-	(18,538)	-
301-1704-600.75-03	Building & Site Improve.	72,256	77,365	166,838	146,400	(20,438)	-12.25%
301-1704-600.75-05	Machinery & Equipment	187,990	-	-	-	-	-
TOTAL CAPITAL IMPROVEMENT FUND EXPENDITURES		3,598,570	4,456,615	4,849,391	6,271,545	1,422,154	29.33%

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

Year 1
2018/19

Year 2
2019/20

Year 3
2020/21

Year 4
2021/22

Year 5
2022/23

Revenues:

	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23
Taxes	2,551,047	2,563,802	2,576,621	2,589,504	2,602,452
Interest on investments	25,000	25,000	25,000	25,000	25,000
Total Operational Revenues	2,576,047	2,588,802	2,601,621	2,614,504	2,627,452
Other financing sources					
Transfer From General Fund					
Grants	525,000	-	550,000	-	-
Glendale*	61,786	-	-	-	-
Oakland*	16,667	7,500	7,500	7,500	7,500
Sale/Trade In	1,000	1,500	1,000	1,000	1,000
Proceeds from Financing	432,345	-	-	-	-
Total other financing sources	1,036,798	9,000	558,500	8,500	8,500
*Includes repayment of operating losses for aquatic center					
Total Revenues and Other Financing	3,612,845	2,597,802	3,160,121	2,623,004	2,635,952
Expenditures:					
Transfer to other funds	882,675	1,030,000	1,000,000	950,000	950,000
Legal	3,500	3,500	3,500	3,500	3,500
Legal Services CC/PAC Project	30,000	20,000			
Audit	5,250	5,250	5,250	5,250	5,250
Principal - Interfund Loan	170,000	170,000	170,000		
Interest - Interfund Loan	16,193	10,030	3,400		
INTEREST CC/PAC Bonds *	777,989	838,307	828,707	814,007	798,857
CC/PAC Bonds**	365,000	480,000	490,000	505,000	520,000
Fiscal Agent Fees	1,600	1,600	1,600	1,600	1,600
Parks Recreation Capital Projects	664,500	245,000	1,170,000	125,000	85,000
Design Fees					
Owner's Rep Services	120,000	120,000	60,000		
Total expenditures	3,036,707	2,923,687	3,732,457	2,404,357	2,364,207
Revenues and other financing sources over expenditures	576,138	(325,885)	(572,336)	218,647	271,745
Cash Balance*					
Beginning of year	2,275,027	2,851,165	2,525,280	1,952,944	2,171,591
End of year	2,851,165	2,525,280	1,952,944	2,171,591	2,443,336
InterFund Loan Balance	510,000	340,000	170,000		
Fund Balance	\$2,341,165	\$2,185,280	\$1,782,944	\$2,171,591	\$2,443,336

* interest of \$2,555 for existing bonds in FY18/19

** principal payment of \$365,000 for existing bonds in FY18/19

PARKS/RECREATION SALES TAX

Acquisition	2018/19	2019/20	2020/21	2021/22	2022/23
2018/19					
Pool Painting (Lazy River, Plunge Pool, Restrooms)	47,000				
Theater Equipment and Fixtures	525,000				
Pool Repairs	30,000				
Paint Pool Fence	15,000				
Replace Pool Grates	25,000				
Rink Floor Machine	7,500				
Tennis Court Light Control System	15,000				
2019/20					
Pool Painting		35,000			
Pool Repairs		35,000			
Rink Cooling Tower		55,000			
Paint Rink Ceiling Trusses		15,000			
Pool Umbrella Covers		15,000			
Resurface Tennis Courts		65,000			
Rink Locker Room HVAC		15,000			
Lift Station Pump		6,000			
2020/21					
Pool Painting			35,000		
Pool Repairs			35,000		
Greentree Park Athletic Fields			1,100,000		
2021/22					
Pool Painting				30,000	
Pool Repairs				30,000	
Rehab Pool Deck Furniture				25,000	
Replace Ice Arena Flooring				40,000	
2022/23					
Pool Painting					30,000
Pool Repairs					30,000
Minivan					25,000
Annual Total	664,500	241,000	1,170,000	125,000	85,000

PARKS/RECREATION SALES TAX PROJECT DESCRIPTIONS

FY18-19

Pool Painting, Lazy River, Plunge Pool, Restrooms (\$47,000)

These will be the second in the cycle of pools or structures to be painted as part of the ongoing effort to paint each pool and most structures every five to six years. These pools were painted prior to the 2014 season. The plan also calls for the walls of all restrooms to be professionally painted and the floors to be acid cleaned and sealed.

Theater Equipment and Fixtures (\$525,000)

This is a place holder anticipating the need to equip the proposed performing arts center with items such as seating, light instrument controls, and theater curtains, etc. The amount budgeted corresponds to an anticipated grant from the St. Louis Municipal Park Grant Commission program, which will be used for these purchases, thus avoiding the need to borrow additional funds for this purpose.

Pool Repairs (\$30,000)

Another entry for the anticipated program of ongoing repairs required annually for successful operation of the aquatic center.

Paint Pool Fence (\$15,000)

The metal fence that surrounds the pool should be painted in order to maintain its appearance and longevity.

Replace Pool Grates (\$25,000)

The grates for the aquatic center pools mandated by the Virginia Graham Baker Act are reaching the end of their useful life due to UV breakdown. These grates are designed to prevent entrapment of swimmers and are mandated on both the federal and local level.

Rink Floor Machine (\$7,500)

This is for the replacement of a 2001 machine used to clean the rubber flooring throughout the rink area. The current machine is literally coming apart and replacement is warranted.

Tennis Court Light Control System (\$15,000)

This project would add an automated light control system for the tennis court lights. The system would allow the lights to be controlled from a remote location allowing far more efficient use of the system.

FY19-20

Pool Painting Leisure & Family Pools (\$35,000)

Part of the annual cycle to paint a portion of the pools at the aquatic center. Under the normal rotation the leisure and family pools would be painted at this time.

Pool Repairs (\$35,000)

Another entry for the anticipated program of ongoing repairs required annually for successful operation of the aquatic center.

Rink Cooling Tower (\$55,000)

The project anticipates the failure of the cooling tower for the ice rink chiller system after almost 20 years of service. Typical life span for equipment of this type is 15-20 years. This equipment operates in a harsh environment under difficult conditions and will likely need replacement due to corrosion, rust, and sediment that inhibits its ability to function properly.

PARKS/RECREATION SALES TAX PROJECT DESCRIPTIONS

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 urethane alkyd enamel which will protect against rust in the future. At this point this is an aesthetic issue, but if left untreated, will become a structural issue as well.

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

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 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.

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.

Lift Station Pump (\$6,000)

This project anticipates the eventual failure of one of two lift station pumps servicing the ice rink facility. If replaced at this time, the current pump would be nearing 20 years of age. One of the two pumps in the system failed and was replaced in 2017.

FY20-21

Pool Painting (\$35,000)

Allocation for painting of the one or more of the pools in the aquatic complex. Under normal circumstances the next painting project will involve the rockscape, SCS water playground, or the slide tower.

Pool Repairs (\$35,000)

Another entry for the anticipated program of ongoing repairs required annually for successful operation of the aquatic center.

