

CITY OF KIRKWOOD

OPERATING BUDGETS FISCAL YEAR 2020/2021



J.P. Kirkwood

CAPITAL BUDGETS Five-Year Capital Plans Fiscal Years 2020/21 – 2024/25

The page was intentionally left blank.

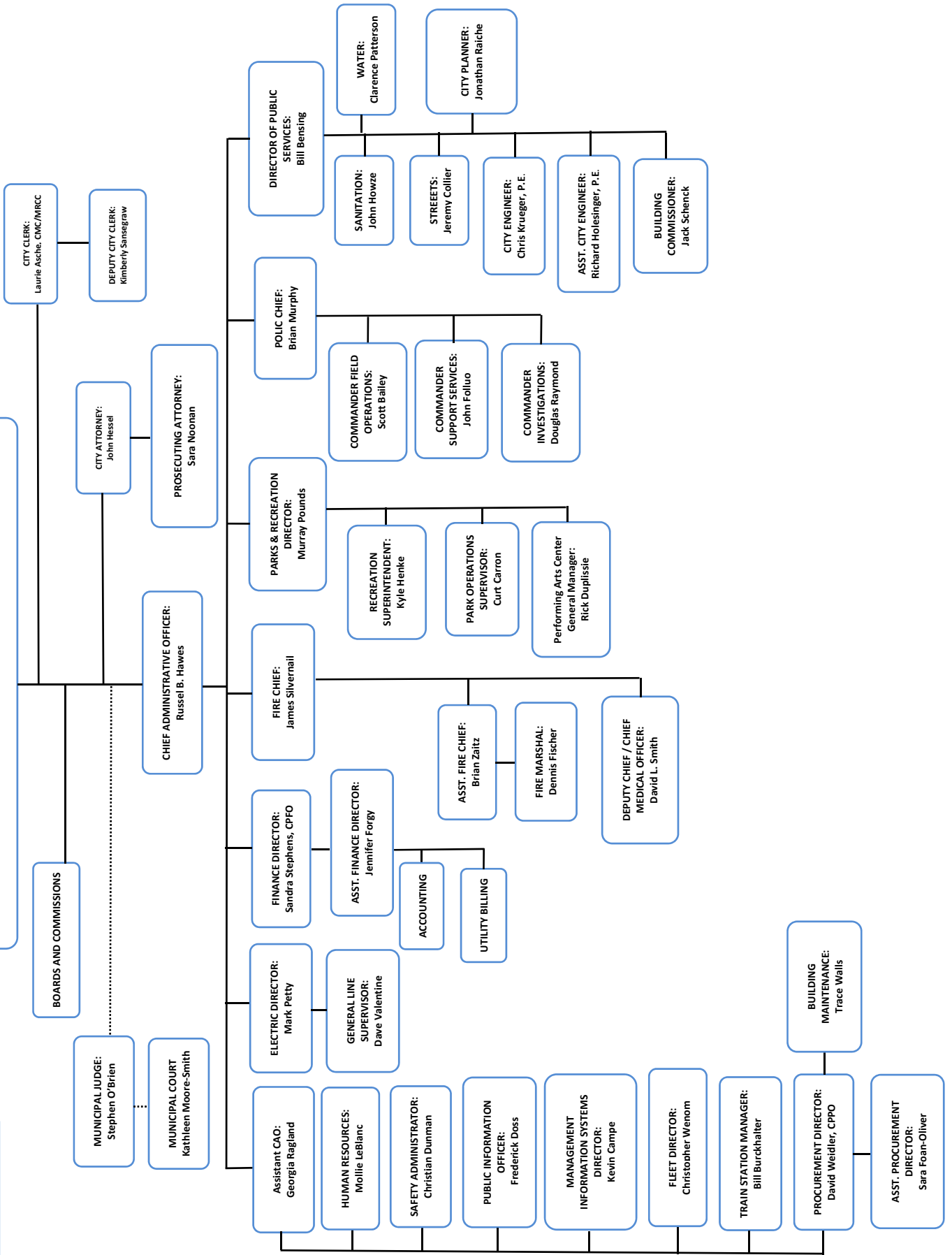
**CITY OF KIRKWOOD
2020/2021 BUDGET - TABLE OF CONTENTS**

	<u>Page</u>		<u>Page</u>
Organization Chart	I	<u>Section IV - Five Year Capital Improvement Plans</u>	
<u>Section I - Strategic Plan and Budget Message</u>		Capital - General Government	304
Strategic Plan	II	Summary	307
Budget Message submitted by Russell B. Hawes, CAO	XXI	Train Station	308
		Administration	310
		Management Information Systems	311
		Police	313
		Fire	315
		Engineering	321
		Public Works, Infrastructure	322
		Street	330
		Building Commissioner	333
		Procurement	334
		Facilities Operations	335
<u>Section II - Reappropriations and Position Requests/Changes</u>		Capital - Enterprise Funds	
Reappropriations	1	Electric	341
CALEA Accreditation Assistant/Grant	16	Water	343
Firefighter/Paramedic	21	Sanitation	348
Public Works Restructure	24	Fleet Services	351
		Workers Compensation	352
		Revenue Budget Line Items	354
		Expenditure Budget Line Items	355
<u>Section III - Budgets</u>		Capital - Parks/Recreation	
<u>Budget Summaries</u>		Summary	357
Citywide - Fund Summary	36	Parks/Recreation	358
General Fund - Department Summary	37	Revenue Budget Line Items	362
General Fund - Expenditure Summary	38	Expenditure Budget Line Items	363
<u>General Fund</u>		<u>Section V - Finance Committee</u>	
General Fund Revenues	41	Finance Committee Ordinance	364
		Finance Committee Roster	366
		FY2021 Budget Calendar	367
		Finance Committee Assignments	368
		CFC Recommendations - 2020	364
		CFC Recommendations - 2019	395
		CFC Recommendations - 2018	405
		Minutes	
		January 11, 2019	411
		May 28, 2019	412
		September 6, 2019	413
		September 13, 2019	415
		September 20, 2019	417
		September 27, 2019	419
		October 4, 2019	421
		October 11, 2019	423
		October 18, 2019	425
		October 25, 2019	427
		November 1, 2019	429
		November 8, 2019	431
		November 15, 2019	433
		November 22, 2019	435
		December 6, 2019	437
		December 13, 2019	439
<u>General Fund Departments</u>			
Train	46		
Clerk/Council	50		
Administration	56		
MIS	64		
Human Resources	70		
Procurement/Warehouse	82		
Facilities Operations	96		
Finance	106		
Court	114		
Police	120		
Fire	136		
Street Division	154		
Engineering	166		
Building Commissioner	186		
Forestry	198		
Recreation	202		
<u>Enterprise Funds</u>			
Electric	224		
Water	236		
Sanitation	250		
<u>Internal Service Funds</u>			
Worker's Compensation	266		
Fleet Services	276		
Medical Self-Insurance	294		
<u>Special Revenue Funds</u>			
Police & Fire Pension	296		
Equitable Sharing	298		
Sewer Lateral	300		

The page was intentionally left blank.

CITY OF KIRKWOOD, MISSOURI
ORGANIZATIONAL CHART
 Updated 1/28/2020

City Council
MAYOR: Timothy Griffin
Council Members: Maggie Duwe, Ellen Edman, Nancy Luetzow, Wallace Ward, Kara Wurtz, and Mark Zimmer



The page was intentionally left blank.

**Section I
Strategic Plan and
Budget Message**

The page was intentionally left blank.



City of Kirkwood Strategic Plan

June 2017



ACKNOWLEDGEMENTS

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

Mayor Timothy E. Griffin

Council Members:

Paul Ward

Bob Sears

Nancy Luetzow

Maggie Duwe

Ellen Edman

Mark Zimmer

Staff:

Russell B. Hawes

Chief Administrative Officer

Georgia Ragland

Assistant Chief Administrative Officer

Betty Montano

City Clerk

John Adams

Director, Finance

Bill Bensing

Director, Public Services

Kevin Campe

Director, M.I.S.

Mark Petty

Director, Kirkwood Electric

Jack Plummer

Police Chief

Murray Pounds

Director, Parks and Recreation

James Silvernail

Fire Chief

David Weidler

Director, Procurement

Chris Wenom

Director, Fleet Services

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

MISSION / VISION STATEMENTS

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

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

CORE VALUES

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

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

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

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

Involvement: We involve our citizens in local government activities.

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

Integrity: We foster the highest ethical standards.

STRATEGIC GOALS

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

STRATEGIC GOALS

Goal #1

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



Objective A: Promote environmental conservation and sustainability.

Initiatives/Projects/Actions:

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

- I. **Who is responsible:** Director of Public Services (primary) City Forester and Urban Forestry Commission (assisting)
- II. **How will it be accomplished:** Develop a comprehensive Urban Forest Master Plan to regulate tree maintenance, protection and tree planting that will support the City's tree ordinance
- III. **Why it should be accomplished:** Implementing a comprehensive Master Plan is needed to protect and manage the green landscape for which Kirkwood is known. Without the implementation of a plan to protect and maintain City trees, the landscape of Kirkwood may change with the continued redevelopment of properties in conjunction with the aging urban forest.
- IV. **When will it be accomplished:** FY17/18
- V. **Metric/how evaluated:** The management and protection of a forested landscape may not show results for several years. However, success of the plan can be evaluated with the implementation of each task listed in the plan.



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

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

3. Maintain quality housing through zoning enforcement efforts.

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



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

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

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

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

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

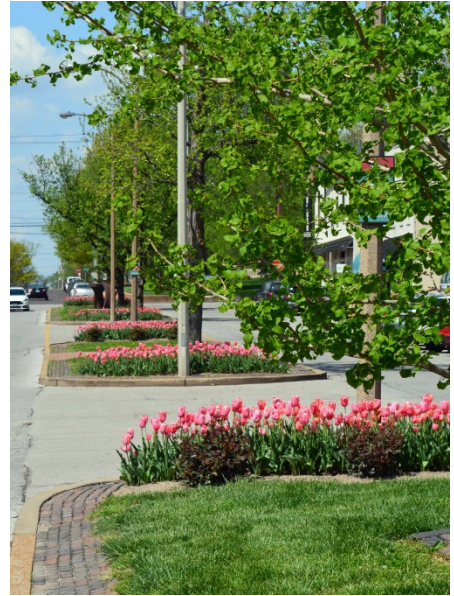
Initiatives/Projects/Actions:

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.



The page was intentionally left blank.



WHERE COMMUNITY AND SPIRIT MEET™

FY 2020-2021 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 2020-2021 (FY21) operating budget for the City of Kirkwood. The budget is a carefully constructed plan for the operation of the City. This proposed budget, developed over the past six months by the City's department heads, and the finance and administration management team, is a balanced and workable outline for the expenditure of funds to continue the services that provide for the public safety, welfare, and quality of life of all the citizens of Kirkwood.

Kirkwood is at a transitional point with regard to the development of its built environment with the current review, evaluation, and possible updating of its zoning code. Adjustments to the code as a result of this intensive review process will shape development in the city for years to come. This is well-timed, as we are currently in a robust period for residential development as Kirkwood's highly-rated public school system and exceptional quality of life drive demand. This zoning review as well as the continued implementation of the Envision Kirkwood 2035 comprehensive plan and the Downtown Master Plan will provide guidance for well-considered and appropriate growth of the city.

This economic growth serves to support the sales tax and gross receipts tax legs of the three-legged structure that provides the lion's share of the City's general fund revenue. Take away economic growth, and the property tax portion will bear an increased burden. The City of Kirkwood recognizes the need to maintain the infrastructure that supports our exceptional quality of life, and to strategically invest in cultivating economic activity.

Following through on the 2017 strategic plan, Kirkwood has invested in its future by upgrading its electric and sanitation functions, replacing water lines, resurfacing streets, and building a standalone performing arts center downtown. Strategic and targeted investment in capital projects has been a hallmark of Kirkwood over many years. The 2003 City acquisition of the train station, as it was threatened with being abandoned by Amtrak, is a fine example of how Kirkwood excels at finding solutions by thinking outside the box. In FY21 City leadership will be working to determine the best approaches to providing needed improvements at both the train station and the community center.

The City of Kirkwood is currently constructing a new state-of-the-art performing arts center that will serve as a regional center for the performing arts, with a planned opening

in June 2020. It will be spacious, accessible and attractive, and is designed with the flexibility to host a variety of productions, events and meetings. This new facility in the downtown location takes advantage of Kirkwood's bustling restaurant and retail scene, as well as the Magic House, to create a great new reason to bring people into Kirkwood from beyond the immediate St. Louis metropolitan region. While KTG and Stages St. Louis form a solid foundation for bringing people into Kirkwood, there are opportunities to further expand their reach and create a greater awareness of the new Performing Arts Center. We are working with Saint Louis County and Explore St. Louis for a funding allocation from the Convention and Recreation Trust Fund for promotional support at the Kirkwood Performing Arts Center (KPAC) to increase tourism. This outreach will allow us to strengthen the tourism economy in Kirkwood, and to build the brand and recognition of the Kirkwood Performing Arts Center as a premiere regional offering for years to come.

The Kirkwood Performing Arts Center is an integral element of our strategy to raise the stature of Kirkwood regarding tourism and economic development. Strong partnerships with Stages St. Louis and Kirkwood Theater Guild, both of whom have long-term agreements with the City to use the theater will help ensure success. Having two state-of-the-art theaters under one roof, as well as flexible multi-purpose spaces, creates new opportunities for programming and partnerships and will enable the center to meet a wide variety of community and regional needs. By drawing people near and far to its cultural offerings, the Kirkwood Performing Arts Center, with this targeted programming and outreach, will bring new vibrancy and activity to downtown Kirkwood.

Our citizens have made clear in surveys that pavement quality of our roads in Kirkwood are a prime concern. Over 70 percent of the City's FY21 capital improvements budget will fund road projects. In 2015 the City's engineering department studied the condition of Kirkwood's streets and developed a street restoration program. This past year, the City completed the fourth year of a five-year initial implementation of this program. The implementation is primarily by district, with each of five geographical districts of the city being completed in the five-year initial implementation. Thus far, the East, South, West, and Northwest districts have seen major improvement; with the Northeast district set in FY21 to complete the cycle through the city. Since the inception of the City's street restoration program in 2016, more than 130 streets have been resurfaced. City Council may consider a bond referendum or other funding to accelerate the completion of street and sidewalk projects

The City has applied for and received federal grants that supplement our local funds on infrastructure projects. In FY20 the City completed an 80 percent federally-funded project to update and synchronize the traffic signals along Kirkwood Road. We also have received grants of federal funds to supplement both stages of the Geyer Road resurfacing project to include enhanced pedestrian accommodation. We have also partnered with MoDOT on pedestrian safety enhancements along Manchester Road to begin construction in FY21 from Kirkwood Road eastward to the city limit. The City is

currently working with MoDOT for a grant for a similar treatment from Kirkwood Road westward to Des Peres.

Sanitation operations are under very close scrutiny with recycling processing costs surpassing those of solid waste disposal in the City's FY21 budget. Increased recycling costs are diminishing the Sanitation Department fund balance by a projected \$700,000 in FY20. We cannot sustain this level of continued loss in this fund. The City will need to decide during FY21 what level of recycling service the City will provide and at what cost.

FINANCIAL OVERVIEW

The City of Kirkwood's strong General Fund balance helps us maintain excellent bond ratings that save hundreds of thousands of dollars in interest on debt. This also allows us flexibility in the funding of larger projects, including facilitating interfund loans that benefit the loaning fund with better earnings, and that eliminate cost of issuance and other expenses. Conservative fiscal management has positioned the City to now have available 100% of its statutorily-defined debt capacity. Non-statutory debt, or bonds secured against the revenues of an operation, is manageable and appropriate for its purposes. This combined with diverse, steady, and predictable revenue streams allow us to adapt to changes and respond to needs. This year's operational budget includes the addition of two full-time positions and one part-time position. These positions are a full-time firefighter/paramedic, a full-time planning and development services director and a part-time CALEA accreditation assistant/grant manager. Justifications and position profiles for these proposed new positions are included in the FY21 budget document.

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

The most recent audited financials from FY19 indicate the City posted a General Fund cash surplus. The positive margin of \$1,548,000 pushed the City's total General Fund cash balance to \$11,171,000, representing 46 % of revenues. The cash surplus is indicative of the City's conservative budgeting practices and that the City typically only expends 94-96% of budgeted authorization. Sales taxes continue to be the City's primary revenue source, and accounted for 26% of fiscal 2019 General Fund revenues, followed by gross receipts taxes at 18%.

The FY21 budget accounts for the effect of new legislation, both internal to the City and external, in future expenses and revenues. The City's long term sustainability approach ensures enough money is set aside to pay expenses in lower revenue periods, that there is suitable cash flow to fund ongoing operations, and that all necessary infrastructure maintenance and capital purchases are not delayed due to seasonal cash flow or other liquidity issues.

It is helpful to track the recent past in determining projections for the upcoming year's budget. The most recent audited actual revenue and expenditure figures for the City are for FY18 and FY19. General fund revenues totaled \$24,095,000 in the fiscal year ended March 31, 2019, compared to \$22,385,000 for the year ended March 31, 2018, a 7.6% increase. Expenditures for the general fund, totaled \$ 24,080,000 for FY18. This was an increase of \$707,000 or 3% above the previous year. As of March 31, 2019, unassigned general fund balance, as a percentage of expenditures is steady with prior year at 33%. The City was able to add \$1,548,000 to its cash on hand in the general fund for FY19. 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 FY19 budget anticipates and projects a continuance of five percent dividend distributions from the enterprise funds to the general fund and capital improvement fund.

While the City's overall revenue receipts are steady or growing over the past five years, there are some significant revenue streams that are problematic. The growth of non-taxable data streaming services has undercut the City's cable franchise revenue. That loss, coupled with the continual decline of telecom taxes received by the City (revenues are fifty percent of what they were seven years ago), has removed over \$750,000 of yearly revenue from Kirkwood's rolls. We cannot expect those revenues to return to previous levels, and are planning for further diminishment.

In the state of Missouri, taxing authorities are allowed to recapture voluntary reductions in property tax in even years only. Based on information from the state auditor's office and the most recent 2019 assessed values, the City's analysis estimates the recaptured amount to add about 3.1 cents to the City's property tax, and produce additional revenue of \$344,900 in the first year of collection. This revenue would help sustain the City's services at current levels while offsetting some of the loss in the communications and franchise revenue streams.

Staff recommends starting the process in May/June of FY21 if the City Council acts on recapturing the voluntary reduction. The City would need to schedule a public hearing and have Council approve the required legislation and submit to the State Auditor in June for their review. In light of the aforementioned declines in two impactful revenue streams, the City can ill afford to forgo this already citizen-approved funding any longer.

The Police and Fire Pension property tax is also a concern that warrants action. Kirkwood voters in 1946 approved a specified property tax levy intended to fully fund police and fire pensions, and in 1977 and 1996 approved tax increases to continue fully funding the pension plans. Predictably, in the past few years, we have been observing that the Police and Fire Pension Plan has been underfunded. As the trend has proven over the years, pension costs grow and the tax receipts do not keep pace. After approximately twenty years, the police and fire pension property tax as set, and after Hancock amendment rollbacks, does not bring in sufficient revenue to cover pension contribution expenses. Recognizing this, the Police & Fire Pension Board recently hired an actuarial firm to project pension needs for the next twenty years. The analysis

determined that an 11 cent increase in the Police and Fire Pension property tax is necessary to fully support the plan as intended in the original vote. Administration strongly advises that City Council consider approaching the voters with this adjustment to the tax in order to fully fund the pensions. The Police and Fire Pension property tax has not been increased in more than twenty years, and this adjustment is needed, and projected to sustain the pension program for the next twenty years.

DEPARTMENTAL BUDGETS

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

ADMINISTRATION DEPARTMENT

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

Recently we have experienced significant turnover among our most senior positions. This can be particularly challenging for an organization which is used to very long-tenured leaders. In the past two years, the City has appointed new leaders in Fire, Police, Finance, City Clerk, and Human Resources, and are just now naming the new Public Information Officer. Within the next two fiscal years we are likely to see a new Parks and Recreation Director and Assistant CAO. We have been developing a professional succession culture to groom potential leaders from within the organization, and take advantage of our investment in people and their years of institutional knowledge. This approach provides opportunities for senior management to develop strong ties with their fellow employees, and trust and learn each other's capabilities and boundaries.

Just as there is turnover in staff positions, there will be some level of turnover at the City Council level in April due to term limits. The most recent review of the Council and staff's current 2017 Strategic Plan shows that the majority of goals and objectives have been met. As a result, the process to formulate priorities and strategies will begin anew with the seating of the new Council. The City will employ a facilitated process beginning Summer 2020 to identify a new set of goals and strategies for the future of Kirkwood.

Early in FY21, the City will again reach out to its residents through the bi-annual citizen satisfaction survey that measures the community's pulse by gauging citizen satisfaction with service delivery and quality of life, and level of support for certain proposed policy initiatives. The survey is used by the city to enlighten the process of setting priorities and strategies to address needs.

Compensation and benefits require a great deal of attention in order to keep the organization staffed with the highest quality employees that the community and City Council expect. Most of the compensation/classification recommendations from the 2018 McGrath Consulting report have been implemented. The City in FY20 made across the board range adjustments per the report's recommendations, and the FY21 budget includes merit-based and cost of living adjustments that equate to 3½% of salaries. The personnel who provide the services of the City of Kirkwood comprise more than 70% of the budget. Health insurance is a significant portion of these costs. Following good claims experience over the previous five years that had kept yearly health plan increases at zero to at most two percent, our most recent year's claims experience was not as favorable. As a result, our employee health plans will be increasing in cost to the City by 10 percent in the FY21 budget.

Human Resources:

Human Resources is moving toward an operation focused on efficient workforce planning and process through proactive recruiting, employee development, and total compensation. To this end the division in FY20 implemented an automated applicant tracking system has allowed HR to streamline the entire recruitment process to ensure best practices, reduce time to hire and allow monitoring and reporting of EEO and diversity data. Along similar lines, the Employee Self-Serve Portal for benefits administration was implemented in April 2019, and allows employees online access to benefits administration for open enrollment, qualifying event changes, and changes in personal information.

Medical Fund:

The City contracts with BJC for the services of a Wellness Coordinator 9 hours a week. The proposed budget includes funding to continue the City's onsite biometric screening program. Participation in the biometric screening, along with an annual physical, and choice of two additional wellness activities such as a flu shot, dental visit or eye exam allows employees to meet certain wellness program criteria in order to qualify for a day off or its equivalent in cash. This along with voluntary employee participation programs such as "greatest loser" and other exercise and nutrition programs offered throughout the year have had a positive effect on the City's health insurance costs.

Capital Items:

There are no new capital items in the FY21 budget for the Administration Department.

TRAIN STATION

The City of Kirkwood owns and operates the train station in downtown Kirkwood. A major historic restoration is planned in the next five years; funded through a fundraising effort by the Historic Kirkwood Train Station Foundation. Also, a federally-funded project to construct an ADA-compliant platform and customer amenities in partnership with Amtrak is planned to begin in FY21. The past year has seen the installation of four new enlarged catch basins to mitigate flash flooding in the area. Following completion of the Amtrak accessible platform, and HKTS fundraising, restoration of the building may be programmed.

Capital Items:

As the new platform is 100% federally funded, there are no new capital items in the FY21 budget for the Train Station. In future years, items including a possible flood gate and berm and parking improvements are planned. While the restoration of the Train Station will be a City-managed project, monies for it are to be raised from outside sources, with no City funds earmarked for the building.

MANAGEMENT INFORMATION SERVICES

MIS will be guiding the process to select a new enterprise resource program (ERP), the finance and operations platform and programs for all departments of the City. This will involve working with department leaders to develop the specifications for the integrated deliverable. The first step after procurement will be to work with the vendor or vendors selected during the migration to the new ERP system. We expect that to happen toward the end of FY21. A primary consideration in this process will be the ability for us to expand the use of the City's current GIS system in conjunction with the new ERP system.

For FY21, MIS will install a new voice mail system for the city. The current system is still supported, but there is only one engineer certified to work on the system. There are also no further updates scheduled from the manufacturer. This is the appropriate time to replace and update the system.

This budget also includes funds to utilize the services of a consultant to create a plan for business continuity should there be a catastrophic failure of the IT system or complete loss of the computer room. MIS will provide for the continued support of applications, phones and other computing devices that the City's staff use on a daily basis.

Capital Items:

MIS plans to use FY21 capital funds as proposed:

Citywide ERP	\$525,000
Computer Upgrades	\$ 15,000
Replace Voicemail System	\$ 40,000
Business Continuity Study	\$ 40,000

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. This past year Procurement began implementation of an asset management and contract tracking system. This allows the team to move more efficiently through sometimes complex purchasing processes. The department also continues to administer the City’s Pro-Card program.

Capital Items:

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

FACILITIES OPERATIONS DEPARTMENT

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

Identified concerns for the coming year include security, paving at one of the firehouses, and Police Department building maintenance. The City Hall security system as of last year became obsolete with minimal tech support. It will be necessary to update these systems in FY21. Firehouse #2 driveway drainage structures in the concrete continue to deteriorate due to the weight of the equipment. Metal plates were placed over the drainage grates to prevent damage to tires. The FY21 budget includes funding to repair this issue along with other concrete concerns at that location.

Capital Items:

Facilities Operations plans to use FY20 capital funds as proposed:

City Hall Security	\$ 84,000
½ Ton 4x4 Pickup Truck	\$ 32,500
Firehouse 2 Concrete Drive	\$ 41,000
PD Dispatch HVAC	\$ 24,000
PD Facilities Assessment	\$ 25,000

CITY CLERK’S OFFICE

The City Clerk is the custodian of records for the City, and is a primary contact between the public and City Hall. The City Clerk also monitors compliance with the City’s charter, fulfills Sunshine Law requests, and oversees municipal elections. FY21 is a municipal election year and the budget includes associated costs. As a part of the leadership team, the City Clerk is counted on to compile customer interactions and track the responses by the departments, as well as serve as liaison between citizens and City departments regarding concerns, issues or disputes.

FY21 will be the first year to include \$8,000 for the services of General Code to maintain our City Code. The amount budgeted is an estimate which can be fine-tuned over time. It is important that the City continue with the General Code contract to enable citizen access to a fully up-to-date municipal code with advanced search capabilities.

The City Clerk's office also arranges travel for City Council, City Clerk and Deputy City Clerk, for conferences and other training opportunities. The majority of the City Council attends the Missouri Municipal League's Annual and Legislative Conferences. The City Clerk and Deputy City Clerk attend the Missouri City Clerks and Finance Officers Association Annual Conference where seminars and education sessions on issues pertinent to the City Clerk profession are provided. Regional Conferences and the Missouri Municipal League Annual Conference are also included in City Clerk's budget.

Mayor/Council:

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

Capital Items:

There are no new capital items in the FY21 budget for the City Clerk's Office.

FINANCE DEPARTMENT

The Finance Department has undergone significant changes in the past year. In August long time Finance Director John Adams retired and Sandy Stephens was promoted to the position of Finance Director. One key to ensuring that the City maintains a strong and healthy Finance Department is maintaining an updated succession plan for the future. Our focus is on preparing and exposing the Assistant Finance Director and Accountant to institutional, statutory, and technical knowledge in order to ensure smooth operations through finance personnel transitions. To accomplish this goal, the Finance Department FY21 training budget will provide the ability to send the Assistant Finance Director and Accountant to appropriate training opportunities throughout the fiscal year.

The Finance Department is a service-oriented department whose customers include Kirkwood residents and businesses, City Council, management, internal departments, vendors, and City staff. The finance department has a renewed focus on internal and external customer service. Excellent customer service is achieved when staff members are trained, knowledgeable, and function as a team. The new finance director has communicated to the finance team her commitment to improving and building upon the successes of the finance team. In November 2019, the Finance Department held their first full day training session as a team with the focus on communication and positive interactions.

Technical updates will also benefit the department in FY21. The City's somewhat antiquated financial software has been an obstacle to achieving timely and efficient reporting of the quarterly financial reports, the budget document, the Comprehensive Annual Financial Report, and department performance measure reports. The current financial software lacks a true interfaced reporting capability. The City relies on a third

party database that has proven to be a cumbersome tool to use and teach to others. The FY21 capital budget includes funding for the first phase of a new city-wide financial and operations system known as an Enterprise Resource Program (ERP). The new ERP project will be fully implemented over a span two years. The ERP will benefit all aspects of City operations, from asset management to integrated work orders and purchase tracking through all departments.

Capital Items:

There are no new capital items in the FY21 budget for the Finance Department.

FLEET

Fleet Services oversees and maintains over 240 City vehicles and pieces of equipment. The department maintains eight service bays with five technicians and one customer service assistant. Fleet Services continues to offer its expertise to outside entities including: City of Clayton Fire Department, Glendale Fire Department, Frontenac Fire Department, the City of Rock Hill's Police Department and their Public Works Division. Fleet recently added Saline Valley Fire Protection District to its contract customers. These agreements are mutually beneficial. Participating entities call upon us when the required repairs are out of their scope of expertise. New revenue to the City of Kirkwood totaling \$53,049 was realized in FY19 as a result of municipal repairs for our participating cities.

Specialized fire vehicle warranty repairs resumed as Glendale's Fire Department received their new apparatus and Shrewsbury's Fire Department will be receiving a new apparatus late summer to early fall. Shrewsbury's Fire Chief has also expressed interest in completing an agreement similar to that of Saline Valley. All of the aforementioned vehicles are scheduled under the same guidelines as the City of Kirkwood's assets ensuring a high level of customer service for all. The feedback has been extremely positive from both internal and external end users as we continue to maintain a high Vehicle-In-Commission (VIC) rating, currently 99.15%.

Fleet Services in FY21 has budgeted to assist the Public Services Department in implementing a Telematics/Route Assist solution. This solution is projected to improve driver safety and productivity; reduce fuel spending, maximize utilization, and decrease wear and tear on City-owned assets. With the use of telematics, we will be able to track driver behavior such as jack rabbit starts, sudden braking, and speed compared to speed limit; thereby increasing the effectiveness of our services to residents, all while reducing expenditures.

Fleet has been testing hybrid and hybrid/plug in type vehicles to determine their viability for City purposes. The Electric and Police Departments have been utilizing a form of hybrid vehicle for 2 and 5 years respectively. The analysis shows the average unleaded gas sedan at 37¢ per mile, the hybrid at 20.6¢ per mile and the plug in hybrid at 20.1¢ per mile. Based on these values, the purchase price variance from that of a normal gas powered sedan was yielded in under two years with either hybrid option.

For FY21, Fleet Services has budgeted to replace a Wheel and Tire Balancer. The current balancer has been in service since 1999, has exceeded its life cycle and is limited to automotive and light duty truck wheels. The proposed balancer will increase the department's capabilities to encompass all of the City's vehicles, as well as perform a simulated on vehicle performance test.

Capital Items:

Fleet Services plans to use FY21 capital funds as proposed:

Light/Heavy Duty Tire Balancer	\$ 20,000
--------------------------------	-----------

POLICE DEPARTMENT

The Police Department strives to provide highly professional, equitable, and effective law enforcement services for our community. This past year, following a three-year process, the Kirkwood Police Department received CALEA accreditation. It took diligent effort to achieve this accomplishment, with majority of the work performed by Support Service Captain John Folluo with assistance from Doug Raymond, Captain of Detectives and Lt. Cliff Pope, Support Services. All three did this work in addition to their normal responsibilities. We are aware that most agencies our size have a dedicated CALEA Manager to maintain accreditation, with minimal or no other duties.

Data gathering or data entry comprise the bulk of CALEA maintenance work. The manager gathers "proofs" that document that the department actually does what our policy says. For example, we will need to search police reports to show compliance with our policies regarding handcuffing and searching prisoners. Each report is located, then downloaded from the system to show documentation for that standard. Each standard requires a proof for each year. Having a dedicated employee doing the research and entry will free up the Support Service Captain to concentrate on other matters. The Chief and I support the creation of a part-time position of CALEA Accreditation Assistant/Grant Manager. Following careful evaluation of duties in the department, we find this the most cost effective approach with a budgetary impact of \$20,000. An additional use of the part-time employee, with experience and training, is maintaining and expanding the police grant program with state and federal agencies.

In FY19, the Patrol Division moved to twelve hour shifts and the Detective Division to ten hour shifts. With careful oversight and time management, the department was able to reduce by 15 percent its overtime budget for FY20. We continue to monitor police overtime closely to keep costs down. Significant amount of overtime is covered by grants, and where possible, we also attempt to have any special detail overtime reimbursed to the city. For FY21 the department is requesting a total overtime amount of \$275,350, which is a reduction of \$5,700 (2.03%) from FY20. This accounts for budgeted pay increases.

Vehicles are a significant cost for the department. The Chief of Police continues to work closely with Fleet in determining the best practices regarding the purchase of vehicles and related equipment. Through Fleet Service’s formulas and guidance, the police department is able to maximize the use of its fleet. In FY20 an additional vehicle was added to the fleet, a Chevy Tahoe, which was purchased with funds from a grant from the State of Missouri and the city of Oakland. The department also added a Ford F-150 pick-up truck, to replace a 2002 pick-up. The new truck is patrol equipped; pursuit rated and will be used on a daily basis as a patrol vehicle. The addition of these two vehicles will allow other vehicles to be used less, which may allow the department to defer the purchase of some vehicles in FY22.

Because of newer legal mandates and changes in the laws and expectations regarding training for police officers in diverse subjects, Kirkwood Police continues to strive to obtain the best possible training available. As costs continue to rise we take advantage of online classes, subscriptions and other web-related training. The department has increased its online training over the past several years because of the savings, officer availability and the subject matters available. The FY21 budget does reflect additional training cost of \$5,100 with the addition of Police One Academy, a Missouri POST-approved online provider.

Capital Items:

Kirkwood Police plans to use FY21 capital funds as proposed:

The police department will be obtaining two new patrol vehicles, one canine, one unmarked, and one detective vehicle in FY21 to replace high-maintenance cost older models.

Patrol Vehicles	\$133,000
Detective Vehicle	\$ 27,800
Leased Vehicles	\$ 10,000
Taser Weapons	\$ 20,610

FIRE DEPARTMENT

The mission of Kirkwood Fire/EMS is executed through highly-skilled administrators, firefighters, and paramedics working to provide the best response in emergencies. Supporting this effort requires both a commitment to continued improvement through training initiatives and through providing modern, state of the art equipment for safe service delivery.

In FY21 the Fire Department is requesting a complete replacement of all self-contained breathing apparatus (SCBA). This purchase will also require the associated replacement of breathing masks and an air compressor/filling station. The total budgeted cost is \$325,000. SCBA are the most vital tools for firefighter safety in the fire service. Structural firefighting requires firefighters to enter deep into immediately dangerous to life or health. This activity requires a device that protects them from the toxic asphyxiates found in smoke and the byproducts of combustion. SCBA have evolved into a highly sophisticated, dynamic technology, due to the intrinsic missions to which they are assigned. Therefore, replacement is absolutely critical in the specified time period.

Included in the Fire Department capital budget are funds to replace the “mini-pumper” at station #3. This will accomplish two goals: to satisfy access issues within the city, and to reduce call volume and maintenance costs associated with the tower ladder truck. The proposed apparatus would be used to supply fire protection to residential property located off Ballas and Adams roads where steep inclines and low-weight bridges make access with a full size fire truck impossible. The addition of parking garages in residential multi-living complexes also require a smaller suppression apparatus. In addition, this vehicle would be utilized to respond to all non-structural calls for service, such as emergency medical alarms and miscellaneous fire responses. This procedural change is intended to increase life span of the ladder tower, a million-dollar capital item, and substantially lowers the cost per mile of the response.

Training is an essential function within the Fire Department and vital toward effective service delivery. Continuous professional development is a strategic objective of the department. The training line item budget enhancements reflect improvements to operational training that maintain proficiency, ingenuity, and compliance to ISO parameters.

The Fire Department has embraced and prioritized community risk reduction. This process begins with redeveloping and restructuring the Fire Prevention Bureau of the department. In FY20, the new position of Fire Marshal was added to administrative staff. This position will oversee the life safety codes for the City, as well as managing life safety education programs. The new Fire Marshal will report to the Assistant Fire Chief and be empowered to restructure and develop new programs. A new emphasis will focus on the Community Risk Reduction aspect of life safety, providing equity to the community.

Capital Items:

The Fire Department plans to use FY21 capital funds as proposed:

Self-Contained Breathing Apparatus	\$325,000
Mini Pumper	\$330,000
Breathing Air Compressor Fill Station	\$ 54,000
Command Vehicle	\$ 40,000
Hose Replacement	\$ 13,900

PUBLIC SERVICES DEPARTMENT

Engineering and Infrastructure

The Engineering Division will be completing the first full five-year cycle of the Street Restoration Program in FY21. The capital budget will reflect funds that will be used in the Northeast street maintenance district. This district is bounded by Adams Ave. to the south, Geyer Rd. to the west, the city limit to the north and the city limits to the east. These projects consist of asphalt milling and overlays, micro surfacing, ultra-thin bonded asphalt wearing surfaces and concrete slab replacement. Engineering will also continue to

manage larger scale construction projects that will carry over into FY21: Quan Ave., Geyer Rd. Phase I, design of Geyer rd. Phase II and Manchester Rd. Phase I and II.

Engineering will continue the implementation of the Sidewalk Program. This program includes the repair of hazardous sidewalk reported by residents, implementation of the Kirkwood Pedestrian and Bicycle Plan and hazards identified in the ADA Transition Plan. New sidewalk connectivity projects were completed in FY20, on Jefferson and Monroe, as well as ADA improvements at multiple intersections in the city.

Planning

The Planning Division oversees and guides development and code review for all new commercial and residential projects in the city. The division also provides daily support for building permit review related to zoning regulations and daily support to homeowners, property owners, and developers looking to improve their property. The Planning Division conducts site inspections for zoning requirements on active construction sites, conducts inspections related to reported violations of zoning requirements, and conducts all necessary follow-up to ensure any issues related to these inspections are resolved.

In FY20, the Planning Division worked with City Council and the Planning & Zoning Commission to re-evaluate zoning regulations related to infill residential development. The City contracted with a consultant for a complete overhaul of the current Zoning Code. Planning has been coordinating this project over the last several months. It is anticipated that this process will be completed prior to the end of FY20.

Planning will also be coordinating two studies in FY21. The first will be working with the Vision Zero Task Force in the development of a Vision Zero Action Plan, which began in FY20. The Second study will be the development of a streetscape plan in keeping with Goal No. 3 Objective B of the City’s 2017 Strategic Plan to develop a streetscape plan for the City’s main business corridors (Downtown, Manchester and Big Bend).

Management analysis has determined that the City will benefit from a reorganization of the structure of the Planning Division and the Building Commissioners Office. This is described in the Public Services new position memorandum for the FY21 budget.

Capital Items:

Engineering/Infrastructure/Planning plan to use FY21 capital funds as proposed:

Street Resurfacing	\$2,648,128
Sidewalk Improvements	\$ 150,000

Forestry

For FY21 in the Forestry Division, there is a substantial increase in the professional services account. The increase is a result of expanding existing programs for tree pruning prior to road paving projects, annual tree pruning, and hazardous tree removals and increased tree planting. The City Forester is also responsible for managing the lawn maintenance contractor that services city buildings, Special Business District (SBD) and the public right-of-ways. In this year’s budget additional funds have been requested to manage weed control along sidewalks and street curbs within the SBD.

Capital Items:

There are no new capital items in the FY21 budget for the Forestry Division.

Building Commissioner

The Building Commissioner’s office continued to oversee heightened demand for new construction in Kirkwood. In the past year the addition of a new residential construction inspector to track construction activity, and respond to cases of non-compliance with code, has had the effect of lessening negative impacts of the construction activity to neighboring homeowners. The office also has instituted a new administrative requirement that a construction vehicle and equipment parking plan be submitted for review prior to issuing a permit. This has had positive results for neighbors as well.

Capital Items:

The Building Commissioner plans to use FY21 capital funds as proposed:

Compact SUV (2)	\$ 50,000
-----------------	-----------

Sanitation

This coming fiscal year the Sanitation Division will be acclimating to the automation of residential trash collections which began in the fall of 2019. Sanitation will be tracking their efficiencies gained through automation. In the FY21 budget, funds are being requested for the installation of GPS tracking equipment and routing software to further automate collections and gain more operational efficiencies.

The City will also be entering its fifth year of a ten-year solid waste disposal agreement with the landfill operated by Waste Connections. This agreement also gives the City the ability to extend the agreement for two additional five year terms. For the past five years the cost per ton of solid waste landfilled was \$37/ton. Waste Connections has contacted the City in an effort to negotiate an increase based on the current agreement with yearly CPI adjustments. Therefore, the FY21 budget has been increased by a projected CPI.

This past fiscal year recycling processing market prices continued a steep increase that continues to render our current service and pricing structure unsustainable in the long term. In FY21, we will need to assess the level to which we are going to provide recycling services, and their cost to the City. We are doing all we can to create workable efficiencies in recycling. For example, to avert loss from cardboard pricing, the Sanitation Division is now self-hauling cardboard to Republic’s processing facility.

This past year the average price the City has been paying to process single stream recycling has been \$85 per ton. In the FY21 budget, increases are based on CPI and market variances, and the FY21 recycling expense budget is based on an average price of \$90 per ton.

Capital Items:

The Sanitation Department plans to use FY21 capital funds as proposed:

Replacement Receptacles	\$ 20,000
Rear Loader	\$220,000
Side Loader	\$265,000
GPS Routing	\$100,000
Trailer	\$ 15,000

Streets

The Streets Department will continue to provide proactive preventative street maintenance in FY21. Streets will be making repairs in the Northeast maintenance district prior to paving contractors moving in for the Street Restoration Projects. Streets will also continue to refresh, maintain and install pedestrian crosswalks throughout the City. In the FY 21 budget, Streets will be requesting the replacement of two dump trucks. These trucks will also be outfitted with snow fighting equipment.

Capital Items:

Streets plans to use FY21 capital funds as proposed:

Dump Truck	\$320,000
Snow Plow and Salt Spreader	\$ 20,000
Skid Steer w/Tracks	\$ 45,500
Curb Machine	\$ 6,500
Grinder	\$ 5,000

Water

The Water Department continues working towards maintaining and upgrading the City's water distribution system. An automatic water rate increase of 3% is included in the FY21 budget. In addition to the proposed rate increase the capital water main replacement program has been reduced \$525,600 to minimize the impact on the Water Fund Balance. This will replace .5 percent of our 135 mile distribution system.

Capital Items:

The Water Department plans to use FY21 capital funds as proposed:

Fire Hydrant Installations	\$ 10,000
Water Main Replacement	\$1,000,000
Operational Improvements	\$ 100,000
Leak Detection Program	\$ 100,000

Dump Truck	\$ 70,000
Trailers	\$ 36,000

RECREATION DEPARTMENT

The opening of the Performing Arts Center (PAC) in downtown Kirkwood creates a new cost center for the Recreation Department budget. With the opening set for summer of FY21, the PAC will need to have a professional staff on board to direct operations. The three person full-time staff will be tasked with creating a standout customer experience from day one. The budget includes allocations for salaries and benefits for the new positions at the PAC; General Manager, Technical Director, and a Maintenance/Custodial position. The full time staff will be assisted by part time and contractual staff, but will provide the leadership for the successful operation of the PAC. The plan calls for both the PAC General Manager and the Technical Director to be on board at the start of the fiscal year. Depending on the actual opening date, the Maintenance/Custodial position will start a couple of months later.

Another factor in the first year operation of the PAC is the principal tenant of the facility, STAGES St. Louis, will not be in residence during FY21. The City will still receive revenue from their activities, just not at this venue. This will skew some of the numbers and may result in a larger difference between revenue and expenses at the PAC in the first year of operation than would normally be the case.

The Recreation Department relies heavily on part-time and seasonal workers, and the ability to pay competitive salaries is key. While as a government agency we the City is not required to pay minimum wage, it is clear that failure to do so would compromise our ability to attract the kind of quality staff members required to keep our recreation programs running smoothly. Thus, part-time salary account requests reflect increased hourly salary rates to keep pace with the annual increase in the minimum wage.

The minimum wage will also affect costs associated with some contractual workers. This is particularly true of athletic game officials and the pool management contract. In the case of game officials, our recreation programs compete with other part-time jobs that are more consistent in terms of hours worked and working conditions where participants aren't constantly hassling game officials. In a time where hourly salaries are rising we are losing game officials to such jobs. In the case of the pool management contract, we are fighting a national trend that makes it difficult to recruit lifeguards. We now compete with fast food and retail operations who offer higher salaries. Without a competitive salary structure in place, pool operations could be impacted by a lack of guards.

We continue to monitor the progress of two new competitor ice rink complexes that are just becoming operational. For the last three years or so, rink revenue has been buoyed by short term closures of several neighboring rinks along with the permanent closure of the three sheet rink facility in Chesterfield. As a result, rentals and public admissions have continued to be significant factors in generating revenue at the rink. With two new ice rinks (with five indoor and one outdoor sheets) coming online it is difficult to predict

with complete surety whether or not the current level of revenue generation is sustainable. One element in our favor is the St. Louis Blues' 2019 Stanley cup championship. That championship has increased interest in not only hockey but skating in general. This should help sustain the demand for rental time, public skating and lesson programs.

Overall recreation program attendance and revenue has been steady. We are constantly evaluating opportunities to better serve our program participants. Continued capital investment in new infrastructure at the aquatic center and the ice rink, reflected in this budget, will extend the serviceability of those venues and their associated activities.

Capital Items:

Recreation plans to use FY21 capital funds as proposed:

Aquatic Center Repairs	\$494,700
Pool Painting (Family and Plunge Pools)	\$ 36,500
Sewer Line Upgrade	\$ 50,000
Rink Warming Room HVAC	\$ 17,000
Minivan	\$ 26,000
Seal and Stripe Community Center Parking Lot	\$ 25,000
Ice Resurfacer Garage Door	\$ 6,000
Ice Edging Machine	\$ 5,000

KIRKWOOD ELECTRIC

Kirkwood Electric enjoyed another successful campaign last year. The department was able to provide excellent service delivery while being able to increase its fund balance. The department also contributed to city-wide projects and infrastructure improvements without incurring additional debt.

The Alfred Substation, the cornerstone of Kirkwood Electric's modernization program, is now supplying energy to the northeast and eastern portions of Kirkwood. By the close of FY20, the utility expects to have completed its remaining distribution circuits slated for upgrades. In FY21, those circuits will be switched over to a higher and more efficient operating voltage. This will then enable Kirkwood Electric to redistribute the load and begin upgrades at the Sugar Creek substation with the intent of completing its modernization within the next two fiscal years. Planning and preliminary engineering will begin on a project to install an energy storage system at the Leffingwell substation. These new service upgrades will ensure reliability for those customer locations for the foreseeable future.

The upcoming year will also mark the third year of development of a system to prepare for the impending retirement of a significant number of line workers. In FY19 Kirkwood Electric began the implementation of a five-year plan designed to stave off anticipated line worker retirees by hiring one new line worker apprentice. For FY21, the budget includes an additional line worker apprentice that will cost approximately \$76,250. The department will continue to supplement its workforce with contractual

services to perform line work, utility marking, underground boring and street lighting LED conversions.

Kirkwood Electric strives to continue to work to achieve the goals outlined in the City's strategic plan. In FY21 the department will utilize contractual services to install over 360 new LED light fixtures at existing overhead fed lighting locations. The saving associated with reduced energy consumption coupled with reduced maintenance is estimated at approximately \$100,000 per year. The completion of water main work on Quan Avenue will now give way to new traffic signals at the two major intersections of the thoroughfare. Federal funds will reimburse Kirkwood Electric for the new traffic signals along Kirkwood Rd. between Manchester and Big Bend and further strengthen the fund balance. Kirkwood Electric's efforts in the new fiscal year will continue to realize the primary goals of the strategic plan; continuing to fund and complete infrastructure improvements that will benefit all citizens of Kirkwood through improved quality of life.

Capital Items:

Kirkwood Electric plans to use FY21 capital funds as proposed:

Distribution System (Circuit Upgrades)	\$ 575,000
Distribution System – Service Extensions	\$ 70,350
LED Street Lighting	\$ 368,000
Electric Vehicles	\$ 90,000

CONCLUSION

The proposed budget is an effective and workable financial plan for the operation of the City of Kirkwood in fiscal year 2021. It is intentionally lean, and conservative in its projections. I would like to express my appreciation to Mayor Griffin and the Kirkwood City Council, for their support and consideration of this proposed operational budget and five-year capital improvement program. I also wish to thank all the members of the Citizens Finance Committee for their in-depth review of departmental proposals with the City's leaders.

This document would not be possible without the dedicated efforts of the staff members of the City of Kirkwood who work every day to better our operation. Special thanks are due to Finance Director Sandy Stephens and Assistant CAO Georgia Ragland for their deep-dive analytical skills through multiple scenarios and iterations and their patience in developing this comprehensive financial plan.

Respectfully,



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

The page was intentionally left blank.

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

This page was intentionally left blank.

City of Kirkwood
General Fund and Capital Improvement Fund
Reappropriations Requests from Fiscal Year 2019/2020 for Fiscal Year 2020/2021

Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
1 101-1102-412.31-08	2019/2020	Administration	Urban Forestry	273
2 101-1204-421.43-08	2019/2020	Police	Range Target Backing (non-capital)	4,700
3 101-1701-423.31-10	2019/2020	Engineering	Zoning Code Revision (200338)	24,890
4 101-1701-423.32-03	2019/2020	Engineering	Miro Paver (200711)	10,000
5 205-1201-429.75-05	2019/2020	Police	External Vest Covers (non-capital)	3,781
6 205-1201-429.31-09	2019/2020	Police	Leadership Training	8,070
7 301-1112-600.75-05 PU1801	2017/2018	Procurement	E-Procurement and Contract Mgmt.	35,000
8 301-1201-600.75-06 PD2002	2017/2018	Police	Patrol Vehicles	112,712
9 301-1401-600.75-12 PW1805	2017/2018	Infrastructure	Kirkwood Rd. Safe Route-Const. (200304)	55,797
10 301-1401-600.75-12 PW1801	2017/2018	Infrastructure	Kirkwood Rd. Safe Route-Const. (200504)	12,931
11 301-1401-600.75-12 PW1902	2018/2019	Infrastructure	Sidewalks	7,883
12 301-1401-600.75-12 PW2002	2019/2020	Infrastructure	Sidewalks	50,468
13 301-1401-600.75-12 PW2002	2019/2020	Infrastructure	Sidewalks (200339)	50,476
14 301-1401-600.75-14 PW1801	2017/2018	Infrastructure	Geyer Rd. Phase I-Design (200285)	4,215
15 301-1401-600.75-14 PW1901	2018/2019	Infrastructure	Geyer Rd. Phase I-Construction	1,123,074
16 301-1401-600.75-14 PW1901	2018/2019	Infrastructure	Bike Wayfinding-Design (200294)	52,826
17 301-1401-600.75-14 PW1901	2018/2019	Infrastructure	Quan-Design (200308)	22,596
18 301-1401-600.75-14 PW2001	2019/2020	Infrastructure	E. Monroe-Design (200508)	78,353
19 301-1401-600.75-14 PW2001	2019/2020	Infrastructure	Manchester Phase 1-Design (200509)	88,168
20 301-1401-600.75-14 PW2001	2019/2020	Infrastructure	Northlin/Southlin-Const. (200514)	305,942
21 301-1401-600.75-14 PW2001	2019/2020	Infrastructure	Pavement Striping-Const. (200537)	22,157

City of Kirkwood
 General Fund and Capital Improvement Fund
 Reappropriations Requests from Fiscal Year 2019/2020 for Fiscal Year 2020/2021

	Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
22	301-1401-600.75-14 PW2001	2019/2020	Infrastructure	Street Preservation	263,527
23	301-1401-600.75-14 PW2004	2019/2020	Infrastructure	Geyer Rd. Phase II-Design (200571)	182,937
24	301-1401-600.75-14 PW2004	2019/2020	Infrastructure	Geyer Rd. Phase II-CE (200571)	119,988
25	301-1401-600.75-14 PW2005	2019/2020	Infrastructure	Quan-Const	914,607
26	301-1701-600.75-07 EN2001	2019/2020	Engineering	Vision Zero	50,000
27	301-1704-600.75-03 FO2003	2019/2020	Facilities	ADA Study	15,000
28	301-1704-600.75-03 FO2004	2019/2020	Facilities	Police Flooring	35,000
29	301-1704-600.75-03 FO2007	2019/2020	Facilities	Firehouse #1 Generator Replacement	73,273
30	301-1704-600.75-06 FO2002	2019/2020	Facilities	1/2 Tome Pickup	31,000
	Total Reappropriations				3,759,644

City of Kirkwood
General Fund and Capital Improvement Fund
Reasons For Reappropriations Requests from the 2020/2021 fiscal year

	Reason for Reappropriations	Estimated Completion Date
1	Urban Forestry donations that are anticipated to be unused as of March 31, 2020	2020/2021
2	Linatex target backing curtains for the pistol range, which are being ordered and should be delivered in March, but could possibly not be delivered until April.	2020/2021
3	The project is nearing completion and is expected to be approved by the City Council in April.	2020/2021
4	This is an on-call contract for training and updating MicroPaver	2020/2021
5	The vest cover purchases are ongoing, accompanying vest replacement.	2020/2021
6	Funding for leadership training for six officers was approved 1/14/2020 by City Council. The date that the training is available has moved from March 2-6, 2020 to April 6-10, 2020. Registration will take place in this fiscal year, but travel expenses will not be used until April 2020.	2020/2021
7	E-Procurement and Contract Management Software - Proposals are in review.	2020/2021
8	One marked patrol vehicle and one unmarked vehicle have expected delivery dates of February 2020, but re-appropriation is being requested in the event the manufacturer has delays. In addition, one other marked vehicle order was canceled by the manufacturer, and re-appropriation is needed so the vehicle can be re-ordered.	2020/2021
9	This project is finishing up, currently delayed due to Winter weather	2020/2021
10	This project is finishing up, currently delayed due to Winter weather	2020/2021
11	Remaining sidewalk funds being requested to be re-appropriated	2020/2021
12	Remaining sidewalk funds being requested to be re-appropriated	2020/2021
13	Remaining sidewalk funds being requested to be re-appropriated	2020/2021
14	The Geyer Rd. Phase I project is anticipated to be bid out in early 2020, these funds are used for the consultant's evaluation of the bids.	2020/2021

City of Kirkwood
 General Fund and Capital Improvement Fund
 Reasons For Reappropriations Requests from the 2020/2021 fiscal year

	Reason for Reappropriations	Estimated Completion Date
15	It is anticipated that the Geyer Rd. Phase I project will be constructed in FY21	2020/2021
16	This project is on going and implementation is anticipated in FY21	2020/2021
17	The Quan reconstruction project is currently out for bids. Construction is anticipated to be completed in FY21. These funds are for project engineer.	2020/2021
18	The E. Monroe project is currently out for bids. Construction is anticipated to be completed in FY21. These funds are for project engineer.	2020/2021
19	This project is a joint cost share project with MoDOT, based on current MoDOT projections construction may begin in October 2020.	2020/2021
20	This project is finishing up, currently delayed due to Winter weather	2020/2021
21	This project is finishing up, currently delayed due to Winter weather	2020/2021
22	Remaining street funds requested to be re-appropriated for the E. Monroe Street renovation.	2020/2021
23	This project was recently awarded for the design of Geyer Rd. Phase II, design will continue into FY21.	2020/2021
24	This project is construction engineering services for the Geyer Rd. Phase I project which will be constructed in FY21.	2020/2021
25	The Quan reconstruction project is currently out for bids. Construction is anticipated to be completed in FY21.	2020/2021
26	The project's contract is anticipated to be approved by the City Council in February/March 2020 and will be completed in March 2021.	2020/2021
27	ADA Study - Contracted project in progress	2020/2021
28	Police Flooring - Contracted project in progress	2020/2021

City of Kirkwood
General Fund and Capital Improvement Fund
Reasons For Reappropriations Requests from the 2020/2021 fiscal year

	Reason for Reappropriations	Estimated Completion Date
29	Firehouse #1 generator replacement - Parts on order. Waiting on delivery and installation.	2020/2021
30	1/2 Ton Pickup - On order but due date pushed back due to production changes.	2020/2021

**City of Kirkwood
Parks and Recreation Sales Tax (302 Fund)
Reappropriations Request from Fiscal Year 2019/2020 for Fiscal Year 2020/2021**

Account #	Project #	Department	Description	Amount	Explanation	End Date
302-2001-600.75-03	PR1711	Recreation	PAC Design	401,781	Costs for construction period services by the architect team which will continue into new fiscal year.	7/2020
302-2001-600.75-03	PR1712	Recreation	Community Center Design	728,464	Further development of any plans for Community Center on hold pending outcome of PAC design and construction project.	7/2021
302-2001-600.75-03	PR2002	Recreation	Pool Repairs	45,286	Repairs are underway, but final completion may be impacted by weather.	5/2020
302-2001-600.75-03	PR2001	Recreation	Pool Painting	37,937	Repainting of the family play pool required following repairs made in season during 2019 pool season and may need to be completed after start of fiscal year.	6/2020
302-2001-600-7503	PR2005	Recreation	Resurface Tennis Courts	38,430	Issues with resurfacing have left project incomplete. Project to be completed spring of 2020 during appropriate weather conditions.	5/2020
302-2001-600-7503	PR2006	Recreation	Aquatic Grant	525,000	Several projects associated with the grant are underway but may not be completed until after the start of the new fiscal year.	10/2020
302-2001-600-7504	PR1805	Recreation	Field 5 & 6 Lights Controls	42,000	Project approved in January, 2020 by Council. Depending on availability of equipment project may not be wrapped before start of new fiscal year.	5/2020
302-2001-600-7505	PR1907	Recreation	Theater Equipment	525,000	Equipment is on order but delivery will not occur until near the end of the PAC construction process.	5/2020
302-2001-600-7503	PR1911	Recreation	PAC Construction	13,351,169	Current projection is for completion of the building between June 1 and July 1, 2020.	3/31/2020
				15,695,067		

**City of Kirkwood
Electric Fund
Reappropriations Requests from Fiscal Year 2019/2020 for Fiscal Year 2020/2021**

	Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
1	501-2115-480.75-05 EL1707	2016/2017	Electric	Electric Charging Stations	34,026
2	501-2115-480.75-05 EL1907	2018/2019	Electric	Utility Billing Printer	10,000
3	501-2115-480.75-06 EL1708	2016/2017	Electric	Electric Vehicle	33,000
4	501-2115-480.75-07 EL1706	2016/2017	Electric	Redevelopment Initiative	26,274
5	501-2115-480.75-15 EL1616	2015/2016	Electric	Kirkwood Rd. CMAQ Traffic Signals	89,250
6	501-2115-480.75-15 EL1702	2016/2017	Electric	Quan & Taylor	375,000
7	501-2115-480.75-15 EL1703	2016/2017	Electric	Quan & Woodlawn	375,000
8	501-2115-480.75-15 EL1902	2018/2019	Electric	Sugar Creek Substation Design	51,772
9	501-2115-480.75-15 EL1902	2018/2019	Electric	Sugar Creek Substation Construction	325,000
10	501-2115-480.75-15 EL2002	2019/2020	Electric	Argonne Lighting Modernization	32,881
11	501-2115-480.75-15 EL1805	2017/2018	Electric	AMI	24,807
	Total Reappropriations				1,377,010

**City of Kirkwood
Electric Fund**

Reasons For Reappropriations Requests from the 2020/2021 fiscal year

	Reason for Reappropriations	Estimated Completion Date
1	Currently there are charging stations at the Utilities Building, at the West Jefferson Parking Lot, and at the Community Center. The Electric Department plans to use the reappropriated dollars in the new fiscal year to install more charging stations at locations that have yet to be determined. The first logical choice is the East Jefferson Parking Lot. It should also be noted that the department is closely monitoring the developments associated with the Volkswagen settlement to determine if additional dollars will be available.	2019/2020
2	The funds in this account are slated for the purchase of a new utility billing printer to print over ten thousand utility bills each month for our electric, water and sanitation operations. We are currently using a refurbished printer given to us after our previous printer stopped working. Funding will be from our three enterprise funds.	2020/2021
3	The funds in this account are slated for the purchase of a new electric vehicle.	2020/2021
4	In January 2018 the Electric Department funded the consulting services agreement with PGAV to perform separate commercial market analyses on the Leffingwell Avenue Industrial Area and the Kirkwood Road /Big Bend Area. PGAV completed the Kirkwood Road/Big Bend Area analysis, but the Leffingwell Avenue Area study was put on hold by City Administration. The intent of these analyses is to determine why these areas are under-developed with the ultimate goal of attracting development to these areas. Any new development in Kirkwood under-developed areas will increase load and revenue for Kirkwood Electric.	2020/2021
5	The construction activities associated with the modernization of the traffic signals on Kirkwood Rd. are almost finished. Funds must be reappropriated to complete the administrative processing associated with the final contractor payments and reimbursements.	2020/2021

**City of Kirkwood
Electric Fund
Reasons For Reappropriations Requests from the 2020/2021 fiscal year**

	Reason for Reappropriations	Estimated Completion Date
6	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.	2020/2021
7	The funds in this account are slated for the completion of the design and construction of new traffic signals at the intersection of Quan & Woodlawn. The plan is to modernize the existing traffic signals after the water main construction is completed at the intersection.	2019/2020
8	Kirkwood Electric is currently designing the new Sugar Creek Substation. Plans are to begin construction in the winter of 2021 with completion prior to the summer peaking season of 2022	2020/2021
9	Kirkwood Electric is currently designing the new Sugar Creek Substation. Plans are to begin construction in the winter of 2021 with completion prior to the summer peaking season of 2022	2020/2021
10	These funds will be utilized for the construction expenses associated with the modernization of the lighting on Argonne from Taylor to Clay. City Engineering will spearhead the effort and will utilize these funds in conjunction with other funding mechanisms available.	2020/2021
11	In June 2017 Kirkwood Electric completed its installation of the 10,000 automated meters associated with its network. The software associated with the monitoring of the network and the monitoring of customer outages has also been successfully installed and is currently operational. In the spring of 2018 Kirkwood Electric will be deploying new software to its residential customers to provide customers with detailed hourly energy and billing data. These funds were budgeted and will now be used for the expense associated with the consumer energy module for the residential customers and will be applied to the commercial sector's application.	2019/2020

City of Kirkwood
Water Fund
Reappropriations Requests from Fiscal Year 2019/2020 for Fiscal Year 2020/2021

	Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
1	505-2215-481.75-06 WA2005	2019/2020	Water	Pick-up (200733)	26,556
2	505-2215-481.75-06 WA2006	2019/2020	Water	Crain Chassis (200734)	41,973
3	505-2215-481.75-06 WA2006	2019/2020	Water	Crain Platform (200815)	32,185
4	505-2215-481.75-15 WA1901	2018/2019	Water	Grand Ave. Design (200298)	5,395
5	505-2215-481.75-15 WA1901	2018/2019	Water	Dougherty Ferry/Geyer Design (200300)	40,917
6	505-2215-481.75-15 WA1902	2018/2019	Water	Water Leak Repairs (200303)	87,539
7	505-2215-481.75-15 WA1904	2018/2019	Water	Park Tank Mix System - Const. (200945)	219,350
8	505-2215-481.75-15 WA1904	2018/2019	Water	Park Tank Mix System - Design	4,525
9	505-2215-481.75-15 WA2002	2019/2020	Water	Northlin/Southlin-Const. (200521)	137,531
10	505-2215-481.75-15 WA2002	2019/2020	Water	Orchard-Design (201034)	74,768
11	505-2215-481.75-15 WA2002	2019/2020	Water	Big Bend-Design (201035)	66,380
12	505-2215-481.75-15 WA2002	2019/2020	Water	Water Main Improvements	428,924
13	505-2215-481.75-15 WA2003	2019/2020	Water	System Improvements	92,275

**City of Kirkwood
Water Fund**

Reappropriations Requests from Fiscal Year 2019/2020 for Fiscal Year 2020/2021

Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
14 505-2215-481.75-15 WA2004	2019/2020	Water	Leak Detection	100,000
Total Reappropriations				1,358,318

City of Kirkwood
Water Fund
Reasons For Reappropriations Requests from the 2020/2021 fiscal year

	Reason for Reappropriations	Estimated Completion Date
1	This vehicle is on order with an anticipated April delivery.	2020/2021
2	This vehicle is on order with an anticipated April delivery.	2020/2021
3	This vehicle is on order with an anticipated April delivery.	2020/2021
4	The Grand Ave. design is pending DNR approval	2020/2021
5	The Dougherty Ferry/Geyer designs are pending DNR approval	2020/2021
6	This contract for leak repairs is being kept open due to Winter weather related water main repairs	2020/2021
7	The Park No. 1 Tank mixing system is being postponed to September 2020 due to equipment lead time and summer water demands.	2020/2021
8	This design contract is associated with the Park Tank No. 1 project for inspection services.	2020/2021
9	This project is finishing up, currently delayed due to Winter weather	2020/2021
10	The Orchard Ln. water main design project was recently approved. This project is for construction in FY21.	2020/2021
11	The Big Bend R. water main design project was recently approved. This project is for construction in FY21.	2020/2021
12	These funds are anticipated to be used for the Geyer Rd. water main replacement currently out for bids.	2020/2021

**City of Kirkwood
Water Fund
Reasons For Reappropriations Requests from the 2020/2021 fiscal year**

	Reason for Reappropriations	Estimated Completion Date
13	These funds are anticipated to be used for the high pressure zone reduction project currently out for bids.	2020/2021
14	Remaining funds being requested to be re-appropriated	2020/2021

City of Kirkwood
Sanitation Fund
Reappropriations Requests from Fiscal Year 2019/2020 for Fiscal Year 2020/2021

Account Number	Fiscal Year Budgeted	Department	Project Description	Amount
1509-2315-482.75-05 SA1902	2018/2019	Sanitation	Recycling Waste Sort (200395)	23,991
Total Reappropriations				23,991

**City of Kirkwood
Sanitation Fund
Reasons For Reappropriations Requests from the 2020/2021 fiscal year**

	Reason for Reappropriations	Estimated Completion Date
1	This is a recycling grant with the second part being completed in FY21.	2020/2021

POLICE DEPARTMENT

To: Sandy Stephens, Finance Director
From: Brian Murphy, Chief of Police
Subject: CALEA Accreditation Assistant/Grant Manager (P/T)
Date: September 24, 2019

CALEA Accreditation Assistant/Grant Manager (P/T)

The Police Department is requesting to add a part-time position, CALEA Accreditation Assistant/Grant Manager, to assist the Support Service Captain. The individual will be tasked with the gathering and entry of CALEA related material required for the accreditation process. Additional tasks consist of applying, managing, record keeping and increasing of our successful grant program. As you are aware, these funds help with the purchase of equipment and the reimbursement of overtime. In the past three fiscal years our unreimbursed overtime has continued to decline because of these grants and management practices.

<u>Fiscal Year</u>	<u>Total Overtime</u>	<u>Grant Overtime</u>	<u>DEA Overtime</u>	<u>Unreimbursed Overtime</u>
FY2016-2017	\$259,580	\$41,858	\$35,446	\$182,276
FY2017-2018	231,117	27,922	25,509	177,686
FY2018-2019	150,201	34,101	42,042	74,058

City of Kirkwood, Missouri
Proposed CALEA Accreditation Assistant/Grant
Manager (P/T)
FY 2020/21

Budget Amount

Salary (1040 Hours Annually)	23,775
SSN	1,475
Medicare	345
FY 20/21 Funding Required	<u><u>25,595</u></u>

NOTES:

Based on offering salary at Market.

JOB DESCRIPTION
City of Kirkwood, MO

JOB TITLE:	CALEA Accreditation Assistant/Grant Manager (P/T)	JOB LEVEL:	40
JOB STATUS:	Non-Exempt	DEPARTMENT:	Police Department
REPORTS TO:	Bureau of Support Services Commander	DESCRIPTION DATE:	August 2019

PRIMARY PURPOSE:

This position is a half-time position (1040 hours) that has two primary responsibilities. The first is to provide assistance to the Accreditation Manager with researching and updating policies to comply with CALEA standards, collect and upload proofs into the PowerDMS assessment program, ensuring that time sensitive tasks are completed, and assure the agency and personnel are operating according to policy and requirements of CALEA. The second responsibility is to serve as the Department’s Grant Administrator. These duties include successfully completing training in obtaining and administering grants, seeking available State and Federal grants in areas relevant to the Police Department (ie, overtime for traffic safety, equipment to aid the Department, etc.), and administering grants that are received.

SUPERVISION:

Under the direct supervision of the Bureau of Support Services Captain.

DESCRIPTION OF WORK: ESSENTIAL FUNCTIONS

1. Serves as the assistant to the CALEA accreditation Manager (the Support Service Captain), and assists him/her with the following tasks:
 - a. Conducts research regarding policies and CALEA standard requirements
 - b. Updates policies as needed in PowerDMS
 - c. Uploads proofs of compliance with CALEA standards into PowerDMS
 - d. Develops courses within PowerDMS that employees may be required to complete
 - e. Monitors compliance by employees with assignments required for CALEA
 - f. Completes data tables required for CIMRS report for CALEA assessment period
 - g. Ensures time-sensitive standards are being completed as required
 - h. Conducts inspections as necessary for compliance with policy and standards
 - i. Conducts other tasks as required by the Accreditation Manager

2. Serves as the Police Department Grant Manager, which may include the following tasks:
 - a. Attend training as needed to obtain and administer grants
 - b. Attend refresher training as needed
 - c. Apply for and receive available State and Federal grants for the agency that are in line with the Department’s mission. These may include overtime in traffic safety related areas, equipment for use by employees, and other grants not specifically described here
 - d. Educating employees who may work grants in the requirements of each grant
 - e. Scheduling of employees to work available grants

- f. Administration of all grant hours, to include ensuring that sufficient internal controls are in place
- g. Completion of all reporting requirements for all grants received

OTHER FUNCTIONS:

1. May be required to perform other assignments not listed, as required by the Support Services Captain or the Chief of Police.

QUALIFICATIONS REQUIRED:

A. KNOWLEDGE

1. Comprehensive knowledge of city and state laws regarding law enforcement functions and grants.
2. Comprehensive knowledge of English, spelling, punctuation and grammar.
3. Comprehensive knowledge of City computer systems, including Word, Excel and Outlook, and the PowerDMS program. These may be learned during training.

B. ABILITIES

1. Makes decisions and exercises good judgment while maintaining a positive attitude, and remains sensitive to legal guidelines or department policies that may apply.
2. Comprehends and implements verbal and written instructions.
3. Applies reasoning skills when confronted with circumstances requiring discretionary decisions.
4. Handles situations firmly, courteously, tactfully and impartially.
5. Retains and retrieves information furnished in the form of emails, bulletins, verbal reports, memorandums, etc.
6. Capable of receiving and giving instructions.
7. Good communication skills, both verbal and non-verbal.
8. Functions independently and/or as a team member as a given situation may dictate.

MINIMUM EDUCATION AND EXPERIENCE REQUIRMENTS:

1. High school diploma or GED.
2. United States citizen.
3. At least 21 years of age.

4. Possess a valid Missouri State Operator's License.
5. Must be able to pass CJIS requirements to access criminal justice information.

MENTAL EFFORT AND PHYSICAL REQUIREMENTS:

1. Operate office equipment, such as telephones, audio/visual devices, computer or workstation keyboards, calculators and security locking systems.
2. Operate all equipment necessary for performing routine daily assignments.
3. Speak, read and write the English language in a clear, understandable fashion.

WORKING CONDITIONS, ENVIRONMENT, AND POSITION RELATED HAZARDS:

1. Involves office work hours on dayshift from Monday through Friday, averaging approximately twenty (20) hours per week.

MISCELLANEOUS REQUIREMENTS:

1. Ability to cope with and perform day-to-day duties under the principles of discipline.
2. Ability to maintain self-control and professional demeanor at all times.

NOTE: This Job Description is not intended to limit the only duties to be performed by the employee occupying this position. The employee may be required to perform other duties as assigned for the effective operation of the department.



Kirkwood Fire Department

Memorandum

To: CAO Russell Hawes

From: Chief James L. Silvernail

Date: 10/17/19

Subject: Additional Staffing Proposal/Justification

Russ,

As you are aware, the Fire Department's overtime exceeded the budgeted yearly total within six (6) months of the fiscal year. This was attributed to numerous long term injuries, retirements, and unexpected resignations. It is my intent to develop solutions to remediate or improve this situation for future fiscal years. Initial analysis conducted by ACAO Georgia Ragland and myself indicates the possible alternative of balancing equal staffing levels on all three shifts. This would require the additional hiring of one (1) firefighter/paramedic. Data from the analysis reveals that the salary of the additional hire would offset the overtime accrued by the vacancy; however, would not fully account for total costs. These costs include benefits, pension, clothing, and personal protective equipment. According to the estimates provided by Georgia, the overtime offset would account for approximately 77% to 85% of the total cost associated with the position. In addition to the monetary value, this action would also reduce the possibility of mandatory overtime. Mandatory overtime was also assigned in excess this fiscal year, creating low morale issues and burnout.

Current Fire Department Staffing and Procedures

The Fire Department currently operates three (3) shifts which rotate and work based on 212 hours per a 28-day cycle. Time accrued over 212 hours is compensated at 1.5 times hourly rate. Currently, two (2) shifts are staffed with 17 members and one (1) shift has 16 members. The minimal daily staffing for the Fire Department is 15 personnel. This is based on standards and contractual obligation through the Firefighter's Collective Bargaining Agreement.

The current procedure allows for two (2) members to be allowed to take vacation on a daily basis. Therefore, when there are no members off for reasons other than vacation, such as sick leave, two (2) shifts satisfy minimum staffing and do not require overtime. However, one (1) shift requires a 24-hour overtime shift in the occurrence of full vacation election. This situation, in addition to this year's

excessive long term absences, have created an unacceptable strain on the overtime budget. In numerous occurrences, normal scheduled staffing levels fell to 12 and 13 on the shift with the lower staffing of 16.

Data and Analysis

The following data was collected in an effort to analyze the addition a firefighter/paramedic and the effect of reducing the overtime totals. The data was collected in relation to the shift with the reduced number of 16. This shift is known as "C." Analysis was conducted to assess how many times throughout the past three years that there was more than one (1) employee absent on a single day. On these particular days, this proposed added position would reduce overtime by one (1), 24-hour position.

Number of Days with more than one (1) absence on "C" Shift

2017	66
2018	68
2019	68*

*This number does not represent a full year of data. This data represents 1/1/19-10/4/19.

For the purpose of the following projection, the conservative average of 68 occurrences was utilized. 68 days at 24 hours totals 1632 hours of overtime. The current hourly rate of a step 1 firefighter/paramedic is \$25.56. The rate of 1.5 times (overtime rate) this salary for 1632 hours totals \$62, 5708.80. In anticipation of the proposed 4% raise on 1/1/20, this projection is equivalent to \$65,073.71. The projected salary of a firefighter/paramedic at step 1 on 1/1/20 will be \$65,426.00. The difference between the projected overtime and the starting 1/20 salary is approximately \$350. Unfortunately for 2019, this savings would have been much greater due to the above average absences. Therefore, 2019 must be seen as an outlying, abnormal condition. However, this should still be viewed as a real experienced condition.

It should be noted that salary does not represent the total cost associated with hiring an entry level firefighter/paramedic. It is estimated that benefits and pension costs for a new employee could range between \$6,732.00 and \$14,952.00, dependent on elected coverage. In addition, the Fire Department will experience clothing costs at \$650.00 (yearly) and protective clothing costs at approximately \$3700 (every five (5) years). Due to these associated costs, the savings of the overtime projections will offset the additional position by approximately 77% to 85%, utilizing the supportive data.

Effects of Mandatory Overtime

The additional vacancies in staffing create more than a monetary burden for the Fire Department and the City. There is also the aspect of mandatory overtime. Due to the minimal staffing requirements established by the Department, there are times when it is required to mandate off-going personnel to stay on duty and fulfill the vacancies. It is the Fire Department's policy to fill the vacancies through voluntary efforts multiple days prior to the shift. Unfortunately, there are times when an unexpected

absence of sick leave or other leave occurs without advanced notice. There are also times when personnel members simply are not interested in taking extra shifts, either due to family obligations or excessive work during the period. This was significantly noted in 2019.

The analysis conducted was completed in relation to “B” Shift. “B” Shift proceeds “C” shift in the rotation. Any vacancy created on “C” shift that would require a mandatory fulfillment would be assigned to a “B” Shift member.

Analysis of Mandatory Overtime for “B” Shift (In Hours)

2016	84
2017	124
2018	225
2019	1027*

*This number does not represent a full year of data. This data represents 1/1/19-10/17/19.

The occurrence of mandatory overtime is a concern for the Fire Department Administration. With the extensive mandatory overtime that was caused in 2019, low morale, stress, and fatigue were general concerns. Often, staff members who were not allowed to leave due to the mandatory overtime were scrambling for day care or cancelling social engagements. These conditions will lead to safety hazards, physical and mental health issues, family problems and ultimately burnout.

It should be noted also that there are monetary implications related to mandatory overtime. When an employee is required to work on a mandatory basis, the rate of pay increases from 1.5 times the hourly rate to 1.75 times the hourly rate of pay.

Estimated Costs

With the addition of one firefighter/paramedic to “C” Shift, I would like to recommend the following proposal in relation to budgetary changes:

- Reduce the requested overtime budget (101-1302-422.11-05) from \$300,000.00 to \$250,000.00. This should be analyzed in following years and could possibly be reduced further once significant decreases have been actualized.
- Increase the payroll line item (101-1302-422.11-01) an additional \$65, 426.00 (yearly salary for step 1 firefighter/paramedic).
- Increase the various employee benefit line items an additional \$14,952.00.
- Increase the clothing allowance line item (101-1302-422.61-13) an additional \$650.00.
- Increase the equipment budget line item (101-1302-422.43-02) an additional \$3700.00 for personal protective equipment (PPE). This is not a yearly cost. PPE is purchased on a five (5) year rotation.

INTEROFFICE MEMORANDUM
Department of Public Services

TO: Russell Hawes, Chief Administrative Officer

FROM: William E. Bensing Jr., Public Services Director

SUBJECT: Public Services Reorganization Fiscal Year 2021 Proposed Budget

DATE: December 19, 2019

Public Services is requesting to reorganize the management structure of the Planning Division and the Building Commissioners Office. Currently these two divisions are managed independently but have an extensive amount of interaction with nearly every aspect of building and developing in the City of Kirkwood. With this reorganization, we are also seeking to create a proactive economic development environment, which is in keeping with Goal No. 3 Objective A of the City's Strategic Plan to strategically grow economic activity to support the Kirkwood quality of life. Having single management oversight of these two divisions on a daily basis will streamline development activities and provide a single point contact for both development and economic development.

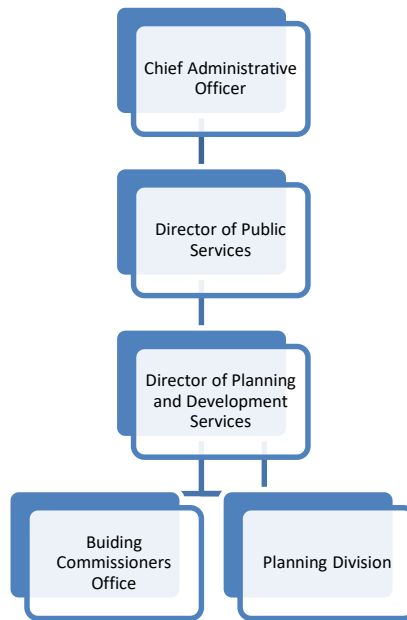
Over the past several years a larger emphasis has been placed on long range planning beginning with the City's compressive plan Envision 2035 and the current reworking of the City's zoning code to implement this plan. Historically there has been a strong engineering influence over the planning process and review of development in the City. With the changes being made in the zoning code there are more contextual elements being brought into the planning and zoning process which are better suited to be reviewed and administered through a planning professional.

In order to achieve this, it is being requested to revise two job titles, as well as add a new position and job title. The first is to delete the City Planner position and create a new position to be known as Planning and Development Services Director. This new position would have the daily oversight of planning, building and economic development activities.

The next requested change is to delete the Assistant City Planner position and create a new position to be known as a Planner II. This position will pick up additional planning duties that would allow the new director position to develop the City's ability to reach out and expand economic development opportunities. The Planner II would be the primary reviewer and coordinator of Planning and Zoning applications.

The final requested change would be to add a new position to be known as Planner I. This position would take on the role of the daily reviewing of building permits for zoning compliance, historic district and landmark regulations.

Initially, due to overlapping responsibilities and administrative functions, during the first year or two of this reorganization the Planning and Development Services Director would continue to report to the Public Services Director. This transition period would be used to better define roles and responsibilities of the new department and allow for duty reassignments between administrative staff. In the next several years there are key employees that will be leaving the City's employment and this reorganization will assist in the succession planning of the Public Services Department.



CITY OF KIRKWOOD, MISSOURI

Budget Revisions

Planning and Development Services Director

Current City Planner	Proposed Grade 90		
	Current	Proposed	
	Salary	Salary	Difference
Grade 80	81,538	85,654	4,116
SS	5,055	5,311	255
Medicare	1,182	1,242	60
Pension	5,300	5,568	268
Deferred Comp	1,631	1,713	82
Total	94,706	99,487	4,781

Planner II

Current Assistant City Planner	Proposed Grade 75		
	Current	Proposed	
	Salary	Salary	Difference
Grade 75	67,589	72,113	4,524
SS	4,191	4,471	280
Medicare	980	1,046	66
Pension	4,393	4,687	294
Deferred Comp	1,352	1,442	90
Total	78,505	83,759	5,255

Planner I

New Planner Position			
	Current	Proposed	
	Salary	Salary	Difference
Grade 70		65,561	65,561
SS		4,065	4,065
Medicare		951	951
Pension		4,261	4,261
Deferred Comp		1,311	1,311
Medical/Dental/Vision		14,400	14,400
Total	-	90,549	90,549

Additional FY 20-21 Funding Required

100,584

JOB DESCRIPTION
City of Kirkwood

JOB TITLE: Director of Planning & Development/City Planner **JOB STATUS:** Exempt
DEPARTMENT: Public Services **PAY RANGE:** 90
REPORTS TO: Director of Public Services **JOB LEVEL:** Full-time

DESCRIPTION DATE:

PRIMARY PURPOSE:

This position is responsible for supervising and directing all private development related activities within the City including, but not limited to, all of the long-range and current planning activities, zoning and land use activities, and building/development permit related activities. This position is also responsible for assisting the Chief Administrator Officer with overseeing and furthering the City's economic development.

SUPERVISION:

Under direct supervision of the Director of Public Services
Supervises the Building Commissioner, Planner II, and Planner I

DESCRIPTION OF WORK:

1. Oversees the implementation of the City's Comprehensive Plan and other long-range development related plans.
2. Initiates various economic development initiatives in an effort to further the City's related goals and acts as the liaison to developers to this effect.
3. Supervises the Building Commissioner, Planner II, and Planner I positions and is responsible for providing guidance to said positions to accommodate all tasks.
4. Provides professional and technical expertise in an effort to keep the City's development-related practices current and continually advancing.
5. Acts as the Staff liaison to the Planning & Zoning Commission and to the City Council for development-related matters.

6. Prepares and presents reports to Planning and Zoning Commission and City Council on planning and development issues, including rezoning petitions, site plans, subdivision plats, etc.
7. Evaluates land use proposals for conformity to established plans and ordinances, summarizing findings.
8. Performs research, data collection, and analysis; prepares reports and studies; performs special projects as assigned; proposes changes in City code and regulations.
9. Negotiates, coordinates, and manages development-related consultant contracts.
10. Prepares and writes grant applications for planning purposes.
11. Performs other duties as assigned.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED:

1. Ability to supervise and manage all aspects of planning and building related services.
2. Knowledge of principles and practices of urban planning and municipal zoning administration.
3. Knowledge of economic development concepts, incentive programs, and the ability to convey and discuss said matters with developers and other interested parties.
4. Knowledge of research methods and statistics.
5. Knowledge of databases, spreadsheets, mapping, drafting, and geography.
6. Ability to communicate effectively orally and in writing with architects, developers, property owners, supervisors, employees, policy makers, and the general public.
7. Ability to read, analyze and interpret laws, rules, regulations, plats and procedures.
8. Ability to establish and maintain effective working relationships with fellow employees and members of the public.
9. Ability to work independently without direct supervision.
10. Ability to exercise initiative and judgment in planning and organizing workload, completing assignments and handling routine work problems.
11. Follow oral and written instructions.

12. Keep all records in a manner that is easily retrievable.
13. Capable of using a computer (type own letters, reports, and spreadsheets), software, telephone, radio, fax, and other office equipment.

EXPERIENCE, EDUCATION AND TRAINING

Graduation from an accredited four-year college or university with a degree or major course works in land-use planning, urban planning, or a closely related field. Minimum of 6 years of experience working in municipal planning with increasing responsibility. Master's degree and AICP designation desirable.

PHYSICAL REQUIREMENTS

Performs duties requiring employee to talk, hear, stand, walk, sit, use hands to feel or operate objects, tools or controls. The employee must occasionally lift and/or move up to 10 pounds. Vision abilities required to use close and distance vision, color vision, depth perception, peripheral vision, and ability to adjust focus.

LICENSING/CERTIFICATION

Valid motor vehicle operator's license.

MISCELLANEOUS REQUIREMENTS

Individual to work 40 hours a week Monday through Friday (8am to 5pm) with other hours as assigned.

WORKING CONDITIONS

Work is performed mostly in an office setting. Some outdoor work is required in the inspection of various land use developments and construction sites.

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.

JOB DESCRIPTION
City of Kirkwood

JOB TITLE:	Planner II	JOB STATUS:	Exempt
DEPARTMENT:	Public Services	PAY RANGE:	75
REPORTS TO:	Director of Planning & Development	JOB LEVEL:	Full-time

DESCRIPTION DATE:

PRIMARY PURPOSE:

This is a highly responsible position with professional and administrative responsibilities. Under general supervision of the Director of Planning & Development, the Planner II will be expected to directly manage the more complex urban planning tasks related to current and long range planning. The position provides support and assists City Boards and Commissions in review and policy-making decisions for zoning uses, site plans, development plans, comprehensive plan questions, and related land use issues.

SUPERVISION:

Under direct supervision of the Director of Planning & Development

DESCRIPTION OF WORK:

1. Prepares and presents reports to Planning and Zoning Commission and City Council on planning and development issues, including rezoning petitions, site plans, subdivision plats, etc.
2. Evaluates land use proposals for conformity to established plans and ordinances while summarizing findings.
3. Serves as support staff liaison to the Board of Adjustment, Landmarks Commission, and to other boards as assigned.
4. Works closely with the public, potential builders, developers and other interested parties to provide information on zoning code requirements, site plan review issues, and the comprehensive plan.
5. Advises property owners, developers, and other interested parties about rules, procedures, and applications relating to nomination of historic landmarks and districts; design review for improvements to landmarks and new construction in historic districts; and temporary stay of demolition of historic places.

6. Composes annual reports for compliance with maintaining Commission's state certified status.
7. Assists general public and other staff members by responding to planning, zoning and land use related questions.
8. Assists the Director of Planning & Development in supporting the development, review, and implementation of the city's Comprehensive Plan.
9. Performs research, data collection, and analysis; prepares reports and studies; performs special projects as assigned; proposes changes in City code and regulations.
10. Negotiates, coordinates, and manages planning consultant contracts as assigned.
11. Prepares and writes grant applications for planning purposes.
12. Reviews, evaluates, coordinates and critiques development petitions put forth to the Planning & Zoning Commission and City Council.
13. Performs other duties as assigned.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED:

1. Knowledge of principles and practices of urban planning and municipal zoning administration.
2. Knowledge of research methods and statistics.
3. Knowledge of databases, spreadsheets, mapping, drafting, and geography.
4. Ability to communicate effectively orally and in writing with architects, developers, property owners, supervisors, employees, policy makers, and the general public.
5. Ability to make presentation to applicable Boards and Commissions.
6. Ability to read, analyze and interpret laws, rules, regulations, plats and procedures.
7. Ability to establish and maintain effective working relationships with fellow employees and members of the public.
8. Ability to work independently without direct supervision.
9. Exercise initiative and judgment in planning and organizing workload, completing assignments and handling routine work problems.

10. Follow oral and written instructions.
11. Keep reports, plats and related records in a manner that is easily retrievable.
12. Capable of using a computer (type own letters, reports, and spreadsheets), software, telephone, radio, fax, and other office equipment.

EXPERIENCE, EDUCATION AND TRAINING

Graduation from an accredited four-year college or university with a degree or major course works in land-use planning, urban planning, or a closely related field. Minimum 3 years of experience working in municipal planning required. Master's degree in related field and AICP designation desirable.

PHYSICAL REQUIREMENTS

Performs duties requiring employee to talk, hear, stand, walk, sit, use hands to feel or operate objects, tools or controls. The employee must occasionally lift and/or move up to 10 pounds. Vision abilities required to use close and distance vision, color vision, depth perception, peripheral vision, and ability to adjust focus.

LICENSING/CERTIFICATION

Valid motor vehicle operator's license.

MISCELLANEOUS REQUIREMENTS

Individual to work 40 hours a week Monday through Friday (8am to 5pm) with other hours as assigned. Frequent evening meetings to be expected.

WORKING CONDITIONS

Work is performed mostly in an office setting. Some outdoor work is required in the inspection of various land use developments and construction sites.

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.

JOB DESCRIPTION
City of Kirkwood

JOB TITLE:	Planner I	JOB STATUS:	Exempt
DEPARTMENT:	Public Services	PAY RANGE:	70
REPORTS TO:	Director of Planning & Development	JOB LEVEL:	Full-time

DESCRIPTION DATE:

PRIMARY PURPOSE:

Under general supervision of the Director of Planning & Development, the Planner I will be expected to perform professional urban planning tasks including reviewing and analyzing technical information including, but not limited to, permits, plans, reports, and other data.

SUPERVISION:

Under direct supervision of the Director of Planning & Development

DESCRIPTION OF WORK:

1. Evaluates land use proposals and development permits for conformity to established plans and ordinances.
2. Assists the general public, builders, developers and other staff members by responding to planning, zoning and land use related questions.
3. Prepares reports on planning and development issues, including special use permits, rezoning petitions, site plans, subdivision plats, etc.
4. Provides support to Planner II and the Director of Planning & Development in their roles as staff liaison to various boards and commissions.
5. Assists and provides support and information to Board of Adjustment, Planning and Zoning Commission, and other Boards or Commissions as assigned.
6. Assists the Director of Planning & Development in review of the city's Comprehensive Plan and its continued implementation.
7. Performs research, data collection, and analysis; prepares reports and studies; performs special projects as assigned; proposes changes in City code and regulations.

8. Assists the Planner II with review, evaluation, and coordination of development petitions put forth to the Planning & Zoning Commission and City Council.
9. Inspects sites of proposed developments as part of site plan review process.
10. Investigates and addresses zoning violations as directed.
11. Will gain exposure to long range planning activities as assigned by the Director of Planning & Development.
12. Performs other duties as assigned.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED:

1. Knowledge of principles and practices of urban planning and municipal zoning administration.
2. Knowledge of research methods and statistics.
3. Knowledge of databases, spreadsheets, mapping, drafting, and geography.
4. Ability to communicate effectively orally and in writing with architects, developers, property owners, supervisors, employees, policy makers, and the general public.
5. Ability to make presentations to applicable Boards and Commissions.
6. Ability to read, analyze and interpret laws, rules, regulations, plats and procedures.
7. Ability to establish and maintain effective working relationships with fellow employees and members of the public.
8. Ability to work independently without direct supervision.
9. Exercise initiative and judgment in planning and organizing workload, completing assignments and handling routine work problems.
10. Follow oral and written instructions.
11. Keep reports, plats and related records in a manner that is easily retrievable.
12. Capable of using a computer (type own letters, reports, and spreadsheets), software, telephone, radio, fax, and other office equipment.

EXPERIENCE, EDUCATION AND TRAINING

Graduation from an accredited four-year college or university with a degree or major course works in land-use planning, urban planning, or a related field. Experience working in municipal planning desirable.

PHYSICAL REQUIREMENTS

Performs duties requiring employee to talk, hear, stand, walk, sit, use hands to feel or operate objects, tools or controls. The employee must occasionally lift and/or move up to 10 pounds. Vision abilities required to use close and distance vision, color vision, depth perception, peripheral vision, and ability to adjust focus.

LICENSING/CERTIFICATION

Valid motor vehicle operator's license.

MISCELLANEOUS REQUIREMENTS

Individual to work 40 hours a week Monday through Friday (8am to 5pm) with evening meetings and other hours as assigned. Frequent evening meetings to be expected.

WORKING CONDITIONS

Work is performed mostly in an office setting. Some outdoor work is required in the inspection of various land use developments and construction sites.

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.

The page was intentionally left blank.

Section III
Operating Budgets

This page was intentionally left blank.

CITY OF KIRKWOOD, MISSOURI													
CASH BASIS BUDGET OF REVENUES, EXPENDITURES AND OTHER SOURCES/USES													
FISCAL YEAR 2020/2021 OPERATING BUDGET													
Descriptions	General Fund	Electric Fund	Water Fund	Sanitation Fund	Sewer Fund	Equitable Sharing Fund	Cap. Imp. Fund	Park Sales Tax Fund	Fleet Services Fund	Worker's Comp. Fund	Medical Self-Insurance	Police/Fire Pension	Total
Reserves	1,624,156	4,618,134	824,646	918,899	189,230	-	1,052,466	597,496	4,801	39,954	440,296	5,240	10,315,318
Operating Revenues	25,018,171	27,705,941	6,895,974	2,810,454	279,000	-	4,109,928	3,220,261	1,071,442	1,419,415	3,637,450	1,212,500	77,380,536
Transfers from:													
Electric	1,600,000												
Water							909,500						2,509,500
Parks/Rec Sales Tax Fund	355,000						752,000						752,000
Sanitation							28,000						383,000
General Fund							21,000						21,000
Sewer Fund							222,000					200,000	422,000
Worker's Comp. Fund							1,750						1,750
Special Business District							31,000						31,000
							1,750						1,750
Total Revenue/Other Sources	28,597,327	32,324,075	7,720,620	3,729,353	468,230	-	7,129,394	3,817,757	1,076,243	1,459,369	4,077,746	1,417,740	91,817,854
Operating Expenditures	28,150,077	29,772,575	6,968,620	3,708,353	466,480	-	7,129,394	2,859,757	1,076,243	1,428,369	4,077,746	1,417,740	87,055,354
Transfers to:													
Capital Improvement Fund	222,000	909,500	752,000	21,000	1,750			28,000		31,000			1,965,250
General Fund		1,600,000						355,000					1,955,000
Park Fund	25,250	27,000						575,000					627,250
Police/Fire Pension	200,000												200,000
Special Business District		15,000											15,000
Total Expenditures/Transfers	28,597,327	32,324,075	7,720,620	3,729,353	468,230	-	7,129,394	3,817,757	1,076,243	1,459,369	4,077,746	1,417,740	91,817,854
Revenues Over/(Under) Expenditures/Uses(Cash Basis)	-	-	-	-	-	-	-	-	-	-	-	-	-

City of Kirkwood, Missouri
General Fund Department Budget Comparison
FISCAL YEAR 2020/2021 OPERATING BUDGET
(Five Year Actual, Current FY Budget and Requested Budget)

Departments	Actual FY2014/2015	Actual FY2015/2016	Actual FY2016/2017	Actual FY2017/2018	Actual FY2018/2019	Current Budget FY2019/2020	Requested Budget FY2020/2021	Difference
Train Station	48,108	43,198	52,471	32,658	32,110	37,075	39,375	2,300
Clerk/Council	244,155	260,866	268,393	285,426	230,628	280,273	285,716	5,443
Administration ^(a)	1,156,222	1,507,672	1,303,931	4,636,565	1,647,331	2,289,322	2,223,760	(65,562)
MIS	798,590	828,772	838,537	836,552	782,178	846,247	923,092	76,845
Personnel	185,079	196,984	193,593	199,213	202,167	217,551	234,152	16,601
Procurement	360,831	375,472	405,100	393,643	415,417	475,400	504,482	29,082
Facilities Operations	457,797	452,991	477,191	494,642	493,964	541,714	549,339	7,625
Finance	413,246	426,269	421,278	424,903	442,759	487,495	478,150	(9,345)
Municipal Court	226,292	231,982	237,117	251,608	202,725	244,805	247,318	2,513
Police	7,029,468	7,047,436	7,299,099	7,743,596	8,097,343	8,658,489	9,176,990	518,501
Fire ^(b)	5,041,422	5,247,657	5,744,177	5,792,856	6,035,806	6,567,592	6,816,780	249,188
Street	1,473,142	1,478,555	1,698,455	1,519,565	1,588,534	1,672,326	1,747,694	75,368
Engineering	381,687	527,391	658,895	729,177	718,644	876,241	933,697	57,456
Building Commissioner	646,785	655,720	737,829	668,473	732,598	725,205	761,951	36,746
Forestry ^(c)	-	-	-	254,413	299,892	414,288	535,749	121,461
Recreation ^(d)	2,108,680	2,091,291	2,142,927	2,177,929	2,240,084	2,452,073	3,139,082	687,009
Total	20,571,504	21,372,256	22,478,993	26,441,219	24,162,180	26,786,096	28,597,327	1,811,231

NOTES:

^(a)FY2016 included \$250,000 for SBD façade program and streets; and FY2018 budget request includes \$3,135,100 for police renovations, downtown study, performing arts center

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

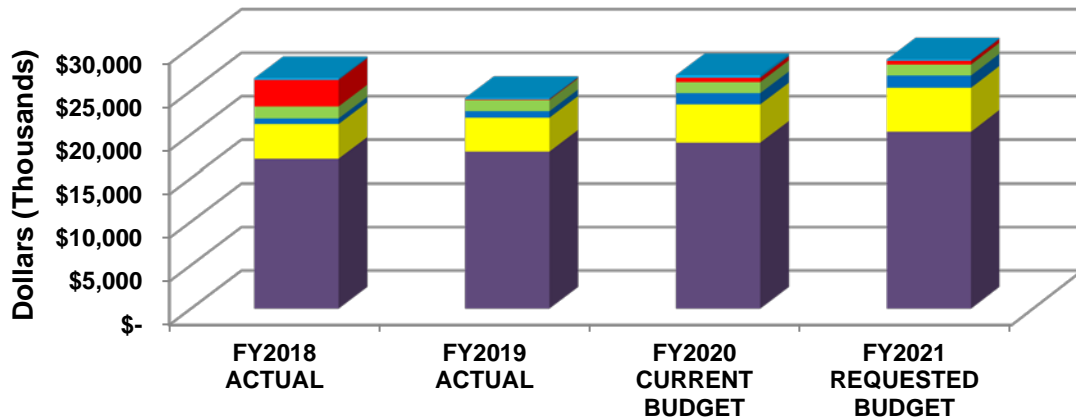
^(c)FY2018 the Forestry department was created.

^(d)FY2021 the Performing Arts Center department was created.