Greentree Park Athletic Fields (\$1,100,000)

The 2005 Parks and Recreation Master Plan speaks to the idea of transferring two of the softball/baseball fields in Kirkwood Park to the northwest section of Greentree Park. The amount shown represents an estimate based on master plan figures to develop two lit athletic fields, restrooms, and other amenities at this location. The capital plan anticipates that about half the cost of this development would be paid for through a St. Louis County Municipal Park Grant.

PARKS/RECREATION SALES TAX PROJECT DESCRIPTIONS

FY21-22

Pool Painting (\$30,000)

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 (\$35,000)

Another entry for the anticipated program of ongoing repairs required annually for successful operation of the aquatic center.

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.

Ice Arena Flooring (\$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 2019-20 fiscal year the surface will be 22+ years old.

FY22-23

Pool Painting (\$30,000)

The annual allocation for painting a portion of the pools in the aquatic center. Scheduled for this year calls for lazy river and slide plunge pool to be painted.

Pool Repairs (\$30,000)

Another entry for the anticipated program of ongoing repairs required annually for successful operation of the aquatic center.

Minivan (\$25,000)

Replacement of a 2008 minivan used by recreation staff to transport a wide variety of people and things 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.

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
302-0000-313.20-00	1/2 Cent Sales Tax	2,561,286	2,538,356	2,613,000	2,551,047	(61,953)	-2.37%		
Tax Revenue		2,561,286	2,538,356	2,613,000	2,551,047	(61,953)	-2.37%		
302-0000-331.20-70	Grant(s)	315,000	15,000	-	525,000	525,000	#DIV/0!		
	COURT								
302-0000-336.10-80	City of Glendale	48,775	67,091	46,425	61,786	15,361	33.09%		
302-0000-336.10-90	City of Oakland	19,777	12,559	12,416	16,667	4,251	34.24%		
	Intergovernmental Revenue	383,552	94,650	58,841	603,453	544,612	925.57%		
302-0000-361.10-00	Investments	23,941	7,708	25,000	25,000	-	0.00%		
	Investment Income	23,941	7,708	25,000	25,000	-	0.00%		
	Total Revenue Before Other Financing Sources	2,968,779	2,640,725	2,696,841	3,179,500	482,659	17.90%		
302-0000-391.10-05	Transfer from Other Funds	-	58,000	3,000,000	-	(3,000,000)	-100.00%		
302-0000-392.10-00	Sale of Fixed Assets	3,261	158	1,000	1,000	-	0.00%		
302-0000-393.60-00	Proceeds from Financing	-	-	-	432,345	432,345	100.00%		
	Other Financing Sources	3,261	58,158	3,001,000	433,345	(2,567,655)	-85.56%		
	TOTAL REVENUE AND OTHER FINANCING SOURCES	2,972,040	2,698,883	5,697,841	3,612,845	(2,084,996)	-36.59%		

Park Sales Tax Improvement Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2018/2019 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY16 TWO YEARS AGO ACTUAL	FY17 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2018/2019 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
302-2001-491.10-10	Transfer to Other Funds	840,371	726,780	829,992	882,675	52,683	6.35%		
302-2001-600.32-01	Legal	2,549	3,948	3,250	33,500	30,250	930.77%		
302-2001-600.32-02	Audit	3,519	3,295	5,000	5,250	250	5.00%		
302-2001-600.70-01	Principal	780,000	790,000	972,524	535,000	(437,524)	-44.99%		
302-2001-600.70-02	Interest	59,885	45,698	701,355	794,182	92,827	13.24%		
302-2001-600.70-03	Fiscal Agent's Fees	514	514	-	1,600	1,600	100.00%		
302-2001-600.75-01	Land	-	-	-	-	-	-		
302-2001-600.75-03	Building & Site Improv.	-	194,335	3,229,999	237,000	(2,992,999)	100.00%		
302-2001-600.75-04	Park Improvements	311,811	500,994	593,842	15,000	(578,842)	-97.47%		
302-2001-600.75-05	Machinery & Equipment	119,731	116,764	148,733	532,500	383,767	258.02%		
302-2001-600.75-07	Feasibility Studies	214,783	59,000	-	-	-	-		
TOTAL PARK SALES TAX IMPROVEMENT FUND EXPENDITURES		2,432,183	2,441,328	6,484,695	3,036,707	(3,447,988)	-53.17%		

Section V
Finance Committee

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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)

Citizens Finance Committee

SEPTEMBER

Friday

15

**Russell Hawes, Mayor Griffin
Committee Assignments**

OCTOBER

Monday	2	
Tuesday	3	
Wednesday	4	
Thursday	5	
Friday	6	Police

Monday	9	
Tuesday	10	
Wednesday	11	
Thursday	12	
Friday	13	Recreation

Monday	16	
Tuesday	17	
Wednesday	18	
Thursday	19	
Friday	20	Electric

Monday	23	
Tuesday	24	
Wednesday	25	
Thursday	26	
Friday	27	Water Infrastructure

NOVEMBER

November 6th - 10th

Department Budget Update

Wednesday	1	
Thursday	2	
Friday	3	Sanitation

Monday	6	
Tuesday	7	
Wednesday	8	
Thursday	9	
Friday	10	Streets/Public Works

Monday	13	
Tuesday	14	
Wednesday	15	
Thursday	16	
Friday	17	Fire

NOVEMBER

Monday	20	
Tuesday	21	
Wednesday	22	
Thursday	23	Holiday
Friday	24	Holiday

Monday	27	
Tuesday	28	
Wednesday	29	
Thursday	30	

DECEMBER

Friday	1	Procurement/Facilities Operations
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Monday	4	
Tuesday	5	
Wednesday	6	
Thursday	7	
Friday	8	CAO budget priorities

Monday	11	
Tuesday	12	
Wednesday	13	
Thursday	14	
Friday	15	Employee Benefits/Retention

Monday	18	
Tuesday	19	
Wednesday	20	
Thursday	21	
Friday	22	CFC memorandum

Monday	25	
Tuesday	26	
Wednesday	27	
Thursday	28	
Friday	29	No Meeting

JANUARY

Thursday	18	CFC to Council
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CITY OF KIRKWOOD

CITIZENS FINANCE COMMITTEE MEMBERS

Brian Dentinger, Co-Chair

Kaitlin Walker, Co-Chair

Matthew Biere

Barbara Feiner

Kathy Harris

Jayson Thornton

Larry Watson

Sandy Washington

COUNCIL LIAISON

Ellen Edman

STAFF LIAISON

John Adams

CITIZEN'S FINANCE COMMITTEE

DEPARTMENT ASSIGNMENTS FISCAL YEAR 2018/2019

	Committee Member(s)	Department Contact	E-Mail	Telephone
City Clerk/Council Administration Personnel Worker's Compensation	_____	Betty Montano	montanbk@kirkwoodmo.org	822-5802
	_____	Russ Hawes	Hawesrb@kirkwoodmo.org	822-5803
	_____	Georgia Ragland	raglangl@kirkwoodmo.org	822-5801
Finance	_____	John Adams	adamsjr@kirkwoodmo.org	822-5833
	_____	Sandy Stephens	stephensf@kirkwoodmo.org	822-5834
Procurement Facilities Operations	_____	David Weidler	Weidledc@kirkwoodmo.org	822-5850

MIS Fleet	_____	Kevin Campe	campekr@kirkwoodmo.org	822-5839
	_____	Chris Wenom	wenomcj@kirkwoodmo.org	822-5831
Police Department	_____	Brian Murphy	murphybk@kirkwoodmo.org	822-5866
Fire	_____	James Silvernail	silverjl@kirkwoodmo.org	984-5980
Engineering Building Commissioner Street Sanitation Water	_____	Bill Bensing	bensinwe@kirkwoodmo.org	822-5846

	_____	Murray Pounds	poundsm@kirkwoodmo.org	822-5857
Recreation	_____			
Electric	_____	Mark Petty	pettyma@kirkwoodmo.orh	822-5847

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.

TO: Kirkwood City Council
FROM: Kirkwood Citizen's Finance Committee
DATE: January 8, 2015
RE: 2015/2016 Budget Commentary/Recommendations/Feedback
Cc: John Adams, Russ Hawes

Overview of Citizens' Finance Committee Authority, Purpose, Mission

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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 all of the city departments, with such representatives appearing with the Committee on the following respective dates: Finance/Revenue Projections (October 3, 2014); Fleet (October 10, 2014); Recreation (October 17, 2014); Water (October 24, 2014); Electirc (October 31, 2014); Police (November 7, 2014); Public Works (November 15, 2014); Fire (November 22, 2014); Sanitation (December 5, 2014); Purchasing/Building Services (December 12, 2014 and Administration/MIS (December 19, 2014). 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

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With downward pressure on tax revenues accompanied with an overall flat revenue projection and contractually obligated salary increases, 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. (Our budgets did not include any health insurance increases or market increases for city employees) Given the uncertain environment we encourage the council to consider the following overall recommendations:

The City's main focus needs to providing 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 continue to maintain concern about the replacement of Water, Electric, and Road infrastructure. To maintain industry standards of replacement more dollars will need to be directed towards these services. The Committee feels that any increase 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 water, electric, and sanitation rates. While the committee understands the needs for rate increases it should be balanced with citizen's ability to handle 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 endorses the creation of the Water Department Superintendent position, however there was strong disagreement from several members that the \$80,000 for the new position is better spent on a more aggressive water line replacement plan. All other proposed new positions are not endorsed by the Committee.

The Committee does not support the 1% increase to the pension funds. The City's current pension contribution, along with the deferred compensation match (totaling 8%), is currently within market and once given it would be difficult to roll back.

After hearing the Linda Higby's compensation proposals, the Committee would endorse a 2% rate increase, not the proposed 3%.

The Committee supports the Council's April 7, 2015 ballot initiative for the ¼ cent fire/ambulance sales tax.

During the Spring of 2015, the Citizen's Finance Committee would like to work closely with John Adams and Russ Hawes to develop a comprehensive long term (5, 10, 20 year) financial plan that addresses the viability of current and future revenue sources, expense trending, and long term fund balances.

While we recently learned about settlement with Aberdeen regarding property tax payments, the City should focus on revenue sources of other not for profits or challenging the status of other not for profits. Some ideas to consider would be a 25 cent fee on Magic House admission or Stages tickets.

Committee's Departmental Recommendations
Department-by-Department Recommendations/Comments

RECREATION

The Committee continues to be impressed with the overall knowledge and management of Murray and Jason.

The Committee continues its support of the Community Center Project and encourages continued collaboration with the YMCA in hopes that a state of the art site can be developed to better support the citizen's of Kirkwood, Glendale, and Oakland.

Recreation should make it a priority to once again reach 100% of community/business funding of the July 4th fireworks display.

Capital Project Commitments from cities of Glendale and Oakland should be solidified before capital projects should begin with either the aquatic center or ice arena.

MIS

In the Committee's working version of the Capital Budget, the MIS project projections are all on the high end of the project range and could be reduced by 10%.

WATER DEPARTMENT

The Committee unanimously encourages the Council to commit to more aggressive water main replacement strategy that better address the long term needs of the Citizens and then make it a priority to fund this strategy. Funding should include rate increases to remain just below Missouri Water rates.

While overall the Committee endorses the creation of Water Department Superintendent position, there was strong disagreement from several members that \$80,000 for the new position is better spent on a more aggressive water line replacement plan.

The Committee continues to encourage and endorse the water meter replacements and was encouraged that their seemed to be more coordination with the water/electric meter replacements.

PURCHASING/BUILDING SERVICES/FLEET

The Committee would like to acknowledge that there were more positive comments regarding the Purchasing Department than in previous years.

The Committee would encourage better collaboration between the e payable and pro card programs to better maximize the financial position of the City.

POLICE DEPARTMENT

The Committee feels that the overtime budget presented is too high and should be adjusted down a minimum \$40,000.

Given the media spot light on the courts/fines/ticketing, the city should consider moving this department to Finance or Administration. This would allow the Chief to continue his focus on

police/safety matters. In addition, the Committee thinks to sends a better community relations message by not having the police supervise the courts.

PUBLIC WORKS/SANITATION

In the budget and presentation presented to the Committee there were no revenues for the commercial sanitation project. It was the Committee's understanding, from last year's presentation, that the commercial sanitation program would generate \$100,000+ of new net revenue, which could be used to increase street repairs. After this year's presentation the Committee has no confidence that this can be achieved or that any net profit may be realized. In addition, several committee members have heard complaints about the initial rollout and service levels of the program. We realize Mr. Bensing is current reviewing the feasibility of business plan, however if the program is not going to contribute a revenue stream for increased street repairs, the Committee would recommend the City not getting into the commercial sanitation business.

The City should monitor the building inspection process and increase the hours of this position to ensure that the process meets service standards and fees cover the increased salary expense.

The funding for road replacement needs to continue at its current level and once the overall plan for future road replacement has been finalized, the City needs to publish the report and be transparent with it's decision making.

FIRE

The Committee feels the Fire Department continues to be a strength of the City and has no recommendations regarding the operating budget.

Mutual aid, specifically Des Peres use of the ladder truck, sparked much discussion. The Committee feels that discussions should occur between the two cities in regards to "fairness" of Des Peres consistent use of the ladder truck. The Committee encourages the Fire Department to better track specific mutual aid uses both by and for Kirkwood, as this issue will continued to be discussed.

As mention earlier in the report, the Committee endorses increasing the sales tax as allowed my state statue for fire department expenses.

ELECTRIC

The Committee continues to encourage and endorse the electric meter replacements and was encouraged that there seemed to be more coordination with water meter replacements.

The Committee feels more confident that a back up process is in place for buying electricity on the spot market.

The Committee is concerned about Electric Reserve Fund Balance. Given the cool summer, the continued need to use this fund for operational needs, and the capital needs for the department the fund balance is not reaching it's goal amount.

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 financing alternatives should be explored.

Electric rates should be monitored and appropriately increased to maintain service levels, with the goal of being below Ameren rates.

FLEET

The Committee reviewed a comprehensive list of all vehicles maintained by Fleet Services and there was discussion regarding the cost benefit of continued maintenance of little used vehicles; such as Paddy Wagon and Harley Davidson motorcycle.

FINANCE

Given the risk and hours involved, the City of Rock Hill's financial services contract should be negotiated at a minimum 10% increase at the next renewal. Current contract increases with CPI, but benefit and salary increases for employees have been higher than CPI increases.