**CITY OF KIRKWOOD, MISSOURI
GENERAL FUND EXPENDITURE OPERATING BUDGET SUMMARY
FISCAL YEAR 2020/2021**

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	13,582,143	14,045,282	14,644,229	15,592,730
Part-time Salaries	254,239	283,026	381,133	414,072
Elected Officials	18,000	18,000	18,000	18,000
Temporary	134,478	138,399	154,092	169,176
Overtime	541,183	546,494	690,414	593,150
Licensing Pay	120,147	92,080	83,844	78,672
Clothing Allowance	9,000	9,060	9,360	9,360
Social Security	325,094	338,789	376,429	400,010
Medicare	79,006	78,084	88,364	93,624
Civilian Pension	180,500	289,808	370,436	386,688
Deferred Compensation	96,146	295,906	320,397	370,156
Subtotal Salaries	<u>15,339,936</u>	<u>16,134,928</u>	<u>17,136,698</u>	<u>18,125,638</u>
Other Benefits				
Health Insurance	1,744,171	1,760,898	1,786,512	2,057,597
Dental Insurance	88,292	89,246	92,249	105,270
Vision Insurance	15,504	14,705	16,400	3,528
Benefit Credit	-	247	10	741
Unemployment	468	4,215	-	-
Subtotal Other Benefits	<u>1,848,435</u>	<u>1,869,311</u>	<u>1,895,171</u>	<u>2,167,136</u>
Total Personnel Services	<u>17,188,371</u>	<u>18,004,239</u>	<u>19,031,869</u>	<u>20,292,774</u>
Contractual Services	3,976,753	3,892,722	4,400,163	5,050,730
Commodities	654,075	758,172	1,301,851	1,415,192
Capital Outlay	180,171	149,799	281,913	135,750
Interdepartmental Charges	1,374,006	1,276,340	1,265,147	1,255,631
Transfers to Other Funds	3,067,842	80,908	505,153	447,250
TOTAL GF EXPENDITURE BUDGET	<u>26,441,218</u>	<u>24,162,180</u>	<u>26,786,096</u>	<u>28,597,327</u>

**General Fund Expenditure
Budget Summary**



The page was intentionally left blank.

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	101-0000-311-1000	Property Taxes	\$ 2,225,000	\$ 2,620,000	\$ 395,000	17.75%
	Narrative:	Budget request includes recapturing voluntary reduction of voter approved property tax.				
2	101-0000-316-1025	Communications Protested	\$ 30,000	\$ -	\$ (30,000)	-100.00%
	Narrative:	This revenue source has been merged into 101-0000-316-1020, Telephone/Communications.				
3	101-0000-338-2000	County Public Safety Sales Tax	\$ 1,300,000	\$ 1,525,000	\$ 225,000	17.31%
	Narrative:	Budget request adjusted to reflect the actual receipts realized in FY2019.				
4	101-0000-351-2000	Court fines	\$ 200,000	\$ 350,000	\$ 150,000	75.00%
	Narrative:	Budget request adjusted to reflect the actual receipts realized in FY2019.				
5	101-0000-336-1040	Oakland/Des Peres	\$ 142,152	\$ 240,000	\$ 97,848	68.83%
	Narrative:	Budget request includes providing dispatching services to Des Peres.				
6	101-0000-322-2034	Planning & Zoning Fees	\$ 130,000	\$ 150,000	\$ 20,000	15.38%
	Narrative:	Budget request adjusted to reflect the actual receipts realized in FY2019.				

CITY OF KIRKWOOD RECREATION - REVENUES

Item	Account Number	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
1	101-0000-371-1000	Ice Rink Rentals	\$ 420,000	\$ 465,000	\$ 45,000	10.71%
	Narrative:	The St. Louis Blues Stanley Cup Championship has driven interest in hockey. In turn that has increased demand for ice time for youth and other hockey organizations.				
2	101-0000-371-4000	Ice Rink Program Registration	\$140,000	\$175,000	\$ 35,000	25.00%
	Narrative:	While the skate lesson program focuses primarily on figure skating, the Blues championship is expected to reinforce interest in what is already a strong program.				
3	101-0000-372-1300	Aquatic Center Daily Admissions	\$178,000	\$198,000	\$ 20,000	11.24%
	Narrative:	A pool season that because of an unusual calendar for the 2020 season results in a season that is 10 days longer has the potential to influence daily admissions in a positive way.				
4	101-0000-373-4000	Day Camp Program Registration	\$192,000	\$215,000	\$ 23,000	11.98%
	Narrative:	The change in state law regarding the earliest date schools can begin offers an additional week for camp. In addition a \$1 per day increase in the cost of Camp Kirkwood registration is included.				
5	101-0000-375-1500	Tennis Courts Season Passes	\$8,000	\$9,500	\$ 1,500	18.75%
	Narrative:	The addition of pickleball and handball/racquetball courts has resulted in an increase in interest in the racquet sports center and desire for season passes.				

**CITY OF KIRKWOOD
FISCAL YEAR 2020/2021 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY20/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-0000-311.10-00	Property Taxes	2,197,697	2,135,124	2,225,000	2,620,000	395,000	17.75%
101-0000-311.10-05	PILOT	40,282	1,416	35,000	35,000	-	0.00%
101-0000-313.10-00	One Cent Sales Tax	3,376,575	3,471,276	3,400,000	3,435,000	35,000	1.03%
101-0000-313.30-00	1/4 Cent Operating Tax	1,026,695	1,101,026	1,100,000	1,100,000	-	0.00%
101-0000-313.35-00	Fire Prevention Sales Tax	1,275,039	1,285,831	1,300,000	1,295,000	(5,000)	-0.38%
101-0000-313.40-00	1-1/4 Cent Local Use Tax	500,609	509,840	500,000	558,000	58,000	11.60%
101-0000-314.10-00	Tobacco Products	66,108	57,455	60,000	55,000	(5,000)	-8.33%
101-0000-316.10-10	Natural Gas	931,329	983,037	910,000	950,000	40,000	4.40%
101-0000-316.10-20	Telephone/Communication	850,410	812,755	850,000	800,000	(50,000)	-5.88%
101-0000-316.10-25	Communications Protested	29,964	-	30,000	-	(30,000)	-100.00%
101-0000-316.10-30	Electric	568,053	557,323	550,000	550,000	-	0.00%
101-0000-316.10-40	Water	28,497	29,948	28,000	35,000	7,000	25.00%
101-0000-316.20-10	Kirkwood Utilities	2,111,749	2,200,698	2,100,000	2,150,000	50,000	2.38%
101-0000-318.10-10	Cable	430,968	407,646	430,000	350,000	(80,000)	-18.60%
101-0000-335.10-10	Fuel Sales Tax	740,947	739,171	735,000	735,000	-	0.00%
101-0000-335.10-20	Vehicles Sales tax	248,914	241,728	240,000	240,000	-	0.00%
101-0000-335.10-30	Vehicles Fee	123,483	122,779	119,000	120,000	1,000	0.84%
101-0000-338.10-00	County Road & Bridge	788,138	762,275	780,000	780,000	-	0.00%
101-0000-338.20-00	County Public Safety	599,999	1,512,226	1,300,000	1,525,000	225,000	17.31%
	Tax Revenue	15,935,456	16,931,554	16,692,000	17,333,000	641,000	3.84%
101-0000-321.10-00	Business Licenses	691,861	741,707	715,000	725,000	10,000	1.40%
101-0000-321.20-00	Liquor Licenses	30,745	25,890	26,000	26,000	-	0.00%
101-0000-321.30-20	Auto Fees	138,143	138,322	137,000	137,000	-	0.00%
101-0000-322.10-10	Contractor's Licenses	58,282	54,966	53,000	53,000	-	0.00%
101-0000-322.20-10	Building Permits	579,938	672,248	620,000	670,000	50,000	8.06%
101-0000-322.20-14	Electrical Permits	28,870	26,263	24,000	24,000	-	0.00%
101-0000-322.20-16	Plumbing Permits	50,374	48,610	50,000	50,000	-	0.00%
101-0000-322.20-18	Mechanical Permits	34,363	35,139	30,000	30,000	-	0.00%
101-0000-322.20-20	Excavation Permits	27,700	25,663	24,000	24,000	-	0.00%
101-0000-322.20-22	Fence Permits	10,848	10,656	9,000	9,000	-	0.00%
101-0000-322.20-24	Sign Permits	4,354	4,248	3,700	3,700	-	0.00%
101-0000-322.20-30	Driveway Permits	7,728	7,392	7,600	7,600	-	0.00%
101-0000-322.20-32	Grading Permits	900	300	-	-	-	-
101-0000-322.30-10	Parking Lot Permits	34,300	30,476	30,000	30,000	-	0.00%
101-0000-351.20-00	Court fines	224,474	383,472	200,000	350,000	150,000	75.00%
	Licenses, Permits, Fines and Fees	1,922,880	2,205,352	1,929,300	2,139,300	210,000	10.88%
101-0000-331.00-00	Grants	71,627	66,831	65,000	75,000	10,000	15.38%
101-0000-342.11-12	GEMT Program	-	-	92,874	95,000	2,126	2.29%

General Fund Revenues

CITY OF KIRKWOOD
FISCAL YEAR 2020/2021 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY20/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-0000-336.10-20	Kirkwood School District	331,206	327,328	350,784	355,000	4,216	1.20%
101-0000-336.10-30	Rock Hill	36,021	36,021	36,951	40,000	3,049	8.25%
101-0000-336.10-40	Oakland/Des Peres	220,513	280,073	142,152	240,000	97,848	68.83%
Intergovernmental		659,367	710,253	687,761	805,000	117,239	17.05%
101-0000-361.10-00	Investments	40,084	205,694	65,000	150,000	85,000	130.77%
101-0000-361.60-00	Credit Card Rebates	13,688	14,752	6,750	15,000	8,250	100.00%
Investment Income		53,772	220,446	71,750	165,000	93,250	129.97%
101-0000-322.20-12	Minimum Housing Inspection	86,966	86,449	87,000	87,000	-	0.00%
101-0000-322.20-34	Planning & Zoning Fees	150,475	152,229	130,000	150,000	20,000	15.38%
101-0000-342.11-11	Ambulance Fees	895,002	1,032,100	1,000,000	1,025,000	25,000	2.60%
101-0000-370.20-00	Concession	3,237	3,285	3,400	3,400	-	0.00%
101-0000-370.30-00	Rent	175,046	177,057	185,000	185,000	-	0.00%
101-0000-370.50-00	Overtime Reimbursement	80	400	800	800	-	0.00%
101-0000-371.10-00	Ice Rink Rentals	388,191	467,007	420,000	465,000	45,000	10.71%
101-0000-371.13-00	Daily Admissions	185,105	181,035	188,000	185,000	(3,000)	-1.60%
101-0000-371.14-00	Skate Sharpening	498	574	500	500	-	0.00%
101-0000-371.20-00	Concessions & Vending	10,203	10,888	10,500	10,500	-	0.00%
101-0000-371.21-00	Party Room	3,215	2,906	3,500	3,000	(500)	-14.29%
101-0000-371.25-00	Dashboard/Advert.	6,800	7,000	6,500	7,000	500	7.69%
101-0000-371.40-00	Program Registration	136,990	171,398	140,000	175,000	35,000	25.00%
101-0000-372.10-00	Rentals	8,299	6,280	9,000	9,000	-	0.00%
101-0000-372.12-00	Lessons	35,429	39,512	38,000	38,000	-	0.00%
101-0000-372.13-00	Daily Admission	187,997	172,687	178,000	198,000	20,000	11.24%
101-0000-372.15-00	Season Passes	137,555	139,037	138,000	138,000	-	0.00%
101-0000-372.16-00	Swim Team	17,084	20,313	20,000	20,000	-	0.00%
101-0000-372.20-00	Concessions & Vending	4,162	3,609	4,000	4,000	-	0.00%
101-0000-372.40-00	Program Registration	21,420	25,053	25,000	25,000	-	0.00%
101-0000-373.40-00	Program Registration	183,188	192,202	192,000	215,000	23,000	11.98%
101-0000-374.40-00	Program Registration	292,936	292,624	307,000	307,000	-	0.00%
101-0000-374.60-00	Sponsorship	490	300	500	500	-	0.00%
101-0000-375.13-00	Daily Fees	8,409	6,871	6,500	6,500	-	0.00%
101-0000-375.15-00	Season Passes	10,411	12,214	8,000	9,500	1,500	18.75%
101-0000-375.30-00	Contributions/Donations/Other	-	3,000	-	-	-	-
101-0000-375.40-00	Program Registration	27,398	20,320	25,000	25,000	-	0.00%
101-0000-376.10-00	Booth Rental	35,580	34,900	35,000	35,000	-	0.00%
101-0000-376.40-00	Program Registration	2,047	2,327	3,000	2,500	(500)	-16.67%
101-0000-376.50-00	Donations	25,353	29,539	36,000	37,500	1,500	4.17%
101-0000-378.10-00	PAC Rent	-	-	-	147,800	147,800	100.00%

General Fund Revenues

CITY OF KIRKWOOD						
FISCAL YEAR 2020/2021 OPERATING BUDGET						
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	% VARIANCE
						\$ VARIANCE
101-0000-378.20-00	PAC Concessions	-	-	-	30,000	30,000
101-0000-378.30-00	PAC Facility Use Fees	-	-	-	58,800	58,800
101-0000-378.40-00	PAC Programs	-	-	-	86,250	86,250
101-0000-378.50-00	PAC Labor Reimbursement	-	-	-	22,500	22,500
101-0000-378.60-00	PAC Sponsorship/Grants	-	-	-	125,000	125,000
	Charges for Services	3,039,566	3,293,116	3,200,200	3,838,050	19.93%
101-0000-340.10-30	Bad Debt Recovered	7,017	7,017	8,000	8,000	0.00%
101-0000-340.19-50	Weed cutting/Cleanup	3,105	3,754	4,000	4,000	0.00%
101-0000-341.10-00	Svcs NSF checks	1,803	1,481	2,000	2,000	0.00%
101-0000-342.10-00	Fire Department Copies	283	422	-	-	-
101-0000-343.10-00	Police Department Copies	6,499	4,904	6,000	6,000	0.00%
101-0000-344.10-10	Consulting/Computer Service	150	480	-	-	-
101-0000-351.25-00	Live Scan	3,230	4,951	3,200	4,125	28.91%
101-0000-351.40-00	Police training	5,065	7,071	4,500	5,000	11.11%
101-0000-363.20-00	Facility Rental	12,775	13,150	14,000	14,000	0.00%
101-0000-365.30-00	Other Revenue	2,850	350	-	-	-
101-0000-377.50-00	Fireworks Donations	15,773	14,887	14,000	16,000	14.29%
101-0000-380.10-00	Miscellaneous	40,963	43,861	41,000	44,000	7.32%
101-0000-380.10-05	Over/Short	(401)	520	-	-	-
101-0000-380.10-15	Tower Lease Rental	182,864	139,866	105,938	143,000	34.98%
101-0000-391.30-10	Administrative Fees	491,684	491,696	491,696	491,696	0.00%
	Other Revenue	774,401	734,410	694,334	737,821	6.26%
	Total General Fund Revenue Before Other Financing Sources	22,365,442	24,095,131	23,275,345	25,018,171	7.49%
101-0000-391.10-05	Transfer from Other Funds	176,000	258,035	482,659	355,000	-26.45%
101-0000-391.10-10	Transfer from Electric	1,000,000	1,000,000	1,600,000	1,600,000	0.00%
101-0000-392.10-00	Sale of Fixed Assets	2,368	-	-	-	-
101-0000-392.20-00	Insurance Proceeds	851	-	-	-	-
	Other Financing Sources	1,179,219	1,258,035	2,082,659	1,955,000	-6.13%
	TOTAL REVENUES AND OTHER FINANCING SOURCES	23,564,661	25,353,166	25,358,004	26,973,171	6.37%

The page was intentionally left blank.

Train Station

Mission Statement

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

Staffing

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

Function

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

Goals Accomplished

Dozens of volunteers contribute over 500 hours every month to keep the station open. The volunteers count the number of passengers and visitors to the train station. In FY2018/19 volunteers contributed 7,229 hours to the train station.

Passengers/Visitors				
FY2014/2015	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019
115,212	122,942	128,762	103,108	95,234

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

Station Rentals				
FY2014/2015	FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019
105	100	54	56	40

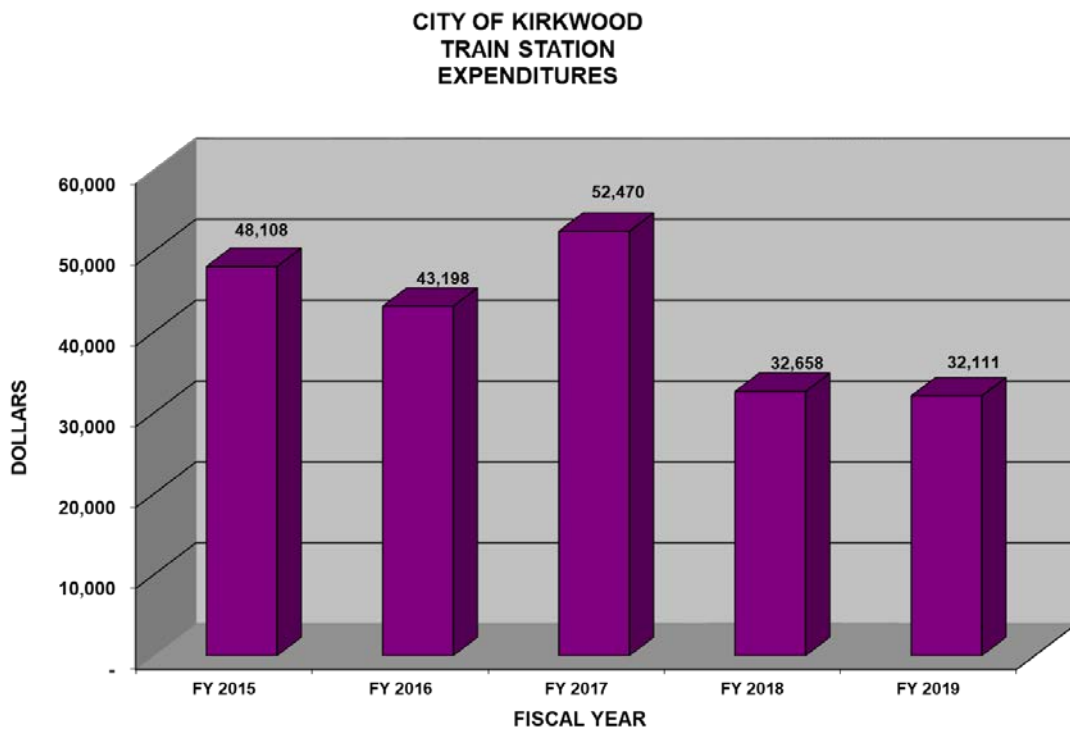
Improvements

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

Train Station

Expenditures

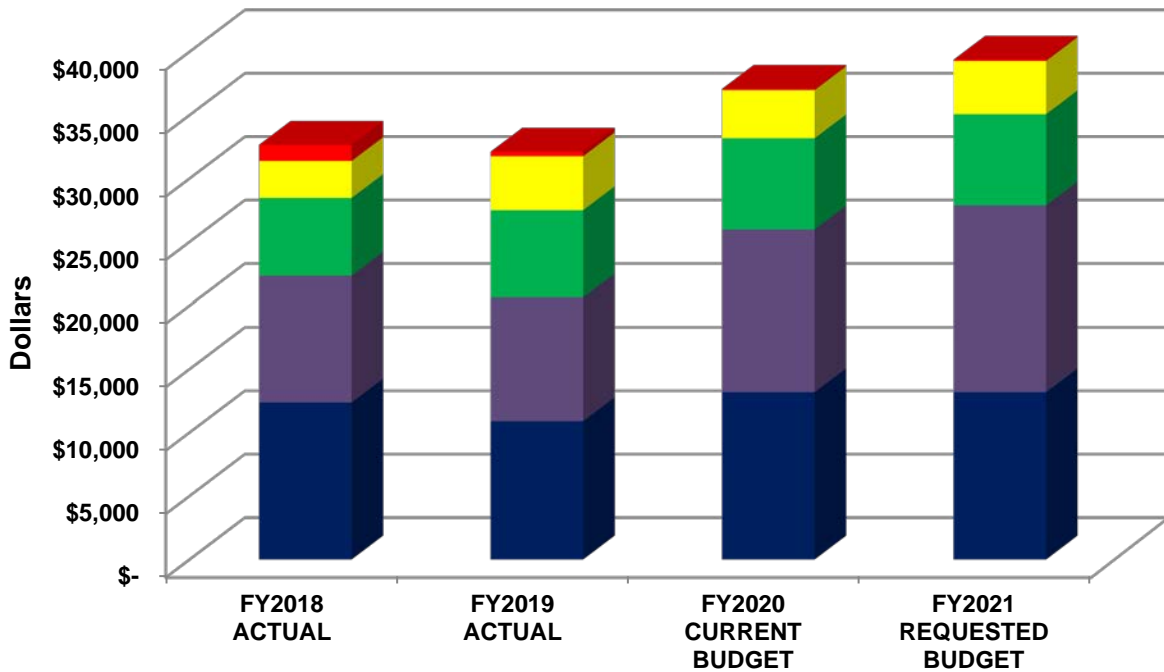
The train station budget is primarily composed of expenditures for the part-time Station Manager and on expenses related to the maintenance and operation of the station. The Station Manager has proven adept at obtaining grant funding for maintenance and improvement of the station from MoDOT, East West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



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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Part-time Salaries	11,492	10,116	12,247	12,247
Social Security	713	630	759	759
Medicare	166	148	179	179
Total Personnel Services	12,371	10,894	13,185	13,185
Contractual Services	9,959	9,728	12,790	14,690
Commodities	2,916	4,253	3,800	4,200
Capital Outlay	1,282	359	100	100
Interdepartmental Charges	6,130	6,876	7,200	7,200
TOTAL TRAIN BUDGET	32,658	32,110	37,075	39,375

Train Budget Summary



CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1100-418.11-02	Salary Part Time	11,492	10,116	12,247	12,247	-	0.00%
101-1100-418.22-01	Social Security Taxes	713	630	759	759	-	0.00%
101-1100-418.22-02	Medicare Contributions	166	148	179	179	-	0.00%
101-1100-418.31-10	Other Professional Svcs	358	1,319	1,500	1,700	200	13.33%
101-1100-418.32-04	Ofc/Administration	540	642	540	540	-	0.00%
101-1100-418.42-02	Custodial	-	-	1,400	1,400	-	0.00%
101-1100-418.43-05	Alarm system maintenance	641	750	750	750	-	0.00%
101-1100-418.43-12	Building & Grounds	7,420	5,292	7,100	8,500	1,400	19.72%
101-1100-418.53-01	Telephone	989	1,725	1,200	1,500	300	25.00%
101-1100-418.58-02	Travel Other	11	-	300	300	-	0.00%
101-1100-418.61-01	Office supplies	269	523	350	400	50	14.29%
101-1100-418.61-08	Janitorial supplies	371	532	700	700	-	0.00%
101-1100-418.61-11	Food	110	472	250	400	150	60.00%
101-1100-418.62-03	Gas	2,166	2,726	2,500	2,700	200	8.00%
101-1100-418.68-01	Office, Furniture & Eqpt	1,282	359	100	100	-	0.00%
101-1100-418.80-20	Electric Charges	4,068	4,691	5,000	5,000	-	0.00%
101-1100-418.80-40	Water Usage Charges	1,162	1,285	1,300	1,300	-	0.00%
101-1100-418.80-50	Sanitation Charges	900	900	900	900	-	0.00%
TRAIN STATION		32,658	32,110	37,075	39,375	2,300	6.20%

Train Station

City Clerk's Office

Mission Statement

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

Staffing

The City Clerk's office is staffed by the City Clerk and Deputy City Clerk

Function

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

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

Goals Accomplished

The main goal of the City Clerk's Office is to provide a safe secure atmosphere where customers can feel comfortable bringing concerns directly to the City. This goal meets expectations with the number of citizens who come to the City Clerk's Office to advise of their concerns. On average the City Clerk and Deputy City Clerk assist more than

City Clerk's Office

1,200 customers annually through phone calls, emails, letters and one-on-one meetings and by providing information and working with various departments to resolve problems and follow-up with customers. This goal would not be accomplished without the continued support and assistance from the various City departments.

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

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

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

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

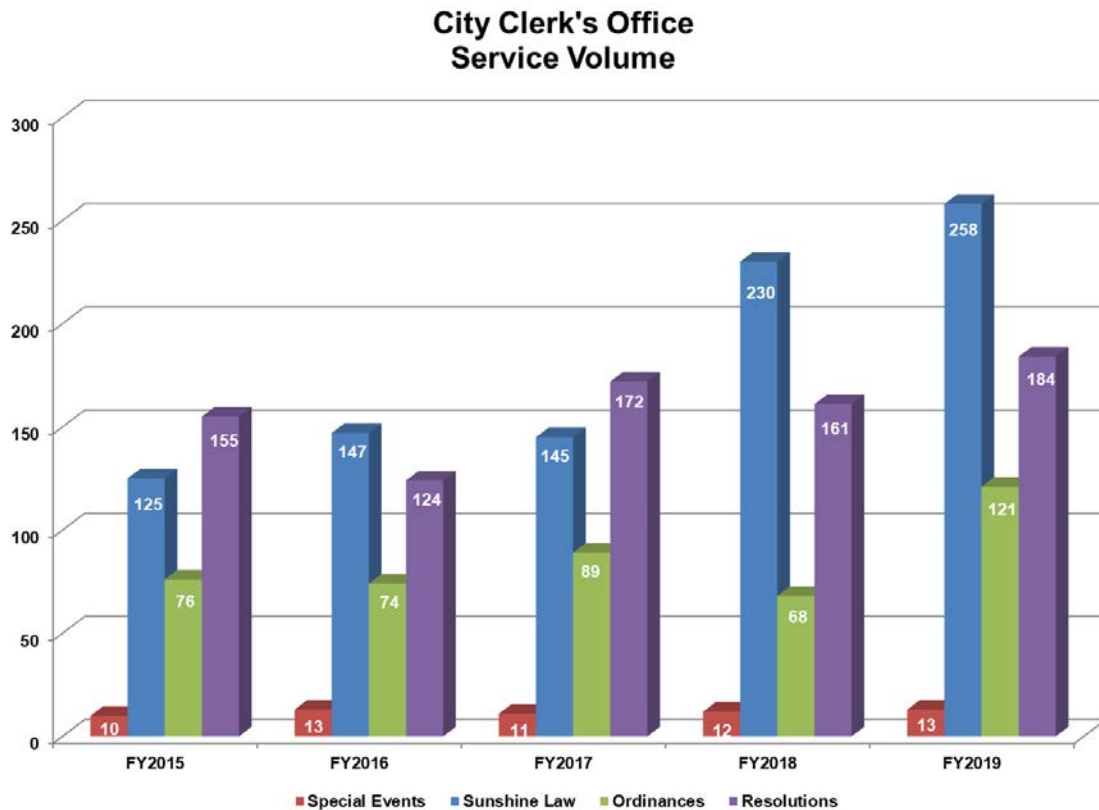
The City Clerk follows proposed state legislation through the Missouri Municipal League and St. Louis County Municipal League and works with legislators to ensure that any proposed legislation does not have a negative impact on the Kirkwood community.

City Clerk's Office

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

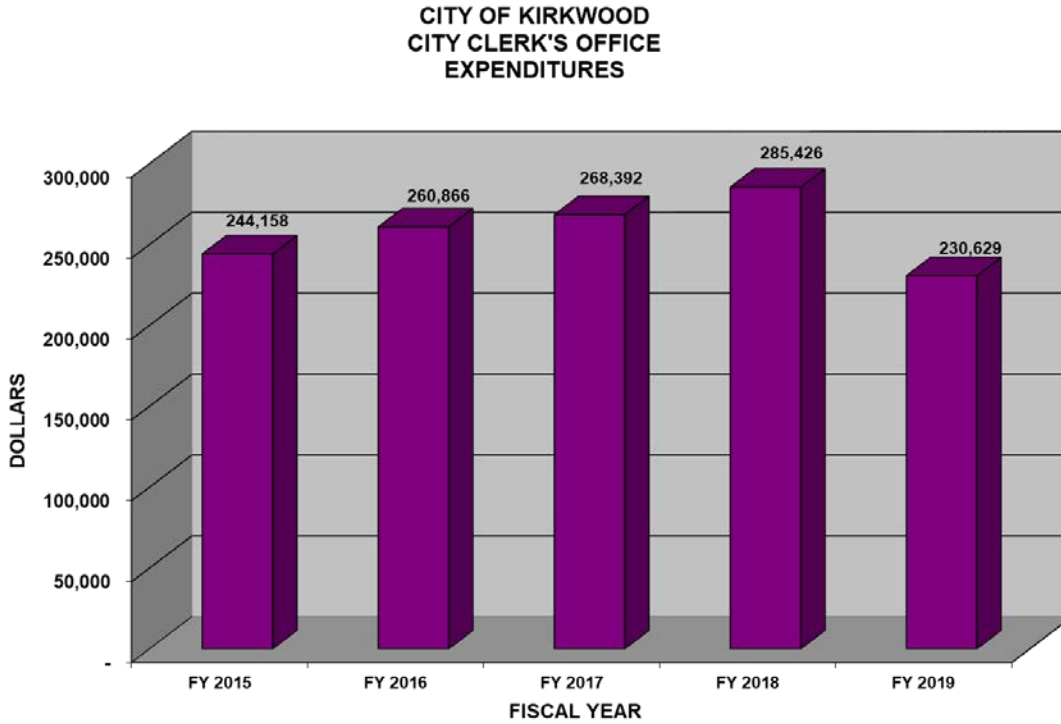
The City Clerk is dedicated to succession planning and provides constant training and mentoring to the Deputy City Clerk on all aspects of the City Clerk's functions and responsibilities. It is essential that this department is able to operate in its full capacity in the absence of the City Clerk.

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



City Clerk's Office

Expenditures

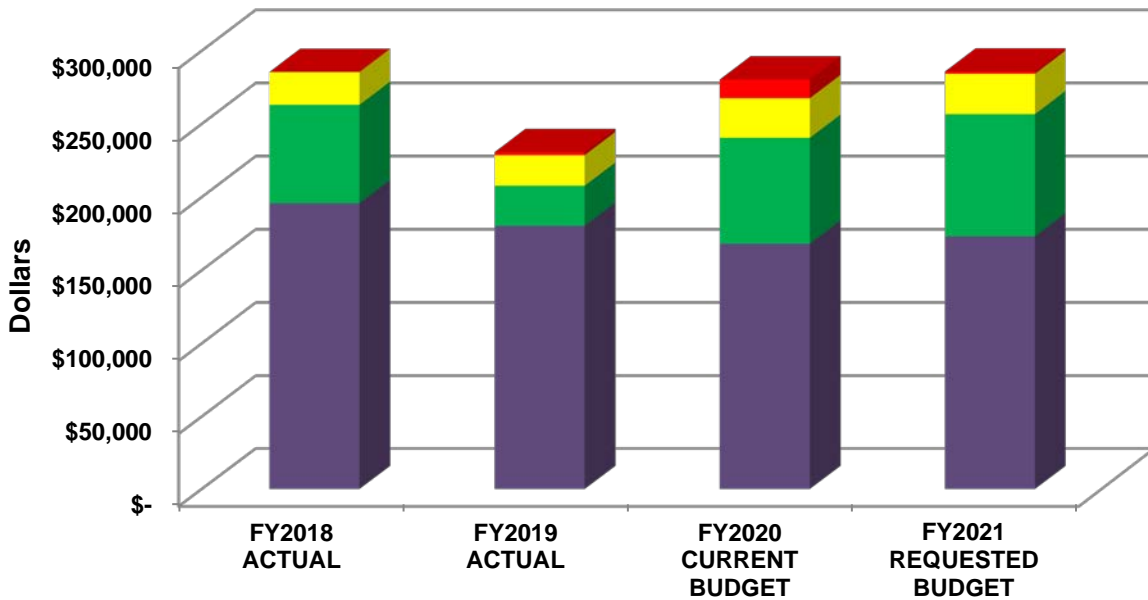


The City Clerk's Budget includes all related expenditures for the Mayor and City Council, City Clerk, and Deputy City Clerk.

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	142,138	126,705	113,129	116,250
Elected Officials	18,000	18,000	18,000	18,000
Overtime	1,893	3,272	3,200	3,200
Social Security	10,221	9,298	8,328	8,522
Medicare	2,390	2,175	1,948	1,993
Civilian Pension	4,899	5,504	7,561	7,764
Deferred Compensation	2,881	2,067	2,327	2,389
Subtotal Salaries	<u>182,422</u>	<u>167,021</u>	<u>154,493</u>	<u>158,118</u>
Other Benefits				
Health Insurance	12,169	12,185	12,240	13,600
Dental Insurance	928	914	1,109	1,110
Vision Insurance	167	157	185	185
Benefit Credit	-	14	-	56
Subtotal Other Benefits	<u>13,264</u>	<u>13,270</u>	<u>13,534</u>	<u>14,951</u>
Total Personnel Services	<u>195,686</u>	<u>180,291</u>	<u>168,027</u>	<u>173,069</u>
Contractual Services	67,301	27,418	72,413	83,572
Commodities	22,439	20,868	27,075	27,575
Capital Outlay	-	2,051	12,758	1,500
TOTAL CITY CLERK BUDGET	<u>285,426</u>	<u>230,628</u>	<u>280,273</u>	<u>285,716</u>

City Clerk Budget Summary



CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1101-411.11-01	Salary Full Time	142,138	126,705	113,129	116,250	3,121	2.76%		
101-1101-411.11-03	Salary Elected Officials	18,000	18,000	18,000	18,000	-	0.00%		
101-1101-411.11-05	Overtime	1,893	3,272	3,200	3,200	-	0.00%		
101-1101-411.21-01	Health Insurance	12,169	12,185	12,240	13,600	1,360	11.11%		
101-1101-411.21-03	Dental Insurance	928	914	1,109	1,110	1	0.09%		
101-1101-411.21-04	Vision Insurance	167	157	185	185	-	0.00%		
101-1101-411.21-05	Benefit Credit	-	14	-	56	56	100.00%		
101-1101-411.22-01	Social Security Taxes	10,221	9,298	8,328	8,522	194	2.33%		
101-1101-411.22-02	Medicare Contributions	2,390	2,175	1,948	1,993	45	2.31%		
101-1101-411.23-02	Civilian Pension	4,899	5,504	7,561	7,764	203	2.68%		
101-1101-411.23-04	Deferred Comp	2,881	2,067	2,327	2,389	62	2.66%		
101-1101-411.31-09	Training	1,196	1,580	2,500	2,500	-	0.00%		
101-1101-411.31-10	Other Professional Svcs	15,982	5,602	15,000	15,000	-	0.00%		
101-1101-411.43-06	Equipment	-	-	5,000	5,000	-	0.00%		
101-1101-411.52-11	Work. Comp. Premium	3,930	2,614	4,913	3,822	(1,091)	-22.21%		
101-1101-411.53-01	Telephone	5,435	4,705	5,500	2,750	(2,750)	-50.00%		
101-1101-411.54-02	Legal ads	3,831	4,069	4,000	4,000	-	0.00%		
101-1101-411.55-09	Other Printing	-	110	500	500	-	0.00%		
101-1101-411.58-01	Travel Executive	13,304	8,738	15,000	15,000	-	0.00%		
101-1101-411.59-01	Election Expense	23,623	-	20,000	35,000	15,000	75.00%		
101-1101-411.61-01	Office supplies	2,064	3,010	2,000	2,000	-	0.00%		
101-1101-411.61-11	Food	5,137	4,810	7,000	7,000	-	0.00%		
101-1101-411.64-01	Dues	13,638	12,931	16,500	16,500	-	0.00%		
101-1101-411.64-02	Publications	-	-	75	75	-	0.00%		
101-1101-411.66-99	Other	1,600	117	500	1,000	500	100.00%		
101-1101-411.68-01	Office, Furniture & Eqpt,	-	2,051	12,758	1,500	(11,258)	-88.24%		
101-1101-411.69-05	Service Awards	-	-	1,000	1,000	-	0.00%		
CLERK/COUNCIL		285,426	230,628	280,273	285,716	5,443	1.94%		

Clerk/Council

Administration

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

Staffing

The Administration Department consists of the Chief Administrative Officer, Assistant Chief Administrative Officer, Public Information Officer, and an Administrative Secretary. Reporting to the Chief Administrative Officer is the Asst. CAO, Administrative Secretary, Police Chief, Fire Chief, Director of Public Services, Parks and Recreation Director, and Electric Director. Departments reporting to the Asst. CAO include Personnel, Procurement (includes Warehouse and Building Maintenance), Safety, Management of Information Systems, Fleet, and the Public Information Officer.

Functions

The Administration Department links the vision set out by the elected officials with the departments responsible for implementing that vision within the parameters of the city’s code of ordinances and adopted budget. Communication with the council, the public, and staff is very important and is accomplished through the city’s website, electronic newsletters, monthly WKT newsletter, and social media. Relationships are fostered with groups like the downtown special business district, service clubs, and the Chamber of Commerce. In 2018 the department was responsible for a community survey to assess the satisfaction with the delivery of major city services to help set community priorities. Kirkwood continues to rate at or above the national average in most of the 38 areas that were assessed, and significantly above the national average in many of the areas. The full report can be found on the city’s website.

Administration

The city council, along with city staff, set forth the city's core values and goals. The work of the Administration Department actively furthers those values and goals. Other activities support core values of providing exceptional services and involving the local community. All members of the administrative staff maintain a variety of relationships and communication channels through community organizations like the Chamber of Commerce, Rotary, R-7 School District, Glendale-Kirkwood Kiwanis, etc. Listed below are a few specific areas of responsibility for each staff member.

Administrative Secretary

Provides support to the CAO and ACAO, and is the first point of contact for the public when interacting with the Administration department.

Provides secretarial support to the Police and Fire Pension Board, Civilian Employees Pension Board, Human Rights Commission and other boards/committees as needed – i.e. preparing agendas, meeting packets, composing minutes, etc. Coordinates the Mission Possible Committee, the employee awards and recognition luncheon, the organization's United Way campaign and handles block party requests. Takes reservations for renting the train station.

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 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, MIS, Fleet, 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. Provides support to the city's Human Rights Commission. By charter the CAO is responsible for the administration of all city operations.

June 2017 Strategic Plan

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

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

CORE VALUES

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

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

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

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

Involvement: We involve our citizens in local government activities.

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

Integrity: We foster the highest ethical standards.

STRATEGIC GOALS

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

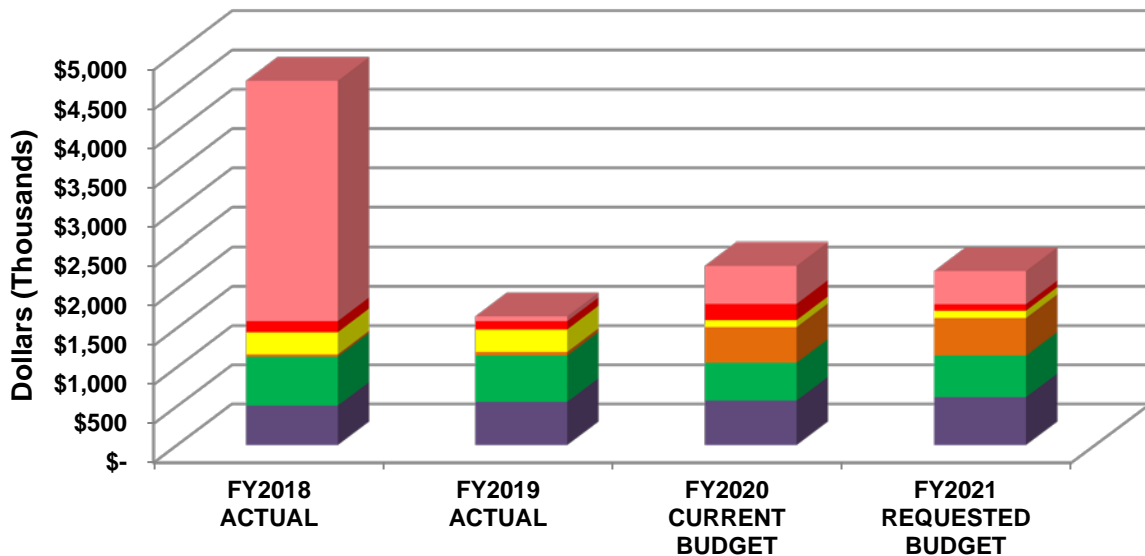
Administration

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

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	405,426	432,274	445,667	467,050
Temporary Salaries	3,585	6,062	6,024	6,000
Overtime	-	4	-	-
Social Security	22,560	24,162	27,539	29,330
Medicare	6,153	6,750	6,441	6,860
Civilian Pension	15,164	24,954	28,638	30,750
Deferred Compensation	15,044	21,573	18,765	36,200
Subtotal Salaries	467,932	515,779	533,074	576,190
Other Benefits				
Health Insurance	35,852	36,150	36,360	36,000
Dental Insurance	1,809	1,865	1,976	2,208
Vision Insurance	321	315	169	-
Subtotal Other Benefits	37,982	38,330	38,505	38,208
Total Personnel Services	505,914	554,109	571,579	614,398
Contractual Services	628,287	593,686	484,674	532,592
Commodities/Contingency	28,958	46,921	454,017	479,071
Capital Outlay	141,837	106,195	207,000	83,150
Interdepartmental Charges	281,469	285,320	88,429	92,549
Transfers to Other Funds	3,050,100	61,100	483,623	422,000
TOTAL ADMINISTRATION BUDGET	4,636,565	1,647,331	2,289,322	2,223,760

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	10111024122304	Deferred Comp	\$18,765	\$ 36,200	\$ 17,435	92.91%	
Narrative:		A new payout of a portion of the value of accumulated sick leave upon termination added to this line item.					
2	1011024123106	Kirkwood Arts Commission	\$ 8,700	\$ 16,200	\$ 7,500	86.21%	
Narrative:		\$8,000 of this line item is new for an art restoration project TBD.					
3	10111024123110	Other Professional Services	\$ 25,000	\$ 50,000	\$ 25,000	100.00%	
Narrative:		\$20,000 was added similar to other departments for contractual services with communication efforts, a council priority.					

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1102-412.10-10	Transfer to Other Funds	3,050,100	61,100	483,623	422,000	(61,623)	-12.74%		
101-1102-412.11-01	Salary Full Time	405,426	432,274	445,667	467,050	21,383	4.80%		
101-1102-412.11-04	Salary Temporary	3,585	6,062	6,024	6,000	(24)	-0.40%		
101-1102-412.11-05	Overtime	-	4	-	-	-			
101-1102-412.21-01	Health Insurance	35,852	36,150	36,360	36,000	(360)	-0.99%		
101-1102-412.21-03	Dental Insurance	1,809	1,865	1,976	2,208	232	11.74%		
101-1102-412.21-04	Vision Insurance	321	315	169	-	(169)	-100.00%		
101-1102-412.22-01	Social Security Taxes	22,560	24,162	27,539	29,330	1,791	6.50%		
101-1102-412.22-02	Medicare Contributions	6,153	6,750	6,441	6,860	419	6.51%		
101-1102-412.23-02	Civilian Pension	15,164	24,954	28,638	30,750	2,112	7.37%		
101-1102-412.23-04	Deferred Comp	15,044	21,573	18,765	36,200	17,435	92.91%		
101-1102-412.31-01	Personnel consultants	79,426	59,085	55,000	63,500	8,500	15.45%		
101-1102-412.31-03	Public Relations	470	1,176	500	-	(500)	-100.00%		
101-1102-412.31-06	Kirkwood Arts Commission	100	4,487	8,700	16,200	7,500	86.21%		
101-1102-412.31-07	Human Rights Commission	467	78	2,000	2,000	-	0.00%		
101-1102-412.31-08	Urban Forestry Comm.	522	364	1,163	1,000	(163)	-14.02%		
101-1102-412.31-09	Training	2,829	4,895	6,000	10,000	4,000	66.67%		
101-1102-412.31-10	Other Professional Svcs	22,108	65,979	25,000	50,000	25,000	100.00%		
101-1102-412.32-01	Legal	404,786	338,268	250,000	250,000	-	0.00%		
101-1102-412.32-04	Ofc/Administrative	1,006	2,352	3,500	3,500	-	0.00%		
101-1102-412.42-06	Laundry, towels, etc	1,311	1,434	1,400	1,525	125	8.93%		
101-1102-412.43-01	Office ept. maintenance	-	-	100	100	-	0.00%		
101-1102-412.43-12	Building & Grounds	800	1,200	2,500	2,500	-	0.00%		
101-1102-412.44-01	Parking lots	31,891	33,296	34,680	36,265	1,585	4.57%		
101-1102-412.44-04	Copy Machines	2,755	2,317	2,400	3,000	600	25.00%		
101-1102-412.52-02	General liability	19,789	18,508	22,000	25,025	3,025	13.75%		
101-1102-412.52-11	Work. Comp. Premium	5,945	5,945	7,431	7,077	(354)	-4.76%		
101-1102-412.53-01	Telephone	1,406	1,233	2,000	2,000	-	0.00%		
101-1102-412.53-02	Cellular Telephones	2,458	3,539	3,700	3,200	(500)	-13.51%		
101-1102-412.54-04	Advertising	21,240	20,481	24,900	26,500	1,600	6.43%		
101-1102-412.55-09	Other Printing	16,875	13,831	20,500	14,000	(6,500)	-31.71%		
101-1102-412.58-01	Travel Executive	7,776	11,591	6,000	10,000	4,000	66.67%		
101-1102-412.58-02	Travel Other	4,327	3,627	5,200	5,200	-	0.00%		
101-1102-412.61-01	Office supplies	6,211	3,943	5,500	5,500	-	0.00%		
101-1102-412.61-05	Postage	1,798	1,639	1,600	2,000	400	25.00%		
101-1102-412.61-11	Food	1,736	2,263	1,700	1,800	100	5.88%		

Administration

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1102-412.61-12	Coffee services	1,982	1,740	1,800	1,900	100	5.56%		
101-1102-412.61-13	Clothing	590	299	350	350	-	0.00%		
101-1102-412.64-01	Dues	6,649	6,603	6,345	6,545	200	3.15%		
101-1102-412.64-02	Publications	318	620	700	700	-	0.00%		
101-1102-412.66-26	Motor Fuel & Lubricants	55	6	250	1,876	1,626	650.40%		
101-1102-412.66-99	Other	700	-	400	400	-	0.00%		
101-1102-412.68-01	Office, Furniture & Equip.	19,062	2,660	2,000	2,500	500	25.00%		
101-1102-412.68-02	Machinery & Equipment	6,642	186	1,750	1,000	(750)	-42.86%		
101-1102-412.69-03	Mission Possible	3,300	-	3,000	3,000	-	0.00%		
101-1102-412.69-04	Contingency	-	24,519	428,372	450,000	21,628	5.05%		
101-1102-412.69-05	Service Awards	5,619	5,289	4,000	5,000	1,000	25.00%		
101-1102-412.70-01	Principal	-	-	120,000	-	(120,000)	-100.00%		
101-1102-412.70-02	Interest Expense	90,000	86,700	83,250	79,650	(3,600)	-4.32%		
101-1102-412.75-03	Building & Site Improv.	26,133	16,649	-	-	-	-		
101-1102-412.80-05	Fuel/Lubricants	1,654	1,876	2,000	1,925	(75)	-3.75%		
101-1102-412.80-10	Vehicle Maintenance	1,647	2,185	1,668	3,124	1,456	87.29%		
101-1102-412.80-20	Electric Charges	69,467	70,090	75,391	77,500	2,109	2.80%		
101-1102-412.80-30	Street Lighting	200,000	200,000	-	-	-	-		
101-1102-412.80-40	Water Usage Charges	7,201	9,669	7,870	8,500	630	8.01%		
101-1102-412.80-50	Sanitation Charges	1,500	1,500	1,500	1,500	-	0.00%		
ADMINISTRATION		4,636,565	1,647,331	2,289,322	2,223,760	(65,562)	-2.86%		

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

MIS Department

Network System

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

Dept	PC	Laptop	IPAD	Virtual PC 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

Upgraded all pcs to WINDOWS 10 and also migrated all users to Office 2016. Migrated the email system from Exchange 2010 to Exchange 2016. Upgraded all servers to at least Server 2012 or Server 2016 depending on application requirements.

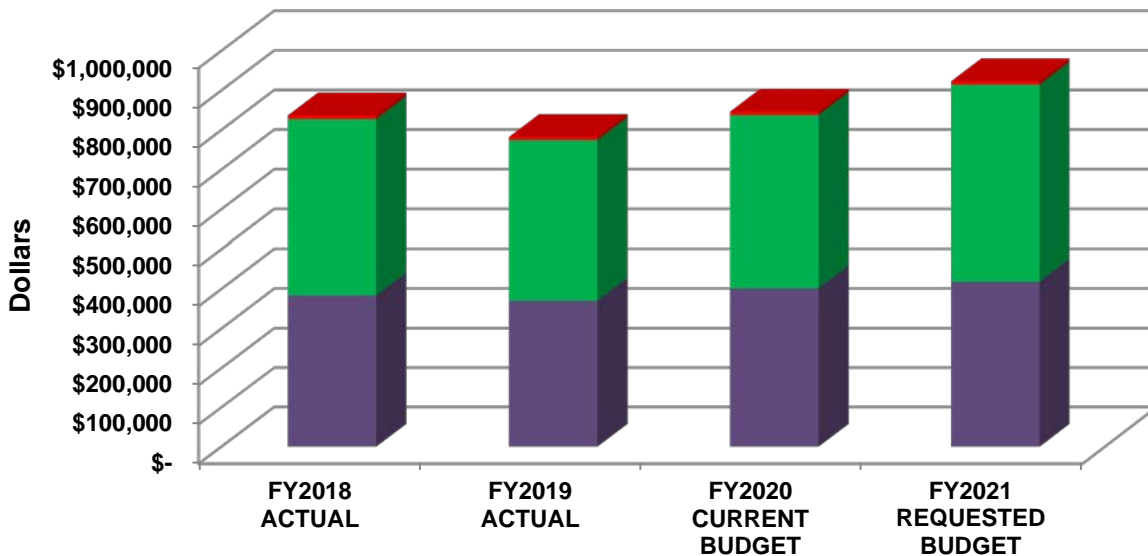
Upcoming Projects

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

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	299,761	290,383	307,842	321,605
Overtime	14,954	10,921	14,000	14,000
Social Security	19,825	18,904	19,954	20,575
Medicare	4,636	4,421	4,667	4,812
Civilian Pension	12,105	15,433	20,920	21,815
Deferred Compensation	5,399	4,493	6,437	5,300
Subtotal Salaries	<u>356,680</u>	<u>344,555</u>	<u>373,820</u>	<u>388,107</u>
Other Benefits				
Health Insurance	24,578	23,447	24,480	27,000
Dental Insurance	1,933	1,750	2,595	2,725
Vision Insurance	343	309	504	530
Benefit Credit	-	6	-	25
Subtotal Other Benefits	<u>26,854</u>	<u>25,512</u>	<u>27,579</u>	<u>30,280</u>
Total Personnel Services	<u>383,534</u>	<u>370,067</u>	<u>401,399</u>	<u>418,387</u>
Contractual Services	444,235	404,749	436,498	496,355
Commodities	8,783	7,362	8,350	8,350
TOTAL MIS BUDGET	<u>836,552</u>	<u>782,178</u>	<u>846,247</u>	<u>923,092</u>

MIS Budget Summary



CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1105-415.11-01	Salary Full Time	299,761	290,383	307,842	321,605	13,763	4.47%		
101-1105-415.11-05	Overtime	14,954	10,921	14,000	14,000	-	0.00%		
101-1105-415.21-01	Health Insurance	24,578	23,447	24,480	27,000	2,520	10.29%		
101-1105-415.21-03	Dental Insurance	1,933	1,750	2,595	2,725	130	5.01%		
101-1105-415.21-04	Vision Insurance	343	309	504	530	26	5.16%		
101-1105-415.21-05	Benefit Credit	-	6	-	25	25	100.00%		
101-1105-415.22-01	Social Security Taxes	19,825	18,904	19,954	20,575	621	3.11%		
101-1105-415.22-02	Medicare Contributions	4,636	4,421	4,667	4,812	145	3.11%		
101-1105-415.23-02	Civilian Pension	12,105	15,433	20,920	21,815	895	4.28%		
101-1105-415.23-04	Deferred Comp	5,399	4,493	6,437	5,300	(1,137)	-17.66%		
101-1105-415.31-05	Microfilming/Storage Svcs	6,773	5,876	5,000	5,500	500	10.00%		
101-1105-415.31-09	Training	8,393	18,131	17,350	18,350	1,000	5.76%		
101-1105-415.31-10	Other Professional Svcs	61,580	65,725	89,500	86,500	(3,000)	-3.35%		
101-1105-415.43-04	Computer maintenance	82,863	70,428	71,800	75,800	4,000	5.57%		
101-1105-415.43-15	Software Maintenance	278,283	237,595	244,110	302,110	58,000	23.76%		
101-1105-415.52-11	Work. Comp. Premium	4,590	4,600	5,738	5,095	(643)	-11.21%		
101-1105-415.53-01	Telephone	939	959	1,000	1,000	-	0.00%		
101-1105-415.58-01	Travel Executive	814	1,435	2,000	2,000	-	0.00%		
101-1105-415.61-01	Office supplies	4,160	2,668	3,000	3,000	-	0.00%		
101-1105-415.61-02	Computer supplies	4,596	4,678	5,000	5,000	-	0.00%		
101-1105-415.61-05	Postage	27	16	100	100	-	0.00%		
101-1105-415.64-01	Dues	-	-	250	250	-	0.00%		
MIS		836,552	782,178	846,247	923,092	76,845	9.08%		

MIS

The page was intentionally left blank.

Human Resources Department

Mission Statement

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

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

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

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

Staffing

The HR Department staff includes the Human Resources (HR) Manager and a Human Resources Assistant. The HR Manager initiates and oversees the city's workforce recruitment efforts, ensures legal compliance with employment laws, administers employee benefits, and assists department heads and managers with resolving issues that impact work, workers, or the work environment.

Human Resources Department

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

DEPARTMENT	FY2015	FY2016	FY2017	FY2018	FY2019	TOTAL
Administration	1				1	2
Facility Operations			1		1	2
Court						0
Electric	1		1		1	3
Finance			1		2	3
Fire**	2	9	4	3	2	20
Fleet Services						0
Human Resources	1			2		3
MIS		1			2	3
Parks	1	1	1	1	1	5
Police*	4	2	8	6	1	21
Procurement	1	1			1	3
PS-Bldg Comm		1	1	1		3
PS-Engineering	1		2		1	4
PS-Sanitation	4	1	4	5	5	19
PS-Street	1	1	1		1	4
PS-Water		3	1	1	3	8
Recreation		2	1			3
TOTAL***	19	17	22	26	22	106

* Police includes Officers and Admin staff.

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

*** Does not include part-time employees

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

	FY 2015	FY 2016	FY 2017	FY 2018	FY2019
Regular Part-Time Employees	13	12	11	19	15
Seasonal Employees		67	97	112	79

Turnover continues to be high due to employee retirements, resignations for other opportunities, and involuntary terminations. During Fiscal Years 2018 and 2019, the City began to see the impact of economic improvement and an extremely tight job market. New cost-effective, technology-based recruitment strategies were implemented in FY 2018, resulting in considerable more candidates for each position posted. However, the City continues to experience difficulties with

Human Resources Department

applicants “ghosting” (no response to offer of interview, job offer or pre-employment screening). Several positions were advertised multiple times in order to get a successful candidate from a qualified applicant pool.

The HR department continues to have a plethora of qualified, even over qualified candidates for some positions, specifically firefighter, electric lineman apprentice, and dispatcher; while other positions are advertised multiple times and can remain unfilled for months at a time, specifically, sanitation worker, street maintenance worker and IT positions.

The City implemented the results of a Classification and Compensation Study conducted by McGrath Human Resources Group in October, 2018. This study created a new classification and pay structure for civilian, police and fire employees. The employees covered by the CBA with International Brotherhood of Electrical Workers were not included in the study. Implementation of the study has improved the competitiveness of the City for workers in the region.

Promotions/Changes

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

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

Implementation of McGrath’s study resulted in the pay classification plan going from 12 to 20 classification groups for civilian employees. Employees who were below market received increases to place them at the minimum salary for the new ranges. There were a hand full of employees who were above the maximum of their new pay ranges; however, no salary reductions were issued. For Police Officers and Firefighters, the salary structure again provides steps to move through the range annually. Police and Fire employees were all placed on the next step higher that was closest to their salary at the time of implementation. Police Officers were placed on the new salary structure on October 1, 2018; however, firefighters were moved to the new structure in January, 2019 with an effective date of October 1, 2018.

Human Resources Department

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

DEPARTMENT	FY2015	FY2016	FY2017	FY2018	FY2019	TOTAL
Administration					1	1
Facility Operations					1	1
Court						0
Electric	1	2	3	1	1	8
Finance			1			1
Fire**			4		1	5
Fleet Services						0
Human Resources						0
MIS	1					1
Parks	1					1
Police*		1	1	7	1	10
Procurement				1		1
PS-Bldg Comm			2			2
PS-Engineering			1			1
PS-Sanitation	1	4	1	1	1	8
PS-Street			1	1		2
PS-Water		2	1	1	4	8
Recreation					1	1
TOTAL***	4	9	15	12	11	51

* Police includes Officers and Admin staff.

** Fire includes Admin and non-Admin staff.

*** Does not include part-time employees.

Terminations

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

Turnover for the most recent Fiscal Year was just over 7%, which is not an alarming rate. Over the previous five fiscal years, the turnover rate for the City has ranged between 5% and 8%. During the most recent fiscal year, of the 20 full time employees separating employment, five employees retired from the City and two were approved for long term disability. Human Resources expects the number of terminations to continue to increase over the next 10 years because 43% of our

Human Resources Department

workforce is over the age of 50 and individuals in the emerging generations are not committing to one employer for their entire career.

Although the number of terminations in Police and Fire appears high, when compared to the number of employees, the turnover rate is not concerning (4.7% and 8.9%, respectively). However, the Sanitation Division in Public Services continues to have the highest average annual turnover while it is significantly more difficult to attract applicants for these positions. This high turnover rate and our inability to attract qualified applicants, is most likely attributed to the nature of the work.

Last year, Human Resources noted a concern in the increase in employees separating from employment during their initial probationary period. During FY2019, HR implemented a new employee onboarding program to help acclimate new employees to the organization and we hope to see a reduction in the number of new hires leaving the organization. Again, this fiscal year, five employees left employment during the first year. Of these, two left within days of employment and did not participate in the Onboarding program.

THE CITY OF KIRKWOOD HUMAN RESOURCES DEPARTMENT TERMINATIONS BY DEPARTMENT

DEPARTMENT	FY2015	FY2016	FY2017	FY2018	FY2019	TOTAL
Administration					1	1
Facilities Operations						0
Court						0
Electric	1	1	2		3	7
Finance			1			1
Fire**		3	4	2	3	12
Fleet Services						0
Human Resources	1			2		3
MIS	1				1	2
Parks	2		1	1	1	5
Police*	1	4	6	3	3	17
Procurement		1		1		2
PS-Bldg Comm		1	2	1		4
PS-Engineering	1		1	1	1	4
PS-Sanitation	4	4	4	4	3	19
PS-Street	1	1	2		1	5
PS-Water	2	1	1	1	2	7
Recreation		2	1		1	4
TOTAL***	14	18	25	16	20	93

* Police includes Officers and Admin staff.

** Fire includes Admin and non-Admin staff.

*** Does not include part-time employees.

Human Resources Department

Benefit Costs

The City dramatically changed their benefit offerings for the Fiscal Year 2020. This year the city offered four different health care plans, three dental plans and four vision plans. Health insurance is the most expensive benefit provided with the City contributing \$515 toward employee only coverage, \$910 for employee and spouse coverage and \$1200 for employee and family coverage. The City provides Life insurance and Long Term Disability for all full time regular employees (at no cost to the employee) as well as 6.5% of annual income towards their pension. In an effort to encourage employees to invest in their own retirement, the City will match up to 2% of the employees' annual salary investment in a Deferred Compensation program.

Average Cost Per Employee Expended on Health Insurance

	FY 2016	FY 2017	FY 2018	FY 2019
	\$10,349	\$10,486	\$10,779	\$8,834
				\$10,607

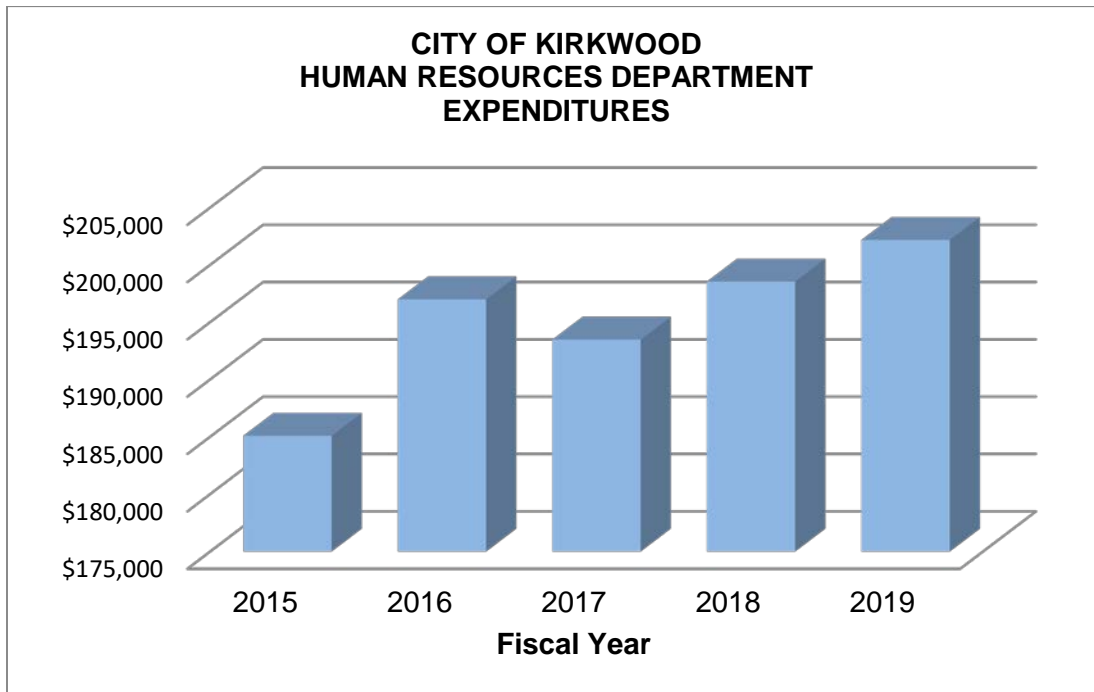
As part of the expansion of the benefit offerings, Human Resources Department implement Benefits Solver software to allow for online benefits administration. Employees use a web portal to enroll in benefits and make all necessary changes to their benefit selections. In addition, the system generates invoices for paying providers.

With online benefits administration, we expect to free up staff time to perform more strategic HR functions such as employee development and HR metrics.

Expenditures

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

Human Resources Department



Training

The Human Resources staff meets with all new employees for their initial orientation to benefits and Personnel Policies during their first week of employment. The HR Manager provides follow-up “Onboarding” training to new employees covering the City’s Strategic Plan and history, benefits, Personnel Rules and Regulations, Customer Service, Drug and Alcohol Testing program and Equal Opportunity and Diversity. Information sessions on city benefits such as health, vision and dental insurance and the city’s pension and deferred compensation plans are conducted annually during the month of Open Enrollment. In addition, many of the benefit providers hold one-on-one learning sessions with employees throughout the year to educate employees on the benefits provided. Temperament training was utilized as a team building activity for senior management team, safety team, and the procurement department. Staff will be performing a needs assessment for training and employee development by the end of calendar year 2019.

Supervisor Support

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

Human Resources Department

Safety and Wellness

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

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

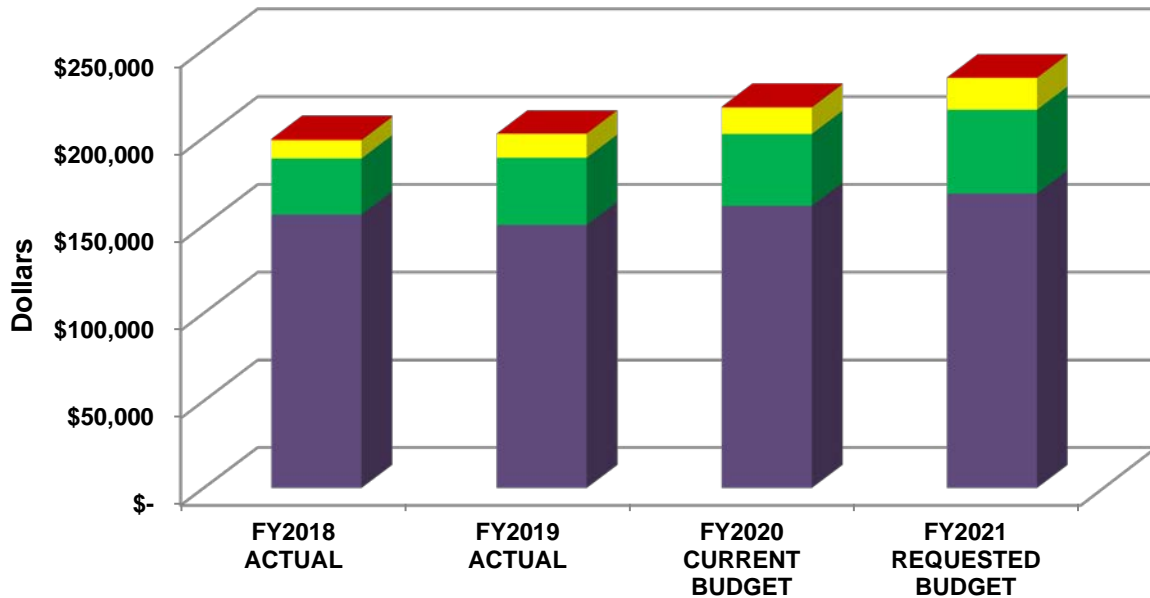
The City's Wellness programs continue to expand. Programs for employees have included a Healthiest Loser competition, Spring Fling walking challenge, Water Challenge, healthy eating and stress management presentations, blood pressure checks, and Biometric screenings. Added recently were challenges around gratitude and making healthy choices every day.

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

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	124,318	114,317	121,529	125,000
Overtime	-	102	-	-
Social Security	7,560	6,937	7,354	7,500
Medicare	1,768	1,623	1,720	1,750
Civilian Pension	3,013	5,430	7,710	8,125
Deferred Compensation	1,241	1,494	2,372	2,500
Subtotal Salaries	137,900	129,903	140,685	144,875
Other Benefits				
Health Insurance	17,032	19,141	19,240	22,090
Dental Insurance	928	940	1,042	1,104
Vision Insurance	167	153	98	-
Benefit Credit	-	3	-	-
Subtotal Other Benefits	18,127	20,237	20,380	23,194
Total Personnel Services	156,027	150,140	161,065	168,069
Contractual Services	32,015	38,329	40,951	47,748
Commodities	10,409	13,698	15,085	18,135
Capital Outlay	762	-	450	200
TOTAL PERSONNEL BUDGET	199,213	202,167	217,551	234,152

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	101-1108-417.31-07 Narrative:	Medical Examinations Increased due to implementing random drug and alcohol testing in Police and Fire departments	\$13,600	\$ 15,600	\$ 2,000	14.71%
2	101-1108-417.31-09 Narrative:	Training More focus on training	\$ 1,084	\$ 3,000	\$ 1,916	176.75%
3	101-1108-417.64-01 Narrative:	Dues and Publications Joined AAIM Employers Association which provides a variety of resources including discounted Applicant Tracking System.	\$ 2,985	\$ 3,735	\$ 750	25.13%
4	101-1108-417.58-02 Narrative:	Travel Other Increased costs are due to the SHRM Conference is being held in San Diego and rooms are more costly.	\$ 5,100	\$ 5,500	\$ 400	7.84%
5	101-1108-417.61-11 Narrative:	General Supplies/Food More focus on Training and all day training sessions include lunch	\$ -	\$ 1,200	\$ 1,200	100.00%

CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1108-417.11-01	Salary Full Time	124,318	114,317	121,529	125,000	3,471	2.86%
101-1108-417.11-05	Overtime	-	102	-	-	-	-
101-1108-417.21-01	Health Insurance	17,032	19,141	19,240	22,090	2,850	14.81%
101-1108-417.21-03	Dental Insurance	928	940	1,042	1,104	62	5.95%
101-1108-417.21-04	Vision Insurance	167	153	98	-	(98)	-100.00%
101-1108-417.21-05	Benefit Credit	-	3	-	-	-	-
101-1108-417.22-01	Social Security Taxes	7,560	6,937	7,354	7,500	146	1.99%
101-1108-417.22-02	Medicare Contributions	1,768	1,623	1,720	1,750	30	1.74%
101-1108-417.23-02	Civilian Pension	3,013	5,430	7,710	8,125	415	5.38%
101-1108-417.23-04	Deferred Comp	1,241	1,494	2,372	2,500	128	5.40%
101-1108-417.31-07	Medical Examinations	8,059	14,105	13,600	15,600	2,000	14.71%
101-1108-417.31-09	Training	1,600	1,817	1,084	3,000	1,916	176.75%
101-1108-417.32-01	Legal	18,249	15,568	12,880	15,000	2,120	16.46%
101-1108-417.43-01	Office Equipment Maintenance	-	-	3,136	2,820	(316)	-10.08%
101-1108-417.52-11	Work. Comp. Premium	1,981	1,981	2,476	2,548	72	2.91%
101-1108-417.53-01	Telephone	268	274	275	280	5	1.82%
101-1108-417.54-01	Personnel recruitment	1,858	1,259	2,400	3,000	600	25.00%
101-1108-417.58-02	Travel Other	-	3,325	5,100	5,500	400	7.84%
101-1108-417.61-11	Food	-	-	-	1,200	1,200	100.00%
101-1108-417.64-01	Dues	714	728	2,985	3,735	750	25.13%
101-1108-417.66-99	Other	334	172	100	200	100	100.00%
101-1108-417.68-01	Office, Furniture & Eqpt,	762	-	450	200	(250)	-55.56%
101-1108-417.69-05	Service Awards	9,361	12,798	12,000	13,000	1,000	8.33%
HUMAN RESOURCES		199,213	202,167	217,551	234,152	16,601	7.63%

Human Resources

The page was intentionally left blank.

City of Kirkwood Procurement Department

Mission Statement

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

Vision Statement

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

Core Values

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

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

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

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

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

Service – Proactively assist stakeholders to support the public.

Procurement Goals

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

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

City of Kirkwood Procurement Department

General Description

The centralized Procurement Department is responsible for the acquisition of quality products, supplies and services for projects and professional services throughout the City. Procurement works closely with businesses, government agencies and internal departments throughout the entire procurement process to ensure procurements are completed quickly, efficiently, cost effectively and follow all regulatory laws and requirements.

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

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

City of Kirkwood Procurement Department

Procurement Department Highlights

- Generated a measurable cost avoidance of \$1,574,829 achieved through bidding the appropriate markets, adhering to proper procurement procedures, and strategic sourcing
- Achieved a measurable cost savings of \$471,767 through negotiation, pricing retention, and other value added activities
- Updated the City's Code of Ordinance for procurement related activities, which effectively provided a reduction in solicitation processing time while improving internal controls
- Maintained the City's Master Procurement Plan which effectively reduced scheduling conflicts, while increasing interdepartmental collaboration and communication
- Established various multi-year contracts to reduce operational impact, limit cost fluctuations, and minimize costly vendor switchover processes

City of Kirkwood Procurement Department

Performance Measurements

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

Staffing and Equipment

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

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

The Procurement Department is composed of:

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

<u>Quantity</u>	<u>Equipment Type</u>	<u>Year</u>	<u>Equipment</u>
1	Passenger Vehicle	2018	Ford Fusion

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

The Procurement Department's Warehouse Department is composed of:

.5	Superintendent of Facilities Operations (Warehouse)		
----	---	--	--

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

City of Kirkwood Procurement Department

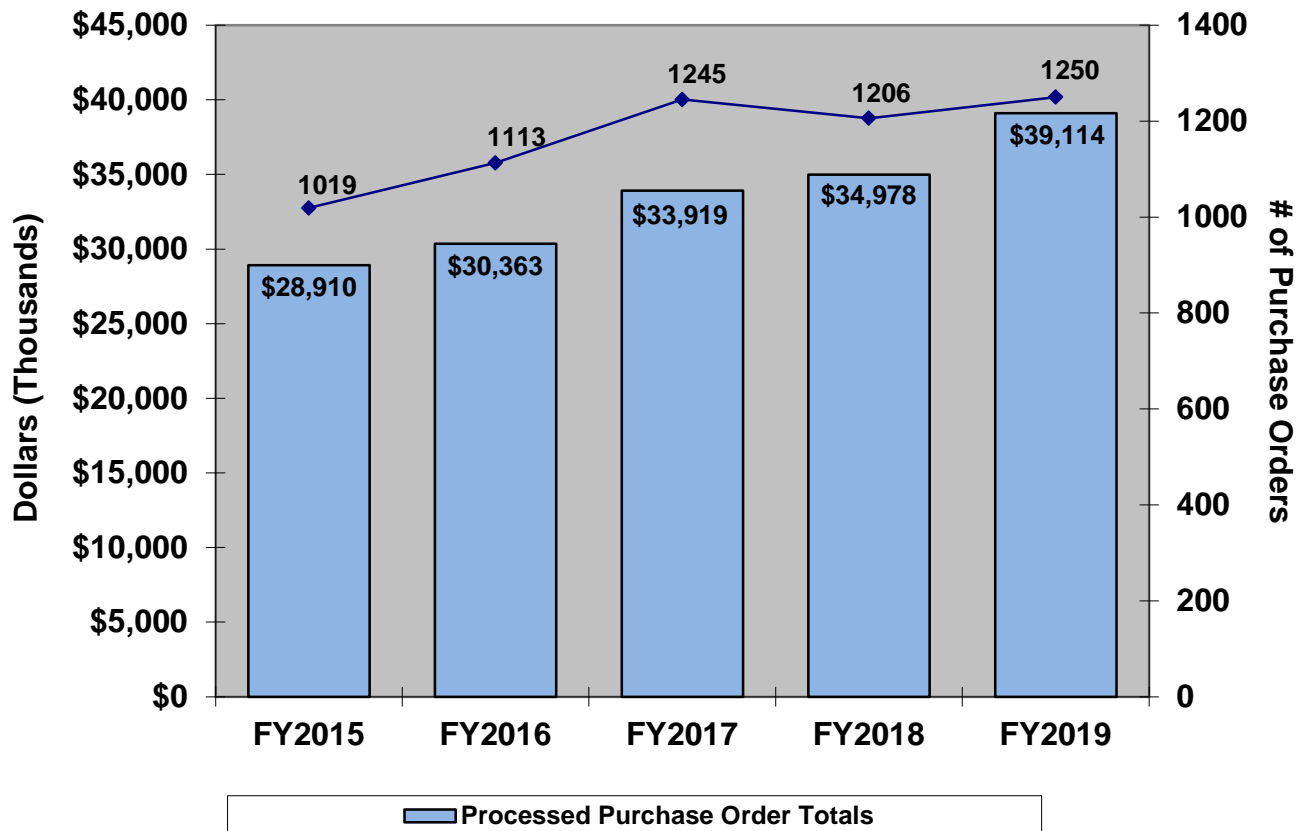
Purchase Orders

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

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

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

Purchase Orders Processed

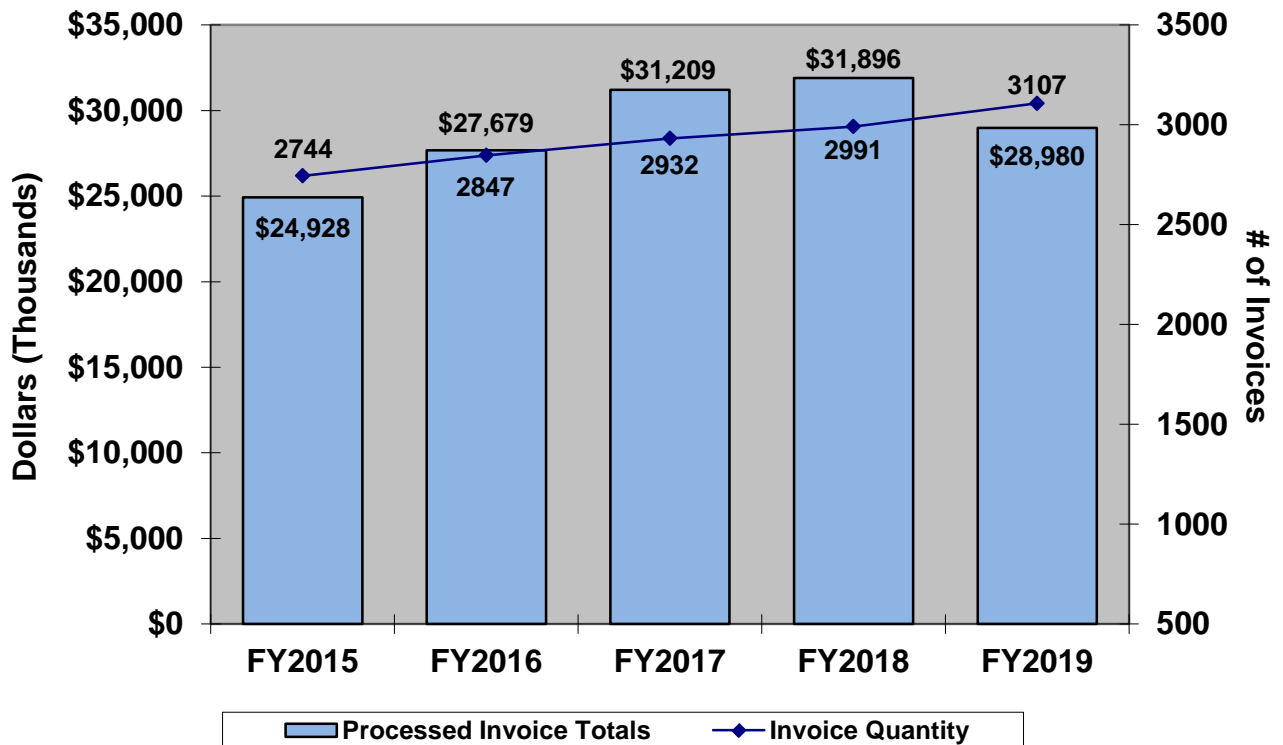


City of Kirkwood Procurement Department

Invoices

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

Invoices Processed



City of Kirkwood Procurement Department

Procurement Card Administration (Procard)

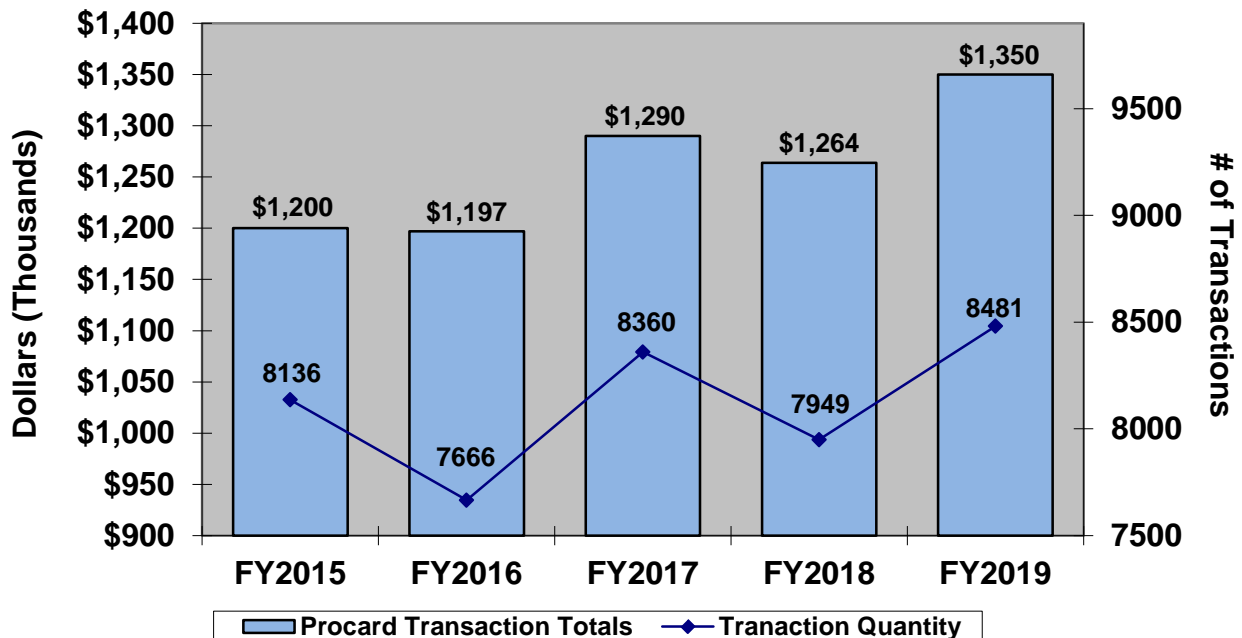
The Procurement Department manages the Procard Program. The Procard Program streamlines and reduces the total cost of procurement and payment. Cost reduction is generated by forgoing purchase orders in favor of Procurement Card transactions for the procurement of products of low dollar and risk.

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

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

All new cardholders receive training and every two years current cardholders are provided refresher training. In FY 2017 the Procurement Department issued or maintained 156 individual Procards. The average spend per transaction was \$147.53 in FY2015, \$156.20 in FY2016, \$154.27 in FY2017, \$158.95 in FY2018 and \$159.17 in FY2019.

Procard Transactions



City of Kirkwood Procurement Department

Formal Bids

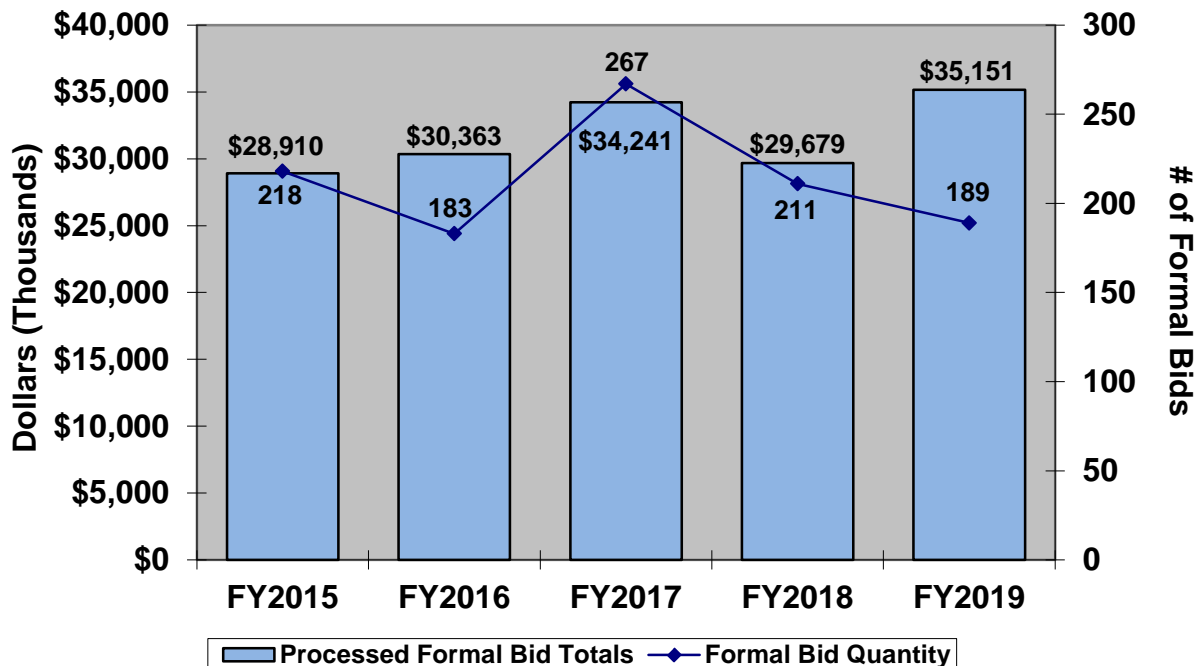
Advertisement and Formal bids are required for all contractual obligations and purchases in excess of \$15,000. This value was recently changed from \$7,500 in December of 2016 with the approval of updates to the City's Code of Ordinances.

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

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

Formal bidding can vary greatly year to year, depending on the number and scope of City's projects. The current measures have increased in number and value reflecting a shift construction project bidding from the previous fiscal year.

Formal Bids Processed



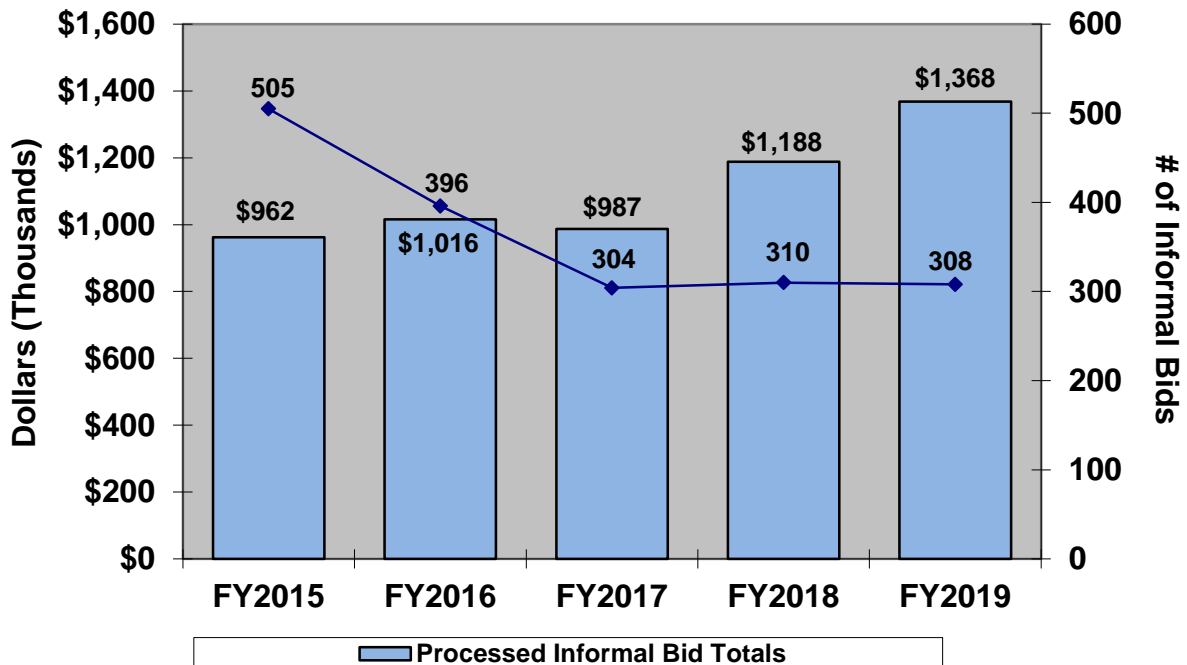
City of Kirkwood Procurement Department

Informal Bids

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

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

Informal Bids Processed



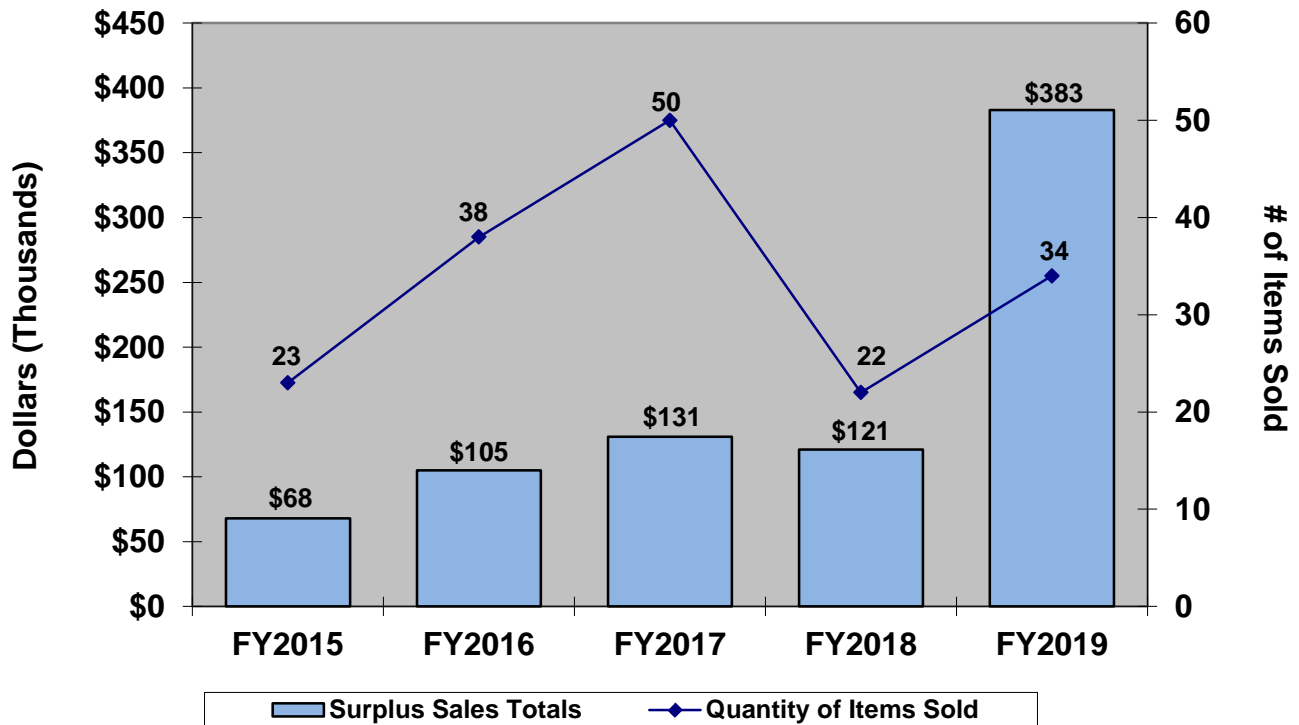
City of Kirkwood Procurement Department

Proceeds from Sale of Fixed Assets

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

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

Surplus



Rebates

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

All rebate proceeds go directly in the General Fund.

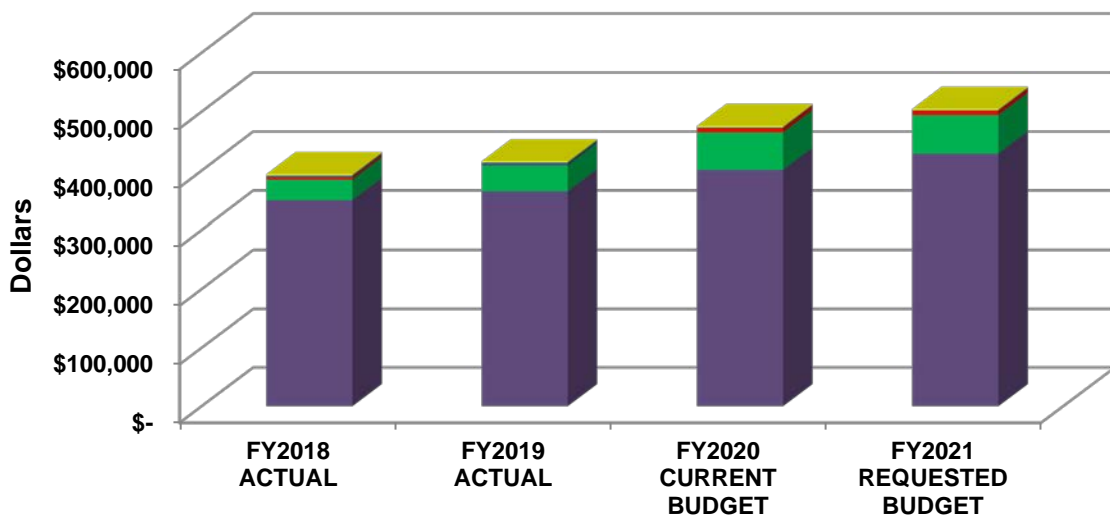
FY2015 \$6,645.22
 FY2016 \$6,374.74
 FY2017 \$6,790.26

FY2018 \$6,885.17
 FY2019 \$14,751.91

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	253,086	261,127	283,543	296,585
Part-time Salaries	-	16,210	21,580	23,031
Temporary	10,505	-	-	-
Overtime	2,173	1,621	1,500	2,000
Social Security	16,321	17,063	18,757	19,625
Medicare	3,817	3,992	4,386	4,591
Civilian Pension	10,165	13,726	18,261	20,575
Deferred Compensation	5,105	4,791	5,619	6,332
Subtotal Salaries	301,172	318,530	353,646	372,739
Other Benefits				
Health Insurance	46,161	43,788	44,760	53,270
Dental Insurance	1,972	1,991	2,088	2,315
Vision Insurance	351	332	377	-
Benefit Credit	-	6	-	170
Subtotal Other Benefits	48,484	46,117	47,225	55,755
Total Personnel Services	349,656	364,647	400,871	428,494
Contractual Services	35,110	43,740	64,039	65,861
Commodities	3,331	217	6,280	6,380
Capital Outlay	1,984	1,645	2,000	2,000
Interdepartmental Charges	3,562	5,168	2,210	1,747
TOTAL PURCHASING BUDGET	393,643	415,417	475,400	504,482

Procurement/Warehouse Budget Summary



CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1112-416.11-01	Salary Full Time	219,518	226,546	247,329	258,705	11,376	4.60%		
101-1112-416.11-02	Salary Part Time	-	16,210	21,580	23,031	1,451	6.72%		
101-1112-416.11-04	Salary Temporary	10,505	-	-	-	-			
101-1112-416.11-05	Overtime	2,173	1,621	1,500	2,000	500	33.33%		
101-1112-416.21-01	Health Insurance	38,885	36,519	37,560	45,350	7,790	20.74%		
101-1112-416.21-03	Dental Insurance	1,740	1,755	1,856	2,039	183	9.86%		
101-1112-416.21-04	Vision Insurance	309	294	335	-	(335)	-100.00%		
101-1112-416.21-05	Benefit Credit	-	6	-	170	170	100.00%		
101-1112-416.22-01	Social Security Taxes	14,298	14,974	16,558	17,311	753	4.55%		
101-1112-416.22-02	Medicare Contributions	3,344	3,503	3,872	4,049	177	4.57%		
101-1112-416.23-02	Civilian Pension	8,904	11,735	15,956	18,149	2,193	13.74%		
101-1112-416.23-04	Deferred Comp	4,434	4,099	4,910	5,585	675	13.75%		
101-1112-416.31-09	Training	1,675	7,148	11,000	11,000	-	0.00%		
101-1112-416.31-10	Other Professional Svcs	1,000	3,639	11,000	11,000	-	0.00%		
101-1112-416.32-01	Legal	1,141	1,156	1,000	1,000	-	0.00%		
101-1112-416.44-04	Copy Machines	90	87	800	700	(100)	-12.50%		
101-1112-416.52-02	General liability	3,320	3,033	3,500	2,275	(1,225)	-35.00%		
101-1112-416.52-11	Work. Comp. Premium	8,414	8,414	10,518	10,616	98	0.93%		
101-1112-416.53-01	Telephone	3,114	2,996	3,000	3,000	-	0.00%		
101-1112-416.55-09	Other Printing	49	74	250	250	-	0.00%		
101-1112-416.58-01	Travel Executive	339	1,525	4,000	4,000	-	0.00%		
101-1112-416.58-02	Travel Other	1,887	2,146	4,000	4,000	-	0.00%		
101-1112-416.61-01	Office supplies	1,790	2,090	2,100	2,100	-	0.00%		
101-1112-416.61-05	Postage	60	63	150	150	-	0.00%		
101-1112-416.61-08	Janitorial supplies	288	961	500	500	-	0.00%		
101-1112-416.61-11	Food	51	398	200	300	100	50.00%		
101-1112-416.61-13	Clothing	383	391	500	500	-	0.00%		
101-1112-416.64-01	Dues	830	1,264	1,430	1,430	-	0.00%		
101-1112-416.64-02	Publications	0	59	500	500	-	0.00%		
101-1112-416.68-01	Office, Furniture & Eqpt,	1,984	1,645	2,000	2,000	-	0.00%		
101-1112-416.69-99	Inventory Adjustments	(848)	(5,624)	-	-	-			
101-1112-416.80-05	Fuel/Lubricants	33	110	350	350	-	0.00%		
101-1112-416.80-10	Vehicle Maintenance	2,553	4,119	980	634	(346)	-35.31%		
101-1113-416.11-01	Salary Full Time	33,568	34,581	36,214	37,880	1,666	4.60%		
101-1113-416.21-01	Health Insurance	7,276	7,269	7,200	7,920	720	10.00%		
101-1113-416.21-03	Dental Insurance	232	236	232	276	44	18.97%		

Procurement/Warehouse

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1113-416.21-04	Vision Insurance	42	38	42	-	(42)	-100.00%		
101-1113-416.22-01	Social Security Taxes	2,023	2,089	2,199	2,314	115	5.23%		
101-1113-416.22-02	Medicare Contributions	473	489	514	542	28	5.45%		
101-1113-416.23-02	Civilian Pension	1,261	1,991	2,305	2,426	121	5.25%		
101-1113-416.23-04	Deferred Comp	671	692	709	747	38	5.36%		
101-1113-416.31-09	Training	-	-	1,000	1,000	-	0.00%		
101-1113-416.31-10	Other Professional Svcs	12,768	12,209	11,330	11,700	370	3.27%		
101-1113-416.52-11	Work. Comp. Premium	1,313	1,313	1,641	4,320	2,679	163.25%		
101-1113-416.58-02	Travel Other	-	-	1,000	1,000	-	0.00%		
101-1113-416.66-07	Safety equipment	289	159	300	300	-	0.00%		
101-1113-416.66-99	Other	488	456	600	600	-	0.00%		
101-1113-416.80-05	Fuel/Lubricants	138	383	178	180	2	1.12%		
101-1113-416.80-10	Vehicle Maintenance	838	556	702	583	(119)	-16.95%		
PROCUREMENT/WAREHOUSE		393,643	415,417	475,400	504,482	29,082	6.12%		

The page was intentionally left blank.

City of Kirkwood Facilities Operations

Mission Statement

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

General Description

Facilities Operations is responsible for maintaining and overseeing 25 City-owned buildings and properties, removing snow from 3.2 miles of City-owned sidewalks in the downtown area and overseeing the grounds of Memorial Walkway, Bisso Park, Ken Connor Park, Hummel Park, the Farmers Market, and Farmers Market Greenway.

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

Facilities Operations actively maintains 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, Hummel Park, the Farmers Market, and Farmers Market Greenway in a timely, efficient and fiscally responsible manner, while safeguarding the City's significant investment in facilities.

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

Staffing & Equipment

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

City of Kirkwood Facilities Operations

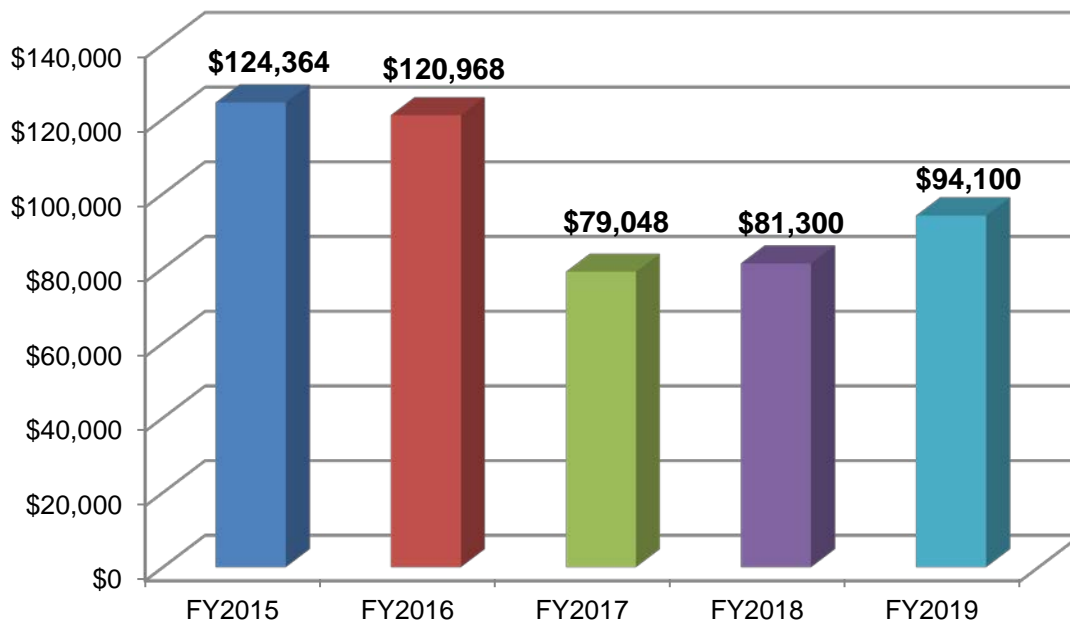
Facilities Operations utilizes the following equipment to assist with their current duties:

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

Contracted Services

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

Service Contracts



City Buildings and Grounds

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

City of Kirkwood 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	Hummel Park		1988		2,500
9	Ken Connor Park	100 N. Kirkwood Rd	1992		7,100
10	Memorial Walkway	139 S. Kirkwood Rd.	2010	0	34,000
11	Police Building	137 W. Madison	1963/ 1970/ 1992	10,395	20,790
12	Police Rifle Range	Rifle Range Rd.	1960	4,130	3,630
13	Public Works Facility	345 S. Fillmore	1992	20,880	18,000
14	Street/Sanitation/Storage			5,700	5,463
15	Common Area Building			14,930	18,840
16	Vehicle/Building Maintenance including Mezzanine Covered Storage			10,150 8,920 181	10,000 9,050 7,900
17	Purchasing/Utilities	212 S. Taylor Ave.	1969/ 1971/ 1974	13,000	13,040
18	Mezzanine			0	2,500
19	Recycle Center	350 S. Taylor Ave.	1992	3647	3647
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	1923	1,120	11,530

City of Kirkwood Facilities Operations

Facilities Operations Expense

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

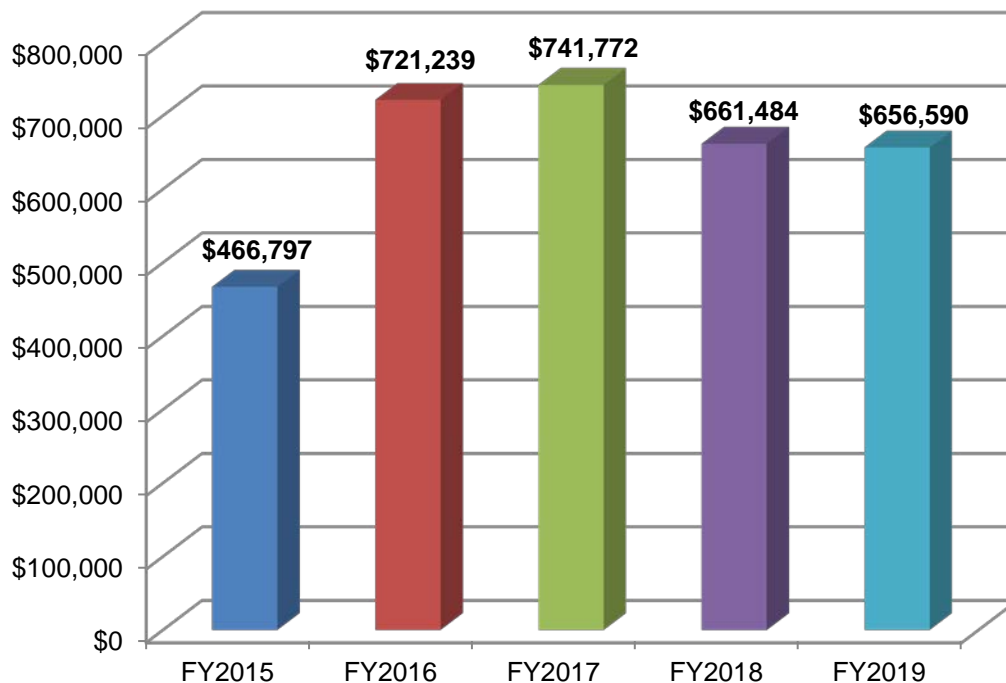
Capital projects completed include: Firehouse #3 Heat Pump Replacement, Rifle Range Roof System Replacement, City Hall HVAC Controls Software Upgrade, Ken Conner Park Reconstruction and Raised Flooring for Kirkwood Police Department Dispatch.

The variance in expense depicted in the following graph reflects the change in capital projects. It is anticipated that future expenses will maintain around those shown in FY2016 through FY2019 based on our projected capital budget.

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

*Building expenses include budget minus balance plus capital expenses.

Facilities Operations Expenses



Facilities Operations

City of Kirkwood Facilities Operations

Facilities Operations Project Management

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

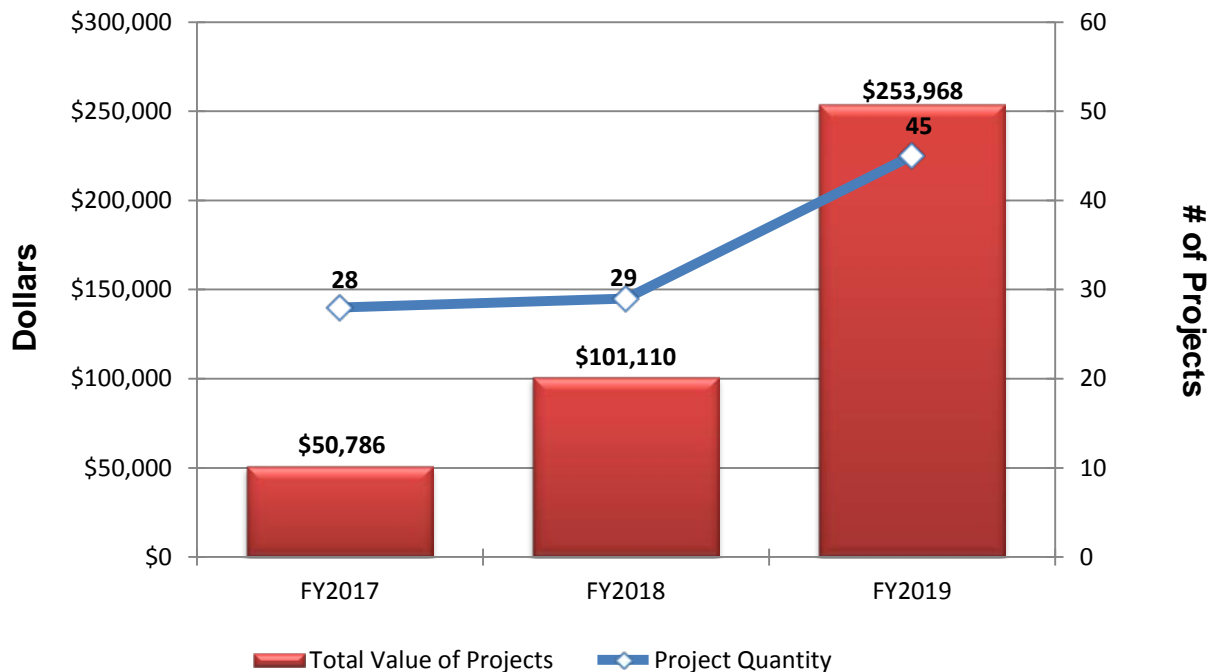
Projects managed in FY2019 were:

- Firehouse #3 Heat Pump Replacement \$ 45,000.00
- Rifle Range Roof System Replacement \$123,258.00
- City Hall HVAC Controls Software Upgrade \$ 27,500.00
- Ken Conner Park Reconstruction \$ 59,845.00
- Raised Flooring for Kirkwood Dispatch \$ 19,130.00

FY2019 Projected Savings \$27,473 - \$41,210

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

Assisted Projects



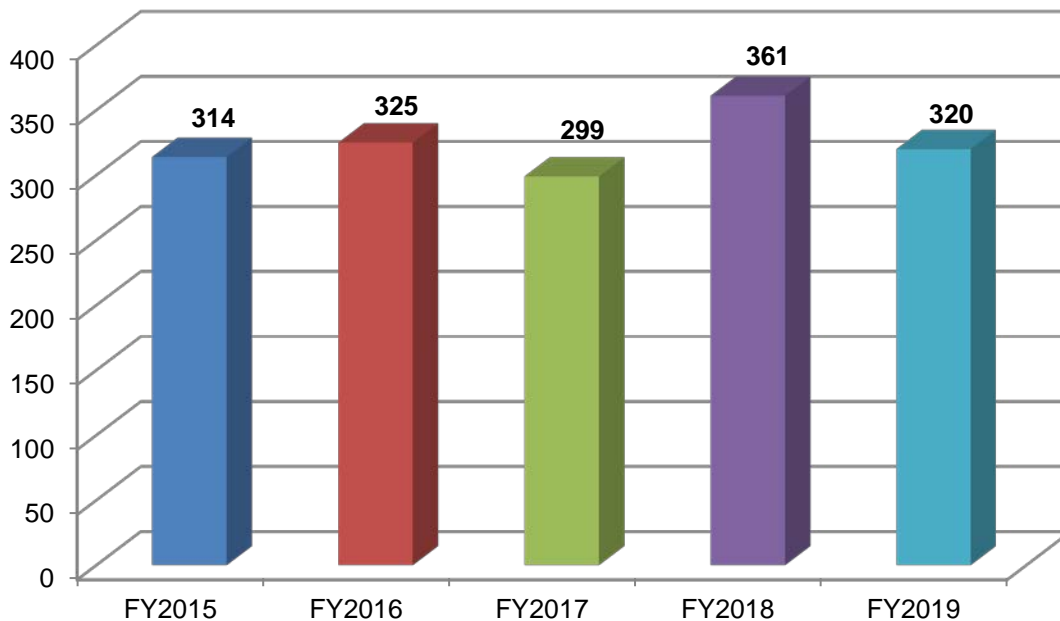
City of Kirkwood Facilities Operations

Outsourced Jobs

The chart below shows outsourced jobs managed by Facilities Operations.

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

Outsourced Jobs



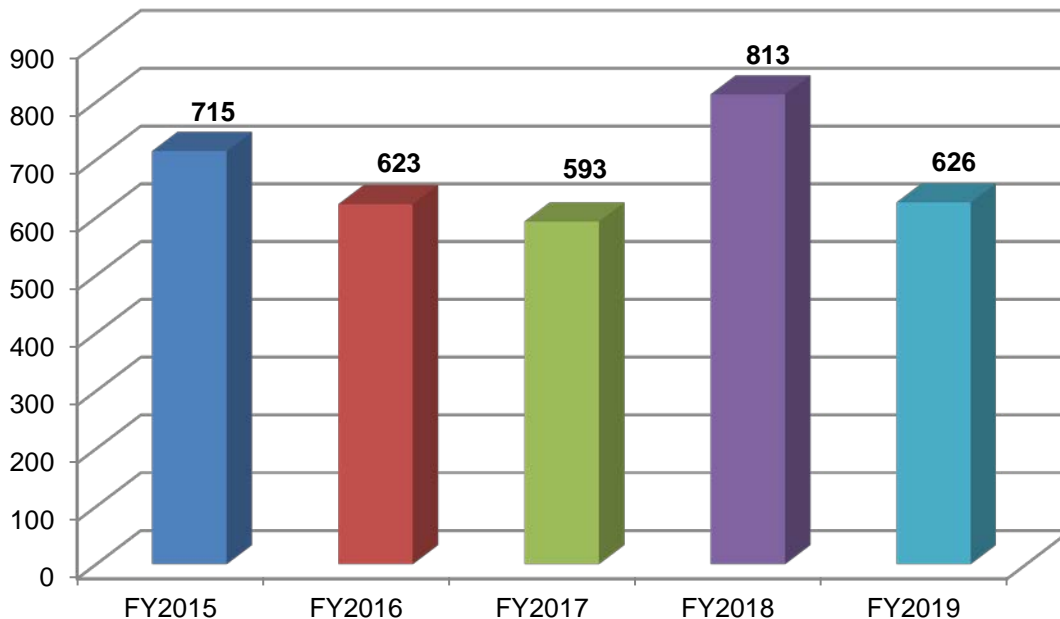
City of Kirkwood Facilities Operations

Work Orders

The chart below shows work orders completed by Facilities Operations.

Work orders enable critical, safety, and preventative maintenance repairs to be properly scheduled, managed, and executed. Fiscal year 2019 depicts a decrease in work order load due to the increased project management duties of the department and an increase in more time consuming building repair tasks. The amount of work orders during the last fiscal year decreased due to increased complexity of the repairs involved, but has begun to show less variance in comparison to previous years coinciding with 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

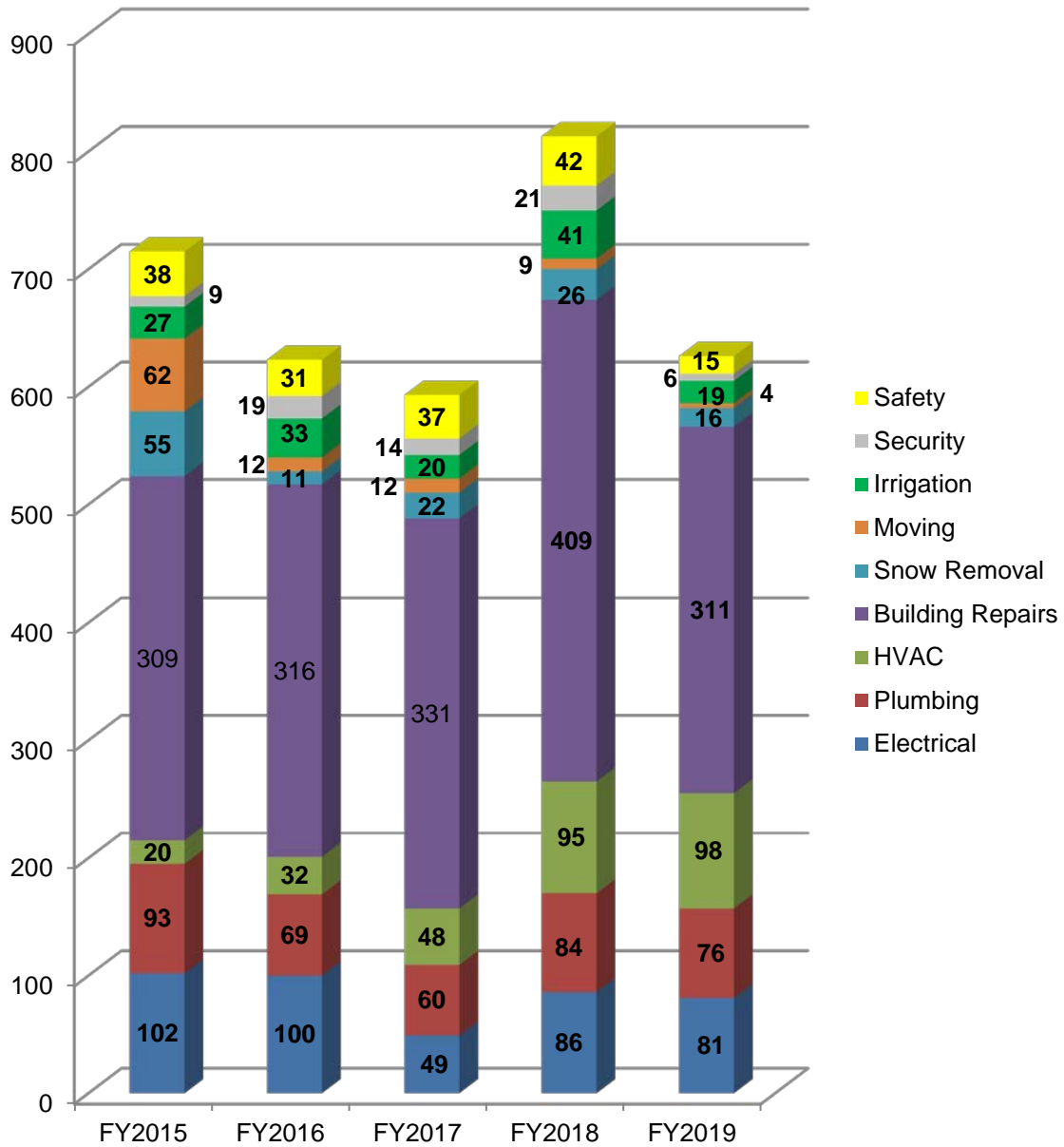


City of Kirkwood Facilities Operations

Work Orders by Type

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

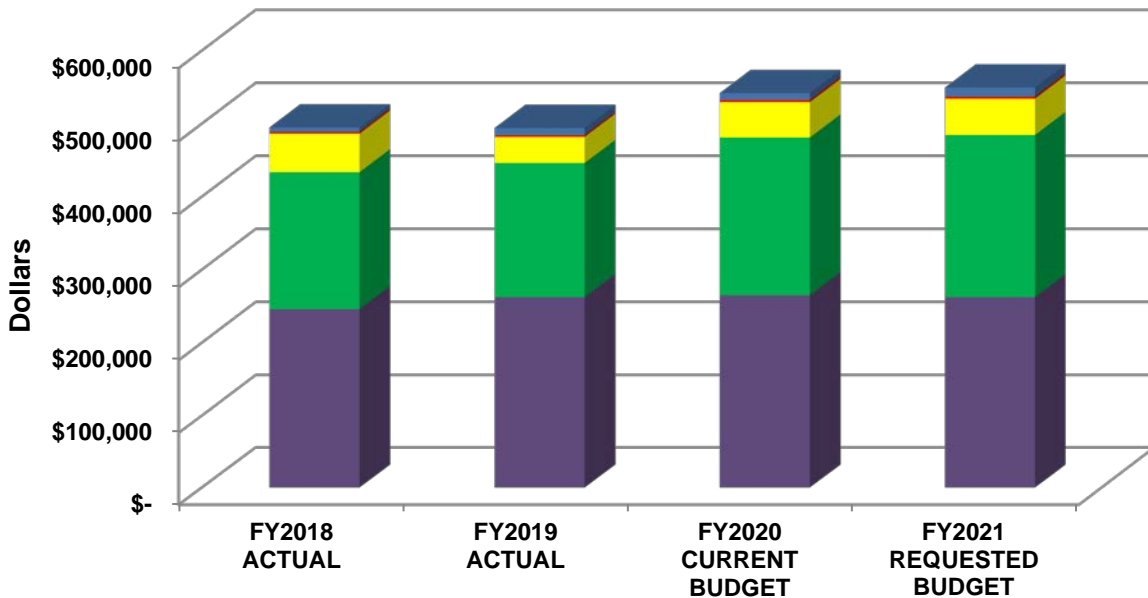
Job Type Performed



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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	182,455	192,952	193,421	192,417
Overtime	5,252	7,191	4,000	9,000
Social Security	11,341	12,173	12,241	12,312
Medicare	2,652	2,847	2,863	2,880
Civilian Pension	7,021	11,265	12,833	12,907
Deferred Compensation	3,748	3,874	3,949	3,972
Subtotal Salaries	212,469	230,302	229,307	233,488
Other Benefits				
Health Insurance	31,403	30,013	33,527	26,750
Dental Insurance	1,624	1,625	1,624	1,932
Vision Insurance	292	279	296	-
Benefit Credit	-	7	-	-
Subtotal Other Benefits	33,319	31,924	35,447	28,682
Total Personnel Services	245,788	262,226	264,754	262,170
Contractual Services	187,626	183,791	216,145	222,284
Commodities	52,833	35,784	48,486	49,760
Capital Outlay	2,317	2,113	2,500	2,500
Interdepartmental Charges	6,078	10,050	9,829	12,625
TOTAL BLDG SERVICES BUDGET	494,642	493,964	541,714	549,339

Facilities Operations Budget Summary



CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1704-429.11-01	Salary Full Time	182,455	192,952	193,421	192,417	(1,004)	-0.52%
101-1704-429.11-05	Overtime	5,252	7,191	4,000	9,000	5,000	125.00%
101-1704-429.21-01	Health Insurance	31,403	30,013	33,527	26,750	(6,777)	-20.21%
101-1704-429.21-03	Dental Insurance	1,624	1,625	1,624	1,932	308	18.97%
101-1704-429.21-04	Vision Insurance	292	279	296	-	(296)	-100.00%
101-1704-429.21-05	Benefit Credit	-	7	-	-	-	-
101-1704-429.22-01	Social Security Taxes	11,341	12,173	12,241	12,312	71	0.58%
101-1704-429.22-02	Medicare Contributions	2,652	2,847	2,863	2,880	17	0.59%
101-1704-429.23-02	Civilian Pension	7,021	11,265	12,833	12,907	74	0.58%
101-1704-429.23-04	Deferred Comp	3,748	3,874	3,949	3,972	23	0.58%
101-1704-429.31-09	Training	-	1,409	2,500	4,000	1,500	60.00%
101-1704-429.31-10	Other Professional Svcs	70,397	65,925	74,263	76,491	2,228	3.00%
101-1704-429.42-02	Custodial	-	2,434	10,000	10,300	300	3.00%
101-1704-429.43-05	Alarm system maintenance	10,028	10,932	12,000	12,360	360	3.00%
101-1704-429.43-12	Building & Grounds	87,317	83,581	92,829	95,614	2,785	3.00%
101-1704-429.52-02	General liability	4,588	4,462	6,172	6,825	653	10.58%
101-1704-429.52-11	Work. Comp. Premium	12,673	12,673	15,841	14,154	(1,687)	-10.65%
101-1704-429.53-01	Telephone	2,623	2,375	2,540	2,540	-	0.00%
101-1704-429.61-01	Office supplies	138	134	150	150	-	0.00%
101-1704-429.61-08	Janitorial supplies	3,843	3,986	4,000	4,000	-	0.00%
101-1704-429.61-13	Clothing	390	584	700	700	-	0.00%
101-1704-429.61-15	Buildings & Grounds	47,918	29,999	42,436	43,710	1,274	3.00%
101-1704-429.66-07	Safety equipment	244	561	600	600	-	0.00%
101-1704-429.66-08	Small tools	300	520	600	600	-	0.00%
101-1704-429.68-02	Machinery & Equipment	2,317	2,113	2,500	2,500	-	0.00%
101-1704-429.80-05	Fuel/Lubricants	1,611	1,798	1,834	2,112	278	15.16%
101-1704-429.80-10	Vehicle Maintenance	3,483	7,268	6,795	9,263	2,468	36.32%
101-1704-429.80-50	Sanitation Charges	984	984	1,200	1,250	50	4.17%
FACILITIES OPERATIONS		494,642	493,964	541,714	549,339	7,625	1.41%

Facilities Operations

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 2019</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 Accountant	2 Accounting Clerks	1 Accountant
		Acct/Purchasing
1 AP/Payroll Clerk		1 Coordinator
<u>4</u> Total Staff	<u>4</u> Total Staff	<u>4</u> Total Staff

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 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Business licenses issued	1,081	946	965	1,126	1,039
Liquor licenses issued	59	65	57	58	60
AP-Checks	3,332	3,715	3,941	2,539	2,444
AP-Electronic fund transfers(EFT) ¹	1,840	2,198	2,795	2,652	3,698

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

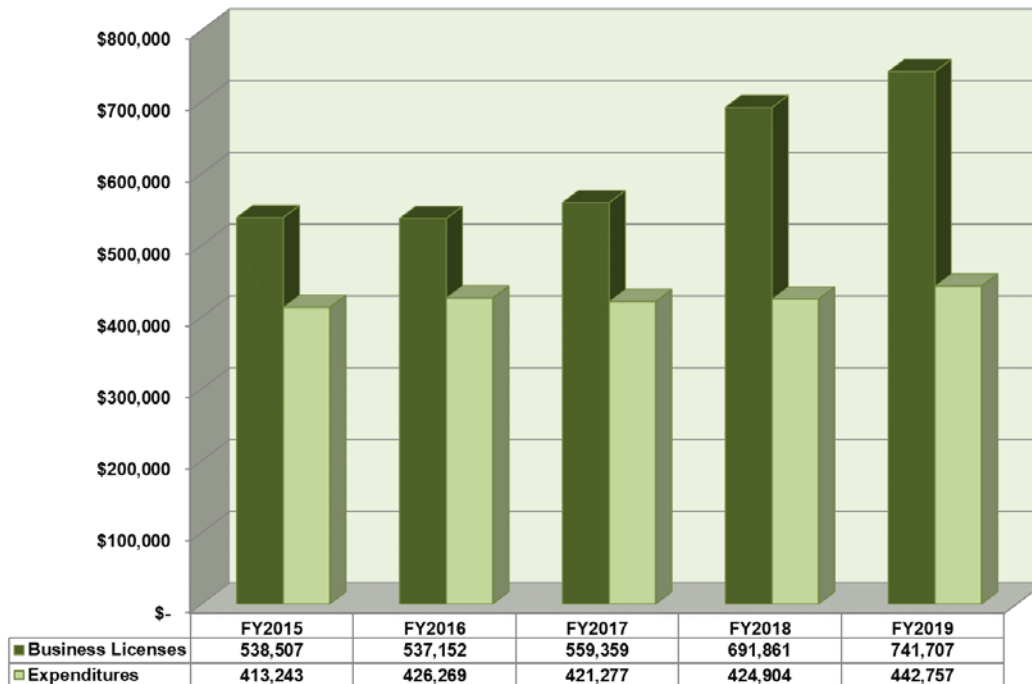
Finance Department Highlights

- 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. In December 2017, the City began receiving the Kirkwood Commons development business license revenue that was previously pledged to service the debt payments on the public improvement revenue notes, a special limited obligation of the City, which matured on November 30, 2017. This resulted in the 24% increase in business license revenue in FY2018 compared to FY2017.

**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 fourteen fiscal years. The Fiscal Year 2019 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, 2019.

Finance Department

- The Finance Department has prepared the CAFR in-house for the last twelve years. The City of Kirkwood is one of the few local governments that prepare their own financial statements. The FY19 CAFR received a clean audit opinion.
- A key role of the Finance Department as a member of the City of Kirkwood's management team is to work with the Citizens Finance Committee and all departments in creating the citywide budget for the Chief Administrative Officer to present to council.
- In accordance with auditing standard (SAS112), Communicating Internal Control Related Matters, the Finance Department will work closely with the City's audit committee in preparing and reviewing the city's documentation of internal controls. This includes documenting risk assessments, internal control procedures, and how the internal control procedures will be monitored and evaluated.
- Financial staff continues professional development by active participation in professional associations such as the Government Finance Officers Association (GFOA) and training activities.
- In order to reduce accounts payable processing costs and increase operational efficiencies, the Finance Department continues to promote electronic funds transfers (EFT) vendor payments.

Utility Customer Accounting Staffing

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

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

Finance Department

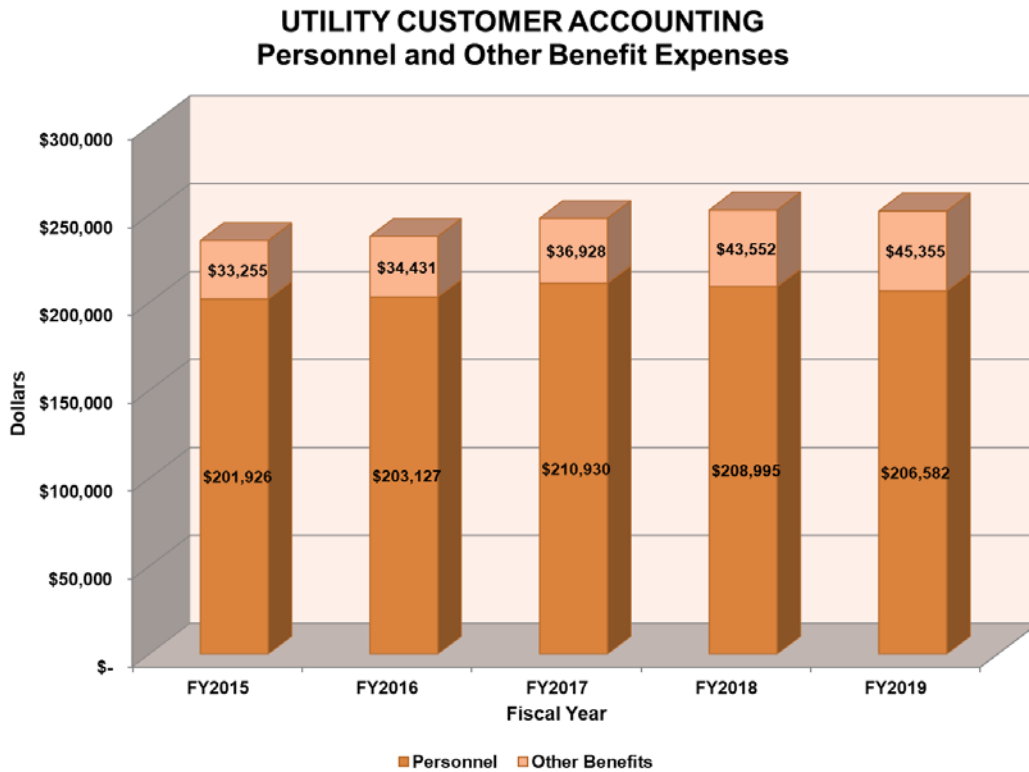
Utility Customer Accounting Service Levels

	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Utility bills generated	159,251	159,028	159,803	159,177	159,504
Payments received:					
Face-to-face	21,561	19,016	19,167	21,912	16,122
Mail	92,884	91,185	86,706	88,427	80,618
Customer Bank Drafts	20,142	22,442	22,226	22,797	22,942
On-line ¹	18,796	21,843	24,859	27,855	32,205

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.



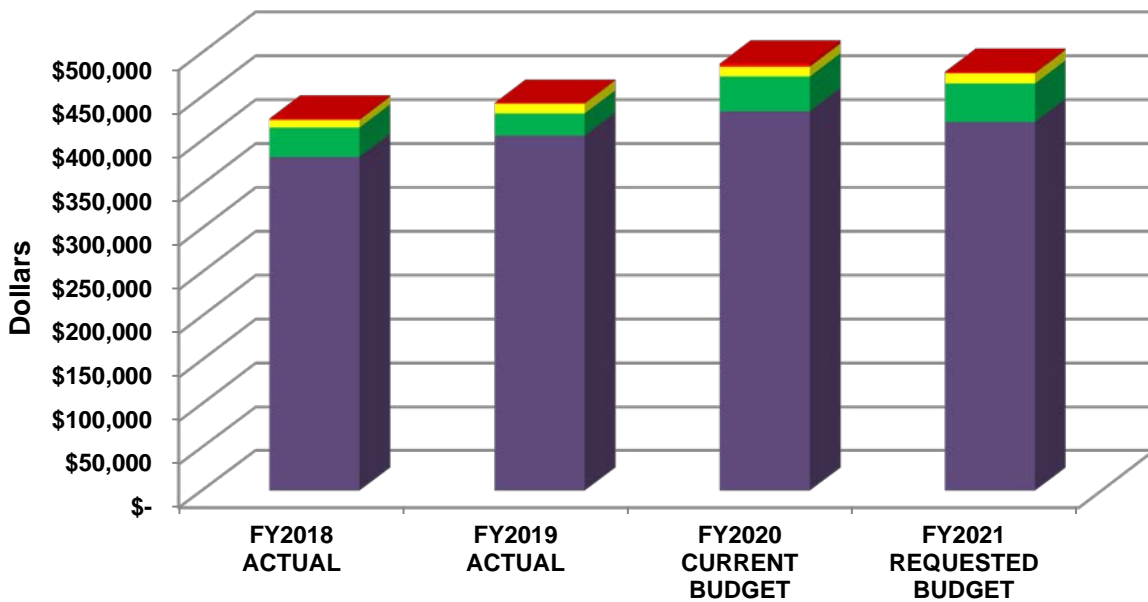
Finance Department

- 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 32,205 payments (\$6,043,188) received in FY2019. This is an increase in usage of 16% from FY2018.

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	299,588	323,574	341,293	327,358
Overtime	24	214	500	1,000
Social Security	18,185	19,879	21,191	20,150
Medicare	4,253	4,649	4,956	4,750
Civilian Pension	10,750	16,724	22,217	21,280
Deferred Compensation	5,186	5,440	6,836	6,550
Subtotal Salaries	337,986	370,480	396,993	381,088
Other Benefits				
Health Insurance	41,016	32,849	34,080	37,800
Dental Insurance	1,832	1,776	1,833	2,210
Vision Insurance	330	289	330	-
Subtotal Other Benefits	43,178	34,914	36,243	40,010
Total Personnel Services	381,164	405,394	433,236	421,098
Contractual Services	33,557	25,358	39,659	43,852
Commodities	8,729	11,283	11,100	11,700
Capital Outlay	1,453	724	3,500	1,500
TOTAL FINANCE BUDGET	424,903	442,759	487,495	478,150

Finance Budget Summary



CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1115-413.11-01	Salary Full Time	299,588	323,574	341,293	327,358	(13,935)	-4.08%
101-1115-413.11-05	Overtime	24	214	500	1,000	500	100.00%
101-1115-413.21-01	Health Insurance	41,016	32,849	34,080	37,800	3,720	10.92%
101-1115-413.21-03	Dental Insurance	1,832	1,776	1,833	2,210	377	20.57%
101-1115-413.21-04	Vision Insurance	330	289	330	-	(330)	-100.00%
101-1115-413.22-01	Social Security Taxes	18,185	19,879	21,191	20,150	(1,041)	-4.91%
101-1115-413.22-02	Medicare Contributions	4,253	4,649	4,956	4,750	(206)	-4.16%
101-1115-413.23-02	Civilian Pension	10,750	16,724	22,217	21,280	(937)	-4.22%
101-1115-413.23-04	Deferred Comp	5,186	5,440	6,836	6,550	(286)	-4.18%
101-1115-413.31-09	Training	2,136	3,027	4,000	4,000	-	0.00%
101-1115-413.31-10	Other Professional Svcs	5,073	3,436	6,745	6,500	(245)	-3.63%
101-1115-413.32-01	Legal	3,872	2,799	2,300	2,500	200	8.70%
101-1115-413.32-02	Audit	5,172	1,100	4,349	8,500	4,151	95.45%
101-1115-413.43-01	Office ept. maintenance	1,680	760	2,000	2,500	500	25.00%
101-1115-413.52-02	General liability	2,676	2,603	3,006	2,275	(731)	-24.32%
101-1115-413.52-11	Work. Comp. Premium	5,407	5,407	6,759	7,077	318	4.70%
101-1115-413.53-01	Telephone	1,752	1,686	2,000	2,000	-	0.00%
101-1115-413.55-01	Financial related pubs	1,272	361	2,000	2,000	-	0.00%
101-1115-413.58-01	Travel Executive	1,438	3,135	2,000	2,000	-	0.00%
101-1115-413.58-02	Travel Other	3,079	1,044	4,500	4,500	-	0.00%
101-1115-413.61-01	Office supplies	2,213	3,025	3,000	3,000	-	0.00%
101-1115-413.61-05	Postage	3,784	4,588	5,000	5,000	-	0.00%
101-1115-413.61-11	Food	734	555	1,000	1,000	-	0.00%
101-1115-413.61-13	Clothing	700	105	-	600	600	100.00%
101-1115-413.64-01	Dues	476	2,117	1,000	1,000	-	0.00%
101-1115-413.64-02	Publications	349	476	500	500	-	0.00%
101-1115-413.66-99	Other	473	417	600	600	-	0.00%
101-1115-413.68-01	Office, Furniture & Eqpt,	1,453	724	3,500	1,500	(2,000)	-57.14%
FINANCE		424,903	442,759	487,495	478,150	(9,345)	-1.92%

Municipal Court

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

Description

The Municipal Court consists of the Municipal Judge, Municipal Court Clerk and Assistant Court Clerk. Municipal Court sessions are held multiple times each month. The Municipal Court Clerk and Assistant Court Clerk are responsible for the daily operations of the Municipal Court, including processing all city ordinance violations and traffic code violations, recording dispositions, and collecting fines and court costs as well as the operation of the Show Me Courts computer data system. In addition, the court clerk reports traffic convictions to the Missouri Department of Revenue as required by law.

Staffing

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

1	Municipal Court Clerk
1	Assistant Court Clerk
0.5	Part-time Municipal Judge
<u>2.5</u>	<u>Total</u>

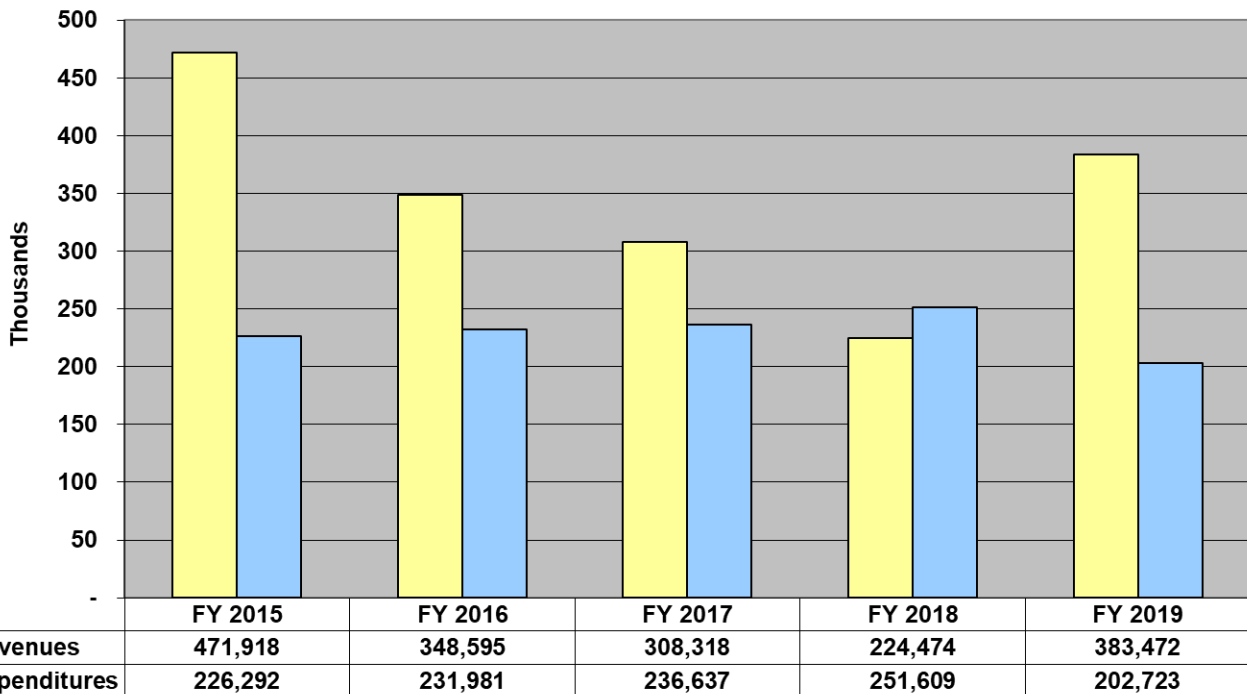
Service Levels

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Fines Collected	\$362,370	\$288,093	\$280,040	\$202,321	\$339,522
Court Costs Collected	\$146,261	\$ 77,397	\$ 56,607	\$ 45,348	\$ 67,676
Total Fines and Court Costs Collected	<u>\$508,631</u>	<u>\$365,490</u>	<u>\$336,647</u>	<u>\$247,669</u>	<u>\$407,198</u>
Total New Cases	6,004	4,970	4,824	3,675	3,678

Municipal Court

Department Highlights

CITY OF KIRKWOOD MUNICIPAL COURT Revenue and Expenditures



- Municipal Court revenues for FY 2019 increased 71% from FY2018, while expenditures decreased 19% compared to FY2018.
- Revenues over expenditures for FY2019 generated \$180,749 in additional monies for the City's general fund.
- 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 FY2019 was 4,552, for a total dollar amount of \$62,844. On-line payments increased 43% or \$18,891 from FY2018.
- All Municipal Court personnel are Certified Court Administrators per the Missouri Association of Court Administrator (MACA).

Municipal Court

- The Municipal Court operates within parameters established by Missouri legislation governing court operation, and strives to remain consistent with other St. Louis County municipal courts to deliver fair and equitable justice.
- Missouri State statutes require municipalities to report an accounting of the percent of “annual general operating revenue” from fines and costs for traffic violations. All fines and costs from traffic violations in excess of 20% of the City’s “annual general operating revenue” are required to be remitted to the director of the department of revenue for annual distribution to the schools of the county. “Annual general operating revenue of the City” is defined by the Missouri State Auditor as revenue that is not required by the enacting ordinance law or Constitution to be used only for a designated purpose and can be used to pay any bill or obligation of the City. This includes, but is not limited to, general sales tax, general property tax, and fees from certain licenses and permits, interest, fines, and penalties. “General Operating Revenues” does not include, among other items, designated sales or use taxes, user fees, grant funds or other revenue designated by law, ordinance, or Constitution, for a specific purpose.

Fiscal Year 2019

Total court fines and costs (traffic cases).....	\$ 344,617
Total general operating revenue of the city.....	<u>16,294,961</u>
 Court fines and costs as a percentage of total general operating revenue of the city.....	 <u>2.11%</u>

- Continue to focus on the implementation of the Show-Me Courts, which is the new, evolving record and case management automation system being developed to support the business needs of the court, as mandated by the Missouri Legislature by section 476.005.3. This is scheduled for the Spring of 2019.
- Continue to focus on quality customer service:
 - Showing respect to all defendants and attorneys.
 - Providing defendants and attorneys with explanations and direction regarding court procedures.
- Continue professional development of court personnel by active participation in professional associations and training opportunities.

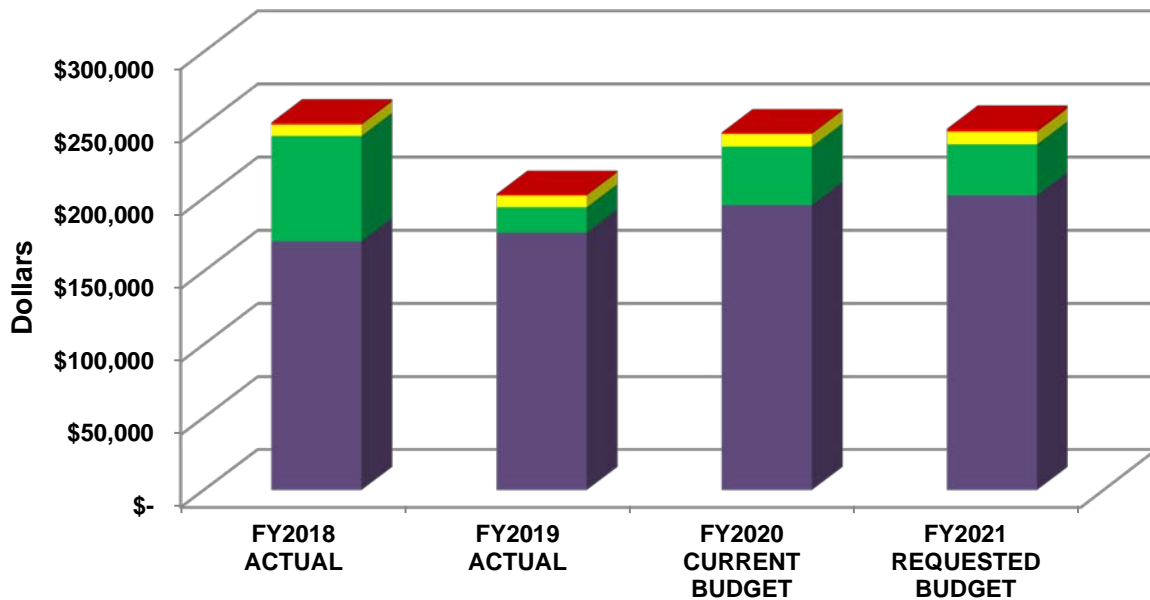
Municipal Court

- Continue to maintain the integrity of court records and follow the record retention procedures in accordance with the state law and the Public Records Management Manual.
- Continue to follow current internal controls and continue to research new and improved solutions to maintain those internal controls.

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	104,156	108,741	120,205	125,734
Part-time Salaries	17,937	17,937	22,800	22,800
Overtime	17,089	15,981	16,364	16,900
Social Security	8,741	8,975	9,328	10,125
Medicare	2,044	2,100	2,182	2,370
Civilian Pension	4,623	7,146	8,297	9,135
Deferred Compensation	2,424	2,495	2,553	2,815
Subtotal Salaries	157,014	163,375	181,729	189,879
Other Benefits				
Health Insurance	12,289	11,762	12,240	10,795
Dental Insurance	928	937	966	1,104
Vision Insurance	167	159	172	-
Subtotal Other Benefits	13,384	12,858	13,378	11,899
Total Personnel Services	170,398	176,233	195,107	201,778
Contractual Services	72,038	17,440	40,048	34,890
Commodities	7,696	8,052	8,650	8,650
Capital Outlay	1,476	1,000	1,000	2,000
TOTAL COURT BUDGET	251,608	202,725	244,805	247,318

Municipal Court Budget Summary



CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1116-413.11-01	Salary Full Time	104,156	108,741	120,205	125,734	5,529	4.60%		
101-1116-413.11-02	Salary Part Time	17,937	17,937	22,800	22,800	-	0.00%		
101-1116-413.11-05	Overtime	17,089	15,981	16,364	16,900	536	3.28%		
101-1116-413.21-01	Health Insurance	12,289	11,762	12,240	10,795	(1,445)	-11.81%		
101-1116-413.21-03	Dental Insurance	928	937	966	1,104	138	14.29%		
101-1116-413.21-04	Vision Insurance	167	159	172	-	(172)	-100.00%		
101-1116-413.22-01	Social Security Taxes	8,741	8,975	9,328	10,125	797	8.54%		
101-1116-413.22-02	Medicare Contributions	2,044	2,100	2,182	2,370	188	8.62%		
101-1116-413.23-02	Civilian Pension	4,623	7,146	8,297	9,135	838	10.10%		
101-1116-413.23-04	Deferred Comp	2,424	2,495	2,553	2,815	262	10.26%		
101-1116-413.31-09	Training	417	2,058	2,000	2,500	500	25.00%		
101-1116-413.31-10	Other Professional Svcs	3,420	2,575	15,500	15,500	-	0.00%		
101-1116-413.32-01	Legal	57,409	3,533	2,772	2,500	(272)	-9.81%		
101-1116-413.44-03	Criminal information syst	8,996	8,298	16,200	10,000	(6,200)	-38.27%		
101-1116-413.52-11	Work. Comp. Premium	-	-	1,461	1,840	379	100.00%		
101-1116-413.53-01	Telephone	268	274	365	300	(65)	-17.81%		
101-1116-413.58-02	Travel Other	1,528	702	1,750	2,250	500	28.57%		
101-1116-413.61-01	Office supplies	6,402	6,417	6,500	6,500	-	0.00%		
101-1116-413.61-05	Postage	889	1,189	1,600	1,600	-	0.00%		
101-1116-413.61-13	Clothing	205	246	250	250	-	0.00%		
101-1116-413.64-01	Dues	200	200	250	250	-	0.00%		
101-1116-413.64-02	Publications	-	-	50	50	-	0.00%		
101-1116-413.68-02	Machinery & Equipment	1,476	1,000	1,000	2,000	1,000	100.00%		
COURT		251,608	202,725	244,805	247,318	2,513	1.03%		

Police Department

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

STAFFING

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

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

The 46 Police Officers are divided into the following assignments:

- 24 Patrol Officers provide basic patrol functions 24/7
 - 3 Traffic Safety Officers (please correct spacing to match other info)
- 12 Detectives
 - 1 Juvenile Officer
 - 4 School Resource Officers (75% paid by Kirkwood School District)
 - 1 Community Services Officer
 - 1 Training Officer

Civilians consist of:

- 1 Secretary
- 12 Dispatchers
- 8 Dispatcher Positions, Part Time
- 2 Code Enforcement Positions
- 2 Clerks: One Police Records Clerk and one Police/Prosecutor Clerk.
- 2 Parking Control Positions, Part Time
- 1 City Hall Security Officer
- 1 Systems Administrator

Police Department

Police Volunteers consists of:

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

STAFFING ALLOCATION

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

Adopting a 12 hour work-day schedule

Restructuring the Patrol Division from three platoons to four

The creation of a Traffic Safety Unit within the Patrol Division

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

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

SOCIAL MEDIA

In January 2011, the Police Department started an email notification system for citizens wishing to receive notifications and updates from the Police Department. The Community Service Officer sends out weekly wrap up information to both Kirkwood and Oakland citizens who have signed up for this information. The number of people receiving these notifications is now well over 1000 and continues to grow. This notification system is an excellent way to keep residents better informed, and helps the Police Department deliver important messages to a wide audience.

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

EMERGENCY MEDICAL DISPATCHING

In 2012, the Police Department implemented Emergency Medical Dispatching (EMD), and as a part of this process committed to staffing two dispatchers 24 hours daily. EMD allows dispatchers to provide emergency medical assistance to callers until

Police Department

paramedics arrive on scene, and each dispatcher has successfully completed initial EMD certification training, and must meet additional continuing education training standards. The Police and Fire Departments work very closely together on the EMD program, and meet regularly with a Medical Director to ensure a consistent high level of service to citizens.

CERT (Community Emergency Response Team)

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

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

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

DES PERES FIRE AND EMS DISPATCHING

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

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

EQUIPMENT

Police vehicles and the equipment to operate the dispatch center and jail constitute the most expensive items utilized by the Department. Listed on the following page are the

Police Department

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.

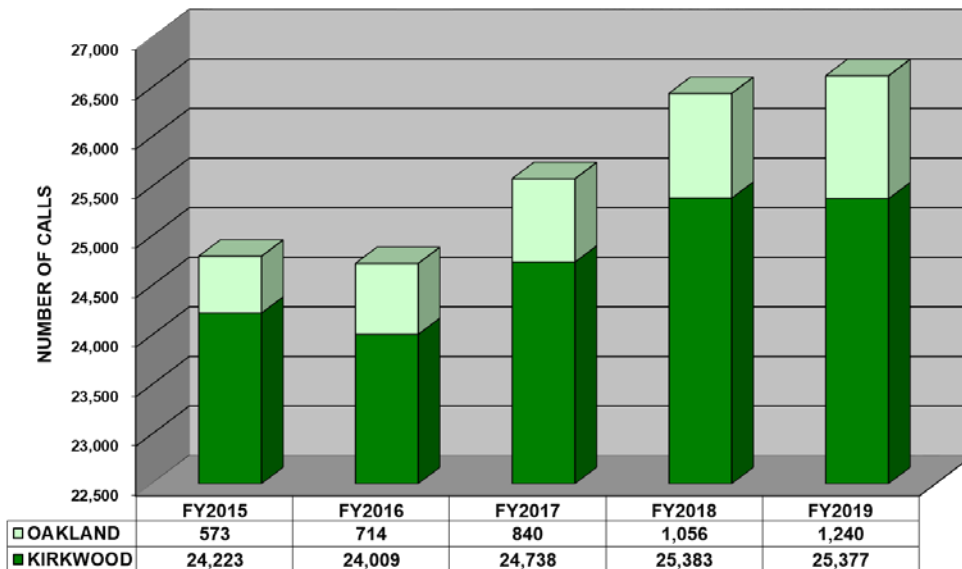
- 15 Marked police vehicles utilized for patrol and supervision. Four of these vehicles are used primarily by the School Resource Officers, and two are primarily assigned to Traffic Officers.
 - 1 Marked SUV obtained by grant and by funding from the City of Oakland. This vehicle is used for traffic safety.
 - 1 Unmarked police vehicle utilized for county court appearances, training attendance and administrative functions
 - 4 Unmarked police vehicles for detective assignments, administrative functions, and surveillances of criminal activity
 - 1 Chief's vehicle, utilized for administrative purposes and surveillance.
 - 3 Motorcycles for special details, traffic functions (one motorcycle is vintage and is on display in the PD lobby and is used for special events only)
 - 1 Marked SUV that serves as a crime scene vehicle
 - 1 Unmarked vehicle utilized by the SBD parking control employees
 - 1 Model A used for parades and other non-enforcement related purposes
 - 1 Unmarked vehicle utilized by Code Enforcement employees
 - 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 for patrol functions and to carry traffic control barricades, portable stop signs and other materials necessary during emergencies and for special details such as the Greentree Festival.

CALLS FOR SERVICE

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

Police Department

CALLS FOR SERVICE BY CITY



The increases in calls for service in Oakland as shown in the graphic above not due to increases in crime, which has remained low. There have been more service related calls in Oakland over the past couple of years. Examples of this are call types involving accidental and/or misrouted 911 calls from cell phones, and “Assist FD” calls, which are call types requiring an officer to be dispatched along with Fire apparatus to Fire and Medical Emergency calls Each of these call types saw increases of over 100 calls since FY2017. The FY2017 and FY2018 totals have been updated/corrected by the Global record management system from prior totals reported.

Officers perform patrols within the City of Oakland as a public safety service and to help the Police Department track service levels. Officers patrolling Oakland are still available for actual calls for service, so these documented Oakland patrols are not recorded in the “Calls For Service by City” table, and are identified below. The decrease in FY2019 Oakland patrols is mostly attributable to the change to 12 hour shifts and the fact that time spent in Oakland by traffic safety officers is not recorded under this activity type.

OAKLAND PATROLS

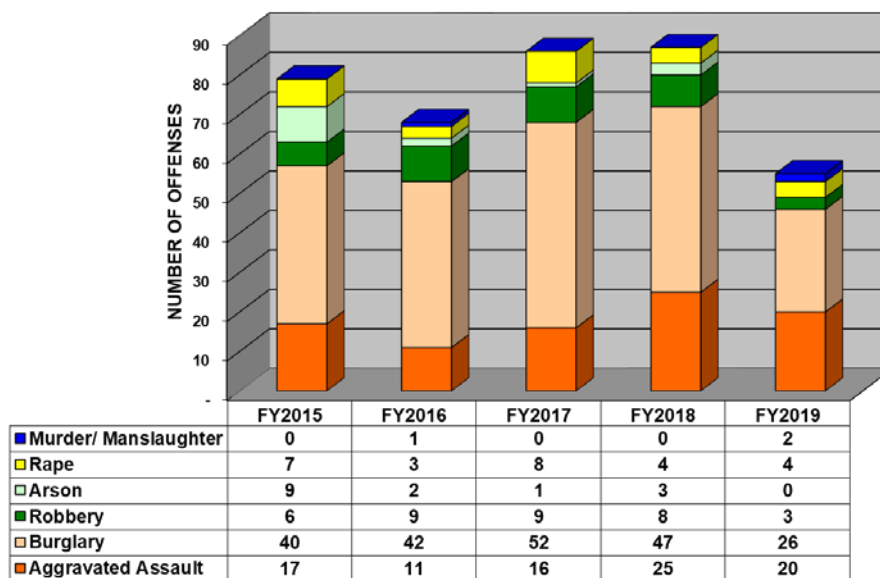
FY2015	1,012
FY2016	954
FY2017	955
FY2018	938
FY2019	715

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 Department calls in order to provide traffic control and security for the firefighters and citizens. In addition, during FY 2018 the Department responded to over 1200 business and residential alarm calls (non-fire), and the overwhelming majority of those were false alarms.

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

DESCRIPTION	FY2015	FY2016	FY2017	FY2018	FY2019
Vehicle Accidents	1,478	1,516	1,662	1,643	1,518
Disturbances	409	401	451	451	401
Alarms (Non-Fire)	1,253	1,288	1,195	1,283	1,097
Assist Fire	2,340	2,167	2,748	2,912	3,170
Suspicious Person	827	933	985	820	767

Police Department

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 FY2019, 2,078 complaints were handled.

SUBSTATION

The Police Department is discontinuing the financial arrangement for a substation in the Meacham Park Neighborhood. The present location has been underutilized, and the Department's focus on having officers present on patrol for citizens, the practice of frequent foot patrols in Meacham Memorial Park and other proactive programs have helped create ample opportunities for positive citizen-officer interactions. The Police Department will continue to seek ways to connect officers and community members.

ACCREDITATION

In early 2016, the Department began the process of accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), an internationally recognized organization. This is an intensive process that encompasses the review of policies, practices, facilities and equipment to ensure consistent, professional service to citizens. The Department successfully participated in remote review of policies and on-site inspections by CALEA assessors in November 2018, and earned initial accreditation by CALEA May 4, 2019 in Huntsville, Alabama. We are now working diligently on the next cycle in order to earn re-accreditation.

COMMUNITY CAMERA PROGRAM

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

Police Department

OVERTIME

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

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

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

FISCAL YEAR	TOTAL OT	REIMBURSED GRANT OT	REIMBURSED DEA OT	UNREIMBURSED OT
FY2016-17	\$259,580	\$41,858	\$35,446	\$182,276
FY2017-18	\$231,117	\$27,922	\$25,509	\$177,686
FY2018-19	\$150,201	\$34,101	\$42,042	\$74,058

SERVICE LEVELS AND SIMILAR DEPARTMENTS

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

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

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

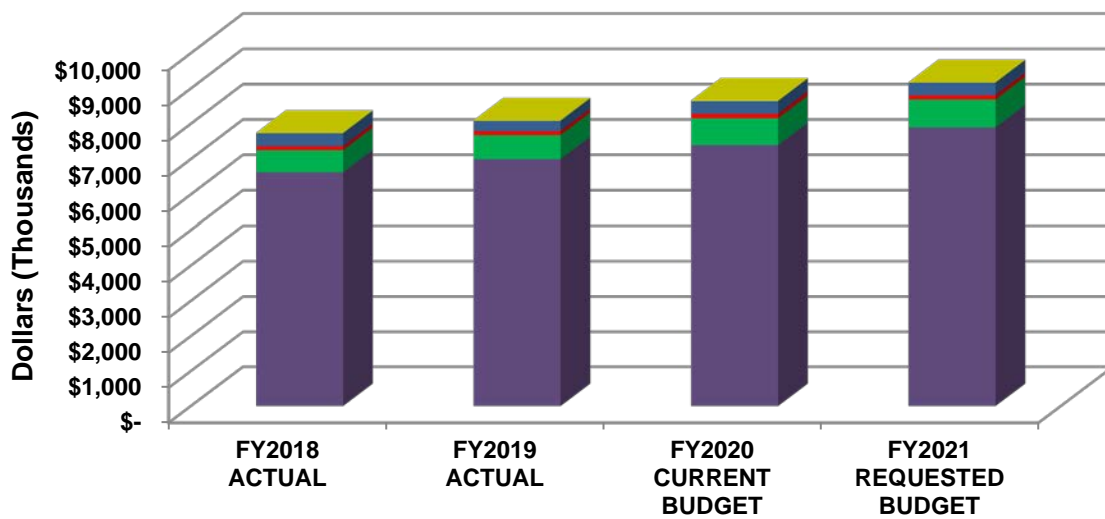
Police Department

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

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	5,459,688	5,762,054	5,931,116	6,301,889
Part-time Salaries	83,271	71,506	122,660	129,948
Overtime	231,117	150,201	281,050	275,350
Clothing Allowance	9,000	9,060	9,360	9,360
Social Security	58,658	63,611	73,943	81,031
Medicare	14,547	14,277	17,674	18,952
Civilian Pension	28,871	57,841	74,621	78,950
Deferred Compensation	14,033	116,304	127,990	134,061
Subtotal Salaries	5,899,185	6,244,854	6,638,414	7,029,541
Other Benefits				
Health Insurance	684,406	709,130	712,183	823,350
Dental Insurance	34,659	35,924	35,750	41,400
Vision Insurance	6,099	5,952	6,327	-
Benefit Credit	-	42	-	-
Subtotal Other Benefits	725,164	751,048	754,260	864,750
Total Personnel Services	6,624,349	6,995,902	7,392,674	7,894,291
Contractual Services	627,413	681,945	763,006	794,153
Commodities	110,854	110,806	121,820	116,550
Capital Outlay	9,430	10,273	14,305	10,500
Interdepartmental Charges	371,550	298,417	366,684	361,496
TOTAL POLICE BUDGET	7,743,596	8,097,343	8,658,489	9,176,990

Police Budget Summary



CITY OF KIRKWOOD

POLICE

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	10112014211102	Salary Part Time (Admin)	\$ 6,900	\$ -	\$ (6,900)	-100.00%
	Narrative:	This funding is for paid interns, and the Department has worked successfully with non-paid interns as part of their college program.				
2	10112014214402	Rentals/Building Office Space	\$ 3,000	\$ -	\$ (3,000)	-100.00%
	Narrative:	This decrease is because the Department will not be renewing the lease on the underutilized sub-station.				
3	10112014215202	General Liability	\$ 100,000	\$ 91,000	\$ (9,000)	-9.00%
	Narrative:	This decrease was a change in estimate provided by the Finance Department.				
4	10112014215211	Worker's Comp Premium	\$ 214,218	\$ 237,080	\$ 22,862	10.67%
	Narrative:	Previous years worker compensation claims increased making an increase in premiums necessary. Allocations are provided by the Finance Department.				
5	10112024211105	Overtime (Detective)	\$ 126,900	\$ 110,000	\$ (16,900)	-13.32%
	Narrative:	The Department believes this decrease in overtime will still allow for the DEA reimbursed overtime and the needs of the Detective Bureau.				
6	10112024213110	Other Professional Services	\$ -	\$ 10,770	\$ 10,770	100.00%
	Narrative:	This new account was added because it is believed to be a more accurate description of expenditures than the Detective Law Enforcement Supplies account (101120242166-21). These expenditures are not new, but were moved from that account. One expenditure (Leads Online) increased significantly, but is a necessary investigative tool.				

CITY OF KIRKWOOD

POLICE

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>
7	10112024216621	Law Enforcement Supplies (Detectives)	\$ 11,830	\$ 5,030	\$ (6,800)	-57.48%
Narrative: The decrease is because of the movement of expenditures into 10112024213110						
8	1011204421102	Salary Part Time (Support Services)	\$ 115,760	\$ 129,948	\$ 14,188	12.26%
Narrative: The increase in this account is caused by the Department's request for a part time position to assist with CALEA accreditation and to help continue our very successful use of available grants. Without this position the anticipated expenditures for this account would have decreased for 2020/21.						
9	10112044213109	Training	\$ 56,765	\$ 61,075	\$ 4,310	7.59%
Narrative: This increase is caused by the addition of the Police One Academy online training platform, which allows officers to complete required training without the time and expenses associated with off-site training.						
10	10112054213106	Derelict Structures	\$ 5,000	\$ 1,500	\$ (3,500)	-70.00%
Narrative: It is anticipated that actual expenditures from this account will be similar to recent history, so a decrease is warranted.						
11	10112064211105	Overtime (Traffic Safety)	\$ 12,750	\$ 21,950	\$ 9,200	72.16%
Narrative: This cost center is relatively new, and the requested amount is what is believed to be needed for the upcoming year. This year there were significant expenditures for traffic grants and for special events such as Cars and Guitars, which are partially reimbursed to the City, but not to this account.						

Accounts listed on this sheet have requested increases or decreases of more than 5%, where the amount of change exceeded \$1,000. Full time salary and benefits excluded.

**CITY OF KIRKWOOD
FISCAL YEAR 2020/2021 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY20/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1201-421.11-01	Salary Full Time	369,716	437,694	456,663	476,548	19,885	4.35%
101-1201-421.11-02	Salary Part Time	-	-	6,900	-	(6,900)	-100.00%
101-1201-421.11-05	Overtime	5,663	4,492	8,500	8,800	300	3.53%
101-1201-421.21-01	Health Insurance	43,718	58,632	57,785	69,300	11,515	19.93%
101-1201-421.21-03	Dental Insurance	2,058	2,659	2,784	3,312	528	18.97%
101-1201-421.21-04	Vision Insurance	373	460	494	-	(494)	-100.00%
101-1201-421.21-05	Benefit Credit	-	1	-	-	-	-
101-1201-421.22-01	Social Security Taxes	6,650	9,746	10,748	11,574	826	7.69%
101-1201-421.22-02	Medicare Contributions	2,805	1,680	2,894	2,707	(187)	-6.46%
101-1201-421.23-02	Civilian Pension	4,037	9,235	11,048	11,874	826	7.48%
101-1201-421.23-04	Deferred Comp	2,163	8,970	9,303	9,789	486	5.22%
101-1201-421.31-07	Medical Examinations	21,552	20,705	30,500	32,500	2,000	6.56%
101-1201-421.31-10	Other Professional Svcs	57,040	65,991	63,174	63,274	100	0.16%
101-1201-421.32-01	Legal	9,125	54,167	42,500	42,500	-	0.00%
101-1201-421.44-02	Rentals/Building Office Space	3,000	3,000	3,000	-	(3,000)	-100.00%
101-1201-421.52-02	General liability	86,374	84,204	100,200	94,300	(5,900)	-5.89%
101-1201-421.52-11	Work. Comp. Premium	175,390	175,390	214,218	237,080	22,862	10.67%
101-1201-421.55-09	Other Printing	1,622	2,235	3,300	3,500	200	6.06%
101-1201-421.58-01	Travel Executive	-	3,043	2,060	2,060	-	0.00%
101-1201-421.58-02	Travel Other	8,242	11,990	11,700	12,200	500	4.27%
101-1201-421.61-11	Food	879	1,194	1,300	1,300	-	0.00%
101-1201-421.61-13	Clothing	15,659	11,168	16,000	16,000	-	0.00%
101-1201-421.62-03	Gas	1,850	963	1,900	1,900	-	0.00%
101-1201-421.64-01	Dues	3,111	5,417	6,640	6,870	230	3.46%
101-1201-421.64-02	Publications	412	277	500	500	-	0.00%
101-1201-421.66-20	Grant Funds	11,625	13,175	11,500	12,000	500	4.35%
101-1201-421.66-23	Community Services	4,782	4,701	5,000	5,000	-	0.00%
101-1201-421.66-99	Other	1,510	1,545	3,250	3,250	-	0.00%
101-1201-421.68-02	Machinery & Equipment	9,430	10,273	14,305	10,500	(3,805)	-26.60%
101-1201-421.80-20	Electric Charges	77,924	76,203	82,176	82,176	-	0.00%
101-1201-421.80-40	Water Usage Charges	5,092	4,101	5,700	5,700	-	0.00%
101-1201-421.80-50	Sanitation Charges	1,625	1,500	1,600	1,600	-	0.00%
101-1202-421.11-01	Salary Full Time	1,386,462	1,413,062	1,461,276	1,538,066	76,790	5.25%
101-1202-421.11-05	Overtime	88,490	62,965	126,900	110,000	(16,900)	-13.32%
101-1202-421.11-10	Clothing Allowance	9,000	9,060	9,360	9,360	-	0.00%
101-1202-421.21-01	Health Insurance	198,780	179,034	187,390	195,600	8,210	4.38%
101-1202-421.21-03	Dental Insurance	8,812	8,673	8,816	9,384	568	6.44%
101-1202-421.21-04	Vision Insurance	1,516	1,425	1,581	-	(1,581)	-100.00%

Police

**CITY OF KIRKWOOD
FISCAL YEAR 2020/2021 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1202-421.21-05	Benefit Credit	-	20	-	-	-	0.00%
101-1202-421.23-04	Deferred Comp	-	29,979	31,951	33,300	1,349	4.22%
101-1202-421.31-10	Other Professional Svcs	-	-	-	10,770	10,770	100.00%
101-1202-421.61-06	Film & processing	1,007	362	1,500	1,500	-	0.00%
101-1202-421.66-21	Law enforcement	10,938	12,286	11,830	5,030	(6,800)	-57.48%
101-1203-421.11-01	Salary Full Time	2,688,629	2,583,825	2,581,935	2,832,375	250,440	9.70%
101-1203-421.11-05	Overtime	80,031	44,179	81,900	81,900	-	0.00%
101-1203-421.21-01	Health Insurance	313,685	323,447	324,366	383,340	58,974	18.18%
101-1203-421.21-03	Dental Insurance	16,411	15,191	15,312	18,768	3,456	22.57%
101-1203-421.21-04	Vision Insurance	2,794	2,397	2,589	-	(2,589)	-100.00%
101-1203-421.21-05	Benefit Credit	-	6	-	-	-	-
101-1203-421.23-04	Deferred Comp	-	50,667	54,432	58,286	3,854	7.08%
101-1203-421.66-21	Law enforcement	42,230	45,659	44,900	45,500	600	1.34%
101-1204-421.11-01	Salary Full Time	833,388	898,858	992,761	994,819	2,058	0.21%
101-1204-421.11-02	Salary Part Time	83,271	71,506	115,760	129,948	14,188	12.26%
101-1204-421.11-05	Overtime	53,991	26,650	49,000	50,600	1,600	3.27%
101-1204-421.21-01	Health Insurance	107,835	113,366	107,478	126,700	19,222	17.88%
101-1204-421.21-03	Dental Insurance	6,063	6,661	6,032	6,624	592	9.81%
101-1204-421.21-04	Vision Insurance	1,168	1,188	1,171	-	(1,171)	-100.00%
101-1204-421.21-05	Benefit Credit	-	15	-	-	-	-
101-1204-421.22-01	Social Security Taxes	46,057	47,694	55,414	62,853	7,439	13.42%
101-1204-421.22-02	Medicare Contributions	10,350	11,154	12,960	14,700	1,740	13.43%
101-1204-421.23-02	Civilian Pension	20,960	42,488	55,415	59,686	4,271	7.71%
101-1204-421.23-04	Deferred Comp	9,813	17,922	22,864	23,003	139	0.61%
101-1204-421.31-08	Tuition Reimbursement	-	11,678	20,000	20,000	-	0.00%
101-1204-421.31-09	Training	77,336	56,009	56,765	61,075	4,310	7.59%
101-1204-421.42-10	Vehicles	1,103	940	1,600	1,600	-	0.00%
101-1204-421.43-02	Radio eqpt. maintenance	2,813	4,511	8,414	8,414	-	0.00%
101-1204-421.43-06	Equipment	21,588	26,414	25,680	23,680	(2,000)	-7.79%
101-1204-421.43-08	Rifle range maintenance	5,365	5,937	7,000	8,000	1,000	14.29%
101-1204-421.44-03	Criminal information syst	121,821	124,135	129,495	133,300	3,805	2.94%
101-1204-421.44-04	Copy Machines	667	622	600	600	-	0.00%
101-1204-421.53-01	Telephone	10,304	9,782	10,600	11,600	1,000	9.43%
101-1204-421.53-02	Cellular Telephones	17,490	15,544	18,000	18,000	-	0.00%
101-1204-421.61-01	Office supplies	14,484	11,244	14,500	14,500	-	0.00%
101-1204-421.61-05	Postage	1,728	2,171	2,000	2,200	200	10.00%
101-1204-421.61-11	Food	440	644	1,000	1,000	-	0.00%
101-1204-421.80-05	Fuel/Lubricants	67,282	73,242	92,992	89,996	(2,996)	-3.22%

Police

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1204-421.80-10	Vehicle Maintenance	219,627	143,371	184,216	182,024	(2,192)	-1.19%		
101-1205-421.11-01	Salary Full Time	102,184	105,166	106,994	111,586	4,592	4.29%		
101-1205-421.11-05	Overtime	677	1,086	2,000	2,100	100	5.00%		
101-1205-421.21-01	Health Insurance	16,510	16,559	16,550	18,810	2,260	13.66%		
101-1205-421.21-03	Dental Insurance	928	928	950	1,104	154	16.21%		
101-1205-421.21-04	Vision Insurance	167	161	168	-	(168)	-100.00%		
101-1205-421.22-01	Social Security Taxes	5,951	6,171	7,781	6,604	(1,177)	-15.13%		
101-1205-421.22-02	Medicare Contributions	1,392	1,443	1,820	1,545	(275)	-15.11%		
101-1205-421.23-02	Civilian Pension	3,874	6,118	8,158	7,390	(768)	-9.41%		
101-1205-421.23-04	Deferred Comp	2,057	2,125	2,510	2,274	(236)	-9.40%		
101-1205-421.31-06	Derelict Structures	1,196	1,236	5,000	1,500	(3,500)	-70.00%		
101-1205-421.31-09	Training	-	-	1,000	-	(1,000)	-100.00%		
101-1205-421.31-10	Other Professional Svcs	4,487	3,658	4,700	4,700	-	0.00%		
101-1205-421.43-12	Building & Grounds	630	480	3,100	3,100	-	0.00%		
101-1205-421.53-01	Telephone	268	274	400	400	-	0.00%		
101-1205-421.69-08	Write-off Bad Debt	199	-	-	-	-	-		
101-1206-421.11-01	Salary Full Time	79,309	323,449	331,487	348,495	17,008	5.13%		
101-1206-421.11-05	Overtime	2,265	10,829	12,750	21,950	9,200	72.16%		
101-1206-421.21-01	Health Insurance	3,878	18,092	18,614	29,600	10,986	59.02%		
101-1206-421.21-03	Dental Insurance	387	1,812	1,856	2,208	352	18.97%		
101-1206-421.21-04	Vision Insurance	81	321	324	-	(324)	-100.00%		
101-1206-421.23-04	Deferred Comp	-	6,641	6,930	7,409	479	6.91%		
POLICE DEPARTMENT		7,743,596	8,097,343	8,658,489	9,176,990	518,501	5.99%		

Police

The page was intentionally left blank.

City of Kirkwood Fire Department

Mission and Vision Statements

The mission of the Kirkwood Fire Department is to *Save Life and Property*. We complete this mission by providing excellent fire and injury prevention, emergency medical response, fire-based ambulance transport, fire suppression, public education, technical rescue, hazardous materials response, and severe weather emergency response and emergency preparedness services. We deliver efficient, effective all-hazards emergency services to our entire community in order to achieve the best possible life, property, and environmental safety protection. This commitment is intended to safeguard the general welfare and economy of the cities of Kirkwood and Oakland, and to protect and serve every resident and visitor in our community. Our attitude is “put the people first and never betray the trust they place in us.” It is a sworn duty and we take it seriously.



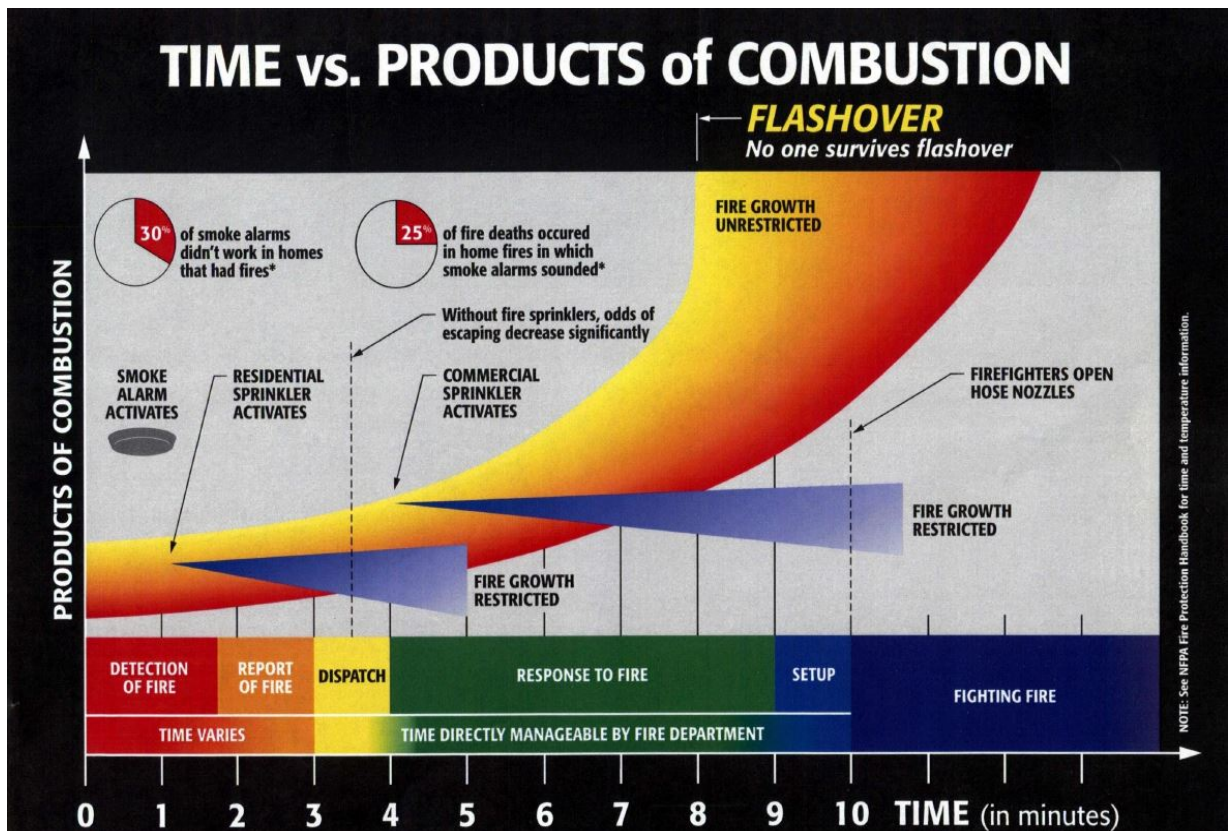
The Kirkwood Fire Department through teamwork, integrity, compassion, and community loyalty will strive to enhance the quality of life of Kirkwood citizens by providing professional excellence in safety and by meeting the evolving needs of the public. This will be accomplished by honorably providing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

City of Kirkwood Fire Department

consistent work environment where all members are respected, learn, grow and enjoy the job and each other.

Effectiveness - The Kirkwood Fire Department is effective in its mission to save life and property. Time is a critical factor with most calls for emergency service and will have a direct impact on the outcome of the incident. One measure of effectiveness is response time. It is imperative that a Fire Department unit arrive on the emergency scene quickly to control and stabilize the incident in order to minimize pain and suffering, improve patient outcomes, and stop the loss of life or property due to fire or other natural or manmade threats. Fire suppression, rescue, and emergency medical services (EMS) all require a timely response. With three fire stations strategically located in Kirkwood, our goal is to have the first unit on the scene within five minutes or less. In fiscal year from April 1, 2018 to March 31, 2019, the fire department achieved an average response time to all emergencies in Kirkwood and Oakland of 5 minutes 43 seconds. The statistics below indicate the fire department's effectiveness for the FY2018-19 period:

- Estimated value of property/contents at risk: \$ 61,497,800
- Percentage of property saved: 95.47%
- Estimated value of property lost: \$2,781,100
- Total fire injuries – 0
- Total fire fatalities – 0



City of Kirkwood Fire Department

As the graphic above illustrates, response time is critical to controlling the development of fire and more importantly saving lives. Kirkwood has not had a fire related fatality in over 25 years and benefits from a very high percentage of property saved from fire. Our excellent fire prevention and public education efforts in schools and with senior citizen groups can be credited with some of this success. Once a structure fire has taken hold a great deal of the credit and success is due to funding provided by the City of Kirkwood to maintain an adequate number of well trained and properly equipped firefighters who can arrive at the fire scene to begin fire suppression activities in less than eight minutes, which is the approximate point in the fire's progression that all combustible materials in a room simultaneously ignite – a phenomenon known as “flashover.” At flashover room temperatures exceed 1200° F, a temperature that is fatal to any occupant, including a firefighter in full protective equipment.

Fire Suppression Service – Rapid Response Equals Low Property Loss -

The fire department provides excellent response time with three strategically located fire stations. As the 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 43 seconds.

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

Fiscal Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Total Number of Fires	66	66	57	54	61
Property Value Saved	\$45,956,837	\$6,065,289	\$2,983,100	\$1,620,511	\$58,716,700
Property Value Lost	\$878,437	392,648	85,010	102,511	2,781,100
Percentage Saved	98.09%	93.53%	97.2%	93.68%	95.47%

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 2018/19, the Fire Department responded to 61 fires threatening with approximately \$58.7 million in property value and saved over 95.47% 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, 2018 to March 31, 2019:

Total emergency calls for service – 4,861

Total apparatus (fire truck or ambulance) responses – 8,610

Average number emergency calls per day – 13.31

City of Kirkwood Fire Department

Average apparatus responses per day – 25.58
Total hours on incident response – 10,579
Total hours on training – 8,030
Total fire inspections completed - 258
Total feet of fire hose tested – 22,650
Total hydrants tested - 226
Total child car safety seats checked and installed –81

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 54 uniformed personnel and one civilian secretary. Included in this total are 50 shift personnel, 1 Fire Marshal, 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 Marshal was added in FY 2020 after the function was split from the Assistant Chief’s title). Listed below are the positions currently maintained in the Department:

1	Fire Chief
1	Assistant Fire Chief
1	Deputy Chief/ Chief Medical Officer
1	Fire Marshal
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

City of Kirkwood Fire Department

surrounding areas) the response will require three fire engines, one aerial ladder, two rescue ambulances, and a chief officer.

REPRESENTATIVE TASKS NECESSARY AT A MODERATE RISK STRUCTURE FIRE

<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

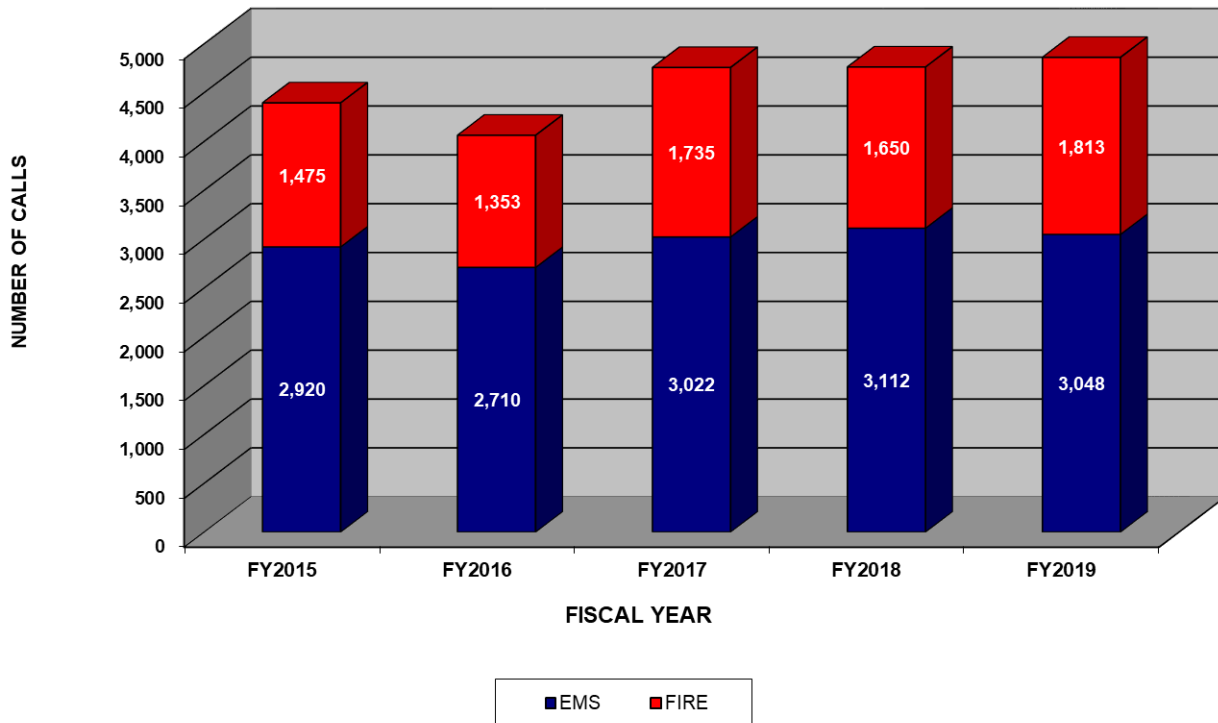
City of Kirkwood Fire Department

- 1517 – Rescue Ambulance carries advanced life support (ALS) paramedic equipment and supplies, the two person operating crew treats and transports patients to area hospitals and performs firefighting duties on fire scenes, purchased in 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, 2019. According to the agreement, the City of Oakland pays the City of Kirkwood \$75,554 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

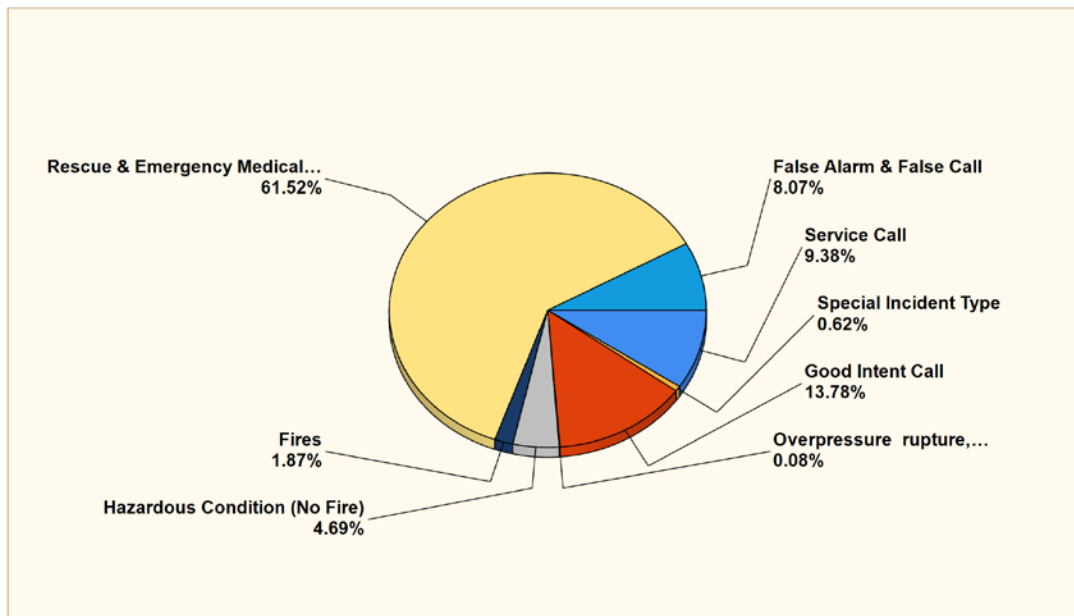
KIRKWOOD FIRE DEPARTMENT NUMBER OF CALLS BY TYPE



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

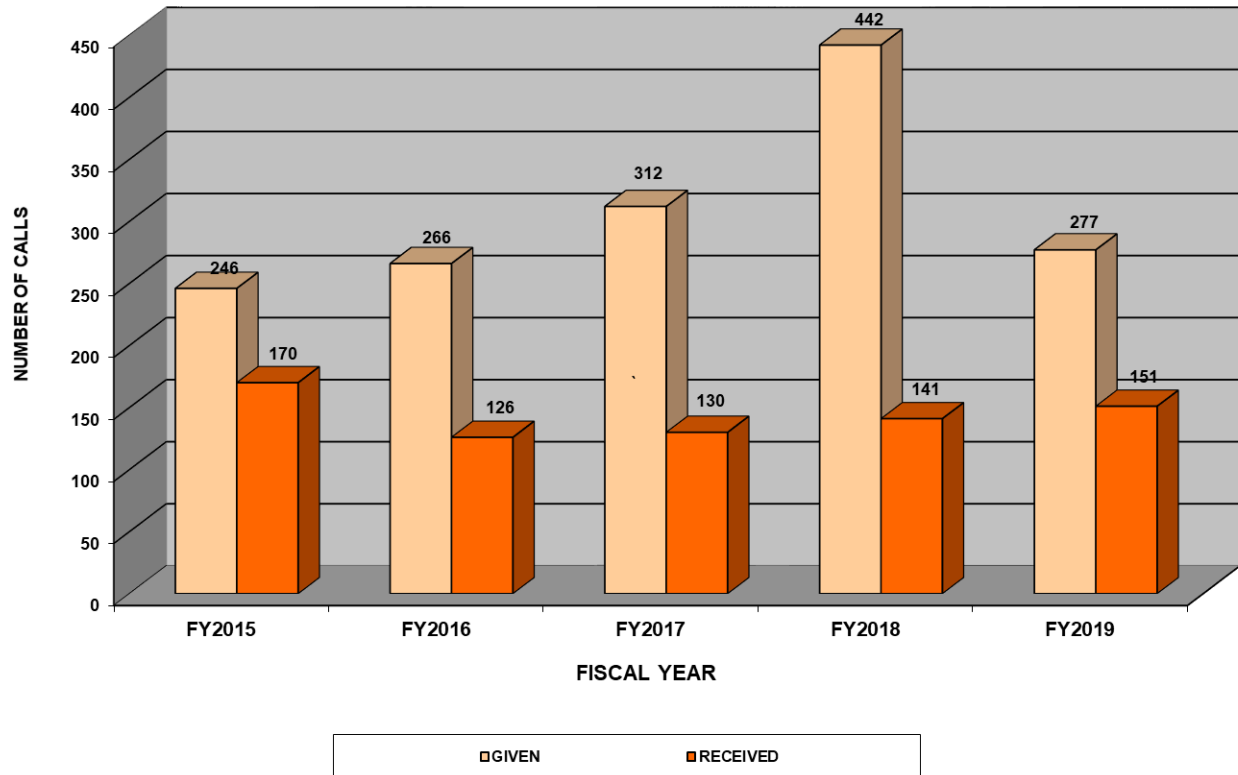


Overlapping Calls - Emergency calls (911) by their very nature cannot be scheduled and occur at any time. At times multiple emergency calls can stress the operations of any Fire Department. The fire mutual aid system in St. Louis County is designed to assist fire departments to provide coverage when they have greater than ordinary demand for fire and emergency medical services. During the FY18-19 reporting period there were 1,814 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 38.55%

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 277 times and received mutual aid assistance 151 times.

City of Kirkwood Fire Department

CITY OF KIRKWOOD FIRE DEPARTMENT MUTUAL AID GIVEN AND RECEIVED

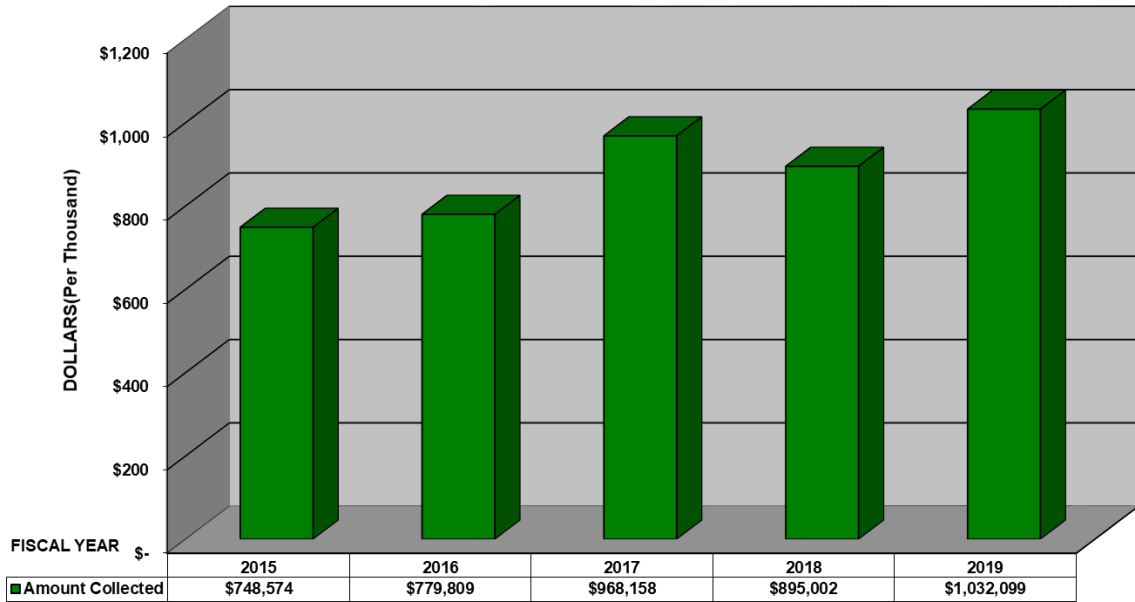


Ambulance Service – On June 1, 2003, the Fire Department added ambulance transportation to the list of services it provides to the citizens of Kirkwood and Oakland. The addition of ambulance service allows Kirkwood to control the quality of this vital component of public safety. Ambulance transport is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

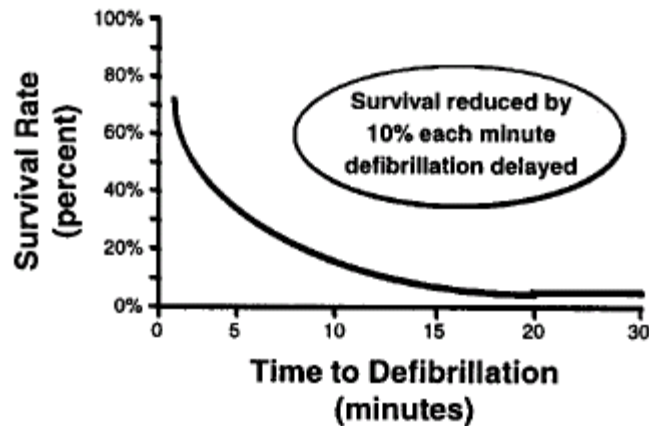
Ambulance fee receipts for Fiscal Year 2018-19 were \$1,032,099.63 based on financial information provided by the Kirkwood Finance Department. Since the inception fire based ambulance service in June 2003, through March 31, 2018, the ambulance service has resulted in \$10,887,535 in service fees collected 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 24 “sudden death” cardiac arrests between April 1, 2018 and March 31, 2019. A cardiac arrest is a condition where the patient has no pulse, has stopped breathing, and is therefore clinically dead. A clinical save is the return of spontaneous cardiac circulation. Kirkwood achieved a 52.17% return of spontaneous circulation (ROSC) clinical save percentage where resuscitation efforts were initiated. The American Heart Association reports a national clinical save ROSC rate of 5%. In 1 of the 24 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.

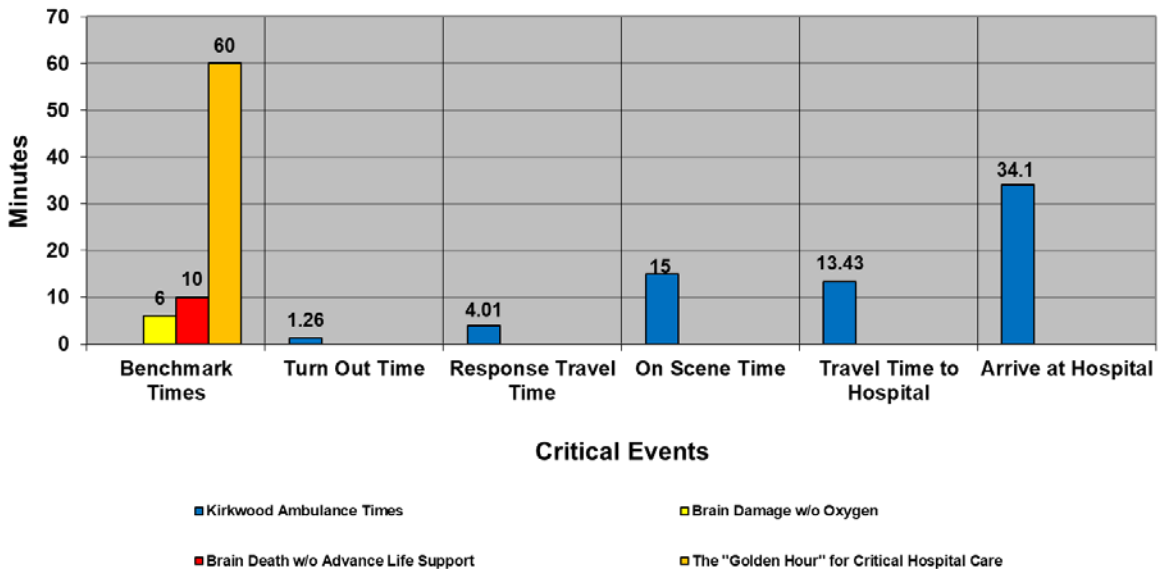
The Fire Department has very good ambulance response times. The average response time for a Kirkwood Fire Department Ambulance is 5 min: 27 seconds (add the first two times) as shown in the chart and graph below. Ambulances are often dispatched to a call when returning from the hospital, resulting in 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: 10 seconds (add all four times). Both times beat the nationally accepted benchmark times and are well within the “Golden Hour” time limit for trauma patients. The “Total Time” (not included on the chart) is the average amount of time that an ambulance is out-of-service for one ambulance trip, from dispatch until the unit is back in-service in the City. That average time is 51 minutes and 38 seconds.

City of Kirkwood Fire Department

FY2018-19 AVERAGE AMBULANCE RESPONSE TIMES – Continuous Clock Time, Dispatch to Hospital

Turn Out Time	Response Travel Time	On Scene Time	Travel Time to Hospital	Arrive at Hospital
1min:26sec	4min:01sec	15min:00sec	13min:43sec	34min:10sec

ELAPSED TIME - AMBULANCE DISPATCH TO ARRIVAL AT HOSPITAL

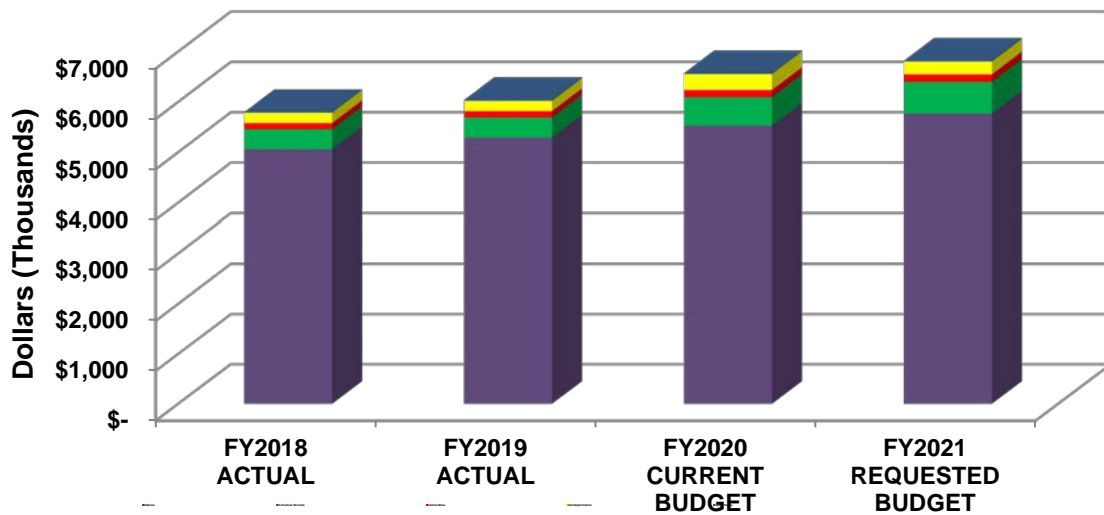


During this period of time, the Fire Department responded to 3,048 calls for emergency medical care, and transported 2,043 of those patients to area hospitals. This equates to a transport rate of 67.02% of all calls for emergency medical care. The remaining patients refuse transportation after paramedic personnel render initial on-scene care, or refuse care entirely when paramedics arrive on the scene.