The Finance department needs to aggressively pursue business license income from companies and business, which are not currently registered with the City.

ADMINISTRATION

The Committee was impressed with the actions of the City in holding/controlling their health care increases below national averages.

The Committee does not support the 1% increase to the pension funds. The City's current pension contribution, along with the deferred compensation match (totaling 8%), is currently within market and once given it would be difficult to roll back.

After hearing the Linda Higby compensation proposals, the Committee would endorse a 2% rate increase, not the proposed 3%.

The Committee supports the Council's April 7, 2015 ballot initiative for the ¼ cent fire/ambulance sales tax.

MINUTES

CITIZEN'S FINANCE COMMITTEE

FRIDAY, February 10, 2017

7:00 A.M.

Location: Kirkwood City Hall, Main Level Conference Room

Committee Members in Attendance: Sandy Washington, Matt Biere, Barb Feiner, Brian Dentinger, Kaitlin Walker

Committee Members Absent: Jayson Thornton, Kathy Harris, Brian Lunt

City Council Liaison: Ellen Edman

Staff Present: John Adams

Approval of Minutes

Motion was made by Barb Feiner and seconded by Brian Dentinger to approve the minutes of the December 16, 2016 meeting. All in favor, motion carried.

Appointment of Committee Chair and Co-Chair

Appointed Brian Dentinger as Chairman of the Finance Committee replacing Sandy Washington, and Kaitlin Walker as Co-Chairman

Police Uniforms

Police Chief Jack Plummer and Sergeant Steve Urbeck modeled the new uniform and over-shirt vest. The uniform shirt is now a dri-fit material. The over-shirt vest can easily be opened for air flow and removal without having to take the shirt off. Also added are gun belt suspenders to help with the weight of the equipment. Total approximate weight of an officers' equipment is 17 pounds. Fifty percent of the cost of the new vests is paid through grant money.

Sanitation

Committee discussed City Council discussions on outsourcing or automating Sanitation.

Capital Improvement Sales Tax

The Capital Improvement Sales Tax will be on the ballot in April. The City Council is planning on a town hall meeting the end of March. Committee members will develop a letter for the Webster-Kirkwood Times explaining the tax and the impact it makes on delivering city services. Committee member stated Aberdeen Heights community is a polling place, and may be advantageous for members to get information to the residents living there.

Urban Area Security Initiative

Committee member, Kaitlin Walker, discussed the Urban Area Security Initiative that provides reimbursements to the St. Louis and St. Louis County areas for mutual aid, national security, Presidential visits, etc. Question was asked if the City of Kirkwood has used this. John Adams will talk to Chiefs Jack Plummer and Jim Silvernail to see if they are aware of these federal funds.

Risk Assessment

Committee Chairman, Brian Dentinger, requested the Safety Manager meet with the committee members in September to discuss the City of Kirkwood's preparedness on natural disasters and potential hazardous chemical spills.

The meeting adjourned at 8:00 a.m.

MINUTES

CITIZEN'S FINANCE COMMITTEE

FRIDAY, September 15, 2017

7:00 A.M.

Location: Kirkwood City Hall, Main Level Conference Room

Committee Members in Attendance: Sandy Washington, Matt Biere, Brian Dentinger, Kaitlin Walker, Kathy Harris, Larry Watson

Committee Members Absent: Jayson Thornton, Barb Feiner

City Council Liaison: Ellen Edmond

Staff Liaison: John Adams

Approval of Minutes

Motion was made by Matt Biere and seconded by Sandy Washington to approve the minutes of the February 10, 2017 meeting. All in favor, motion carried.

Citizen Comments

None

Budget priorities for fiscal year 18/19

Russ Hawes discussed the budget priorities for the next fiscal year including:

- Revenue Streams and exploring new revenue sources
- Lead effort to form a consortium with other cities to prepare and compare levels of service and benchmark with five other cities. The City is also working with East/West Gateway Council.
- Move to a more programmatic budgeting strategy.
- Inventory assessment of storm water drainage and develop strategies to correct.
- Maintain recommended fund balance.

Strategic Plan Document

Russ Hawes discussed the strategic goals for the City of Kirkwood. This document took a full year to develop with collaboration from City Council and Department Heads. Goals include:

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

Long Term Financial Sustainability Plan

Russ Hawes discussed this plan that evaluates what direction the City is headed in the future regarding the General Fund, Electric, and Water. Sanitation will be in next years' document.

2017/2018 Citizen Finance Committee recommendation updates

Revenue – The Capital Improvement Sales tax was successful. The City held a town hall meeting explaining the ballot measure and received good reception.

Community Center/Theater – City Council agrees the Performing Arts Theatre would be a downtown economic driver. Conceptual plans and architectural designs were off in estimates causing the City to re-assess the schedule for the Community Center. “Our needs were more than we expected to pay”, stated Russ Hawes. The Council agreed they did not want to cut costs or rush on the Performing Arts Center project. The City has one chance to do it right.

Water Infrastructure – The City of Kirkwood has a plan in place for water main replacement. New Swan Ave. pump station is included in the Capital project.

Police Department – Brian Murphy has been promoted to Police Chief effective August 28, 2017.

Public Works – Russ Hawes commended Bill Bensing on a great job. Plans are in place for road replacement throughout the City including Geyer Road in fiscal 2018/2019. Aggressive to obtain outside funds (grants) for street projects. Signal improvement project of \$5M, eighty percent of which will be reimbursed with grants.

Administration – City Clerk, Betty Montano, discussed the digital retention policy implemented throughout the City exceeding her expectations. City spent \$160k to implement and upgrade Laser Fische with future goal of accessibility for our citizens. Still ensuring security is in place before implementing this upgrade. Betty discussed when documents in Laser Fische reach the end of their retention schedule she receives a notification email for her to review.

Last year the City went out for bid for a General Code provider. It has been twenty-three years since a full review has taken place.

Russ Hawes ended stating strong focus will also be put on Proposition P (County Sales Tax), Kirkwood Train Station renovation, and Downtown Kirkwood study (city’s economic engine). A forum for residents will be at City Hall in mid-October to give input on the downtown master plan.

Some committee department assignments were given to members in attendance.

The meeting adjourned at 8:25 a.m.

Next meeting Friday October 6, 2017

MINUTES

CITIZEN'S FINANCE COMMITTEE

FRIDAY, October 6, 2017

7:00 A.M.

Location: Kirkwood City Hall, Main Level Conference Room

Committee Members in Attendance: Sandy Washington, Matt Biere, Brian Dentinger, Jayson Thornton, Kathy Harris, Larry Watson, Barb Feiner

Committee Member Absent: Kaitlin Walker

City Council Liaison: Ellen Edmond

Staff Liaison: John Adams

Staff Members: Chief Brian Murphy, Captain John Folluo

Approval of Minutes

Motion was made by Matt Biere and seconded by Larry Watson to approve the minutes of the September 15, 2017 meeting. All in favor, motion carried.

Citizen Comments

None

Police 18/19 budget year

- Proposing the addition of a full-time Systems Administrator needed due to the amount of work involved in system maintenance and data retrieval. Currently have one detective assigned to these duties with assistance from several other detectives, who are still responsible for other duties.
- Proposing upgrading the Detective Lieutenant to a Captain's position. This would not be an additional person, just a change in position.