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	4,167,563	4,251,096	4,440,578	4,728,362
Overtime	252,344	323,834	350,350	250,100
Licensing Pay	120,147	92,080	83,844	78,672
Social Security	3,302	3,375	8,323	3,111
Medicare	1,990	(927)	1,964	735
Civilian Pension	1,989	3,100	8,725	3,729
Deferred Compensation	1,059	92,418	97,263	106,918
Subtotal Salaries	<u>4,548,394</u>	<u>4,764,976</u>	<u>4,991,047</u>	<u>5,171,627</u>
Other Benefits				
Health Insurance	483,463	497,154	506,280	567,050
Dental Insurance	24,627	24,924	26,712	28,704
Vision Insurance	4,318	4,078	4,994	888
Benefit Credit	-	128	-	-
Subtotal Other Benefits	<u>512,408</u>	<u>526,284</u>	<u>537,986</u>	<u>596,642</u>
Total Personnel Services	<u>5,060,802</u>	<u>5,291,260</u>	<u>5,529,033</u>	<u>5,768,269</u>
Contractual Services	396,515	399,782	563,135	628,323
Commodities	122,142	126,367	143,212	150,380
Capital Outlay	10,262	17,222	16,300	17,300
Interdepartmental Charges	203,135	201,175	315,912	252,508
TOTAL FIRE BUDGET	<u>5,792,856</u>	<u>6,035,806</u>	<u>6,567,592</u>	<u>6,816,780</u>

Fire Budget Summary



CITY OF KIRKWOOD FIRE DEPARTMENT

Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	101-1301-422-11-01	Full Time Salaries	\$ 459,384	\$ 527,303	\$ 67,919	14.78%
	Narrative:	This increase reflects the addition of an administrative position, Fire Marshal.				
2	101-1301-422-21-01	Health Insurance	\$ 32,760	\$ 38,650	\$ 5,890	17.98%
	Narrative:	This increase reflects the addition of an administrative position, Fire Marshal and 10% increase.				
3	101-1301-422-21-03	Dental Insurance	\$ 3,512	\$ (2,760)	\$ (752)	-21.41%
	Narrative:	This decrease reflects a change in plans options.				
4	101-1301-422-23-04	Deferred Comp.	\$ 8,926	\$ 10,550	\$ 1,624	18.19%
	Narrative:	This increase reflects the addition of an administrative position, Fire Marshal.				
5	101-1301-422-31-10	Other Professional Svcs	\$ 146,855	\$ 161,482	\$ 14,627	9.96%
	Narrative:	This increase reflects the offset of an expense for an additional revenue (GEMT). This increase also reflects the addition of a sub-line for contracting website and social media services.				
6	101-13014-422-52-11	Work Comp. Premium	\$ 191,234	\$ 233,541	\$ 42,307	22.12%
	Narrative:	This increase reflects an increase in expected premiums due to experienced injuries.				
7	101-1301-422-53-01	Telephone	\$ 14,660	\$ 4,500	\$ (10,160)	-69.30%
	Narrative:	This decrease reflects a reorganization of the line item and grouping costs in professional services.				
8	101-1301-422-58-01	Travel Executive	\$ 1,800	\$ 2,000	\$ 200	11.11%
	Narrative:	This increase reflects the increase in travel and conference costs associated with the industry.				
9	101-1301-422-58-02	Travel Other	\$ 3,600	\$ 6,000	\$ 2,400	66.67%
	Narrative:	This increase reflects the increased costs of travel and the addition of one administration member.				
10	101-1301-422-80-05	Fuel/Lubricants	\$ 58,575	\$ 64,675	\$ 6,100	10.41%

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>
Narrative:		Increase is based on historical utilization analysis, anticipated fiscal year operations and cost projections outlined by the Energy Information Administration (EIA).				
11	101-1301-422-80-10	Fleet Services	\$ 190,969	\$ 121,465	\$ (69,504)	-36.40%
Narrative:		This decrease reflects a decrease in utilization. These numbers are provided by fleet, reflecting the decrease.				
12	101-1302-422-31-10	Other Professional Svcs	\$ 29,600	\$ 36,650	\$ 7,050	23.82%
Narrative:		This increase reflects a contractual change with Mercy Hospital, the medical control provider. Additional funds are necessary to make up for the timing change of accounts receivable (Fiscal to Calendar Year).				
13	101-1302-422-66-23	Community Services	\$ 6,100	\$ 7,100	\$ 1,000	16.39%
Narrative:		This increase reflects an additional community risk reduction program for the public, STARS.				

**CITY OF KIRKWOOD
FISCAL YEAR 2020/2021 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1301-422.11-01	Salary Full Time	376,579	359,553	459,384	527,303	67,919	14.78%
101-1301-422.11-05	Overtime	-	-	150	100	(50)	-33.33%
101-1301-422.11-09	Licensing Pay	-	1,584	3,168	3,168	-	100.00%
101-1301-422.21-01	Health Insurance	32,234	27,646	32,760	38,650	5,890	17.98%
101-1301-422.21-03	Dental Insurance	1,856	1,715	3,512	2,760	(752)	-21.41%
101-1301-422.21-04	Vision Insurance	334	294	888	888	-	0.00%
101-1301-422.22-01	Social Security Taxes	3,302	3,375	8,323	3,111	(5,212)	-62.62%
101-1301-422.22-02	Medicare Contributions	778	285	1,964	735	(1,229)	-62.58%
101-1301-422.23-02	Civilian Pension	1,989	3,100	8,725	3,729	(4,996)	-57.26%
101-1301-422.23-04	Deferred Comp	1,059	7,289	8,926	10,550	1,624	18.19%
101-1301-422.31-07	Medical Examinations	20,260	19,245	23,861	22,000	(1,861)	-7.80%
101-1301-422.31-09	Training	23,855	21,502	33,275	36,650	3,375	10.14%
101-1301-422.31-10	Other Professional Svcs	77,991	87,842	146,855	161,482	14,627	9.96%
101-1301-422.32-01	Legal	2,281	1,912	1,600	1,800	200	12.50%
101-1301-422.43-06	Equipment	458	468	1,000	1,000	-	0.00%
101-1301-422.43-12	Building & Grounds	13,087	13,664	14,200	8,000	(6,200)	-43.66%
101-1301-422.52-02	General liability	50,429	49,045	60,000	68,250	8,250	13.75%
101-1301-422.52-11	Work. Comp. Premium	152,984	152,984	191,234	233,541	42,307	22.12%
101-1301-422.53-01	Telephone	6,382	5,124	14,660	4,500	(10,160)	-69.30%
101-1301-422.55-09	Other Printing	261	54	1,000	1,000	-	0.00%
101-1301-422.58-01	Travel Executive	1,576	1,650	1,800	2,000	200	11.11%
101-1301-422.58-02	Travel Other	2,193	3,568	3,600	6,000	2,400	66.67%
101-1301-422.61-01	Office supplies	3,603	3,662	3,800	3,800	-	0.00%
101-1301-422.61-05	Postage	276	395	500	500	-	0.00%
101-1301-422.61-08	Janitorial supplies	5,518	5,735	6,000	6,000	-	0.00%
101-1301-422.62-03	Gas	5,579	6,555	5,500	6,500	1,000	18.18%
101-1301-422.64-01	Membership Dues	3,234	3,525	5,162	6,305	1,143	22.14%
101-1301-422.64-02	Publications	1,635	1,017	3,250	3,100	(150)	-4.62%
101-1301-422.66-08	Small tools	706	428	1,000	1,000	-	0.00%
101-1301-422.68-01	Office Furniture and Equipment	10,262	17,222	8,600	9,300	700	8.14%
101-1301-422.68-03	Health/Exercise	-	-	7,700	8,000	300	100.00%
101-1301-422.80-05	Fuel/Lubricants	42,937	49,990	58,575	64,675	6,100	10.41%
101-1301-422.80-10	Vehicle Maintenance	112,097	94,319	190,969	121,465	(69,504)	-36.40%
101-1301-422.80-20	Electric Charges	39,280	48,100	57,000	57,000	-	0.00%
101-1301-422.80-40	Water Usage Charges	5,653	5,598	6,200	6,200	-	0.00%
101-1301-422.80-50	Sanitation Charges	3,168	3,168	3,168	3,168	-	0.00%
101-1302-422.11-01	Salary Full Time	3,790,984	3,891,543	3,981,194	4,201,059	219,865	5.52%
101-1302-422.11-05	Overtime	252,344	323,834	350,200	250,000	(100,200)	-28.61%

Fire

CITY OF KIRKWOOD						
FISCAL YEAR 2020/2021 OPERATING BUDGET						
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	% VARIANCE
101-1302-422.11-09	Licensing Pay	120,147	90,496	80,676	75,504	-6.41%
101-1302-422.21-01	Health Insurance	451,229	469,508	473,520	528,400	11.59%
101-1302-422.21-03	Dental Insurance	22,771	23,209	23,200	25,944	11.83%
101-1302-422.21-04	Vision Insurance	3,984	3,784	4,106	-	-100.00%
101-1302-422.21-05	Benefit Credit	-	128	-	-	-
101-1302-422.22-02	Medicare Contributions	1,212	(1,212)	-	-	-
101-1302-422.23-04	Deferred Comp	-	85,129	88,337	96,368	9.09%
101-1302-422.31-10	Other Professional Svcs	24,216	28,570	29,600	36,650	23.82%
101-1302-422.42-06	Laundry, towels, etc	161	-	150	150	0.00%
101-1302-422.43-02	Radio eqpt. maintenance	8,225	3,534	21,600	21,600	0.00%
101-1302-422.43-06	Equipment	12,156	10,620	18,700	23,700	26.74%
101-1302-422.61-06	Film & processing	99	-	150	150	0.00%
101-1302-422.61-11	Food	884	900	900	975	8.33%
101-1302-422.61-13	Clothing	30,010	31,191	39,450	43,250	9.63%
101-1302-422.66-07	Safety equipment	63,832	65,844	70,200	70,200	0.00%
101-1302-422.66-08	Small tools	1,171	1,017	1,200	1,500	25.00%
101-1302-422.66-23	Community Services	5,595	6,098	6,100	7,100	16.39%
FIRE DEPARTMENT		5,792,856	6,035,806	6,567,592	6,816,780	3.79%

Fire

The page was intentionally left blank.

Public Services - Street Division

Mission Statement

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

General Description

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

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

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

Public Services - Street Division

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

Staffing

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

POSITION	FY15	FY16	FY17	FY18	FY19
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	3.00	3.00	2.00	2.00	2.00
Traffic Sign Technician	-	-	1.00	1.00	1.00
Street Maintenance Worker	6.00	6.00	6.00	6.00	6.00
Customer Service Representative	0.50	0.50	-	-	-
Administrative Assistant	-	-	1.00	1.00	1.00
TOTAL	12.50	12.50	13.00	13.00	13.00

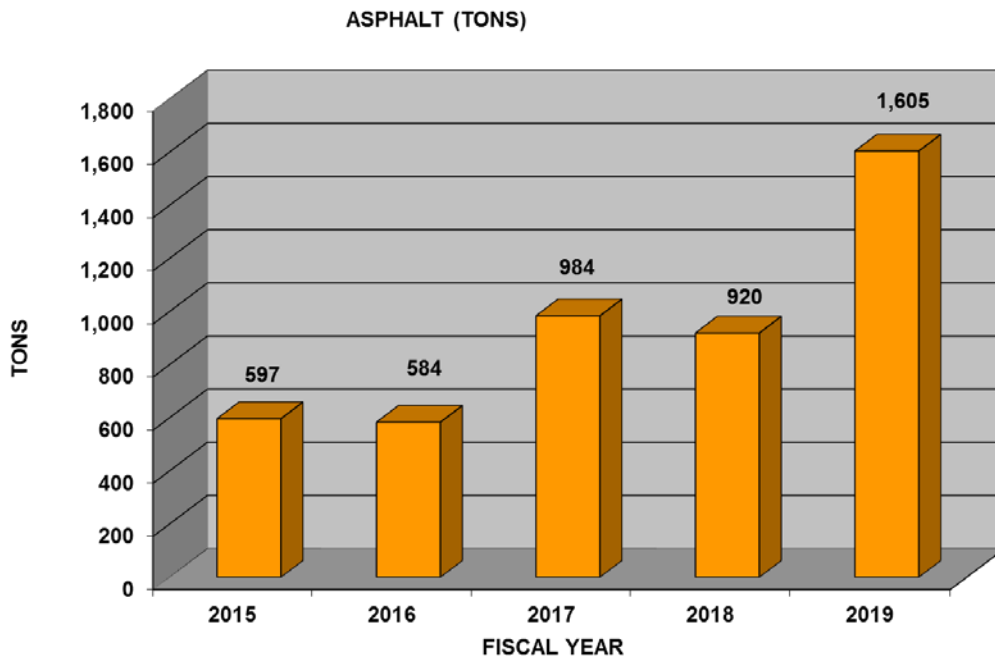
The Street Division has been utilizing only one seasonal employee during the summer months for ground maintenance, sign replacements, and general construction labor.

Public Services - Street Division

Street Maintenance

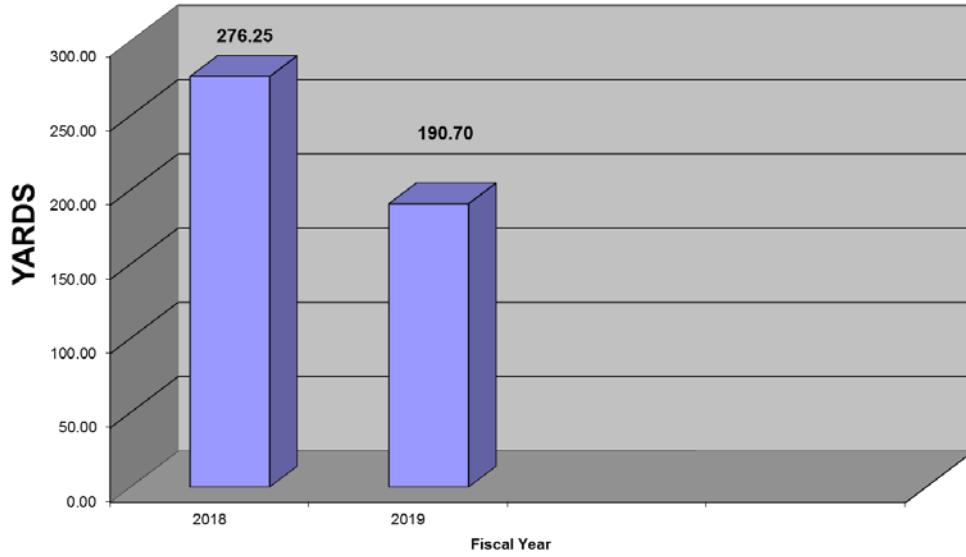
Major street maintenance, asphalt overlay, and concrete street replacement are included in the capital budget. This work is performed by contract with contract management and inspections performed by the Engineering Division.

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

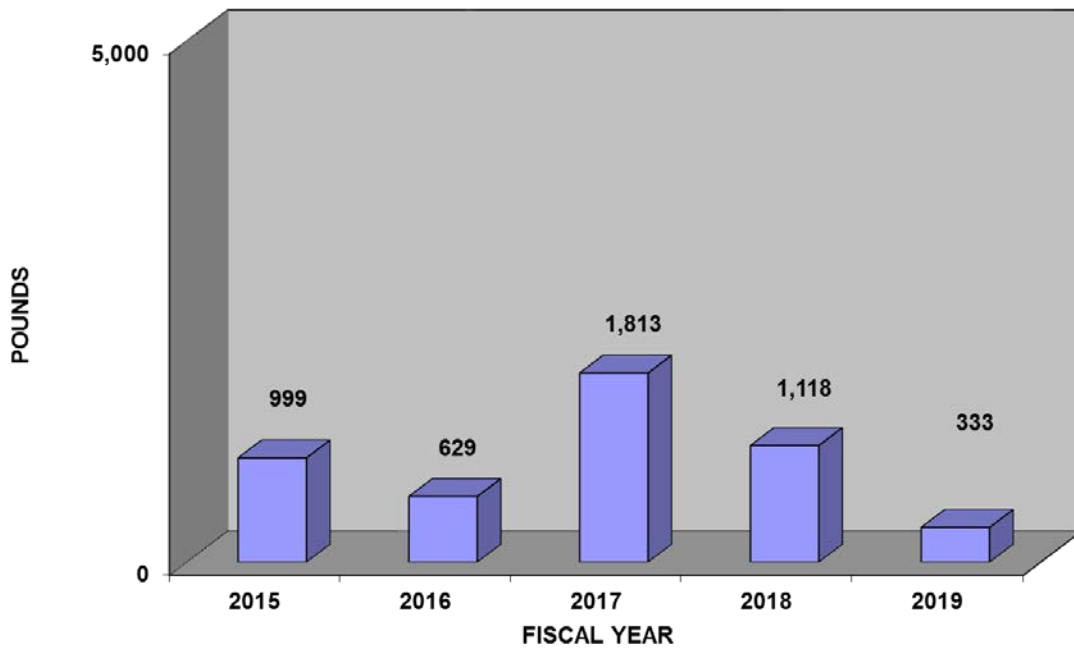


Public Services - Street Division

CONCRETE (YARDS)



HOT CRACK SEALING MATERIAL



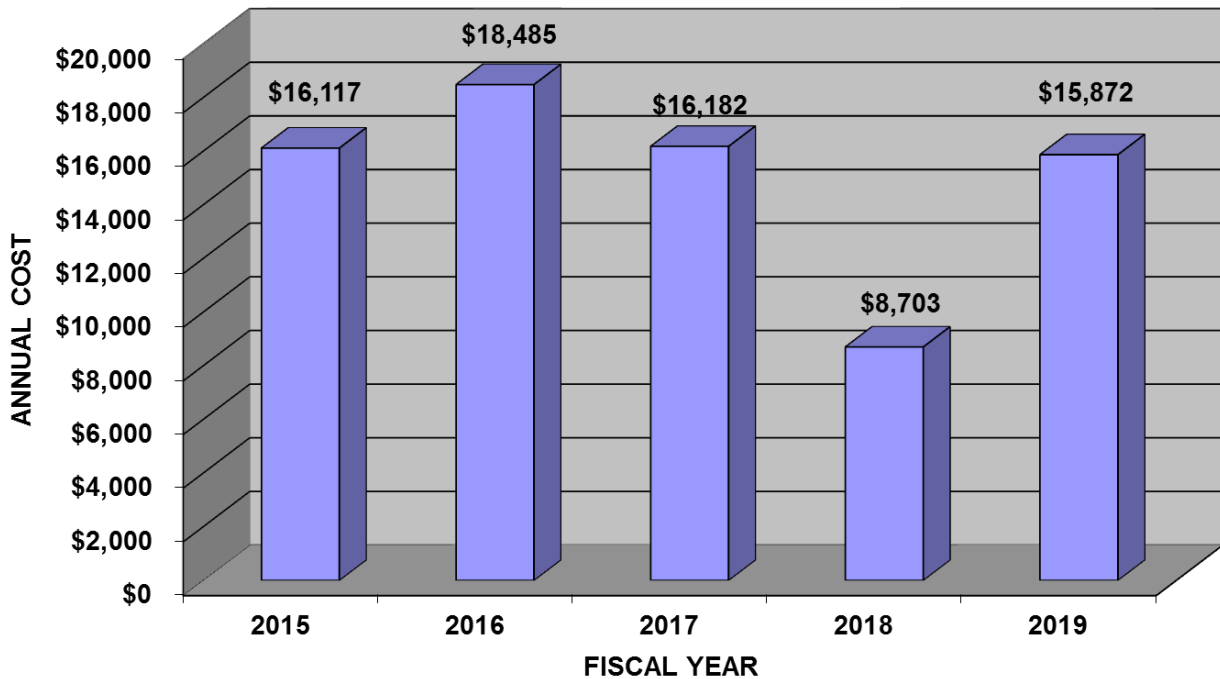
Public Services - Street Division

Traffic Control Devices

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

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

**CITY OF KIRKWOOD
PUBLIC SERVICES - STREET DIVISION
COST OF TRAFFIC CONTROL DEVICES**



Public Services - Street Division

Snow/Ice Removal

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

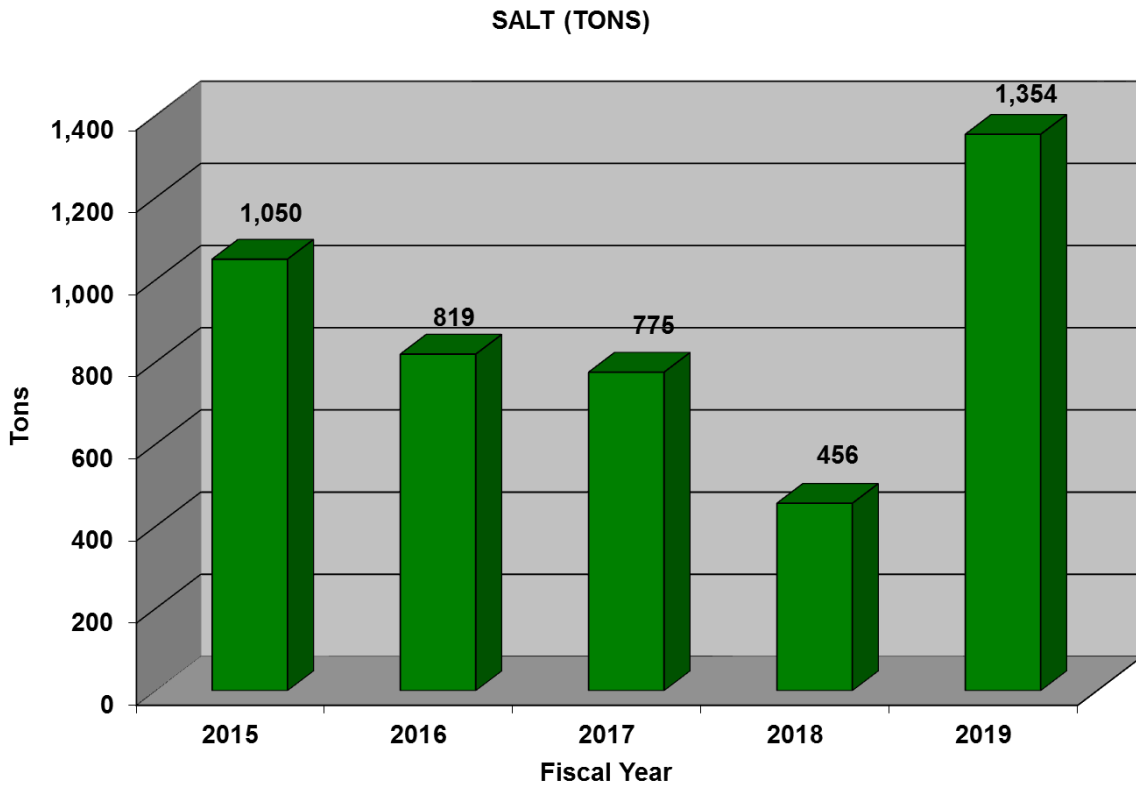
Snow/ice removal costs are not a factor of total snowfall. The controlling cost factors for clearing winter streets include the number of callouts, when the winter weather occurs (off duty hours, Saturdays, Sundays), temperature, and type/length of precipitation. The Building Maintenance Division is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

CITY OF KIRKWOOD PUBLIC SERVICES - STREET DIVISION WINTER STORM COSTS

Fiscal Year	Date of First Storm	Number of Call Outs	Snow (Inches)	Salt (Tons)	Labor Hours	Total Costs*
2012	12/27/11	4	6.50	919	469	\$77,068
2013	12/26/12	12	18.50	1,207	1,173	\$119,131
2014	12/05/13	13	38.40	3,008	2,031	\$288,266
2015	11/15/14	13	15.25	1,050	993	\$119,262
2016	01/09/16	7	15.00	819	660	\$81,056
2017	12/17/16	6	8.00	775	361	\$56,103
2018	12/23/17	10	3.20	456	478	\$58,562
2019	04/01/19	12	28.01	1,354	1,315	\$154,885

* Total costs include labor, equipment, and material.

Public Services - Street Division



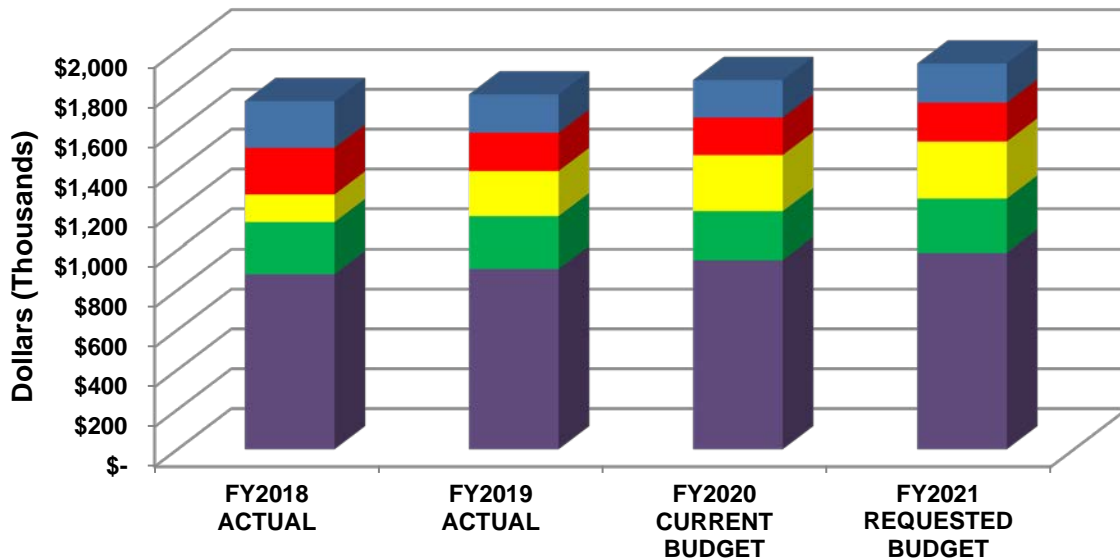
Street Sweeping

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

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	638,742	632,303	679,032	703,849
Temporary	-	5,244	9,562	9,562
Overtime	9,950	30,455	10,000	10,000
Social Security	38,911	40,327	43,313	45,937
Medicare	9,100	9,432	10,130	10,745
Civilian Pension	23,724	36,713	44,787	46,939
Deferred Compensation	12,766	12,798	13,871	14,444
Subtotal Salaries	<u>733,193</u>	<u>767,272</u>	<u>810,695</u>	<u>841,476</u>
Other Benefits				
Health Insurance	138,438	130,483	130,680	137,045
Dental Insurance	6,029	5,887	6,031	5,980
Vision Insurance	988	920	987	315
Benefit Credit	-	20	-	237
Subtotal Other Benefits	<u>145,455</u>	<u>137,310</u>	<u>137,698</u>	<u>143,577</u>
Total Personnel Services	<u>878,648</u>	<u>904,582</u>	<u>948,393</u>	<u>985,053</u>
Contractual Services	259,466	263,192	243,993	270,611
Commodities	137,627	226,038	281,500	286,200
Capital Outlay	9,196	2,318	10,000	10,000
Interdepartmental Charges	234,628	192,404	188,440	195,830
TOTAL STREET BUDGET	<u>1,519,565</u>	<u>1,588,534</u>	<u>1,672,326</u>	<u>1,747,694</u>

Street Budget Summary



CITY OF KIRKWOOD STREET 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	101-1402-431.62-03	Gas	\$4,000	\$8,000	\$4,000	100.00%

Narrative: Increase due to historical actuals over the past 3 fiscal years. (FY17 - \$3,382; FY18 - \$5,381; FY19- \$9,676)

**CITY OF KIRKWOOD
FISCAL YEAR 2020/2021 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1402-431.11-01	Salary Full Time	638,742	632,303	679,032	703,849	24,817	3.65%
101-1402-431.11-04	Salary Temporary	-	5,244	9,562	9,562	-	0.00%
101-1402-431.11-05	Overtime	9,950	30,455	10,000	10,000	-	0.00%
101-1402-431.21-01	Health Insurance	138,438	130,483	130,680	137,045	6,365	4.87%
101-1402-431.21-03	Dental Insurance	6,029	5,887	6,031	5,980	(51)	-0.85%
101-1402-431.21-04	Vision Insurance	988	920	987	315	(672)	-68.09%
101-1402-431.21-05	Benefit Credit	-	20	-	237	237	100.00%
101-1402-431.22-01	Social Security Taxes	38,911	40,327	43,313	45,937	2,624	6.06%
101-1402-431.22-02	Medicare Contributions	9,100	9,432	10,130	10,745	615	6.07%
101-1402-431.23-02	Civilian Pension	23,724	36,713	44,787	46,939	2,152	4.80%
101-1402-431.23-04	Deferred Comp	12,766	12,798	13,871	14,444	573	4.13%
101-1402-431.31-09	Training	632	2,120	1,500	2,000	500	33.33%
101-1402-431.31-10	Other Professional Svcs	65,360	72,957	3,600	3,600	-	0.00%
101-1402-431.32-01	Legal	4,258	3,569	3,000	3,000	-	0.00%
101-1402-431.42-06	Laundry, towels, etc	12,935	16,187	12,500	14,000	1,500	12.00%
101-1402-431.42-09	Landfill fees	525	696	8,000	8,000	-	0.00%
101-1402-431.43-02	Radio eqpt. maintenance	-	-	250	-	(250)	-100.00%
101-1402-431.43-06	Equipment	103	-	250	250	-	0.00%
101-1402-431.43-12	Building & Grounds	10,070	2,277	10,000	7,500	(2,500)	-25.00%
101-1402-431.52-02	General liability	37,693	36,659	45,000	50,050	5,050	11.22%
101-1402-431.52-11	Work. Comp. Premium	124,641	125,000	155,801	177,491	21,690	13.92%
101-1402-431.53-01	Telephone	670	685	720	720	-	0.00%
101-1402-431.53-02	Cellular Telephones	2,579	3,042	2,872	3,500	628	21.87%
101-1402-431.58-01	Travel	-	-	300	300	-	0.00%
101-1402-431.58-02	Travel Other	-	-	200	200	-	0.00%
101-1402-431.61-01	Office supplies	2,595	1,825	2,500	2,500	-	0.00%
101-1402-431.61-11	Food	1,119	2,195	1,300	2,000	700	53.85%
101-1402-431.61-13	Clothing	1,308	1,157	1,600	1,600	-	0.00%
101-1402-431.62-03	Gas	5,381	9,676	4,000	8,000	4,000	100.00%
101-1402-431.64-01	Dues	-	-	100	100	-	0.00%
101-1402-431.66-07	Safety equipment	4,479	4,614	6,000	6,000	-	0.00%
101-1402-431.66-08	Small tools	1,819	1,723	3,000	3,000	-	0.00%
101-1402-431.66-12	Salt & calcium chloride	6,954	86,488	120,000	120,000	-	0.00%
101-1402-431.66-26	Signs	9,544	16,036	23,000	23,000	-	0.00%
101-1402-431.66-27	Street Maintenance	104,428	102,324	120,000	120,000	-	0.00%
101-1402-431.68-02	Machinery & Equipment	9,196	2,318	10,000	10,000	-	0.00%
101-1402-431.80-05	Fuel/Lubricants	30,313	36,407	44,482	44,195	(287)	-0.65%
101-1402-431.80-10	Vehicle Maintenance	180,800	133,871	117,294	125,237	7,943	6.77%

Street

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1402-431.80-20	Electric Charges	20,224	19,650	22,000	22,000	-	0.00%		
101-1402-431.80-40	Water Usage Charges	2,463	1,648	3,836	3,570	(266)	-6.93%		
101-1402-431.80-50	Sanitation Charges	828	828	828	828	-	0.00%		
STREET		1,519,565	1,588,534	1,672,326	1,747,694	75,368	4.51%		

Street

The page was intentionally left blank.

Public Services - Engineering/Planning/Forestry

Mission Statement

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

General Description

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

This office provides staff liaison support to the Planning and Zoning Commission and provides administration and enforcement of zoning conditions including maintenance of performance guarantees, for 23 projects in FY19, in the amount of \$2,665,592. Staff support includes processing and reviewing applications and plans; preparing packets for the Commission members; publishing public notices; preparing public notices for public hearings; preparing agendas; attendance and presentations at meetings; maintaining all minutes and files; meeting with petitioners and the general public regarding proposed land developments; and coordinating activities with the public, other City departments, and other government agencies.

The City Forester working within the Engineering/Planning Division is responsible for the management of City trees within the public rights of way and planning for the overall health of the urban forest. City Forester duties include responding to public, staff, Council inquiries, working with the Kirkwood Urban Forestry Commission, budgeting, planning, estimating, and preparing specifications, plans, and bid documents; inspection and contract administration of forestry projects; inspection of landscape improvements in new developments (subdivisions and commercial sites) for compliance with City codes and special

Public Services - Engineering/Planning/Forestry

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, hazardous 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	FY15	FY16	FY17	FY18	FY19
Public Services Director	-	0.33	0.33	0.33	0.33
Public Works Director	1.00	-	-	-	-
City Engineer	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director	1.00	-	-	-	-
Assistant City Engineer	-	1.00	1.00	1.00	1.00
City Planner	-	1.00	1.00	1.00	1.00
Assistant City Planner	-	-	1.00	1.00	1.00
Zoning Administrator	1.00	-	-	-	-
City Forester	-	-	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00	1.00	-
Project Engineer	-	-	-	-	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL	6.00	5.33	7.33	7.33	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 FY19 there were two subdivision projects with a performance guarantee value of \$230,717 being inspected by the Engineering Office for acceptance of Public Improvements such as streets.

Capital Projects (Public)

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

Public Services - Engineering/Planning/Forestry

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

Engineering will be managing four projects funded from grants received through EWGCG or MoDOT. The first will be the repaving and pedestrian improvements on Geyer Rd., from Manchester Rd. to Adams Ave. The second project is for repaving and pedestrian improvements on Geyer Rd., from Adams Ave. to Big Bend Ave. The third and fourth project are pedestrian and aesthetic enhancements to a planned MoDOT project to resurface Manchester Road. Phase 1 is east of Kirkwood Road and Phase 2 is west of Kirkwood Road. Phase 2 has not been awarded any grant funding, but Engineering will be applying for funds through EWGCG and the MODOT Cost Share program. The projects completing a pedestrian connection along south Kirkwood Road and upgrading of traffic signalization and pedestrian improvements at the intersections on Kirkwood Rd. from Manchester Rd. to Big Bend Rd will be completed in FY20. Another federal aid project to reconstruct the pavement and sidewalks along W. Essex Ave between Kirkwood Road and Geyer Road will begin design in FY21. The Engineering Department will be diligent in the administration of these federally funded projects which exceed \$13 million in project cost. The City received grants through EWGCG and MoDOT for the design and construction of these projects covered under the MoDOT Cost Share, TEAP, TAP, CMAQ and STP programs.

The Engineering Department will continue the implementation of the Sidewalk Program. This program includes repairs of hazardous sidewalk reported by residents and provides for implementation of the Kirkwood Pedestrian and Bicycle Plan. Two sidewalk gaps identified in the plan were designed in FY19 for construction in FY20. Engineering is also managing the creation of an ADA Self Evaluation and Transition Plan for the public ROW to be completed in FY20. The Sidewalk Improvement Program will also need to fund the modifications identified in the plan in future years.

The Engineering Department continued implementation of bicycle routes identified in the Kirkwood Pedestrian and Bicycle Plan through striping. Nearly 11 miles of bicycle routes were striped in FY19. These included a road diet along W. Woodbine which added buffered bike lanes in both directions. Engineering is currently working on designing a bike route signage and wayfinding project to enhance the usability of the bike network.

Public Services - Engineering/Planning/Forestry

The Engineering Department prepares specifications, drawings, bid documents: performs contract administration, including field inspections for City Capital Projects. The total value of the public projects is shown below. These projects include, concrete street reconstructions, contracted asphalt projects and several design projects.

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

FISCAL YEAR	TOTAL COST	NUMBER OF PROJECTS
FY15	\$2,140,861	8
FY16**	\$2,648,618	7
FY17**	\$3,643,214	11
FY18**	\$2,482,257	19
FY19**	\$2,018,014	22

** 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 FY19. The department submitted four (4) project applications in FY19. Two of those projects were awarded. The Engineering Department is also responsible for the management, administration and implementation of the projects according to federal and state regulations. The department continued managing seven (7) projects during FY19 including The Kirkwood Road Signal Optimization project which was applied for, and being funded from, the Electric Department.

Public Services - Engineering/Planning/Forestry

CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING FEDERAL AND STATE AID PROJECTS

Project Name	Program	FY19 Phase	Federal Obligation	Kirkwood Obligation	Total Project Costs
Kirkwood Road Signals	CMAQ	PS&E, Construction	\$3,974,409	\$1,093,603	\$5,068,012
Kirkwood Road Sidewalks	TAP	PS&E, Construction	\$403,027	\$100,757	\$503,784
Geyer Road Overlay – Phase I	STP-S	PE	\$970,462	\$242,615	\$1,213,077
Geyer Road Overlay – Phase 2	STP-S	Application, Award	\$1,139,635	\$640,811	\$1,780,446
W. Essex Ave. Reconstruction	STP-S	Application, Award Pending	\$1,517,600	\$589,400	\$2,107,000
E. Essex Ave Improvements	STP-S	Application, Award Pending	\$241,077	\$60,269	\$301,346
Old Big Bend, Ballas, Craig Int. Study	TEAP	Study Complete	\$7,406	\$1,851	\$9,257
Manchester Road Enhancement	MODOT Cost Share	PE, Award	\$822,675	\$1,668,119	\$2,490,794
Totals			\$9,076,885	\$4,397,574	\$13,474,459

Street Replacement and Preservation

The primary capital improvement work in the last five years has been street replacement and maintenance. There are 74 lane miles of concrete streets and 174 lane miles of asphalt or asphalt overlay streets. The Engineering Department continued street replacements and the pavement preservation program in FY19. The average Pavement Condition Index of the City's streets at the time of inspection in 2015 was 64 on a scale of 0 to 100. The average PCI based on the 2015 inspections, 2017 inspections of the Northwest district, 2018 inspections of the Northeast district, and the work completed through FY18 is 70. This does not account for deterioration of other streets where no work was performed. The City continues to gather data to better predict the deterioration of our streets. The projected average PCI based on current deterioration models input into the program is 67. The goal of the Engineering Department is to increase the average PCI to 70 by FY22. 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.

Public Services - Engineering/Planning/Forestry

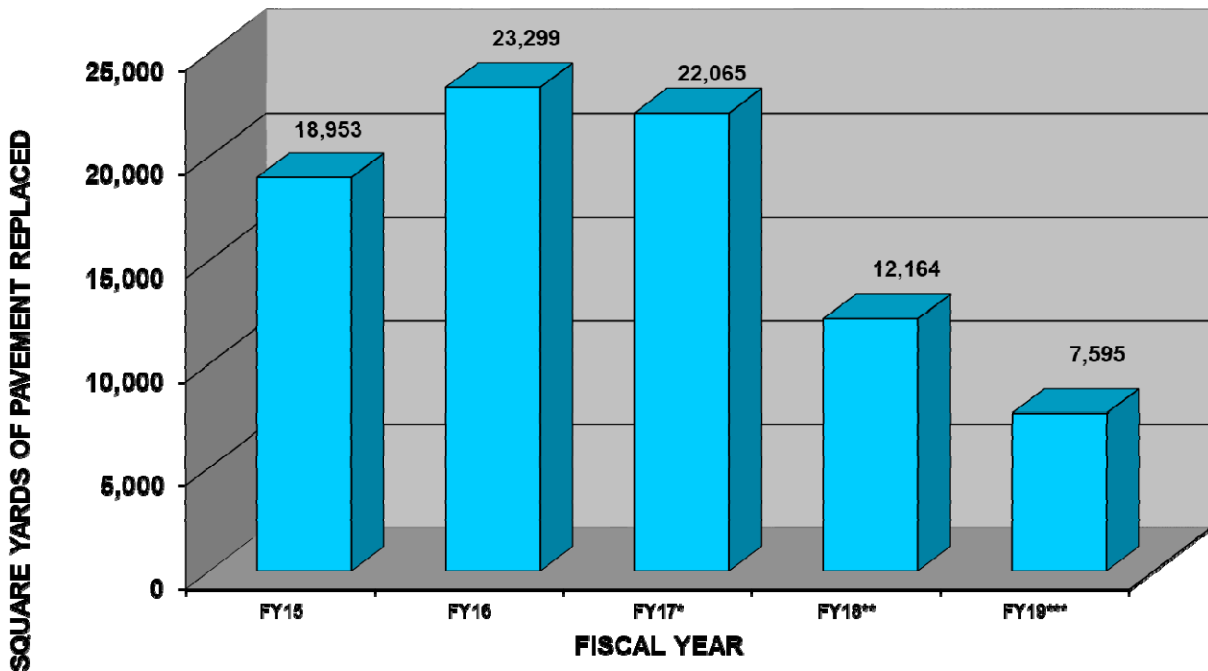
CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING CONCRETE STREET RECONSTRUCTION

FISCAL YEAR	COST	SQUARE YARDS	COST/SQ YD
FY15	\$1,325,792	18,953	\$69.95
FY16	\$1,379,020	23,299	\$59.19
FY17*	\$1,745,361	22,065	\$79.10
FY18**	\$830,680	12,164	\$68.29
FY19	\$521,067	7,595	\$68.61
TOTAL	\$6,135,901	94,459	\$64.96

* Includes Emmerson Ave Culvert Reconstruction and Gilbert Street Reconstruction

** Includes select slab replacements

CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING CONCRETE STREET RECONSTRUCTION



Public Services - Engineering/Planning/Forestry

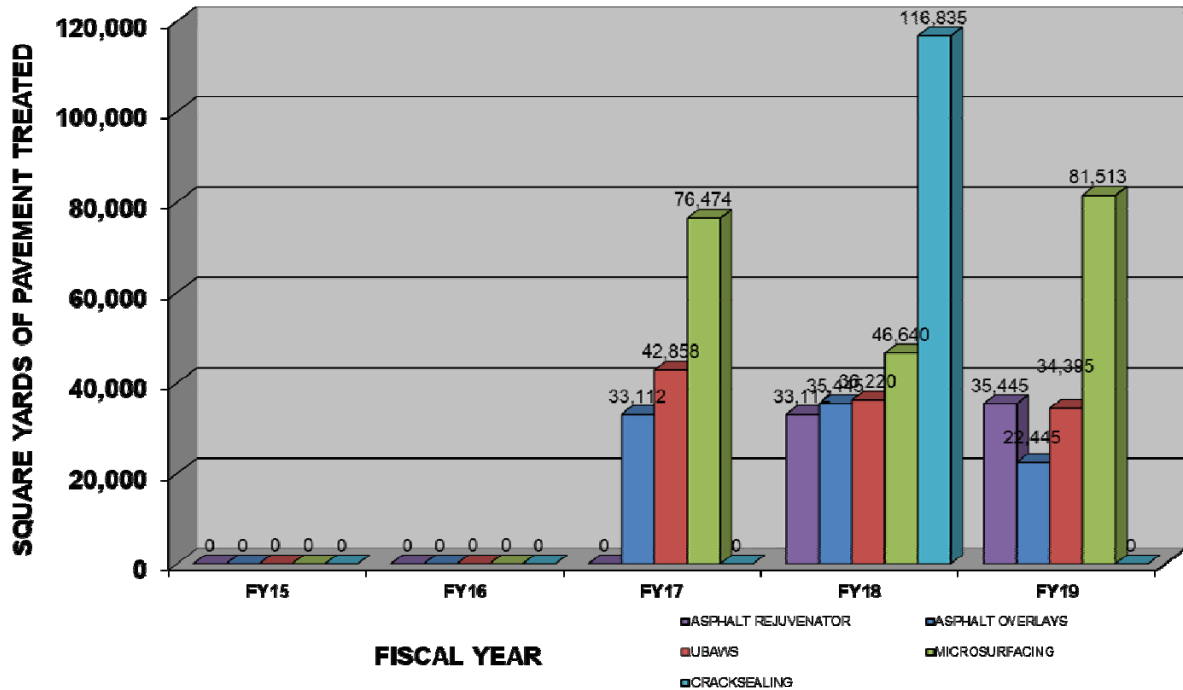
PUBLIC WORKS ENGINEERING ASPHALT STREET PRESERVATION

FISCAL YEAR	ASPHALT OVERLAYS			UBAWS			MICROSURFACING		
	COST	SQUARE YARDS	COST/ SQ YD	COST	SQUARE YARDS	COST/ SQ YD	COST	SQUARE YARDS	COST/ SQ YD
FY15	\$0	0	\$0.00	\$0	0	\$0.00	\$0	0	\$0.00
FY16	\$0	0	\$0.00	\$0	0	\$0.00	\$0	0	\$0.00
FY17	\$517,338	33,112	\$15.62	\$387,100	42,858	\$9.03	\$314,972	76,474	\$4.12
FY18	\$721,022	35,445	\$20.34	\$322,205	36,220	\$8.90	\$196,866	46,640	\$4.22
FY19	\$346,606	22,445	\$15.44	\$192,628	34,395	\$5.60	\$326,552	81,513	\$4.01
TOTAL	\$2,098,369	144,709	\$14.50	\$901,932	113,473	\$7.95	\$838,390	204,627	\$4.10

FISCAL YEAR	ASPHALT REJUVENATOR			CRACKSEALING		
	COST	SQUARE YARDS	COST/ SQ YD	COST	SQUARE YARDS	COST/ SQ YD
FY15	\$0	0	\$0.00	\$0	0	\$0.00
FY16	\$0	0	\$0.00	\$0	0	\$0.00
FY17	\$0	0	\$0.00	\$0	0	\$0.00
FY18	\$26,521	33,112	\$0.80	\$35,324	116,835	\$0.30
FY19	\$27,101	35,445	\$0.76	\$0	0	\$0.00
TOTAL	\$53,623	68,557	\$0.78	\$35,324	116,835	\$0.30

Public Services - Engineering/Planning/Forestry

CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING ASPHALT STREET PRESERVATION



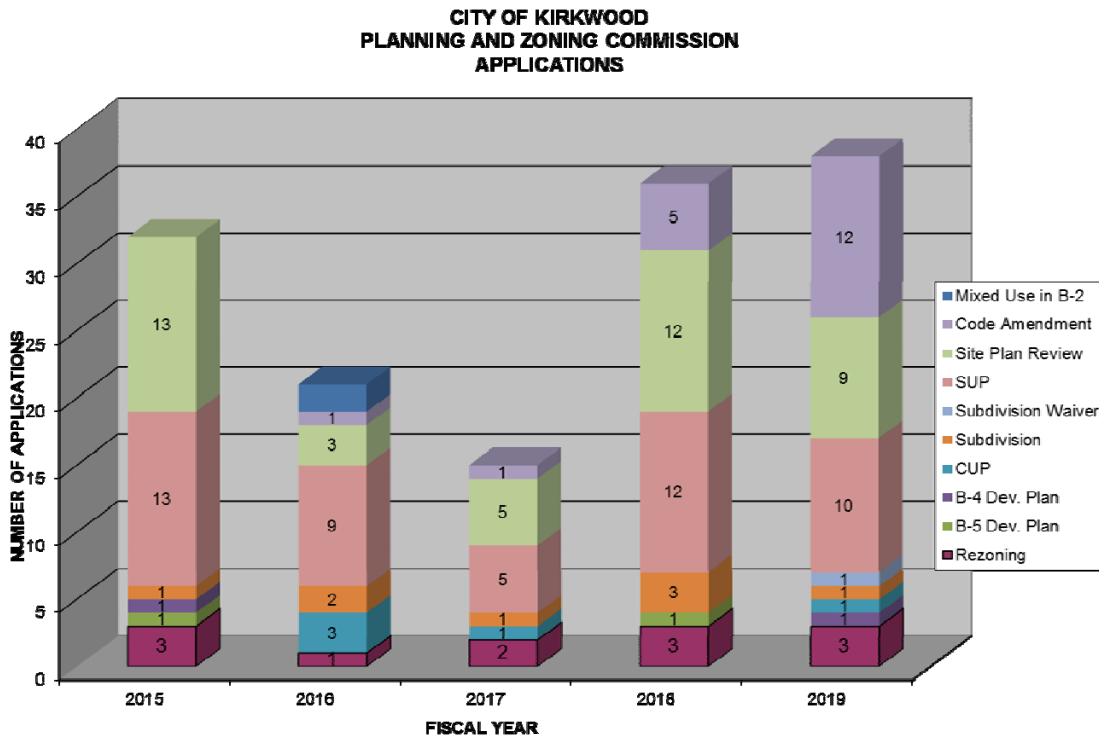
Planning and Zoning Activities

The City's new comprehensive plan, EnVision Kirkwood 2035, was adopted in September of 2017. EnVision Kirkwood 2035 identified multiple subareas that were recommended for further study. The Planning Staff worked with consultants in FY18 to conduct the Downtown Master Plan & Parking Study which was completed in March of 2018 and in FY19 to conduct a Commercial Market Analysis for the areas north of the Kirkwood Road and Big Bend Boulevard intersection completed in May of 2018. In addition to these plans, the City Council adopted a new 5-year Strategic Plan in June 2017.

As part of these new plans, planning personnel has begun implementing the goals and objectives. Multiple amendments to the Zoning Code which were recommendations from the Downtown Master Plan & Parking Study have been adopted by the City Council in an effort to align the City's regulations with the vision of the plan. In order to further implement some of the goals, objectives, and recommendations in these plans, the City contracted with a consultant team in FY20. The Zoning Code will become the regulations that will allow the City to achieve many of the goals in these plans. An aggressive timeline for this project has been established with an estimated final draft by the end of the 2019 calendar year and City Council adoption in the first quarter of 2020.

Public Services - Engineering/Planning/Forestry

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 and private development related petitions and applications. The chart below shows the number and type of Planning and Zoning applications processed by this office.



Long Range Plan Activities

As previously mentioned, the City contracted with a consulting firm and completed a Commercial Market Analysis for the area north of the Kirkwood Road and Big Bend Boulevard intersection. The results of this study included various recommendations for potential business types in the area. The results, including a marketing brochure were shared with property owners in the area and posted to the City's website. The same consultant is under contract to conduct a similar study for the light industrial area near Leffingwell Avenue. The purpose of these studies is to get updated commercial market information to provide to current landowners and potential businesses looking to locate in Kirkwood that would help market these areas to users that would benefit the City of Kirkwood and fit the City's vision from the EnVision Kirkwood 2035 plan.

In another effort to help attract new business and foster existing businesses, the City worked in FY19 to develop an online tool called Choose Kirkwood (www.choosekirkwood.org). The tool provides a portal where commercial

Public Services - Engineering/Planning/Forestry

brokers can list their available properties while allowing the public to overlay these available properties with demographic, housing, economic, and work-force data. The available data is intended to help show prospective businesses what Kirkwood has to offer and to help existing business make decisions about future expansions.

A large effort that was funded in FY19 with the majority of work commencing in FY20, is the City's Zoning & Subdivision Code update. The project has had its official kick-off and has an anticipated adoption date of early 2020. This project is aimed at updating the City's various development regulations to reflect current best practices and to align the regulations with the goals and objectives of EnVision Kirkwood 2035, the Pedestrian & Bicycle Plan, and the Downtown Master Plan.

Accomplishments and Achievements

- Began implementation of the Downtown Master Plan & Parking Study by adopting many Zoning Code amendments that were recommendations from the study.
- Contracted for the comprehensive update of the City's development regulations and began the work with an anticipated adoption of early 2020.
- Continued to update the Public Services webpage on the City's website in order to offer more documents and information to the general public.
- Created a new online tool called Choose Kirkwood (www.choosekirkwood.org) as an Economic Development resource.
- 2018 Favorite Building Awards Ceremony was 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.

Public Services - Engineering/Planning/Forestry

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

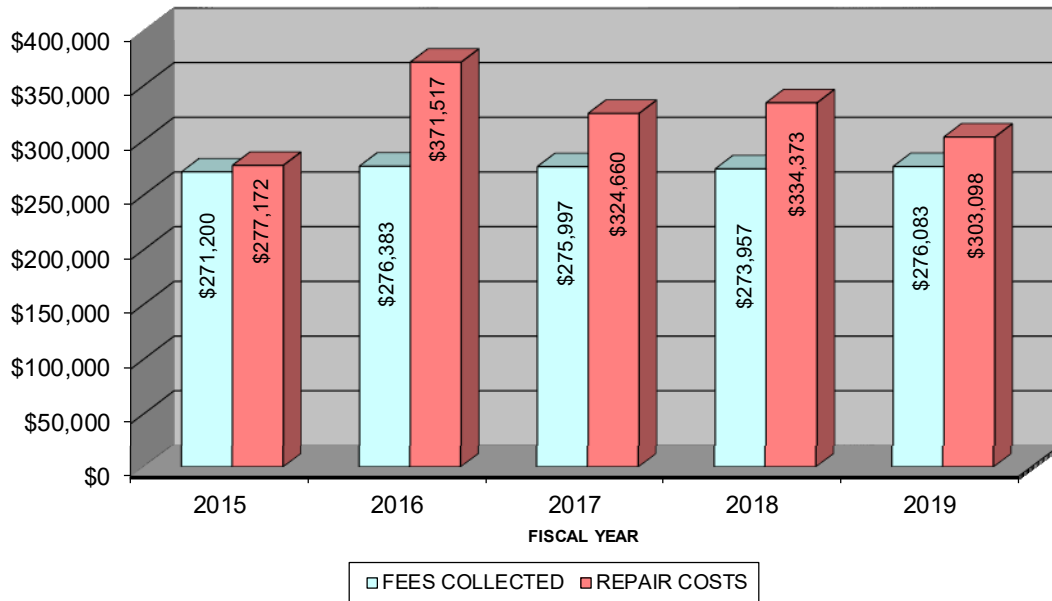
Planning & Zoning Performance Measures	
<i>Demand</i>	<i>FY19</i>
Boundary/Consolidation Plats	21
Subdivision Plats	2
Site Plan Reviews	9
Special Use Permits	10
Rezoning Cases	3
CUP Cases	1
B-2 Mixed Use Cases	0
B-4 Cases	1
B-5 Cases	0
Zoning Code Amendments	12
Architectural Review Board Cases	253
Board of Adjustment Cases	26
<i>Workload</i>	<i>FY19</i>
Planning & Zoning Meetings	15
City Council Meetings	24
Landmarks Commission Meetings	13
Board of Adjustment Meetings	10
Site Condition Inspections	20
Zoning Verification Letters	19
Zoning Violation Inspections	57
<i>Results</i>	<i>FY19</i>
Avg. Case Timeline (Submittal to CC Action)	118
New Lots Platted	1
New Single Family Homes Permitted	89
Median Construction Value - New Home (\$)	351,480
Median Square Footage - New Home (sf)	2,602
New Commercial Structures Permitted	3

Public Services - Engineering/Planning/Forestry

Sewer Lateral Program

The Sewer Lateral Insurance program began in June, 1999, after being approved by the voters in Kirkwood. Until January 31, 2019, the Engineering Office was responsible for the administration of this insurance program, which covers 75% of the cost of repairing a broken private house sewer lateral. The Building Commissioner's Office will manage the program moving forward. The City, through a private contractor, verifies the break in the line and determines if the repair qualifies under the program and the extent of the repairs. Of the 142 applications submitted in FY19, 75 laterals were repaired with the City paying an average cost of \$2,762.

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

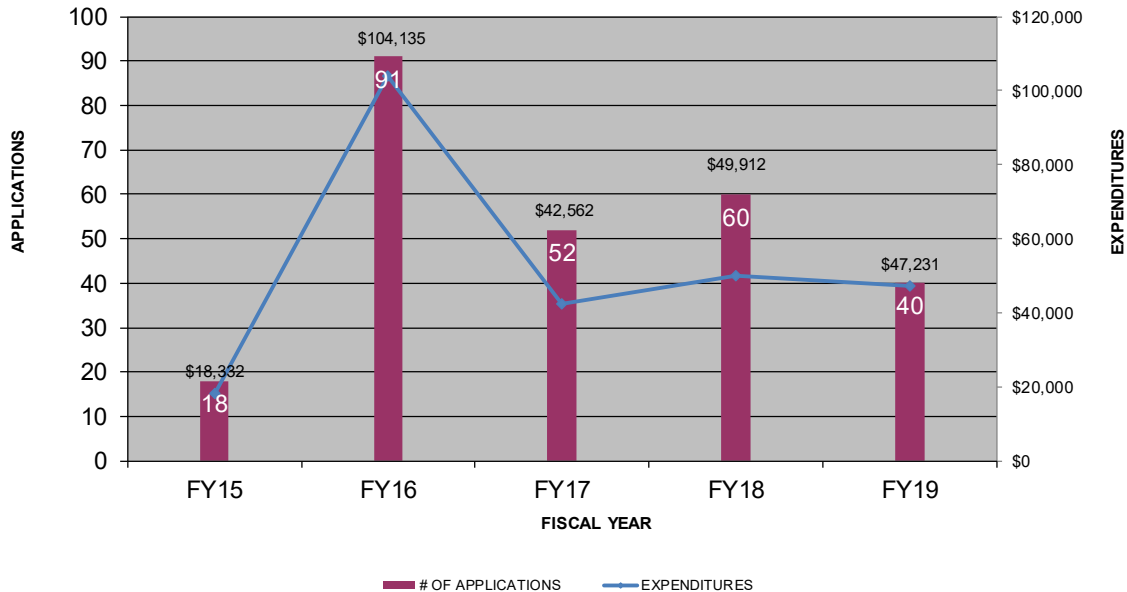


Sidewalk Improvement Program - 50/50 Public Sidewalk Repair Assistance Program

The sidewalk repair assistance program began on July 1, 2013. Through the program, the City paid 50% of the costs to repair public sidewalks maintained by property owners with a hazardous condition. Beginning in FY19, the City solely funded hazardous sidewalk repairs. For FY19, there were a total of 40 locations at a total cost of \$47,231. The Engineering Department also managed projects to install sidewalks on S. Geyer Road between Windsor Lane and Oakshire Lane and on S. Taylor Ave at the intersection of Monroe Ave. Engineering also managed design project to infill gaps in the sidewalk network on E. Jefferson Ave and S. Fillmore Ave identified in the Pedestrian and Bicycle Plan. These sidewalks will be constructed in FY20.

Public Services - Engineering/Planning/Forestry

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



City Forestry Activities

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

FY19 was the 2nd year of managed removals and an annual pruning program with the City separated into eight management districts. In this 2nd year of these programs, the benefits have continued to be abundant; specifically with the reduction of hazards and the reduction of storm debris. With the input and assessment from the Urban Forester, he strives to increase pruning to reduce the current program from an eight year cycle to a five year cycle. This will further reduce hazardous conditions with mature trees as well as reduce the time and care needed when the trees are maintained.

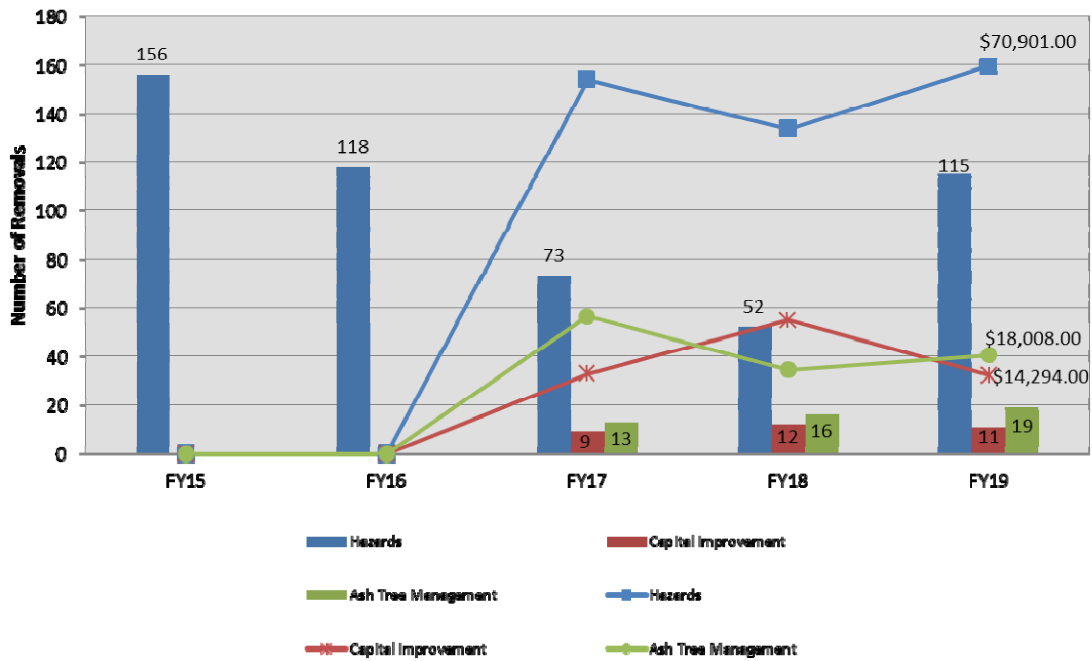
In FY19 the City adopted a new Tree Ordinance, in doing so it has increased the Urban Forester's responsibilities to include the review and approval of Demolition, Excavations, and other site disturbance permits administered through the Building and Engineering Departments. In addition to this review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

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 145 trees were removed in FY19. Of these, 115 were designated hazardous, 11 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.

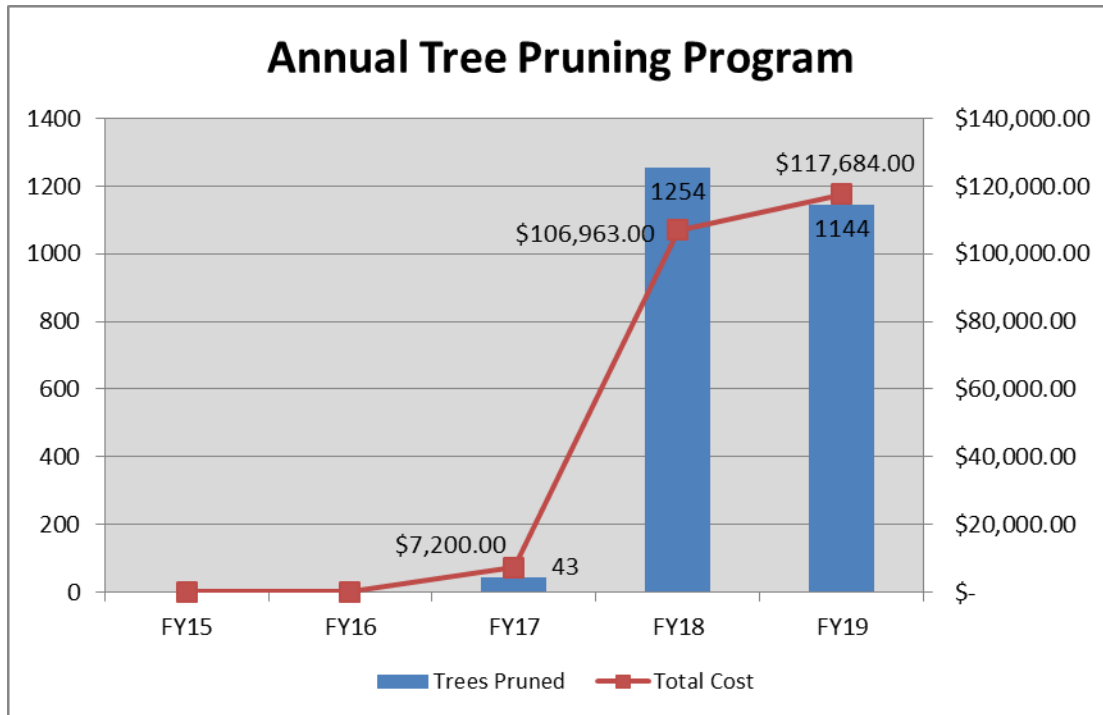
Tree Removal Program



Public Services - Engineering/Planning/Forestry

Tree Pruning

The City Forester designated eight management districts in the city to be maintained on an annual pruning cycle. The total number of trees and cost associated with pruning is shown below. In Pruning District 2 it was found that there are larger mature trees in need of heavier pruning. In FY19 a total of 1,144 trees were pruned.



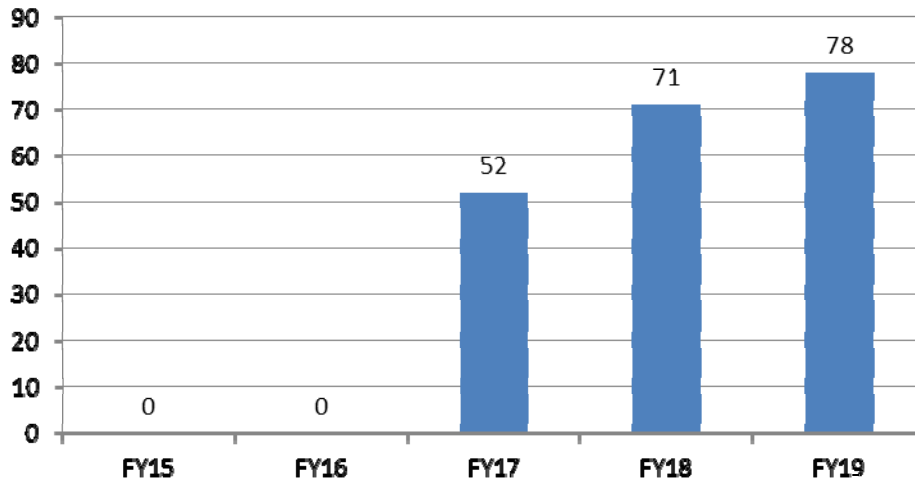
Pruning occurred at City Hall, the Police Station, and Memorial Walk only in FY17

Street Tree Planting Projects

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

Public Services - Engineering/Planning/Forestry

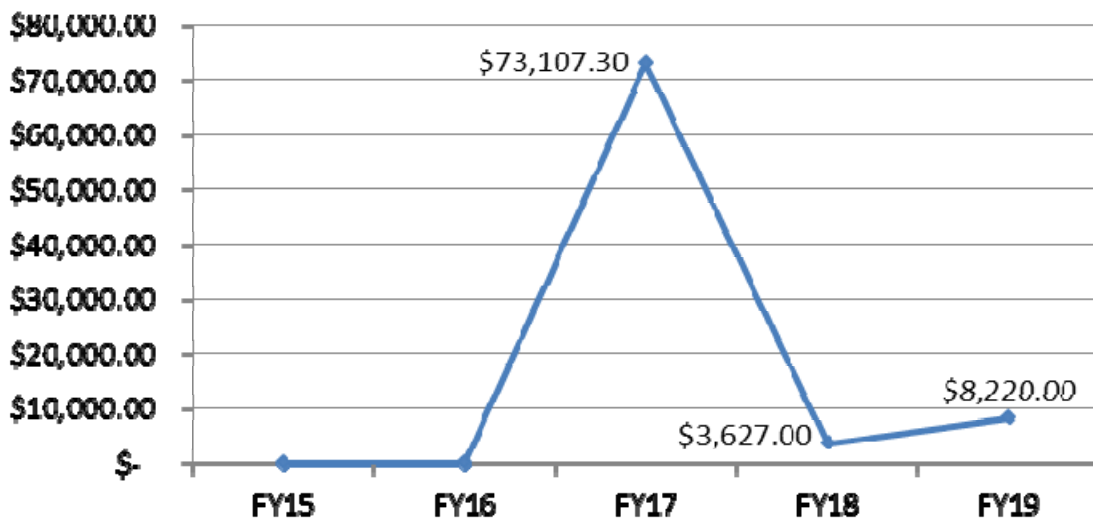
Total of Trees Planted In the City Right of Way



Storm Response and City Debris Clean-up

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

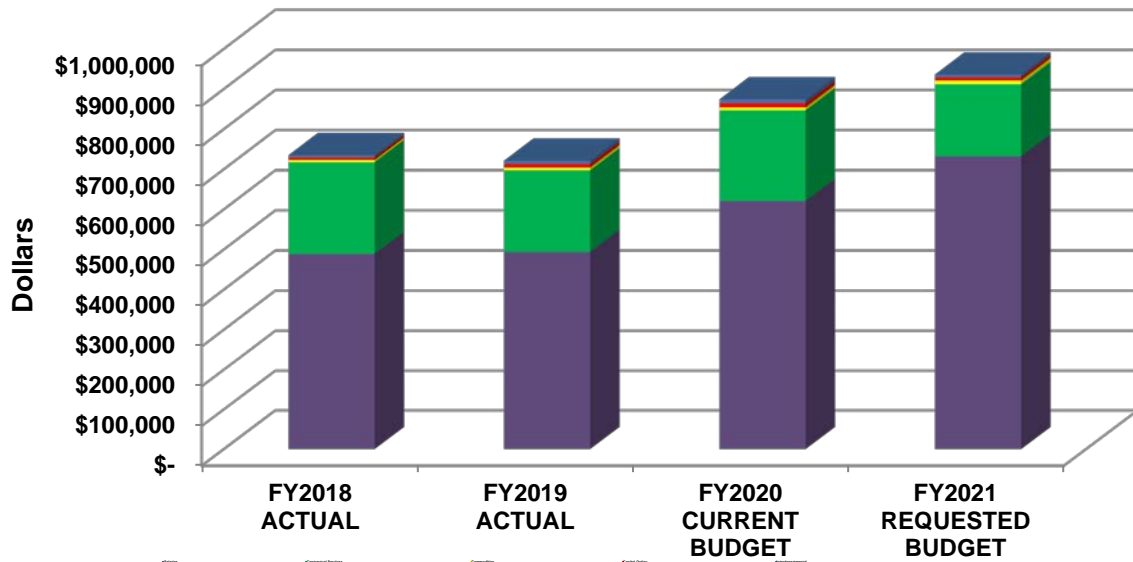
Storm Management Costs Associated with Storm Debris Cleanup



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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	398,276	397,697	494,699	568,900
Overtime	38	218	500	500
Social Security	24,398	24,383	30,702	35,423
Medicare	5,761	5,765	7,181	8,285
Civilian Pension	14,985	22,016	32,188	32,314
Deferred Compensation	7,153	7,449	9,904	16,250
Subtotal Salaries	<u>450,611</u>	<u>457,528</u>	<u>575,174</u>	<u>661,672</u>
Other Benefits				
Health Insurance	36,062	34,394	43,188	67,557
Dental Insurance	1,661	1,485	1,661	2,493
Vision Insurance	299	240	383	200
Benefit Credit	-	8	-	102
Subtotal Other Benefits	<u>38,022</u>	<u>36,127</u>	<u>45,232</u>	<u>70,352</u>
Total Personnel Services	<u>488,633</u>	<u>493,655</u>	<u>620,406</u>	<u>732,024</u>
Contractual Services	228,843	203,683	226,350	179,737
Commodities	5,506	6,955	7,585	9,675
Capital Outlay	172	5,899	12,000	5,000
Interdepartmental Charges	6,023	8,452	9,900	7,261
TOTAL ENGINEERING BUDGET	<u>729,177</u>	<u>718,644</u>	<u>876,241</u>	<u>933,697</u>

Engineering Budget Summary



CITY OF KIRKWOOD

ENGINEERING DEPARTMENT

Budget Changes

Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	101-1701-423.11-01	Other Professional Services	\$ 494,699	\$ 568,900	\$ 74,201	15.00%
	Narrative:	Reorganize the management structure of the Planning Division and the Building Commissioners Office. (See Section II of the Budget Book)				
1	101-1701-423.31-10	Other Professional Services	\$ 150,000	\$ 180,500	\$ 30,500	20.33%
	Narrative:	Increase due to two planned studies that meet goals and objectives in the city's Strategic Plan (Vision Zero and Streetscape).				
2	101-1701-423.32-03	Engineering	\$41,149	\$ 36,000	\$ (5,149)	-12.51%
	Narrative:	Decrease is due to reduction in the use of professional services in FY 21.				
3	101-1701-423.68-02	Machinery \$ Equipment	\$ 12,000	\$ 5,000	\$ (7,000)	-58.33%
	Narrative:	Decrease due to the FY20 purchase of (3) work desk units.				
4	101-1701-423.80-10	Vehicle Maintenance	\$ 6,350	\$ 3,780	\$ (2,570)	-40.47%
	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 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1701-423.11-01	Salary Full Time	398,276	397,697	494,699	568,900	74,201	15.00%		
101-1701-423.11-05	Overtime	38	218	500	500	-	100.00%		
101-1701-423.21-01	Health Insurance	36,062	34,394	43,188	67,557	24,369	56.43%		
101-1701-423.21-03	Dental Insurance	1,661	1,485	1,661	2,493	832	50.09%		
101-1701-423.21-04	Vision Insurance	299	240	383	200	(183)	-47.78%		
101-1701-423.21-05	Benefit Credit	-	8	-	102	102	100.00%		
101-1701-423.22-01	Social Security Taxes	24,398	24,383	30,702	35,423	4,721	15.38%		
101-1701-423.22-02	Medicare Contributions	5,761	5,765	7,181	8,285	1,104	15.37%		
101-1701-423.23-02	Civilian Pension	14,985	22,016	32,188	32,314	126	0.39%		
101-1701-423.23-04	Deferred Comp	7,153	7,449	9,904	16,250	6,346	64.08%		
101-1701-423.31-09	Training	1,082	1,067	1,500	1,500	-	0.00%		
101-1701-423.31-10	Other Professional Svcs	13,258	42,125	150,000	105,500	(44,500)	-29.67%		
101-1701-423.32-01	Legal	4,562	3,824	3,500	4,000	500	14.29%		
101-1701-423.32-03	Engineering	183,554	133,731	41,149	36,000	(5,149)	-12.51%		
101-1701-423.32-03	Radio eqpt. maintenance	328	348	500	500	-	0.00%		
101-1701-423.43-02	Copy Machines	6,163	3,930	5,200	4,500	(700)	-13.46%		
101-1701-423.44-04	General liability	2,609	2,537	3,200	2,275	(925)	-28.91%		
101-1701-423.52-02	Work. Comp. Premium	9,018	9,018	11,273	14,862	3,589	31.84%		
101-1701-423.52-11	Telephone	805	822	912	1,000	88	9.65%		
101-1701-423.53-01	Cellular Telephones	1,765	1,875	2,016	2,400	384	19.05%		
101-1701-423.53-02	Other Printing	245	245	600	500	(100)	-16.67%		
101-1701-423.55-09	Travel Executive	4,788	2,710	4,500	4,700	200	4.44%		
101-1701-423.58-01	Travel Other	666	1,451	2,000	2,000	-	0.00%		
101-1701-423.58-02	Office supplies	2,460	3,464	3,500	3,500	-	0.00%		
101-1701-423.61-01	Postage	1,369	1,462	1,000	1,500	500	50.00%		
101-1701-423.61-05	Clothing	-	150	500	500	-	0.00%		
101-1701-423.61-13	Dues	1,536	1,650	1,985	3,575	1,590	80.10%		
101-1701-423.64-01	Safety equipment	141	100	500	500	-	0.00%		
101-1701-423.66-07	Other	-	129	100	100	-	0.00%		
101-1701-423.66-99	Machinery & Equipment	172	5,899	12,000	5,000	(7,000)	-58.33%		
101-1701-423.68-02	Fuel/Lubricants	2,784	2,141	3,550	3,481	(69)	-1.94%		
101-1701-423.80-05	Vehicle Maintenance	3,239	6,311	6,350	3,780	(2,570)	-40.47%		
101-1701-423.80-10									
ENGINEERING		729,177	718,644	876,241	933,697	57,456	6.56%		

Engineering

The page was intentionally left blank.

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 department is also responsible for administering the Sewer Lateral Program.

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.

Building Commissioner

In FY21 the Building Commissioners Office is requesting to increase the number of part-time Inspectors from one to two. This request will not increase any operational cost. It is the intent to have the ability to hire two part-time inspectors within the same cost allocated for one Inspector. The Building Commissioner feels that having two part-time Inspectors will allow the City to increase the number and frequency of construction site inspections

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:

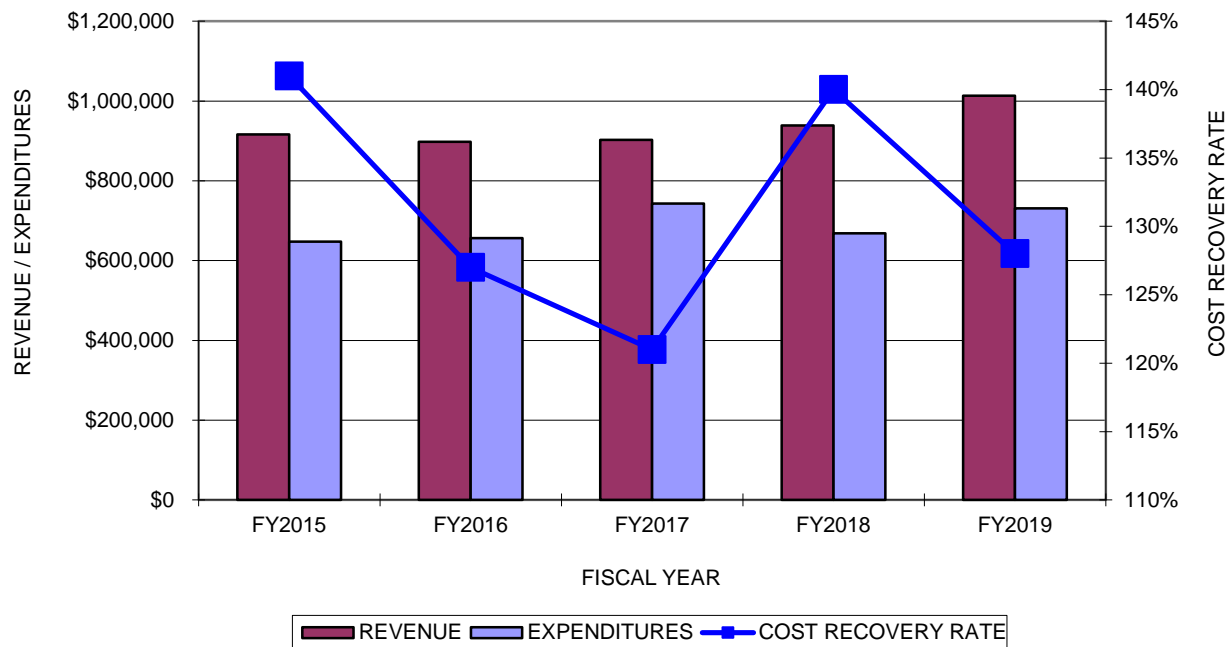
POSITION	FY15	FY16	FY17	FY18	FY19
Building Commissioner	1.00	1.00	1.00	1.00	1.00
Deputy Building Commissioner	1.00	1.00	1.00	1.00	1.00
Building Inspector	2.00	2.00	3.00	3.00	3.00
Part-time Building Inspector	0.50	0.50	0.50		0.50
Administrative Assistant	3.00	3.00	3.00	3.00	3.00
Landmarks Liaison/Preservationist	0.50	0.50	-	-	-
TOTAL	8.00	8.00	8.50	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 FY19, the Building Commissioner's Office's cost/revenue rate was 128.0%.

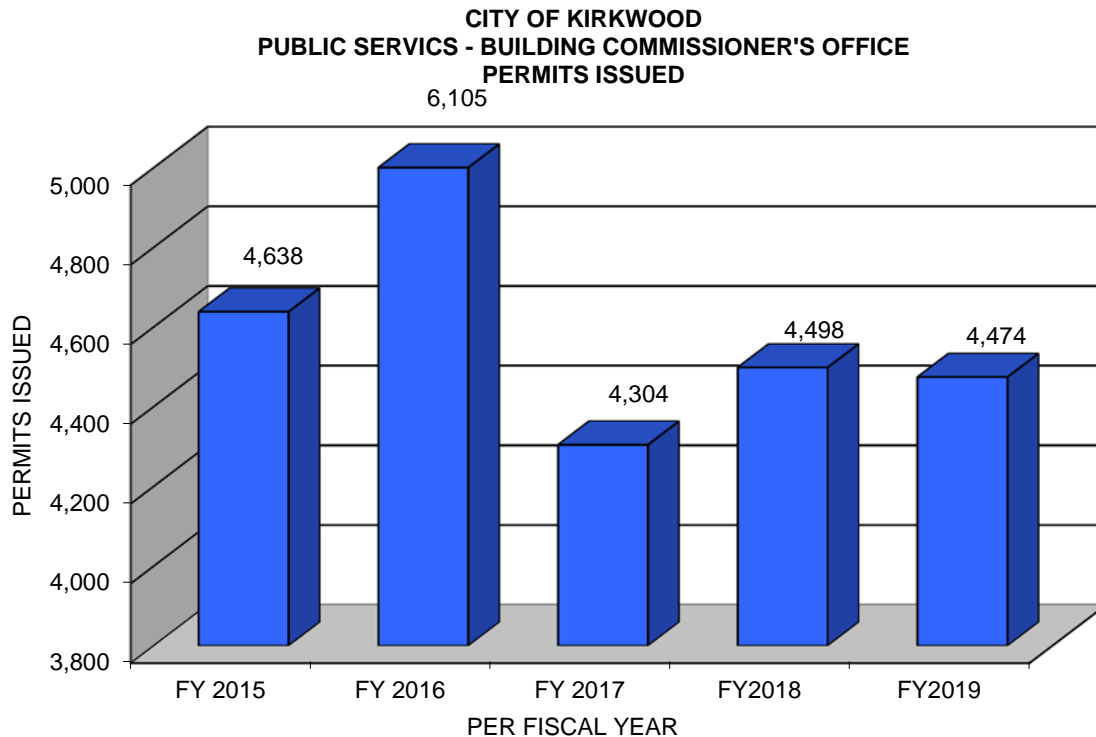
**CITY OF KIRKWOOD
BUILDING COMMISSIONER'S OFFICE
REVENUES, EXPENDITURES, AND COST RECOVERY RATE**



Building Commissioner

Permits Issued

The Building Commissioner's Office issued 4,474 permits for building construction, re-occupancy, electrical, plumbing, fences, signs, and other miscellaneous items. Permits are reviewed by the Building Commissioner and the Deputy Building Commissioner for code compliance prior to issuance.



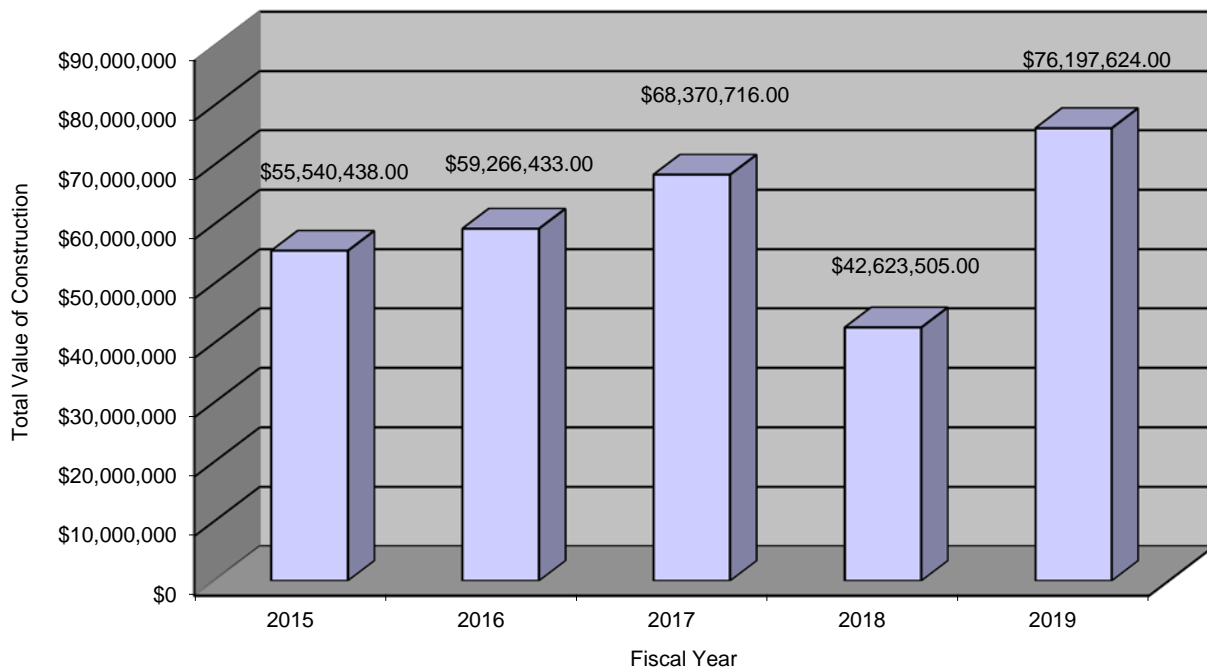
Building Commissioner

Building Construction

The Building Commissioner’s Office tracks permits for new construction (residential and commercial) including the estimated construction value of the building or structure. The value of the new construction fluctuates when the office issues permits for large projects, such as Fresh Thyme Market and Kirkwood schools. Residential infill housing and residential additions have been steady over the last four to five years.

CITY OF KIRKWOOD								
PUBLIC 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
2014	54	\$ 19,164,924.00	1	\$ 590,900.00	55	\$19,755,824.00	\$22,597,561.00	\$42,353,385.00
2015	66	\$21,924,509.00	7	\$ 1,186,917.00	73	\$23,111,426.00	\$32,429,012.00	\$55,540,438.00
2016	63	\$24,728,049.00	3	\$ 4,639,760.00	66	\$29,421,809.00	\$29,844,624.00	\$59,266,433.00
2017	85	\$31,232,777.00	6	\$13,625,258.00	91	\$44,857,535.00	\$25,513,181.00	\$68,370,716.00
2018	79	\$31,643,299.00	2	\$ 400,000.00	81	\$32,043,299.00	\$10,580,206.00	\$42,623,505.00
2019	111	\$35,548,865.00	3	\$27,415,000.00	114	\$62,963,865.00	\$13,233,759.00	\$76,197,624.00

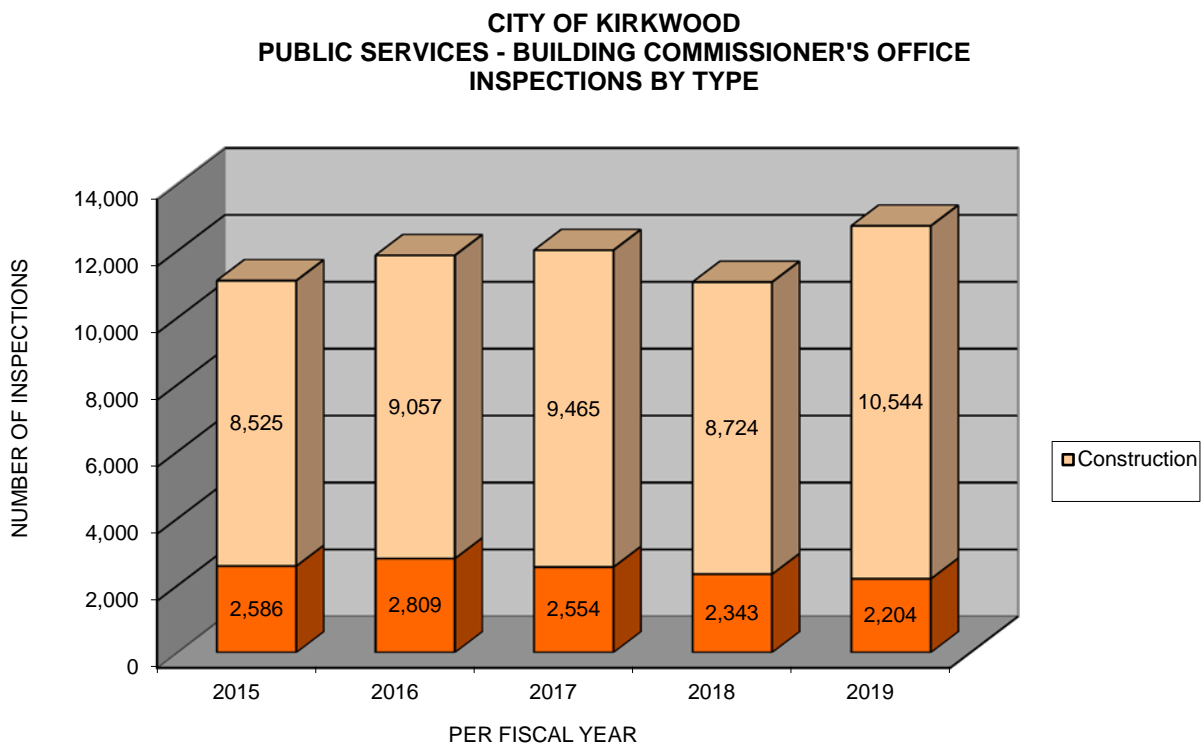
**CITY OF KIRKWOOD
PUBLIC SERVICES - BUILDING COMMISSIONER'S OFFICE
TOTAL VALUE OF BUILDING CONSTRUCTION**



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.

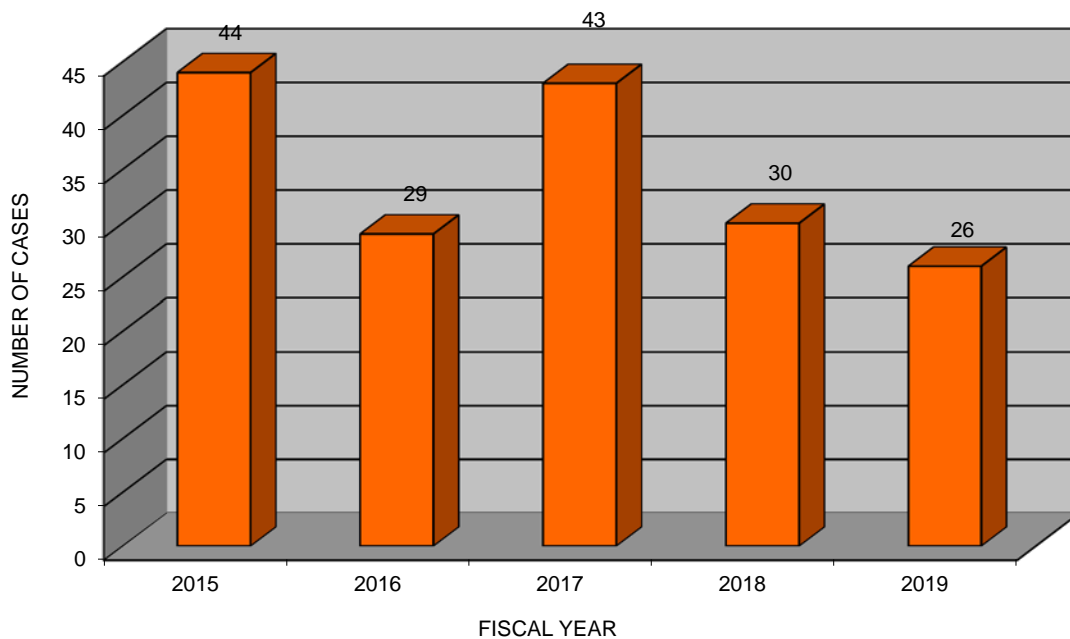


Building Commissioner

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.

**CITY OF KIRKWOOD
PUBLIC SERVICES - BUILDING COMMISSIONER'S OFFICE
BOARD OF ADJUSTMENT
NUMBER OF CASES FILED**



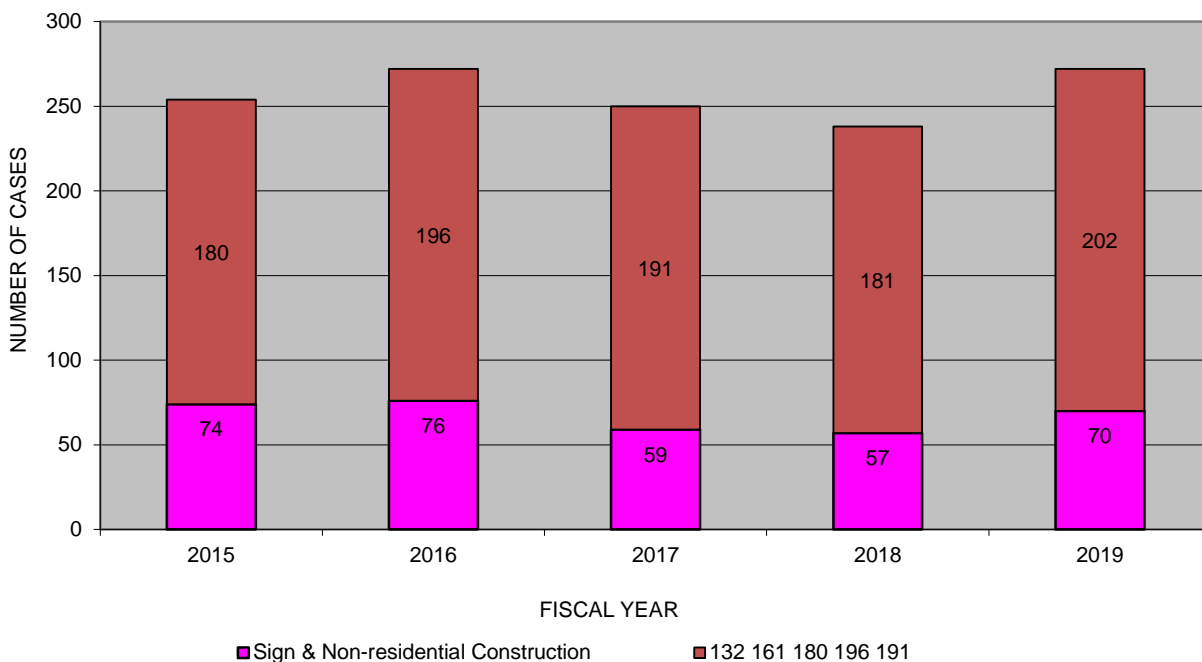
Building Commissioner

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.

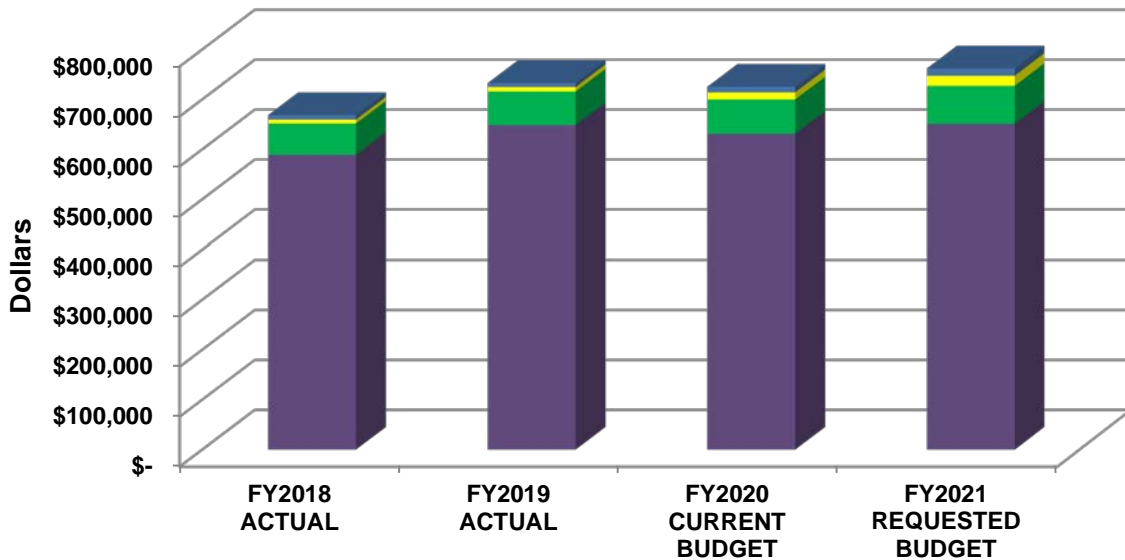
**CITY OF KIRKWOOD
PUBLIC SERVICES - BUILDING COMMISSIONER'S OFFICE
ARCHITECTURAL REVIEW BOARD
NUMBER OF CASES FILED**



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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	451,438	472,770	443,148	451,687
Part-time Salaries	-	15,336	36,821	40,058
Overtime	271	168	500	500
Social Security	27,336	29,942	29,789	30,488
Medicare	6,393	7,002	6,967	7,130
Civilian Pension	15,867	27,270	31,231	29,360
Deferred Compensation	8,550	9,419	9,610	9,034
Subtotal Salaries	509,855	561,907	558,066	568,257
Other Benefits				
Health Insurance	74,491	77,901	69,369	78,350
Dental Insurance	3,595	3,727	3,247	3,824
Vision Insurance	642	634	578	303
Benefit Credit	-	-	-	151
Unemployment Compensation	468	4,215	-	-
Subtotal Other Benefits	79,196	86,477	73,194	82,628
Total Personnel Services	589,051	648,384	631,260	650,885
Contractual Services	62,504	67,297	68,643	76,268
Commodities	8,021	8,988	14,135	20,135
Interdepartmental Charges	8,896	7,929	11,167	14,663
TOTAL BLDG COMM BUDGET	668,472	732,598	725,205	761,951

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	101-1702-424.32-10	Legal	\$ 20,000	\$ 22,000	\$ 2,000	10.00%
Narrative: Decrease due to historical trend line declining over the past 3 fiscal years. (FY17 \$20,566; FY18 \$26,435; FY \$22,952)						
2	101-1702-424.68-01	Office, Furniture & Equipment	\$ -	\$ 7,500	\$ 7,500	100.00%
Narrative: Increase due to the replacement of 5 work desk units.						
3	101-1702-424.80-10	Vehicle Maintenance	\$ 6,470	\$ 9,943	\$ 3,473	53.68%
Narrative: Increase is based on calculations reported by the Director of Fleet Services. The product is created by multiplying the percentage of departmental utilization from the previous fiscal year to Fleet Services' requested fiscal year budget.						

CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1702-424.11-01	Salary Full Time	451,438	472,770	443,148	451,687	8,539	1.93%
101-1702-424.11-02	Salary Part Time	-	15,336	36,821	40,058	3,237	8.79%
101-1702-424.11-05	Overtime	271	168	500	500	-	0.00%
101-1702-424.21-01	Health Insurance	74,491	77,901	69,369	78,350	8,981	12.95%
101-1702-424.21-03	Dental Insurance	3,595	3,727	3,247	3,824	577	17.77%
101-1702-424.21-04	Vision Insurance	642	634	578	303	(275)	-47.58%
101-1702-424.21-05	Benefit Credit	-	-	-	151	151	100.00%
101-1702-424.22-01	Social Security Taxes	27,336	29,942	29,789	30,488	699	2.35%
101-1702-424.22-02	Medicare Contributions	6,393	7,002	6,967	7,130	163	2.34%
101-1702-424.23-02	Civilian Pension	15,867	27,270	31,231	29,360	(1,871)	-5.99%
101-1702-424.23-04	Deferred Comp	8,550	9,419	9,610	9,034	(576)	-5.99%
101-1702-424.29-04	Unemployment Comp	468	4,215	-	-	-	-
101-1702-424.31-05	Microfilming Services	3,000	3,290	3,500	3,500	-	0.00%
101-1702-424.31-09	Training	2,774	1,591	5,500	5,500	-	0.00%
101-1702-424.31-10	Other Professional Svcs	8,844	19,205	12,000	13,000	1,000	8.33%
101-1702-424.32-01	Legal	26,435	22,954	20,000	22,000	2,000	10.00%
101-1702-424.43-01	Office ept. maintenance	-	-	500	-	(500)	-100.00%
101-1702-424.52-02	General liability	6,637	6,455	7,800	9,100	1,300	16.67%
101-1702-424.52-11	Work. Comp. Premium	10,834	10,834	13,543	17,693	4,150	30.64%
101-1702-424.53-01	Telephone	805	822	800	850	50	6.25%
101-1702-424.53-02	Cellular Telephones	1,485	1,491	1,500	1,625	125	8.33%
101-1702-424.55-09	Other Printing	728	655	1,000	1,000	-	0.00%
101-1702-424.58-01	Travel	962	-	2,500	2,000	(500)	-20.00%
101-1702-424.61-01	Office supplies	2,619	4,344	6,500	5,000	(1,500)	-23.08%
101-1702-424.61-05	Postage	2,854	2,708	4,000	4,000	-	0.00%
101-1702-424.61-13	Clothing	926	692	1,200	1,200	-	0.00%
101-1702-424.64-01	Dues	610	485	1,335	1,335	-	0.00%
101-1702-424.66-07	Safety equipment	620	676	700	700	-	0.00%
101-1702-424.66-99	Other	392	83	400	400	-	0.00%
101-1702-424.68-01	Office, Furniture & Eqpt.	-	-	-	7,500	7,500	100.00%
101-1702-424.80-05	Fuel/Lubricants	3,377	3,794	4,697	4,720	23	0.49%
101-1702-424.80-10	Vehicle Maintenance	5,519	4,135	6,470	9,943	3,473	53.68%
BUILDING COMMISSIONER		668,472	732,598	725,205	761,951	36,746	5.07%

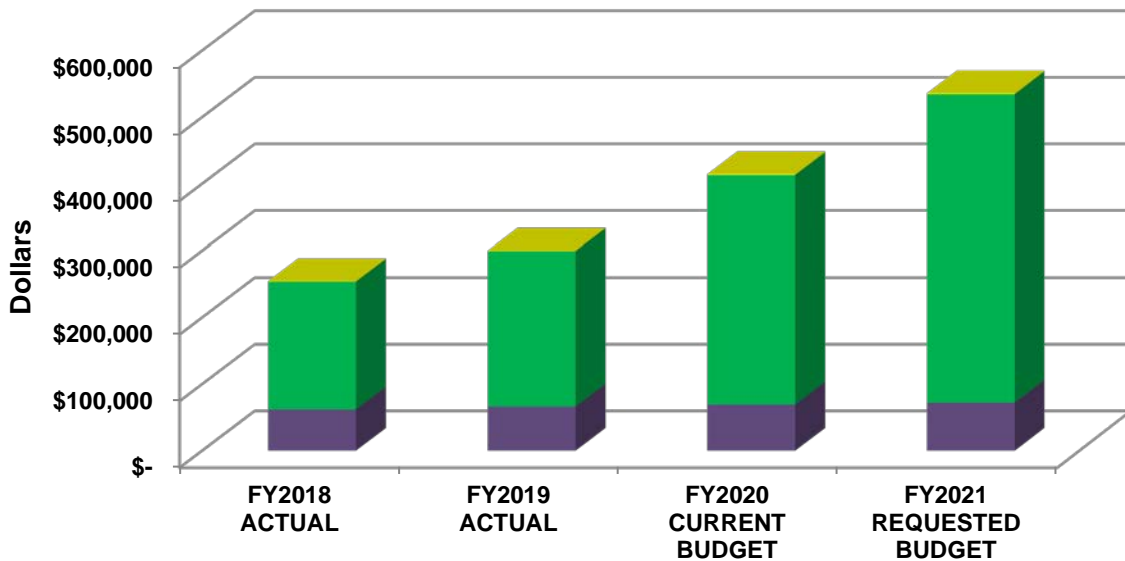
Building Commissioner

The page was intentionally left blank.

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	48,489	50,490	53,774	55,279
Overtime	26	1,058	100	1,000
Social Security	3,061	3,267	3,302	3,427
Medicare	716	764	773	802
Civilian Pension	1,842	2,977	3,462	3,590
Deferred Compensation	970	1,031	1,066	1,106
Subtotal Salaries	55,104	59,587	62,477	65,204
Other Benefits				
Health Insurance	6,084	5,975	6,085	6,245
Dental Insurance	464	463	465	561
Vision Insurance	78	72	80	37
Subtotal Other Benefits	6,626	6,510	6,630	6,843
Total Personnel Services	61,730	66,097	69,107	72,047
Contractual Services	192,061	233,190	343,781	462,302
Commodities	622	605	1,400	1,400
TOTAL BLDG COMM BUDGET	254,413	299,892	414,288	535,749

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	101-1705-423.11-05	Overtime	\$ 100	\$ 1,000	\$ 900	900.00%
Narrative: Increase is due to the Urban Forester being required to attend more evening and City events.						
2	101-1705-423.31-10	Other Professional Services	\$336,426	\$ 453,441	\$ 117,015	34.78%

Narrative: Increase due to expanding existing programs i.e. tree pruning, hazardous tree removals, additional SBD maintenance.

CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1705-423.11-01	Salary Full Time	48,489	50,490	53,774	55,279	1,505	2.80%
101-1705-423.11-05	Overtime	26	1,058	100	1,000	900	100.00%
101-1705-423.21-01	Health Insurance	6,084	5,975	6,085	6,245	160	2.63%
101-1705-423.21-03	Dental Insurance	464	463	465	561	96	20.65%
101-1705-423.21-04	Vision Insurance	78	72	80	37	(43)	-53.75%
101-1705-423.22-01	Social Security Taxes	3,061	3,267	3,302	3,427	125	3.79%
101-1705-423.22-02	Medicare Contributions	716	764	773	802	29	3.75%
101-1705-423.23-02	Civilian Pension	1,842	2,977	3,462	3,590	128	3.70%
101-1705-423.23-04	Deferred Comp	970	1,031	1,066	1,106	40	3.75%
101-1705-423.31-09	Training	270	270	500	500	-	0.00%
101-1705-423.31-10	Other Professional Svcs	188,067	229,861	336,426	453,441	117,015	34.78%
101-1705-423.52-02	General liability	-	-	2,000	2,000	-	0.00%
101-1705-423.52-11	Work. Comp. Premium	2,044	2,044	2,555	4,056	1,501	58.75%
101-1705-423.53-02	Cellular Telephones	1,408	1,015	1,100	1,105	5	0.45%
101-1705-423.55-09	Other Printing	-	-	500	500	-	0.00%
101-1705-423.58-02	Travel Other	272	-	700	700	-	0.00%
101-1705-423.61-13	Clothing	160	-	400	400	-	0.00%
101-1705-423.64-01	Dues	460	455	500	500	-	0.00%
101-1705-423.66-07	Safety equipment	2	150	500	500	-	0.00%
FORESTRY		254,413	299,892	414,288	535,749	121,461	29.32%

Forestry

The page was intentionally left blank.

City of Kirkwood 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 FY17-18 budget performance measure report the FY18-19 report includes information on vehicles used by the Recreation Division. For the third year, a "Performance Based Budget Report" that analyzes the various cost centers on a performance basis is included.

The Recreation Division is responsible for the administration and operation of four major recreation facilities: the community center, ice rink, racquet sports complex and aquatic center. Additionally, the division is responsible for all recreation programs, the Greentree Festival and the annual July 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 2018-19, 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 charged to park fund through FY2019 and 50% starting in FY20-21)
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.

City of Kirkwood Recreation Division

Ideally as the amount of hours worked rises, the average earned per hour worked should stay nearly the same, reflecting that the additional hours used were an important factor in generating additional revenue.

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

	FY2016-17	FY17-18	FY 18-19
Administrative	12,685	13,492	13,140
Community Center	6,574	6,053	6,368
Rink	15,546	15,199	15,298
Aquatic Center*	23,273*	22,625*	3,704*
Day Camps	8,667	8,541	9,159
Tennis	<u>1,208</u>	<u>1,307</u>	<u>1,022</u>
	67,953*	67,217*	48,691*

*Includes hours for pool management company in FYs 17 and 18. Information not available for FY19 due to closure of company prior to providing the figures.

Revenue Generated Per Hour Worked

	FY2016-17	FY17-18	FY 18-19
Community Center	\$28.06	\$29.47	\$28.38
Rink	\$48.72	\$48.10	\$54.96
Aquatic Center*	\$17.68	\$18.21	
Day Camps	\$21.27	\$21.45	\$20.98
Tennis	\$41.02	\$35.29	\$41.49

*Includes hours for pool management company in FYs 17 and 18. Information not available for FY19 due to closure of company prior to providing the figures.

Recovery Rates

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

City of Kirkwood Recreation Division

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

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

During the past few years, the overall recovery rate for the Recreation Division has ranged between 81% range to a record high 95%+ level achieved in FY06-07. This compares to the recovery rate just below 50% achieved in 1995 when the current recovery rate goals were established. The recovery rate of 92% achieved for FY2018-19 represents a strong financial performance that is one of the best on record. This recovery rate was heavily influenced by an excellent year at the rink.

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.

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

Cost Center	FY 2015 Percent of Expenses Recovered	FY 2016 Percent of Expenses Recovered	FY 2017 Percent of Expenses Recovered	FY 2018 Percent of Expenses Recovered	FY 2019 Percent of Expenses Recovered	FY 2020 Proposed Budget Percent of Expenses Recovered
Administrative	0%	0%	0%	0%	0%	0%
Community Center ¹	58%	56%	59%	57%	55%	54%
Ice Rink ³	134%	150%	143%	135%	150%	138%
Aquatic Center ²	90%	91%	99%	97%	93%	81%
Day Camps	123%	132%	146%	137%	137%	126%
Recreation Programs	182%	188%	209%	189%	193%	183%
Tennis Complex	182%	174%	188%	160%	193%	148%
Greentree Festival	147%	114%	115%	107%	127%	116%
July 4 th Event	41%	58%	67%	65%	76%	52%
Overall Recovery Rate	85%	84%	90%	88%	92%	83%

City of Kirkwood Recreation Division

Influencing Factors

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

²Weather was a contributing factor when considering the last five fiscal year performances. Average high temperature during the FY 15 was 87.2 degrees, FY 16 was 87 degrees, FY17 hit 90 degrees, and 89 degrees in FY 19.

A major leak causing a season long shut down of the water playground had a negative impact in FY2019.

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. The Kirkwood Rink was closed for six weeks for repairs during FY18, resulting in a reduced recovery rate from the two previous years.

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 these 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. The following chart compares resident rates for public admission for area aquatic facilities. Changes to these rates will be contemplated by the Aquatic Advisory Council prior to the start of the 2020 season.

City of Kirkwood Recreation Division

St. Louis Area Pool Fees-2019												
2019	Pass						Daily					
	Resident						Resident			Non-Resident		
	Child	Adult	Sr Cit	Family	No. in Fam	Ea. Add'l	Child	Adult	Sr Cit	Child	Adult	Sr Cit
Ballwin	\$ 85	\$ 110	\$ 85	\$ 210	n/a	n/a	\$ 5.00	\$ 6.00	\$ 5.00	\$ 8.00	\$ 8.00	\$ 8.00
Bridgeton	\$ 70	\$ 80	\$ 70	\$ 150	4	\$ 20	\$ 5.00	\$ 6.00	\$ 5.00	\$ 8.00	\$ 9.00	\$ 8.00
Chesterfield	\$ 80	\$ 90	\$ 80	\$ 200	4	\$ 10	\$ 5.00	\$ 6.00	\$ 5.00	\$ 8.00	\$ 8.00	\$ 8.00
Clayton	\$ 89	\$ 119	\$ 89	\$ 209	n/a	n/a	\$ 5.00	\$ 7.00	\$ 5.00	\$ 7.00	\$ 9.00	\$ 7.00
Crestwood	\$ 80	\$ 80	\$ 72	\$ 200	4	\$ 30	\$ 4.00	\$ 5.00	\$ 4.00	\$ 6.00	\$ 8.00	\$ 6.00
Des Peres	\$ 190	\$ 300	\$ 245	\$ 500	unlimited	n/a	\$ 6.00	\$ 7.00	\$ 6.00	\$ 8.00	\$ 9.00	\$ 8.00
Ellisville	\$ 60	\$ 70	\$ 60	\$ 165	4	\$ 10	\$ 3.00	\$ 4.00	\$ 3.00	\$ 6.00	\$ 6.00	\$ 6.00
Fenton*	\$ 175	\$ 245	\$ 175	\$ 410	na	na	\$ 4.00	\$ 5.00	\$ 4.00	\$ 7.00	\$ 8.00	\$ 7.00
Kirkwood	\$ 80	\$ 95	\$ 80	\$ 210	3	\$ 20	\$ 5.00	\$ 5.00	\$ 4.00	\$ 8.00	\$ 8.00	\$ 8.00
Maplewood	\$ 75	\$ 85	NC	\$ 160	4	\$ 25	\$ 4	\$ 5.50	\$ -	\$ 5.50	\$ 8.00	\$ 5.50
O'Fallon	\$ 80	\$ 110	\$ 85	\$ 195	5	\$ 25	\$ 5.00	\$ 7.00	\$ 5.00	\$ 7.00	\$ 9.00	\$ 7.00
St. Charles - Blanchette	\$ 95	\$ 110	\$ 95	\$ 240	4	\$ 25	\$ 5.00	\$ 6.00	\$ 5.00	\$ 7.00	\$ 8.00	\$ 7.00
St. Charles - Wapelhorst	\$ 95	\$ 110	\$ 95	\$ 240	4	\$ 25	\$ 2.00	\$ 3.00	\$ 2.00	\$ 4.00	\$ 5.00	\$ 4.00
St. Charles - McNair	\$ 95	\$ 110	\$ 95	\$ 240	4	\$ 25	\$ 6.50	\$ 7.50	\$ 6.50	\$ 7.50	\$ 8.50	\$ 7.50
St. Louis County - NCRC	\$ 60	\$ 75	\$ 60	\$ 175	4	\$ 25	\$ 4.00	\$ 5.00	\$ 4.00	\$ 4.00	\$ 5.00	\$ 4.00
St. Louis County - Lemay	\$ 60	\$ 75	\$ 60	\$ 175	4	\$ 25	\$ 4.00	\$ 5.00	\$ 4.00	\$ 4.00	\$ 5.00	\$ 4.00
St Louis County - Kenn	\$ 40	\$ 60	\$ 40	\$ 150	5	\$ 25	\$ 3.00	\$ 4.00	\$ 3.00	\$ 3.00	\$ 4.00	\$ 3.00
Sunset Hills	\$ 85	\$ 105	\$ 85	\$ 210	5	\$ 20	\$ 4.50	\$ 6.00	\$ 4.50	\$ 7.00	\$ 4.50	\$ 7.00
University City	\$ 70	\$ 87	\$ 70	\$ 140	4	\$ 25	\$ 3.00	\$ 4.00	\$ 3.00	\$ 6.00	\$ 7.00	\$ 6.00
Webster Groves	\$ 85	\$ 85	\$ 33	\$ 170	2	\$ 33	\$ 5.50	\$ 5.50	\$ 5.50	\$ 9.00	\$ 9.00	\$ 9.00
Wentzville	\$ 118	\$ 118	\$ 98	\$ 177	5	\$ 25	\$ 6.00	\$ 7.00	\$ 6.00	\$ 8.25	\$ 9.25	\$ 8.25

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.

City of Kirkwood 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.” We also utilize review information from “Google” to assess public perception of our operations. The following is a Google review on the ice rink.

LATEST REVIEWS



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. This vehicle, which scores a 20.98 on the replacement scoring system, is scheduled for replacement in FY20-21.

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

City of Kirkwood Recreation Division

- 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 income generated by rink related activities, including public admission, rentals and lesson programs.
 - Aquatic Center (2004) –includes expenses associated with operation of the facility plus 10% of both the Recreation Superintendent and Office Manager’s salaries and benefits. Revenue comes from activities taking place at the aquatic center. It should be remembered that the Cities of Glendale and Oakland are equity partners in the aquatic center and share in any operating losses/gains.
 - Day Camp (2005) – includes expenses for the seasonal day camp staff as well as contract staff for specialty camps and camp supplies. Most of these camps operate out of the community center. Revenue is generated through fees for the various camp programs.
 - Recreation Programs (2006) – this includes expenses for a wide range of programs such as athletic leagues, senior activities, fitness, and youth theatre to name just a few examples. These programs utilize a wide range of facilities including the community center, Kirkwood Park and other off site venues. Revenue is generated through fees and charges for such programs. The expectation is that programs operated within this cost center will, at a minimum, return their direct costs plus 25%.
 - Racquet Sports Center (2007) – expenses include cost for seasonal staff and contract staff that supervise the center and conduct related programs such as lessons, leagues and tournaments. Revenue is generated by daily and season passes, and fees for participation in facility related programs.
 - Greentree Festival (2008) – expenses include overtime costs for staffing the festival, entertainment and material and supplies to support the event. Revenue is generated through booth fees, participation fees and sponsorships.
 - July 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:

City of Kirkwood Recreation Division

- A valuation of each cost center, based on the value to the community and the operation of the recreation division. A scale of 1 – 4 is being used, with 1 having the lowest value and 4 the highest. The valuation is based on staff input and discussion, and considers a number of factors, including financial performance, resident participation or usage, need within the community for such services, tradition of activities.
- Average recovery rate and net dollars for each cost center for the last five completed fiscal years (2014-2018).
- A target recovery and net dollar rate for each cost center based on those historical figures and other considerations such as recovery policy for the individual cost center.
- Modified budget amounts, recovery rates and net dollars for each cost center for the current budget based on an attempt to assess what are mostly personnel costs housed in the administrative cost center to the other cost centers. This distribution of time and personnel cost is based on estimates from staff as to how much of their time is used within the various cost centers.

In the lists below, the following definitions would apply:

- **Five Year Recovery Rate** is defined as the five year average of revenue divided by costs.
- **Five Year Net Dollars** is the five year average of each cost center's revenue minus expenses. Negative amounts are shown in parentheses.
- **Current Target Recovery Rate** is revenue divided by expenses that is a consideration in budget preparation. In some cases, the target number is set by policy (the aquatic center for example), and in others by historical performance, and serves as a guide when developing the budget for the upcoming year
- **Current Target Net Dollars** is a calculation of revenue minus expenses used for budgeting purposes. The target amount is developed in the same fashion as the Current Target Recovery Rate.
- **FY 20-21 Budget Recovery Rate** is revenue divided by expenses as projected in the proposed budget for the upcoming fiscal year.
- **FY 20-21 Net Dollars** is again revenue minus expenses as projected in the upcoming year's budget request.
- **Modified Recovery Rate** is revenue divided by expenses as projected in the budget request for the upcoming fiscal year with some modifications. The expenses in this case include re-allocations for full time staff that in the normal budget are incorporated in the Administrative Cost Center to other cost centers based on staff's estimate of time spent on those areas.
- **Modified Net Dollars** revenue minus expenses in the budget request for the upcoming fiscal year, with expenses adjusted as above.

City of Kirkwood Recreation Division

Administrative Cost Center (101-2001)

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

Five Year Recovery Rate – 0%
Five Year Net Dollars – (\$500,663)
Current Target Recovery Rate – 0%
Current Target Net Dollars – (\$550,000)
FY20-21 Budget Recovery Rate – 0%
FY20-21 Net Dollars – (\$588,194)
Modified Recovery Rate – 0%
Modified Net Dollars – (\$290,300)

Community Center (101-2002)

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

Five Year Recovery Rate – 57%
Five Year Net Dollars – (\$133,928)
Current Target Recovery Rate – 55%
Current Target Net Dollars – (\$140,000)
FY20-21 Budget Recovery Rate -54.1%
FY20-21 Net Dollars -(\$156,092)
Modified Recovery Rate – 52.2%
Modified Net Dollars – (\$168,843)

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 – 142.3%
Five Year Net Dollars – \$226,664
Current Target Recovery Rate – 135%
Current Target Net Dollars – \$225,000
FY20-21 Budget Recovery Rate – 137.8%
FY20-21 Net Dollars - \$225,436
Modified Recovery Rate – 135.9%
Modified Net Dollars – \$216,899

City of Kirkwood Recreation Division

Aquatic Center (101-2004)

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

Five Year Recovery Rate – 94.2 %
Five Year Net Dollars – (\$24,339)
Current Target Recovery Rate –100%
Current Target Net Dollars – \$0
FY20-21 Budget Recovery Rate – 80.7%
FY-20-21 Net Dollars – (\$100,388)
Modified Recovery Rate – 71.1%
Modified Net Dollars – \$(171,714)

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%
Five Year Net Dollars – \$45,197
Current Target Recovery Rate –125%
Current Target Net Dollars – \$40,000
FY20-21 Budget Recovery Rate -126.1%
FY20-21 Net Dollars -\$44,608
Modified Recovery Rate – 102.7%
Modified Net Dollars – \$5,690

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 theatre. A separate evaluation of individual programs within this cost center will be conducted, but in the meantime, the score for this cost center is based on an overall perception that many of these programs are unique, serve many residents and generate significant revenue over income to support the division.

Five Year Recovery Rate – 191.7%
Five Year Net Dollars – \$135,914
Current Target Recovery Rate –180%
Current Target Net Dollars – \$125,000
FY20-21 Budget Recovery Rate -182.6%

City of Kirkwood Recreation Division

FY20-21 Net Dollars - \$139,099
Modified Recovery Rate – 110%
Modified Net Dollars – \$28,121

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 – 178.4%
Five Year Net Dollars – \$20,002
Current Target Recovery Rate –175%
Current Target Net Dollars – \$20,000
FY20-21 Budget Recovery Rate – 148.2%
FY20-21 Net Dollars – \$13,335
Modified Recovery Rate – 70.7%
Modified Net Dollars – \$(17,007)

Greentree Festival (101-2008)

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

Five Year Recovery Rate – 123%
Five Year Net Dollars – \$12,588
Current Target Recovery Rate –100%
Current Target Net Dollars – \$0
FY20-21 Budget Recovery Rate – 115.5%
FY-2120 Net Dollars - \$10,075
Modified Recovery Rate – 88.3%
Modified Net Dollars – (\$9,963)

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 – 61.3%
Five Year Net Dollars – \$(9,621)
Current Target Recovery Rate –100%
Current Target Net Dollars – \$0

City of Kirkwood Recreation Division

FY20-21 Budget Recovery Rate – 51.7%

FY20-21 Budget Net Dollars – \$(14,950)

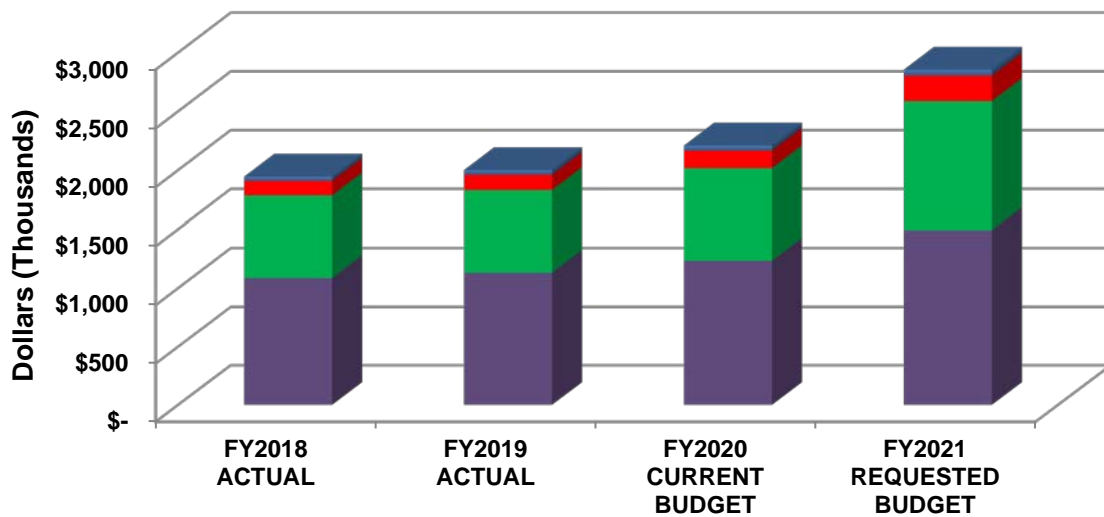
Modified Recovery Rate – 44.5%

Modified Net Dollars – (\$19,954)

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	607,019	628,799	675,253	810,765
Part-time Salaries	141,539	151,819	165,025	185,988
Temporary	120,388	127,093	138,506	153,614
Overtime	6,052	1,356	8,350	9,600
Social Security	53,961	55,863	61,606	71,695
Medicare	12,620	13,066	14,333	16,790
Civilian Pension	25,482	39,709	48,985	59,455
Deferred Compensation	10,587	10,260	11,835	22,285
Subtotal Salaries	977,648	1,027,965	1,123,893	1,330,192
Other Benefits				
Health Insurance	100,727	96,526	101,800	150,695
Dental Insurance	5,303	5,038	5,150	7,600
Vision Insurance	942	816	920	1,070
Benefit Credit	-	13	10	-
Subtotal Other Benefits	106,972	102,393	107,880	159,365
Total Personnel Services	1,084,620	1,130,358	1,231,773	1,489,557
Contractual Services	699,823	699,394	784,038	1,097,492
Commodities	123,209	129,975	149,356	217,031
Interdepartmental Charges	252,535	260,549	265,376	309,752
Transfers to Other Funds	17,742	19,808	21,530	25,250
TOTAL RECREATION BUDGET	2,177,929	2,240,084	2,452,073	3,139,082

Recreation Budget Summary



CITY OF KIRKWOOD RECREATION

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>				
1	101-2001-451-1102	Part Time Salaries	\$45,505	\$47,896	\$ 2,391	5.25%				
	Narrative:	Increase is based on the need to provide more competitive pay in light of increase in minimum wage in order to attract quality candidates.								
2	101-2001-451-3110	Other Professional Services	\$23,575	\$27,200	\$ 3,625	15.38%				
	Narrative:	Request includes a \$5,000 allocation towards possible social media coordination services that would be shared with other City departments.								
3	101-2002451-1105	Overtime	\$4,000	\$3,000	\$ (1,000)	-25.00%				
	Narrative:	Needs for overtime have diminished the last two years.								
4	101-2002-451-4312	Buildings and Grounds, Repairs & Maintenance	\$25,700	\$27,200	\$ 1,500	5.84%				
	Narrative:	More funding is need to keep aging building systems operational prior to any effort to upgrade the community center.								
5	101-2003-451-2101	Health Insurance	\$24,000	\$38,480	\$ 14,480	60.33%				
	Narrative:	New budget amount reflects change in pattern of usage by staff members as well as recommended 5% increase.								
6	101-2003-451-2103	Dental Insurance	\$1,000	\$1,625	\$ 625	62.50%				
	Narrative:	New budget amount reflects change in pattern of useage by staff members.								
7	101-2003-451-8040	Water	\$6,500	\$5,665	\$ (835)	-12.85%				
	Narrative:	Budget request more accurately depicts current use.								
8	101-2004-451-1104	Seasonal Labor	\$42,284	\$46,267	\$ 3,983	9.42%				
	Narrative:	Budget request reflects the need to pay higher wages in light of minimum wage increases as well as a season that is 10 days longer than usual.								

CITY OF KIRKWOOD

RECREATION

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>
9	101-2004-451-3110	Other Professional Services	\$308,070	\$328,570	\$ 20,500	6.65%
	Narrative:	The increase in this account reflects the need to move to a new pool management company with slightly higher costs. The previous company has gone out of business. Another factor is a pool season that is ten days longer than normal.				
10	101-2005-451-1104	Day Camp Temporary Salaries	\$89,432	\$100,697	\$ 11,265	12.60%
	Narrative:	Request reflects the need to pay higher hourly rates in order to recruit quality staff members and the addition of an additional one week camp. It is offset by an increase in projected revenue.				
11	101-2005-451-3210	Other Professional Services	\$28,240	\$33,900	\$ 5,660	20.04%
	Narrative:	Increase results primarily from the added week of camp plus increase in anticipated costs for bus transportation. As with the salary account this will be offset by additional revenue.				
12	101-2006-451-3110	Purchased Professional Services	\$124,299	\$119,670	\$ (4,629)	-3.72%
	Narrative:	Budget request more accurately reflects current need in this account. Reduction is due primarily to reduced participation in boot camp and Dr. Volleyball programs.				
13	101-2006-451-6115	General Supplies, Buildings & Grounds	\$7,100	\$5,300	\$ (1,800)	-25.35%
	Narrative:	Laser leveling of athletic fields that took place in 2018 has reduced the need for additive materials to maintain playability of the fields.				
14	101-2008-451-3210	Purchased Professional Services	\$29,900	\$27,925	\$ (1,975)	-6.61%
	Narrative:	Reflects a reduction in costs for some aspects of entertainment for the Greentree Festival that are being accomplished through donated services.				
15	101-2008-451-6619	Recreation Supplies	\$4,675	\$3,850	\$ (825)	-17.65%
	Narrative:	Decrease can be attributed to the elimination of the car show approved by the Greentree Festival Committee.				

CITY OF KIRKWOOD RECREATION

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>
16	101-2009-451-1010	Transfer to Other Funds	\$1,300	\$4,500	\$ 3,200	246.15%
<p>Narrative: This line item covers the cost of overtime for park division employees. The July 4th holiday will take place on a Saturday resulting in higher overtime cost in comparison to the previous year when the holiday took place on a</p>						
17	Department 2010	Performing Arts Center		\$584,675	\$ 584,675	100.00%

Narrative: Budgeted amounts reflect the inclusion of funding for the new Performing Arts Center.

**CITY OF KIRKWOOD
FISCAL YEAR 2020/2021 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-2001-451.11-01	Salary Full Time	279,482	291,420	314,309	318,495	4,186	1.33%
101-2001-451.11-02	Salary Part Time	37,084	39,347	45,505	47,896	2,391	5.25%
101-2001-451.11-05	Overtime	272	363	1,750	1,000	(750)	-42.86%
101-2001-451.21-01	Health Insurance	45,433	46,926	48,000	53,080	5,080	10.58%
101-2001-451.21-03	Dental Insurance	2,194	2,202	2,200	2,300	100	4.55%
101-2001-451.21-04	Vision Insurance	385	367	400	400	-	0.00%
101-2001-451.21-05	Benefit Credit	-	12	-	-	-	-
101-2001-451.22-01	Social Security Taxes	19,404	20,123	22,417	22,780	363	1.62%
101-2001-451.22-02	Medicare Contributions	4,538	4,706	5,243	5,330	87	1.66%
101-2001-451.23-02	Civilian Pension	11,481	17,945	22,450	23,100	650	2.90%
101-2001-451.23-04	Deferred Comp	5,211	5,530	5,750	13,800	8,050	140.00%
101-2001-451.31-09	Training	60	100	350	300	(50)	-14.29%
101-2001-451.31-10	Other Professional Svcs	18,225	21,218	23,575	27,200	3,625	15.38%
101-2001-451.32-01	Legal	4,675	3,918	3,074	3,074	-	0.00%
101-2001-451.43-02	Radio eqpt. maintenance	328	314	330	330	-	0.00%
101-2001-451.44-04	Copy Machines	1,560	1,392	1,900	1,900	-	0.00%
101-2001-451.52-02	General liability	6,203	6,033	8,344	10,238	1,894	22.70%
101-2001-451.52-11	Work. Comp. Premium	21,663	21,633	27,079	59,435	32,356	119.49%
101-2001-451.53-01	Telephone	6,749	7,285	7,000	7,620	620	8.86%
101-2001-451.58-01	Travel	2,177	2,978	2,200	2,500	300	13.64%
101-2001-451.61-01	Office supplies	4,670	4,224	4,770	4,270	(500)	-10.48%
101-2001-451.61-05	Postage	6,871	6,812	7,200	7,000	(200)	-2.78%
101-2001-451.61-11	Food	380	615	700	650	(50)	-7.14%
101-2001-451.64-01	Dues	1,600	1,300	1,650	1,350	(300)	-18.18%
101-2001-451.80-05	Fuel/Lubricants	666	794	866	847	(19)	-2.19%
101-2001-451.80-10	Vehicle Maintenance	4,343	809	4,281	4,454	173	4.04%
101-2001-451.80-60	Admin., Cirkl. & Acct.	10,104	10,100	10,100	10,100	-	0.00%
101-2002-451.11-01	Salary Full Time	147,646	153,648	157,906	159,055	1,149	0.73%
101-2002-451.11-05	Overtime	3,996	429	4,000	3,000	(1,000)	-25.00%
101-2002-451.21-01	Health Insurance	22,969	22,986	24,150	25,505	1,355	5.61%
101-2002-451.21-03	Dental Insurance	1,624	1,641	1,700	1,850	150	8.82%
101-2002-451.21-04	Vision Insurance	290	271	300	300	-	0.00%
101-2002-451.22-01	Social Security Taxes	9,373	9,434	10,400	10,050	(350)	-3.37%
101-2002-451.22-02	Medicare Contributions	2,192	2,207	2,350	2,350	-	0.00%
101-2002-451.23-02	Civilian Pension	5,804	8,823	10,525	10,550	25	0.24%
101-2002-451.23-04	Deferred Comp	970	941	1,200	1,240	40	3.33%
101-2002-451.43-05	Alarm Maintenance	3,858	1,232	1,200	1,300	100	8.33%
101-2002-451.43-06	Equipment	65	381	800	800	-	0.00%

Recreation

**CITY OF KIRKWOOD
FISCAL YEAR 2020/2021 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-2002-451.43-12	Building & Grounds	26,398	28,576	25,700	27,200	1,500	5.84%
101-2002-451.61-08	Janitorial supplies	7,165	7,247	7,200	7,300	100	1.39%
101-2002-451.61-13	Clothing	635	505	700	690	(10)	-1.43%
101-2002-451.61-14	Machinery & Equipment	648	64	675	600	(75)	-11.11%
101-2002-451.61-15	Buildings & Grounds	5,666	7,823	8,000	8,000	-	0.00%
101-2002-451.61-99	Other	920	3,067	3,000	3,000	-	0.00%
101-2002-451.62-03	Gas	6,830	7,490	7,500	7,500	-	0.00%
101-2002-451.66-08	Small tools	298	659	500	300	(200)	-40.00%
101-2002-451.80-20	Electric Charges	62,512	63,503	65,000	65,000	-	0.00%
101-2002-451.80-40	Water Usage Charges	525	525	605	625	20	3.31%
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	169,435	172,680	176,268	180,800	4,532	2.57%
101-2003-451.11-02	Salary Part Time	104,455	112,472	119,520	121,392	1,872	1.57%
101-2003-451.11-05	Overtime	1,783	536	2,500	2,500	-	0.00%
101-2003-451.21-01	Health Insurance	30,377	24,667	24,000	38,480	14,480	60.33%
101-2003-451.21-03	Dental Insurance	1,392	1,102	1,000	1,625	625	62.50%
101-2003-451.21-04	Vision Insurance	251	163	175	175	-	0.00%
101-2003-451.22-01	Social Security Taxes	17,072	17,745	18,493	18,900	407	2.20%
101-2003-451.22-02	Medicare Contributions	3,992	4,151	4,325	4,420	95	2.20%
101-2003-451.23-02	Civilian Pension	7,805	12,302	14,215	14,600	385	2.71%
101-2003-451.23-04	Deferred Comp	4,196	3,568	4,350	3,800	(550)	-12.64%
101-2003-451.31-10	Other Professional Svcs	18,795	20,689	21,675	21,000	(675)	-3.11%
101-2003-451.32-10	Other	8,120	8,410	9,000	8,852	(148)	-1.64%
101-2003-451.43-06	Equipment	41,767	27,358	30,715	32,175	1,460	4.75%
101-2003-451.43-12	Building & Grounds	1,586	8,487	2,500	3,000	500	20.00%
101-2003-451.52-03	Participant Liability	-	-	50	50	-	0.00%
101-2003-451.61-01	Office supplies	652	543	500	500	-	0.00%
101-2003-451.61-08	Janitorial supplies	1,843	1,692	2,380	2,380	-	0.00%
101-2003-451.61-13	Clothing	67	244	500	500	-	0.00%
101-2003-451.61-14	Machinery & Equipment	8,441	20,089	14,200	13,400	(800)	-5.63%
101-2003-451.61-15	Buildings & Grounds	7,579	3,806	6,400	6,400	-	0.00%
101-2003-451.61-99	Other	308	171	1,700	1,700	-	0.00%
101-2003-451.62-03	Gas	8,462	7,118	8,517	8,500	(17)	-0.20%
101-2003-451.64-01	Dues	91	208	250	300	50	20.00%
101-2003-451.66-08	Small tools	139	268	300	300	-	0.00%
101-2003-451.66-19	Recreation supplies	2,265	4,832	4,600	5,400	800	17.39%
101-2003-451.80-20	Electric Charges	95,080	100,283	101,100	99,000	(2,100)	-2.08%
101-2003-451.80-40	Water Usage Charges	4,902	5,442	6,500	5,665	(835)	-12.85%

Recreation

**CITY OF KIRKWOOD
FISCAL YEAR 2020/2021 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 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	1,557	1,588	1,530	1,550	20	1.31%
101-2004-451.11-01	Salary Full Time	10,456	11,051	11,520	11,920	400	3.47%
101-2004-451.11-04	Salary Temporary	38,780	39,447	42,284	46,267	3,983	9.42%
101-2004-451.11-05	Overtime	1	28	100	100	-	0.00%
101-2004-451.21-01	Health Insurance	1,948	1,947	2,050	2,130	80	3.90%
101-2004-451.21-03	Dental Insurance	93	93	100	100	-	0.00%
101-2004-451.21-04	Vision Insurance	16	15	20	20	-	0.00%
101-2004-451.21-05	Benefit Credit	-	1	10	-	(10)	-100.00%
101-2004-451.22-01	Social Security Taxes	3,052	3,127	3,344	3,370	26	0.78%
101-2004-451.22-02	Medicare Contributions	714	731	782	790	8	1.02%
101-2004-451.23-02	Civilian Pension	392	639	755	790	35	4.64%
101-2004-451.23-04	Deferred Comp	210	221	230	240	10	4.35%
101-2004-451.31-10	Other Professional Svcs	255,181	261,938	308,070	328,570	20,500	6.65%
101-2004-451.32-02	Audit	970	1,500	1,500	1,500	-	0.00%
101-2004-451.32-10	Other	6,400	5,563	7,100	7,100	-	0.00%
101-2004-451.43-06	Equipment	5,859	8,133	11,525	10,000	(1,525)	-13.23%
101-2004-451.43-12	Building & Grounds	8,972	10,152	10,060	11,500	1,440	14.31%
101-2004-451.52-02	General liability	6,964	6,772	9,367	10,238	871	9.30%
101-2004-451.55-09	Other Printing	51	-	100	175	75	75.00%
101-2004-451.61-01	Office supplies	892	1,586	1,804	1,400	(404)	-22.39%
101-2004-451.61-08	Janitorial supplies	2,332	2,076	2,150	2,175	25	1.16%
101-2004-451.61-13	Clothing	197	-	200	200	-	0.00%
101-2004-451.61-14	Machinery & Equipment	767	270	997	1,000	3	0.30%
101-2004-451.61-15	Buildings & Grounds	4,004	4,620	4,200	4,700	500	11.90%
101-2004-451.61-99	Other	4,077	1,027	3,592	4,400	808	22.49%
101-2004-451.64-01	Dues	1,461	1,673	1,750	1,700	(50)	-2.86%
101-2004-451.66-08	Small tools	-	-	100	100	-	0.00%
101-2004-451.80-20	Electric Charges	40,634	34,262	40,353	41,565	1,212	3.00%
101-2004-451.80-40	Water Usage Charges	22,777	33,835	25,575	26,000	425	1.66%
101-2004-451.80-50	Sanitation Charges	1,764	1,764	1,764	1,764	-	0.00%
101-2004-451.80-60	Admin., Clrk, & Acct.	2,496	2,500	2,500	2,500	-	0.00%
101-2005-451.11-04	Salary Temporary	74,938	81,939	89,432	100,697	11,265	12.60%
101-2005-451.22-01	Social Security Taxes	4,646	5,080	5,545	6,245	700	12.62%
101-2005-451.22-02	Medicare Contributions	1,087	1,188	1,299	1,475	176	13.55%
101-2005-451.31-10	Other Professional Svcs	24,306	17,953	18,850	19,700	850	4.51%
101-2005-451.32-10	Other	22,045	27,633	28,240	33,900	5,660	20.04%
101-2005-451.61-11	Food	814	557	1,780	1,600	(180)	-10.11%

Recreation

**CITY OF KIRKWOOD
FISCAL YEAR 2020/2021 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-2005-451.66-19	Recreation supplies	6,110	6,185	6,175	6,775	600	9.72%
101-2006-451.10-10	Transfer to Other Funds	-	1,200	1,200	1,200	-	0.00%
101-2006-451.31-10	Other Professional Svcs	117,998	112,064	124,299	119,670	(4,629)	-3.72%
101-2006-451.31-11	Trips	65	2,767	2,000	2,000	-	0.00%
101-2006-451.32-10	Other	3,081	2,885	4,025	3,350	(675)	-16.77%
101-2006-451.55-09	Other Printing	7,386	7,392	8,410	8,490	80	0.95%
101-2006-451.61-11	Food	2,518	1,188	2,460	2,960	500	20.33%
101-2006-451.61-15	Buildings & Grounds	2,893	4,764	7,100	5,300	(1,800)	-25.35%
101-2006-451.66-19	Recreation supplies	21,191	19,491	24,381	25,431	1,050	4.31%
101-2007-451.11-04	Salary Temporary	6,670	5,707	6,790	6,650	(140)	-2.06%
101-2007-451.22-01	Social Security Taxes	414	354	422	415	(7)	-1.66%
101-2007-451.22-02	Medicare Contributions	97	83	99	100	1	1.01%
101-2007-451.31-10	Other Professional Svcs	18,808	12,903	17,000	17,000	-	0.00%
101-2007-451.61-13	Clothing	-	-	150	150	-	0.00%
101-2007-451.61-15	Buildings & Grounds	1,265	250	1,200	1,200	-	0.00%
101-2007-451.61-99	Other	1,561	2,363	1,700	1,700	-	0.00%
101-2007-451.64-01	Dues	55	-	50	50	-	0.00%
101-2007-451.66-19	Recreation supplies	-	250	400	400	-	0.00%
101-2008-451.10-10	Transfer to Other Funds	15,451	16,375	17,500	18,000	500	2.86%
101-2008-451.11-05	Overtime	-	-	-	-	-	0.00%
101-2008-451.22-01	Social Security Taxes	-	-	35	-	(35)	-100.00%
101-2008-451.22-02	Medicare Contributions	-	-	10	-	(10)	-100.00%
101-2008-451.23-02	Civilian Pension	-	-	40	-	(40)	-100.00%
101-2008-451.31-10	Other Professional Svcs	12,028	12,677	12,050	12,350	300	2.49%
101-2008-451.32-10	Other	23,835	26,424	29,900	27,925	(1,975)	-6.61%
101-2008-451.61-11	Food	270	818	700	700	-	0.00%
101-2008-451.61-99	Other	681	-	700	700	-	0.00%
101-2008-451.66-19	Recreation supplies	5,244	2,531	4,675	3,850	(825)	-17.65%
101-2008-451.66-23	Community Services	1,347	1,411	1,400	1,400	-	0.00%
101-2009-451.10-10	Transfer to Other Funds	734	645	1,300	4,500	3,200	246.15%
101-2009-451.31-10	Other Professional Svcs	23,645	22,634	26,050	26,050	-	0.00%
101-2009-451.61-11	Food	-	11	300	250	(50)	-16.67%
101-2009-451.66-19	Recreation supplies	-	127	150	150	-	0.00%
101-2010-451.11-01	Salary Full Time	-	15,250	15,250	140,495	125,245	100.00%
101-2010-451.11-02	Salary Part Time	-	-	-	16,700	16,700	100.00%
101-2010-451.11-05	Overtime	-	-	-	3,000	3,000	100.00%
101-2010-451.21-01	Health Insurance	-	-	3,600	31,500	27,900	100.00%
101-2010-451.21-02	Dental Insurance	-	-	150	1,725	1,575	100.00%

Recreation

CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-2010-451.21-04	Vision Insurance	-	-	25	175	150	100.00%
101-2010-451.22-01	Social Security Taxes	-	-	950	9,935	8,985	100.00%
101-2010-451.22-02	Medicare Contributions	-	-	225	2,325	2,100	100.00%
101-2010-451.23-02	Civilian Pension	-	-	1,000	10,415	9,415	100.00%
101-2010-451.23-04	Deferred Comp	-	-	305	3,205	2,900	100.00%
101-2010-451.31-10	Other Professional Svcs	-	-	-	101,250	101,250	100.00%
101-2010-451.32-01	Legal	-	-	-	4,000	4,000	100.00%
101-2010-451.32-10	Other	-	-	-	61,000	61,000	100.00%
101-2010-451.43-05	Alarm Maintenance	-	-	-	1,500	1,500	100.00%
101-2010-451.43-06	Equipment	-	-	-	2,000	2,000	100.00%
101-2010-451.43-12	Building & Grounds	-	-	-	53,500	53,500	100.00%
101-2010-451.52-02	General liability	-	-	-	9,100	9,100	100.00%
101-2010-451.53-01	Telephone	-	-	-	3,650	3,650	100.00%
101-2010-451.55-09	Other Printing	-	-	-	15,000	15,000	100.00%
101-2010-451.61-01	Office supplies	-	-	-	1,000	1,000	100.00%
101-2010-451.61-05	Postage	-	-	-	2,000	2,000	100.00%
101-2010-451.61-08	Janitorial supplies	-	-	-	10,000	10,000	100.00%
101-2010-451.61-13	Clothing	-	-	-	200	200	100.00%
101-2010-451.61-14	Machinery & Equipment	-	-	-	5,000	5,000	100.00%
101-2010-451.61-15	Building & Grounds	-	-	-	20,000	20,000	100.00%
101-2010-451.61-99	Other	-	-	-	17,000	17,000	100.00%
101-2010-451.62-03	Gas	-	-	-	8,000	8,000	100.00%
101-2010-451.66-08	Small tools	-	-	-	500	500	100.00%
101-2010-451.66-19	Recreation supplies	-	-	-	5,000	5,000	100.00%
101-2010-451.80-20	Electric Charges	-	-	-	37,500	37,500	100.00%
101-2010-451.80-40	Water Usage Charges	-	-	-	5,000	5,000	100.00%
101-2010-451.80-50	Sanitation Charges	-	-	-	3,000	3,000	100.00%
RECREATION		2,177,929	2,240,084	2,452,073	3,139,082	687,009	28.02%

Recreation

The page was intentionally left blank.

CITY OF KIRKWOOD

Electric

Budget Changes Revenue

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Budget</u>	<u>Request</u>	<u>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 completed prior to April 2020.

CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
501-0000-331.20-80	Grants	132,421	280,927	3,778,748	-	(3,778,748)	100.00%
	Intergovernmental Revenue	132,421	280,927	3,778,748	-	(3,778,748)	100.00%
501-0000-340.10-10	Metered Sales revenue	21,719,498	22,595,156	21,642,141	21,642,141	-	0.00%
501-0000-340.10-30	Bad Debt Recovered	4,114	3,985	1,800	1,800	-	0.00%
501-0000-340.11-00	Other Electric charges	14,208	18,784	14,000	14,000	-	100.00%
501-0000-340.11-10	Services Calls revenue	10,385	11,005	6,000	6,000	-	0.00%
501-0000-340.11-40	Misc. Charges	29,460	36,073	40,000	40,000	-	0.00%
501-0000-340.11-50	Wholesale Electric sales	4,564,237	4,947,880	5,200,000	5,200,000	-	0.00%
	Charges for Services	26,341,902	27,612,883	26,903,941	26,903,941	-	0.00%
501-0000-361.10-00	Investments	156,723	277,386	165,000	165,000	-	0.00%
501-0000-361.40-00	Interest & Penalties	106,903	118,454	100,000	100,000	-	0.00%
	Investment Income	263,626	395,840	265,000	265,000	-	0.00%
501-0000-380.10-00	Miscellaneous	9,653	13,792	27,000	27,000	-	0.00%
	WATER SHARE FOR METER READERS SALARIES						
	Other Revenue	9,653	13,792	27,000	27,000	-	0.00%
501-0000-391.40-20	Interdepartment/FundUsage	553,381	564,946	500,000	500,000	-	0.00%
501-0000-391.40-30	Public Street Lighting	200,000	200,000	-	-	-	-
	Interdepartmental Revenue	753,381	764,946	500,000	500,000	-	0.00%
	Total Revenue Before Other Financing Sources	27,500,983	29,068,388	31,474,689	27,695,941	(3,778,748)	-12.01%
501-0000-392.10-00	Sale of Fixed Assets	14,246	(1,468)	10,000	10,000	-	0.00%
	Other Financing Sources	14,246	(1,468)	10,000	10,000	-	0.00%
	TOTAL REVENUE AND OTHER FINANCING SOURCES	27,515,229	29,066,920	31,484,689	27,705,941	(3,778,748)	-12.00%

Electric Revenues

Electric Fund

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

Staffing

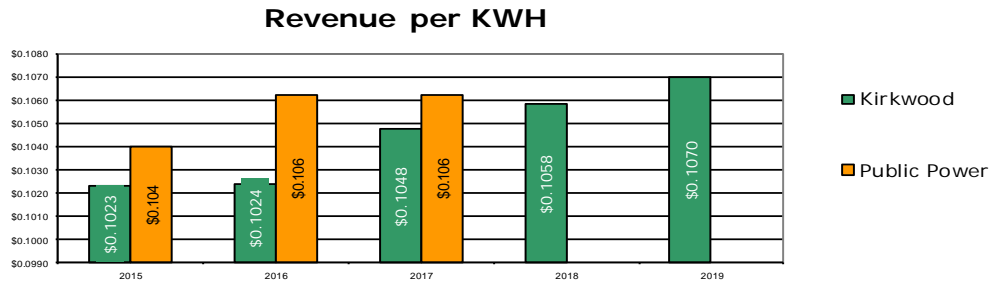
During this past fiscal year, the electric department maintained a staffing level of 20 5/6 employees. Listed below are the current positions maintained in the electric department:

1	Electric Department Director
1/2	Electric Department Administrative Assistant
1	Electric Line Superintendent
11	Electric Line Workers
1	Electric Operations Superintendent
1	Distribution Planning Technician
1	Electric Meter Tester
1	Electric Metering Lead Worker
2	Line System Investigators
1/3	Finance Office Manager (1 Full-time employee allocated 33% each to Electric, Water and Sanitation)
1	Customer Service Rep (3 Full-time employee allocated 33% each to Electric, Water and Sanitation)
<u>20 5/6</u>	Total

Revenue per Kilowatt Hour

This ratio shows the average level of rates for a combination of the rate classes for municipal utilities. According to the American Public Power Association Kirkwood's 10.7¢ per kWh residential rate was on par with the 10.6¢ per kWh FY2016 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 10.7¢ per kWh is 15.7% lower than the 12.7¢ per kWh national average residential rate charged by investor owned utilities, is 9.32% less than the 11.8¢ per kWh average investor-owned residential rate in Missouri, and is 5.3% less than the 11.3¢ per kWh average publicly owned utility residential rate in Missouri.

Electric Fund



Debt to Total Assets

FY 2015	2015 APPA National Average	FY 2016	2016 APPA National Average	FY 2017	2017 APPA National Average	FY 2018	FY 2019
0.022	0.162	0.0258	0.331	0.0640	0.321	0.0640	0.0640

Debt represented just over 32% of assets on average for municipal utilities in 2017. 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

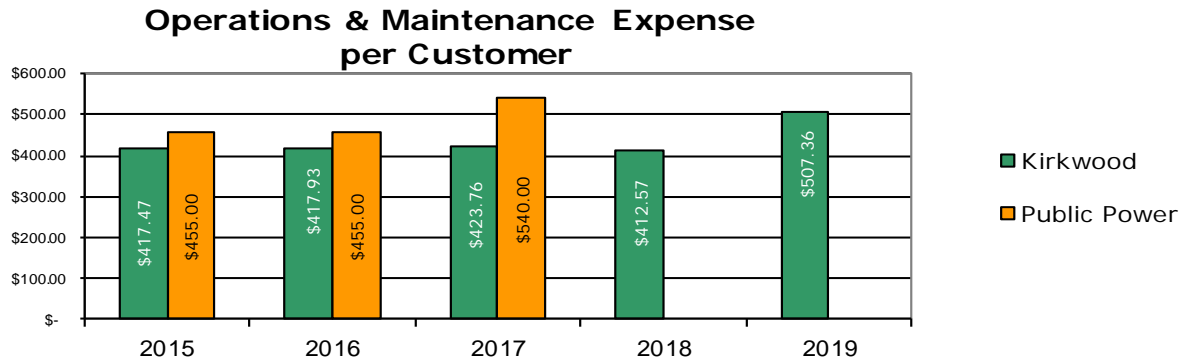
FY 2015	2015 APPA National Average	FY 2016	2016 APPA National Average	FY 2017	2017 APPA National Average	FY 2018	FY 2019
469	313	470	313	468	313	484	484

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

Electric Fund

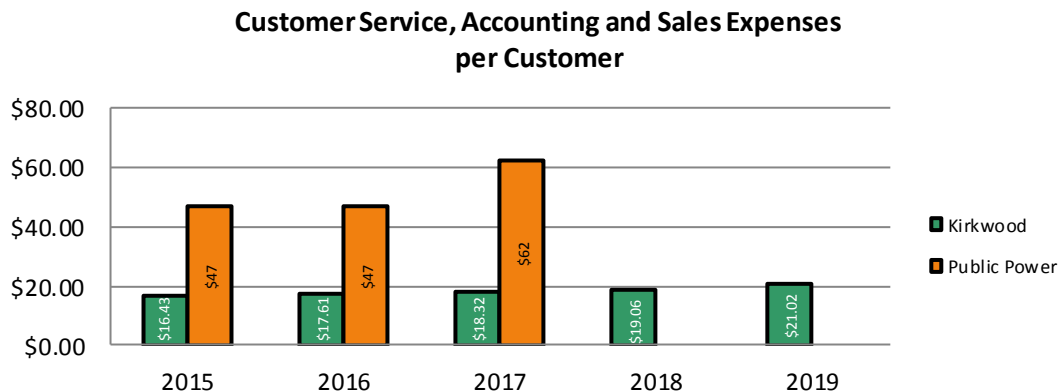
Operations and Maintenance Expense per Customer

This ratio looks at non-power expenses compared to the number of retail customers served. The high average age of our system dictated more replacement and maintenance work in 2015, 2016 and 2017. In FY15 we ramped up our capital expenditures to begin to reduce our O&M expenses. One major advantage that Kirkwood has in this area is our extremely high customer density. Kirkwood has approximately 76 customers per mile of distribution line, almost twice the average for municipal utilities.



Customer Service, Accounting, and Sales Expense per Customer

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



Electric Fund

System Load Factor

FY 2015	2015 APPA National Average	FY 2016	2016 APPA National Average	FY 2017	2017 APPA National Average	FY 2018	FY 2019
42.96%	57.7%	43.13%	57.7%	56.6%	57.4%	41.33%	44.3%

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 increased in FY 2019 due to the peak load increases throughout the year.

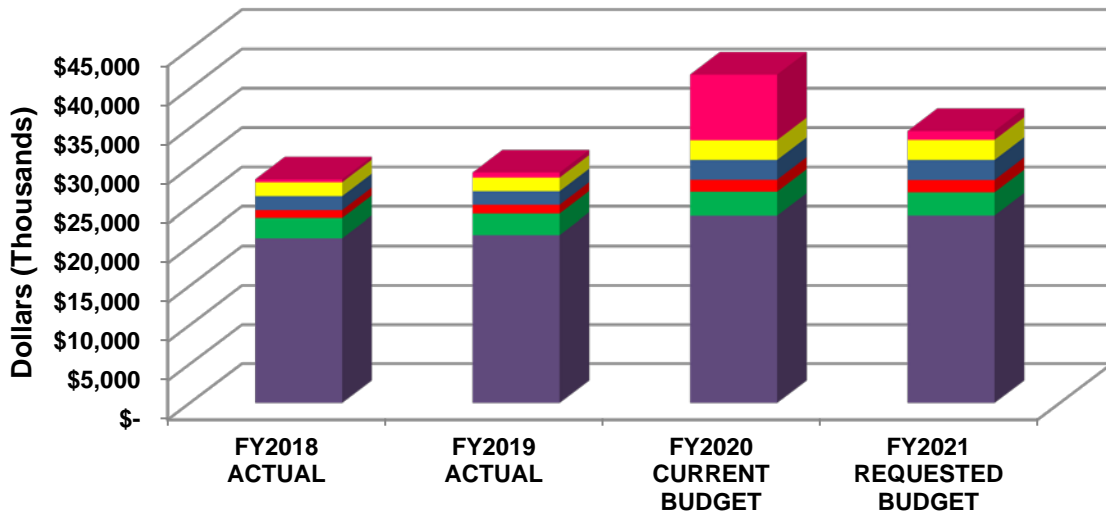
Return on Investment

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 \$1.7 Million to the general fund and capital improvement fund. This year Kirkwood Electric is on pace to transfer at least another \$1 Million to the general fund. According to the American Public Power Association, the 2016 median contribution for public power systems was 5.6%. Similarly, the 2016 median payment in taxes and fees to state and local governments for investor owned utilities was 4.4%.

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	1,858,472	1,917,266	2,139,669	2,092,507
Temporary	-	-	5,000	5,000
Overtime	179,288	228,974	196,183	196,283
Social Security	121,742	130,029	145,096	145,221
Medicare	29,378	31,327	33,933	33,967
Civilian Pension	77,292	122,670	151,791	151,925
Deferred Compensation	36,574	39,175	46,705	46,749
Subtotal Salaries	<u>2,302,746</u>	<u>2,469,441</u>	<u>2,718,377</u>	<u>2,671,652</u>
Other Benefits				
Health Insurance	203,278	203,946	302,695	253,980
Dental Insurance	9,646	9,581	14,038	14,109
Vision Insurance	1,737	1,590	2,042	1,926
Benefit Credit	-	36	-	-
Unemployment Comp.	-	960	-	-
Subtotal Other Benefits	<u>214,661</u>	<u>216,113</u>	<u>318,775</u>	<u>270,015</u>
Total Personnel Services	<u>2,517,407</u>	<u>2,685,554</u>	<u>3,037,152</u>	<u>2,941,667</u>
Contractual Services	1,008,258	1,113,136	1,535,648	1,579,570
Commodities	21,017,497	21,425,270	23,834,069	23,849,069
Capital Outlay	375,143	647,662	8,345,302	1,123,666
Interdepartmental Charges	233,088	240,910	230,831	278,603
Transfers to Other Funds	1,764,780	1,723,000	2,511,688	2,551,500
TOTAL ELECTRIC BUDGET	<u>26,916,173</u>	<u>27,835,532</u>	<u>39,494,690</u>	<u>32,324,075</u>

Electric Budget Summary



CITY OF KIRKWOOD

Electric

Budget Changes Expenses

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Budget</u>	<u>Request</u>	<u>Decrease</u>	<u>Percent</u>
1	50121104803110	Other Professional Services	\$75,000	\$ 109,000	\$ 34,000	45.33%
	Narrative:	The increase results after moving the emergency notification and SCADA charges to this account.				
2	50121104805211	Work. Comp. Premium	\$111,291	\$ 127,386	\$ 16,095	14.46%
	Narrative:	The increase is due to an increase in claims city-wide.				
3	50121104805405	Special Events	\$ 63,000	\$ 47,000	\$ (16,000)	-25.40%
	Narrative:	The reduction results after moving the budget for some events to the interdepartmental transfer account.				
4	50121104808010	Fleet	\$ 48,218	\$ 95,628	\$ 47,410	98.32%
	Narrative:	The increase is due to an aging rolling stock.				
5	50121154807505	Machinery and Equipment - EV Charging Stations	\$ 43,998	\$ -	\$ (43,998)	-100.00%
	Narrative:	The Department will reappropriate available funds for more charging station installs.				
6	50121154807506	Rolling Stock	\$ 105,000	\$ 90,000	\$ (15,000)	-14.29%
	Narrative:	The Department will only be replacing a trailer and an excavator this year.				
7	50121154807507	Feasibility Studies	\$ 26,274	\$ -	\$ (26,274)	-100.00%
	Narrative:	The Department will reappropriate available funds for more feasibility studies.				
8	50121154807515	Distribution System Improvements	\$ 8,150,381	\$ 1,013,350	\$ (7,137,031)	-87.57%
	Narrative:	The decrease results primarily due to the completion of the traffic signal modernization project.				

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2110-480.11-01	Salary Full Time	383,576	391,155	510,328	525,015	14,687	2.88%		
501-2110-480.11-05	Overtime	18,397	4,189	5,600	5,600	-	0.00%		
501-2110-480.21-01	Health Insurance	28,952	29,027	30,946	32,850	1,904	6.15%		
501-2110-480.21-03	Dental Insurance	1,624	1,624	1,758	1,758	-	0.00%		
501-2110-480.21-04	Vision Insurance	292	272	299	299	-	0.00%		
501-2110-480.21-05	Benefit Credit	-	7	-	-	-	-		
501-2110-480.22-01	Social Security Taxes	21,098	21,390	31,988	31,988	-	0.00%		
501-2110-480.22-02	Medicare Contributions	5,842	5,919	7,481	7,481	-	0.00%		
501-2110-480.23-02	Civilian Pension	14,888	22,791	33,535	33,535	-	0.00%		
501-2110-480.23-04	Deferred Comp	8,018	8,038	10,319	10,319	-	0.00%		
501-2110-480.29-04	Unemployment Comp.	-	960	-	-	-	-		
501-2110-480.31-09	Training	23,424	38,634	106,350	106,350	-	0.00%		
501-2110-480.31-10	Other Professional Svcs	-	48,609	75,000	109,000	34,000	45.33%		
501-2110-480.32-01	Legal	33,144	31,106	21,794	21,794	-	0.00%		
501-2110-480.32-02	Audit	20,871	23,000	23,000	23,000	-	0.00%		
501-2110-480.32-03	Engineering	142,428	119,600	180,570	183,000	2,430	1.35%		
501-2110-480.43-01	Office ept. maintenance	4,847	4,834	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	1,899	2,024	3,000	3,000	-	0.00%		
501-2110-480.43-15	Software Maintenance	-	4,118	99,000	99,000	-	0.00%		
501-2110-480.52-02	General liability	33,570	31,134	43,061	45,500	2,439	5.66%		
501-2110-480.52-11	Work. Comp. Premium	86,828	88,151	111,291	127,386	16,095	14.46%		
501-2110-480.53-01	Telephone	6,827	7,474	9,290	9,290	-	0.00%		
501-2110-480.53-02	Cellular Telephones	6,594	6,470	6,507	6,507	-	0.00%		
501-2110-480.53-03	Pagers	-	1,512	5,469	5,469	-	0.00%		
501-2110-480.54-01	Personnel recruitment	-	-	5,000	5,000	-	0.00%		
501-2110-480.54-05	Special Events	-	50,006	63,000	47,000	(16,000)	-25.40%		
501-2110-480.58-01	Travel Executive	1,968	1,477	2,000	2,000	-	0.00%		
501-2110-480.58-02	Travel Other	1,027	2,356	2,574	2,574	-	0.00%		
501-2110-480.61-01	Office supplies	2,986	2,378	4,500	4,500	-	0.00%		
501-2110-480.61-05	Postage	181	247	450	450	-	0.00%		
501-2110-480.61-08	Janitorial supplies	77	-	750	750	-	0.00%		
501-2110-480.61-11	Food	956	1,227	1,700	1,700	-	0.00%		
501-2110-480.61-13	Clothing	2,247	374	4,000	4,000	-	0.00%		
501-2110-480.62-03	Gas	1,802	2,473	2,129	2,129	-	0.00%		
501-2110-480.64-01	Membership Dues	14,084	27,474	21,500	21,500	-	0.00%		
501-2110-480.64-02	Publications	9,213	5,917	7,795	7,795	-	0.00%		
501-2110-480.68-07	Electric Equip Rebate	40,550	29,946	19,116	19,116	-	0.00%		

Electric Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2110-480.69-04	Contingency	-	-	4,657	4,657	-	0.00%		
501-2110-480.69-08	Write-off	37,272	22,453	14,500	14,500	-	0.00%		
501-2110-480.69-99	Inventory Adjustments	(1,838)	35,030	-	-	-			
501-2110-480.80-05	Fuel/Lubricants	15,552	18,223	22,428	22,790	362	1.61%		
501-2110-480.80-10	Vehicle Maintenance	58,167	63,258	48,218	95,628	47,410	98.32%		
501-2110-480.80-40	Water Usage Charges	787	844	1,000	1,000	-	0.00%		
501-2110-480.80-50	Sanitation Charges	1,764	1,764	2,364	2,364	-	0.00%		
501-2110-480.80-60	Admin., Clrk. & Acct.	156,818	156,821	156,821	156,821	-	0.00%		
501-2110-491.10-10	Transfer to Other Funds	1,764,780	1,723,000	2,511,688	2,551,500	39,812	1.59%		
501-2111-480.11-01	Salary Full Time	1,411,943	1,464,656	1,565,584	1,501,950	(63,634)	-4.06%		
501-2111-480.11-04	Salary Temporary	-	-	5,000	5,000	-	0.00%		
501-2111-480.11-05	Overtime	160,855	224,751	190,183	190,183	-	0.00%		
501-2111-480.21-01	Health Insurance	160,277	160,241	258,820	204,375	(54,445)	-21.04%		
501-2111-480.21-03	Dental Insurance	7,391	7,316	11,600	11,600	-	0.00%		
501-2111-480.21-04	Vision Insurance	1,331	1,216	1,627	1,627	-	0.00%		
501-2111-480.21-05	Benefit Credit	-	29	-	-	-			
501-2111-480.22-01	Social Security Taxes	96,903	104,930	109,168	109,168	-	0.00%		
501-2111-480.22-02	Medicare Contributions	22,662	24,540	25,531	25,531	-	0.00%		
501-2111-480.23-02	Civilian Pension	60,098	96,687	114,125	114,125	-	0.00%		
501-2111-480.23-04	Deferred Comp	27,408	30,149	35,115	35,115	-	0.00%		
501-2111-480.40-30	Street Lighting	21,532	24,077	42,000	42,000	-	0.00%		
501-2111-480.42-03	Tree Trimming	488,052	488,481	581,700	581,700	-	0.00%		
501-2111-480.43-02	Radio eqpt. maintenance	5,349	354	5,000	5,000	-	0.00%		
501-2111-480.43-06	Equipment	4,220	3,630	10,000	10,000	-	0.00%		
501-2111-480.61-13	Clothing	4,608	8,222	8,000	8,000	-	0.00%		
501-2111-480.62-01	Electricity	19,769,128	20,127,406	22,549,744	22,549,744	-	0.00%		
501-2111-480.62-04	Transmission	872,115	859,168	876,206	876,206	-	0.00%		
501-2111-480.66-07	Safety equipment	9,239	11,814	12,000	12,000	-	0.00%		
501-2111-480.66-08	Small tools	22,520	19,844	20,000	20,000	-	0.00%		
501-2111-480.66-14	Meters & parts	13,632	18,744	18,988	18,988	-	0.00%		
501-2111-480.66-30	Trans., poles, conductors	192,133	208,840	202,000	217,000	15,000	7.43%		
501-2111-480.66-31	Substation equipment	22,181	18,431	30,000	30,000	-	0.00%		
501-2111-480.66-32	Dusk-to-Dawn lighting	9,891	9,902	10,000	10,000	-	0.00%		
501-2111-480.66-33	Traffic Signals	181	4,736	5,000	5,000	-	0.00%		
501-2113-480.11-01	Salary Full Time	62,953	61,455	63,757	65,542	1,785	2.80%		
501-2113-480.11-05	Overtime	36	34	400	500	100	25.00%		
501-2113-480.21-01	Health Insurance	14,049	14,678	12,929	16,755	3,826	29.59%		
501-2113-480.21-03	Dental Insurance	631	641	680	751	71	10.44%		

Electric Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2113-480.21-04	Vision Insurance	114	102	116	-	(116)	-100.00%		
501-2113-480.22-01	Social Security Taxes	3,741	3,709	3,940	4,065	125	3.17%		
501-2113-480.22-02	Medicare Contributions	874	868	921	955	34	3.69%		
501-2113-480.23-02	Civilian Pension	2,306	3,192	4,131	4,265	134	3.24%		
501-2113-480.23-04	Deferred Comp	1,148	988	1,271	1,315	44	3.46%		
501-2113-480.31-09	Training	885	-	1,042	1,000	(42)	-4.03%		
501-2113-480.31-10	Other Professional Svcs	72,152	82,818	80,000	85,000	5,000	6.25%		
501-2113-480.43-01	Office opt. maintenance	2,641	3,271	2,500	2,500	-	0.00%		
501-2113-480.61-05	Postage	17,522	23,002	20,000	20,000	-	0.00%		
501-2113-480.61-13	Clothing	280	280	150	150	-	0.00%		
501-2113-480.66-34	Utility Billing Supplies	17,087	17,308	20,000	20,000	-	0.00%		
501-2113-480.68-01	Office Furniture & Equip	-	-	533	1,200	667	125.14%		
501-2115-480.75-05	Machinery & Equipment	-	-	43,998	-	(43,998)	-100.00%		
501-2115-480.75-06	Rolling Stock	-	-	105,000	90,000	(15,000)	-14.29%		
501-2115-480.75-07	Feasibility Studies	22,514	2,500	26,274	-	(26,274)	-100.00%		
501-2115-480.75-15	Distribution System Impr.	-	-	8,150,381	1,013,350	(7,137,031)	-87.57%		
501-2115-480.76-10	Depreciation Expense	312,079	615,216	-	-	-	0.00%		
TOTAL ELECTRIC EXPENSES		26,916,173	27,835,532	39,494,690	32,324,075	(7,170,615)	-18.16%		

Electric Expenses

The page was intentionally left blank.

CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
505-0000-340.10-05	Water Base Charge	1,441,258	1,446,100	1,375,011	1,416,198	41,187	3.00%
505-0000-340.10-10	Metered Sales revenue	2,791,403	2,592,766	3,048,074	3,230,193	182,119	5.97%
505-0000-340.10-15	Capital/Debt Service	634,690	632,170	603,148	633,600	30,452	5.05%
505-0000-340.15-15	Infrastructure Renewal	1,357,756	1,296,329	1,280,228	1,356,719	76,491	5.97%
505-0000-340.15-20	Fire hydrant service	11	-	-	-	-	-
505-0000-340.15-30	Water taps	22,177	22,615	25,000	25,000	-	0.00%
505-0000-340.15-35	Unmetered Fire Protection	53,186	52,795	52,899	55,260	2,361	4.46%
505-0000-340.20-15	Meter Sales	55,717	48,653	40,000	45,000	5,000	12.50%
	Charges for Services	6,356,198	6,091,428	6,424,360	6,761,970	337,610	5.26%
505-0000-361.10-00	Investments	52,424	163,186	45,000	45,000	-	0.00%
	Investment Income	52,424	163,186	45,000	45,000	-	0.00%
505-0000-363.20-00	Facility Rental	25,815	25,815	25,815	26,004	189	0.73%
505-0000-380.10-00	Miscellaneous	7,418	14,733	13,000	13,000	-	0.00%
	Other Revenue	33,233	40,548	38,815	39,004	189	0.49%
505-0000-391.40-40	Interdepartment/Usage	43,547	53,463	50,000	50,000	-	0.00%
	Interdepartmental Revenue	43,547	53,463	50,000	50,000	-	0.00%
	Total Revenue Before Other Financing Sources	6,485,402	6,348,625	6,558,175	6,895,974	337,799	5.15%
505-0000-392.10-00	Sale of Fixed Assets	(52,025)	(92,788)	-	-	-	-
505-0000-392.20-00	Insurance Proceeds	1,246	-	-	-	-	-
505-0000-393.90-00	Federal Interest Subsidy	84,683	81,269	78,711	-	(78,711)	-
	Other Financing Sources	33,904	(11,519)	78,711	-	(78,711)	-100.00%
	TOTAL REVENUE AND OTHER FINANCING SOURCES	6,519,306	6,337,106	6,636,886	6,895,974	259,088	3.90%

Water Revenues

Water Fund

Mission Statement

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

The Water Division continues working toward maintaining and upgrading the City's water distribution system. In FY20 Water completed the reconstruction of the Swan Pump Station and the replacement of nearly a mile of water main associated with the pump station. Along with this major project, the Water Division has been working on fixing leaks identified in an FY18 leak study to help in the reduction of water loss in the system.

A water rate increase of 3% is being proposed in the FY21 budget due to operational costs, debt service and the continued transfer of funds out of the Water Fund. In addition to the proposed rate increase the capital water main replacement program has been reduced \$525,600 to minimize the impact on the Water Fund Ballance. This reduction in capital work will reduce the opportunity to meet the City's Strategic Plan goal of replacing 1% of the distribution system annually.

Due to these conditions it is recommended that the City's water rates be increased 3%. It should be noted that the proposed rate change does not balance the FY21 budget requests.

	Current	Proposed	Delta	% Change
3/4" Meter	12.10	12.46	0.36	2.98
Rate/CCF	2.8138	2.8982	0.0844	
IRC	1.04	1.07	0.03	3.00
11 CCF User	54.49	56.11	1.62	2.97

Water Fund

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

Staffing

The Water Department has a staff of 18.84 employees. Listed below are the current positions:

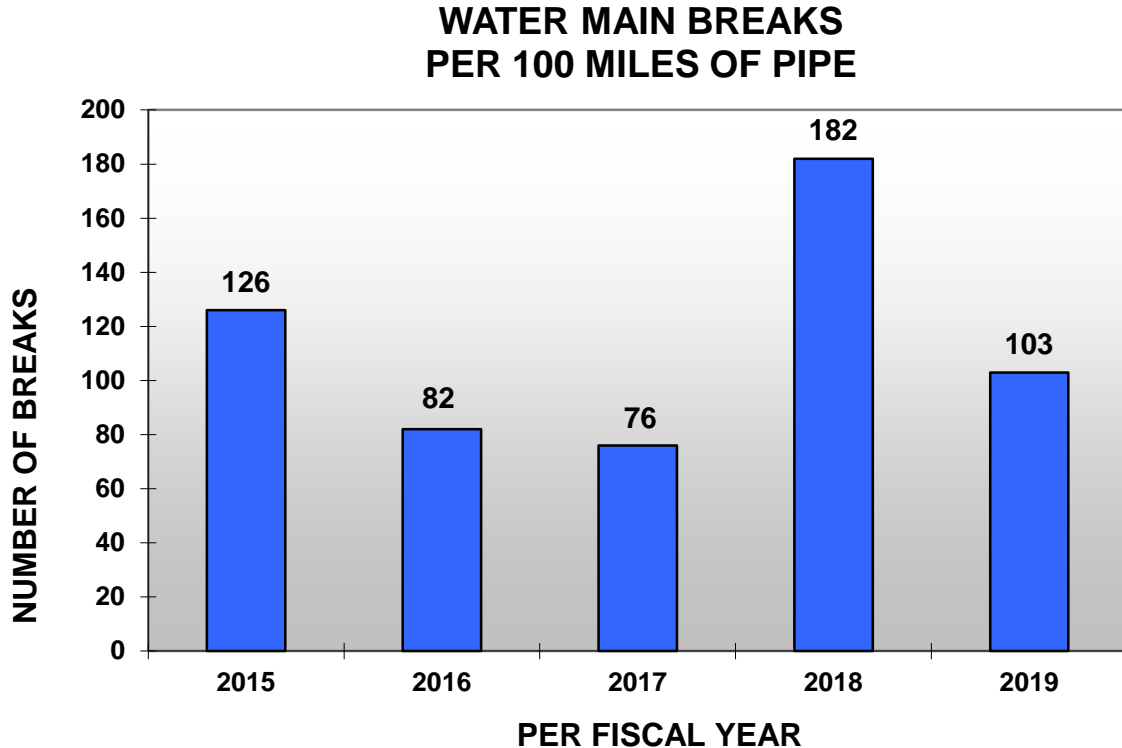
POSITION	FY15	FY16	FY17	FY18	FY19
Public Services Director	-	0.34	0.34	0.34	0.34
Water Director	1.00	-	-	-	-
Water Superintendent	-	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Dist. System Engineer Tech.	1.00	1.00	1.00	1.00	1.00
Equipment Mechanic	2.00	2.00	4.00	4.00	4.00
Distribution System Worker	8.00	8.00	8.00	8.00	8.00
Assistant Mechanic	2.00	2.00	-	-	-
Distribution Lead	1.00	1.00	1.00	1.00	1.00
Distribution Sys. Supervisor	1.00	1.00	1.00	1.00	2.00
Support Services Supervisor	1.00	1.00	1.00	1.00	1.00
TOTAL	17.50	17.84	17.84	17.84	18.84

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.

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

Water Fund

Water Main Breaks



The chart shown recaps the five-year history for water main breaks/leaks for Kirkwood expressed as annual number of breaks per 100 miles of pipe. Within our entire 135 mile system, we incurred 139 breaks/leaks in the 2019 fiscal year.

Water Main Replacement

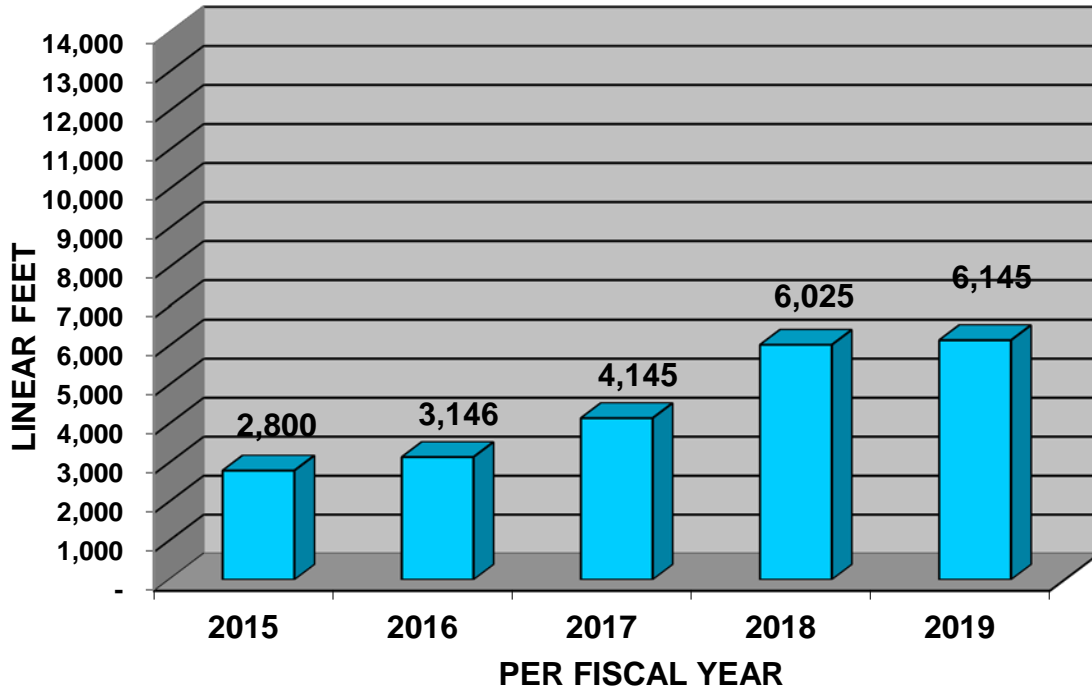
Over the past fiscal year, 6,145 feet of water main was replaced on 3 different streets which represents 0.86% of the distribution system. In the current fiscal year, we are scheduled to replace 7,796 feet of main on 3 different streets which is 1% of the distribution system.

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 4,452 feet of water main annually. This represents approximately 0.62% of the distribution system. Last year, 0.86% of the distribution system was replaced, while the national average for main replacement among water suppliers is 0.5%.

Water Fund

WATER MAIN REPLACEMENT/ABANDONMENT



Water Fund

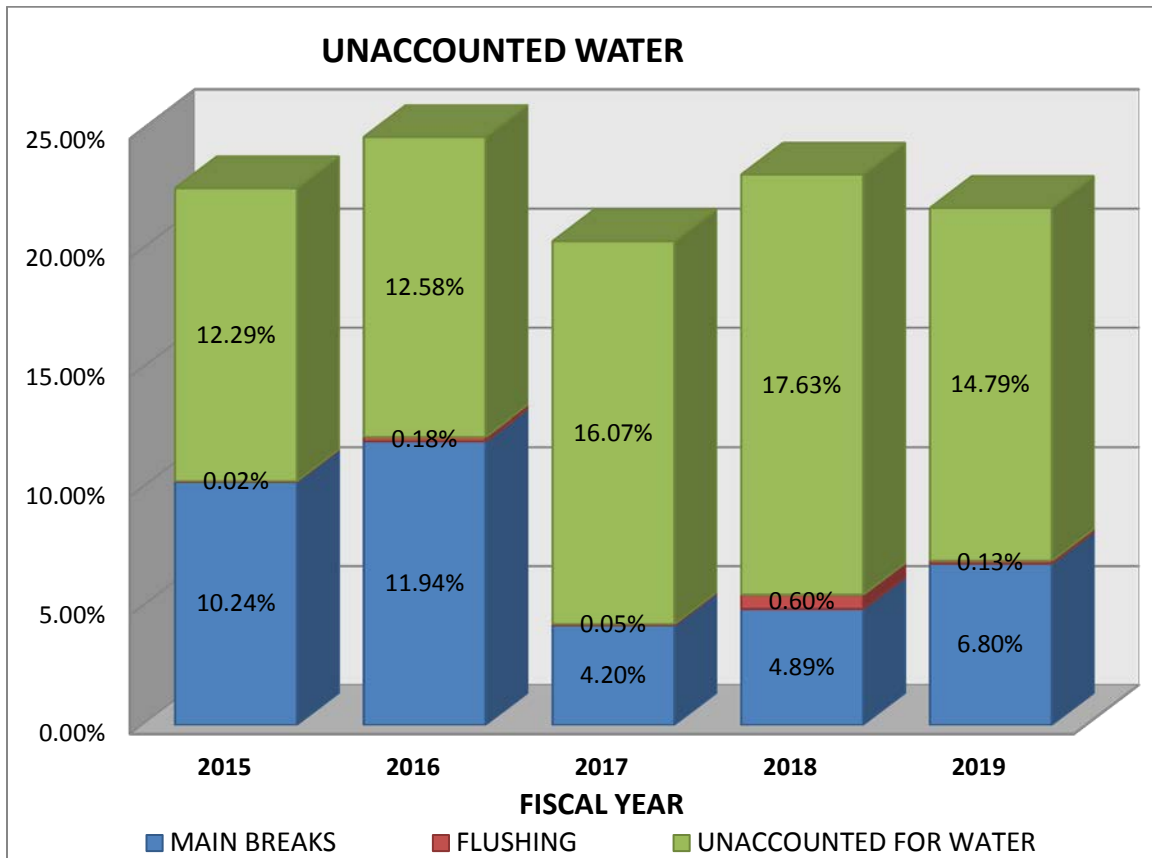
Unaccounted for Water

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

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

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

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



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 work activity through the Work Order System which provides a clearer picture of the Water Department's assignments and allow us to focus and prioritize our workload.

TYPE OF CALLS	FY15 CALL FOR SERVICE	FY16 CALLS FOR SERVICE	FY17 CALLS FOR SERVICE	FY18 CALLS FOR SERVICE	FY19 CALLS FOR SERVICE
Investigations	825	1330	654	336	428
Meter Issues	517	121	47	194	263
Fire Hydrant Maintenance	3	49	76	85	81
Miscellaneous Locates	6	4	8	63	12
Tap Destroys	76	99	85	86	81
New Taps	74	89	94	90	92
Low Pressure Check	60	41	75	46	35
Water Quality	6	0	2	4	2
Mo-One Call Locates	4,018	4,786	7,010	7,089	6,753

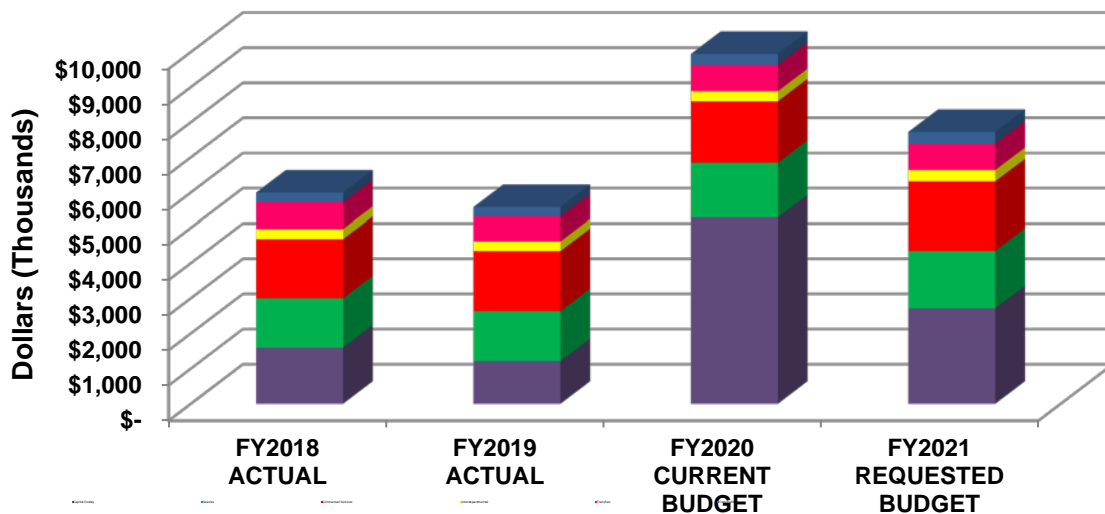
Water Pressure (in psi)

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

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	982,787	1,002,920	1,101,195	1,130,122
Temporary	-	-	4,800	4,800
Overtime	85,905	63,183	75,850	75,950
Social Security	65,059	64,494	64,943	74,861
Medicare	15,272	15,147	15,188	17,509
Civilian Pension	40,227	56,207	67,773	73,290
Deferred Compensation	17,766	15,071	20,853	22,553
Subtotal Salaries	<u>1,207,016</u>	<u>1,217,022</u>	<u>1,350,602</u>	<u>1,399,085</u>
Other Benefits				
Health Insurance	180,841	189,770	188,429	223,300
Dental Insurance	9,203	8,868	10,126	10,332
Vision Insurance	1,557	1,470	1,711	682
Benefit Credit	-	37	-	450
Unemployment	3,840	2,560	-	-
Subtotal Other Benefits	<u>195,441</u>	<u>202,705</u>	<u>200,266</u>	<u>234,764</u>
Total Personnel Services	<u>1,402,457</u>	<u>1,419,727</u>	<u>1,550,868</u>	<u>1,633,849</u>
Contractual Services	1,684,012	1,708,232	1,752,038	1,968,322
Commodities	273,857	260,929	313,526	333,428
Capital Outlay	1,594,973	1,212,777	5,292,606	2,713,035
Interdepartmental Charges	284,940	272,575	287,654	319,986
Transfers to Other Funds	754,780	710,000	747,284	752,000
TOTAL WATER BUDGET	<u>5,995,019</u>	<u>5,584,240</u>	<u>9,943,976</u>	<u>7,720,620</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	505-2210-481.43-04	Computer Maintenance	\$ 42,000	\$ 84,000	\$ 42,000	100.00%
	Narrative:	Increase due to the Water's share in the ERP system.				
2	505-2214-481.32-10	Other Professional Services	\$ 298,150	\$ 364,050	\$ 65,900	22.10%
	Narrative:	Increase due to hiring a professional public relation consultant to provide web support and public education materials.				
3	505-2214-491.43-06	Equipment	\$ 21,500	\$ 54,000	\$ 32,500	151.16%
	Narrative:	Increase due to equipment replacement needs.				
4	505-2214-481.62-03	Gas	\$ 4,278	\$ 5,670	\$ 1,392	32.54%
	Narrative:	Increase due to historical actuals over the past 3 fiscal years. (FY17 - \$3,484; FY18 - \$4,520; FY19- \$5,651)				
5	505-2214-481.66-14	Meters and Parts	\$ 12,000	\$ 15,000	\$ 3,000	25.00%
	Narrative:	Increase due to project water meter change out in FY21.				
6	505-2214-481.66-15	Water Tap Supplies	\$ 10,000	\$ 15,000	\$ 5,000	50.00%
	Narrative:	Increase is based on the increase of new home constriction.				
7	505-2214-481.80-10	Vehicle Maintenance	\$ 70,537	\$ 101,043	\$ 30,506	43.25%
	Narrative:	Increase is based on calculations reported by the Director of Fleet Services. The product is created by multiplying the percentage of departmental utilization from the previous fiscal year to Fleet Services' requested fiscal year budget.				

CITY OF KIRKWOOD 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>
8	505-2215-481.75-06	Rolling Stock	\$ 258,627	\$ 70,000	\$ (188,627)	-72.93%
Narrative: Decrease is based on vehicle replacement schedule.						
9	505-2215-481.75-15	Distribution System Improvement	\$ 3,633,851	\$ 1,210,000	\$ (2,423,851)	-66.70%
Narrative: Decrease due to the completion of the Swan Pump Station Project and reduction in the water main replacement Program.						

CITY OF KIRKWOOD

FISCAL YEAR 2020/2021 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
505-2210-481.11-01	Salary Full Time	174,325	186,239	193,569	198,389	4,820	2.49%
505-2210-481.11-05	Overtime	383	1,264	450	450	-	0.00%
505-2210-481.21-01	Health Insurance	17,561	17,546	17,561	19,150	1,589	9.05%
505-2210-481.21-03	Dental Insurance	1,318	1,319	1,318	1,447	129	9.79%
505-2210-481.21-04	Vision Insurance	227	219	227	151	(76)	-33.48%
505-2210-481.22-01	Social Security Taxes	10,803	11,427	11,427	12,270	843	7.38%
505-2210-481.22-02	Medicare Contributions	2,584	2,736	2,672	2,870	198	7.41%
505-2210-481.23-02	Civilian Pension	6,565	10,700	11,980	12,864	884	7.38%
505-2210-481.23-04	Deferred Comp	3,115	2,550	3,686	3,958	272	7.38%
505-2210-481.29-04	Unemployment Comp.	3,840	2,560	-	-	-	-
505-2210-481.31-09	Training	100	1,446	200	200	-	0.00%
505-2210-481.32-01	Legal	5,323	4,461	4,500	4,500	-	0.00%
505-2210-481.32-02	Audit	2,910	4,500	4,500	4,500	-	0.00%
505-2210-481.43-01	Office ept. maintenance	440	402	700	500	(200)	-28.57%
505-2210-481.43-04	Computer maintenance	42,000	42,000	42,000	84,000	42,000	100.00%
505-2210-481.43-22	Property Damage/Non-Reimb	916	524	1,000	1,000	-	0.00%
505-2210-481.52-02	General liability	39,014	35,292	42,000	45,500	3,500	8.33%
505-2210-481.52-11	Work. Comp. Premium	48,987	48,987	61,846	99,078	37,232	60.20%
505-2210-481.53-01	Telephone	3,123	3,202	3,364	3,428	64	1.90%
505-2210-481.58-01	Travel Executive	1,495	290	1,500	1,500	-	0.00%
505-2210-481.61-01	Office supplies	1,670	2,050	1,200	2,000	800	66.67%
505-2210-481.61-05	Postage	200	204	500	500	-	0.00%
505-2210-481.64-01	Membership Dues	1,545	1,391	1,542	1,542	-	0.00%
505-2210-481.64-02	Publications	-	-	200	200	-	0.00%
505-2210-481.69-04	Contingency	-	-	10,290	20,000	9,710	94.36%
505-2210-481.69-08	Write-off - Bad Debt	6,792	3,358	6,000	6,000	-	0.00%
505-2210-481.69-99	Inventory Adjustments	47,880	38,525	50,000	50,000	-	0.00%
505-2210-481.80-60	Admin., Clrk, & Acct.	111,120	111,125	111,125	111,125	-	0.00%
505-2210-491.10-10	Transfer to Other Funds	754,780	710,000	747,284	752,000	4,716	0.63%
505-2213-481.11-01	Salary Full Time	61,103	59,637	63,148	63,614	466	0.74%
505-2213-481.11-05	Overtime	35	33	400	500	100	25.00%
505-2213-481.21-01	Health Insurance	13,636	14,246	13,516	16,250	2,734	20.23%
505-2213-481.21-03	Dental Insurance	612	622	613	730	117	19.09%
505-2213-481.21-04	Vision Insurance	110	99	111	-	(111)	-100.00%
505-2213-481.22-01	Social Security Taxes	3,631	3,600	3,940	3,950	10	0.25%
505-2213-481.22-02	Medicare Contributions	849	842	921	925	4	0.43%
505-2213-481.23-02	Civilian Pension	2,239	3,098	4,131	4,135	4	0.10%
505-2213-481.23-04	Deferred Comp	1,114	959	1,271	1,275	4	0.31%

Water Expenses

CITY OF KIRKWOOD
FISCAL YEAR 2020/2021 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
505-2213-481.31-09	Training	885	-	1,000	1,000	-	0.00%
505-2213-481.31-10	Other Professional Svc	58,845	68,831	45,000	45,000	-	0.00%
505-2213-481.43-01	Office ept. maintenance	2,567	3,248	2,575	2,575	-	0.00%
505-2213-481.61-05	Postage	17,514	22,993	20,000	20,000	-	0.00%
505-2213-481.61-13	Clothing	280	280	150	150	-	0.00%
505-2213-481.66-34	Meter reading supplies	15,052	16,126	20,000	20,000	-	0.00%
505-2213-481.68-01	Office, Furniture & Eqpt,	-	-	1,000	1,000	-	0.00%
505-2214-481.11-01	Salary Full Time	747,359	757,044	844,478	868,119	23,641	2.80%
505-2214-481.11-04	Salary Temporary	-	-	4,800	4,800	-	0.00%
505-2214-481.11-05	Overtime	85,487	61,886	75,000	75,000	-	0.00%
505-2214-481.21-01	Health Insurance	149,644	157,978	157,352	187,900	30,548	19.41%
505-2214-481.21-03	Dental Insurance	7,273	6,927	8,195	8,155	(40)	-0.49%
505-2214-481.21-04	Vision Insurance	1,220	1,152	1,373	531	(842)	-61.33%
505-2214-481.21-05	Benefit Credit	-	37	-	450	450	100.00%
505-2214-481.22-01	Social Security Taxes	50,625	49,467	49,576	58,641	9,065	18.29%
505-2214-481.22-02	Medicare Contributions	11,839	11,569	11,595	13,714	2,119	18.28%
505-2214-481.23-02	Civilian Pension	31,423	42,409	51,662	56,291	4,629	8.96%
505-2214-481.23-04	Deferred Comp	13,537	11,562	15,896	17,320	1,424	8.96%
505-2214-481.31-09	Training	1,765	1,660	2,000	2,000	-	0.00%
505-2214-481.32-10	Other	258,276	296,683	298,150	364,050	65,900	22.10%
505-2214-481.41-02	Purchased Water	1,189,239	1,165,765	1,202,923	1,239,011	36,088	3.00%
505-2214-481.43-01	Office ept. maintenance	76	86	2,000	1,000	(1,000)	-50.00%
505-2214-481.43-02	Radio ept. maintenance	328	314	330	330	-	0.00%
505-2214-481.43-06	Equipment	14,182	16,103	21,500	54,000	32,500	151.16%
505-2214-481.43-16	Laboratory Equipment	4,091	4,869	5,000	5,000	-	0.00%
505-2214-481.53-01	Telephone	9,450	9,569	9,950	10,150	200	2.01%
505-2214-481.61-08	Janitorial supplies	1,206	1,056	1,000	1,000	-	0.00%
505-2214-481.61-11	Food	3,169	2,567	3,000	3,000	-	0.00%
505-2214-481.61-13	Clothing	6,319	8,665	6,500	6,500	-	0.00%
505-2214-481.61-14	Machinery & Equipment	6,009	4,604	5,500	5,500	-	0.00%
505-2214-481.61-15	Buildings & Grounds	1,394	6,470	14,716	14,716	-	0.00%
505-2214-481.62-01	Electricity	5,699	6,710	7,650	7,650	-	0.00%
505-2214-481.62-03	Gas	4,520	5,652	4,278	5,670	1,392	32.54%
505-2214-481.66-07	Safety equipment	1,908	3,946	5,000	5,000	-	0.00%
505-2214-481.66-08	Small tools	4,347	3,986	4,000	4,000	-	0.00%
505-2214-481.66-13	Mains, pipes, fittings	117,539	103,264	120,000	120,000	-	0.00%
505-2214-481.66-14	Meters & parts	14,745	5,948	12,000	15,000	3,000	25.00%
505-2214-481.66-15	Water tap supplies	9,936	12,876	10,000	15,000	5,000	50.00%

Water Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
505-2214-481.66-35	Fire Hydrants/Repair/Maintenance	6,133	10,258	10,000	10,000	-	0.00%		
505-2214-481.80-05	Fuel/Lubricants	24,548	24,542	31,314	32,292	978	3.12%		
505-2214-481.80-10	Vehicle Maintenance	72,489	58,538	70,537	101,891	31,354	44.45%		
505-2214-481.80-20	Electric Charges	304	305	350	350	-	0.00%		
505-2214-481.80-25	Ele. Chg Pumping Sta.	73,802	75,687	72,000	72,000	-	0.00%		
505-2214-481.80-40	Water Charges	1,849	1,550	1,500	1,500	-	0.00%		
505-2214-481.80-50	Sanitation Charges	828	828	828	828	-	0.00%		
505-2215-481.68-01	Office, Furniture & Eqpt,	-	-	980	1,000	20	2.04%		
505-2215-481.68-02	Machinery & Equipment	3,223	-	22,495	20,418	(2,077)	-9.23%		
505-2215-481.70-01	Principal	-	-	904,398	935,334	30,936	3.42%		
505-2215-481.70-02	Interest	419,339	451,930	467,255	435,283	(31,972)	-6.84%		
505-2215-481.70-03	Fiscal Agent's Fees	6,048	2,769	4,000	4,000	-	0.00%		
505-2215-481.75-05	Machinery & Equipment	-	33,880	-	36,000	36,000	100.00%		
505-2215-481.75-06	Rolling Stock	-	-	258,627	70,000	(188,627)	-72.93%		
505-2215-481.75-07	Feasibility Studies	-	-	-	-	-	-		
505-2215-481.75-15	Distribution System Impr.	477,860	-	3,633,851	1,210,000	(2,423,851)	-66.70%		
505-2215-481.76-10	Depreciation Expense	688,503	724,198	-	-	-	-		
TOTAL WATER FUND EXPENSES		5,995,019	5,584,240	9,943,976	7,720,620	(2,223,356)	-22.36%		

Water Expenses

The page was intentionally left blank.

CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
509-0000-340.19-10	Refuse collections chgs	2,273,702	2,300,986	2,297,289	2,297,289	-	0.00%
509-0000-340.19-15	Dumpster/Charges	41,797	38,860	43,920	40,200	(3,720)	-8.47%
509-0000-340.19-20	Recycling revenue	132,200	38,429	-	-	-	-
509-0000-340.19-30	Special Pick-up chgs	57,000	60,621	55,000	57,000	2,000	3.64%
509-0000-340.20-10	Lawn bag sales	343,949	374,786	360,150	367,353	7,203	2.00%
509-0000-340.20-20	Black Plastic bag sales	11,700	12,378	12,000	-	(12,000)	-100.00%
	Charges for Services	2,860,348	2,826,060	2,768,359	2,761,842	(6,517)	-0.24%
509-0000-361.10-00	Investments	3,024	27,783	10,000	10,000	-	-
	Investment Income	3,024	27,783	10,000	10,000	-	-
509-0000-380.10-00	Miscellaneous	219	1	-	150	150	100.00%
	Other Revenue	219	1	-	150	150	100.00%
509-0000-391.40-50	Interdepartment Usage	31,669	35,184	38,462	38,462	-	0.00%
	Interdepartmental Revenue	31,669	35,184	38,462	38,462	-	0.00%
	Total Revenue Before Other Financing Sources	2,895,260	2,889,028	2,816,821	2,810,454	(6,367)	-0.23%
509-0000-392.10-00	Sale of Fixed Assets	22,469	81,703	-	-	-	-
	Other Financing Sources	22,469	81,703	-	-	-	-
	TOTAL REVENUE AND OTHER FINANCING SOURCES	2,917,729	2,970,731	2,816,821	2,810,454	(6,367)	-0.23%

Sanitation Revenues

Sanitation Fund

Mission Statement

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

General Description

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

The Sanitation Division's residential collection consists of (1) once weekly curbside recycling and refuse collection for approximately 9,244 customers using six routes with each route containing approximately 1,500 residences; (2) once weekly rear yard service to approximately 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 48.65 as of March 31, 2019 The City's recycling program was awarded the 2015 Best Government Program by the Missouri Recycling Association.

This coming fiscal year the division will be acclimating to the automation of residential trash collections which began in the fall of 2019. Sanitation will be tracking their efficiencies gained through automation. In the FY21 budget, funds are being requested for the installation of GPS tracking equipment and routing software to further automated collections and gain more operational efficiencies.

The City will also be entering its fifth year of a 10 year agreement with the landfill operated by Waste Connections. This agreement also gives the City the ability to extend the agreement for two additional five year terms. In the past five years the cost per ton of solid waste landfilled was \$37/ton. Waste Connections has

Sanitation Fund

contacted the City in an effort to negotiate an increase based on the current agreement. Therefore, the FY21 budget has been increased by and estimated CPI over the past five years.

This past fiscal year the recycling market prices continued to fluctuates in the \$25 - \$38 average market value, with cardboard dropping to nearly \$0 per ton after hauling charges. To advert the losses in cardboard pricing the Sanitation Division is now self-hauling cardboard to the MRF.

This past year the average price the City has been paying to process single stream recycling has been \$85 per ton. In the FY21 budget based on CPI increases and market variances, FY21 budget is based on an average price of \$90 per ton.

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	FY15	FY16	FY17	FY18	FY19
Director	0.33	0.33	.33	.33	.33
Sanitation Superintendent	1.00	1.00	1.00	1.00	1.00
Commercial Account Manger	0.75	-	-	-	-
Lead Driver	-	-	-	-	-
Drivers	-	-	-	-	-
Collectors	-	-	-	-	-
Collectors part time	-	-	-	-	-
Sanitation Workers	12.00	12.00	12.00	12.00	12.00
Sanitation Workers, part time	2.25	2.25	2.25	-	-
Recycling	1.75	1.75	1.75	1.75	2.00
Customer Service Representative	0.50	0.50	1.00	1.00	1.00
TOTAL	18.58	17.83	18.83	16.08	16.33

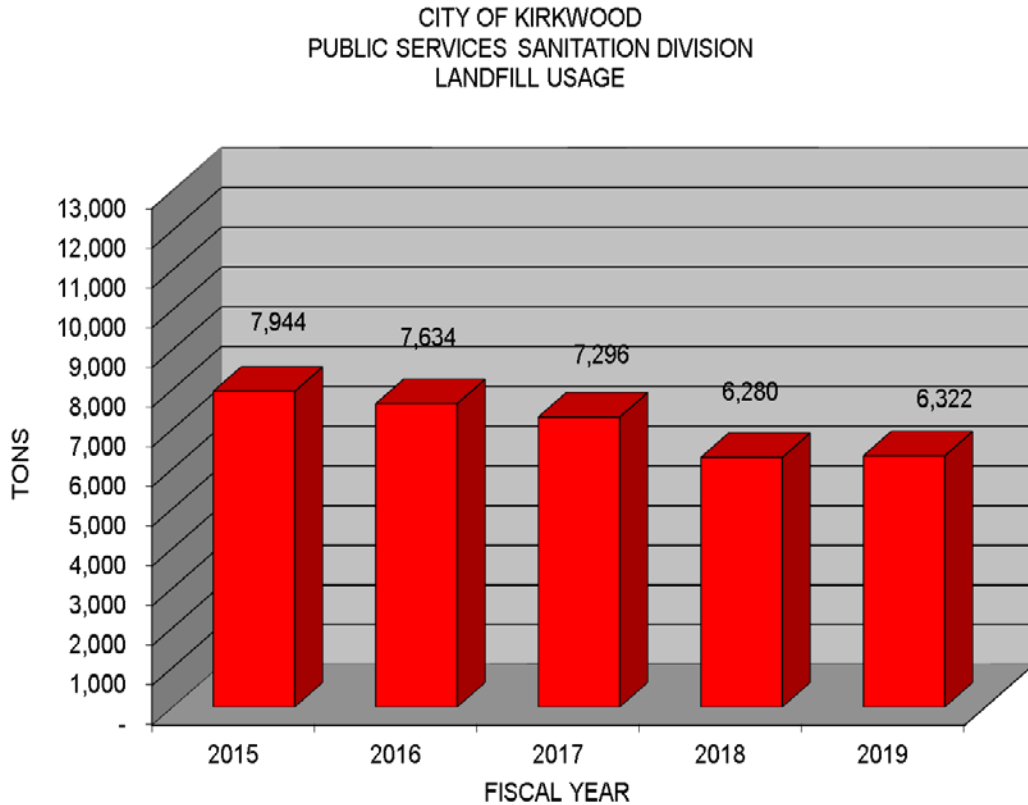
The Sanitation Department shares equally with the Electric and Water Departments the expenses for the positions listed below. These positions provide utility-billing services to the Water, Electric, and Sanitation Departments.

(1) Office Manager/Finance; (2) Utility Billing Clerks and (1) Customer Service Representative

Sanitation Fund

Landfill Usage

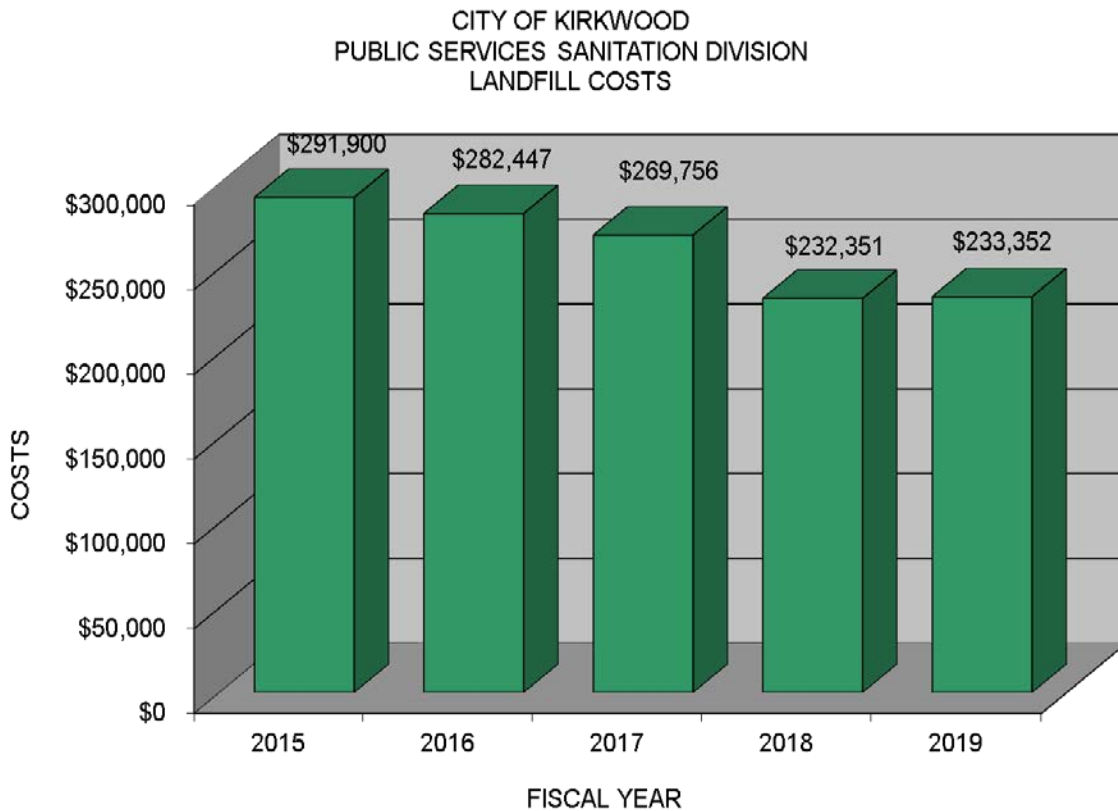
The amount of refuse in the Kirkwood solid waste stream shows a steady decrease since the elimination commercial collection.



Sanitation Fund

Landfill Costs

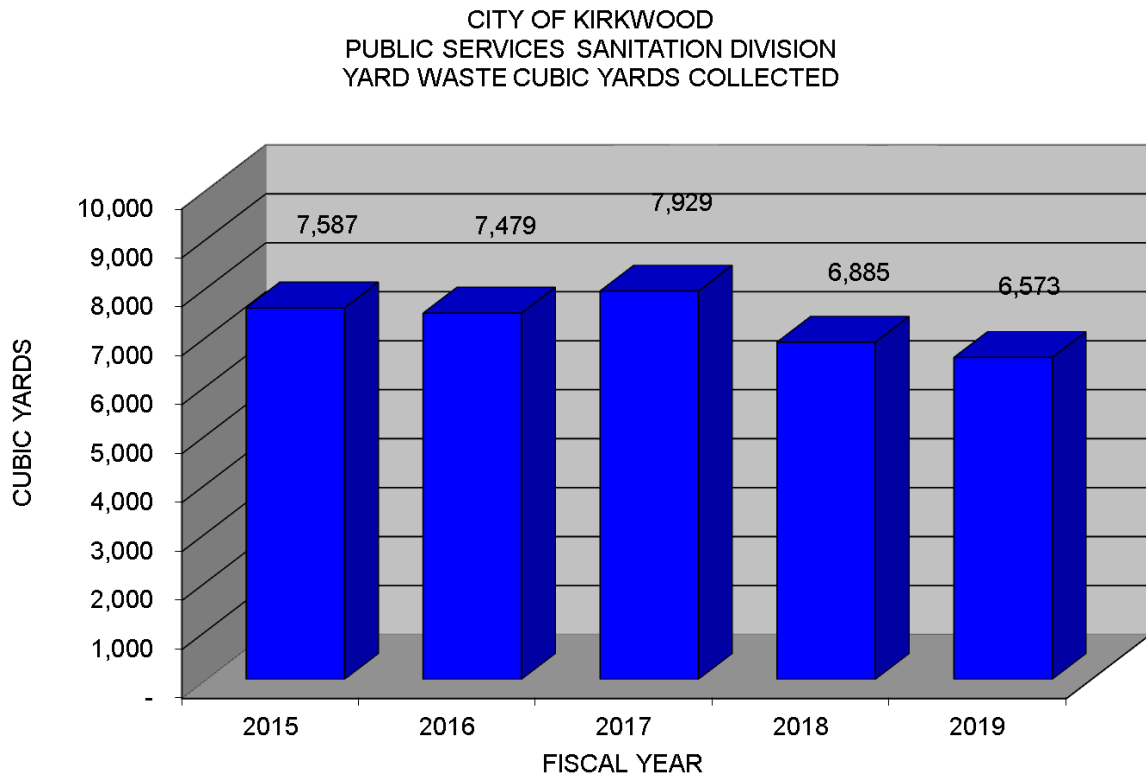
Landfill disposal costs over the past five years have been steady at \$37/Ton. Although, it is anticipated that in FY21 there will be a per ton rate increase. This increase will be annually based on the prior year's Consumers Price Index (CPI). The current contract with Waste Connection has an initial term of 10 years which expires in 2024. The City can continue this agreement for two additional five year terms if it is deemed financially sustainable.



Sanitation Fund

Yard Waste Collected

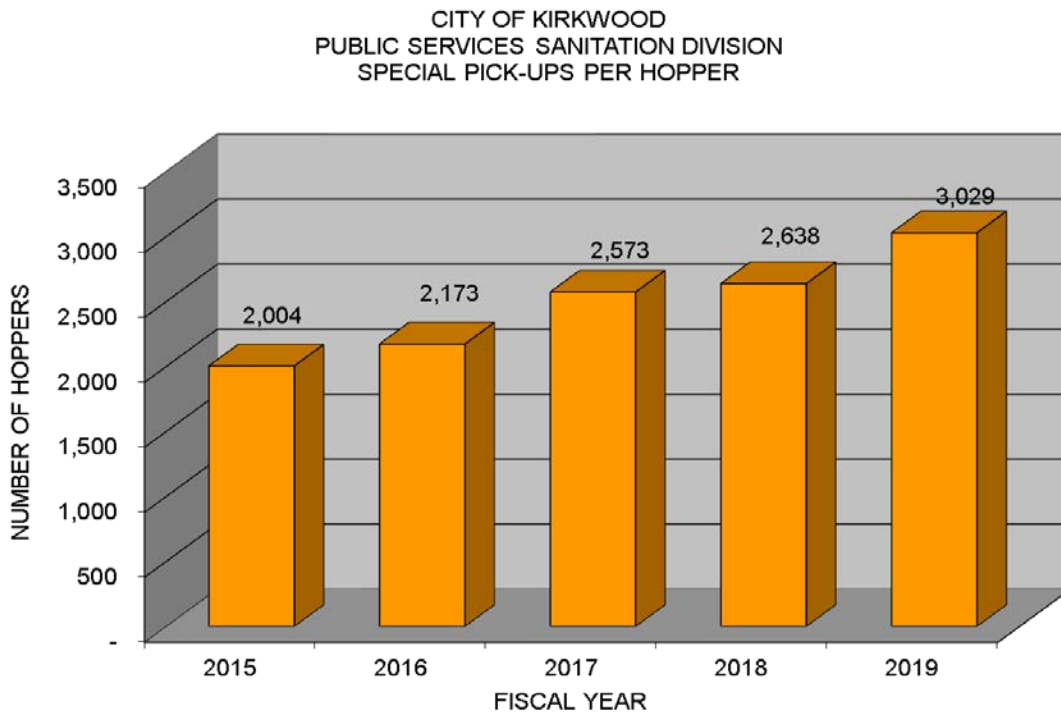
Disposal costs for yard waste had been very stable at \$8.50/cubic yard with a new contract in 2016. Yard waste collection, while consistent year round, the cubic yard volume is very seasonal and weather dependent. This often requires the Sanitation Division to work overtime hours, during some months, 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. This service continues to grow topping out at over 3,000 bulky items and hopper loads collected in FY19. 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.



Sanitation Fund

Recycling

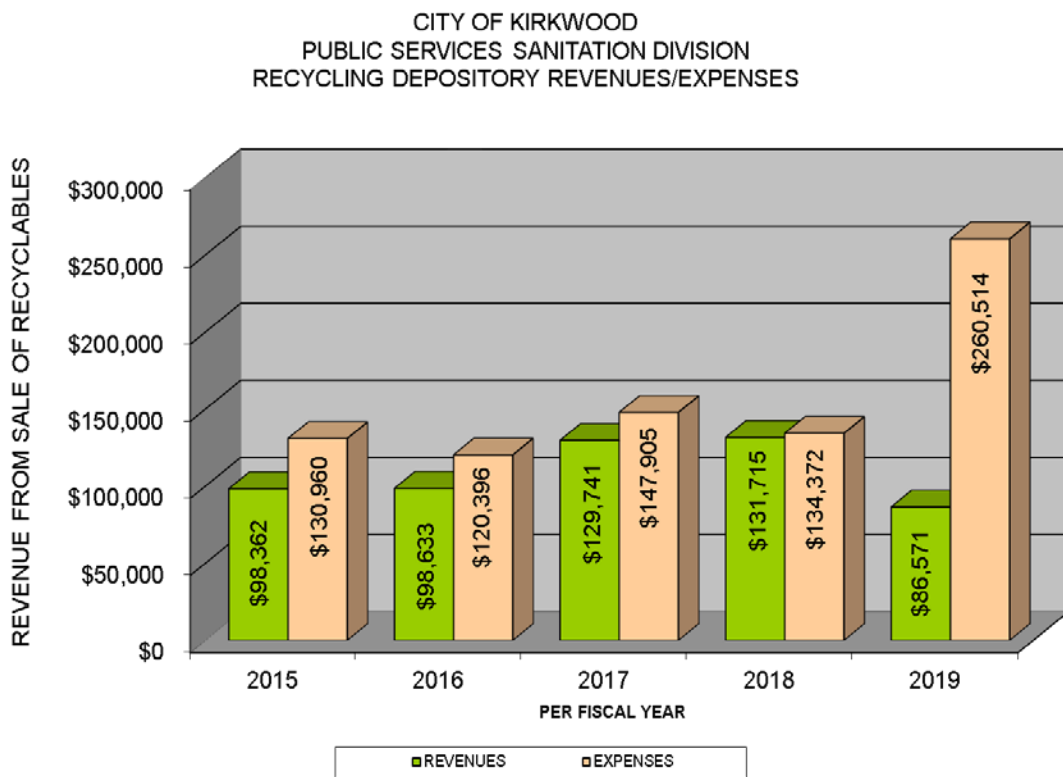
The Sanitation Division is responsible for the operation of the Recycling Depository. The Depository is open 24 hours a day, 7 days a week. This is one of the longest running recycling drop-off programs in the State of Missouri, serving a significantly larger region than the City of Kirkwood.

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

RECYCLING TONS					
MONTH	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
April	329.14	399.76	306.71	330.44	316.48
May	342.62	340.76	369.14	352.12	405.08
June	314.72	415.92	433.87	377.47	325.57
July	496.61	380.59	334.53	332.88	416.31
August	313.25	290.73	387.48	381.18	362.05
September	322.69	353.57	357.68	325.80	305.44
October	316.22	365.02	328.42	331.88	312.82
November	364.66	315.18	379.28	381.10	380.35
December	417.65	444.25	382.17	395.58	345.53
January	376.59	374.02	359.68	373.67	360.66
February	295.56	320.16	323.78	267.04	269.86
March	348.49	347.52	335.42	325.35	282.41
TOTALS	4,238.20	4,347.48	4,298.16	4,174.51	4,082.56

Sanitation Fund

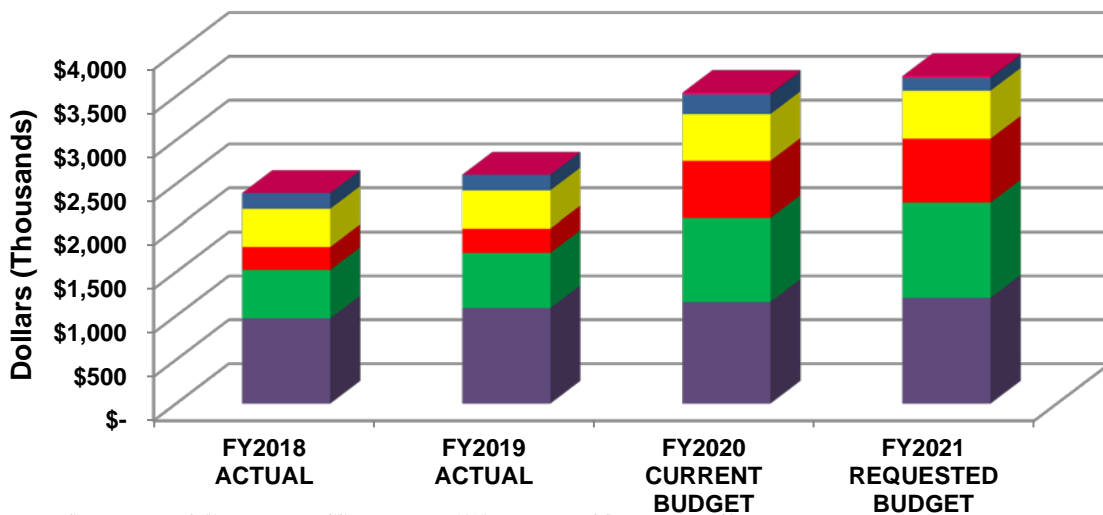
The Public Services Department maintains detailed records of the costs of operation of the Recycling Depository. The revenues shown on the chart are from the sale of recyclables, which help to offset the rising costs of landfill fees. The sharp decrease in FY19's revenue is directly related to the closing of Resource Management in August of 2018. This trend will continue through FY20 and be substantially lower in FY21 based on current recycling market trends.



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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	698,087	805,203	850,935	859,476
Part-time Salaries	26,859	1,022	-	-
Overtime	17,780	16,118	23,400	23,500
Social Security	46,047	50,284	53,830	54,555
Medicare	10,824	11,822	12,588	12,760
Civilian Pension	25,264	43,856	56,435	57,189
Deferred Compensation	11,760	13,584	17,365	17,599
Subtotal Salaries	836,621	941,889	1,014,553	1,025,079
Other Benefits				
Health Insurance	119,678	137,546	132,513	168,260
Dental Insurance	6,937	7,810	7,880	8,621
Vision Insurance	1,210	1,325	1,544	694
Benefit Credit	-	49	-	650
Unemployment	6,400	-	2,000	2,000
Subtotal Other Benefits	134,225	146,730	143,937	180,225
Total Personnel Services	970,846	1,088,619	1,158,490	1,205,304
Contractual Services	551,582	628,135	951,241	1,079,814
Commodities	181,293	179,280	227,000	146,550
Capital Outlay	262,451	276,837	653,553	730,145
Interdepartmental Charges	429,125	430,830	532,019	546,540
Transfers to Other Funds	-	-	16,507	21,000
TOTAL SANITATION BUDGET	2,395,297	2,603,701	3,538,810	3,729,353

Sanitation Budget Summary



CITY OF KIRKWOOD

SANITATION DEPARTMENT

Budget Changes

Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	509-2310-482.31-03	Public Relations	\$2,000	\$21,000	\$19,000	950.00%
	Narrative:	Increase due to hiring a professional public relation consultant to provide web support and public education materials.				
2	509-2310-482.43 -04	Computer Maintenance	\$6,500	\$27,500	\$21,000	323.08%
	Narrative:	Decrease due to Sanitations share of a new ERP system.				
3	509-2310-482.66-36	Bags & Ties	\$80,000	\$0	-\$80,000	-100.00%
	Narrative:	Decrease due to the elimination of commercial solid waste collection services.				
4	509-2312-482.42-09	Landfill/Disposal Fees	\$338,460	\$387,000	\$48,540	14.34%
	Narrative:	Increase based on projected CPI beginning on 4/1/2020 and a drop in the Average Market Value of recycling materials.				
5	509-2315-482.70-04	Lease Payments	\$100,000	\$109,645	\$9,645	9.64%
	Narrative:	Increase due to actual lease payment schedule.				
6	509-2315-482.75-05	Machinery & Equipment	\$72,008	\$35,000	-\$37,008	-51.39%
	Narrative:	Decrease due to equipment replacement schedule.				
7	509-2315-482.75-06	Rolling Stock	\$472,545	\$580,000	\$107,455	22.74%
	Narrative:	Increase is based on vehicle replacement schedule.				

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2310-482.11-01	Salary Full Time	593,781	675,422	710,989	715,654	4,665	0.66%		
509-2310-482.11-02	Salary Part Time	8,437	-	-	-	-			
509-2310-482.11-05	Overtime	15,757	13,366	20,000	20,000	-	0.00%		
509-2310-482.21-01	Health Insurance	99,838	107,068	104,400	133,195	28,795	27.58%		
509-2310-482.21-03	Dental Insurance	5,819	6,287	6,240	6,767	527	8.45%		
509-2310-482.21-04	Vision Insurance	1,016	1,077	1,259	658	(601)	-47.74%		
509-2310-482.21-05	Benefit Credit	-	49	-	650	650	100.00%		
509-2310-482.22-01	Social Security Taxes	38,478	42,207	45,321	45,825	504	1.11%		
509-2310-482.22-02	Medicare Contributions	9,054	9,933	10,599	10,717	118	1.11%		
509-2310-482.23-02	Civilian Pension	21,334	36,507	47,514	48,043	529	1.11%		
509-2310-482.23-04	Deferred Comp	9,746	11,501	14,620	14,782	162	1.11%		
509-2310-482.29-04	Unemployment Comp.	6,400	-	2,000	2,000	-	0.00%		
509-2310-482.31-03	Public Relations	-	-	2,000	21,000	19,000	950.00%		
509-2310-482.31-09	Training	-	84	500	250	(250)	-50.00%		
509-2310-482.31-10	Other Professional Svcs	17,803	9,249	10,000	10,000	-	0.00%		
509-2310-482.32-01	Legal	3,042	2,549	2,500	2,500	-	0.00%		
509-2310-482.32-02	Audit	1,939	1,500	3,000	2,000	(1,000)	-33.33%		
509-2310-482.42-06	Laundry, towels, etc	-	23	500	250	(250)	-50.00%		
509-2310-482.42-09	Landfill/Disposal fees	311,581	285,713	304,100	310,225	6,125	2.01%		
509-2310-482.43-01	Office ept. maintenance	200	200	300	300	-	0.00%		
509-2310-482.43-02	Radio eqpt. maintenance	328	322	328	328	-	0.00%		
509-2310-482.43-04	Computer maintenance	6,500	6,500	6,500	27,500	21,000	323.08%		
509-2310-482.43-06	Equipment	562	905	1,000	1,000	-	0.00%		
509-2310-482.52-02	General liability	31,727	30,856	45,000	45,500	500	1.11%		
509-2310-482.52-11	Work. Comp. Premium	148,831	148,831	205,327	237,080	31,753	15.46%		
509-2310-482.53-01	Telephone	402	411	450	450	-	0.00%		
509-2310-482.55-09	Other Printing	-	-	2,000	1,000	(1,000)	-50.00%		
509-2310-482.58-01	Travel Executive	-	-	500	500	-	0.00%		
509-2310-482.61-01	Office supplies	2,068	1,067	1,500	1,500	-	0.00%		
509-2310-482.61-08	Janitorial supplies	-	88	500	500	-	0.00%		
509-2310-482.61-13	Clothing	3,512	3,641	1,700	5,200	3,500	205.88%		
509-2310-482.64-01	Membership Dues	-	-	300	-	(300)	-100.00%		
509-2310-482.66-07	Safety equipment	3,214	5,251	7,650	4,500	(3,150)	-41.18%		
509-2310-482.66-08	Small tools	421	139	500	500	-	0.00%		
509-2310-482.66-36	Bags & Ties	69,320	69,501	80,000	-	(80,000)	-100.00%		
509-2310-482.66-37	Yard Bags	59,546	63,782	75,000	75,000	-	0.00%		
509-2310-482.69-04	Contingency	-	-	10,000	10,000	-	0.00%		
509-2310-482.69-08	Write-off - Bad Debt	10,037	3,084	5,000	5,000	-	0.00%		

Sanitation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2310-482.69-99	Inventory Adjustments	(720)	(6,194)	2,000	2,000	-	100.00%		
509-2310-482.80-05	Fuel/Lubricants	89,860	103,759	156,523	152,235	(4,288)	-2.74%		
509-2310-482.80-10	Vehicle Maintenance	245,475	241,945	292,390	308,694	16,304	5.58%		
509-2310-482.80-20	Electric Charges	5,247	5,359	5,500	5,500	-	0.00%		
509-2310-482.80-40	Water Usage Charges	557	450	600	600	-	0.00%		
509-2310-482.80-60	Admin., Clrk, & Acct.	55,750	55,750	55,750	55,750	-	0.00%		
509-2310-491.10-10	Transfer to Other Funds	-	-	16,507	21,000	4,493	27.22%		
509-2312-482.11-01	Salary Full Time	43,206	70,144	76,798	80,208	3,410	4.44%		
509-2312-482.11-02	Salary Part Time	18,422	1,022	-	-	-	-		
509-2312-482.11-05	Overtime	1,988	2,719	3,000	3,000	-	0.00%		
509-2312-482.21-01	Health Insurance	6,204	16,232	17,148	18,815	1,667	9.72%		
509-2312-482.21-03	Dental Insurance	464	901	930	1,124	194	20.86%		
509-2312-482.21-04	Vision Insurance	84	149	167	36	(131)	-78.44%		
509-2312-482.22-01	Social Security Taxes	3,939	4,477	4,569	4,780	211	4.62%		
509-2312-482.22-02	Medicare Contributions	921	1,047	1,068	1,118	50	4.68%		
509-2312-482.23-02	Civilian Pension	1,691	4,252	4,790	5,011	221	4.61%		
509-2312-482.23-04	Deferred Comp	901	1,124	1,474	1,542	68	4.61%		
509-2312-482.31-10	Other Professional Svcs	-	167	500	500	-	0.00%		
509-2312-482.42-09	Landfill/Disposal fees	4,965	117,274	338,460	387,000	48,540	14.34%		
509-2312-482.52-02	General liability	3,455	3,361	4,200	4,550	350	8.33%		
509-2312-482.52-11	Work. Comp. Premium	13,941	13,941	17,426	21,231	3,805	21.84%		
509-2312-482.53-01	Telephone	134	137	150	150	-	0.00%		
509-2312-482.61-13	Clothing	113	-	600	600	-	0.00%		
509-2312-482.66-07	Safety equipment	758	-	300	300	-	0.00%		
509-2312-482.66-08	Small tools	-	-	300	300	-	0.00%		
509-2312-482.66-36	Bags & Ties	1,048	-	1,500	1,000	(500)	-33.33%		
509-2312-482.80-05	Fuel/Lubricants	3,255	3,573	3,000	3,857	857	28.57%		
509-2312-482.80-10	Vehicle Maintenance	25,779	16,696	14,881	16,424	1,543	10.37%		
509-2312-482.80-20	Electric Charges	3,202	3,298	3,375	3,480	105	3.11%		
509-2312-482.80-40	Water Usage Charges	-	-	-	-	-	-		
509-2313-482.11-01	Salary Full Time	61,100	59,637	63,148	63,614	466	0.74%		
509-2313-482.11-05	Overtime	35	33	400	500	100	25.00%		
509-2313-482.21-01	Health Insurance	13,636	14,246	10,965	16,250	5,285	48.20%		
509-2313-482.21-03	Dental Insurance	654	622	710	730	20	2.82%		
509-2313-482.21-04	Vision Insurance	110	99	118	-	(118)	-100.00%		
509-2313-482.22-01	Social Security Taxes	3,630	3,600	3,940	3,950	10	0.25%		
509-2313-482.22-02	Medicare Contributions	849	842	921	925	4	0.43%		
509-2313-482.23-02	Civilian Pension	2,239	3,097	4,131	4,135	4	0.10%		

Sanitation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2313-482.23-04	Deferred Comp	1,113	959	1,271	1,275	4	0.31%		
509-2313-482.31-09	Training	885	-	1,000	1,000	-	0.00%		
509-2313-482.31-10	Other Professional Svcs	3,216	3,186	3,500	3,500	-	0.00%		
509-2313-482.43-01	Office ept. maintenance	2,071	2,926	2,000	2,000	-	0.00%		
509-2313-482.61-05	Postage	17,514	22,993	20,000	20,000	-	0.00%		
509-2313-482.61-13	Clothing	280	280	150	150	-	0.00%		
509-2313-482.66-34	Meter Reading Supplies	14,182	15,648	20,000	20,000	-	0.00%		
509-2313-482.68-01	Office, Furniture & Eqpt.,	-	-	-	500	500	100.00%		
509-2315-482.70-04	Lease Payments	3,692	740	100,000	109,645	9,645	9.64%		
509-2315-482.75-05	Machinery & Equipment	3,498	18,933	72,008	35,000	(37,008)	-51.39%		
509-2315-482.75-06	Rolling Stock	-	-	472,545	585,000	112,455	23.80%		
509-2315-482.76-10	Depreciation Expense	255,261	257,164	-	-	-	-		
TOTAL SANITATION EXPENSES		2,395,297	2,603,701	3,538,810	3,729,353	190,543	5.38%		

Sanitation Expenses

The page was intentionally left blank.

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
602-0000-361.10-00	Investments	4,507	11,217	4,000	4,000	-	0.00%		
	Investment Income	4,507	11,217	4,000	4,000	-	0.00%		
602-0000-391.30-70	Services	913,569	914,415	1,162,976	1,415,415	252,439	21.71%		
	Interdepartmental Revenue	913,569	914,415	1,162,976	1,415,415	252,439	21.71%		
	TOTAL REVENUE AND OTHER FINANCING SOURCES	918,076	925,632	1,166,976	1,419,415	252,439	21.63%		

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 and maintain a safe and healthy working culture and environment for employees.

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

Staffing

The Worker's Compensation Fund maintains one staff position of Safety Manager. The Safety Manager is responsible for directing; developing, implementing and managing city-wide safety, risk management and loss 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 2015		FY 2016		FY 2017		FY 2018		FY 2019	
	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident
Administration	1	0	0	0	0	0	0	0	0	1
Electric	2	0	3	0	1	0	2	0	1	0
Finance	0	0	0	0	2	0	0	0	0	1
Fire	8	2	11	0	5	2	6	0	9	0
Fleet Services	3	1	0	0	1	0	1	0	0	0
Parks	4	2	3	1	2	1	3	1	2	0
Police	8	0	5	1	7	2	7	3	6	2
Purchasing	0	0	0	0	0	0	0	0	0	0
PW - Bldg. Comm.	0	0	0	0	1	0	1	0	0	0
PW - Bldg. Maint.	0	0	0	0	0	0	0	0	0	0
PW - Engineering	0	0	0	0	1	0	0	0	0	0
PW - Street	4	1	4	0	1	0	1	0	2	1
Recreation	1	1	2	1	2	0	2	0	4	1
Sanitation	1	0	2	0	3	0	3	0	4	0
Water	0	1	2	0	6	1	6	2	6	1
Totals	32	8	32	3	32	6	32	6	34	7

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 2015 and ending with Fiscal Year 2019 (4/01/2014 – 3/31/2019), are used throughout this report.** The charts are analyzed by department, utilizing the principles of frequency and severity.

Chart “A”: This chart illustrates the percent of claims (frequency) by department.

Table “A”: This table lists the actual number of claims by department in descending order. Chart “A” shows the order of frequency with the Fire department with 39 claims, Police department with 33 claims, Water department with 20 claims, Parks department with 14 claims, and Sanitation department with 13 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
04/01/2014 TO 03/31/2019

Workers Compensation
% of number of claims (Frequency)
04/01/2014 - 03/31/2019

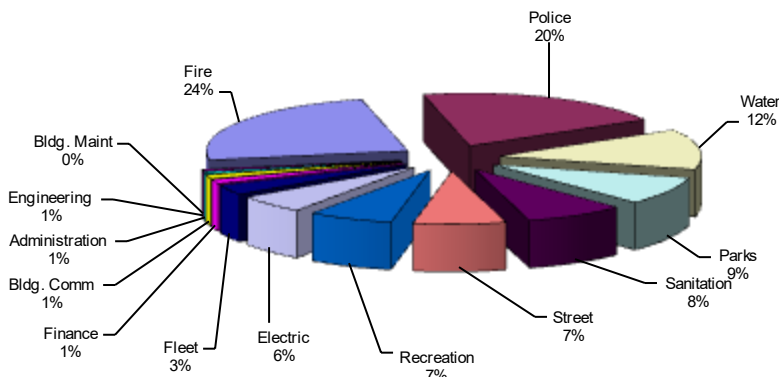


Chart and Table A

LOCATION	# CLAIMS
Fire	39
Police	33
Water	20
Parks	14
Sanitation	13
Street	12
Recreation	11
Electric	9
Fleet	5
Finance	2
Bldg. Comm.	2
Administration	1
Engineering.	1
Bldg. Maint.	0
Total	162

Workers Compensation Fund

Chart “B”: This chart illustrates the percent of severity by department.

Table “B”: This table lists the actual dollar costs (severity) incurred by departments in descending order. The total incurred is the total paid plus the outstanding reserves—the variable is the outstanding reserves. These reserves, if not completely spent on the claim, will zero out once a claim is closed thereby reducing the total incurred on a claim and that department’s totals.

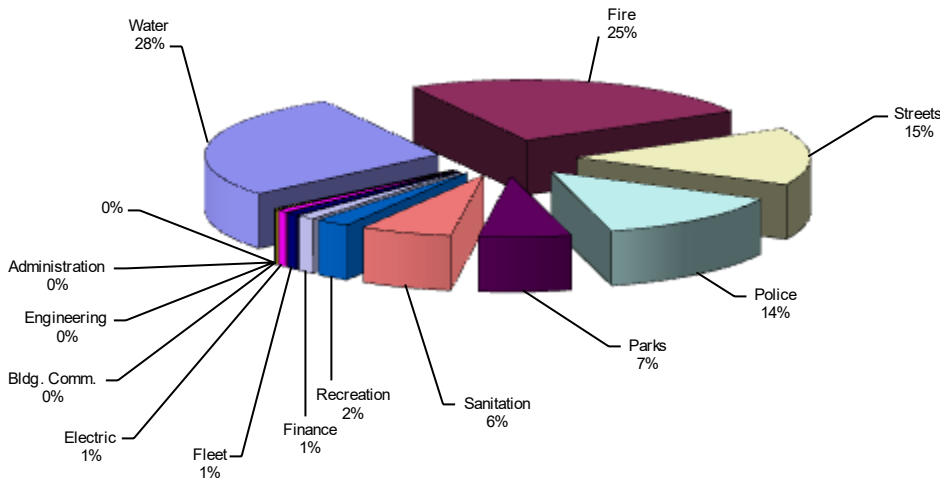
There can be a variety of costs associated with workers’ compensation claims that may be on going for long periods of time—one to two years, or sometimes longer. These costs may be compounded by inflation, frequency, and types of medical services provided, as well as legal and medical expenses, which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

The top five departments are Water \$702,642.97, Fire \$630,038.07, Streets \$382,493.99, Police \$339,228.72 and Parks \$159,972.26.

Overall Analysis by Department: Severity

**Workers Compensation
% of Cost Incurred (Severity)
04/01/2014 - 03/31/2019**

**WORKERS COMPENSATION
DOLLARS COST INCURRED
04/01/2014 TO 03/31/2019**



LOCATION	CLAIMS \$
Water	702,642.97
Fire	630,038.07
Streets	382,493.99
Police	339,228.72
Parks	159,972.26
Sanitation	158,814.88
Recreation	58,203.97
Finance	31,009.98
Fleet	18,696.97
Electric	18,111.47
Bldg. Comm.	4,765.85
Administration	1,766.12
Engineering	637.35
Total	2,506,382.60

Chart and Table B

Workers Compensation Fund

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

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

The first category is "Strain by *Not Otherwise Classified (NOC)*" with 34 claims and incurred dollars of \$753,484.00

The second category is "Strain by *Lifting/Carrying*" with 14 claims and incurred dollars of \$275,047.00

The third category is "Fall/*Slip/Trip*" with 10 claims and incurred dollars of \$123,365.00

The fourth category is "Struck by (*NOC*)" with 8 claims and incurred dollars of \$9,082.00

The fifth category is "Cut/*Puncture/Scrape*" with 8 claims and incurred dollars of \$7,844.00

City of Kirkwood
Workers Compensation
Top 5 Causes of Injury by Frequency and Incurred dollars
4/1/2014 - 3/31/2019

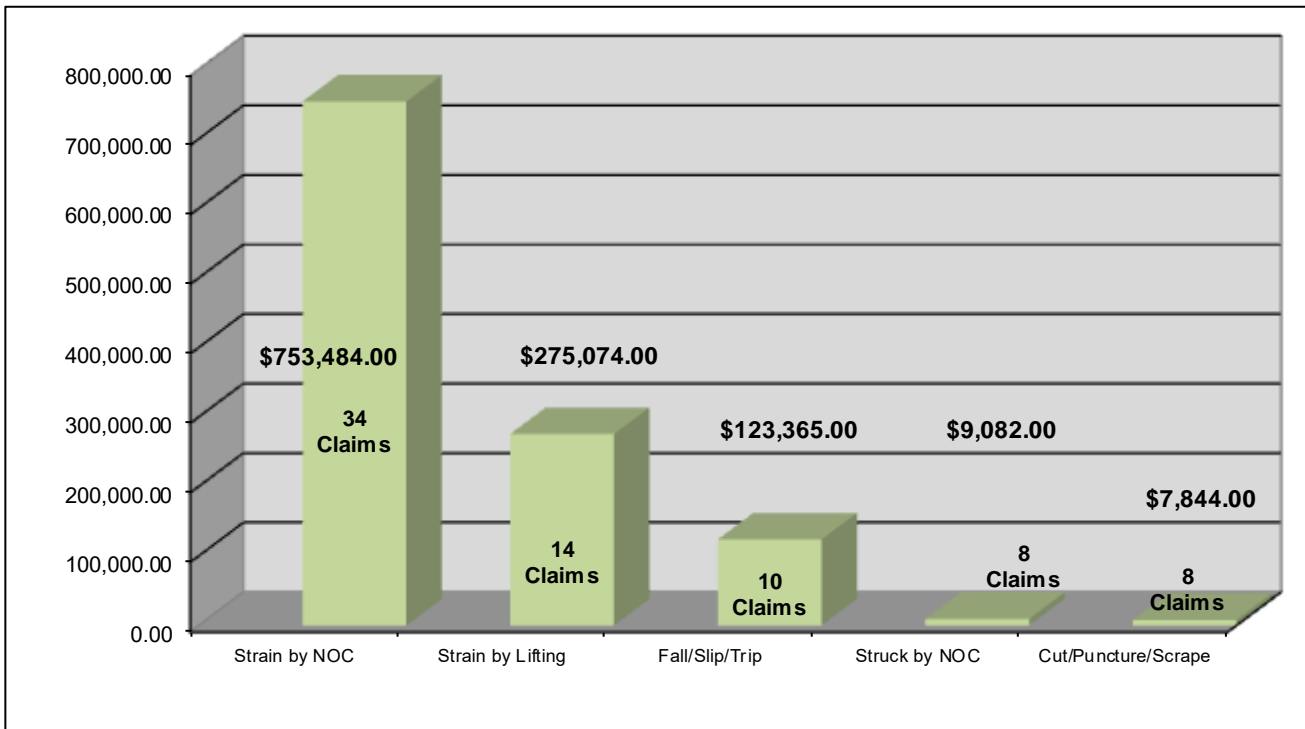


Chart C

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" - \$753,484.00
2. "Object handled" - \$359,000.00
3. "Lifting" - \$275,074.00
4. "Person in act of crime" - \$189,166.00
5. "Fall/Slip/Trip" - \$123,365.00

City of Kirkwood
Workers Compensation
Top 5 Causes of Injury by Severity and Incurred dollars
4/1/2014 - 3/31/2019

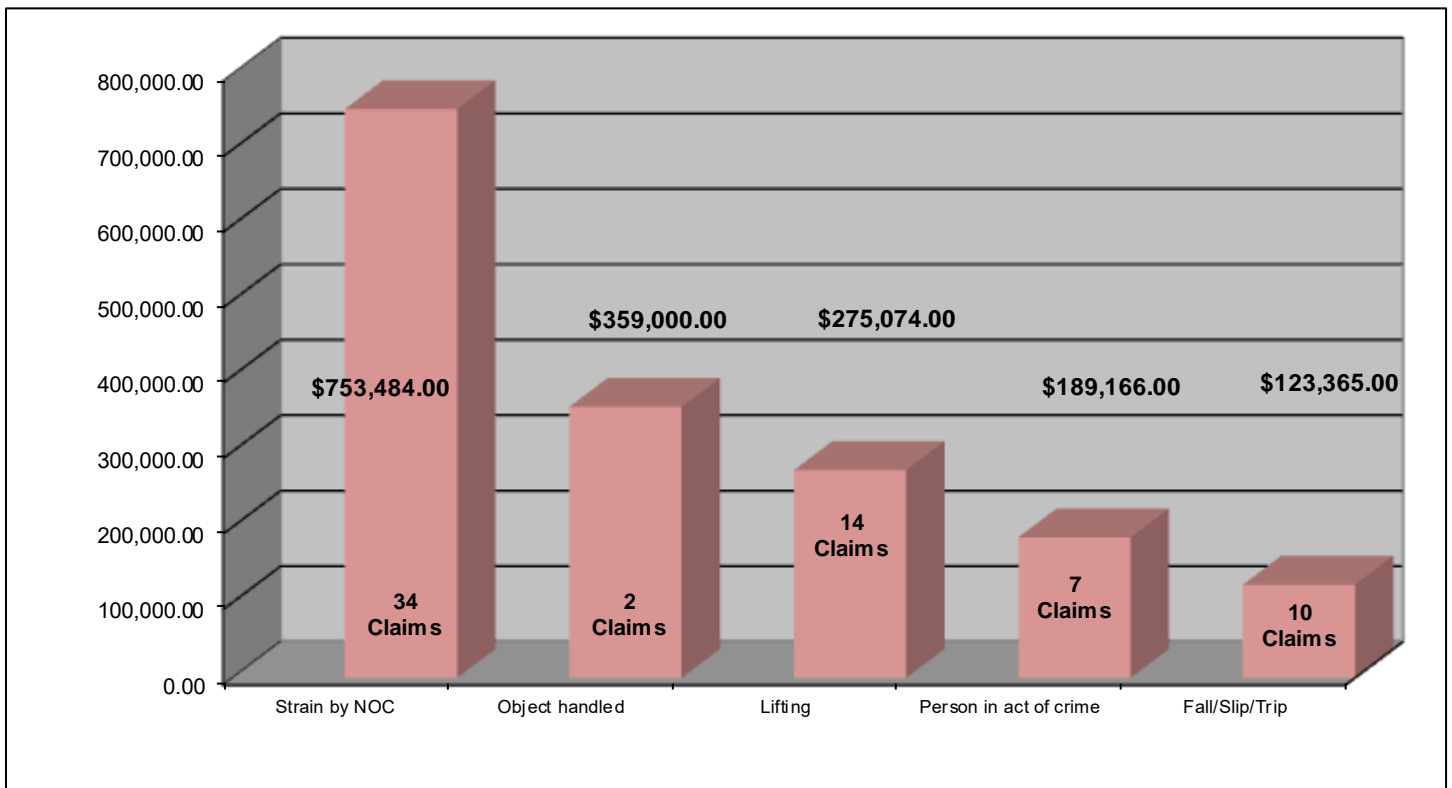


Chart "D"

Workers Compensation Fund

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 1.17 as of 03/31/2019

**City of Kirkwood
Workers Compensation
Experience Modification Rating as of 03/31/2019**

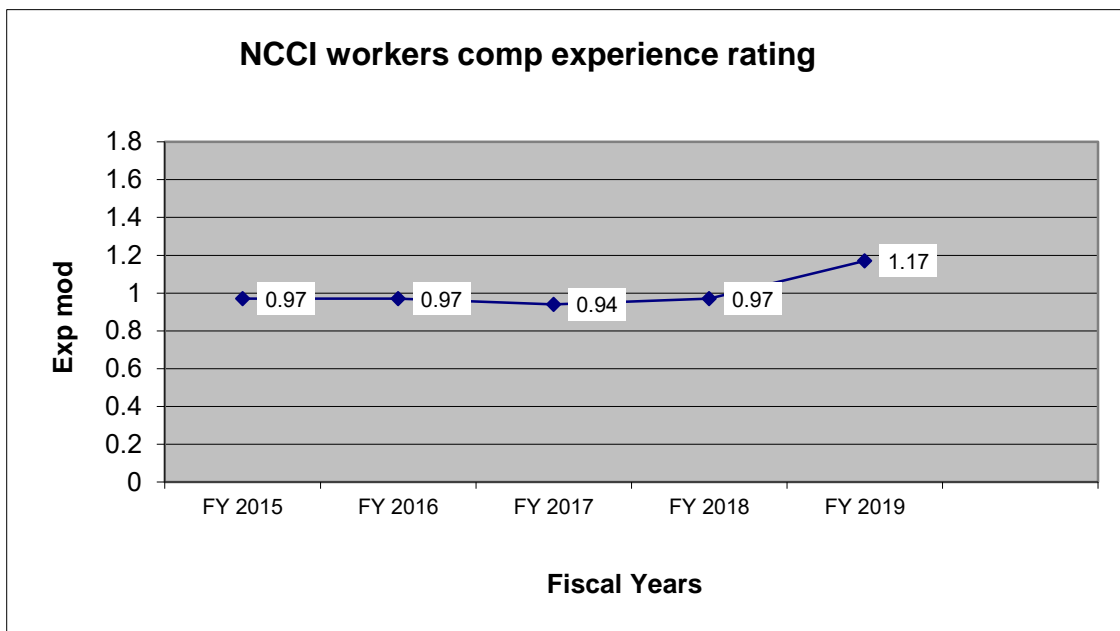


Chart “E”

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 2015 through Policy Year 2019 the city has saved \$774,299.00 by being self-insured verses the conventional insurance premiums for Workers Compensation, Auto and General Liability programs.

Safety Meetings: Departments continue to hold their safety meetings on a regular basis, depending on their individual schedules, Parks, Water, Streets, Sanitation and Fleet Services hold weekly meetings. Electric and Recreation departments have a monthly safety meeting and Administration, Finance and all other City Hall offices have quarterly meetings.

Safety Programs: All programs are reviewed and updated annually and additional programs, policies and safe work practices are developed and reviewed for implementation as regulations and practices change. As each facet is completed, training takes place for each affected department and then monitored for effectiveness with scheduled and random department safety compliance audits.

Safety Council: All departments are represented by their Department Head, conducted in conjunction with the monthly staff meetings and policies, procedures, implementation and management of the safety programs are reviewed.

Safety Committee: All departments are represented at the Safety Committee, guided by the Safety Manager, where vehicle accidents and work comp injuries and incidents are reviewed. The Committee also makes follow up safety recommendations and reviews as needed. Department heads frequently attend and participate at these meetings.

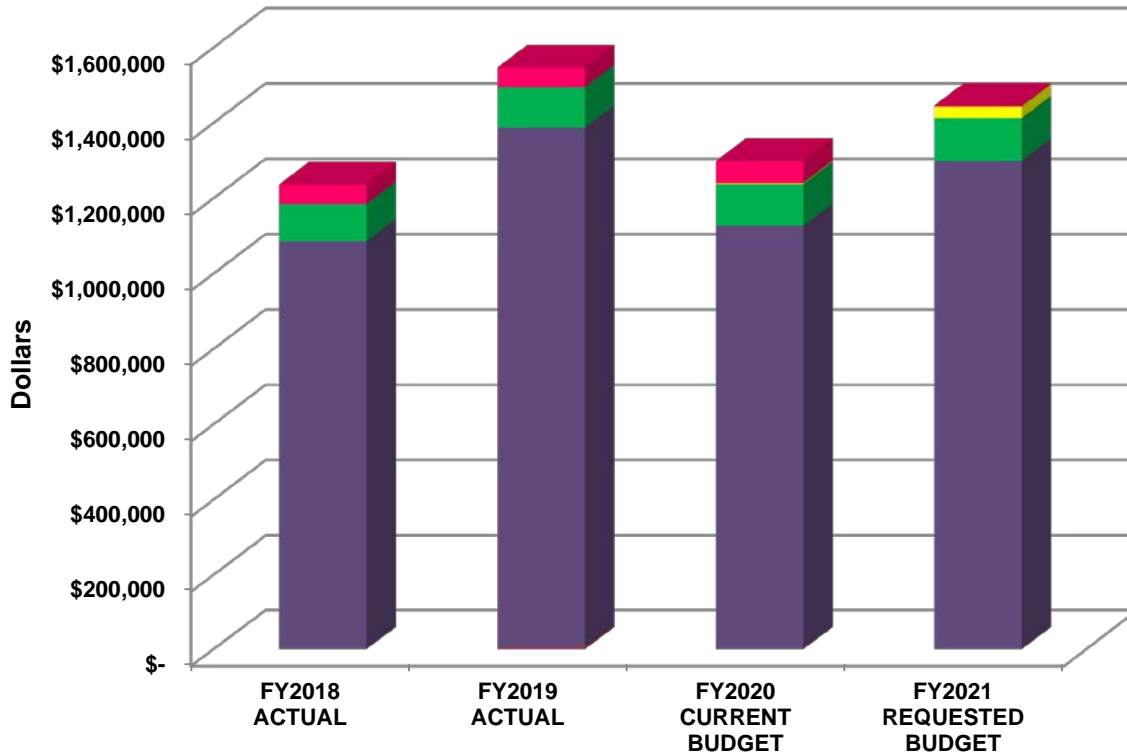
Risk Management: AJ Gallagher became our agent of record and provider of risk management services effective 6/1/06. They provide hands-on assistance with many city insurance programs, including loss control inspections and other areas of safety ensuring the highest rated insurance coverages. Meetings are regularly held with the city's third party administrator. The meetings are conducted to review existing claims and determine how best to bring them to timely closure. Litigated cases are also closely monitored.

Seminars and Training: This is ongoing; some classes are mandatory to maintain certain certifications. Classes are offered by our Employee Assistance Program provider, insurance carriers and industry specific classes are scheduled when available. The Safety Manager continues to provide training and establish training requirements and schedules as needed, and also attends classes and seminars on safety practices, medical information and regulatory updates, and works closely with our third party administrator in obtaining the highest rated medical services and treatment.

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	73,821	80,284	82,583	83,350
Social Security	4,561	4,776	5,120	5,170
Medicare	1,067	1,117	1,198	1,210
Civilian Pension	2,825	4,516	5,368	5,390
Deferred Compensation	1,504	1,567	1,652	1,670
Subtotal Salaries	83,778	92,260	95,921	96,790
Other Benefits				
Health Insurance	14,551	14,539	14,845	15,850
Dental Insurance	464	471	484	552
Vision Insurance	84	77	87	-
Subtotal Other Benefits	15,099	15,087	15,416	16,402
Total Personnel Services	98,877	107,347	111,337	113,192
Contractual Services	1,085,742	1,384,400	1,126,350	1,299,400
Commodities	52,048	52,497	58,450	2,700
Capital Outlay	50	3,082	300	300
Interdepartmental Charges	11,216	12,024	12,650	12,777
Transfers to Other Funds	-	-	2,578	31,000
TOTAL WC BUDGET	1,247,933	1,559,350	1,311,665	1,459,369

Workers Compensation Budget Summary



CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
602-3111-442.10-10	Transfer to Other Funds	-	-	2,578	31,000	28,422	1102.48%		
602-3111-442.11-01	Salary Full Time	73,821	80,284	82,583	83,350	767	0.93%		
602-3111-442.21-01	Health Insurance	14,551	14,539	14,845	15,850	1,005	6.77%		
602-3111-442.21-02	Claims Expense	707,164	941,788	700,000	850,000	150,000	21.43%		
602-3111-442.21-03	Dental Insurance	464	471	484	552	68	14.05%		
602-3111-442.21-04	Vision Insurance	84	77	87	-	(87)	-100.00%		
602-3111-442.22-01	Social Security Taxes	4,561	4,776	5,120	5,170	50	0.98%		
602-3111-442.22-02	Medicare Contributions	1,067	1,117	1,198	1,210	12	1.00%		
602-3111-442.23-02	Civilian Pension	2,825	4,516	5,368	5,390	22	0.41%		
602-3111-442.23-04	Deferred Comp	1,504	1,567	1,652	1,670	18	1.09%		
602-3111-442.31-07	Medical Examinations	6,415	6,600	10,000	8,500	(1,500)	-15.00%		
602-3111-442.31-09	Training	-	799	3,000	2,500	(500)	-16.67%		
602-3111-442.31-10	Other Professional Svcs	37,182	35,517	45,000	45,000	-	0.00%		
602-3111-442.52-11	Work. Comp. Premium	273,868	305,184	280,000	305,000	25,000	8.93%		
602-3111-442.53-01	Telephone	1,605	1,097	1,350	1,400	50	3.70%		
602-3111-442.58-02	Travel Other	902	1,654	2,000	2,000	-	0.00%		
602-3111-442.61-01	Office supplies	54	92	300	400	100	33.33%		
602-3111-442.61-11	Food	128	205	600	500	(100)	-16.67%		
602-3111-442.64-01	Dues	35	-	50	300	250	100.00%		
602-3111-442.68-01	Office, Furniture & Eqpt,	50	3,082	300	300	-	0.00%		
602-3111-442.69-05	Service Awards	51,831	52,200	57,500	1,500	(56,000)	-97.39%		
602-3111-442.80-05	Fuel/Lubricants	1,220	1,424	1,982	1,833	(149)	-7.52%		
602-3111-442.80-10	Fleet Services	-	600	668	944	276	41.32%		
602-3111-442.80-60	Admin., Clrk, & Acct.	9,996	10,000	10,000	10,000	-	0.00%		
602-3112-442.31-10	Other P Professional Svcs	58,606	91,761	85,000	85,000	-	0.00%		
TOTAL WORKERS COMPENSATION EXPENSES		1,247,933	1,559,350	1,311,665	1,459,369	147,704	11.26%		

Workers Compensation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-0000-336.10-30	Rock Hill	34,201	53,049	20,000	20,000	-	0.00%		
608-0000-341.30-30	Fleet Services	1,009,645	842,517	1,026,250	1,051,442	25,192	2.45%		
608-0000-341.30-40	Sale of Lubricants	-	-	-	-	-	-		
	Charges for Services	1,043,846	895,566	1,046,250	1,071,442	25,192	2.41%		
608-0000-361.10-00	Investments	797	6,430	-	-	-	-		
	Investment Income	797	6,430	-	-	-	-		
608-0000-380.10-00	Miscellaneous	2,398	680	-	-	-	-		
	Other Revenue	2,398	680	-	-	-	-		
	Total Revenue Before Other Financing Sources	1,047,041	902,676	1,046,250	1,071,442	25,192	2.41%		
608-0000-392.10-00	Sale of Fixed Assets	(355)	20	-	-	-	-		
608-0000-392.20-00	Insurance Proceeds	-	1,965	-	-	-	-		
	Other Financing Sources	(355)	1,985	-	-	-	-		
	TOTAL REVENUE AND OTHER FINANCING SOURCES	1,046,686	904,661	1,046,250	1,071,442	25,192	2.41%		

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 255 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	FY15	FY16	FY17	FY18	FY19
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

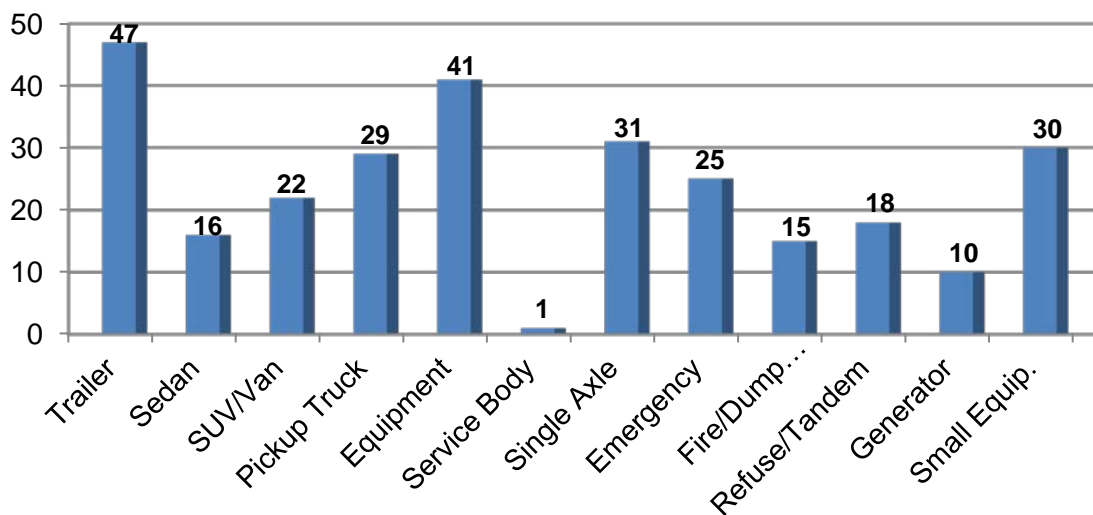
Staffing Levels (continued)

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 850.10.

The technician requirement is then calculated by totaling the assigned Maintenance Repair Units (MRU) of all assets, (850.10); multiplying the direct labor hour's equivalent (9.33), multiplying by the fiscal year's percentage of in-house repairs (99.96%) and dividing the number of estimated annual labor hours per technician (1430). This calculation validates the requirement of 5.54 technicians to maintain our current fleet.

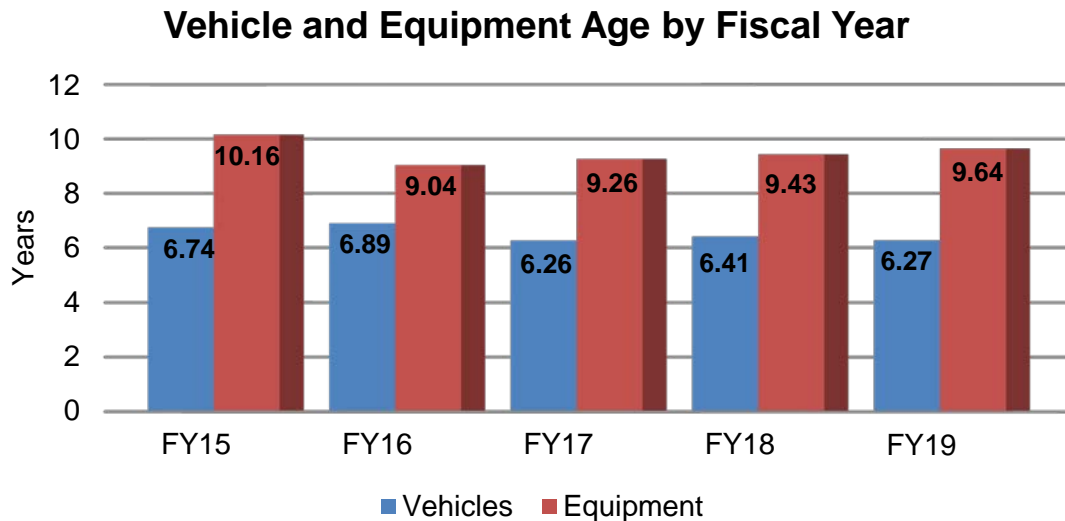
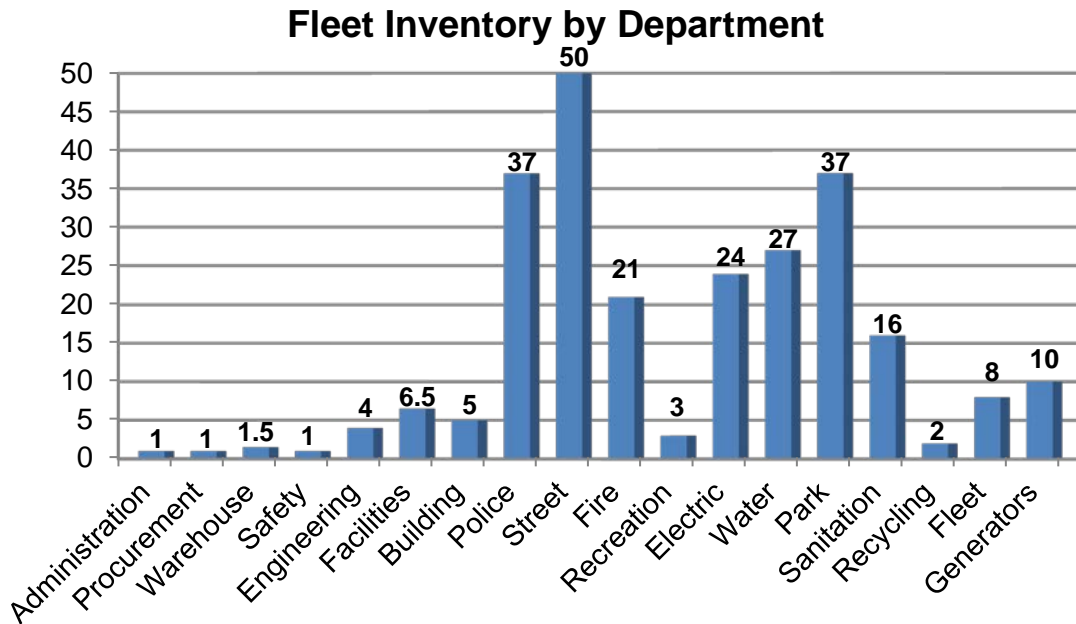
Asset Count Based on Maintenance Repair Units



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.

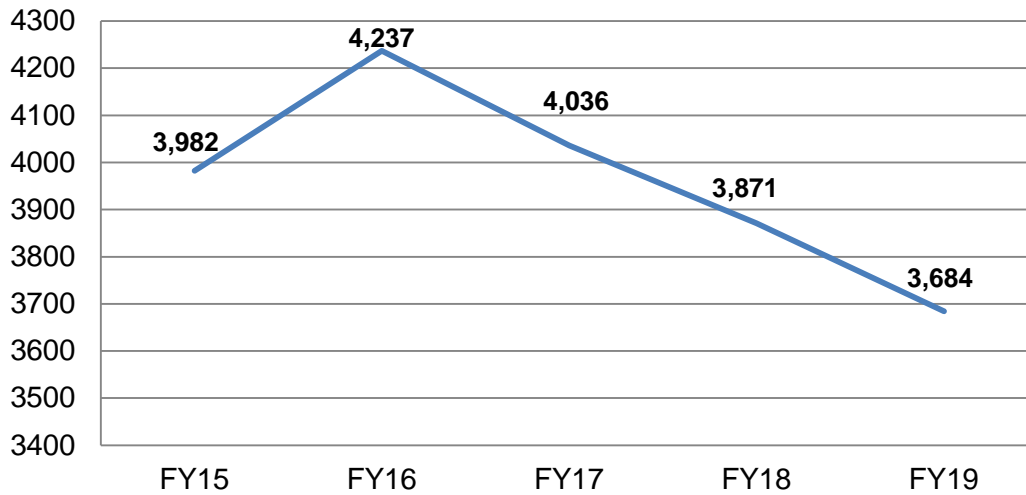


Fleet Services

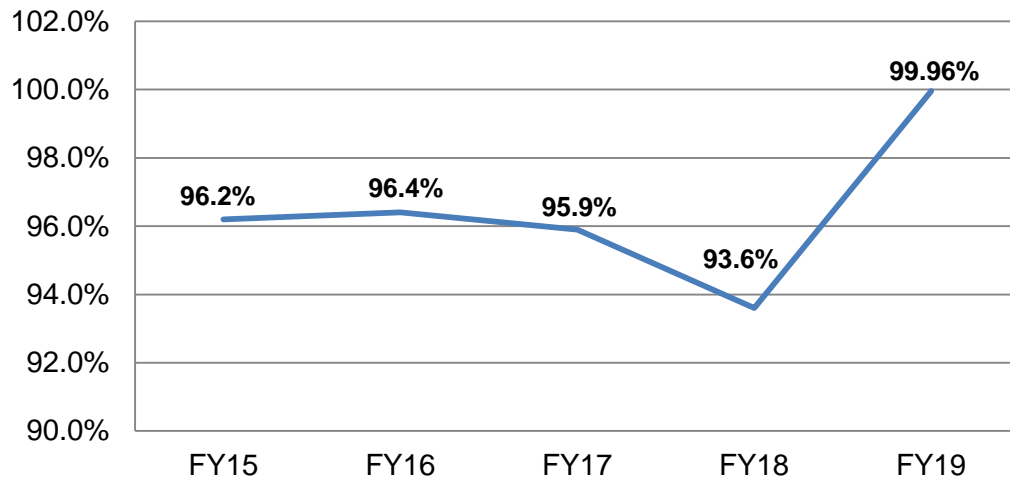
Work Orders

Work Orders are used for each preventative maintenance, repair, modification and fabrication on vehicles and equipment. Emphasis is focused on adhering to a comprehensive preventative maintenance schedule, improved documentation and accurate downtime tracking. Advances in maintenance processes reduce emergency repairs, sustain operational life and helps safeguard value. In-House repairs are essential to calculate Fleet's technician requirement and will be reported annually within the performance measures.

Fleet Work Orders by Fiscal Year



Percentage of In-House Repairs

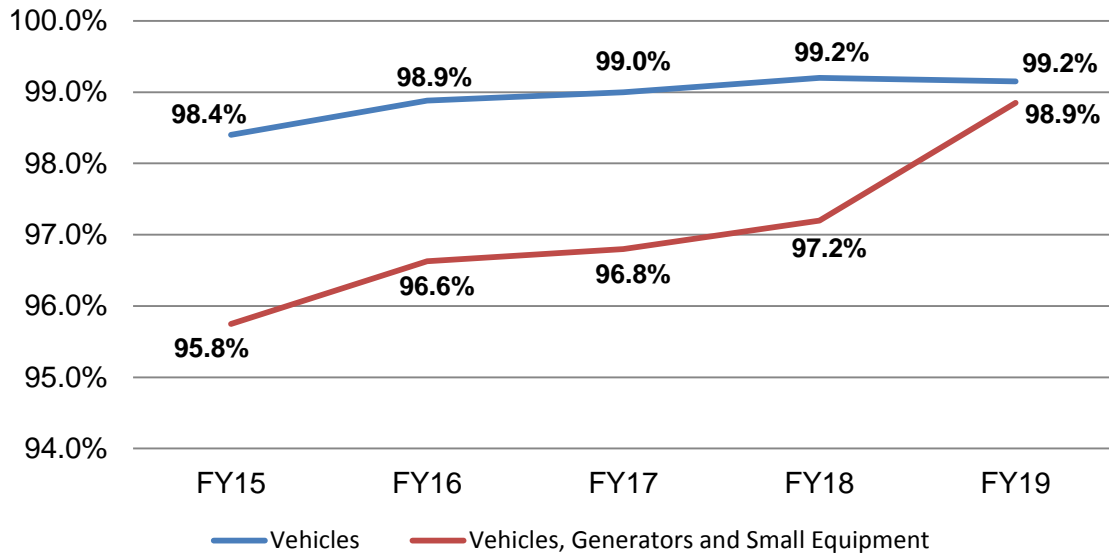


Fleet Services

Vehicle-In-Commission Rating

The Vehicle-In-Commission Rating, or VIC, is the percentage of time a specified unit is available to perform its intended operations. Fleet Services' goal is to maintain an overall rating greater than 95% VIC. The VIC rating is calculated by dividing the total number of hours available within a given time period by the Departmental Maintenance Duration. The Maintenance Duration, or downtime of a vehicle or equipment, is the period of time an asset is unavailable to execute its operations. The downtime clock begins when the asset is brought to Fleet Services for repair and continues to accumulate until the unit is repaired and available to the department. The data is reported monthly, by department, and is reviewed as a whole on an annual basis.

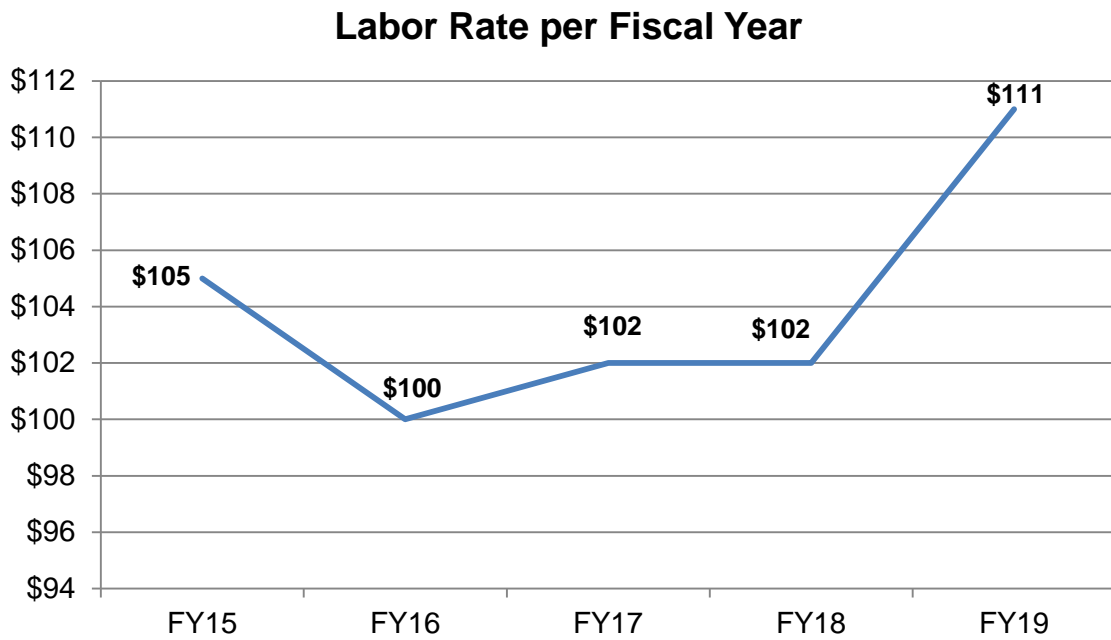
Vehicle-In-Commission Rate



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.

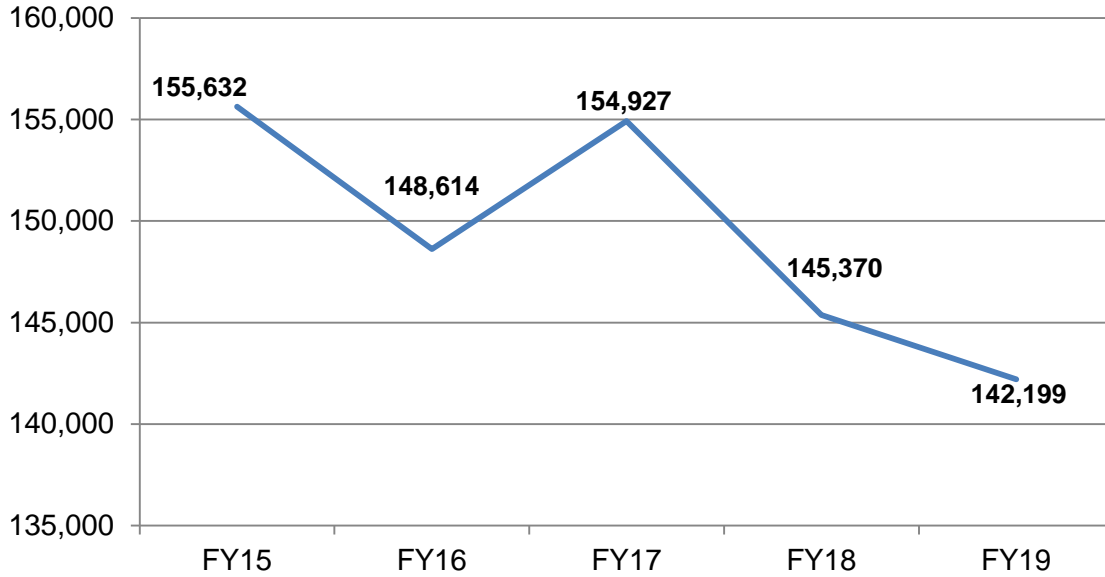


Fleet Services

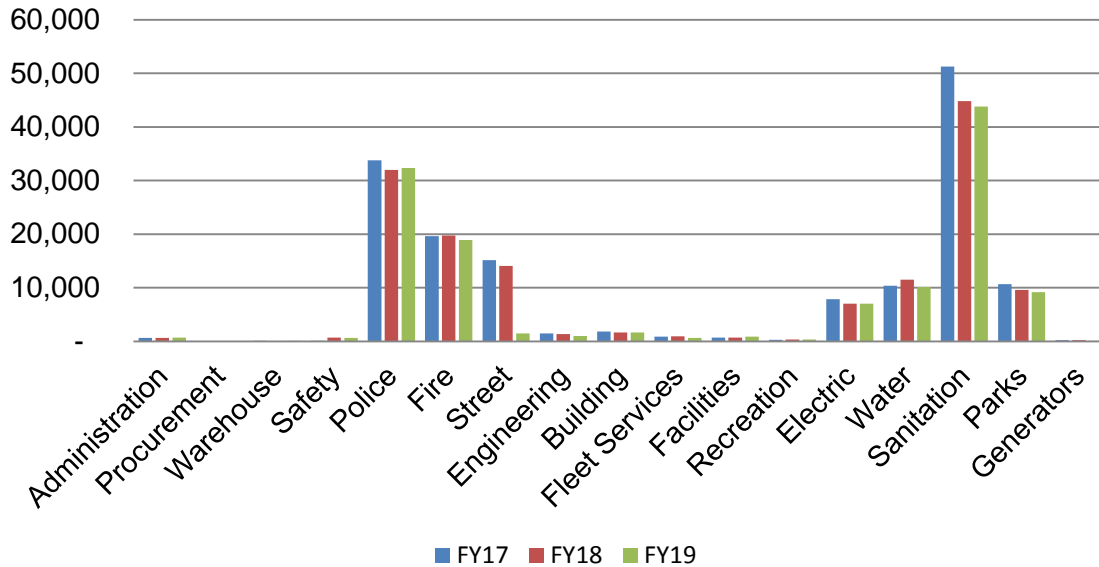
Fuel Utilization

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

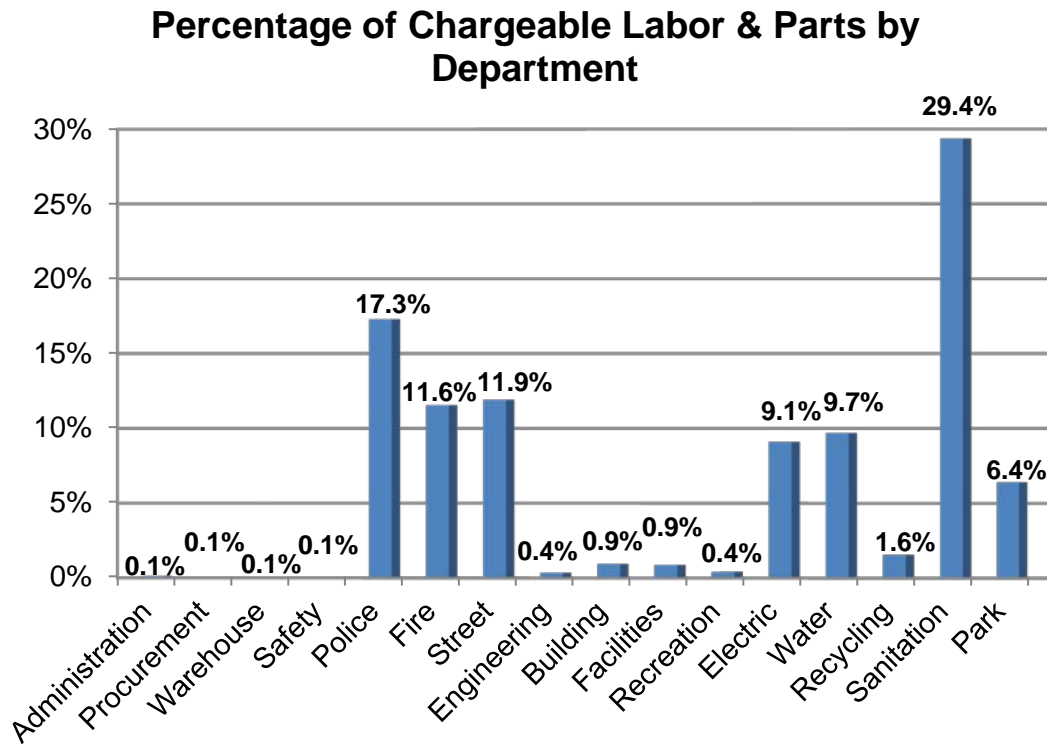


Fleet Services

Ownership Costs

The average ownership costs of operating the City's fleet of vehicles and equipment is \$4,702 per unit. The American Automobile Association cost of ownership, based on 15,000 miles a year for 2018, is \$6,777 for a small sedan, \$8,866 for a medium sedan, \$9,804 for a large sedan, \$9,677 for a minivan and \$9,697 for a four wheel drive SUV. In addition to repairs and fuel, Fleet Services includes accident charges in cost of ownership. Even with this variable, our annual operating cost is significantly lower than that of a small sedan.

Fleet Services provides a repair cost analysis for vehicle and equipment maintenance by department. The percentage is calculated by the labor hours performed and parts for each department, including accidents, divisible by the overall charges billed by Fleet Services. The following chart shows the FY19 percentage of labor hours per department, as reported in the Fleet Management Information System (FMIS).



Fleet Services

Internal Charges and Revenue

Fleet Service's budgetary expenditures are calculated by reviewing historical maintenance/repair charges in addition to the estimated revenue and total receipts from the previous three fiscal years. This calculation is then combined with vendor indicated parts/services increases, anticipated operating expenses and requested capital, if applicable. Operating expenses are departmental expenses that are necessary to the functionality of Fleet Services, but cannot be immediately associated with chargeable direct labor. The Fleet Services' expenses are then allocated to the various departments/funds based on utilization from the previous fiscal year. Departmental utilization, provided by the FMIS, is translated to a percentage and proportioned to the overall annual Fleet charges. The result is then multiplied by the impending fiscal year budget creating the future departmental charges.

Fleet Services continues to offer its expertise to neighboring municipal fleets. The City of Rock Hill has increased the number of assets to include the Police Department and incorporated preventative maintenance. In some cases, these repairs are performed on assets under warranty and a reimbursement from the manufacturer is requested. The Fleet Services Department realized a revenue of \$53,049.29 for municipal as well as warranty repairs completed throughout FY19.

	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>FY2019</u>
Administration	\$1,680	\$3,507	\$1,646	\$2,632
Procurement	\$563	\$1,673	\$2,553	\$4,982
Safety				\$541
Warehouse	\$537	\$1,501	\$838	\$676
Engineering	\$4,428	\$3,982	\$3,239	\$7,603
Facilities Operations	\$8,539	\$8,633	\$3,483	\$8,755
Building Department	\$4,630	\$7,425	\$5,519	\$4,997
Police	\$155,636	\$139,047	\$219,627	\$172,772
Street	\$220,516	\$190,839	\$180,799	\$161,323
Fire	\$98,322	\$152,572	\$112,097	\$113,656
Recreation	\$2,391	\$2,341	\$4,343	\$974
Electric	\$62,447	\$46,385	\$58,167	\$76,229
Water	\$52,449	\$66,151	\$72,489	\$70,537
Parks	\$88,355	\$59,380	\$73,589	\$77,770
Sanitation	\$243,762	\$258,703	\$245,475	\$291,548
Recycling	\$21,009	\$25,719	\$25,779	\$20,115
Total Budgeted	\$965,264	\$967,858	\$1,009,643	\$1,015,110

Fleet Services

City of Kirkwood's Asset Inventory

Department	Ref	Equipment Number	Vehicle or Equipment	Description	Year	Vin	Manf	Mach. Class	Sub Class	Mileage / Hours Reading
CAO	5100	637	V	2017 FORD EXPLORER 4WD	2017	1FM5K8B89HGA04645	FRD	SUV	4WD	39,311
PURCHASING	5500	680	V	2018 FORD FUSION SE	2018	3FA6P0H72JR278123	FRD			1,625
WAREHOUSE	5424	546	E	DOOSAN FORKLIFT - GC25E-5	2012	NV-00276	DOO	MI	FO	153
SAFETY	5102	651	V	2017 FORD ESCAPE SE AWD	2017	1FMCU9GD4HUC39064	FRD	SUV	AWD	36,969
POLICE	59LE	650	V	2017 HYUNDAI SANTA FE	2017		HUN	A	AWD	44,994
	5900	608	V	2015 FORD EXPLORER INTERCEPTOR	2015	1FM5K8AR0FGC08662	FRD	SUV	AWD	45,870
	5902	541	V	FORD ESCAPE XLT, 4WD	2012	1FMCU9D78CKA77412	FRD	A	FD	72,725
	5903	601	V	2015 DODGE CARAVAN	2015	2C4RDGB9FR512367	CHY	A	FWD	41,498
	5904	664	V	2017 JEEP CHEROKEE SPORT 4X4	2017	1C4PJMAS0HD240074	JEP	A	4W	17,184
	5905	434	V	2006 HD POLICE MOTORCYCLE	2006	1HD1FMW1X6Y701227	HAR	MC		9,545
	5906	6	V	1968 HD POLICE MOTORCYCLE	1968	68FL 10737	HAR	MC		45,386
	5907	435	V	2006 HD POLICE MOTORCYCLE	2006	1HD1FMW186Y702599	HAR	MC		8,007
	5908	551	V	2012 FORD ESCAPE XLT 4WD	2012	1FMCU9DG7CKB91241	FRD	SUV	4WD	99,725
	5909	568	V	2013 FORD FUSION SE HYBRID FWD	2013	3FA6P0LU7DR262968	FRD	A	FD	45,994
	5910	550	V	2012 FORD ESCAPE 4WD 3.0L	2012	1FMCU9DG9CKB69094	FRD	A	4W	98,938
	5911	590	V	2014 FORD FUSION HYBRID	2014	3FA6P0UJ9ER259814	FRD	A	FD	67,063
	5920	686	V	2019 DODGE CHARGER PURSUIT	2019	2C3CDXKT2KH511262	FCA			8,633
	5922	662	V	2017 FORD INTERCEPTOR SEDAN AWD	2017	1FAHP2MK5HG130936	FRD	A	AW	23,887
	5926	315	V	2002 FORD F150 4X2 PICK UP	2002	1FTRX17LX2NA28094	FRD	A	2W	55,072
	5927	620	V	2010 CHEVROLET TAHOE 4X2 (K9)	2010	1GNMCAE01AR1993600	GM	SUV	2W	85,587
	5928	613	V	2015 RAM 1500 MEGA CAB	2015	3C6RR7KT2FG676071	FCA	DOG	PU	35,811
	5930	524	V	2011 CHEVROLET TAHOE 4X2	2011	1GNLCE08BR259768	GM	SUV	2W	97,887
	5930	696	V	2019 CHEVROLET TAHOE PURSUIT 4X2	2019	1GNLCEC4KR304159	GM	SUV	2W	21
	5931	606	V	2015 CHEVROLET TAHOE 4X4	2015	1GNSK3EC3FR604127	GM	SUV	4WD	69,946
	5932	693	V	2019 CHEVROLET TAHOE PURSUIT 4X4	2019	1GNSKDEC1KR271197	GM	SUV	4WD	1,397
	5932*	607	V	2015 CHEVROLET TAHOE 4X2	2015	1GNLCEC7FR627874	GM	SUV	2WD	107,251
	5934	628	V	2016 CHEVROLET TAHOE 4X2	2016	1GNLCECXR303959	GM	SUV	2W	80,647
	5935	555	V	2012 CHEVROLET TAHOE 4X2	2012	1GNLCE04CR226316	GM	SUV	2W	103,921
	5936	668	V	2017 CHEVROLET TAHOE 2WD 9C1	2018	1GNLCEC6J1R138872	GM	SUV	2W	35,454
	5939	561	V	2013 FORD EXPLORER INTERCEPTOR	2013	1FM5K8AR7DGB40860	FRD	SUV	4W	83,954
	5940	587	V	2014 FORD EXPLORER INTERCEPTOR	2014	1FM5K8AR8EBG25477	FRD	SUV	4W	87,114
	5941	588	V	2014 FORD EXPLORER INTERCEPTOR	2014	1FM5K8AR6EBG25476	FRD	SUV	4W	88,152
	5942	660	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR1HGD58427	FRD	SUV	AWD	47,776
	5943	616	V	2015 FORD EXPLORER INTERCEPTOR	2015	1FM5K8AR4FGC67617	FRD	SUV	AWD	65,839
	5945	648	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR3HGB16271	FRD	SUV	AWD	45,395
	5946	647	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR1HGB16270	FRD	SUV	AWD	66,536
	5947	661	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR1HGD26447	FRD	SUV	AWD	46,146
	5980	40	V	1930 MODEL "A" PADDY WAGON	1930	A3892274	FRD	ST	PW	1,931
	5983	623	E	2016 MONITOR SYSTEMS RADAR TRAILER	2016	1M9RP0519FD035008	MOS	TR	TL	-
	5984	624	E	2016 DOOLITTLE ENCLOSED BICYCLE TRAILER	2016	1DGCS1410GM016918	DL	TR	TL	-
	5985	669	E	2017 MKS PACESETTER RADAR TRAILER	2017	1M9PRP0514HD035047	TR	TR	TL	-
FIRE	1500	631	V	2016 FORD INTERCEPTOR SUV AWD	2016	1FM5K8AR4GGC92969	FRD	SU	4W	41,734
	1501	523	V	TAHOE 5.3	2011	1GNSK2E05BR246300	GM	SU	4W	102,151
	1503	465	V	DURANGO	2007	1D8HB48P57F536439	CHY	SU	4W	94,879
	1507	549	V	TAHOE 4WD 5.3	2012	1GNSK2E08CR188264	GM	SU	4W	47,613
	1514	441	V	PACK MULE PUMPER	2005	4P1CA01S15A00505016	PIE	ST	RD	86,597
	1514N	676	V	2018 PIERCE DASH PUMPER	2018	4P1BAAGF4JA019109	PIE			7,841
	1517	675	V	2018 FREIGHTLINER AMBULANCE	2018	1FVACWF6C6JHV1562	FRL	FA	AM	17,224
	1519	520	V	F250 PICKUP 4W 6.2	2011	1FTBF2B66BEB81650	FRD	PU	4W	11,228
	1524	488	V	QUANTUM PUMPER	2008	4P1CU0H08A008795	PIE	FA	RE	69,500
	1527	626	V	2016 FREIGHTLINER/OSAGE AMBULANCE	2016	1FVACWDT5GHL7197	FRL	FA	AM	55,064
	1535	513	V	100' AERIAL TRUCK	2009	4P1CVO1H79A010395	PIE	FA	BU	67,020
	1537	600	V	AMBULANCE 6.7	2015	3ALACWU9FDGL0361	FRL	FA	AM	66,325
	1539	326	V	MINI PUMPER 7.3	1999	1FDXF47F3XEE73558	FRD	ST	PU	10,510
	1580	515	E	SCIZZOR LIFT	2005		JLG	MI	MI	200
	1581	516	E	10' TILT BED TRAILER	2006	1R8EZ151XMU169927	REG	TR	MI	-
	1589	532	E	GATOR 6X4	1998	W006X4D006258	JD	G	AT	412
	1594*	249	V	FD9801 740 PUMPER	1998	4P1CT02S3XA000880	PIE	ST	PU	100,613
	1596	312	V	RESCUE AMBULANCE (1516)	2001	1FVABPBW41HH57518	FRL	ST	RE	94,524
	1596A	533	E	ENCLOSED CARGO TRAILER	2011	5RTBE1622BD022360	LRK	TR	TL	-
	1597	493	V	2008 GMC 4500 AMBULANCE	2008	1GE4V1938F404590	GM	FA	AM	112,985
	15HM	464	V	HAZMAT TRUCK	2007	1GDJ6C1337F413577	GM	FA	2W	1,635

Fleet Services

City of Kirkwood's Asset Inventory (cont.)

Department	Ref	Equipment Number	Vehicle or Equipment	Description	Year	Vin	Manf	Mach. Class	Sub Class	Mileage / Hours Reading
STREET	6100	596	V	2014 FORD F150 4X2 P/U	2014	1FTEX1CM2EKF62922	FRD	LT	2W	36,811
	6101	422	E	PAVEMENT CUTTER	2005	SERIAL NUM: 054119	CRA	C	PC	100
	6102	499	V	SWEeper	2009	4GTM7F1B99F700043	ISU	D	SW	31,147
	6106	574	V	2014 F250 EXTENDED CAB 4X4	2014	1FT7X2B66EEA16723	FRD	PU	4W	18,396
	6107	641	V	2016 RAM 2500 CREW CAB 4x2	2016	3C6TR4CT0GG374881	FCA	LT	2W	23,528
	6109	538	E	18' COLD PLANER ATTACHMENT	2010	CL1960	COM	MI	MI	-
	6110	479	E	SKID STEER S185	2009	A3L935977	BOB	C	SL	1,246
	6120	374	V	F650 6.0 DUMP W/CRANE	2004	3FRWF65L74V665329	FRD	D	CR	32,202
	6121	406	V	F350 FLATBED 6.0	2005	1FDWF36P05EB32082	FRD	ST	UT	49,811
	6122	585	V	F350 SD 4X2 6.2 FLATBED	2014	1FDRF3G67EEA80310	FRD	D	SB	12,116
	6123	634	V	2016 CHEVROLET SILVERADO 3500 PLATFORM	2016	1GB4CYCG6GF216706	GM	LT	RD	7,970
	6129	471	E	BACKHOE - 410J	2008	70410JX173538	JD	C	LO	1,275
	6130	544	E	WHEEL LOADER S44K	2011	1DW544KZC8D639173	JEL	C	LO	2,271
	6137	365	E	SCARIFIER WITH PUSH TRUCK	2002	665.02.07.003	VA	C	MI	-
	6140	604	V	2015 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY4FEB45753	FRD	D	DT	11,371
	6141	603	V	2016 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY4FEB45752	FRD	D	DT	13,011
	6142	473	V	FORD F450 4x2 DUMP	2009	1FDAF46Y09EA62422	FRD	D	4Y	44,644
	6143	474	V	FORD F450 4x2 DUMP	2009	1FDAF46Y99EA62421	FRD	D	4Y	28,533
	6144	633	V	2016 RAM 5500 DUMP BODY W/PLOW	2016	3C7WRMAJ5G6254911	CHY	D	1Y	8,106
	6145	395	E	EXPRESS TRAILER FOR CAT	2001	5CVFS18227S010393	NA	TR		-
	6146	539	E	LIFT TRAILER	2011	5DYAA72L4BC005411	JLG	TR	TL	-
	6155	612	V	2015 F550 4X2 SIGN TRUCK	2015	1FDF5GY3FC90699	FRD	D	UT	15,224
	6159	446	E	TRAILER	2007	47329262371000306	CRO	TR		-
	6160	536	E	52" WALK BEHIND MOWER	2011	2014979660	FER	G	MO	595
	6162	186	E	TANDEM TRAILER	1984	FT122M7845523A	BRO	TR		-
	6164	518	E	8' FLATBED TRAILER	2010	4732822021A1000146	CRO	TR	MI	-
	6165A	654	E	2017 E-Z DRILL, SLAB	2017	057827	EZD	MI	AC	-
	6166A	682	E	2018 HTC1200 CONVEYOR	2018	BR07315589	HTC			-
	6167	412	V	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T95V152142	FRD	D	4Y	37,116
	6168	410	V	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T05V152143	FRD	D	4Y	39,838
	6169	413	V	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T75V152141	FRD	D	4Y	50,862
	6172	537	E	MILLER CURB MACHINE	2011	J13852	MIL	MI	CP	-
	6173	645	E	2016 STEPP BOTTOM FIRED 200 GALLON KETTLE	2016	4S9BF2001GS127086	STP	MI	TL	15
	6174	659	E	2016 CRAFTO MELTER APPLICATOR	2016	1C9SV1220G1418443	CRA	MI	PA	135
	6175	666	E	2017 JLG TRIPLE-L UTILITY TRAILER	2017	5DYAAB2L5HC008068	JLG	TR	TL	-
	6180	559	E	2012 WAKER ROLLER RD16	2012	20118929	WAC	C	RO	147
	6181	663	E	2017 VOLVO COMPACTOR	2017	VCE00D15C0S270266	VOL	MI	RO	22
	6184	614	E	2015 BOBCAT SKID STEER S590	2015	AR9R15242	BOB	C	SL	644
	6184A	681	E	2018 PAVUET MG7 MINI PAVER	2018	07-210				-
	6186	444	E	T180 SKID STEER	2007	531412426	BOB	C	SL	2,050
	6186A	630	E	2016 BOBCAT 18" PLANER	2016	AKS203013	BOB	MI	PN	-
	6187	455	V	F-750 DUMP TRUCK	2008	3FRXF75D48V689113	FRD	D	4Y	33,298
	6188	456	V	F-750 DUMP TRUCK	2008	3FRXF75D88V689115	FRD	D	4Y	38,576
6189	457	V	F-750 DUMP TRUCK	2008	3FRXF75D68V689114	FRD	D	4Y	26,113	
6191	611	E	2015 FERRIS WALK BEHIND MOWER	2015	2016982734	FER	G	MO	337	
6192	677	E	2018 AMERICAN SIGNAL T456 ARROW BOARD	2018	1A9AS4655J228322				-	
6193	517	E	8' FLATBED TRAILER	2010	4732822021A1000145	CRO	TR	MI	-	
6193A	691	E	2018 SULLAIR 185D AIR COMPRESSOR	2018	2.01811E+11				1	
6194	673	E	2018 HUSQVARNA PAVEMENT CUTTER	2018	400009				12	
6195	617	E	2015 LINELAZER 25	2015		GRC	MI	LS	1	
ENGINEERING	5600	636	V	2017 FORD ESCAPE SE 4WD	2017	1FMCU9GD8HUA84034	FRD	SUV	4W	8,441
	5601	615	V	2015 FORD ESCAPE SE AWD	2015	1FMCU9XXGUA55370	FRD	SUV	4W	24,614
	5610	646	V	2017 RAM 1500 TRADESMAN 4X2	2017	3C6JR6DG3HG535794	DOD	LT	RD	7,025
	5622	530	V	FORD F-150	2011	1FTMF1CM4BKD35547	FRD	PU	2W	46,126
		4								TOTAL COST
BUILDING	5700	597	V	2015 FORD FUSION SEDAN	2015	3FA6P0G77FR138920	FRD	A	FD	13,913
	5702	658	V	2017 FORD ESCAPE S FWD	2017	1FMCU0F72HUE50089	FRD	SUV	FD	14,277
	5703	525	V	2011 FORD ESCAPE 4WD	2011	1FMCU9DG0BK85442	FRD	SUV	4WD	83,088
	5753	526	V	FUSION	2011	3FAHP0GA2BR268781	FRD	A	FD	79,732
	5755	527	V	FUSION	2011	3FAHP0GA4BR268782	FRD	A	FD	58,422
FLEET	6600	558	V	2013 FORD EXPLORER 4WD / 4DR	2013	1FM5K8B85DGB08172	FRD	SU	4W	35,589
	6601	562	V	2012 FORD F550 4X2	2012	1FDUF5GY0CEC99923	FRD	D	SE	4,535
	6602	656	V	2017 RAM 1500 QUAD CAB 4X4 PICKUP	2017	1CRR7FT1H5797308	CHY	LT	4W	7,701
	6690	573	E	2008 INGERSALL RAND AIR COMPRESSOR	2008	UQ0860U09173				-
	6691	565	E	2013 OVERHEAD CRANE	2013		ANY	MI	CR	-
	6692	599	E	2014 IRONWORKER	2014	3219K0914	SCT	MI	IW	-
	6693	679	E	2018 KARCHER/CUDA 2840 PARTS WASHER	2018	10434980-000007				-
	6694	685	E	2018 HOTSYS 943N PRESSURE WASHER	2018	11096960-001264	HOT			-

Fleet Services

City of Kirkwood's Asset Inventory (cont.)