- Proposal of officers going to 12 hour shifts on a 14 day rotation, this will enable the department to form a Traffic Division and trim down overtime costs. Also proposed is increasing maximum comp time earned to 120 hours which has been approved by council and is in the personnel rules.
- CALEA accreditation is in progress. This accreditation consists of 189 standards. Each standard has to be in place currently, or must be rewritten to meet those standards. Mandated completion date of December, 2018. Part of the accreditation requires “all hazards plan” training for all police.
- Chief Murphy recommended keeping the overtime budget the same. The 12 hour shifts are not in place to judge the level of overtime. The increase of nine percent is due to Prop-P increases. Chief stated Seventy-five thousand dollars of overtime budgeted is expected to be reimbursed through State grants, DEA, etc. The increase in the dispatch overtime is due to taking over Des Peres fire and new employee training.
- Vehicle maintenance is in good shape. Fleet Director, Chris Wenom, works closely with Captain Folluo on any maintenance needs.
- In the future would like to purchase of Tasers for officer safety. The department currently does not have them. Cost of the Tasers would run anywhere from \$90K to \$140K, including training. The Police Department does not expect to go with the high end and possibly utilizing asset forfeiture money for the purchase.
- Station renovation has been completed with sixty percent paid through asset forfeiture money.
- Use of Force Simulator acquired through asset forfeiture money. Chief Murphy explained what type of situational training it offers and offered the Citizen Finance Committee to take a look at it.
- Citizen Finance member asked about cameras in cars. Chief Murphy stated that would be a significant cost to the City of Kirkwood and they currently have body cameras.

The meeting adjourned at 8:05 a.m.

Next meeting Friday October 13, 2017

MINUTES

CITIZEN'S FINANCE COMMITTEE

FRIDAY, October 13, 2017

7:00 A.M.

Location: Kirkwood City Hall, Main Level Conference Room

Committee Members in Attendance: Matt Biere, Brian Dentinger, Kathy Harris, Larry Watson, Barb Feiner

Committee Members Absent: Kaitlin Walker, Sandy Washington, Jayson Thornton

City Council Liaison: Ellen Edmond

Staff Liaison: John Adams

Staff Members: Murray Pounds

Approval of Minutes

Motion was made by Kathy Harris and seconded by Barb Feiner to approve the minutes of the October 6, 2017 meeting. All in favor, motion carried.

Citizen Comments

None

Recreation

Parks and Recreation Director, Murray Pounds, explained the Parks and Recreation funding sources.

- 1) 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.

- 2) Park Maintenance Fund incorporates 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.
- 3) Recreation division budget funded from fees and charges assessed from recreation services, transfer from the ½ cent sales tax and recreation sales tax. Expenses include costs for active recreation services such as administrative personnel, community center, rink, aquatic center, programs, tennis courts, Greentree Festival and July 4th celebration.

Recreation Division Program Budget Analysis

Murray Pounds explained to the committee the initial attempt to develop a program style budget approach based on the nine cost centers. In the analysis the following items will be examined for each cost center:

- 1) A valuation will be placed on each cost center, based on the value to the community and the operation of the recreation division. A value scale of 1-4 is being used, with 1 having the lowest value and 4 the highest.
- 2) Average recovery rate and net dollars for each cost center for the last five completed fiscal years (2013-2017).
- 3) A target recovery and net dollar rate for each cost center based on those historical figures.
- 4) 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.

The following lists the values that were placed on the nine cost centers:

- 1) **Administrative cost center Value=4** – this value is based primarily on the idea that without an administrative structure, none of the other cost centers can function.
- 2) **Community Center cost center Value=4** –the consensus is that the community serves as the hub for the recreation division operation and its ability to generate some revenue also give it value.
- 3) **Ice Rink cost center Value=3**-its ability to generate revenue far above cost to operate make it a key in sustaining other aspects of the recreation division that do not generate adequate revenue to cover costs.

- 4) **Aquatic cost center Value=3**-Historically swimming is regarded as one of the most popular recreation activities. This score reflects that value.
- 5) **Day Camp cost center Value=3**-the day camp program has become increasingly valuable to families, including before and after care, and specialty camps.
- 6) **Recreation Programs cost center Value=3**-this cost center is a catch all for a variety of programs. A separate evaluation of individual programs within this cost center will be conducted.
- 7) **Racquet Sports cost center Value=2**-racquet sports cost center value 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 and the core of a good relationship with the school district.
- 8) **Greentree Festival cost center Value=3**-this value was placed due to the rich history and tradition of the event.
- 9) **July 4th Fireworks Value=1**-While the fireworks display has a long history there are negatives that bring the score down. They include a relatively short duration event versus the effort involved and failure to generate revenue to cover costs for the event.

The Citizen Finance Committee was very excited and impressed with the analysis budget program. Only recommendation was to add a few footnotes to expand on explanations.

Performing Arts and Community Center Update

Murray gave a synopsis of the original footprints versus the latest footprints of the proposed Performing Arts and Community Center. The City of Kirkwood has a budget of \$30M for both facilities. Early cost estimates for the Performing Arts Center alone are between \$17M-\$20M. Early cost estimates for the Community Center are between \$18M-\$22M. With much discussion on changes in footprints and costs of both buildings it is agreed to move forward with the Performing Arts Center and see what the final costs work out to be. Also discussed were the different funding sources that will play into this project.

The meeting adjourned at 8:05 a.m.

Next meeting Friday October 20, 2017

MINUTES

CITIZEN'S FINANCE COMMITTEE

FRIDAY, October 27, 2017

7:00 A.M.

Location: Kirkwood City Hall, Main Level Conference Room

Committee Members in Attendance: Sandy Washington, Matt Biere, Brian Dentinger, Kaitlin Walker, Barb Feiner

Committee Members Absent: Jayson Thornton, Kathy Harris, Larry Watson

City Council Liaison: Ellen Edmond

Staff Liaison: John Adams

Staff Members: Bill Bensing

Approval of Minutes

No minutes to approve

Citizen Comments

None

Water

- Water main replacement projected to increase to approximately six-thousand linear feet for fiscal year 2017/2018. Bill discussed replacements completed, currently in progress and upcoming for the rest of the fiscal year and next budget year.

- In this current fiscal year, the water department has contracted with a company that specializes in the identification of potential unknown leaks within the water distribution system. Unknown leaks are a large contributor to the City's water loss of over 20%. This study has identified over fifty potential leaks. To address these leaks, Water is requesting an increase in the budget for contracting out the repairs of high priority water leaks to aggressively reduce the city's water loss.
- Rate structure is projected to be about the same. Water has acquired a new software service that can determine where the city's rates should be and focus on what we need to be sustainable.
- Revenue staying flat. New home construction does not seem to be affecting water revenue. Older one-bath homes were less efficient than new homes with high efficient energy saving products, thus using less water.

Water Fiscal Year 2019 Focus

- Capital projects, Swan Pump Station and water main replacement. Also included is a mixing system for the Park tank. This system will provide quality potable water to our residents.
- Requesting a crew leader addition (promotion to an existing employee and hiring of a distribution system worker). This would enable water to have two crews working at different areas at the same time unless it is an emergency call-out.
- Proactive maintenance
- Leak reduction

The Citizen Finance Committee asking for clarification on the operational expense transfer increases projected and the effect it has on the city's fund balance. Are these transfers causing the reserves to decrease? Committee to ask John Adams to provide more details on this subject at the November 3rd meeting.

The meeting adjourned at 7:55 a.m.

Next meeting Friday November 3, 2017

MINUTES

CITIZEN'S FINANCE COMMITTEE

FRIDAY, November 3, 2017

7:00 A.M.

Location: Kirkwood City Hall, Main Level Conference Room

Committee Members in Attendance: Larry Watson, Matt Biere, Brian Dentinger, Kaitlin Walker, Barb Feiner, Jayson Thornton, Kathy Harris

Committee Members Absent: Sandy Washington

City Council Liaison: Ellen Edmond

Staff Liaison: John Adams

Staff Members: Bill Bensing

Approval of Minutes

Motion was made by Matt Biere and seconded by Larry Watson to approve the minutes of the October 27, 2017 meeting. All in favor, motion carried.

Citizen Comments

None

City Clerk, Betty Montano, discussed the Sunshine Laws as it pertains to the Citizen Finance Committee.

Sanitation

- Solid waste expected to drop in fiscal year 2019 saving approximately \$44k in landfill costs.
- Yard waste has stayed stagnant for the past few years and is expected to continue.
- Recycling tonnage has stayed flat over the past few years and is expected to continue. Kirkwood has high resident participation. Recycle contamination is increasing throughout the City due to residents putting regular trash, plastic bags, etc. into the recycling bins. The sanitation superintendent has been randomly checking bins for such violations, and in some cases has removed the residents' recycling bin for failure to adhere to the recycling policies.
- Recycling revenue/expenses are currently about even. This could change in the new fiscal year due to market conditions changing.
- Discussed the rate comparisons of Des Peres, Webster Groves, and Crestwood. Question was asked by CFC member what services are the residents of Kirkwood getting that the other municipalities are not. Bill told the committee that the difference is better customer service.
- \$400k in capital projects for roll carts will be financed to help with cash flow.

The City Council decided to invest in automation for Sanitation and Bill stated with those efficiencies the City should see an increase in the fund balance; however it will take time.

Finance Committee asked if there is a succession in all departments; can someone step in and take over for the supervisors. Russ Hawes answered the City currently has that in place and continues to support promotions from within the City.

The Citizen Finance Committee asking for clarification on the operational expense transfer increases projected and the effect it has on the water funds net position. Are these transfers causing the reserves to decrease? Committee to ask John Adams to provide more details on this subject at the November 3rd meeting.

John Provided income statements for the water fund which show the water fund is one of our stronger funds with profits after transfers from six hundred thousand to over a million dollars.

The meeting adjourned at 8:10 a.m.

Next meeting Friday November 10, 2017

MINUTES

CITIZEN'S FINANCE COMMITTEE

FRIDAY, November 10, 2017

7:00 A.M.

Location: Kirkwood City Hall, Main Level Conference Room

Committee Members in Attendance: Larry Watson, Brian Dentinger, Sandy Washington, Barb Feiner, Kathy Harris

Committee Members Absent: Matt Biere, Jayson Thornton, Kaitlin Walker

City Council Liaison: Ellen Edmond

Staff Liaison: John Adams

Staff Members: Bill Bensing

Approval of Minutes

Motion was made by Larry Watson and seconded by Barb Feiner to approve the minutes of the November 3, 2017 meeting. All in favor, motion carried.

Citizen Comments

None

Bill Bensing clarified to the members of the committee that the Engineer/Planning department oversees and budgets for large road projects, and the Street department oversees the budgets for maintenance of the streets.

Engineering and Planning

- Budgeted decrease in Contractual Services due to consultant services used in the FY18 storm water study and budgeting the restructuring Zoning Code into the professional services account.
- Small capital outlay budgeted increase due to purchase of new office furniture for Engineering.
- Kirkwood Road sidewalks and signal Federal Aid projects hopefully will start in the summer of 2018 and should be completed in the spring of 2019. There will be restricted times to do the construction due to Special Business District activity plans throughout the year. After completion there will be an outsourced maintenance agreement on the signals working jointly with the Electric and Engineering Departments.
- MODOT has scheduled improvements on Manchester Road in fiscal year 2020. Engineering is seeking grants to make additional improvements on Manchester Road west of Kirkwood Road.
- Capital Infrastructure budget includes; an increase in the sidewalk program due to the elimination of the 50/50 sidewalk program with residents, Geyer Road phase 1, and City Hall lot funds will be deferred to another year.
- Strategic goal for Engineer/Planning is to implement a long-term plan for repair of streets.

Building Commission

- Budgeted increase in Contractual Services due to Workers Compensation, General Liability, legal bills, legal notices, and \$30k for derelict structures.
- Commodities budgeted increase due to training of new building codes.
- Interdepartmental charges (Vehicle Maintenance) increased.
- Cost recovery rate is above 100%. For FY18 permits issued down slightly, inspections remaining flat, construction value is up, Board of Adjustment cases are up, and Architectural Review Board cases are slightly down.

City Forester

- Budgeted increase in Contractual services due to pro-active tree pruning, and Personnel services due to change in employee health insurance.
- Strategic goals for protecting/planting and sustaining trees includes; developing a Tree Ordinance, proactive tree pruning, dead/hazardous right-of-way tree removals, Emerald Ash Bore injections, storm debris removal coordination, and promote and support tree planting.

Street

- Increase budgeted in Personnel services due to seasoned administration employee transferred into Street and summer help for street striping.
- Increase budgeted in Commodities due to materials for street repair maintenance.
- Street capital budgeted \$270k for equipment.
- \$122k budgeted for road salt.

Comment

John Adams stated General Liability for the City of Kirkwood is decreasing thanks to the efforts of Georgia Ragland and Safety Manager, Christian Dunman. Currently the workers compensation rating is under 1%.

The meeting adjourned at 8:00 a.m.

Next meeting Friday November 17, 2017

MINUTES

CITIZEN'S FINANCE COMMITTEE

FRIDAY, November 17, 2017

7:00 A.M.

Location: Kirkwood City Hall, Main Level Conference Room

Committee Members in Attendance: Larry Watson, Brian Dentinger, Sandy Washington, Barb Feiner, Kathy Harris, Matt Biere, Jayson Thornton, Kaitlin Walker

Committee Members Absent:

City Council Liaison: Ellen Edmond

Staff Liaison: John Adams

Staff Members: Chief James Silvernail and Deputy Chief Dave Smith

Approval of Minutes

Motion was made by Kathy Harris and seconded by Larry Watson to approve the minutes of the November 10, 2017 meeting. All in favor, motion carried.

Citizen Comments

Citizen Kara Wurtz introduced herself to the Citizen Finance Committee. She is a current member of the Park Board and will be running for City Council in April 2018. Currently attending the different committee meetings to get an understanding of how they are set up.

Fire

Chief Silvernail stated Kirkwood Fire department is an all hazards operation with a full EMS agency. Advanced Life Support is on all fire trucks and ambulance, along with a fully trained paramedic. Purchasing ambulance units in 2003 was the greatest advancement to the City of Kirkwood, with the full support of the Citizen Finance Committee. Since 2005 staffing has increased by seven employees due to adding a third crew to the ambulance service.