Department	Ref	Equipment Number	Vehicle or Equipment	Description	Year	Vin	Manf	Mach. Class	Sub Class	Mileage / Hours Reading
FACILITIES	5800	556	V	2012 CHEVROLET TAHOE 4X2	2012	1GNLC2E02CR228484	GM	SUV	2W	110,608
	5804	452	V	Silverado, 2500, 2WD	2008	1GCH29K38E153805	GM	PU	2W	26,608
	5875	280	E	SKYJACK PLATFORM LIFT	1995	SZ201	SK	C	PL	-
	5881	468	V	SIL.,4WD,5.3,1500	2009	1GCEK14039Z145767	GM	LT	4W	31,179
	5882	449	V	1500 SILVERADO	2008	1GCEC19058E147502	GM	A	RD	32,878
	5883	469	E	POLARIS ATV SPORTSMAN 500	2009	4XAMN50A99A543516	POL	C	AT	380
	5884	605	E	POLARIS ATV SPORTSMAN 570	2015	4XASEA578FA207316	POL	G	AT	112
RECREATION	6402	619	E	ICE RESURFACER	2016	RM151164360E	ZAM	MI	IR	5
	6403	359	E	ICE RESURFACER	2003	RM030438203	OLY	MI	IR	4,098
	6406	487	V	GRAND CARAVAN SXT 3.8	2009	2D8HN54109R637057	CHY	A	FD	43,114
ELECTRIC	8101	643	V	2017 CHEVROLET VOLT	2017	1G1RA6S57HU132914	CHV	A	FD	22,044
	8104	534	V	F550 BOOM TRUCK	2011	1FDUF5HT1BEB67108	FRD	D	UT	48,083
	8105	589	V	2014 FORD F550 CRANE TRUCK 6.7	2014	1FDUF5GT0EEA80323	FRD	D	BK	28,059
	8106	547	V	AERIAL TRUCK 6.7	2011	1FVACXD73CDB6362	FRL	D	BK	19,619
	8110	674	V	2018 FORD F250 EXT CAB W/ UTILITY BODY	2018	1FD7X2B66JEB73953	FRD	A	4W	2,167
	8111	622	V	2016 FREIGHTLINER/TEREX DIGGER	2016	1FVACXD78GHHF9583	FRL	D	LN	3,811
	8112	94	E	SINGLE AXLE TRAILER	1969	1681	SEA	TR		-
	8114	291	E	FLATBED TRAILER	2000	1S9UJ1225Y1513311	STW	TR		-
	8117	105	E	TWO REEL TRAILER	1989	1F9RZ1524KV048302	SAU	TR		-
	8121	671	V	2018 FREIGHTLINER/TEREX AERIAL PLATFORM	2018	1FVACXFC8JHU8362	FRL	D	BU	3,684
	8122	296	E	COMPACT EXCAVATOR	2000	FF035ZQ230312	JD	C	EX	1,471
	8124	672	V	2017 FORD F750/TEREX TL45 AERIAL	2017	1FDXF7DC9HDB11477	FRD	D	BU	4,765
	8126	602	V	2015 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY2FEB12640	FRD	D	DT	7,539
	8127*	310	V	UTILITY BED PICKUP 5.4	2001	1FTNF20L81ED39815	FRD	PU	2W	92,560
	8127	689	V	2018 RAM 2500 RC 4X4 UTILITY BODY	2018	3CLR5AT3JG388189	FCA	A	4W	553
	8128	521	E	DERRICK MINI DIGGER	2011	1210ET0224	AL	MI	UT	449
	8129	522	E	TRAILER FOR DERRICK DIGGER	2011	5JW7U182XB1041742	SUR	TR	UT	-
	8130	107	E	FLATBED TRAILER	1995	1B90S2027SM274001	BRO	TR		-
	8134	111	E	POLE TRAILER	1939		MCC	TR		-
	8137	323	E	2-WHEEL REEL TRAILER	2000	1A9UCO722YE189107	ARN	TR		-
8140	610	V	2015 FORD F550 4X4 BUCKET TRUCK	2015	1FDUF5HT2FEB25245	FRD	D	BK	17,515	
8141	419	E	BROOKS BROTHERS TRAILER	2004	1B9US18224M274345	BRO	TR	UT	-	
8145	275	V	C.V.	2000	2FAFP71W2YX150812	FRD	A	RD	86,369	
8147	416	V	IMPALA 3.8 - (5940)	2005	2G1WF55K7G9304898	GM	A	FD	93,165	
WATER	8500	632	V	2016 FORD EXPLORER AWD	2016	1FM5K8B83GGD05992	FRD	A	AW	44,363
	8501	635	V	2017 FORD ESCAPE SE 4WD	2017	1FMCU9GD6HUA84033	FRD	A	4W	14,307
	8503	294	V	CRANE TRUCK 7.3 TURBO DIE	2001	1FDAF56F61EA83235	FRD	ST	CR	19,674
	8504	563	V	UTILIMASTER MT55 6.7L	2013	4UZAARDT9DCA0084	FRL	D	UT	13,244
	8506	566	E	JCB MINI EXCAVATOR	2013	1056704	JCB	C	EX	3,454
	8507	385	V	8-YD DUMP TRUCK	2004	3FRWF75F34V696884	FRD	D	4Y	23,581
	8508	497	V	CARGO VAN 4.6	2010	1FTNE1EW5ADA34276	FRD	A	RD	56,412
	8509	401	V	UTILIMASTER	2004	4UZAARBW54CN63729	FRL	D	UT	12,029
	8512	127	E	WELDER TRAILER	1983	A1003760	LNC	TR	WE	-
	8514	575	V	2014 F250 SD WITH UTILITY BODY	2014	1FTBF2A68EA23123	FRD	LT	2W	35,093
	8515	640	V	2016 RAM 2500 CREW CAB 4X2	2016	3C6TR4CT2GG374882	FCA	LT	2W	10,557
	8516	690	V	2018 RAM 2500 CC 4X2 UTILITY BODY	2018	3C6TR4CT9JG393503	FCA	A	2W	2,281
	8517	512	V	TRANSIT CON VAN 2.0	2010	NM0LS6AN1A009727	FRD	G	FD	23,363
	8518	625	V	2016 FORD F250 UTILITY BODY	2016	1FTBF2A60GEB87243	FRD	D	UT	11,546
	8519	501	V	FORD F-150 PICKUP TRUCK	2010	1FTMF1CW4AKB55839	FRD	LT	RD	57,119
	8521	502	V	FORD F550 DUMP TRUCK	2010	1FDAF5GR3AEB28599	FRD	D	3Y	25,845
	8522	503	V	FORD F550 DUMP TRUCK	2010	1FDAF5GR6AEB25900	FRD	D	3Y	23,612
	8523	586	V	2014 FORD F550 DUMP TRUCK	2014	1FDUF5GY5EEB02974	FRD	D	4Y	9,175
	8529	496	E	ARROW BOARD TRAILER	2009	TMABVA95054534	TEM	TR	TC	-
	8530	472	E	12' BIG TEX UTILITY TRAILER	2009	16VVX121792A35284	ANY	TR	UT	-
	8560	670	V	2017 FREIGHTLINER 8YD DUMP BODY	2017	1FVACXFC8JHX4122	FRL	D	DT	3,513
	8570	638	E	2016 JOHN DEERE 410L BACKHOE	2016	1T0410LXPGF299811	JD	C	LO	938
	8581	442	E	TRAILER, 18FT FOR BOBCAT	2007	47329242X71000418	CRO	TR		-
	8582	129	E	CONCRETE SAW	1998	290275	FEL	C	CS	-
	8583	665	E	2017 RING-O-MATIC HYDRO VAC TRAILER	2017	1R9J51820HP303392	RIN	TR	VT	71
	8590	678	E	2018 AMERICAN SIGNAL T825 ARROW BOARD	2018	1A9AS825J2228340				-
	8591A	695	E	2019 WACHS VALVE EXERCISER ERV750	2019					-

Fleet Services

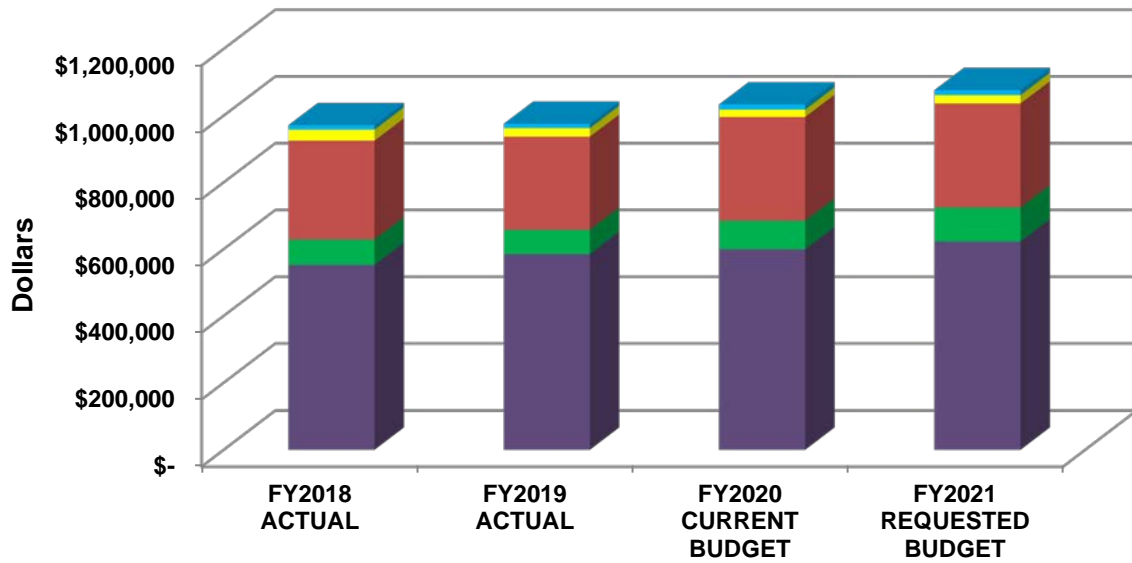
City of Kirkwood's Asset Inventory (cont.)

Department	Ref	Equipment Number	Vehicle or Equipment	Description	Year	Vin	Manf	Mach. Class	Sub Class	Mileage / Hours Reading
SANITATION	8900	688	V	2018 RAM 2500 CREW CAB 4X2	2018	3C6TR4CTJG393502	FCA	LT	2W	1,365
	8910	459	V	F650 STAKE BODY	2008	3FRXF65D18V688348	FRD	ST	2W	15,136
	8911	642	V	2017 ISUZU/NEW WAY 8YD REAR LOADER	2017	JALE5W169H7300957	ISU	D	RF	31,741
	8912	687	V	2019 ISUZU/NEW WAY 8YD REAR LOADER	2019	JALE5W160K7302619	ISU	D	RF	3,694
	8920	576	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9475	FRL	D	RF	43,273
	8921	577	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9473	FRL	D	RF	44,265
	8925	578	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9474	FRL	D	RF	43,881
	8926	542	V	AUTOCAR REFUSE TRUCK	2012	5VCACD7E0CH213172	ATC	D	SL	77,128
	8927	639	V	2017 PETERBILT/NEW WAY SIDEWINDER	2017	3BPZH9XH173064	PET	D	RF	30,185
	8928	579	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9476	FRL	D	RF	53,273
	8929	580	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9472	FRL	D	RF	55,197
	8930	571	V	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X0DM186445	PET	D	RF	45,512
	8931	582	V	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X4DM186447	PET	D	RF	35,848
	8932	584	V	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X5DM186439	PET	D	RF	36,301
	8940	583	V	ROLL OFF REFUSE 8.3	2013	2NP3LN0X1DM186440	PET	D	RF	36,036
	8981	598	E	2014 BOBCAT SKID-STEER LOADER	2014	AHGM11417	BOB	C	SL	1,872
	RECYCLING	89CB	553	E	CARDBOARD BALER HCE-60FE-8	2012	1121044			
8980		644	E	2016 BOBCAT S550 SKID STEER	2016	AHGM12609				2,802
PARKS	7500	478	V	MALIBU HYBRID	2009	1G1ZF57519F227379	GM	FD	FD	40,980
	7501	350	E	TRACTOR	2002	LV4410H142465	JD	G	FT	2,264
	7502	540	V	FORD SUPERCAB F-150	2011	1FTEX1EM2BFC40136	FRD	PU	4W	56,113
	7503	572	V	EXPLORER 3.5 4WD RANGER	2014	1FM5K8B0E6A18624	FRD	SU	4W	149,738
	7504	592	V	2014 FORD F150 EXT CAB 3.7L	2014	1FTEX1EMXEKE58708	FRD	PU	4W	34,533
	7505	593	V	2014 FORD F150 EXT CAB 5.0L	2014	1FTFX1E1E1E71613	FRD	PU	4W	26,310
	7506	65	E	TRAILER / HAY WAGON	1980	22816	SCH	TR	FW	-
	7507	627	V	2016 GMC SAVANA 2500 WORK VAN	2016	1GTW7AFG5G1199101	GMC	LV	WV	18,986
	7508	569	E	TANDEM AXLE TRAILER	2005	5E6US10225B009173	MA	TR	TL	-
	7512	657	V	2017 RAM 1500 QUAD CAB 4X2 PICKUP	2017	1C6RR6FG0HS791707	FCA	LV	RD	6,255
	7513	618	V	2016 FORD F450 DUMP BODY	2016	1FDUF4HY4GEA39359	FRD	D	1Y	10,681
	7514	259	V	REFUSE TRUCK	1999	1GDG6C1C0XJ506919	GM	ST	RF	35,593
	7517	535	E	TRACTOR 4320	2011	1LV4320PCBP810137	JD	G	FT	909
	7518	77	E	SPRAYER	1986	654	MAR	G	MI	-
	7519	554	V	FORD F-450 DUMP BODY	2012	1FDUF4HY8CEB24148	FRD	D	4W	28,223
	7520	504	E	ATV MULE 4X4	2010	JK1AFDG18AB502599	KAW	G	AT	1,564
	7521	519	V	F150 PICKUP 5.4 4W	2010	1FTVX1E1V2AKE81855	FRD	PU	4W	52,596
	7522	567	E	GATOR 4X4	2013	1M0625GSJDM060404	JD	G	AT	4,979
	7523*	202	E	BBO TRAILER	1993	7523	HMD	TR	-	-
	7524	570	E	2010 JOHN DEERE MOWER	2010	TC1445D100205	JD	G	MO	1,637
	7525	376	E	18' TANDEM TRAILER	2004	4UVPF182X41005762	MAC	TR	-	-
	7528	564	V	F650 XL SUPER DUTY 6.7L	2012	3FRNF6FAXCV353206	FRD	D	DT	18,058
	7529	270	E	16' TANDEM AXLE TRAILER	1999	4JLHB182XXGLM6063	LOA	TR	-	-
	7534	182	E	WALK BEHICND ROLLER	1983	82300603	ESS	C	RO	-
	7536	692	E	2019 JOHN DEERE HPX615E GATOR	2019	1M0615EAKM020303	JD	G	UT	1
	7537	594	E	2014 JOHN DEERE GATOR	2014	1MOHPXDSPEM120464	JD	JD	UT	1,014
	7538	423	E	TUFF VACUUM	2005	26389	AGR	G	LV	-
	7539	652	E	2017 POLARIS GEM EM1400LSV	2017	52CU2NAF7H3006104	POL	G	AT	1,077
	7540	436	E	BRUSH CHIPPER	2006	1VRY11197610007209	VER	G	BC	760
	7541	450	V	ARBOR TRUCK	2006	1HTMMAAN96H287292	INT	TR	BU	7,877
	7543	466	E	SKID LOADER T180	2008	A3LL11013	BOB	G	SL	1,636
	7544	470	V	RANGER PICKUP	2009	1FTYR15E29PA30852	FRD	PU	4W	68,289
	7546	635	E	2017 EXMARK ZERO TURN MOWER	2017	LZ980EKC72600	EXM	G	MO	859
7580	655	E	2017 S650T4 BOBCAT SKID STEER	2017	AL820277	BOB	MI	SL	263	
7590	683	E	2018 RINK TOP DRESSER 1200	2018		RI			-	
7591	684	E	2018 BIG TEX 50LA-12 UTILITY TRAILER	2018	16VNX1224K2058694				-	
75LE	629	E	2016 JOHN DEERE 310SL BACKHOE	2016	1T0310SLHGF296931	JD	C	LO	4	
GENERATOR	9100	621	E	2016 KOHLER 300KW GENERATOR	2016	6090HG686	KOH	MI	GE	93
	9101	235	E	Generator	1998	394745	KOH	MI	GE	770
	9102	369	E	GENERATOR (HOUSE 2)	2002	07-515	SPR	MI	GE	948
	9103	394	E	GENERATOR (HOUSE 3)	2004	0000KB8D00399	CAT	MI	GE	-
	9104	427	E	GENERATOR (HOUSE 1)	2004	166678/31	OLP		GE	558
	9105	461	E	GENERATOR (KIRKWOOD PARK)	2007	4916475	GEN	MI	GE	-
	9106	462	E	GENERATOR (ESSEX & D.F.)	2007	4916471	GEN	MI	GE	-
	9107	463	E	GENERATOR (ROSE HILL)	2007	4916472	GEN	MI	GE	-
	9108	552	E	2011 CAT GENERATOR D150	2011	CAT00C66KN6D02618	CAT	C	GE	124
	9109	591	E	GENERATOR 212 S. TAYLOR	2012	CAT00C44TD4B02458	CAT	C	GE	225

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

DESCRIPTION	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 CURRENT BUDGET	FY2021 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	418,843	440,435	447,822	460,362
Overtime	656	2,581	3,000	3,000
Social Security	26,101	27,205	27,925	28,728
Medicare	6,105	6,362	6,531	6,719
Civilian Pension	15,868	25,261	29,276	30,119
Deferred Compensation	8,457	8,691	8,948	9,207
Subtotal Salaries	<u>476,030</u>	<u>510,535</u>	<u>523,502</u>	<u>538,135</u>
Other Benefits				
Health Insurance	72,399	70,192	71,450	80,060
Dental Insurance	3,243	3,268	3,378	3,378
Vision Insurance	579	556	596	596
Benefit Credit	-	6	80	160
Subtotal Other Benefits	<u>76,221</u>	<u>74,022</u>	<u>75,504</u>	<u>84,194</u>
Total Personnel Services	<u>552,251</u>	<u>584,557</u>	<u>599,006</u>	<u>622,329</u>
Contractual Services	76,128	72,752	85,605	101,908
Commodities	296,382	279,298	311,029	311,831
Capital Outlay	32,862	25,526	22,000	25,000
Interdepartmental Charges	13,384	13,038	15,494	15,175
TOTAL FLEET BUDGET	<u>971,007</u>	<u>975,171</u>	<u>1,033,134</u>	<u>1,076,243</u>

Fleet Services Budget Summary



CITY OF KIRKWOOD FLEET SERVICES

Item	FY21 Budget Changes	Account Number	Description	Current Budget	Budget Request	Increase/Decrease	Percent	
1		60817034295202	General Liability	\$12,190	\$ 13,650	\$ 1,460	11.98%	
	Narrative:	Increase was a change in estimate provided by Finance.						
2		60817034295211	Worker's Comp Premium	\$31,565	\$ 46,708	\$ 15,143	47.97%	
	Narrative:	Previous years worker compensation claims increased making an increase in premiums necessary. Allocations are provided by the Finance Department.						
3		60817034297505	Machinery and Equipment	\$ 17,000	\$ 20,000	\$ 3,000	17.65%	
	Narrative:	Anticipated increase based on current contractual pricing and projected adjustment.						
4		60817034298005	Interdept / Fuel & Lubricants	\$ 2,319	\$ 2,000	\$ (319)	-13.76%	
	Narrative:	Anticipated decrease based on historical data and current monthly expenditures.						

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-1703-429.11-01	Salary Full Time	418,843	440,435	447,822	460,362	12,540	2.80%		
608-1703-429.11-05	Overtime	656	2,581	3,000	3,000	-	0.00%		
608-1703-429.21-01	Health Insurance	72,399	70,192	71,450	80,060	8,610	12.05%		
608-1703-429.21-03	Dental Insurance	3,243	3,268	3,378	3,378	-	0.00%		
608-1703-429.21-04	Vision Insurance	579	556	596	596	-	0.00%		
608-1703-429.21-05	Benefit Credit	-	6	80	160	80	100.00%		
608-1703-429.22-01	Social Security Taxes	26,101	27,205	27,925	28,728	803	2.88%		
608-1703-429.22-02	Medicare Contributions	6,105	6,362	6,531	6,719	188	2.88%		
608-1703-429.23-02	Civilian Pension	15,868	25,261	29,276	30,119	843	2.88%		
608-1703-429.23-04	Deferred Comp	8,457	8,691	8,948	9,207	259	2.89%		
608-1703-429.31-09	Training	6,076	3,661	5,000	5,000	-	0.00%		
608-1703-429.42-06	Laundry, towels, etc	2,211	2,235	2,500	2,500	-	0.00%		
608-1703-429.43-01	Office ept. maintenance	482	376	500	500	-	0.00%		
608-1703-429.43-04	Computer maintenance	25,000	25,000	25,000	25,000	-	0.00%		
608-1703-429.43-06	Equipment	4,497	4,891	4,500	4,500	-	0.00%		
608-1703-429.52-02	General liability	9,062	8,814	12,190	13,650	1,460	11.98%		
608-1703-429.52-11	Work. Comp. Premium	24,501	25,001	31,565	46,708	15,143	47.97%		
608-1703-429.53-01	Telephone	939	959	900	900	-	0.00%		
608-1703-429.53-02	Cellular Telephones	722	502	900	600	(300)	-33.33%		
608-1703-429.58-01	Travel	2,021	675	1,800	1,800	-	0.00%		
608-1703-429.59-02	Lien/Licensing Processing	617	638	750	750	-	0.00%		
608-1703-429.61-01	Office supplies	453	496	600	600	-	0.00%		
608-1703-429.61-05	Postage	71	97	100	100	-	0.00%		
608-1703-429.61-08	Janitorial supplies	115	148	150	150	-	0.00%		
608-1703-429.61-11	Food	616	23	400	400	-	0.00%		
608-1703-429.61-13	Clothing	427	281	750	750	-	0.00%		
608-1703-429.62-03	Gas	2,332	4,087	2,500	2,500	-	0.00%		
608-1703-429.64-01	Dues	689	196	700	700	-	0.00%		
608-1703-429.64-02	Publications	2,628	3,283	2,750	2,750	-	0.00%		
608-1703-429.66-07	Safety equipment	2,352	2,148	2,750	2,750	-	0.00%		
608-1703-429.66-08	Small tools	3,165	3,698	3,500	3,500	-	0.00%		
608-1703-429.66-25	Vehicle Repair/Parts	169,444	157,235	165,131	165,131	-	0.00%		
608-1703-429.66-26	Lubricants	18,273	15,565	14,100	12,500	(1,600)	-11.35%		
608-1703-429.66-27	Tires	67,530	63,179	70,000	70,000	-	0.00%		
608-1703-429.66-28	Accidents	20,149	18,058	20,000	20,000	-	0.00%		
608-1703-429.66-99	Other	8,138	10,804	10,000	10,000	-	0.00%		
608-1703-429.68-01	Office, Furniture & Eqpt,	1,638	112	500	500	-	0.00%		
608-1703-429.68-02	Machinery & Equipment	4,720	9,559	4,500	4,500	-	0.00%		

Fleet Services Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-1703-429.69-04	Contingency	-	-	17,598	20,000	2,402	13.65%		
608-1703-429.75-05	Machinery & Equipment	-	15,855	17,000	20,000	3,000	17.65%		
608-1703-429.75-06	Rolling Stock	26,504	-	-	-	-	100.00%		
608-1703-429.80-05	Fuel/Lubricants	1,844	1,421	2,319	2,000	(319)	-13.76%		
608-1703-429.80-20	Electric Charges	10,494	10,718	12,000	12,000	-	0.00%		
608-1703-429.80-40	Water Usage Charges	1,046	899	1,175	1,175	-	0.00%		
TOTAL FLEET SERVICES EXPENSES		971,007	975,171	1,033,134	1,076,243	43,109	4.17%		

Fleet Services Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
601-0000-341.50-00	Medical Insurance	3,023,137	3,057,427	3,100,000	3,450,000	350,000	11.29%		
601-0000-341.50-10	COBRA	149,047	147,642	149,000	156,450	7,450	5.00%		
	Charges for Services	3,172,184	3,205,069	3,249,000	3,606,450	357,450	11.00%		
601-0000-361.10-00	Investment Interest	7,695	35,659	9,000	30,000	21,000	0.00%		
	Interest	7,695	35,659	9,000	30,000	21,000	0.00%		
601-0000-380.10-00	Miscellaneous Revenue	0	-	1,000	1,000	-			
	Other Revenues	-	-	1,000	1,000	-			
	Total Revenue Before Other Financing Sources	3,179,879	3,240,728	3,259,000	3,637,450	378,450	11.61%		
	TOTAL REVENUE AND OTHER FINANCING SOURCES	3,179,879	3,240,728	3,259,000	3,637,450	378,450	11.61%		

Medical Self-Insurance Fund Revenue

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
601-3110-441.21-02	Claims Expense	2,885,983	2,741,256	2,600,000	3,000,000	400,000	15.38%		
601-3110-441.31-10	Other Professional Svcs	49,671	78,260	62,000	101,246	39,246	63.30%		
601-3110-441.52-10	Medical Premium	222,392	551,322	700,000	975,000	275,000	39.29%		
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	-	-	17,617	-	(17,617)	-100.00%		
TOTAL MEDICAL SELF-INSURANCE EXPENSES		3,159,546	3,372,338	3,381,117	4,077,746	696,629	20.60%		

Medical Self-Insurance Fund Expenses

CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
204-0000-311.10-00	Property Taxes	954,832	1,107,165	950,000	1,208,000	258,000	27.16%
Tax Revenue		954,832	1,107,165	950,000	1,208,000	258,000	27.16%
204-0000-361.10-00	Investments	3,611	11,830	4,500	4,500	-	0.00%
Investment Income		3,611	11,830	4,500	4,500	-	0.00%
Total Revenue Before Other Financing Sources		958,443	1,118,995	954,500	1,212,500	258,000	27.03%
204-0000-391.10-05	Transfer from Other Funds	-	-	200,000	200,000	-	100.00%
Other Financing Sources		-	-	200,000	200,000	-	100.00%
TOTAL REVENUE AND OTHER FINANCING SOURCES		958,443	1,118,995	1,154,500	1,412,500	258,000	22.35%

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
204-1201-421.22-02	Medicare Contributions	3,936	4,221	4,390	4,390	-			
204-1201-421.23-01	Police & Fire Pension	33,329	36,146	38,050	38,250	200	0.53%		
204-1201-421.23-04	Deferred Comp	5,433	(127)	-	-	-			
204-1202-421.22-02	Medicare Contributions	20,912	21,922	23,700	23,700	-	0.00%		
204-1202-421.23-01	Police & Fire Pension	181,509	187,849	207,300	198,000	(9,300)	-4.49%		
204-1202-421.23-04	Deferred Comp	28,785	(703)	-	-	-			
204-1203-421.22-02	Medicare Contributions	37,780	38,367	42,500	40,000	(2,500)	-5.88%		
204-1203-421.23-01	Police & Fire Pension	343,107	329,348	399,450	350,000	(49,450)	-12.38%		
204-1203-421.23-04	Deferred Comp	53,539	(1,025)	-	-	-			
204-1204-421.22-02	Medicare Contributions	1,111	-	1,550	-	(1,550)	-100.00%		
204-1204-421.23-01	Police & Fire Pension	28,307	30,590	29,150	33,000	3,850	13.21%		
204-1204-421.23-04	Deferred Comp	4,288	(123)	-	-	-			
204-1206-421.22-02	Medicare Contributions	771	3,599	-	4,875	4,875	0.00%		
204-1206-421.23-01	Police & Fire Pension	10,758	44,273	-	45,000	45,000	0.00%		
204-1206-421.23-04	Deferred Comp	1,559	(175)	-	-	-	0.00%		
204-1301-422.22-02	Medicare Contributions	4,727	4,794	8,900	6,750	(2,150)	-24.16%		
204-1301-422.23-01	Police & Fire Pension	41,982	38,622	77,600	57,000	(20,600)	-26.55%		
204-1301-422.23-04	Deferred Comp	6,687	(155)	-	-	-			
204-1302-422.22-02	Medicare Contributions	58,292	62,609	61,350	61,000	(350)	-0.57%		
204-1302-422.23-01	Police & Fire Pension	510,399	543,967	548,700	555,775	7,075	1.29%		
204-1302-422.23-04	Deferred Comp	82,066	(1,733)	-	-	-			
204-2501-400.11-01	Salary Full Time	13,385	(233)	-	-	-			
204-2501-400.21-01	Health Insurance	913	-	-	-	-			
204-2501-400.21-03	Dental Insurance	70	-	-	-	-			
204-2501-400.21-04	Vision Insurance	12	-	-	-	-			
204-2501-400.22-01	Social Security Taxes	841	(15)	-	-	-			
204-2501-400.22-02	Medicare Contributions	(1,612)	(3)	-	-	-			
204-2501-400.23-01	P&F Pension	(18,262)	-	-	-	-			
204-2501-400.23-02	Civilian Pension	502	(15)	-	-	-			
204-2501-400.23-04	Deferred Comp	(2,583)	(5)	-	-	-			
TOTAL POLICE AND FIRE PROPERTY TAX PENSION EXPENDITURES		1,452,543	1,341,995	1,442,640	1,417,740	(24,900)	-1.73%		

Police and Fire Property Tax Expenditures

CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
205-0000-352.10-00	Drug Forfeitures	67,269	89,125	100,000	-	(100,000)	-100.00%
Drug Forfeitures		67,269	89,125	100,000	-	(100,000)	-100.00%
205-0000-361.10-00	Investments	1,019	2,998	750	-	(750)	-100.00%
Investment Income		1,019	2,998	750	-	(750)	-100.00%
205-0000-380.10-00	Miscellaneous	-	(5,203)	-	-	-	-
Miscellaneous Revenue		-	(5,203)	-	-	-	-
TOTAL REVENUE AND OTHER FINANCING SOURCES		68,288	86,920	100,750	-	(100,750)	100.00%

Equitable Sharing Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
205-1201-429-10-10	Transfer to Other Funds	-	-	65,000	-	(65,000)	100.00%		
205-1201-429-31-09	Training	11,100	6,305	-	-	-	-		
205-1201-429-31-10	Other Professional Svcs	988	750	5,335	-	(5,335)	-100.00%		
205-1201-429-66-21	Law Enforcement	-	-	-	-	-	-		
205-1201-429-68-01	Office, Furniture & Eqpt.	-	-	-	-	-	-		
205-1201-429-75-03	Building/Site Improvement	96,353	83,435	-	-	-	-		
205-1201-429-75-05	Machinery & Equipment	109,752	33,668	63,520	-	(63,520)	-100.00%		
205-1201-429-75-06	Rolling Stock	-	-	-	-	-	100.00%		
TOTAL EQUITABLE SHARING EXPENDITURES		218,193	124,158	133,855	-	(133,855)	-100.00%		

Equitable Sharing Expenditures

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
207-0000-353.10-00	Sewer Fees	273,957	268,543	275,000	275,000	-	0.00%		
Sewer Fees		273,957	268,543	275,000	275,000	-	0.00%		
207-0000-361.10-00	Investments	2,205	9,156	4,000	4,000	-	0.00%		
Investment Income		2,205	9,156	4,000	4,000	-	0.00%		
TOTAL REVENUE AND OTHER FINANCING SOURCES		276,162	277,859	279,000	279,000	-	0.00%		

Sewer Lateral Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
207-5701-410.10-10	Transfer to Other Funds	-	-	3,129	1,750	(1,379)	-44.07%		
207-5701-410.11-01	Salary Full Time	55,530	56,936	45,783	46,905	1,122	2.45%		
207-5701-410.21-01	Health Insurance	7,306	7,304	7,705	8,450	745	9.67%		
207-5701-410.21-03	Dental Insurance	348	351	465	519	54	11.61%		
207-5701-410.21-04	Vision Insurance	63	60	85	41	(44)	-51.76%		
207-5701-410.21-05	Benefit Credit	-	-	-	75	75	100.00%		
207-5701-410.22-01	Social Security Taxes	3,473	3,567	2,839	2,908	69	2.43%		
207-5701-410.22-02	Medicare Contributions	812	834	664	680	16	2.41%		
207-5701-410.23-02	Civilian Pension	2,086	3,276	2,976	3,049	73	2.45%		
207-5701-410.23-04	Deferred Comp	1,111	1,138	916	938	22	2.40%		
207-5701-410.31-10	Other Professional Svcs	334,373	303,098	350,000	350,000	-	0.00%		
207-5701-413.52-11	Work. Comp. Premium	1,113	1,113	1,461	1,415	(46)	-3.15%		
207-5701-410.80-60	Admin., Clrk, & Acct.	5,148	5,150	51,500	51,500	-	0.00%		
TOTAL SEWER LATERAL EXPENDITURES		411,363	382,827	467,523	468,230	707	0.15%		

Sewer Lateral Expenditures

CITY OF KIRKWOOD							
FISCAL YEAR 2020/2021 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
275-0000-311.10-00	Property Taxes	635,558	615,657	625,000	-	(625,000)	-100.00%
Tax Revenue		635,558	615,657	625,000	-	(625,000)	-100.00%
275-0000-361.10-00	Investments	1,861	12,072	3,500	-	(3,500)	-100.00%
Investment Income		1,861	12,072	3,500	-	(3,500)	-100.00%
Total Revenue Before Other Financing Sources		637,419	627,729	628,500	-	(628,500)	-100.00%
TOTAL REVENUES AND OTHER FINANCING SOURCES		637,419	627,729	628,500	-	(628,500)	-100.00%

Debt Service Revenue

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
275-0000-470.70-10	Debt Service Principal	485,000	505,000	535,000	-	(535,000)	-100.00%		
275-0000-470.70-20	Debt Service Interest	49,278	33,405	30,000	-	(30,000)	-100.00%		
275-0000-470.70-50	Fiscal Agent Fees	50	50	1,000	-	(1,000)	-100.00%		
TOTAL DEBT SERVICE EXPENDITURES		534,328	538,455	566,000	-	(566,000)	-100.00%		

Debt Service Expenditures

Section IV
Five-Year Capital Improvement Plans

This page was intentionally left blank.

CITY OF KIRKWOOD

Five Year Capital Plan

Fiscal Years

2020/21 - 2024/25

Fleet Services replacement program has evolved to include a "Replacement Point of 15" category. Each asset is assigned a Life Cycle and a Target Meter, when applicable, based on type of asset as well as past departmental utilization. Maintenance Costs, in addition to the aforementioned categories, are each assigned a value and evaluated on an annual basis. The data retrieved during the evaluation is converted to points within each category and are calculated to assist in forecasting the assets replacement schedule. Once these values add up to or exceed 15, it is said to be the optimal time for replacement

City of Kirkwood

Five Year Capital Plans - Table of Contents

	<u>Page</u>		<u>Page</u>
Summary - General Gov't Five Year Capital Plan	307	<u>Enterprise Funds</u>	
<u>General Government</u>		Electric	341
Train Station	308	Water	343
Administration	310	Sanitation	348
MIS	311	<u>Internal Service Fund</u>	
Police Department	313	Vehicle Maintenance (Fleet)	351
Fire	315	Workers Compensation	352
Public Services - Engineering	321		
Public Services - Infrastructure	322		
Public Services - Street Department	330		
Public Services - Building Commissioner	333		
Procurement	334		
Facilities Operations	335		

CITY OF KIRKWOOD - FIVE-YEAR CAPITAL PLAN
PROJECTED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Revenues:					
Taxes	2,180,000	2,201,800	2,223,818	2,246,056	2,268,517
Interest on investments	50,000	51,000	52,020	53,060	54,122
Total revenues	2,230,000	2,252,800	2,275,838	2,299,116	2,322,639
Other financing sources:					
Streets Infrastructure Dividend (Electric, Water)	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)	-	-	-	-	-
Donations - Train Station			3,600,000		
Infrastructure Grants (Grants are 80/20 except as noted below)					
Geyer Rd Phase 1 Mill and Overlay	725,874				
Geyer Rd Phase 2 Mill and Overlay	455,854	683,781			
W Essex Reconstruction Right of Way			213,600		
W Essex Reconstruction -Construction Material Testing Right of Way			480,640	720,960	
Manchester Road Improvements Phase 2 Right of Way(50/50)	275,000				
Manchester Road Improvements Phase 2 Construction Material Testing		1,075,200	716,800		
E. Essex Avenue Improvements Construction Material Testing			208,629		
W. Woodbine Roundabout Engineering Design					40,000
W. Woodbine Roundabout Right of Way					288,000
Argonne Reconstruction Right of Way				40,000	
Argonne Reconstruction Construction Material Testing				1,200,000	
Capital Lease Proceeds - Fire	330,000	315,000			
ERP Funded by several funds including Electric and Water	325,000	700,000			
Sale of Assets	86,000	58,000	125,000	125,000	125,000
Police Vehicles/Tasers - General Fund	222,000	222,000	222,000	222,000	222,000
Total other financing sources	3,846,928	4,481,181	3,393,869	8,175,160	2,102,200
Total Revenues and Other Financing	6,076,928	6,733,981	5,669,707	10,474,276	4,424,839
Expenditures:					
Train Station				428,000	3,700,000
Administration		30,000			
MIS	620,000	815,000	50,000	115,000	15,000
Police	191,410	237,910	272,910	232,700	207,700
Fire	956,795	585,250	299,600	1,303,000	606,150
Engineering	105,000				
Public Works Infrastructure	4,602,689	4,967,762	4,351,800	5,241,200	2,380,000
Street Department	397,000	163,000	328,000	348,000	415,000
Bldg. Commissioner	50,000				25,000
Procurement					
Facilities Operations	206,500	267,500	352,500	190,000	140,000
Total expenditures	7,129,394	7,066,422	5,654,810	7,857,900	7,488,850
Revenues and other financing sources over expenditures	(1,052,466)	(332,441)	14,897	2,616,376	(3,064,011)
Fund Balance:					
Beginning Balance	2,060,000	1,007,534	675,093	689,990	3,306,366
Ending Balance	1,007,534	675,093	689,990	3,306,366	242,355

TRAIN STATION

Train Station

<u>Acquisition</u>	<u>Year 1</u> <u>2020/21</u>	<u>Year 2</u> <u>2021/22</u>	<u>Year 3</u> <u>2022/23</u>	<u>Year 4</u> <u>2023/24</u>	<u>Year 5</u> <u>2024/25</u>
Drainage Improvement:					
Design and Construct New Catch Basin Inlets					
Engineer Berm and Flood Gate				67,000	
Construct Berm and Flood Gate					200,000
Parking Improvements:					
Design and Construction					200,000
Building Restoration:					
Design and Preliminary Engineering				361,000	
Modular Building					40,000
Restoration Construction					3,260,000
Annual Total	-	-	-	428,000	3,700,000

Project Description

FY2023/2024

Drainage Improvement

Engineer berm and flood gate: PE and design work for berms with actuated flood gates on Train Station property to keep flash floods from train station building.

Building Restoration

The restoration of the Train Station includes new baggage storage structure, covered platform extension per original design, structural, interior and exterior restoration. Train station design, PE, building improvements, and transition costs (modular building during construction) will be a City project with funding provided entirely from the Historic Train Station Foundation. *Design and preliminary engineering:* Design and PE for building restoration project.

TRAIN STATION

Train Station

FY2024/2025

Drainage Improvement

Construct berm and flood gate: Construction of berms and flood gates.

Building Restoration

Modular Building: Lease, unfitting, and placement of temporary structure to serve train station customers while building is under construction.

Restoration construction: Construction costs for train station restoration, baggage building, additions and site work.

MANAGEMENT INFORMATION SYSTEMS (MIS)

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Upgrade Personal Computers	15,000	15,000	15,000	15,000	15,000
Replace Voice Mail System	40,000				
Business Continuity Study	40,000				
Citywide ERP	525,000	700,000			
New I-Series for ERP		55,000			
New Aerial Photography		45,000			
Upgrade Servers				100,000	
Vulnerability Assessment Cyber Security			35,000		
Total	620,000	815,000	50,000	115,000	15,000

Project Description

Upgrade Personal Computers

This is a standing item to keep user devices up to date.

Replace Voice Mail System

The current system is no longer supported. This will bring us up to date with a new system that is compatible with the phone system and the email system for integration.

Business Continuity Study

Hire a consultant to do an analysis of the city departments to create a plan for business continuity in case of a catastrophic failure of the IT infrastructure or complete destruction of the computer room. Disaster planning.

MANAGEMENT INFORMATION SYSTEMS (MIS)

New I-Series for ERP system

Will need to replace the current I-Series to support new software to be able to get support if we do not replace the existing ERP system.

New Aerial Photography

Purchase new aerial for use in the GIS system which supports the utilities, public services, police, fire and parks. Last time this was updated was flown in 2013.

Upgrade Servers

This will allow us to keep infrastructure in place to support applications and storage for end-user data.

Vulnerability Assessment Cyber Security

Hire a consultant to do penetration testing and other methods to ensure the safety of the cities IT computer systems and networks. This should include the analysis of the Electric & Water SCADA systems as well.

POLICE DEPARTMENT

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Patrol Vehicles	133,000	172,000	177,200	140,000	144,200
Leased Vehicle (2)	10,000	10,300	10,600	10,900	11,200
Detective Vehicles	27,800		29,500	60,800	31,300
Tasers	20,610	20,610	20,610	21,000	21,000
MDT Laptops		35,000	35,000		
Annual Total	191,410	237,910	272,910	232,700	207,700

Project Description

POLICE VEHICLES

The Police Department continues to work closely with the Fleet Director in determining the optimal time to replace police vehicles, examining factors such as current condition, maintenance costs, mileage and resale value. The Fleet Services replacement program is a very important consideration during the replacement process, and is based on a point system. Points listed in the tables below are current point values as of the last analysis, and are not projected totals for the time of replacement. Consideration when purchasing is given to cost, functionality, vehicle safety and costs to operate compared to other vehicles available for patrol and detective work. Costs include all equipment necessary to outfit vehicles, including emergency lighting system, siren, partition, weapon racks, mounting equipment, graphics, etc. The addition of a traffic unit and new work schedule may cause Patrol vehicles to be replaced less frequently than estimated, and an analysis will be done after one full year of new data is collected.

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

TABLE KEY	2020/21	PT	2021/22	PT	2022/23	PT	2023/24	PT	2024/25	PT
MY = Model Year	5927 (MY 2016) C (52.43)		5922 (MY 2017) P (6.57)		5920 (MY2019) P (1.62)		5932 (MY 2019) P (0.67)		5928 (MY 2015) C (10.71)	
P = Patrol Vehicle	5934 (MY 2010) P (13.95)		5935 (MY 2012) P (15.94)		5940 (MY 2014) P (13.57)		5942 (MY 2017) P (7.40)		5937 (MY 2019) P (0.42)	
C = Canine Vehicle	5946 (MY 2017) P (11.52)		5936 (MY 2017) P (7.02)		5941 (MY 2014) P (12.88)		5947 (MY 2017) P (4.77)		TBD	
U = Unmarked Vehicle			5943 (MY 2015) P (13.92)		5945 (MY2017) P (9.77)		5904 (MY 2017) U (2.76)			
PT= Current Points	5908 (MY 2012) U (18.28)		5902 (See note) U (18.22)		5903 (MY2015) U (10.38)		5909 (MY 2013) U (6.84)		5911 (MY 2013) U (10.51)	

The replacement schedule for the final years should be considered incomplete because they may involve the replacement of vehicles not yet in service, or vehicles with undetermined life cycles based on the factors described above. Analysis could affect the number needing to be replaced in those years. Anticipated annual increases are increased 3% for planning purposes, and should be considered tentative. Note: 5902 will be replaced with an internal vehicle transfer and not a new vehicle purchase.

POLICE DEPARTMENT

LEASED VEHICLES

The City 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.

TASERS

The recurring costs are for a five year agreement with Axon, Inc. for TASER Electronic Control Devices, which are being implemented in FY 2018/19. Tasers allow officers to have an additional less lethal use of force option in the field.

MDT Laptops

MDT laptops are an integral part of marked police vehicles, and have been replaced on a two-part, five year cycle, as recommended by the City MIS Department. The PD's Systems Administrator concurs with this timetable to help avoid reliability issues and maintenance expenses.

FIRE DEPARTMENT

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Self Contained Breathing Apparatus (SCBA)	325,000				
Breathing Air Compressor Fill Station	54,000				
Hose Replacement	13,900				
Command Vehicle	40,000				
Mini-Pumper Replacement	330,000				
Air Bag/ Vehicle Stabilization Replacement		35,000			
Multi-Gas Meters		15,000			
Ambulance		315,000			
Fire Hose Nozzle Replacement			25,000		
Command Vehicle			40,000		
Hose Replacement			14,350		
Ruggedized Laptop Computers				68,500	
Rescue Pumper				840000	
Hose Replacement					13,750
Firefighter Protective Turnout Gear					200,000
Ballistic Vests					10,400
Thermal Imagers					95000
Acquisition Total	762,900	365,000	79,350	908,500	319,150

FIRE DEPARTMENT

<u>Lease Payments</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Ambulance	21,859				
Rescue Pumper	59,286				
Mini-Pumper Replacement	112,750	112,750	112,750		
Ambulance		107,500	107,500	107,500	
Rescue Pumper				287,000	287,000
Lease Total	193,895	220,250	220,250	394,500	287,000
Total (Acquisition + Lease Payments)	956,795	585,250	299,600	1,303,000	606,150

Project Description

SCBA Replacement

Firefighters use self-contained breathing apparatus (SCBA) for protection while working in hazardous environments. These breathing apparatus provide safe breathing air in what OSHA terms “immediately dangerous to life and death (IDLH)” environments. The standards for this vital piece of equipment have changed in 2019 to include various safety measures including higher pressures for more available air, lighter weights and certification to meet chemical, biological, radiological and nuclear situations. The current SCBA will be 12 years old at time of replacement, the average life span is 10 with a maximum life span of 15 years. The current SCBA are out of warranty, with increased cost for maintenance and upkeep as well as becoming less reliable.

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.

FIRE DEPARTMENT

Hose Replacement

In accordance to the standards set in NFPA 1961, Standards for Hose, the acceptable life span for a section of hose is 10 years. The fire department has recently undergone an internal audit and has created a replacement schedule. In 2020/21, the total needed sections of hose that is expiring is \$13,900.

Command Vehicle

Replace unit 1503, a 2008 Dodge Durango, as it has exceeded the replacement criteria of 15. Current score is 33.71
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. This vehicle will be 13 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.

Air Bag/Vehicle Stabilization Replacement

The ability to lift and stabilize a vehicle is a necessary component to the vehicle rescue response. High pressure air bags provide the ability to strategically lift a vehicle to free a victim or provide access for extrication. While lifting, the vehicle must be stabilized to ensure the load does not shift, furthering entrapping a victim or complicating the scene. The current air bags and stabilization equipment are nearing their end of life, with air bags varying in age of 14-17 years. Current life span is not to exceed 15 years in 2020
The replacement of the air bags and vehicle stabilization equipment will allow for the safe and effective lifting and stabilizing of vehicles and other machinery well into the future.

Multi-Gas Meters

This purchase is for the complete replacement of five hazardous gas detection meters, The meters will be six years old and have functioned within the life expectancy of the units. Each fire truck carries a meter to measure explosive limits of gas in the air, carbon monoxide, oxygen levels, hydrogen cyanide and other explosive gases. These instruments utilize electronic sensors to provide accurate readings and are used frequently in the City. The sensors have a finite service life. Replacement of the deteriorated sensors will exceed the replacement value of a new meter.

Fire Hose Nozzle Replacement

Nozzles are key piece of fire suppression equipment, providing the stream and flow necessary to extinguish fires. The use of one common nozzle style improves efficiency and effectiveness for crews operating the fire environment. Following NFPA 1964, Standard for Spray Nozzles and Appliances, the acquisition of new nozzles that both meet the needed fire flows as well as are consistent among all apparatus will improve efficiency and effectiveness for the firefighters as well as improve safety for the community.

FIRE DEPARTMENT

Command Vehicle

Replace unit 1507, a 2012 Chevrolet Tahoe, as it is anticipated to exceed the replacement criteria of 15. Current score is 14.31 Four wheel drive vehicles are used by chief officers to respond to emergencies and for daily use. These vehicles also serve as the mobile command post for emergency incidents and transport incident command radios, computers and accountability equipment. The vehicle to be replaced in 2022/23 is a 2012 Chevy Tahoe that will be 10-11 years old when replaced. Included in the project cost are the expenses associated with modifying a stock vehicle for emergency service. This includes emergency lighting and siren, computer docking station and vehicle mounting system, on-board battery charging system, 12V to 120V power inverter, and command module for incident command.

Hose Replacement

In accordance to the standards set in NFPA 1961, Standards for Hose, the acceptable life span for a section of hose is 10 years. The fire department has recently undergone an internal audit and has created a replacement schedule. In 2022/23, the total needed sections of hose that is expiring is \$18,558.

Ruggedized Laptop Computers

Fire personnel utilize laptop computers to receive dispatch location information and collect patient information at the emergency scene. Ruggedized laptops are required due to the harsh conditions they must operate in. Loss of dispatch data and location information would present significant response problems in the areas of timely response and incident and patient medical care records. The current laptops will be 7 years old when replaced. All eleven laptops will be replaced at this time. This price includes vehicle mount and charging stations plus extended warranty coverage.

Hose Replacement

In accordance to the standards set in NFPA 1961, Standards for Hose, the acceptable life span for a section of hose is 10 years. The fire department has recently undergone an internal audit and has created a replacement schedule. In 2024/25, the total needed sections of hose that is expiring is \$13,750.

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 for 2024/2025 is a complete department replacement due to NFPA age mandates.

FIRE DEPARTMENT

Ballistic Vests

Due to social strife and the nature of some dangerous situations which the fire department responds to, ballistic vests have become an essential part of the personal protective equipment. Currently all riding positions (17) and the chief officers (3) have been issued ballistic vests. The original vests were purchased in 2019. According to the manufacturer, the life span of the vest is 5 years. This project includes the purchase of 20 ballistic vests.

Thermal Imaging Cameras

The fire department uses thermal imaging equipment to help locate burning wires, overheated motors, malfunctioning light ballasts, etc. The use of this technology increases efficiency in locating some fires and reduces unnecessary damage. The current units were purchased in 2017. Technology will continue to improve and the newer generation of thermal imaging equipment will be lighter, smaller, and more effective which increases the efficiency and safety of the firefighters on the emergency scene. The current units will be 7- 8 years old when replaced.

Lease Project Description

Ambulance

Replace unit 1537, a 2015 Freightliner Rescue Ambulance, as it is anticipated to exceed the replacement criteria of 15. The fire department operates three ambulances to provide emergency medical transport and has one reserve ambulance to fill in when front line ambulances require preventative maintenance or unscheduled repair. These vehicles are the busiest vehicles in the FD fleet and log many miles transporting to hospitals outside of the city limits. This unit was delivered in 2018. It was purchased on a lease purchase agreement and will remain on the capital plan until paid off in fiscal year 2020/21.

Rescue Pumper

Replace unit 1594, a 1998 Pierce 740 Pumper, as it has exceeded the replacement criteria of 15. Current score: 35.29. This apparatus (2018 Pierce) was purchased in fiscal year 2017/18. It was purchased on a lease purchase agreement and will remain on the capital plan until paid off in fiscal year 2020/21.

Mini-Pumper Replacement

Replace unit 1539, a 1999 Ford F450 Mini-Pumper, as it has exceeded the replacement criteria of 15. Current score: 16.58. The fire department operates a 1999 4-wheel-drive Mini-Pumper that is not rated as a fire engine, specified by NFPA 1901. This project fulfills two goals: to satisfy access issues within the City and to reduce call volume and maintenance costs associated with Tower Ladder 1535. 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 require this smaller fire fighting vehicle. This truck will be 19 years old at the time of this project.

FIRE DEPARTMENT

Ambulance

Replace unit 1597. 1597 is a 2009 unit that currently serves as the reserve ambulance. This unit will be 12 years old and no longer suitable for emergency transport services. It has exceeded the replacement criteria of 15 and is currently 17.42 This purchase is scheduled for a three year lease purchase. The total cost is budgeted for \$315,000.

Rescue Pumper

Replace unit 1594. 1594 is a 2007 Pierce Pack Mule Pumper that has exceeded the replacement criteria of 15. Current score is 30.84 Note that the total budgeted amount for the rescue/pumper is forecasted as \$840,000. Due to current leasing practices, only \$280,000 is reflected for the budget year of 2023/24. This total will be spread out over 3 budget periods.

PUBLIC SERVICES, ENGINEERING DIVISION

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Pickup Truck w/Service Body	30,000			-	-
Vison Zero	75,000				
Annual Total	105,000	-	-	-	-

Project Description

FY2020/2021

Pickup Truck w/Service Body

Replace vehicle 5622, a 2011 Ford F150 Pickup with Camper Shell, as it is has exceeded the replacement criteria of 15.
Current Score: 20.44

Vison Zero

Development of a Vision Zero action plan and complete streets policy.

PUBLIC SERVICES, INFRASTRUCTURE

Acquisition	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Street Restoration Program	1,844,000	1,800,000	1,800,000	1,800,000	1,800,000
Sidewalk Improvement Program	150,000	150,000	150,000	150,000	150,000
Pavement Striping and Markings	60,000	80,000	80,000	80,000	80,000
Bridge Maintenance and Design	50,000	50,000	50,000	50,000	50,000
Downtown Parking Lots		150,000	150,000	150,000	
Geyer Rd. Phase 2 Mill and Overlay					
Engineering Design					
Right-of-Way					
Construction/Material Testing	569,817	854,726			
W. Essex Ave. Reconstruction					
Engineering Design	210,000				
Right-of-Way		267,000			
Construction/Material Testing			600,800	901,200	
Manchester Rd. Improvements Phase 1					
Construction	1,021,364				
Manchester Rd. Improvements Phase 2					
Engineering Design	124,197				
Right-of-Way	550,000				
Construction/Material Testing		1,344,000	896,000		
E. Essex Ave. Improvements					
Engineering Design	23,311				
Right-of-Way		11,250			
Construction/Material Testing		260,786			
Fillmore Culvert Replacement			375,000		

PUBLIC SERVICES, INFRASTRUCTURE

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Argonne Reconstruction					
Engineering Design			150,000		
Right-of-Way				50,000	
Construction/Material Testing				1,500,000	
Kirkwood Rd. Sidewalk & lighting Phase 1					
Engineering Design				150,000	
Right-of-Way					100,000
W. Essex Reconstruction Phase 2					
Engineering Design					200,000
Right-of-Way					
Construction/Material Testing					
Annual Total	4,602,689	4,967,762	4,351,800	5,241,200	2,380,000
Seeking 20/80 Grant Approvals					
Seeking 50/50 Grant Approvals					

Project Description

FY 2020/21

Street Restoration Program

The Northeast Street Maintenance area is scheduled for restoration which includes reconstructions, mill and overlays, seal coatings and base repairs. The Northeast Street Maintenance area is bounded by Geyer Rd., Adams Ave., east City Limit, and north City Limit.

Sidewalk Improvement Program

This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

PUBLIC SERVICES, INFRASTRUCTURE

Pavement Striping and Markings

This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes etc. This does not include pavement markings that are replaced during the Street Restoration Program.

Bridge Maintenance and Design

The City owns and maintains 11 bridges throughout their transportation system, which are deteriorating and range in age from 20 - 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

Geyer Rd. Phase 2 Mill and Overlay

Construction and Material Testing - This work will consist of the construction phase of the mill and asphalt overlay Geyer Rd. from Adams Ave. to Big Bend Blvd. This project will also provide ADA compliant ramps and crossings. The City will be seeking a 20/80 grant from the East West Gateway Council of Governments.

W. Essex Ave. Reconstruction

Engineering Design - This work will consist of final design and providing contract documents to rehabilitate W. Essex Ave. from Geyer Rd. to Dougherty Ferry Rd. This project will also provide ADA compliant ramps and crossings. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

Manchester Rd. Improvements Phase 1

The City has entered into a cost share agreement with the City of Brentwood and MoDot to make enhancements along Manchester Rd. Kirkwood's enhancements include a wider tree lawn area, upgraded pedestrian and bicycle access at the and Woodlawn intersection pedestrian scale lighting along the corridor.

Manchester Rd. Improvements Phase 2

The City is cooperating with MoDot to make enhancements along Manchester Rd. from Kirkwood Rd. to the City's western city limit. Kirkwood's enhancements include a wider tree lawn area, upgraded pedestrian access at the Kirkwood Middle School entrance and pedestrian scale lighting along the corridor.

E. Essex Ave. Improvements

The city submitted a joint grant application with the City of Glendale to reconstruct E. Essex Ave. These improvements will include new cur and gutters, asphalt pavement and sidewalks. These funds are Kirkwood's portion for engineering design services.

PUBLIC SERVICES, INFRASTRUCTURE

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.

Pavement Striping and Markings

This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes etc. This does not include pavement markings that are replaced during the Street Restoration Program.

Bridge Maintenance and Design

The City owns and maintains 11 bridges throughout their transportation system, which are deteriorating and range in age from 20 - 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

Downtown Parking Lots

This project would include the milling off of the old surface, any base repairs, and a new surface with striping for the City Hall and Police Department parking lot.

Geyer Rd. Phase 2 Mill and Overlay

Construction and Material Testing - This work will consist of the construction phase of the mill and asphalt overlay Geyer Rd. from Adams Ave. to Big Bend Blvd. This project will also provide ADA compliant ramps and crossings. The City will be seeking a 20/80 grant from the East West Gateway Council of Governments.

W. Essex Ave. Reconstruction

Right-of-Way - This work will consist of acquiring the needed easements and right-of-way to rehabilitate W. Essex Ave. from Geyer Rd. to Dougherty Ferry Rd. This project will also provide ADA compliant ramps and crossings. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

Manchester Rd. Improvements Phase 2

The City has entered into a cost share agreement with the City of Brentwood and MoDot to make enhancements along Manchester Rd. Kirkwood's enhancements include a wider tree lawn area, upgraded pedestrian and bicycle access at the and Woodlawn intersection pedestrian scale lighting along the corridor.

PUBLIC SERVICES, INFRASTRUCTURE

E. Essex Ave. Improvements

The city submitted a joint grant application with the City of Glendale to reconstruct E. Essex Ave. These improvements will include new cur and gutters, asphalt pavement and sidewalks. These funds are Kirkwood's portion for right-of-way and construction services

FY 2022/23

Street Restoration Program

The South Street Maintenance area is scheduled for restoration which includes reconstructions, mill and overlays, seal coatings and base repairs. The South Maintenance area is bounded by Big Bend, west city limit and the south city limit.

Sidewalk Improvement Program

This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

Pavement Striping and Markings

This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes etc. This does not include pavement markings that are replaced during the Street Restoration Program.

Bridge Maintenance and Design

The City owns and maintains 11 bridges throughout their transportation system, which are deteriorating and range in age from 20 - 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

Downtown Parking Lots

This project would include the milling off of the old surface, any base repairs, and a new surface with striping for the downtown parking lot at the Train Station lot.

W. Essex Ave. Reconstruction

Construction/Material Testing - This work will consist of designing and providing contract documents to rehabilitate W. Essex Ave. from Geyer Rd. to Dougherty Ferry Rd. This project will also provide ADA compliant ramps and crossings. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

PUBLIC SERVICES, INFRASTRUCTURE

Manchester Rd. Improvements Phase 2

The City has entered into a cost share agreement with the City of Brentwood and MoDot to make enhancements along Manchester Rd. Kirkwood's enhancements include a wider tree lawn area, upgraded pedestrian and bicycle access at the and Woodlawn intersection pedestrian scale lighting along the corridor.

Fillmore Culvert Replacement

This project replaces the undersized culvert in the 300 Block of S. Fillmore Ave.

Argonne Reconstruction

Engineering Design - This work will consist of final design and providing contract documents to rehabilitate the 100 blocks of east and west Argonne Ave. from Clay Ave. to Taylor Ave. This project will implement streetscape elements derived from the FY21 streetscape study. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

W. Woodbine Round about

Engineering Design - In FY18 the City received a TEAP grant to look at options to reconfigure the intersection of W. Woodbine, Craig, Hickory Hollow and George Ave. This work will consist of final design and providing contract documents to reconfigure these intersections into roundabout.

FY 2023/24

Street Restoration Program

The West Street Maintenance area is scheduled for restoration which includes reconstructions, mill and overlays, seal coatings and base repairs. The West Maintenance area is bounded by Big Bend, west city limit, Adams Ave. and Geyer Rd.

Sidewalk Improvement Program

This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/ replacement of public sidewalks.

Pavement Striping and Markings

This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes etc. This does not include pavement markings that are replaced during the Street Restoration Program.

Bridge Maintenance and Design

The City owns and maintains 11 bridges throughout their transportation system, which are deteriorating and range in age from 20 - 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

PUBLIC SERVICES, INFRASTRUCTURE

Downtown Parking Lots

This project would include the milling off of the old surface, any base repairs, and a new surface with striping for the downtown parking lot on E. Jefferson Ave.

W. Essex Ave. Reconstruction

Construction/Material Testing - This work will consist of designing and providing contract documents to rehabilitate W. Essex Ave. from Geyer Rd. to Dougherty Ferry Rd. This project will also provide ADA compliant ramps and crossings. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

Argonne Reconstruction

Right-of-Way and Construction services - This work will consist of acquisition of needed right-of-way and construction to rehabilitate the 100 blocks of east and west Argonne Ave. from Clay Ave. to Taylor Ave. This project will implement streetscape elements derived from the FY21 streetscape study. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

Kirkwood Rd. Sidewalk & lighting Phase 1

Engineering Design - This work will consist of final design and provide contract documents to implement streetscape elements derived from the FY21 streetscape study. This phase will be on Kirkwood Rd. from Washington Ave. to Monroe Ave. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

W. Woodbine Roundabout

Right-of-Way and Construction - In FY18 the City received a TEAP grant to look at options to reconfigure the intersection of W. Woodbine, Craig, Hickory Hollow and George Ave. This work will consist of acquisition right-of-way and construction to reconfigure these intersections into roundabout. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

FY 2024/2025

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 Maintenance area is bounded by Adams Ave., west city limit, northern city limit and Geyer Rd.

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

Pavement Striping and Markings

This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes etc. This does not include pavement markings that are replaced during the Street Restoration Program.

Bridge Maintenance and Design

The City owns and maintains 11 bridges throughout their transportation system, which are deteriorating and range in age from 20 - 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

Downtown Parking Lots

This project would include the milling off of the old surface, any base repairs, and a new surface with striping for the downtown parking lot on W. Jefferson Ave.

Kirkwood Rd. Sidewalk & lighting Phase 1

Right-of-Way and construction - This work will consist of acquisition right-of-way and construction to implement streetscape elements derived from the FY21 streetscape study. This phase will be on Kirkwood Rd. from Washington Ave. to Monroe Ave. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

W. Essex Reconstruction Phase 2

Engineering Design - This work will consist of designing and providing contract documents to reconstruct W. Essex from Geyer Rd. to Gabriel Dr.

PUBLIC SERVICES, STREET DIVISION

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Grinder	5,000				
Dump Truck	320,000	150,000	150,000	310,000	150,000
Curb Machine	6,500				
Skid Steer w/Tracks	45,500				
Snow Plow and Salt Spreader	20,000				
Trailers			18,000		
Pavement Cutter		13,000			
Planer			15,000		
Back Hoe			145,000		
Pickup Truck				38,000	30,000
Loader					150,000
Pavement Drill					15,000
Conveyor					10,000
Mini Paver					60,000
Annual Total	397,000	163,000	328,000	348,000	415,000

PUBLIC SERVICES, STREET DIVISION

Project Description

FY 2020/21

Grinder

Replace unit 6137, a 2002 Scarifer, as it has exceeded the replacement criteria of 15. Current score: 15.92.

Dump Truck

Replace vehicles 6167 and 6168, a 2005 Ford F750 Dump Body, as they have exceeded the replacement criteria of 15. Current scores: 29.97 and 33.39 respectively. These vehicles are used in the daily operations for hauling excavation spoils and materials. In addition, these vehicles will be outfitted with snow fighting equipment that includes a snow plow, salt spreader and associated hydraulics.

Curb Machine

Replace unit 6172, a 2011 Curb Machine, as it is anticipated to exceed the replacement criteria of 15. Current score: 13.85.

Skid Steer w/Tracks

Replace unit 6110, a 2009 Bobcat S185, as it has exceeded the replacement criteria of 15. Current score: 36.99.

Snow Plow and Salt Spreader

Equip Street vehicle No. 6147 with snow fighting equipment that includes a snow plow, salt spreader and associated hydraulics.

FY 2021/22

Dump Truck

Replace vehicles 6142 and 6143, a 2009 Ford F450 Dump Body, as they have exceeded the replacement criteria of 15. Current scores: 18.98 and 16.27 respectively. These vehicles are used in daily operations for hauling excavation spoils and materials, in addition to snow plowing.

Pavement Cutter

Replace unit 6101, a 2001 Pavement Cutter, as it is anticipated to exceed the replacement criteria of 15. Current score: 13.49. The unit is used for cutting pavement in the preparation of asphalt and concrete street repairs.

FY 2022/23

Dump Truck

Replace vehicle 6169, a 2005 F750 Dump Truck, as it has exceeded the replacement criteria of 15. Current score: 34.18. This vehicle is used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

PUBLIC SERVICES, STREET DIVISION

Trailer

Replace unit 6159, a 2007 Cronkhite Trailer, as it has exceeded the replacement criteria of 15. Current score: 27.62.

Planer

Replace unit 6186A, a 2016 Bobcat 18' Planer Attachment, as it is anticipated to exceed the replacement criteria of 15. Current score: 3.04. This unit is a skid steer attachment used in the preparation of asphalt and concrete street repairs.

Back Hoe

Replace unit 6129, a 2008 Backhoe, as it has exceeded the replacement criteria of 15. Current score: 19.56

FY 2023/24

Dump Truck

Replace vehicles 6187 and 6188, a 2008 Ford F750 Dump Body, as they have exceeded the replacement criteria of 15. Current scores: 27.68 and 31.87 respectively. These vehicles are used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

Pickup Truck

Replace vehicle 6106, a 2014 F250 extended Pickup Truck, as it is nearing its replacement criteria of 15. Current score: 10.85.

FY 2024/25

Dump Truck

Replace vehicle 6189, a F-150 Dump Truck, as it has exceeded the replacement criteria of 15. Current score: 25.47. This vehicle is used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

Pickup Truck

Replace vehicle 6100, a 2014 F150 Pickup Truck, as it is nearing its replacement criteria of 15. Current score: 10.92.

Loader

Replace vehicle 6130, a Front loader, as it is nearing its replacement criteria of 15. Current score: 7.53.

Pavement Drill

Replace equipment 6165A, a 2017 E-Z slab drill , as it is nearing its replacement criteria of 15. Current score: 4.73.

Conveyor

Replace equipment 6165A, a 2018 conveyor, as it is nearing its replacement criteria of 15. Current score: 0.76

Mini Paver

Replace equipment 6165A, a 2018 mini paver, as it is nearing its replacement criteria of 15. Current score: 1.82

PUBLIC SERVICES, BUILDING COMMISSIONER

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Compact SUV	50,000				25,000
Annual Total	50,000				25,000

Project Description

FY 2020/21

Compact SUV

Replace vehicle 5753, a 2011 Ford Fusion, as it has exceeded the replacement criteria of 15. Current score: 25.80.

Replace vehicle 5755, a 2011 Ford Fusion, as it has exceeded the replacement criteria of 15. Current score: 19.02.

FY 2024/25

Compact SUV

Replace vehicle 5700, a 2015 Ford Fusion, as it is anticipated to exceed the replacement criteria of 15. Current score: 5.24.

PROCUREMENT

	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
<u>Acquisition</u>					
Annual Total	-	-	-	-	-

Project Description

FACILITIES OPERATIONS

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Update City Hall Security Cameras/DVRs	84,000				
1/2 Ton 4x4 Pickup Truck (5882)	32,500				
Firehouse #2 Concrete Drive	41,000				
PD Dispatch HVAC RTU Replacement	24,000				
131 West Madison Facilities Assessment Study	25,000				
City Hall Generator		220,000			
1/2 Ton 4x4 Pickup Truck (5881)		32,500			
City Hall Marble Flooring Restoration		15,000			
City Hall Main Level HVAC Upgrade			114,000		
City Hall Council Chambers/Judges Chambers HVAC Upgrade			206,000		
1/2 Ton 4x4 Pickup Truck (5804)			32,500		
Public Works Overhead Door Replacement Sanitation				45,000	
Public Works Overhead Door Replacement Street				65,000	
Public Works Overhead Door Replacement Fleet/Facilities Operations				80,000	
Firehouse #3 Concrete Drive					140,000
Total	206,500	267,500	352,500	190,000	140,000

FACILITIES OPERATIONS

Project Description

FY 2020/21

Update City Hall Security Cameras/DVRs (PRIORITY #1)

The current audio/video surveillance system was installed in 2010 and is no longer supported. The proposed audio/video surveillance system would utilize the latest high-resolution cameras throughout the building with an expanded audio/video retention capacity. This proposed audio/video surveillance system would insure another 10 years of security to the building.

1/2 Ton 4x4 Pickup Truck 5882 (PRIORITY #2)

Replace vehicle 5882, a 2008 Chevrolet Silverado 1500 2WD, as it has exceeded the replacement criteria of 15. Current score: 20.40
The truck is heavily relied on for snow removal and day to day operations.

Firehouse #2 Concrete Drive (PRIORITY #3)

The current driveway at Firehouse # 2 is in poor condition with sprawling cracks throughout the main driveway and the drainage grates, which are directly in front of the vehicle bay doors, are collapsing. This is causing additional tire wear on the fire apparatus and is a safety issue for pedestrians.

PD Dispatch HVAC RTU Replacement (PRIORITY #4)

The current RTU which services the dispatch area is undersized due to the recent renovations to the dispatch area as a result of the St. Louis County 911 updates. The unit will be 15 years old at time of replacement, which meets life expectancy. The RTU will be replaced with (1) high efficiency 5 ton RTU with electric heat.

131 West Madison Facilities Assessment Study (PRIORITY #5)

The current building is approximately 20,790 gross square feet, it was constructed in 1963 and renovated twice, once in 1970 and the second in 1992. It is recommended that an assessment be conducted of the existing building and site conditions to identify the physical condition and life expectancy of the various building components. In addition, this study will assess if it is practical and/or feasible to renovate and expand the facility.

FY 2021/22

City Hall Generator (PRIORITY #1)

The building's currently generator was installed in 1998 and is at maximum capacity. The generator is currently drawing over the recommended capacity and the emergency panel GPP is also over capacity. The 200 amp main circuit breaker can only be loaded to 80% of its capacity by code which is a maximum of 160 amps. Currently it is showing amperage spikes of up to 170 amps. In addition, the current unit cannot support any future increase in load.

FACILITIES OPERATIONS

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

Replace vehicle 5881, a 2009 Chevrolet 1/2 T Pickup, as it has exceeded the replacement criteria of 15. Current score: 21.36
The truck is heavily relied on for snow removal and day to day operations.

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

City Hall Main Level HVAC Upgrade (PRIORITY #1)

The current system at replacement will be 23 years old and has met life expectancy for a commercial HVAC system. A replacement system will include (1) new Train 20 Ton Condenser and (1) new Trane 20 Climate Changer AHU. New double doors will be installed to allow removal of the old equipment and access to the new equipment.

City Hall Council Chambers/Judges Chambers HVAC Equip. (PRIORITY #2)

The current system at replacement will be 23 years old and has met life expectancy for a commercial HVAC system. There are also challenges to removing the old equipment which is housed in the attic. The HVAC inside the attic will need to be removed to allow space for the new equipment. A replacement system will include (1) new Trane RTU which will set on the north side flat roof.

1/2 Ton 4x4 Pickup Truck 5804 (PRIORITY #3)

Replace vehicle 5804, a 2008 Chevrolet Silverado 2500 2WD, as it is anticipated to exceed the replacement criteria of 15.
Current score: 14.70 The truck is heavily relied on for snow removal and day to day operations.

FY 2023/24

Public Works Overhead Door Replacement Sanitation (PRIORITY #1)

The current overhead doors are original to the building which was built in 1991. The maintenance costs continue to increase and some of the doors are becoming a safety issue. The new doors will be insulated, which will help on heat/cooling costs and will reduce operating costs.

Public Works Overhead Door Replacement Street (PRIORITY #2)

The current overhead doors are original to the building which was built in 1991. The maintenance costs continue to increase and some of the doors are becoming a safety issue. The new doors will be insulated, which will help on heat/cooling costs and will reduce operating costs.

FACILITIES OPERATIONS

Public Works Overhead Door Replacement Fleet/Facilities Operations (PRIORITY #3)

The current overhead doors are original to the building which was built in 1991. The maintenance costs continue to increase and some of the doors are becoming a safety issue. The new doors will be insulated, which will help on heat/cooling costs and will reduce operating costs.

FY 2024/25

Firehouse #3 Concrete Drive. (PRIORITY #1)

The current driveway at firehouse 3 is in poor condition with sprawling cracks throughout the main driveways. This will begin to cause additional tire wear on the fire apparatus and will pose a safety issue for pedestrians.

ENTERPRISE FUNDS
Electric, Water, Sanitation and Fleet Services

Five Year Capital Plan

Fiscal Years

2020/21 - 2024/25

The page was intentionally left blank.

ELECTRIC FUND

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Distribution System - Circuit Upgrades	575,000				
Distribution System Service Extensions	70,350				
LED Street Lighting	368,000	368,000	368,000		
Electric Vehicles	90,000	260,000	370,000		
Distribution Line Services		250,000	250,000	250,000	250,000
Distribution Underground Boring Services		150,000	150,000	150,000	150,000
Distribution Line Clearance (Line Services Crew)		310,000	310,000	310,000	310,000
Distribution System - Leffingwell Substation Energy Storage				1,000,000	
Annual Total	1,103,350	1,338,000	1,448,000	1,710,000	710,000

Project Descriptions

FY2020/21

Distribution System - Circuit Upgrades

In FY2020/21 the department will complete the upgrade of its remaining 11 circuits.

Distribution System Service Extensions

In FY2020/21 the department will upgrade service extensions to match upgraded meter locations.

LED Street Lighting

In FY2020/21 the department will upgrade existing street lighting to LED lighting.

ELECTRIC FUND

Electric Vehicles

Replace vehicle 8114, a 2000 Flatbed Trailer, as it has exceeded the replacement criteria of 15. Current score: 56.84.
Replace vehicle 8122, a 2000 Compact Excavator, as it has exceeded the replacement criteria of 15. Current score: 27.18.

Distribution System - Leffingwell Substation Energy Storage

In FY23 the Electric Department will upgrade the substation by adding energy storage to the site.

FY2021/22

Distribution Line Services

In FY2021/22 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability

Distribution Underground Boring Services

In FY2021/22 the department will continue to utilize boring services to avoid utility conflicts during pole installation:

Distribution Line Clearance (Line Services Crew)

In FY2021/22 the department will continue to utilize line clearance services in conjunction with line services installation

Electric Vehicles

Replace vehicle 8137, a 2001 Two Wheel Reel Trailer, as it has exceeded the replacement criteria of 15. Current score: 31.04.
Replace vehicle 8141, a 2004 Brooks Brothers Trailer, as it has exceeded the replacement criteria of 15. Current score: 24.46.
Replace vehicle 8104, a 2011 F550 Boom Truck, as it has exceeded the replacement criteria of 15. Current score: 22.46.

FY2022/23

Electric Vehicles

Replace vehicle 8106, a 2011 Aerial Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 9.39.

PUBLIC SERVICES, WATER FUND

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Fire Hydrant Installations	10,000	10,000	10,000	10,000	10,000
Water Main Replacement	1,000,000	1,000,000	1,525,600	1,525,600	1,525,600
Operational Improvements	100,000	100,000	100,000	100,000	100,000
Leak Repair Program	100,000	100,000	100,000	100,000	100,000
Dump Truck	70,000		70,000		70,000
Trailers	36,000				
Park No. 1 Pump Station Replacement					
Engineering Design		280,000			
Construction/Inspection			2,750,000		
Walk In Service Truck		150,000			
Mini Excavator		55,000			
Compact SUV			25,000		
Pickup Truck w/Service Bodies				45,000	
Arrow Board				18,000	
Annual Total	1,316,000	1,695,000	4,580,600	1,798,600	1,805,600

Project Description

FY 2020/21

Fire Hydrant Installations

Installation of additional public fire hydrants by the Water Department for new developments.

Payment to developers/contractors for the installation of public fire hydrants for their new developments.

PUBLIC SERVICES, WATER FUND

Water Main Replacement

Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$900,000 will be utilized to replace 3,560' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 0.5% 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 be included but are not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

Leak Detection Program

In 2017 the Water Department conducted a city wide leak detection study to assist in identifying unknown water main leaks. Funds are being annually allocated to repair these leaks identified by the study to reduce water loss to within the industries acceptable loss of 10% or less.

Dump Truck

Replace vehicle 8521, a 2010 Ford F550 with Dump Body, as it has exceeded the replacement criteria of 15. Current score: 23.83.

Trailers

Replace trailer 8530, 2009 12' Big Tex Utility Trailer, as it has exceeded the replacement criteria of 15. Current score: 42.06.
Replace trailer 8581, 2007 18' Bobcat Trailer, as it has exceeded the replacement criteria of 15. Current score: 92.28.

FY 2021/22

Fire Hydrant Installations

Installation of additional public fire hydrants by the Water Department for new developments.
Payment to developers/contractors for the installation of public fire hydrants for their new developments.

Water Main Replacement

Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$900,000 will be utilized to replace 3,560' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 0.5% of our 135 mile distribution system. The remaining \$100,000 is budgeted to design FY 2022/23.

PUBLIC SERVICES, WATER FUND

Operational Improvements

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan. Improvements will be included but are not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

Leak Detection Program

In 2017 the Water Department conducted a city wide leak detection study to assist in identifying unknown water main leaks. Funds are being annually allocated to repair these leaks identified by the study to reduce water loss to within the industries acceptable loss of 10% or less.

Park No 1. Pump Station Replacement

This project consists of the design phase for the replacement of the Park No. 1 Pump Station. This pump station has been in operation since the mid 1950's and is in need of modernization. Based on the 2013 Water Master Plan the station needs updated electrical systems, back up power generator, earthquake resistant construction and new mains exiting the pump station.

Walk In Service Truck

Replace vehicle 8509, a 2004 Utility master, as it has exceeded the replacement criteria of 15. Current score: 18.00.

Mini Excavator

Replace vehicle 8506, a 2013 JBC Mini Excavator, as it has exceeded the replacement criteria of 15. Current score: 23.50.

FY 2022/23

Fire Hydrant Installations

Payment to developers/contractors for the installation of public fire hydrants for their new developments.

Water Main Replacement

Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$1,425,600 will be utilized to replace 7,128' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1% of our 135 mile distribution system. The remaining \$100,000 is budgeted to design FY 2023/24.

Operational Improvements

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan. Improvements will be included but are not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

PUBLIC SERVICES, WATER FUND

Leak Detection Program

In 2017 the Water Department conducted a city wide leak detection study to assist in identifying unknown water main leaks. Funds are being annually allocated to repair these leaks identified by the study to reduce water loss to within the industries acceptable loss of 10% or less.

Park No 1. Pump Station Replacement

This project consists of the construction phase for the replacement of the Park No. 1 Pump Station. This pump station has been in operation since the mid 1950's and is in need of modernization. Based on the 2013 Water Master Plan the station needs updated electrical systems, back up power generator, earthquake resistant construction and new mains exiting the pump station.

Dump Truck

Replace vehicle 8522, a 2009 Ford F550 with Dump Body, as it is anticipated to exceed the replacement criteria of 15. Current score: 14.93.

Compact SUV

Replace vehicle 8517, a 2010 Trans Con Van, as it is anticipated to exceed the replacement criteria of 15. Current Score: 14.67.

FY 2023/24

Fire Hydrant Installations

Installation of additional public fire hydrants by the Water Department for new developments.

Payment to developers/contractors for the installation of public fire hydrants for their new developments.

Water Main Replacement

Systematic replacement of older, deteriorated, undersized and high maintenance water mains.

\$1,425,600 will be utilized to replace 7,128' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1% of our 135 mile distribution system. The remaining \$100,000 is budgeted to design FY 2024/25.

Operational Improvements

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan.

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

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 SERVICES, WATER FUND

Pickup Truck w/ Service Bodies

Replace vehicle 8514, a 2014 F250 with Utility Body, as it is anticipated to exceed the replacement criteria of 15. Current Score: 10.24

Arrow Board

Replace asset 8529, a 2009 Arrow Board, as it is anticipated to exceed the replacement criteria of 15. Current Score: 8.06.

FY 2024/25

Fire Hydrant Installations

Installation of additional public fire hydrants by the Water Department for new developments.

Payment to developers/contractors for the installation of public fire hydrants for their new developments.

Water Main Replacement

Systematic replacement of older, deteriorated, undersized and high maintenance water mains.

\$1,425,600 will be utilized to replace 7,128' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1% of our 135 mile distribution system. The remaining \$100,000 is budgeted to design FY 2024/25.

Operational Improvements

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan.

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

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 8523, a 2014 F350 dump truck, as it is anticipated to exceed the replacement criteria of 15. Current Score: 6.54.

PUBLIC SERVICES, SANITATION FUND

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Replacement Roll Carts and Receptacles	20,000	20,000	20,000	20,000	20,000
Rear Loader	220,000	220,000		125,000	125,000
Side Loader	265,000	260,000	520,000	260,000	260,000
GPS Routing	100,000				
Trailer	15,000				
Flat Bed		45,000			
Roll Off				152,000	
Annual Total	620,000	545,000	540,000	557,000	405,000

Project Description

FY 2020/21

Replacement Roll Carts and Receptacles

This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Rear Loader

Replace vehicle 8932, 2013 25YD Rear Loader Refuse Trucks, as it has exceeded the replacement criteria of 15.
Current score: 16.37.

Side Loader

Replace vehicle 8929, a 2014 Side Loader Refuse Truck, as it has exceeded the replacement criteria of 15.
Current score: 15.01.

PUBLIC SERVICES, SANITATION FUND

GPS Routing

The primary focus of this specific project is to assist the Sanitation Division in creating routes within each subsection to improve efficiency by increasing the number of carts picked up per day. This will complete Goals #2 Objective B. of the strategic plan. This project will equip route trucks with onboard GPS's and iPads. In addition to the purchase of routing software.

Trailer

This trailer will be an addition to the fleet to assist in the delivery and maintenance of trash and recycling carts.

FY 2021/22

Replacement Roll Carts and Receptacles

This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Rear Loader

Replace vehicle 8931, a 2013 25YD Rear Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.
Current score: 14.12.

Side Loader

Replace vehicle 8928, a 2014 Side Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.
Current score: 14.87.

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: 11.73.

FY 2022/23

Replacement Roll Carts and Receptacles

This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Side Loader

Replace vehicle 8920 and 8921, 2014 Side Loader Refuse Trucks, as they are anticipated to exceed the replacement criteria of 15. Current scores: 14.20 and 14.29 respectively.

FY 2023/24

Replacement Roll Carts and Receptacles

This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

PUBLIC SERVICES, SANITATION FUND

Rear Loader

Replace vehicle 8911, a 2017 8YD Rear Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.
Current score: 6.12.

Side Loader

Replace vehicle 8925, a 2014 Side Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.
Current score: 13.40.

Roll Off Truck

Replace vehicle 8940, a 2013 Roll Off Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 13.03.

FY 2024/25

Replacement Roll Carts and Receptacles

This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Rear Loader

Replace vehicle 8912, a 2019 Isuzu/New Way 8YD Rear Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 1.11.

Side Loader

Replace vehicle 8927, a 2017 Peterbilt/New Way Sidewinder Refuse Truck, as it is anticipated to exceed the replacement criteria of 15. Current Score: 7.76

FLEET SERVICES

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Light / Heavy Duty Tire Balancer	20,000				
Light Duty Tire Changer		20,000			
Mid Sized SUV				26,000	
	20,000	20,000	-	26,000	-

Project Description

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.

FY 2023/24

Mid-Sized SUV

Replace vehicle 6600, a 2013 Ford Explorer AWD, as it is anticipated to exceed the replacement criteria of 15.
Current score: 10.12

WORKERS COMPENSATION

<u>Acquisition</u>	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Compact SUV				25,000	
Total	-	-	-	25,000	-

Project Description

FY2023/2024

Ford Escape

Replacement vehicle for Safety Manager after vehicle reaches approximately 100,000 miles. Current vehicle upon attaining sufficient age/mileage will be sold once Fleet determines an optimum time for selling it. Replace vehicle 5102, a 2017 Ford Escape SE AWD.

The page was intentionally left blank.

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
301-0000-313.20-00	1/2 Cent Sales Tax	2,169,726	2,187,787	2,176,550	2,180,000	3,450	0.16%		
Tax Revenue		2,169,726	2,187,787	2,176,550	2,180,000	3,450	0.16%		
301-0000-331.00-00	Grants	40,074	76,669	422,200	1,463,928	1,041,728	246.74%		
Intergovernmental Revenue		40,074	76,669	422,200	1,463,928	1,041,728	246.74%		
301-0000-361.10-00	Investments	13,876	60,651	15,000	50,000	35,000	233.33%		
301-0000-365.30-00	Other	-	-	3,600,000	-	(3,600,000)	0.00%		
Investment Income		13,876	60,651	3,615,000	50,000	(3,565,000)	-98.62%		
301-0000-380.10-00	Miscellaneous	17,275	6,865	-	-	-			
301-0000-380.10-20	50/50 Sidewalk Program	19,047	-	-	-	-			
Other Revenue		36,322	6,865	-	-	-			
Total Revenue Before Other Financing Sources		2,259,998	2,331,972	6,213,750	3,693,928	(2,519,822)	-40.55%		
301-0000-391.10-05	Transfer from Other Funds	1,549,560	1,445,000	1,966,845	1,967,000	155	0.01%		
301-0000-391.10-30	Transfer/Sanitation	-	-	-	-	-	0.00%		
301-0000-392.10-00	Sale of Fixed Assets	58,027	144,089	86,000	86,000	-	0.00%		
301-0000-392.20-00	Insurance Proceeds	-	-	-	-	-	0.00%		
301-0000-393.50-00	Capital Leases Proceeds	1,083,722	-	-	330,000	330,000	0.00%		
Other Financing Sources		2,691,309	1,589,089	2,052,845	2,383,000	330,155	16.08%		
TOTAL REVENUE AND OTHER FINANCING SOURCES		4,951,307	3,921,061	8,266,595	6,076,928	(2,189,667)	-26.49%		

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
301-1100-600.75-03	Building & Site Improve.	18,877	-	468,205	-	(468,205)	100.00%		
301-1102-600.75-05	Machinery & Equipment	23,820	113,740	54,375	-	(54,375)	-100.00%		
301-1105-600.75-05	Machinery & Equipment	96,518	127,580	150,727	620,000	469,273	311.34%		
301-1112-600.75-05	Machinery & Equipment	-	-	35,000	-	(35,000)	-100.00%		
301-1112-600.75-06	Rolling Stock	-	17,672	-	-	-	0.00%		
301-1201-600.75-05	Machinery & Equipment	35,711	19,699	20,610	20,610	-	0.00%		
301-1201-600.75-06	Rolling Stock	197,633	127,580	209,605	170,800	(38,805)	-18.51%		
301-1301-600.70-01	Principal	-	-	374,033	188,051	(185,982)	100.00%		
301-1301-600.70-02	Interest	-	-	-	5,844	5,844	100.00%		
301-1301-600.75-05	Machinery & Equipment	324,831	304,513	323,425	392,900	69,475	21.48%		
301-1301-600.75-06	Rolling Stock	243,430	1,286,522	38,000	370,000	332,000	873.68%		
301-1401-600.75-05	Machinery & Equipment	81,873	98,658	-	77,000	77,000	100.00%		
301-1401-600.75-06	Rolling Stock	14,080	44,651	392,654	320,000	(72,654)	-18.50%		
301-1401-600.75-12	Sidewalks	136,941	286,705	762,285	150,000	(612,285)	-80.32%		
301-1401-600.75-14	Streets	2,592,582	1,766,250	5,635,631	4,452,689	(1,182,942)	-20.99%		
301-1701-600.75-05	Machinery & Equipment	-	19,996	-	-	-	0.00%		
301-1701-600.75-06	Rolling Stock	-	-	-	30,000	30,000	100.00%		
301-1701-600.75-07	Feasibility Study	-	-	-	75,000	75,000	100.00%		
301-1702-600.75-06	Rolling Stock	18,538	-	23,500	50,000	26,500	100.00%		
301-1704-600.75-03	Building & Site Improve.	166,838	142,629	149,057	90,000	(59,057)	-39.62%		
301-1704-600.75-05	Machinery & Equipment	-	-	-	84,000	84,000	100.00%		
301-1704-600.75-06	Rolling Stock	-	-	31,000	32,500	1,500	100.00%		
TOTAL CAPITAL IMPROVEMENT FUND EXPENDITURES		3,951,672	4,356,195	8,668,107	7,129,394	(1,538,713)	-17.75%		

Capital Improvement Expenditures

PARKS/RECREATION FIVE YEAR CAPITAL PLAN

**Fiscal Years
2020-21 Through 2024-25**

City of Kirkwood - Five Year Park/Recreation Capital Plan

Projected Statement of Revenues, Expenditures and Changes in Fund Balance

	Current Year 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25
Revenues:						
Taxes	2,600,000	2,606,500	2,613,016	2,619,549	2,626,098	2,632,663
Interest on investments	55,000	30,000	20,000	10,000	20,000	20,000
Total Operational Revenues	2,655,000	2,636,500	2,633,016	2,629,549	2,646,098	2,652,663
Other financing sources						
Grants	525,000	525,000	-	525,000	-	525,000
Glendale*	14,452	46,349	54,761	-	-	-
Oakland*	3,870	12,412	14,665	-	-	-
Total other financing sources	543,322	583,761	69,426	525,000	-	525,000
*Includes repayment of operating losses for aquatic center						
Total Revenues and Other Financing	3,198,322	3,220,261	2,702,442	3,154,549	2,646,098	3,177,663
Expenditures:						
Transfer to other funds	762,500	958,000	1,025,000	975,000	1,100,000	950,000
Legal/Audit/Fiscal Agent/Misc	15,000	12,850	11,350	11,350	11,350	11,350
Principal - Interfund Loan	170,000	170,000	-	-	-	-
Interest - Interfund Loan	10,030	3,400	-	-	-	-
INTEREST CC/PAC Bonds	838,307	828,707	814,007	798,857	783,257	761,857
CC/PAC Bonds**	480,000	490,000	505,000	520,000	535,000	555,000
Parks Recreation Capital Projects	750,000	667,200	150,000	1,805,000	215,000	605,000
Design Fees	323,339	737,600	-	-	-	-
Owner's Rep Services	110,000	120,000	60,000	-	-	-
Total Expenditures	3,459,176	3,987,757	2,565,357	4,110,207	2,644,607	2,883,207
Revenues and Other Financing Sources Over Expenditures	(260,854)	(767,496)	137,085	(955,658)	1,491	294,456
Cash Balance*						
Beginning of year	2,772,581	2,341,727	1,574,231	1,711,316	755,658	757,149
End of year	2,511,727	1,574,231	1,711,316	755,658	757,149	1,051,605
InterFund Loan Balance	170,000	-	-	-	-	-
Fund Balance	2,341,727	1,574,231	1,711,316	755,658	757,149	1,051,605
Construction Funding						
Cash With Trustees	24,233,863					
PAC Construction	19,136,491					

Transfer to other funds FY20-21, \$575,000 to Park Fund, \$325,000 for General Fund, \$30,000 for PAC personnel, and \$28,000 for share of ERP system
 Transfer to other funds FY21-22, \$575,000 for Park Fund, \$350,000 for General Fund and \$100,000 for PAC transfer to general fund
 Transfer to other funds FY22-23, \$575,000 to Park Fund, \$400,000 to General fund including Recreation and PAC
 Transfer to other funds FY23-24, \$575,000 to park fund, \$400,000 for Recreation and PAC repayment to General fund and \$125,000 for possible reduction of revenue due to community center construction the previous year.

PARKS/RECREATION SALES TAX

<u>Acquisition</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>
2020/21					
Pool Painting (Rockscape) 3	36,500				
Pool Piping Repairs 4	210,000				
Pool Repairs 1	58,000				
Pool Deck Replacement	10,000				
Roof, Electrical Engineering Studies	7,000				
Filter Room Repairs 2	120,500				
Pool Pump Replacement	45,000				
Pool Deck Equipment 5	51,200				
Minivan	26,000				
Rink Ice Edging Machine	5,000				
Rink Warming Room HVAC	17,000				
Seal and Stripe Community Center Lot	25,000				
Replace Ice Resurfacer Garage Door	6,000				
Sewer Line Upgrade	50,000				
2021/22					
Pool Painting (Competition Pool)		45,000			
Pool Repairs		30,000			
Pool Deck Replacement		30,000			
Rehab Pool Deck Furniture		25,000			
Rink Concession HVAC Unit		20,000			
2022/23					
Pool Painting (Lazy River, Leisure Pool)			50,000		
Pool Repairs			30,000		
Ice Rink Chiller Package Replacement			1,600,000		
Paint Rink Ceiling Trusses			15,000		
Warming Room Flooring			110,000		
2023/24					
Pool Feature Pump Replacement				150,000	
Pool Painting (Family/Plunge Pools)				30,000	
Pool Repairs				35,000	
2024/25					
Replace Rink Dehumidifiers					140,000
Replace Ice Arena Flooring					40,000
Pool Repairs					50,000
Replace SCS Water Playground					325,000
Pool Painting (Rockscape, Slide Tower)					50,000
<u>Annual Total</u>	<u>667,200</u>	<u>150,000</u>	<u>1,805,000</u>	<u>215,000</u>	<u>605,000</u>

PARKS/RECREATION SALES TAX

PARKS/RECREATION SALES TAX PROJECT DESCRIPTIONS

FY2020-21

Pool Painting, Rockscope (\$36,500)

Repair of concrete failures and touch up painting for the rockscope around the Kiddy and Leisure Pools and Lazy River.

Pool Piping Repairs (\$210,000)

Includes replacement of filter lines for the Kiddie Pool under the competition pool deck. Pressure testing, leak detection and possible repair/replacement of Lazy River and catch pool drive, and filter lines. This will be submitted as part of the Municipal Park Grant Commission of St. Louis County grant application.

Pool Repairs (\$58,000)

Miscellaneous smaller repairs to pools and filtration systems including replacing skimmers and repairs to features such as the Kiddie Pool elephant sprayers, and railroad water tank. These items will be included in the MPGCSTL grant application.

Deck Replacement (\$10,000)

Allocation to replace concrete pool decks that have shifted over time. These items will be included in the MPGCSTL grant application.

Roof, Electrical Engineering Studies (\$7,000)

Funding to review condition of filter room roof and test electrical bonding of all pool components. Findings will be implemented in future years.

Filter Room Repairs (\$120,500)

Projects include replacing sight glass on backwash line, pipe hangars, valves, flow meters. Repair of pumps and motors. These items will be included in the MPGCSTL grant application.

Pool Pump Replacement (\$45,000)

Replacement of all pumps and motors for filtration systems to ensure proper and effective operation of such systems. These items will be included in the MPGCSTL grant application.

Pool Deck Equipment (\$51,200)

Replacement of the portable stairs that offer a second accessible method to enter the competition pool. Current steps were purchased in 1999 and are starting to break down. Replacement of starting blocks for the competition pool which are also starting to deteriorate and break down.

Replacement lap lines and diving boards are also included. These items will be included in the MPGCSTL grant application.

Ice Rink Edging Machine (\$5,000)

Replacement of a 15 year old machine that is used to cut the ice around the perimeter of the rink prior to resurfacing. This machine is essential to maintaining the quality of the ice surface.

Minivan (\$26,000)

Replacement of a 2008 minivan used by recreation staff to transport a wide variety of people, materials and supplies in the course of everyday activities. This is the only vehicle available for such purposes to the recreation staff. The vehicle currently scores 14.75 on a 15 point scale utilized by Fleet Services for determining when a vehicle is eligible for replacement.

Rink Warming Room HVAC (\$15,000)

Replacement of the HVAC system that services the rink warming room. The unit will be 22+ year old at the time of replacement.

Seal and Stripe Community Center Lot (\$25,000)

Sealing and striping of select portions of the Community Center parking lot. The intent of the project is to minimize the amount of grit and debris entering the storm water BMPs that line the west edge of the parking lot.

PARKS/RECREATION SALES TAX

Sewer Line Upgrade (\$50,000)

This project would improve the connection between drains in the filter room and sanitary sewer line. Current setup is problematic resulting flooding issues in the filter room.

FY2021-22

Pool Painting (\$45,000)

The annual allocation for painting a portion of the pools in the aquatic center. The Competition Pool should be scheduled for this year under the normal rotation of pools being painted.

Pool Repairs (\$30,000)

Another entry for the anticipated program of ongoing, but non-specified repairs required annually for successful operation of the Aquatic Center.

Pool Deck Replacement (\$30,000)

Another round of anticipated need to replace deteriorating concrete decking around the pools to address heaving and cracking that is common in such facilities.