- The Kirkwood Fire department remains proactive with fire prevention, public education, fire investigation, EMS training, Code enforcement, and many others in their daily operations of “Protecting Life and Property”
- In October, with cooperation of the Magic House, “Safety Town” was presented. Other than the cost of staffing, the cost to the city was zero. Solicited donations paid for half of the display with the Magic House paying the other half of the \$110k. “Safety Town” is expected to reach 80,000 children a year.
- A survey result from the 2016 survey sent to residents show Kirkwood fire has a 92% satisfaction rate, considerably above average.
- Minimal staffing daily is 15 employees. Currently the Fire department is able to staff up to 17 employees daily, however the extra employees are usually covering for vacations, sick call-ins, medical leaves, etc. This enables Fire to keep the minimal staffing without having to shut down a house due to staffing.
- With the increased staffing and full service ambulance overtime costs would be less than adding more employees. Last fiscal year Fire used \$290k in overtime with a budget of \$340k. The budget request for upcoming year is \$350,200k, unchanged from fiscal year 2018.
- Capital projects consist of lease/purchase of an ambulance and rescue pumper, stretcher replacement, hose replacement, laptops, fire protective turn-out gear, and cardiac monitor defibrillator units. Cardiac monitors are on an eight-year cycle and are at the end of service life.
- Discussed ambulance fee evaluation conducted with information provided by our third party billing agency. The study showed some area fire departments currently charge for disposable supplies and treatment (no transport). The City of Kirkwood currently does not charge for the supplies and treatments plus are lower on base emergency transport and loaded mileage. Insurance companies are now covering these charges. Chief Silvernail is asking the Citizen Finance Committee to consider a recommendation for an increase. The City of Kirkwood has a 74% to 79% collection rate, the highest in St. Louis County.

- Several items the Fire department is exploring are expanding our ambulance service to surrounding municipalities without an in-house ambulance service and the cost feasibility in the construction of a training facility.
- Priorities for the upcoming fiscal year are continuing education, technology updates of cardiac monitors and computers, equipment upgrades, and community outreach.

John Adams and Georgia Ragland explained the Fire pension is currently under-funded. This happened due to police and fire pension funded from the property tax that has not had a rate increase in 20 years. The fund balance in the past had been three times the annual expenditure rate, however, salaries have increased, hired more people and the City did not envision the cash fund balance to draw down as quickly as it has. Council will be looking at different solutions to alleviate reducing the fund balance to make contributions.

The meeting adjourned at 8:25 a.m.

Next meeting Friday December 1, 2017

MINUTES

CITIZEN'S FINANCE COMMITTEE

FRIDAY, December 1, 2017

7:00 A.M.

Location: Kirkwood City Hall, Main Level Conference Room

Committee Members in Attendance: Larry Watson, Sandy Washington, Barb Feiner, Kathy Harris, Matt Biere, Kaitlin Walker

Committee Members Absent: Brian Dentinger, Jayson Thornton

City Council Liaison: Ellen Edmond

Staff Liaison: John Adams

Staff Members: David Weidler and Trace Walls

Approval of Minutes

Motion was made by Larry Watson and seconded by Kathy Harris to approve the minutes of the November 17, 2017 meeting. All in favor, motion carried.

Citizen Comments

No citizen comments

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; new training processes for staff, internal customer service orientation reducing processing times, increase data collection, improved tracking measures, and electronic bidding and contract management currently in the consulting phase.

New and developing programs focuses are improving vendor and customer relations, full electronic record retention, and improve tracking measures. New and updated training processes for staff include updated procard training manual and new procurement ordinance manual.

Upcoming programs and changes include electronic bidding and contract management to begin after current Enterprise Resource Planning System evaluation, bid and contract specification review, new Enterprise Resource Planning Procurement implementation and training process, and changing procurement department temporary part time employee to permanent part time. Making the position permanent would add approximately \$25k to the procurement budget but would eliminate the hiring and training process on a quarterly basis, and expand the job duties to take the load off others in the department.

Fiscal 2017 performance measure review included – 46% increase in formal bids (183 to 267), 23% reduction in informal bids (396 to 304), purchase order volume and cumulative value continues to grow from 1,113 at \$30.3M to 1,245 at \$33.9M, and continued refinement of cost saving and avoidance methods resulting in higher return on investment increased to \$6.40 per dollar invested.

Warehouse

Warehouse status for fiscal year 2017 consists of 1,471 commodity items (water and electrical parts) valued at \$554,330 and 1,943 issue tickets processed.

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

Priorities 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.

Projects managed in FY2017 were: Purchasing/Utilities heat pump replacement, public works/meter shop security, Firehouse #1 and #3 interior painting, Street/Sanitation office renovation, new Forestry office, Council chambers flooring and audio upgrade, and Court relocation to City Hall.

Facilities operations capital projects for fiscal year 2019 consist of:

Firehouse #3 heat pump replacements – Current heat pump system will be 18 years old at time of replacement which far exceeds the life expectancy. It is recommended that the heat pumps be replaced with two five-ton high efficiency outdoor air conditioners and two five-ton high efficiency fan coils units with gas heat.

Rifle Range roofing system replacement – Current roof has no remaining insulation membrane, the roof slope needs to be addressed to direct water runoff at the back of the building.

City Hall HVAC controls software upgrade – Current software controls are obsolete and have no tech support for any issues. It is recommended to install new frontend software which will fully intergrade with the current HVAC equipment in order to prevent potential system failures or periods of downtime.

Discussion with Citizen Finance Committee included cooperative purchasing, which David suggested not being a good idea for most things due to specification pricing, supporting Kirkwood area businesses for project bidding, and benchmarking, which David discussed the City of Kirkwood matches more to School Districts in the area than other municipalities.

The meeting adjourned at 8:10 a.m.

Next meeting Friday December 8, 2017

MINUTES

CITIZEN'S FINANCE COMMITTEE

FRIDAY, December 8, 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, Matt Biere, Kaitlin Walker, Brian Dentinger

Committee Members Absent: Kathy Harris

City Council Liaison: Ellen Edmond

Staff Liaison: John Adams

Staff Members: Russ Hawes

Approval of Minutes

Motion was made by Larry Watson and seconded by Barb Feiner to approve the minutes of the December 1, 2017 meeting. All in favor, motion carried.

Citizen Comments

No citizen comments

Before Russ Hawes presented his budget priorities for the 2019 fiscal year he stated he was looking closely at the new positions requested for the efficiencies that would be created and alternate ways of efficiencies without the new positions. Russ also stated he was watching the revenue sources very closely.

Budget Priorities FY 2018-2019

1. ***Move to the construction phase of the new Performing Arts Center, and utilize the downtown Master Plan to help guide redevelopment of surrounding areas.*** The Performing Arts Center will be an anchor/magnet for activity on the south-side of downtown Kirkwood to create a bridge between the Magic House and downtown area.

City Council initiated the bond process at its meeting on December 7th. Time frame for the bond funding has been pushed forward due to tax changes that may go into effect January 1, 2018 changing the bonds to non-tax exempt. This change by congress was made public the week before Thanksgiving and if it passes the City of Kirkwood would lose \$6M in interest payments over the twenty years if the bonds are not issued by December 31, 2017.

The City of Kirkwood received an AA2 bond rating which is exceptional. Without the hard work of John Adams (Finance Director), Sandy Stephens (Asst. Finance Director), and the rest of the Kirkwood team this could not have been accomplished. Agreements with Stages and the Kirkwood Theatre Guild will be for twenty years.

Per the charter, the corner of Monroe and Taylor will be identified as a City Park. The \$24.4M in bond issuance is not just for the Performing Arts Center but also for the Community Center, however, City Council focus in on the Performing Arts Center. We are looking to break ground in May, 2019 with an opening in October, 2019. Estimated cost for the Performing Arts Center is \$17 to \$20M.

2. ***Build on the six-city benchmarking consortium to better reflect the value of professionally-managed cities in providing quality services to citizens.*** Formed a year ago the consortium has gathered data to benchmark and compare the efficiency and effectiveness in City services across jurisdictions. Currently the consortium is cleaning the data to be able to identify ways of being efficient with our money. The City will continue working together with these other municipalities to convey the value and effect of local decision-making and governance on property values, response to citizen concerns, and overall quality of life.

3. ***Strengthening Police and Fire pension funding.*** Long-term trends in the Police and Fire Pension Fund indicate depletion of the fund balance. Our property tax rate has not kept up with the increase in police and fire salaries that have been adjusted to remain competitive. The addition of seven new firefighter positions and adjustments to the police department wages have added to the challenge to continue funding the police officers and firefighters pension costs with current property tax levies. At the current rate this fund will be in a deficit position by FY20-21. The City Council is reviewing all options to properly fund the policed and fire pension contributions.

4. ***Coordinate with various entities on upcoming improvement to the Historic Kirkwood Train Station, including a new platform, better drainage, and overall station restoration.*** Kirkwood's iconic train station will be a focal point of activity over the next three years. Identified as needing refurbishment to continue in its capacity as the third busiest train station in Missouri. The first project is Amtrak's platform and safety project. This \$1.2M project will be funded entirely by Amtrak. The next project will be working to improve Stormwater drainage in the vicinity of the station. The City will work with MSD and Amtrak and to analyze and find solutions. During the three-year time frame the Historic Kirkwood Train Station Foundation will be working on fund raising to bring in the necessary funds to complete the restoration of the building.

5. ***Maintain recommended fund balances.*** The Citizen Finance Committee has set fund balance target levels for various city funds. Maintaining the recommended fund balances allows the City to be able to respond to cyclical economic fluctuations such as the Great Recession, from which we are still recovering, with minimal adjustment to service quality and delivery. The general fund is currently strong with a 46% fund balance; the other funds must also be tracked with diligence. The effect of changes in the operations of the Sanitation department on its fund balance will bear close scrutiny. The bond rating agencies have recognized the City's history of having strong fund balances with a current AA2 rating; just one notch below the highest possible AAA rating.

The meeting adjourned at 8:20 a.m.

Next meeting Friday December 15, 2017

MINUTES

CITIZEN'S FINANCE COMMITTEE

FRIDAY, December 15, 2017

7:00 A.M.

Location: Kirkwood City Hall, Main Level Conference Room

Committee Members in Attendance: Larry Watson, Sandy Washington, Barb Feiner, Kathy Harris, Kaitlin Walker, Brian Dentinger

Committee Members Absent: Jayson Thornton, Matt Biere

City Council Liaison: Ellen Edman

Staff Liaison: John Adams

Staff Members: Georgia Ragland

Approval of Minutes

Motion was made by Kathy Harris and seconded by Larry Watson to approve the minutes of the December 8, 2017 meeting. All in favor, motion carried.

Citizen Comments

No citizen comments

Administration

Train Station

The Train Station is staffed by 79 volunteers that are coordinated by one part-time Station Manager Employee. This station ranks between No. 1 and No. 2 in the country for customer satisfaction on a regular basis. A major physical restoration of the train station is planned to be underway within the next three years. Budget expenditures include part-time salary for Station Manager and contractual services.

Administration

Operating budget increases include Other Professional Services (citizen survey conducted once every two years), Legal (trending upward for this fiscal year and expect to continue into fiscal year 2018/2019), and Building and Grounds (maintain City Hall grounds, memorial walkway, and Special Business District). Discussed item not yet in the budget book, requesting new Christmas lighting decorations for the Downtown Business District; expected capital expenditure of \$100k. Transfers to other funds include Police Department Tasers and Police vehicles from Prop P money.

Human Resources

Long time Human Resource Manager retired in June, 2017. Her successor has recently decided to leave us in late January. The City has begun actively looking for her replacement. Changes in budget request are; decrease in training due to department not participating in tuition reimbursement, increase in personnel recruitment costs, increase in travel associated with Human Resource Manager attending large conference and keeping up-to-date on certification requirements, dues to greater focus on education, networking and professional development, and office furniture and equipment due to the addition of ergonomic equipment to assist with maintaining physical wellness.

Workers Compensation

Safety Manager remains diligent in controlling costs while providing safety training programs for all departments. For the past few years the City of Kirkwood has been able to keep our safety ranking below one. Controlling cost includes being a self-insured City, conducting safety meetings, initiating safety programs, seminars and training. Some improvements need to be made. Currently operating departments are working on developing a two-week out planning program giving them time to ensure they have the right equipment up and running and proper gear for each day to avoid rushing to put it together last minute.

Health Insurance Fund

Georgia announced there will be no increase in health insurance premiums for fiscal year 2018/2019. Since 2014 the health insurance premiums have only increased three percent. This is due to employees controlling claims by using programs developed within the City, patient care program, wellness coordinator, and safety programs, as well as Gallagher Benefit Services requesting bids for the 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 City is currently having Gallagher seek bids on dental insurance and will most likely have a small increase in premiums.

Strategic Plan

Georgia has been reaching out to all employees to discuss what a strategic plan is and what is in a strategic plan. This includes:

- Our Mission Statement
- Vision Statement
- Core Values
- Responsiveness
- Stewardship
- Community
- Tradition
- Involvement
- Inclusiveness
- Integrity
- Strategic Goals

Expanded information on the City's Strategic Plan can be found on the City Website

Deferred Compensation/Pension

The City of Kirkwood recently moved from Vanguard to TIAA for pension and deferred compensation. The City pension contribution for all employees is 6.5%, however, for police and fire the City also contributes the equivalent of 6.2% of Social Security into their pension as do the police and fire employees. The City also matches dollar for dollar up to 2% for employees contributing into the deferred compensation plan. City Council has decided to go to the voters on the April 2018 ballot to ask for a repeal of a 1987 Charter amendment so that all employees, including police officers and firefighters who don't receive social security, can move to LAGERS, a defined benefit plan. Citizen Finance Committee discussed the realistic expectations of the cost to the City. Committee requested documents showing the true cost of plan we have now and what the costs would be when the City changes to LAGERS. Georgia explained the plans'

benefits are not comparable at all. The City would be paying slightly higher in costs at the beginning, but as employees buy into service years the costs could go down.

Comments

Next week's meeting all members focus on their top three budget points for the upcoming year.

The meeting adjourned at 8:25 a.m.

Next meeting Friday December 22, 2017