Rehab Pool Deck furniture (\$25,000)

This project calls for pool furniture to have frames repainted and strapping to be replaced. This is an excellent way to extend the life of the furniture without having to buy all new furniture.

Rink Concession Area HVAC (\$20,000)

Replacement of the HVAC unit servicing the rink concession area. Replacement during this time frame means the unit will be 22+ years old.

FY2022-23

Pool Painting (\$50,000)

The allocation for this year calls for the painting of the Lazy River and Leisure Pool.

Pool Repairs (\$30,000)

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

Rink Ice Plant Replacement (\$1,600,000)

The current ice plant for the rink utilizes R-22 refrigerant. That refrigerant will no longer be manufactured after 2020 and existing supplies will become increasingly rare and expensive. The existing machinery will also be more than 23 years old, well on its way to reaching the end of its effective life cycle. With those two factors in mind a plan to replace the chilling equipment is in order. The project involves replacing the R-22 system with a carbon dioxide or ammonia based system. The plan anticipates that about 1/3 of the cost for this replacement will be paid for by a grant from the Municipal Park Grant Commission.

Paint Rink Ceiling Trusses (\$15,000)

The twelve steel trusses that form the superstructure supporting the Ice Arena roof are starting to show signs of rust. The project calls for removing the rust and scale that are present and repainting with a rust converting paint followed by a coat of urethane alkyd enamel paint which will protect against rust in the future. At this point this is mostly an aesthetic issue, but if left untreated, will become a structural issue as well.

Warming Room Flooring (\$110,000)

This project assumes that no major changes will be made to the rink area as part of any effort to upgrade the Community Center facility. The existing skate tile will be 26 years old at the time of its replacement, and is already scarred from heavy skate traffic. The timing will allow for the replacement to occur while the rink is shut down for chiller replacement.

PARKS/RECREATION SALES TAX

FY2023-24

Pool Feature Pump Replacement (\$150,000)

Replacement of the heavy duty pumps and motors that serve the various aquatic features such as the water playground, slides and lazy river.

Pool Painting (\$30,000)

The annual allocation for painting pools. Based on the rotation for painting pools that has been established the Kiddie and Slide Plunge Pools will be painted.

Pool Repairs (\$35,000)

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

FY2024-25

Replace Rink Dehumidifiers (\$140,000)

In order to maintain the quality of the ice surface dehumidification the Ice Arena building envelope is required. Replacement of the existing dehumidification units, which would be 18 years old at the time of replacement on this schedule is anticipated.

Ice Arena Flooring Replacement (\$40,000)

The skate resistant rubber flooring around the ice surface and areas leading to and in the locker rooms will eventually require replacement. If completed during the 2024-25 fiscal year the surface will be almost 26 years old.

Pool Repairs (\$50,000)

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

Replace SCS Water Playground (\$325,000)

The water playground that is part of the Kiddie Pool will eventually require full replacement due to deterioration of its metal components. The cost shown is based on the ability to connect to existing filtration piping. The project is a good candidate for a MPGCSLC grant.

Pool Painting (Rockscape, Slide Tower) \$50,000

Part of the five year rotation of painting projects at the Aquatic Center. Normally this year in the rotation addresses a specialty item such as the slide tower or rockscape.

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
302-0000-313.20-00	1/2 Cent Sales Tax	2,552,618	2,573,868	2,600,000	2,606,500	6,500	0.25%		
Tax Revenue		2,552,618	2,573,868	2,600,000	2,606,500	6,500	0.25%		
302-0000-331.20-70	Grant(s)	525,000	-	-	525,000	525,000	100.00%		
302-0000-336.10-80	City of Glendale	72,323	61,765	14,452	46,349	31,897	220.71%		
302-0000-336.10-90	City of Oakland	24,743	16,524	3,870	12,412	8,542	220.72%		
Intergovernmental Revenue		622,066	78,289	18,322	583,761	565,439	3086.12%		
302-0000-361.10-00	Investments	31,161	267,860	25,000	30,000	5,000	20.00%		
Investment Income		31,161	267,860	25,000	30,000	5,000	20.00%		
302-0000-380.10-00	Miscellaneous	-	-	-	-	-	0.00%		
Other Revenue		-	-	-	-	-	0.00%		
Total Revenue Before Other Financing Sources		3,205,845	2,920,017	2,643,322	3,220,261	576,939	21.83%		
302-0000-391.10-05	Transfer from Other Funds	3,000,000	-	-	-	-	-		
302-0000-392.10-00	Sale of Fixed Assets	-	15	1,500	-	(1,500)	-100.00%		
302-0000-393.60-00	Proceeds from Financing	23,515,000	-	-	-	-	100.00%		
Other Financing Sources		26,515,000	15	1,500	-	(1,500)	-100.00%		
TOTAL REVENUE AND OTHER FINANCING SOURCES		29,720,845	2,920,032	2,644,822	3,220,261	575,439	21.76%		

Park Sales Tax Improvement Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2020/2021 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY18 TWO YEARS AGO ACTUAL	FY19 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2020/2021 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
302-2001-491.10-10	Transfer to Other Funds	691,000	795,035	958,000	958,000	-	0.00%		
302-2001-600.32-01	Legal	4,943	4,142	13,500	6,000	(7,500)	-55.56%		
302-2001-600.32-02	Audit	3,233	3,000	5,250	5,250	-	0.00%		
302-2001-600.70-01	Principal	795,000	365,000	650,000	490,000	(160,000)	-24.62%		
302-2001-600.70-02	Interest	31,541	794,181	848,337	832,107	(16,230)	-1.91%		
302-2001-600.70-03	Fiscal Agent's Fees	-	159	1,600	1,600	-	0.00%		
302-2001-600.75-03	Building & Site Improv.	1,039,388	3,516,038	21,167,798	1,390,600	(19,777,198)	-93.43%		
302-2001-600.75-04	Park Improvements	510,009	67,961	325,040	-	(325,040)	-100.00%		
302-2001-600.75-05	Machinery & Equipment	152,505	6,480	555,000	101,200	(453,800)	-81.77%		
302-2001-600.75-06	Rolling Stock	-	-	-	26,000	26,000	100.00%		
302-2001-600.75-07	Feasibility Studies	23,500	-	-	7,000	7,000	100.00%		
TOTAL PARK SALES TAX IMPROVEMENT FUND EXPENDITURES		3,251,119	5,551,996	24,524,525	3,817,757	(20,706,768)	-84.43%		

Park Sales Tax Improvement Expenditures

Section V
Finance Committee

This page was intentionally left blank.

DIVISION 5. FINANCE COMMITTEE

Sec. 2-565. Creation, number members; purposes.

(a) There is hereby created a citizen's finance advisory committee which shall consist of eight (8) members who shall serve a three-year term. The committee shall be appointed by the mayor, with approval of the city council. The first term of three (3) committee members shall be for three (3) years. The first term of three (3) committee members shall be for two (2) years. The first term of two (2) committee members shall be for one (1) year. Each member shall continue to serve until a successor is duly appointed and qualified. In the event of death, resignation or removal of any member, a successor shall be appointed by the council to serve for the unexpired term for which such member has been appointed. The council may remove any member of the committee at any time.

(b) The purpose of this committee shall be:

- (1) To serve as an advisory body to the city council and to provide suggestions, recommendations, and comments to the city council concerning the preparation of the city's annual operating and capital budget, and the three-year capital program. The primary objective of the committee is to assure citizen input on both the short term and long term financial condition of the city, the reasonableness and appropriateness of specific budget requests, and to provide other financial direction as may be requested by the city council.
- (2) To work with the chief administrative officer and city comptroller in a mutually cooperative fashion, including the interviewing of department heads annually during the budget process in order to gain an understanding of the need and cost of specific line-item operating and capital requests.
- (3) To work with the chief administrative officer and the city comptroller in a mutually cooperative fashion in reviewing revenue forecasts and the assumptions upon which they are based.
- (4) To conduct such other reviews as may be deemed necessary or as requested to adequately formulate recommendations on the city's financial condition, budgetary actions, and fiscal policies.

(Ord. No. 8007, §1, 11-15-90)

Sec. 2-566. Coordination of recommendations.

(a) The chief administrative officer upon preparing the annual budget and submission of that budget to the city council shall, at the same time, submit a copy to the citizen's finance committee.

(b) At least four (4) weeks prior to the established date for the public hearing on the budget the citizen's finance committee shall present to the city council a written appraisal or critique of the chief administrative officer budget submission, along with specific recommendations for change, if any.

ADMINISTRATION

(Ord. No. 8007, §1, 11-15-90)

Sec. 2-567. Organization.

The citizens finance committee shall annually elect from its members its own chair and vice chair. The vice chair is to act as chair in the absence of the chair. The chair and vice chair may be elected to two (2) consecutive one-year terms but shall hold office until a successor has been elected. (Ord. No. 8007, §1, 11-15-90)

Sec. 2-568. Meeting facilities and staff assistance.

The city, by and through the office of the city comptroller, shall provide such office space and administrative and staff support as deemed necessary for the fulfillment of the duties of the citizens finance committee. (Ord. No. 8007, §1, 11-15-90)

FINANCE COMMITTEE

NAME	ADDRESS	RESIDENCE	BUSINESS	ORIGINAL APPT.	REAPPT.	TERM EXPIRES
Gil Kleinknecht Email: gilkleinknecht@aol.com	7 Douglass Lane	835-0091		5/2018	6/2021	
William Hunter Martiniere Email: hunter.martiniere@raymondjames.com	433 Par Lane	205-908-7101	214-2152	7/2019	6/2022	
Sandy Washington Email: dswslwash@gmail.com	417 Delshire Place	406-6299	746-5211	9/2019	6/2022	
Matthew Biere Email: mtbiere@att.net	141 Girard Place	703-9579	613-8209 Fax: 613-8227	9/2016 (P), 6/2018	6/2021	
Brian Dentinger Email: brian.dentinger@edwardjones.com	520 East Monroe	570-9611	849-7180 Fax: 888-723-8448	6/2014	6/2017	6/2020
Barbara Feiner Email: barbarafeiner49@gmail.com	1302 S. Geyer Rd.	821-4232	223-2933	6/2016	6/2019	6/2022
Larry Watson Email: ldwatson911@gmail.com	1929 Sunny Drive	610-5830	610-5830	6/2017	6/2020	
Kelly Mulholland Email: woodruff.family@yahoo.com	141 W. Mermod Place	394-1411	221-6208	6/2018 (P),	6/2019	6/2022

(P) = Partial Term

STAFF LIAISON:

Sandy Stephens, 822-5834

COUNCIL LIAISON:

Kara Wurtz

MEMBERS:

Eight (8)

TERMS:

Three (3) Years

MEETINGS:

On Notice

Citizens Finance Committee Calendar - Summary				
Fiscal Year 2020/2021				
Meet Scheduled Friday Mornings @ 7:00am - 8:15am				
Dial In Conference Call As Needed				
	SEPTEMBER	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS
Friday	6	CFC KICK OFF - ORIENTATION	Barb Feiner	Laurie Asche Sandy Stephens
Friday	13	CFC KICK OFF CITY LEADERS	Barb Feiner	Mayor Tim Griffin Russ Hawes
Friday	20 Barb Out	REVENUE & SOURCES	Brian Dentinger Larry Watson	Sandy Stephens
Friday	27	FUND BALANCE General Fund Police & Pension Fund Sewer Lateral Fund Debt Service Fund Enterprise Fund - Electric Enterprise Fund - Water Enterprise Fund - Sanitation	Barb Feiner Brian Dentinger Larry Watson	Sandy Stephens
	OCTOBER	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS
Friday	4 Barb & Larry Out	SANITATION	Brian Dentinger Kelly Mulholland	Bill Bensing
Friday	11	ELECTRIC	Kelly Mulholland Larry Watson	Mark Petty
Friday	18	WATER	Sandy Washington Barb Feiner	Bill Bensing
Friday	25	PERFORMING ARTS COMMUNITY CENTER	Brian Dentinger Barb Feiner	Murray Pounds
	NOVEMBER	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS
Friday	1	FIRE	Gil Kleinknecht Larry Watson	Jim Silvernail
Friday	8	POLICE	Gil Kleinknecht Sandy Washington	Brian Murphy
Friday	15	ENGINEERING STREETS/SIDEWAKS EXCLUDING BUILDING COMMISSIONER AND FORRESTRY	Matt Biere Hunter Martinere	Bill Bensing
Friday	22	COMP PLANNING, WORKERS COMP, MEDICAL CLAIMS	Matt Biere Hunter Martinere	Georgia Ragland
Thursday	28	THANKSGIVING HOLIDAY		
Friday	29	NO MEETING		
	DECEMBER	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS
Friday	6	EMERGING TOPICS	Barb Feiner	
Friday	13	CAO BUDGET PRIORITIES	Barb Feiner	Russ Hawes
Friday	20	CFC MEMORANDUM FINALIZATION	All CFC	Barb Feiner
Tuesday	24	CHRISTMAS HOLIDAY		
Wednesday	25	CHRISTMAS HOLIDAY		
Friday	28	NO MEETING		
	JANUARY	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS
Friday	3	CFC MEMORANDUM FINALIZATION	All CFC	Barb Feiner
Friday	10	OPTIONAL SESSION IF NEEDED	All CFC	Barb Feiner
Thursday	16	CFC TO COUNCIL WORK SESSION	Barb Feiner	Barb Feiner

Citizens Finance Committee Calendar - Detail
Fiscal Year 2020/2021
Meetings Scheduled Friday Mornings @ 7:00 am - 8:15 am
Dial in Conference Call as Needed

DATE	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
				2020/2021 FY CFC Calendar Attendance/Dial in Capabilities		
			Laurie Asche	Meeting Format Roberts Rules of Order, Sunshine Law Compliance	Citizen Comment, Approve Minutes, Meeting Topic Discussion, CFC Roundtable, Next Meeting Topic, Adjourn	
Friday 09/06/2019	CFC KICK OFF - ORIENTATION	Barb Feiner	Sandy Stephens	CFC Recommendations 2019/2020 Fiscal Year	Recommendations January 17, 2019 and incorporated into this calendar document. Continue focus on any carryover items into the new budget cycle.	
				City of Kirkwood FY 2020/2021 (Budget Book) Operating Budgets & 5 Year Capital Plans Draft Notebook Overview & CAFR CFC Key Focus Areas 2020/2021	What is included: How utilize through budget cycle. Operating budget to include FY17 Actual, FY18 Actual, FY19/20 Request and YTD 19 Actuals, Variance \$ & %, 5 year capital planning. Depending on timing of CFC presentation, Finance will produce an up to date YTD actual spend compared to budget schedule. Consider ROI analysis stats throughout departmental analysis on capital deployed or every dollar expended yields X return to City.	
				Departmental Discussion Suggested Format	CFC Assigned Discussion Leaders Coordinate Department Leader Meetings Prior to Presentation to CFC. Discuss Key Budget Variances, Funding Sustainability, Capital Investment Plan, Grant Availability, Revenue Sources, Track Progress of Past Efficiency Investments, Link With Past CFC Recommendations, CFC Focus Areas, City Focus & Strategic Plan. Produce highlights/talking points document for CFC discussion prior to scheduled CFC meeting to incorporate with meeting agenda.	
				Future Discussion CFC Assignments	Finalize CFC Topic Leaders, Vice-Chair Recommendations	
Friday 09/13/2019	CFC KICK OFF CITY LEADERS	Barb Feiner	Mayor Tim Griffin	CFC Advisory Role & Responsibility	Open Communications on Accepted and Non-Accepted CFC Recommendations. Key Decision Elements To Enhance Future CFC Recommendations. Key Initiatives Council has in progress impacting City financials, Mayor and Council Expectations of CFC. Heavy reliance on Sales and Property Taxes. Electric Risk \$25 vs. 7% revenue, Telecom - Vogle Tolling To address added revenue opportunities i.e. Creve Coeur Net Flex opportunity, Federal Supreme Court Decision Ability to Collect Sales Tax Without Physical Location.	
			Russ Hawes	Spending Growth Compared To Finite Revenue Sources City Key Focus Areas Going Into FY 2021		
				City of Kirkwood Strategic Plan	Last Years... 1. Enhance Quality of Life of Citizens 2. Improve Governance and Strengthen Relations Between Citizens and Their Government 3. Strategically Grow Economic Activity to Support Quality of Life. 4. Nurture Downtown Kirkwood as the Heart of Our Community 5. Invest For the Future Through Public Infrastructure Last Years... 1. Address operational funding deficiencies in the Sanitation Department. 2. Employ strategies for quality redevelopment and enhancements 3. Strengthen downtown Kirkwood and its Anchor 4. Preserve current funding streams into the future. 5. Continue to build a culture of exceptional Citizen/Customer Service. 6. Tighten budget and track expenditures. 7. Lead in Police Department Best Practices and SP5 compliance. 8. Maintain recommended fund balances. Litigation Fee increase Risk to Budgets. Show Me Courts Mandate (Separate accounts and funding timing), External Audit Opportunities and Key Audit Focus Alignment to CFC. Russ Budget Message: Admin dept oversees 5 yr strategic plan finalized June 2017. In additions to streets/sidewalks, budget contemplates automation of residential solid waste collection, continued investment in sidewalk connectivity and complete streets, and downtown landscaping improvements.	
				City of Kirkwood Long Term Financial Sustainability		
				Other Topics/Other Municipality Comparatives		
				Actions taken to implement Downtown Master Plan, Vision Zero		

Citizens Finance Committee Calendar - Detail
Fiscal Year 2020/2021
Meetings Scheduled Friday Mornings @ 7:00 am - 8:15 am
Dial in Conference Call as Needed

DATE	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
Friday	09/20/2019	Brian Dentinger Larry Watson	Sandy Stephens	5 Year Revenue Source Trends	<p>Tax revenues have been static historically representing 75% of overall revenues collected by the City. The City is heavily reliant on sales and use tax revenues that make up nearly 47% of the City's tax revenues. The City has enjoyed increased revenue growth from sales and use tax, service charges and grants offset by flat to declining property and utility gross receipts tax. The City carefully reviews current and potential revenue sources. The City performed a stress test (20-25%) to identify the effect of a sharp downturn in revenues and possible contingency actions. The City utilizes strong fund balance to mitigate any downturn in revenues. Ability to increase property tax without voter referendum is limited by State of 5% or CPI without voter referendum (\$5M risk?). Or the \$8/\$100 residential property tax paid by citizens, \$.62 is directed to City of Kirkwood. Missouri utility gross receipts legislations poses a significant revenue risk - FY18 collected \$4.5M (25% of budget) that could be eliminated if legislation enacted. Recent Supreme Court decision could potential increase internet sales tax revenue.</p>	<p>City continued focus on impact of utility gross receipts legislation, telecommunication tax declines, property tax limitations and ability to channel internet sales tax to our municipality. City should always be prepared for a sudden economic downturn or decrease in primary revenue streams.</p> <p>CFC recommends expansion of securing large and medium project infrastructure grants. City does a great job of securing grants covering 80% of major infrastructure improvements. (Timing issues of funding impacts current year budgets). Manchester and Kirkwood Road improvements will save Citizens \$6.2M. CFC supports public safety opportunities to secure federal, state and local grants. Possibly expand to KFD (KFD has \$130K grants in queue).</p> <p>CFC recommends enterprise funds be self sustaining and contribute dividends back to City if appropriate.</p> <p>CFC recommends continuing initiative to explore long-term contracts with nearby municipalities for Public Safety Services and dispatch support that reflects value of services provided and contracting transparency.</p> <p>CFC recommends exploring expansion of School Resource Officer program to Kirkwood Private Schools - - KSD model generates \$351K/yr.</p> <p>CFC agrees with continued improvement of Fleet life cycle modeling for asset disposal, maintenance and lease/buy decisions. Expand services to neighboring communities - \$130K/yr.</p> <p>CFC agrees with expansion of administration services. Rock Hill financial administration assistance - \$37K/yr.</p> <p>Expansion of City services to other Municipalities (Public Safety, Fleet Services, Parks & Rec, and Administration). Oakland \$142K/year. Des Peres \$76/yr. Rock Hill \$37K/yr.</p>
				Revenue Sources Under Review	Securing Grants - \$6.2M large projects and \$130K police initiatives Fees for Service - \$3M/Year - Utilities, Ambulance, Building Permits, Park & Recreation and Sanitation.	
				Long Term Sustainability	Expansion of City services to other Municipalities (Public Safety, Fleet Services, Parks & Rec, and Administration). Oakland \$142K/year, Des Peres \$76/yr; Rock Hill \$37K/yr. Other items funded by Oakland include vehicle, traffic signal, etc.	
				Legislation Updates		
				Enterprise Fees		
				Other Fees/Revenue		
				Department Impact		
					Russ Budget Message: Cable franchise tax is down due to cord-cutting. Also change in consumer behavior for reductions in telecommunications gross receipts tax which declined 15% in FY18. Notable concern of Police & Fire Pension fund at current funding levels. Council in FY19 directed funding from both Prop P and Fire Sales Tax to supplement plan. Police and Fire Pension Board is commissioning an actuarial review of the plan to determine appropriate funding levels going forward. Will need to consider a ballot measure to adjust the tax that supports this fund in future.	

Citizens Finance Committee Calendar - Detail
Fiscal Year 2020/2021
Meetings Scheduled Friday Mornings @ 7:00 am - 8:15 am
Dial in Conference Call as Needed

DATE	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
09/27/2019	FUND BALANCE	Barb Feiner Brian Dentinger Larry Watson	Sandy Stephens	% of CFC Recommended Funding Levels Compared to Actual. Fund inflows and outflows.	General Fund (Train, Clerk/Council, Administration, MIS, HR, Procurement/Warehouse, Facilities, Finance, Court, Police, Fire, Street, Engineering, Building Commissioner, Forestry, Recreation). For fiscal 18, the fund represented 29% including a \$3M load for the Performing Arts Center. The City has taken action to allow for a gradual increase to the fund balance (primarily cash) each fiscal year in the general fund. As of 5/28/19, the cash position is up \$1M from prior period but fragile.	CFC recommends 30-50% of anticipated general fund expenditures.
	General Fund			5 Year Tread Within Each Fund	Special Revenue (Police & Fire Pension, Equitable Sharing, Sewer Lateral, Debt Service Fund). 68% is funded by dedicated property tax. Short term steps have been taken to strengthen the fund from general fund transfers augmented by Prop P and Fire Sales Tax (\$200K), funding source change of deferred compensation to general fund (\$180K) and Property Tax Receipts (\$200K). The City utilized various funding sources while discussing permanent solutions for the shortfall in revenues collected for this fund. The City reviews all positions to ensure there is not a different or better way to accomplish tasks of the open position. As of 5/28/19 will need to make up \$500K shortfall/year. Long term solution may be a property tax adjustment and/or Fire Sales Tax (Senate Bill 333???)	Fund balance equal to 1 year operating expense for all City business entities: Electric, Water, Sanitation
	Police & Pension Fund			Forecast to CFC Recommendations	Program has a 75%/25% cost share with Citizens. The fund has declined 42% or \$380K from \$918K in 2014. The City's portion, (75%) averaged \$450-\$500K/year with a \$60K shortfall this year. Anticipate continued pressure due to aging infrastructure. 5/28/19 - Currently have fee that charges Citizens \$28/yr and can go up to \$50/yr (like an insurance premium). The average cost of repair ranges from \$3K - \$7.5K. A recent Flashvote survey was sent out to Citizens on this topic. Flashvote each month or two with 250 respondents at cost of \$5 - \$6K to City on trial basis.	CFC recommends the City explore revenue sources to support current sewer lateral needs to ensure the budget is balanced going forward. Debt service fund must be maintained in accordance with Missouri Law and equipment to 1 year principal and interest payments. Capital improvement fund for Parks/Storm Water sufficient to meet requirement of any debt issue from fund. CFC recommends continued strong focus on raising Electric Enterprise Fund Balance to mitigate any future risk to the City with a goal of maintaining a fund balance equal to one year operating expense and a minimum unrestricted cash and investment balance of \$8M. CFC agrees with plan to increase unrestricted cash balance percentage from current 33.6% to 64% by 2022. Prior year revenue Electric Fund in detail due to turning recommendations impacted by community center loan, added city transfers offset by 1/2 cent rate increase each of the past 2 fiscal years (Ameren optics to Citizens). Leadership believes with current efficiencies in place, can get to 85% of annual operating expense or \$17-\$20M range consistent with prior year experience.
	Sewer Lateral Fund			Revenue Sensitivity Analysis		
	Debt Service Fund			Department impact		
	Enterprise Fund - Electric				Since 2015, Electric Department has invested over \$11M in capital modernization projects to upgrade circuits and substations to improve automation, reduce line loss and efficiency of delivering consistent electric services to citizens.	
	Enterprise Fund - Water					
	Enterprise Fund - Sanitation				Continue anticipated transfers from City business units - Electric, Water, and Sanitation. This funding represented 7.3% of total Government activities in 2017 and 10% in 2016. Sanitation was suspended.	

Citizens Finance Committee Calendar - Detail
Fiscal Year 2020/2021
Meetings Scheduled Friday Mornings @ 7:00 am - 8:15 am
Dial in Conference Call as Needed

DATE	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
Friday 09/27/2019	FUND BALANCE CONTINUED	Barb Feiner Brian Dentinger Larry Watson	Sandy Stephens		<p>Russ Budget Message: City projects stable outlook for FY20 and continues to receive Moody's strong Aa2 rating on limited debt. The City utilizes only 2% of its statutorily-defined debt capacity. Revenues steady and conservative budgeting practices. Finance Director and Dept. Heads worked together to develop long range scenarios and strategies to fluctuations in funding streams. Increased General Fund cash surplus recent years, \$601K cash surplus FY18 to \$9,612K representing 42% of revenues. Typically the City expends 94-96% of budgeted authorization. Sales tax is primary revenue source - 27% of fiscal 2018 GF revenue followed by gross receipts taxes at 20%. The City must continue to maintain and build upon our fund balance in General Fund. As of March 18, unassigned general fund balance as a % of expenditures was steady at 29%. Enterprise funds dividend contributions represent 5% dividend.</p>	
Friday 10/04/2019	SANITATION	Brian Dentinger Kelly Mulholland	Bill Bensing	<p>Review of current sanitation contractual agreements including plans for Sanitation to be self-sustaining.</p>	<p>The City is looking at all options as the recycling industry is in the process of adapting to market changes. The City will be cautious and deliberate in making decisions regarding this service. The sanitation fund balance allowed the City to evaluate solid waste/recycling industry and come up with a plan that will provide the best service at a competitive price. Citizens have indicated that they think highly of our sanitation operation, as they understand they may pay a little extra to continue to be on the forefront of solid waste and recycling services. Recycle cost is \$85/ton as opposed to landfill cost of \$37/ton. Consider the possibility of partnering with MRF in University City. \$200K loss at best. Kirkwood will never have economies of scale with 6 trucks. The City is working with a financial advisor and working through summer educational grants that are approximately \$100K. City is fully aware that current costs are not sustainable. Do not plan to get rid of it and know it is no longer a revenue generator.</p>	<p>CFC recommends the City determine feasibility of increasing sanitation rates to be self-sustaining with a fiscally sound sanitation fund going forward, while considering the value of sanitation services and competitiveness with neighboring communities.</p>
Barb & Larry Out				<p>Capital Deployment - \$600K+ Rolling Carts and Rolling Stock leased over a 5 year period of time. Prior capital investments included GPS, Route Optimization, and Work Order System projected to yield \$150K/yr savings. Webster cost \$21.50 compared to Kirkwood \$20.50. When add \$3.60 for lawn waste at 9,455 citizens. Kirkwood's costs are higher. Can't increase property tax from \$28 to \$32.</p>	<p>CFC recognizes the City's focus on a long-term solution to single stream recycling going forward.</p>	
				<p>Validate anticipated efficiency from capital automation capital investment</p>	<p>CFC agrees with the City's high priority of expanded Citizen education on clean recyclables to secure better markets for recycled materials.</p>	
				<p>Status of educational grants</p>	<p>CFC supports increased investment for anticipated expanded use of the City recycling inventory.</p>	
				<p>Review of current landfill sanitation contract.</p>	<p>CFC recommends an analysis or potential sanitation contract risk for landfill services.</p>	
				<p>Currently in year 4 of a 10 year contract at \$37/ton pricing. Significant deficit due to market fluctuations increasing direct processing costs. Plan to allow recycle market to normalize in this fiscal driving \$398K utilization of sanitation fund balance. Can not sustain this more than a year without increasing rates to citizens or operations changes - efficiency, frequency of pick-up, etc. In FY20 budget, expenses are increased by \$378,400 with \$125K in reduced revenues based on new contractual pricing. The increased costs will be softened by efficiencies achieved from capital investment for automated program of \$500,000 spread over a 5 year lease purchase. Have applied for a grant to offset some of this expenditure.</p>		

Citizens Finance Committee Calendar - Detail
Fiscal Year 2020/2021
Meetings Scheduled Friday Mornings @ 7:00 am - 8:15 am
Dial in Conference Call as Needed

DATE	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
Friday 10/11/2019	ELECTRIC	Kelly Mulholland Larry Watson	Mark Petty	Surrounding Community Rate Comparisons. Review current and future rate increases.	Review Electric Fund in detail due to funding recommendations impacted by community center loan, added city transfers offset by 1/2 cent rate increase each of the past 2 fiscal years (Ameren optics to Citizens). Leadership believes with current efficiencies in place, can get to 85% of annual operating expense of \$17-\$20M range consistent with prior year experience.	CFC concurs with no rate increase contemplated FY19/20 budget. CFC recommends monitoring of the operating efficiency savings contemplated from the modernization effort to be clearly reflected in budget going forward.
				Electric Fund	City agrees with CFC's recommendations globally for electric operating	CFC recommends monitoring of the purchased power cost portfolio including potential alternate energy sources such as renewable and natural gas sources to ensure reliable and cost efficient energy is available to citizens.
				Validate anticipate efficiency from capital automation capital investment	Appears Ameren is moving forward with rate reductions to their customers. 8/1/18 \$187M reduction in rates resulting in \$.621/mo savings based on 1,000KWH utilization. 5/1/20 another reduction of \$1M or \$.03/mo. Plan on \$5.3B infrastructure modernization upgrades and solar energy rebates. \$28M for customers beginning 2019. With Ameren fully enacted Kirkwood Citizens payi added \$6.62/mo	CFC recommends continuation of annual minimum 5% transfer dividend to the City provided dividends do not negatively impact plan to improve unrestricted cash balance.
				Investment in Electric must be competitive and self sustaining.	Missouri Public Utility Alliance (MPUA) announced 5/19 the success of legislation to move forward with Grain Belt Express transmission line - 780 mile overhead direct current transmission line delivering 4,000 megawatts of low-cost wind energy from Western KS to MO, IL, and IN. Kirkwood Electric has a long term contract. 30% lower than current cost saving the City \$1M/yr. Could also lower wholesale energy market who purchases half of energy from market.	CFC recommends continuation of LED street light replacement project. 1,400 lights replaced will pay for self in 7 years.
				Capital Investment	Russ Budget Message: In past fiscal year, the Alfred Substation has been commissioned meaning 75% of system has been modernized. During FY20, contractual services will upgrade the remaining 11 circuits of the system. Once replaced, the system's final substation, Sugar Creek Substation will be addressed. Also evaluating opportunity to shore up reliability of storing energy at Leffingwell substation to include in FY21 budget. In second year of succession program to prepare for retirement of number of line workers. To add a new apprentice and supplement workforce with a contractual utility marking service. This will free up existing personnel to perform distribution system workflow and line clearance operations. Funding from Kirkwood Electric will support new traffic signals along Kirkwood Rd between Manchester & Big Bend. Completion of water main work on Quan will allow new traffic signals at 2 major intersections of that street. Alternative and renewable energy sources will comprise more of the department's portfolio as market shifts from fossil fuels to more sustainable sources. FY19 department agreed to purchase a block of wind energy for Clean Line Transmission Project. Construction of this renewable energy conduit has cleared necessary regulatory hurdles and be delivering wind energy in 2023. Expect to give a dividend back to the City in FY20 of 5% to General Fund strengthening GF while reducing interest on debt. Utility continues pay-as-you-go approach to capital investment and operates debt free.	CFC recommends continued funding of infrastructure projects via grants through federal and state grant aid for large projects. CFC agrees to continue followin of Volkswagen settlement that is still under investigation.

Citizens Finance Committee Calendar - Detail
Fiscal Year 2020/2021
Meetings Scheduled Friday Mornings @ 7:00 am - 8:15 am
Dial in Conference Call as Needed

DATE	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
Friday 10/18/2019	WATER	Open Barb Feiner	Bill Bensings	Rate adjustment impact and comparative rates to American Water	Rate Comparisons with Missouri American Water. Review current and future rate increases. Continue to Execute Capital & Modernization Plans and Alternate Funding Sources. Water main replacements. Unaccounted Water - Improved Billing/Efficiency American Water Contract Risk Budget Neutral and Provide Some Source of Funding to General Fund (Crew Leader Addition, Proactive Maintenance, Leak Reduction)	CFC agrees to explore methods to bring current water rate in alignment with American Water's current rate and consider CPI increases annually going forward to fund water capital projects and City capital improvements.
				Water Fund Water Loss Sewer Lateral Fund		
				Any American Water Contract Risk?		
				Capital Investment	Council approved a 7% increase in water rates effective 4/1/19 with automatic 3% yearly adjustments thereafter. Funding in water department is based on careful review of needs not indexing to American Water. The 7% will translate into \$1M increase in revenue. Also considering how to charge for service, maybe an increased cost on water consumption as opposed to a fixed meter charge. The City will continue to track and reduce water losses in our system with the first goal of matching target of 10%. Current loss to City translates into \$12K/yr. Water Department does produce dividends of \$700-\$750/year for City Infrastructure.	CFC agrees with the current approach to reduce unaccounted water from 23% toward the national target of 10% based on cost/benefit of performing the repairs.
					Russ Budget Message: FY19 the City received bids and began construction of the Swan Pump Station including a mile of water main replacement. Water rate adjustment contemplated in FY20 for increased operational cost and capital improvement. Last increase was 4/1/16. May 2018 the Public Service Commission approved new rates for Mo American Water. City rates traditionally lower than Mo Am, but with recent PSC approvals and our increasing costs, the gap is eliminated. Mo Am shifted rate structure to consumption of water vs. a fixed monthly meter charge. Mo Am moving to monthly vs. quarterly billing. Recommended to set a Mo Am rates. The rate proposed will balance the budget to 95% projected expenditures and not fully offset FY20 budget. Prioritize most serious water leaks and contracting this work out	
Friday 10/25/2019	PERFORMING ARTS REC CENTER	Brian Dentinger Barb Feiner	Murray Pounds	PAC status for May 1, 2020 opening. Pool and Ice Rink Modernization Cost Recovery Update Community Center Utilization Statistics	Bond Issue, Debt Service, Project Cost Containment/Risk Post Performing Arts Center Funding Available to Execute Improvements Modified Budget Approach By Service has long been established and a model for budgeting for the remainder of City Departments. The overall goal is to achieve minimum of 80% cost recovery averaging between 81-95% recovery each year. City issued \$24.4M tax-exempt bonds on 12/31/17. 20 year agreement with Stages and Kirkwood Theater Guild (\$2M and \$.5M respectively) Park and Recreation continues to look for opportunities to partner with public or private entities beneficial to both parties.	CFC recommends continued strong monitoring and management of the expenses and cash flows associated with the PAC following the \$24.4M tax exempt bond issue to fund the construction of the PAC and Community Center upgrades. CFC recommends that the PAC be self-sustaining within the first two years of operation and continue to investigate expanded revenue sources specific to the PAC without dependence on existing City revenue sources. CFC recommends a full analysis including short and long-term plans of aging infrastructure replacement needs for the pool and ice rink. The plans should include the proper mix of funding including municipality cost share, grants and dedicated taxes recommended by Park Board for capital projects. CFC supports and continues to encourage collaboration with organizations and surrounding communities to redevelop the Community Center and expand programming offered to citizens.

Citizens Finance Committee Calendar - Detail
Fiscal Year 2020/2021
Meetings Scheduled Friday Mornings @ 7:00 am - 8:15 am
Dial in Conference Call as Needed

DATE	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
Friday 10/25/2019	PERFORMING ARTS REC CENTER CONTINUED	Brian Dentinger Barb Feiner	Murray Pounds		<p>Strong management of expenses and cash flows from the PAC are critical for remaining fund availability to upgrade the Community Center. The City's Performing Arts Center and Community Center business plan has always considered this combined operation to be a profit center after a year of two of operations. We have designed the PAC to be a multi-function event center in addition to providing high quality entertainment.</p> <p>Russ Budget Message: Primary focus of the 5 year Parks and Storm Water Fund is the Performing Arts Center with potential revisions to the Community Center. Payments against the \$24M bond ramp up fully in first year of plan. Soft costs of owner's representative services, material & geo testing are included in budget. Also an allocation of funds to bring PAC staff on board prior to opening facility when revenue is not yet realized. Capital plan includes allocations for repairs of the 20 year old aquatic and ice rink facilities. Addressing aquatic center audit to address deterioration for repairs to ensure another 20 years operations. FY20 bring facility in line with current health codes and operational issue needing immediate attention. FY21 includes larger allocation for important repairs and replacement of aquatic equipment in line with a grant from Municipal Park Grants Commission of St. Louis County to offset much of the cost. 3rd through 5th year of plan include ongoing allocations painting and misc. repair like deck and pump replacements, deck furniture rehab. Ice arena in year 4 of plan including a rink chiller and outdated R-22 refrigerant, rubber flooring replacement. Doing at same time as chiller to minimize facility outage. Chiller is a good candidate for municipal parks grant.</p>	
Friday 11/01/2019	FIRE	Gil Kleinknecht Larry Watson	Jim Silvernail	<p>Service Fee Increase Impact</p> <p>Personnel Discussion/Labor Negotiations/Overtime Analysis</p> <p>Neighboring community opportunities</p> <p>Potential Sales Tax Opportunity</p> <p>Consideration performance based budgeting</p>	<p>The City has reviewed KFD operations recommendations which at this time do not fit with current funding sources. Will continue to evaluate the operation.</p> <p>Increase EMS Fees to \$1K for ALS & BLS Emergency, \$100 disposable supplies, to \$12 mileage, Treatment No Transport \$100 (\$250K added revenue 74-79% Collection Rate). Council approved new rate schedule June 2018.</p> <p>City is looking to implement with FY20/21 budget. Anticipate \$20K/yr on supply inventory mgmt and added \$5K on narcotics.</p> <p>Implemented. City to get first payment 6/19.</p> <p>Freeze any new additions to staff unless fully funded and tracked by Finance in tangible dollars. Monitor overtime quarterly to eliminate or reduce cost increases compared to historical levels.</p>	<p>CFC recommends a review of KFD staffing and equipment requirements to determine if any operational changes may be warranted considering the yearly increase in emergency ambulance services coupled with decrease in fire related incidents.</p> <p>CFC supports fee increases for transport costs, supplies, mileage, and charges for treatments with no transport.</p> <p>CFC supports implementation of ambulance inventory management system to decrease expired supply costs with an expansion to medication cost management as soon as practicable.</p> <p>CFC supports engaging Ground Emergency Medical Transport (GEMT) for Medicaid patient billing</p> <p>CFC recommends the City closely scrutinize proposed new positions and attrition-related positions to mitigate added pressure to personnel, pension and any associated capital expenditures until long term pension fund solution determined. Any added positions should be supported by an ongoing sustained and tracked revenue source.</p>

Citizens Finance Committee Calendar - Detail
Fiscal Year 2020/2021
Meetings Scheduled Friday Mornings @ 7:00 am - 8:15 am
Dial in Conference Call as Needed

DATE	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
Friday 11/01/2019	FIRE CONTINUED	Gil Kleinkecht Larry Watson	Jim Silvernail		Russ Budget message: "Training is essential function of Fire Department - Line includes EMS certification for all paramedic licenses and increased operational training for ISO compliance. Cardiovascular disease and occupational cancers are largest risk - funding small capital health/exercise programs. Budget includes replacement of all personal protective equipment mandated by National Fire Protection Assn every 10 yrs. Also requesting replacement of ballistic vest inventory current inventory is at 5 yrs service. Effectiveness of the department is routinely tracked against set industry benchmarks and operated with efficiency. Minimum efficiency and effective command structure are essential. Budget includes civilian fire prevention fire director for fire marshal duties fire prevention, plan review, inspections, public relations from asst. chief.	
Friday 11/08/2019	POLICE	Gil Kleinkecht Hunter Martiniere	Brian Murphy		Support costs associated with Police CLEA Accreditation to be fully accredited by 8/31/18. Expansion of Dispatch to Neighboring Communities - Glendale, Crestwood, Watson Woods, Sunset Hills (\$760,663 revenue last yr) Freeze any new additions to staff unless fully funded and tracked by Finance in tangible dollars. Monitor overtime quarterly to eliminate or reduce cost increases compared to historical levels. Investigate Urban Area Security Initiative as potential added source of police funding for mutual aid, national security, Presidential visits, etc. Continue to secure/expand grants	CFC recommends the City closely scrutinize proposed new positions and attrition-related positions to mitigate added pressure to personnel, pension and related capital expenditures for personnel cost and pension. CFC recommends continuing the initiative to explore long-term contracts with nearby municipalities for public safety services and dispatch support that reflects the value of services provided and transparency of contracting methodology. CFC recommends exploring additional funding to equip a fourth dispatch station within the police communications center to accommodate future dispatch services. CFC recommends considering expansion of School Resource Officers (SROs) program in Kirkwood private schools. Current SRO program with KSD is fully funded by KSD for personnel and equipment throughout school year. CFC supports expanded opportunities to secure federal, state and local grants. KPD grants are anticipated to exceed \$130K plus individual donations for specialized equipment and police enforcement programs. CFC supports staff time and costs associated with the KPD compliance with CALEA accreditation standards, including accreditation of the communications center.
				Police Union Recognized by Council 6/7/18 through 3/31/21. New Formula For Overtime Compensation Validate Grants and Service Expansion Revenue to Other Communities Implement performance based budgeting based upon existing CALEA work.		
					Russ Budget Message: Kirkwood Police is part of the West County Optoid Intervention Task Force using predictive analytics. Asset forfeiture funds have been used for training. Also partner with Jefferson County Sheriff's Department FY19 to bring in speakers. Patrol Division moved to 12 hour shifts and Detective Division to 10 hr shifts 1/1/18 reducing OT in both divisions including the City Council action on how comp time is considered have reduced OT by 15% and reduced Part Time labor for Dispatchers by 12%. Successful in obtaining OT and equipment grants. OT is covered with Hazardous Moving Violations, Seatbelt and DWI enforcement. Detective grants from DEA cover detective OT. FY19 received state grant for \$16.2K to purchase vehicle for traffic enforcement. Oakland funds maintenance of this vehicle and funding of new radar units. Received grant from Missouri Police Chiefs Charitable Foundation of \$28,675 for a License Plate Reader and 9 Rapid ID units for fingerprint scanning.	

Citizens Finance Committee Calendar - Detail
Fiscal Year 2020/2021
Meetings Scheduled Friday Mornings @ 7:00 am - 8:15 am
Dial in Conference Call as Needed

DATE	TOPIC(S)	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
Friday 11/15/2019	ENGINEERING STREETS/SIDEWALKS EXCLUDING BUILDING COMMISSIONER AND FORRESTRY	Bill Bensing	Validate Past 5 Year Capital Outlays and Funding Sources	<p>Every year the City evaluates funding sources for infrastructure repair and replacement programs and adjust accordingly.</p> <p>Condition of City streets continues to be a high priority for Citizens. 35% of citizens are satisfied with condition of City streets. The city-wide street condition index rating is 70.3 compared to 63.8 in 2015. With historical funding rate at \$2-\$3M/year, the deterioration of streets continues to outpace the revenues available to restore and replace. City will continue to seek grants that will enhance our infrastructure improvements. Council has expedited street and sidewalk repair and replacement by utilizing a variety of funding sources. 5/28/19: \$2.2M for all and around \$3M the past few years. Not all of the way around the City per original plan. Currently working the NW District this year. NE District next summer. Need to continue coordinating with MSD with very little input on projects due to our small size. Taked about increased PCI but no real commitment to fund added resources with \$750K each from Electric and Water. Mayor is focused on expediting this area.</p>	CFC recommends the City explore other sources of funding necessary to expedite street and sidewalk projects to further improve citizen satisfaction.
			Street Improvement Plan (Index Scores From Consultant, Pipeline Communications) Including Consultant Recommendations \$42M - Funding \$2-\$3M/year. Impact of November 2019 Bond Issue Vote \$12M to support streets and Train Station???	<p>Russ budget message: Year 3 of 5 year street improvement project. PCI 64 at start with goal of 70 PCI at end of project. Currently at 70 PCI. FY 18 invested \$3.4M and similar amount FY19. FY20 have secured grants - \$4M Congestion Management/Air Quality 12 intersection coordinated traffic signals along Kirkwood Rd. \$950K Surface Transportation Project Grant for North Geyer Rd improvements. Focus is on NW district and reconstruction of streets with PCI less than 50. Engineering will continue to manage 3 construction projects that carry over into FY20 funded through East-West Gateway Council of Governments. Reconstruct Quan Ave. from Taylor Ave. to Woodlawn Ave. New pavement and traffic signal improvement and enhances pedestrian features. City will start designing improvements of Geyer Rd from Adams to Big Bend. Have an 80/20 Grant From Gateway Council to be constructed FY21. The planning division is moving forward to engage a web-based Economic Development Tool provider to achieve a more proactive Economic Development role for the City. \$7.500 funding set aside in FY20 budget. Street resurfacing capital plans - \$3,555,903 . Sidewalks - \$150,000. The \$235K street sweeper capital investment is needed to sweep special business district twice a week and down every city street four times a year to be in compliance with National Pollutant Discharge Elimination System (NPDES) Phase II permit</p>	CFC agrees with continued transfer of funding from City-Owned Electric and Water operations to fund street infrastructure improvements. (\$1.5M)
			Road responsibility clarification(City & County, MSD Coordination, City employees vs Contractors)		CFC supports use of available grants to fund major thruoghtfare projects.

Citizens Finance Committee Calendar - Detail
Fiscal Year 2020/2021
Meetings Scheduled Friday Mornings @ 7:00 am - 8:15 am
Dial in Conference Call as Needed

DATE	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
Friday 11/22/2019	COMP PLANNING, WORKERS COMP, MEDICAL CLAIMS	Matt Biere Hunter Martiniere	Georgia Ragland	Headcount & Cost by Department - 5 yr trend separated by cost and benefits.	<p>Personnel costs represent 74% of the total City of Kirkwood operating budget. Recent McGrath Human Resources Group engaged to perform full analysis of City's pay plan compared to other municipalities. New pay grades implemented mid-year 2019 with employees below new minimum receiving increases. Compression addressed in FY20 budget for long tenured employees to be paid above new employees. Police and Fire Departments represent a majority of the McGrath Study increases adopted.</p> <p>The City carefully monitors compensation and benefits to ensure we can compete for the best employees. 5/28/19: 74% of budget is personnel expense. The City is in the 55th percentile compared to neighboring communities for compensation. Must address service quality and citizen demands. Attrition rates are low. No mention of overtime and additions to staff with any new positions to be justified. Did split the job out for Fire Marshall when David left. No new functions contemplated across the board. Gallagher workplace is up and running for medical/dental benefits that will reduce cost. Flex scheduling is underway at City Hall for some employees.</p> <p>Implemented McGrath recommendations impact the FY20 budget by \$540K/year.</p> <p>Over the past 3 years the City's position to control costs and medical claims has saved the City over \$1.5M. Recent experience in these areas will significantly increase costs going forward (25%). Workers comp premiums were increased in the current year's budget and the fund will be carefully monitored to ensure we can meet our workers comp obligations. The City does have stop loss insurance on claims in excess of \$100,000 and for total claims that exceed total collected premiums by 15%. The City implemented an onlie benefit portal system to better serve employees. Costs are controlled through a wellness program, biometric screenings, and a culture of safety, health and wellness.</p>	CFC recommends City closely scrutinize any proposed new positions and attrition-related positions to mitigate added pressure to personnel, pension and any associated capital expenditures.
				Gallagher cost reductions experienced. Capital expenditures associated with staff additions.		
				Step Salary Process, Union Activities Police & Fire Pension Updates		
				Safety Bonus, Sick Leave Buy-Back		
Thursday 11/28/2019	THANKSGIVING HOLIDAY					
Friday 11/29/2019	NO MEETING					
Friday 12/06/2019	EMERGING TOPICS	Barb Feiner				
Friday 12/13/2019	CAO BUDGET PRIORITIES		Russ Hawes			
Friday 12/20/2019	CFC MEMORANDUM FINALIZATION	All CFC				

Citizens Finance Committee Calendar - Detail
 Fiscal Year 2020/2021
 Meetings Scheduled Friday Mornings @ 7:00 am - 8:15 am
 Dial in Conference Call as Needed

	DATE	TOPIC(S)	CFC LEAD	DISCUSSION LEADERS	AGENDA	DETAILS	CFC RECOMMENDATION
Tuesday	12/24/2019	CHRISTMAS HOLIDAY					
Wednesday	12/25/2019	CHRISTMAS HOLIDAY					
Friday	12/28/2019	NO MEETING					
Friday	01/03/2020	CFC MEMORANDUM FINALIZATION	All CFC				
Friday	01/10/2020	OPTIONAL SESSION IF NEEDED	All CFC				
Thursday	01/16/2020	CFC TO COUNCIL WORK SESSION	All CFC				

CITIZENS FINANCE COMMITTEE RECOMMENDATION MEMORANDUM
FISCAL YEAR 2020 BUDGET CYCLE
CITY COUNCIL WORK SESSION
January 17, 2019

Introduction And General Recommendations

The Citizens Finance Committee (CFC) extends our thanks to department heads and staff who participated in the FY2020 budget review process for the City of Kirkwood. Each department has great command and ownership of its area and consistently looks for more efficient and cost effective ways to provide high quality services that citizens of Kirkwood have come to expect.

Our approach included a review of departmental key budget variances, funding sustainability, the capital investment plan, revenue sources and the progress of past efficiency investments. The CFC was keenly focused on the following:

1. Reviewing City fund balances and movement within CFC recommended guidelines to sustain the City's AA2 or better bond rating;
2. Assessing revenue sources and risks to meet proposed expense and capital outlays proposed going forward;
3. Providing citizens with high quality, efficient services at competitive rates compared to neighboring communities for Electric, Water and Sanitation;
4. Reviewing Performing Arts and Community Center activities linked with citizens' bond issue approval and expectations; and
5. Ensuring continued prudent capital investment in City infrastructure.

Tax revenues have been relatively stable historically representing 75% of overall revenues collected by the City. The City is heavily reliant on sales and use tax revenues that make up nearly 47% of the City's tax revenues. The City has enjoyed increased revenue growth from sales and use tax, service charges, and grants offset by flat to declining property and utility gross receipts taxes. The City continues to be focused on the impact of utility gross receipts legislation, telecommunication tax declines, property tax limitations and the ability to channel internet sales tax to our municipality.

The ability of the City to secure increased property taxes without voter referendum is limited by the State. Even with higher residential and personal property tax valuations, the City is unable to obtain increases beyond the legal limit of the lower of 5% or CPI unless voters approve a property tax increase. Of the \$8/\$100 in residential property tax paid by Kirkwood citizens, only \$.62 is directed to the City of Kirkwood. The remaining \$7.38 is directed to other taxing entities.

Potential Missouri utility gross receipts methodology legislation could represent a significant risk to the City. In FY18, the City collected \$4.5M/year in utility gross receipts tax that could be eliminated if legislation is enacted. The City could weather a utility gross receipts tax loss while continuing to provide services but would place significant pressure on existing fund balances.

The City also is focused on any legislation for collecting and distributing internet sales tax to municipalities. In light of a recent United States Supreme Court decision, there is

a chance of increased internet sales tax revenue availability. While the City currently receives limited use tax contractually from internet sales, any internet sales tax received could shield risk of declining revenues in other areas.

The City always should be prepared for a sudden economic downturn or decrease in primary revenue streams. The City additionally should explore alternative revenue sources to offset dependence on sales and use tax and any negative revenue impact from legislation and economic development.

Prudent expense control continues to be a priority for the City in order to efficiently deliver services to our citizens. With over 70% of the City's operating budget comprised of personnel costs, strong management of personnel expense and related equipment is critical. The CFC recognizes the City must offer competitive compensation compared with neighboring communities to maintain a high quality work force and provide continuity throughout the City's departments.

Recently, the City engaged McGrath Human Resources Group to perform a full analysis of the City's pay plan compared to other municipalities. Based on McGrath's recommendations, the City Council approved implementation of a new City pay plan. New pay grades were implemented mid-year in FY19 with employees below the minimum of the new pay grade receiving pay increases. In FY20, the City will address compression so that some long tenured employees can be paid above new employees with less experience in the same position. Both recommendations will significantly increase the FY20 budget by \$540,000 with a majority of that increase attributed to the Police and Fire Departments placing increased pressure on their pension fund.

The City has been focused on strengthening the Police and Fire pension fund this year. Short-term steps taken include increased general fund transfers from Prop P and Fire Sales Tax and changing the funding source of deferred compensation to the general fund from the Police and Fire pension fund. Property tax dedicated for this pension fund has been static since 1995 covering 68% of pension fund requirements.

While the City formulates a long-term Fire and Police pension fund solution, the CFC recommends the City closely scrutinize proposed new positions and attrition-related positions to mitigate added pressure to personnel, pension and any associated capital expenditures.

After the electric fund, the general fund is the second largest fund managed by the City. The general fund includes all revenue sources and expenses, with the exception of city-owned Electric, Water and Sanitation, all of which charge for services. The CFC recommended goal for the general fund is to maintain a fund balance of 30% - 50% of anticipated general fund annual expenditures. For FY18, the percentage was 29% including a \$3M loan for the Performing Arts Center. The City anticipates the general fund balance percentage to increase and to be within the CFC recommended range from FY19 forward.

The Electric and Water Departments fully support their own operations, contribute to other City departments and typically charge rates competitive with entities providing similar services. Notably, the Federal Tax Cuts and Jobs Act of 2017 reduced the corporate tax rate from 35% to 21% for Ameren and American Water potentially lowering costs for their customers.

While Ameren could pass through tax savings of an estimated \$6.21/month based on a customer averaging 1,000 KWH/month, the CFC recognizes per Electric Department leadership that Ameren rates are anticipated to increase in the near term for accelerated infrastructure capital improvements, thus erasing the potential rate decline. If Ameren takes this anticipated action, Kirkwood's current electric rate will be competitive with Ameren and continue to be competitive on a regional and national basis. No electric rate increase is contemplated in FY20 budget.

The Kirkwood Water Department rate continues to be well below American Water's rate even considering a potential pass through of corporate tax decline to American Water's customers. Considering Kirkwood Water last increased rates April 2016, the CFC recommends the City explore methods to bring our current water rate in alignment with American Water's current rate and consider CPI increases annually going forward to fund water capital projects and City capital improvements.

Sanitation service continues to be a challenge for the City. Kirkwood citizens currently pay an estimated \$250,000 annual premium for sanitation services compared to neighboring municipalities. Recent changes in single stream recycling have subsequently increased City's recycling costs threefold. With no rate increase to citizens contemplated for the remainder of FY19, any budget shortfall will be funded out of the sanitation fund until a long-term solution is identified. Anticipated cost savings in FY20 from capital investment efficiencies will help offset expense increases of approximately \$150,000 annually. At the current anticipated budget shortfall and with no rate increase, the sanitation fund would be depleted in 2 ½ years. As long-term options are contemplated, the CFC recommends the City determine the feasibility of increasing sanitation rates to achieve budget neutrality and sanitation fund maintenance going forward while considering the value of sanitation services and competitiveness with neighboring communities.

The Performing Arts Center construction phase is underway. It will be a City priority going forward to ensure the project is completed on time and on budget for an anticipated May 1, 2020 opening. The \$24.4M tax-exempt bond issue was completed on December 31, 2017 to fund both the construction of the Performing Arts Center and Community Center upgrades. Strong management of expenses and cash flows from the Performing Arts Center are critical for remaining fund availability to upgrade the Community Center. The CFC is impressed by the project coordination among Procurement, Recreation and the General Contractor. However, if there are funding shortfalls for the Community Center upgrade, alternative sources of revenue will need to be considered by the City. Once operational, the Performing Arts Center should be self-sustaining within the first two years of operation.

Continued prudent capital investment in City infrastructure continues to be a priority for the City to improve operating efficiencies and ensure the consistent delivery of services to the citizens of Kirkwood. Past modernization investments in Electric and Water are paying off allowing a path forward to improve CFC recommended fund balances. The City does a great job securing grants covering 80% of major infrastructure improvements. The Manchester and Kirkwood Road infrastructure improvements including traffic signals will save citizens \$6.2 million.

Citizen satisfaction with street and sidewalk maintenance has improved and continues to be a priority for investment. The City historically invests \$2 - \$3 million annually for the improvement of City streets and sidewalks. While the current methodology for street replacement and maintenance has made progress, the deterioration of streets continues to outpace revenues available to restore and replace them. To further improve citizen satisfaction, the CFC recommends the City explore expanded sources of funding necessary to expedite street and sidewalk projects.

The City performs traditional line-item budgeting annually for each department within the City. The Recreation and Fleet Departments have implemented performance-based budgeting to better understand the value of primary functions within their departments. The CFC recommends continuing steps to expand performance-based budgeting across all departments within the City.

The CFC is comfortable with the FY20 budget as proposed but recognizes the City should always be prepared for market forces, economic events and circumstances that may negatively affect its financial health. Particularly, the City should be focused on the risk of potential declining revenue sources, continued departmental budget pressures and maintaining recommended fund balances.

PUBLIC SAFETY

Public safety continues to be a strength for the City with a 97% public satisfaction rate based upon the 2018 community survey. The Kirkwood Police and Fire Departments (KPD and KFD) are well managed, deploying best practices in a progressive and cost-conscious manner while providing exceptional service levels. The McGrath study and resulting promotions significantly increased personnel expense and pension pressure. Each department continues to explore opportunities to expand services and training opportunities to neighboring municipalities. Grant opportunities and controlled capital spending continue to be a focus to optimize departmental expenses. Increased communications activities and citizen engagement has expanded and continues to be a top priority. The recent CALEA accreditation of the KPD is a major milestone.

CFC RECOMMENDATIONS:

- **CFC recommends continued focus to strengthen the Police and Fire pension fund to achieve at or above the current one year anticipated funding contribution requirement.**
 - Property tax dedicated for this fund has been static since 1995 covering 68% of current pension fund requirements. Considering only dedicated property tax and investment income, the City may need to fund an added \$660,000 for FY19 and \$445,000 for FY20.
 - The McGrath Study's impact to the Police and Fire pension fund is expected to be less than \$15,000/year.
 - The change in funding source for deferred compensation from Police and Fire pension fund to general fund provides \$180,000/year of pension fund relief.
 - Added funding from Prop P and ½ Cent Fire Sales Tax is expected to fund any current contribution shortfalls and currently provides approximately \$200,000/year of pension fund relief.

- The City Council authorized property tax recapture is anticipated to provide \$200,000/year of pension fund relief.
- **CFC recommends the City closely scrutinize proposed new positions and attrition-related positions to mitigate added pressure to personnel, pension and any associated capital expenditures until the City finalizes a long-term pension funding solution. Any positions filled should be supported by an ongoing sustained and tracked revenue source.**
- **CFC recommends continuing the initiative to explore long-term contracts with nearby municipalities for public safety services and dispatch support that reflects the value of the services provided and transparency of contracting methodology.**
- **CFC recommends exploring additional funding to equip a fourth dispatch station within the police communications center to accommodate future contract dispatch services.**
- **CFC recommends considering expansion of School Resource Officer (SROs) program to Kirkwood private schools. Current SRO program with Kirkwood School District (KSD) is fully funded by KSD for personnel and equipment throughout the school year.**
- **CFC supports expanded opportunities to secure federal, state and local grants for the Police and Fire Departments. KPD grants are anticipated to exceed \$130,000, plus individual donations utilized for specialized equipment and police enforcement programs. KFD should investigate if there are any grant opportunities.**
- **CFC supports the staff time and costs associated with continued KPD compliance with CALEA accreditation standards, including accreditation of the communications center.**
- **CFC recommends a review of KFD staffing and equipment requirements to determine if any operational changes may be warranted considering the yearly increase in emergency ambulance service coupled with a decrease in fire related incidents.**
- **CFC supports fee increases for transport costs, supplies, mileage and charges for treatments with no transport as approved by City Council last June. The increase is expected to increase revenue by \$250,000 each year.**
- **CFC supports implementation of an ambulance inventory management system to decrease expired supply costs, with an expansion to medication cost management as soon as practical.**
 - The KFD saves an average of \$20,000/year on supply inventory management by reducing expired items and reducing inventory with just-in-time supply ordering.

- The KFD plans to expand ambulance inventory management to narcotics with an anticipated savings of \$5,000/year.
- **CFC supports engaging Ground Emergency Medical Transport (GEMT) for Medicaid patient billing, yielding an anticipated \$44,000/year recovery for the City going forward.**

PUBLIC SERVICES

Public Services is comprised of the Sanitation, Water, Streets, Engineering & Planning, Building Commissioner and Forestry Departments. The CFC is impressed by the leadership expertise in driving prudent capital investment, sourcing grant funding, and executing departmental projects on plan and on budget to improve infrastructure. The City's focus on providing quality sanitation and water services at a cost competitive with neighboring communities continues to be a priority. Recent challenges with sanitation single stream recycling, the ability to be self-sufficient historically and the speed of achieving capital investment efficiency savings continue to negatively impact the sanitation fund. Improvements continue in the Streets Department, with continued pressure from citizens to increase investment in street infrastructure with limited funding sources.

SANITATION:

Kirkwood residents pay a premium for in-house sanitation services and the department currently is budgeted to operate at a deficit. The decision to continue offering curbside single stream recycling at a loss with no rate increase to citizens will magnify the deficit. Per the recent citizen survey, citizen satisfaction with sanitation services, while still satisfactory, has declined over the past two years and is now significantly lower than it is for electric and water. Continued significant investment in capital assets and human capital will be required going forward. It is not sustainable to continue absorbing cost increases out of the existing fund balance. A long-term solution is currently under investigation by the City.

CFC RECOMMENDATIONS:

- **CFC recommends the City determine the feasibility of increasing sanitation rates to be self-sustaining with a fiscally sound sanitation fund going forward, while considering the value of sanitation services and competitiveness with neighboring communities.**
 - Despite Webster Groves raising its base rates above Kirkwood's (\$21.90 versus \$20.50 per month), when the cost of lawn bags is taken into consideration, Kirkwood residents pay approximately \$250,000 more per year in total sanitation costs.
 - While sanitation ended last year (FY18) with a positive net result, this was the first year since 2012 that the fund balance increased. Deficits are budgeted for the current year as well as FY20. Unsettled markets for recycled materials are resulting in an estimated annual net cost to the budget of \$495,000 that is not sustainable going forward. With no planned

- rate increase for FY20, the current sanitation fund will be depleted within 2 ½ years.
 - Operational efficiencies from upcoming waste automation improvements including onboard GPS, route optimization, and a new work order system should offset a portion of the recycling cost increase by approximately \$150,000/year. Savings should be quantified as reduced expense in go forward operating budgets.
- **CFC recognizes the City’s focus on a long-term solution to single stream recycling going forward.**
 - The City entered into a one-year agreement with Republic Recycling with no rate increase to citizens pending determination of a long-term solution.
 - With no planned rate increase for FY20, the current Sanitation Fund will be depleted by within 2 ½ years.
- **CFC agrees with the City’s high priority of expanded Citizen education on clean recyclables to secure better markets for recycled materials.**
 - The City is currently exploring sanitation educational grants to further educate citizens for improvement in the quality of recycled materials.
 - The national average for contamination in single stream recycling is 25%, translating into 1,050 tons of contamination for the City of Kirkwood. With clean recyclables, the City has an opportunity to save an estimated \$40,000 annually.
- **CFC supports increased investment for anticipated expanded use of the City recycling depository**
 - Re-face depository including better signage, separation of recycled materials and redesigned openings to prevent contamination for improved quality of clean recyclables.
- **CFC recommends an analysis of potential sanitation contractual risk for landfill services.**

WATER:

The CFC was pleased to learn that during the current fiscal year water main replacement met the goal of 1%, approximately 7100 linear feet. The industry standard is .5% per year. Rates continue to be competitive with Missouri American Water.

CFC RECOMMENDATIONS:

- **CFC recommends the City explore a rate alignment to Missouri American Water rates including consideration of CPI increases going forward to flatten out any potential large rate increases.**

- The City will need to explore the timing associated with any proposed budgeted water rate increase contemplated within the FY20 budget to balance the budget including expenses, capital, debt service and departmental transfers provided any water rate increase is no greater than Missouri American Water rates.
- Ongoing historical transfers of \$700,000 - \$750,000 annually from the Water Department to the Streets Department for street improvement impacts growth of water fund and potential pressure to increase water rates.
- Water rates were last increased April 2016.
- **CFC agrees with the current approach to reduce unaccounted water from 23% toward the national target of 10% based upon a cost/benefit of performing the repairs.**
 - In FY19, unaccounted water is expected to be \$212K in lost revenue for the City.
 - Small leaks represented 77% of all unaccounted water throughout the system.
 - Monitoring protocol has been developed to better define losses.
 - Capital investment of \$100,000/year for leak detection continues to prioritize unaccounted water improvement projects.

STREETS:

The condition of City streets continues to be a high priority for citizens. According to the 2018 community survey, 35% of citizens are satisfied with the condition of City streets and sidewalks, requiring City capital investment focus going forward. The current methodology for street replacement and maintenance has made progress over the past couple of years with a current city-wide street condition index rating of 70.3 compared to 63.8 in 2015. However, with the historical funding rate between \$2 - \$3 million per year, the deterioration of streets continues to outpace the revenues available to restore and replace.

CFC RECOMMENDATIONS:

- **CFC recommends the City explore other sources of funding necessary to expedite street and sidewalk projects to further improve citizen satisfaction.**
 - **CFC agrees with continued transfer funding from the Electric and Water Departments for street infrastructure improvements.**
 - Electric and Water Department transfer dividends dedicated to Streets Department for street improvement totaled \$1.5 million.
 - Sanitation was contributing previously but was suspended last year to balance budget and stabilize the fund.

- **CFC supports use of available grants for supporting major thoroughfare projects.**
 - Manchester Road, Geyer Road, Kirkwood Road Signals and Sidewalks, and an intersection study at Old Big Bend, Ballas, Craig represent projects totaling \$9.3 Million of which \$6.2 Million will be funded from grants.

ENGINEERING & PLANNING/BUILDING COMMISSIONER/FORESTRY:

The Engineering & Planning Department is responsible for project management and execution of approved City major capital projects. The area has done an excellent job in securing federal and regional grants for up to 80% of the cost of the project. Projects totaling \$9.3 million are currently underway with an actual cost to the City of \$3.1 million. Cost recovery rates are strong with some budget timing issues of when actual federal funding is received. No new headcount is planned in FY20, but personnel costs are up over 11% due to the promotion of an engineering tech to project engineer and two positions re-graded due to the McGrath Study.

The sewer lateral program currently has a 75%/25% cost share with the citizens. Since 2014, the sewer lateral fund declined 42% or \$380,000 from \$918,000 in 2014. With the City's 75% cost share, the City averages between \$450,000-\$500,000/year with a shortfall of \$60,000 this year. With anticipated increased volumes in lateral repairs, the City will need to closely monitor any potential funding requirements.

The Building Commissioner Department has a 150% cost recovery rate for permits issued. Items from the Architectural Review Board are declining but not a concern going forward.

The Forestry Department recently picked up the tree and lawn maintenance work along City streets from the Street Department to free them up for added street repair work. The Forestry Department has also moved forward with an expected 2018 tree ordinance regarding the protection of public right-of-way trees and private construction trees.

CFC RECOMMENDATIONS:

- **CFC agrees with continued focus to seek and expand opportunities to obtain grants on large and medium size projects.**
- **CFC recommends the City explore revenue sources to support current sewer lateral needs to ensure the budget is balanced going forward.**

RECREATION:

The Recreation and Parks Department is well managed, within budget, and adjusts service fees according to cost of services provided. The department utilizes a performance-based budgeting approach to monitor performance and recover budget

costs via service fees. The overall goal is to achieve a minimum 80% cost recovery rate averaging between 81% - 95% recovery each year. The department is to be commended on this approach as a model to other departments within the City.

The Performing Arts Center construction phase is underway and will be a priority over the next couple of years. The CFC is impressed by the coordination of the project among Procurement, Recreation and the General Contractor. A huge focus of the department will be the construction phase of the Performing Arts Center to ensure the project is completed on time and on budget for a May 1, 2020 opening date. The Community Center remains a high priority for Kirkwood Citizens who expect upgrades following completion of the Performing Arts Center based upon the original December 31, 2017 bond issue.

There are concerns about infrastructure maintenance funding requirements needed for the pool and ice rink. The aquatic center and ice rink are aging and the annual expenses and costs associated with maintaining the structures are high. Short-term and long-term plans are being investigated for the aquatic center and ice rink.

CFC RECOMMENDATIONS:

- **CFC recommends continued strong monitoring and management of the expenses and cash flows associated with the Performing Arts Center following the \$24.4 million tax exempt bond issue to fund the construction of the Performing Arts Center and Community Center upgrades.**
 - **CFC agrees that upon completion of Performing Arts Center, any available remaining funds should be dedicated for Community Center updates. Alternative sources of revenue may need to be considered if there are shortfalls.**
 - **CFC recommends that the Performing Arts Center be self-sustaining within the first two years of operation and continue to investigate expanded revenue sources specific to the Performing Arts Center without dependence on existing City revenue sources.**
- **CFC recommends a full analysis including short and long-term plans of aging infrastructure replacement needs for the pool and ice rink. The plans should include the proper mix of funding including municipality cost share, grants, and dedicated taxes, if any, from Park Board approved capital projects.**
- **CFC supports and continues to encourage collaboration with organizations and surrounding communities to redevelop the Recreation Center and expand programming offered to citizens.**

ELECTRIC:

The Electric Department is very well managed ensuring electric services are provided to the citizens in the most economical way compared to services provided by Ameren and other municipalities on the regional and national level. The Department does a great job

managing our energy portfolio to optimize sourcing risk and cost. Accelerated infrastructure upgrade projects are nearing completion to improve efficiency and provide reliable energy to Kirkwood citizens.

Since 2015, the Electric Department invested over \$11 million in capital improvement modernization projects to upgrade circuits and substations to improve automation, reduce line loss and efficiency of delivering consistent electric service to our citizens. The unrestricted cash and investment balance has dipped to a historical low at \$8.6 million due primarily to aggressive infrastructure upgrades and support of other City services. The unrestricted cash and investment balance coverage as a percent of operating expense is currently at 33.26%. With major infrastructure modernization projects primarily implemented, the Electric Department has a solid plan for increasing the fund balance via optimization savings, reimbursement from federal government on previously funded projects and dollars that were previously dedicated to modernization projects.

Rates for electricity increased FY17 and FY18 with no plans for a rate in FY19 and FY20. The current rate is above the benchmark target of Ameren due to the Federal Tax Cuts and Jobs Act of 2017 but still competitive regionally and nationally. It is anticipated that Ameren rates will increase in the near term due to accelerated system infrastructure capital improvements. Ameren's rates are expected to align with Kirkwood's current rate in the near term from this activity.

CFC RECOMMENDATIONS:

- **CFC recommends continued strong focus on building the Electric Enterprise Fund Balance to mitigate any future risk to the City with a goal of maintaining a fund balance equal to one year operating expense and a minimum unrestricted cash and investment balance of \$8,000,000.**
 - **CFC recommends monitoring of the operating efficiency savings contemplated from the modernization effort to be clearly reflected in budget going forward.**
 - **CFC agrees with the Electric Department's plan to improve the unrestricted cash and investment balance by growing it 100% from its current level to \$16M or 64% of operating expense by 2022.**
 - Key drivers to improving the cash and investment balance include efficiencies from past capital investment, major project grant reimbursement, maintaining existing electric rates, re-deploying dollars previously deployed to infrastructure modernization and State approval of wind power to reduce power portfolio costs.
 - **CFC agrees with maintaining current electricity rates charged to citizens at FY19 levels, and no increase in rates is planned for FY20.**
 - Rate increases for capital improvements in FY17 and FY18 mitigated additional drains to the unrestricted cash and investment balance by \$1.6M/year and can be utilized going forward to build the electric fund.

- According to U.S. Energy information, over the past five years (2013-2017), Kirkwood Electric's rates have been favorable compared with National, Missouri and Ameren rates. However, in 2018 Ameren announced to its customers a rate reduction as a result of changes to the Federal Tax Cuts and Jobs Act of 2017. The corporate tax rate Ameren would pass on to customers translates into \$.00621/kWh or \$6.21/month for customers averaging 1,000 kWh/month. Even though Ameren rates are currently lower, legislation passed last session allows Ameren to increase rates under a new process for infrastructure modernization. If Ameren fully enacts the rate reduction, Kirkwood Citizens would pay an additional \$6.62/month compared to Ameren.
- **CFC recommends strong monitoring of the purchased power cost portfolio including potential alternate energy sources such as renewable and natural gas sources to ensure reliable and cost efficient energy is available to Kirkwood citizens.**
 - The purchased power cost portfolio represents 70% of the Electric Department's budget.
 - Focus continues on managing portfolio risk by hedging block power, expanding portfolio into lower cost energy alternatives such as renewable energy, specifically wind energy, ensuring efficiencies from upgrades of new distribution system, monitoring federal regulation risk and monitoring general economic conditions.
- **CFC recommends continuation of annual minimum 5% transfer dividend to the City provided the dividends do not negatively impair plan to improve the unrestricted cash balance.**
 - The Electric Department has budgeted for a \$1.6 million dividend, not including capital and ERP transfer.
- **CFC recommends continuation of the LED street light replacement project that will yield \$100,000/year annual savings.**
 - Anticipate 1,400 streetlights replaced that will pay for itself in seven years.
- **CFC recommends continued funding of infrastructure projects via grants through federal and state grant aid for large projects.**
 - Capital projects have historically been funded out of cash as opposed to debt. Continue to monitor all capital projects to ensure the unrestricted cash is continuing to grow to plan.
 - Continue following Volkswagen settlement potential for the City that is still under investigation.

ADMINISTRATION/HR/WORKERS COMP/SAFETY:

The CFC commends the City on its approach to improving the health and well being of City employees while managing costs with continued wellness programs, continued safety meetings, safety programs, a safety council, and safety committee. Increased on-line engagement, seminars, training, and risk management with AJ Gallagher will greatly expand competitive City employee benefit options and reduce costs. The City engaged McGrath Human Resources Group to perform a comprehensive study of Kirkwood's personnel structure compared to other municipalities. While costs for the upgrades will improve the City's competitiveness with neighboring communities, the annual costs going forward and pension fund impact are significant.

Over the past five years, the decision to self-insure workers comp and medical claims has saved the City over \$1.5 Million. However, severity of recent will significantly increase costs in the budget going forward.

Open communications with the community continues to be a priority for the City. A community survey was completed in 2018 to gauge citizen satisfaction with City services and strategy. A new website and new community outreach initiatives are underway.

COMPENSATION AND PAY PLAN UPDATE (McGrath Study):

The City engaged McGrath Human Resources Group to perform a full analysis of the City's pay plan. McGrath evaluated position descriptions and held numerous employee meetings and interviews before making a series of recommendations including a revised pay plan. The new pay grades were adopted mid-year, and employees whose pay was less than the minimum of their new pay grade received pay increases which cost the City \$198,000 in FY19. For FY20, an additional \$143,000 in salary and benefits were budgeted to address compression so that some long tenured employees can be paid above new employees with less experience in the same position. Together, these increases will cost the City approximately \$540,000 in FY20, with the majority attributed to employees in the police and fire departments, placing additional strain on the Police & Fire pension fund.

WORKERS COMP:

The City is self-insured with claims expense representing the largest workers comp budget item. Prior to FY15, the City had enjoyed relatively low claims expenses. Even though the number of workers compensation claims has declined from previous years, the severity and amount per claim has skyrocketed.

The program's total budget for FY20 is increasing by 25%, allocated to the department where the employee works. The City is protected from catastrophic claims via stop loss insurance for both individual claims and total claims.

MEDICAL:

The budget for supplying City employees with medical insurance has been relatively flat for the last two years. The City utilizes a minimum premium arrangement whereby it sets the premiums based on an expected volume of medical claims. If the expected volume of medical expenses is less than anticipated, the City is able to retain those savings in its medical self-insurance fund and use it to offset any instances when claims expenses exceed the amount collected in premiums. The City is protected via stop-loss insurance

for individual claims that are in excess of \$100,000 and for total claims that exceed total collected premiums by 15%.

To better control costs, the City in FY20 will offer a wider range of benefit choices, including a high deductible plan with a Health Savings Account. A.J. Gallagher has been selected to administer a new online benefits portal. Plan choices will expand to offer employees the choice of four medical plans, three dental plans, and four vision plans.

CFC RECOMMENDATIONS:

- **CFC recognizes the City must offer competitive compensation compared with neighboring communities to maintain a high quality work force and provide continuity throughout the City's departments. The City must continue to be prudent in managing personnel expense that represents more than 70% of the City's budget.**
 - Implementation of the McGrath Study salary grade and tenured employee strategy will cost the City \$540,000 in ongoing costs annually plus merit and CPI increases. All costs are incorporated in the FY20 budget.
 - The Police & Fire Departments represent a majority of the McGrath Study increases adopted, impacting the Police and Fire pension fund. Pension fund increases are included in the FY20 budget.
- **CFC recommends the City consider implementation of flex scheduling, starting with administrative City Hall employees in order to expand existing service levels.**
 - Police and Fire have implemented flexible scheduling successfully. Flex scheduling may be expanded to Non-City Hall employees depending on individual departmental requirements.
- **CFC agrees with the City's approach to improving the health and wellbeing of City employees while managing costs via strong safety and wellness initiatives.**

PROCUREMENT/FACILITIES MANAGEMENT:

The Procurement /Facilities Management Department is very well run, financially prudent and seeks channels to save dollars via cost avoidance and cost savings measures.

INTERNAL SERVICES (Fleet & Management Information Systems):

Fleet Services:

The CFC recognizes the strong leadership in managing this department to optimize the City's rolling assets across all departments. Best in class quantitative modeling (life cycle analysis) is utilized for rolling stock, disposal of assets and lease versus own decision-making analytics. The Fleet Department performs City and neighboring community repair services on rolling stock.

- **CFC agrees with continued improvement of life cycle modeling and Key Performance Indicators for asset disposal, maintenance and own versus lease decisions.**
- - Continue adding value to city with own vs. lease strategy of \$130,000/year
 - Continue model modifications from Government Fleet Toolbox
- **CFC agrees with leveraging existing technicians to perform equipment repairs for neighboring communities as source of revenue while maintaining high quality service for the City's rolling assets.**
- **CFC recognizes the challenges and focus on employing qualified technicians going forward and potential risk going forward.**

MIS: Enterprise Resource Planning (ERP) systems & workflow Request for Proposal(RFP) is currently underway to potentially replace the current twenty-two year old system. A new system is contemplated to increase efficiency and decrease the amount of third party software needed. Data storage, functionality, disaster recovery and external host vs. internal system management are key considerations. Should the City proceed, implementation is expected to take a minimum of 18 months. Capital investment in new servers is on hold pending ERP decision.

CONCLUSION:

Each department has great command and ownership of its area, consistently looking for more efficient and cost effective ways to provide high quality services that citizens of Kirkwood have come to expect. The CFC is comfortable with the FY20 budget as proposed but recognizes the City should always be prepared for market forces, economic events and circumstances that may negatively affect its financial health. Particularly, the City should be focused on:

- Risk of reduced revenues and ability to secure alternate funding sources;
- Risk of uncertain outcome of pending legislation;
- Need for ongoing infrastructure improvement investments;
- Risk that past capital investments will not yield operating efficiency savings anticipated from original investment;
- Need for strong management of potential escalating costs associated with Performing Arts Center and resulting decrease in dollars to upgrade the Community Center;
- Need for prudent management of all personnel expense and associated costs;
- Need for continued exploration of expanded revenue generating and expense control opportunities within the City and from neighboring municipalities; and
- Recognition that decisions made now has long lasting ramifications on future funding and expenses.

Budget pressures and competing demands for new and existing revenue sources will require deep management of all City fund balances to continue providing high quality services. Fund balances continue to be under pressure including the general fund,

sanitation, electric and police and fire pension funds. Solid plans must be in place to further stabilize funds going forward to achieve a minimum AA2 bond rating.

The Committee appreciates your consideration of our recommendations and welcomes any questions you have regarding the contents of this document.

CFC RECOMMENDATION MEMO FY18/19 BUDGET
CITY COUNCIL WORK SESSION - JANUARY 18, 2018

INTRODUCTION AND GENERAL RECOMMENDATIONS

The members of the Citizen's Finance Committee (CFC) extend our thanks to the Department Heads and staff who have participated in our budget review process for the City of Kirkwood. As members of the committee, we have a deep appreciation of the expertise, dedication and hard work each department provides in making Kirkwood an outstanding place to live. Each department has great command and ownership of their area consistently looking for more efficient and cost effective ways to provide high quality services that citizens of Kirkwood have come to expect.

The City is able to enjoy a number of revenue sources for City operations. Revenues have been relatively flat over the years with some relief from the continuation of Prop One capital improvement sales tax, Prop P sales tax for municipal law enforcement needs, continued transfers from Electric and Water Departments, grant opportunities and increased fees charged for City services. The City needs to continue exploring new and innovative revenue sources and cost efficiency opportunities while closely scrutinizing use of all fund balances.

Budget pressure and competing demands for added revenues have never been greater to fund the new Performing Arts Center, Recreation Center Improvements, Police & Fire Pension Plan, Sanitation and other capital improvements. The City must maintain high quality core services and infrastructure of Police, Fire, Roads, Electric Water and Sanitation competitive with neighboring communities while maintaining targeted fund balances. Any added spending needs to be budget neutral resulting in sustained revenue source.

The committee feels comfortable with budgets in general, but recognizes the City should always be prepared for market forces, economic events and circumstances that may negatively affect its financial health, particularly, the risk of declining sales tax revenues and risks associated with bringing tax increases to the voters. To this end, the CFC provided key focus and recommendations on Police & Fire Pension funding, viability of maintaining own sanitation service, maintaining recommended fund balances, Performing Arts and Recreation Centers, and infrastructure progress/funding.

POLICE & FIRE PENSION

The recent addition of seven new firefighter/paramedics and increases to police office salaries has significantly increased contributions to the police & fire pension. Property taxes dedicated to funding the police & fire pension have remained static for several years. CFC recognizes that further increases in property tax would be challenging for our citizens. Actions must be taken to strengthen current fund contributions to better align expense to fund balance. Additional funding sources such as police Prop P and fire safety tax monies could be possible solutions.

Moving from a defined contribution plan to a defined benefit pension could significantly increase the City's pension contribution. Combined, the City may need to fund an additional \$815K (\$1M if volatile market) over current costs for City Pension each year going forward.

- **An analysis of the contribution and funding rate for the current defined contribution plan suggests the City may need to fund an additional \$455K/year utilizing a dedicated property tax and additional funding sources without increasing taxes.**
 - Fund Sourcing Opportunity is estimated at \$455K/year
 - \$1.4M current contribution - \$945 dedicated property/investment income = \$455/yr.
 - FY 18/19 anticipated property tax funding for Police & Fire Pension is \$945K plus \$10K investment income.
 - Since 2010, the Police & Fire Pension fund has declined over 55% to a \$1.46M balance in FY 17. FY17 pension contribution was \$1.1M and this year adjusted to \$1.4M.

- **CFC continues to be concerned about the City moving from a defined contribution to a defined benefit pension (LAGERS) for City employees due to increased costs to City, permanent go forward decision and introduction of market risk to the City.** The new Police & Fire pension plan (Prop R) will be on the April ballot for citizen approval with **no increase in property tax.**
 - **Moving to a defined pension plan will create a 17% cost increase (\$360K/year) to the City** over the current defined contribution plan. The City could also be subject to an additional 1% market volatility increase that could cost an additional \$190K/year.
 - Current Cost @ 11.4% of Payroll: \$2,144,072
 - Proposed Cost @ 13.3% of Payroll: \$2,502,300*
 - Net: \$358,338 (17% increase)
 - Includes reduced deferred comp match
 - Civilians will pay 4% of salary to participate and deferred comp will be capped at \$520/employee/year
 - Police & Fire would move from contributing 6.2% of salary to 4%.
 - Bridging the medical insurance costs will continue to be a challenge for City employees until they reach age 65.

 - **Market Volatility of New Plan**
 - 1% Cap/Yr. Added Cost = \$188,077
 - \$2,144,072/ 11.4 payroll = \$188,077
 - 1% Cap/Yr Reduced Cost if market performs well

 - **Trust II Existing Fund**
 - Moving to a defined pension plan does not impact the existing Police/Fire and Civilian Trust Funds. Currently, the combined balance is approximately \$3.5M utilized primarily for disability benefit, life insurance and pension attorney fees. Payments will continue in the future out of this fund as they do today regardless of benefit plan selected.

POLICE & FIRE FUNDING EXPANSION/OTHER OPPORTUNITIES

- **CFC continues to recommend** any Police & Fire pension funding remain at or above the current one year anticipated funding requirement. Review on a quarterly basis.
- **CFC recommends** the City consider carving out a portion of anticipated \$1.4M Prop P funding for Police Pension Funding in addition to current Property Tax Funding.
- **CFC recommends** the City consider carving out a portion of anticipated \$1.2M ¹/₄ cent Sales Tax originally targeted for fire fighter additions to the Fire Pension Fund in addition to current Property Tax Funding.
- **CFC recommends** increasing the fees of EMS services within Federal and State regulatory guidelines to be at or slightly below neighboring community fees. \$970K received FY 16/17.

	<u>Current</u>	<u>Proposed</u>
▪ ALS and BLS Emergency	\$850	\$1,000
▪ Disposable Supplies	\$0	\$100
▪ Mileage	\$10	\$12
▪ Treatment No Transport	\$0	\$125
• \$250K/Yr. Added Revenue		
• Anticipate 74% - 79% collection rate		
• Consider adding cost line on transport to and from Urgent Care		
• Monitor Disposable Supplies billing if re-stocked by Hospital		

- **CFC recommends** expansion of dispatch, police and fire service to neighboring communities. Ambulance services targeting Glendale, Crestwood, Warson Woods and Sunset Hills. 2017 Revenues: Police: \$760, 663; Fire: \$1,009,220.
- **CFC recommends** a cost/benefit feasibility study for a fixed fire training facility (\$400-\$500K) operating as a training cooperative including anticipated revenue from neighboring communities as an additional source of revenue.
- **CFC recommends** freezing any **new** City staff additions unless the position can be fully funded and tracked by Finance in tangible dollars.
- **CFC recommends** continual monitoring of departmental overtime quarterly to eliminate or reduce cost increases compared to historical actual levels.
- **CFC recommends** investigating Urban Area Security Initiative as a potential added source of Police funding for mutual aid, national security, Presidential visits, etc.
- **CFC supports** costs associated with Police CLEA Accreditation for our Police Department with a fully accredited team by 8/31/21. Accreditation required every 3 years.
- **CFC supports** Police continuation of existing grants (See Appendix)

SANITATION

CFC continues to be concerned about the viability of maintaining our own sanitation service as opposed to an outsourcing solution due to future City competing funding demands for performing arts, recreation center, Police & Fire Pension and ongoing infrastructure demands. Kirkwood residents currently are paying a significant premium for sanitation service compared to neighboring communities.

- **Kirkwood Citizens pay approximately \$640K/year (average \$69/service resident) more for sanitation service** than neighboring communities with comparable sanitation services. Kirkwood sanitation rates were increased approximately 20% effective 4/1/17 – first increase since 2005.
 - **Base Rate:**

▪ Kirkwood:	\$20.50/Mo.
▪ Webster:	<u>\$18.38/Mo.</u>
▪ Net:	\$2.12/Mo./Residence
▪ Annual Cost (\$2.12 X 9,244* X 12)	\$235,167/Year
 - **Lawn Bag Cost:**

▪ Kirkwood (\$402,990 rev/9,244*)	\$3.63/Mo./Residence
▪ Webster (Included in Base Rate)	<u>\$0</u>
▪ Net:	\$3.63/Mo./Residence
▪ Annual Cost (\$3.63 X 9,244 X 12)	\$402, 668/Year

 - * Number of Kirkwood Sanitation Service Residents
 - * \$402,990 Represents lawn bag actual annual revenue
 - * Could be another \$14K annual savings for plastic bags
 - **Current sanitation funding could be re-deployed to other City funding demands.** In FY17, \$1.7M was invested in assets net of related debt with an additional \$1M unrestricted. Historical operating deficits have reduced the fund by nearly 55% since 2010. FY18 fund balance is expected to decline another 14% to \$860K then grow to \$1.36M by FY20. **Profitability will be restored FY18** via increased sanitation rates 4/1/17, elimination of sanitation budget capital improvement funding (City Wide ERP), lease financing of bins over 5 years and delayed major asset acquisitions.
 - City is considering additional sanitation service price points for labor efficiencies to pilot FY18/19. \$415K debt goes away 6/18 but will net \$200K considering cart automation. Solid waste roll carts to be deployed beginning 2018 along with training program.
- **CFC recommends strong consideration of an outsourcing sanitation solution prior to an \$800K roll cart capital investment in the next fiscal year.** Validate outsourcing solution with neighboring communities providing like services. Cost/Benefit analysis including rate analysis, pension costs, worker comp costs and opportunity to re-deploy assets to other City priorities would be considered. City would maintain administrative services and focus on re-deployment of sanitation human capital.

- **CFC agrees** that Sanitation must remain self-sustaining and cost to our citizens should be at or below neighboring communities for similar sanitation services.
- **CFC recommends** an analysis of potential sanitation contract risk to the City for Fred Weber Company at Peerless Park currently charging the City \$37/ton. There is a dispute going forward due to the City's decision to leave commercial business. Cost is currently \$270K/yr representing approximately 70% of our landfill cost.
- **CFC agrees** to continue recycling depository at a minimal loss. Search for added grant opportunities and perform citizen training to increase quality and revenue for recycled tonnage. Currently, the average loss is \$18K/yr.

FUND BALANCES

Maintain CFC recommended fund balances to minimize economic downturn risk to City while maintaining service quality and delivery. Continued strong fund balance management is critical to maintaining our current AA2 bond rating for the City. The general fund is currently strong with a 46% fund balance. The effect of changes in operations of the Sanitation Department on its fund balance and Police & Fire Pension Fund will bear close scrutiny going forward.

- **CFC recommends** moving to an annual review of recommended fund targets.
- **CFC recommends** continued focus on general fund balance targeting 55% top end goal within next 3 years.
- **CFC recommends** maintaining sewer lateral fund at the current funding level. Adjustments and re-deploying funding should occur only if annual sewer replacement needs including maintenance is achieved. Existing cold weather may create additional fund demands compared to prior years.
- **CFC agrees** the debt service fund be maintained in accordance with Missouri Law and equivalent to 1 year principal and interest payments.
- **CFC recommends** maintaining a Capital Improvement Fund for Parks/Storm Water sufficient to meet requirements of any debt issue from fund.
- **CFC recommends** a fund balance equal to 1 year operating expense for all City business entities: Electric, Water and Sanitation.
- **CFC recommends** incorporating budget cycle departmental discussions going forward focused on citywide individual fund performance trending and forecast to CFC recommendations, departmental impact, revenue source risk analysis (best case, likely case and worse case) and quarterly performance analysis.
- **CFC recommends** continued transfers from City business units including Electric, Water and Sanitation to assist in funding Governmental activities. In 2017, this funding represented 7.3% of total Government activities with 10% in 2016. Sanitation was suspended this year to assist in balancing the budget.

- **CFC recommends** deep analysis of funding sources to expand upon existing funding sources including sales tax, property tax, grants, service delivery and private funding. (See Appendix)

RECREATION: PERFORMING ARTS AND RECREATION CENTER

Move to construction phase of new Performing Arts Center and utilize Master Plan to help guide redevelopment of surrounding areas. Performing Arts and Recreation Center budget is expected to be \$30M with Performing Arts \$17-\$20M including black box theater. Community Center represents the balance budgeted.

- **Financing: Establish and monitor individual funding and debt repayment requirements.**
 - The city issued \$24.4M of tax-exempt bonds to finance the Performing Arts and Recreation Centers as of 12/31/17. The Performing Arts Center is expected to cost \$17-\$20M with an opening date of Oct 2019 and groundbreaking in May 2018.
 - 20 year agreement with Stages & Kirkwood Theater Guild (Stages at \$2M/Kirkwood Theater Guild at \$.5M)
 - Park and Recreation Department continues to look for opportunities to partner with public or private entities beneficial to both parties.
- **CFC recommends** close monitoring of funding and debt repayment requirements for the Performing Arts Center and Recreation Center Improvements projects. The Recreation Center is rated as high quality of life item according to the last community survey.
- **CFC recommends** rate increases for recreation camp and ice rink services
 - Ice Rink from \$200 Prime/\$140 non-prime to \$220 prime/\$160 non-prime with \$10 discount for merit groups (Kirkwood Hockey Association and Gateway Speed Skating)
 - Camp from \$2.67 to \$3.00/ resident
- **CFC agrees** with continuing Glendale and Oakland as Aquatic Center partners sharing in losses and gains with the City.
- **CFC agrees** with budget recovery approach (modified budget) and targets established moving to activity based costing for each recreation fund source. Overall goal is an 80% minimum recovery rate. (90% in 2016).

INFRASTRUCTURE: STREET REPAIRS/REPLACEMENT, WATER AND ELECTRIC

As in years past, the Committee is pleased with the ongoing commitment to fund replacement and improvement projects for City road, water and electric infrastructure. Funding infrastructure projects through Federal and State grant aid is valued and should continue to be sought-after for large projects. It is commendable that the street signal project is 80% funded by an air emissions grant opportunity from the State. Most notably, however, the last community survey indicated that road replacement was the top priority of the citizens for the City to address.

- **CFC recommends** revitalizing the efforts put forth to improve the streets as the over all cost was estimated at \$41M (2015), but the city is currently spending \$2-\$3M annually.
 - **CFC recommends** that the city explore the option through voter referendum authorizing \$40M in General Obligation debt but only issuing say \$5M at a time as needed. This will give the city more flexibility on how and when they use authorized funds. This is the same concept call Shelf Registration that is used by publically traded companies.

Water and Electric infrastructure improvement has been a long-standing goal of the Public Works Department. Significant progress in modernization of water main, pump station, circuit and sub-station replacement has been achieved or progressing according to the capital plan.

- **CFC was pleased** to learn that the Swan Pump Station, completion of Area 4 & 5 circuits followed by Sugar Creek sub-station were included in capital funding for the next fiscal year.
- **CFC recommends** a stronger emphasis placed on the volume of unaccounted water to execute an outside consultant's prioritization plan for recovering unbillable water loss to the City when devising future strategy for infrastructure improvement.
- **CFC reiterates** continued emphasis on providing exceptional service for rates that are at or below neighboring communities, American Water, and Ameren for like services as future development is considered for roadway, water, and electric infrastructure initiatives. Fund balance management is critical in support of interdepartmental funding needs within the City.
- **CFC recommends** Electric fund review due to funding recommendations impacted by the community center loan, added city transfers offset by ½ cent rate increase each the past two fiscal years. Leadership believes with current efficiencies in place, can get to 85% of annual operating expense or \$17-\$20M range consistent with prior year expense.
- **CFC recommends** strong monitoring of purchased power cost including potential alternate sources including renewable, natural gas and nuclear sources.

OTHER

- **CFC supports** benchmarking with other like cities for each of our operating departments to compare operations and service statistics for “best in class” operations.
- **CFC agrees** with finalizing Digital Retention Police for Laser Fische technology.
- **CFC recommends** communications and/or actions on key CFC recommendations be delivered to the CFC committee during the January 2018 through August 2018 timeframe to be up to speed and offer any recommendations prior to the next budget cycle meetings.
- **CFC recommends** incorporating Return on Investment statistics throughout departmental analysis to ensure best utilization of deployed capital where it makes sense. For example, for every dollar of expense, the department returns X dollars.
- **CFC recommends** investigating key funding sources including service rate changes that have been in place over an extended period of time to mitigate any potential spikes of increases going to citizens in the future.
- **CFC recommends** formal succession planning as key to smoothing out operations in the event a key employee leaves the City. City should consider succession planning in the next budget cycle.

CONCLUSION

In closing, the Committee believes the City efficiently prioritizes and manages its financial matters in a very responsible manner resulting in an appropriate provision of services to the citizens of Kirkwood. The City should always be prepared for market forces, economic events and circumstances that may negatively affect it’s financial health, particularly, the risk of declining sales tax revenues and risks associated with bringing tax increases to the voters. Budget pressures and competing demands for new and existing revenue sources will require deep management of all City fund balances to continue providing strong public safety and high quality competitively priced services the citizens of Kirkwood expect. The Committee appreciates your consideration of recommendations mentioned above and welcomes any questions you have regarding the contents of this document.

APPENDIX

Revenue Sources 2017

▪ Property Tax:	\$4.740M (\$4.5-\$4.8M Since 2010)
▪ Sales Tax:	\$11.007M (Up from \$9M 2010)
▪ Other Tax:	\$6.988M (Static \$7M since 2010)
▪ Transfers (Business)	\$1.845M (\$1M-\$2.5M 2016)

Fund Balance 2017

▪ Capital:	\$3,613M
▪ Debt Service:	\$1,870M
▪ Law Enforcement:	\$.282M
▪ Park Operations*	\$1,512M
▪ Police & Fire Pension	\$1,437M
▪ Sewer Lateral	\$.673M
▪ Special Business District	\$.211M
▪ Unrestricted	\$35,928M

* \$.13/\$100 for maintenance personnel and small capital projects controlled by the Park Board. ½ cent sales tax and recreation sales tax funds recreation for administrative personnel, community center, rink, aquatic center, programs, tennis courts, green tree and 4th of July

REVENUE SOURCE (CONTINUATION, EXPANSION, NEW)

- **Investigate Internet Sales Tax** from State of Missouri
- **Investigate Use Tax Opportunities**
- **Grants:**

- **Police:**
 - DEA grants to partially support 2 officers (\$35K)
 - Hazardous Moving Grant (MoDOT - \$11K)
 - Occupant Protection Grant (MoDOT - \$10K)
 - BluPrint Grant (St. Louis Region - \$7.5K)
 - Holiday DWI Grant (Safety Center Warrensburg - \$600)
 - Ballistic Vest Grant (DOJ - \$5K)
 -

- **Public Works:**
 - CMAQ 5502 (605) - \$3.974M (80% of \$5.068 Project – Traffic Signal)
 - TAP 5502 (607) - \$.403M (80% of \$.504M Project)
 - STP 5502 (608) - \$.970M (80% of \$1.213M Project)
 - TEAP 5502 (609) - \$8K (80% of \$10K Project)
 - Volkswagen Settlement – Kirkwood Electric is part of a group of utilities (Ameren, Municipal Utilities, Coops) that has requested the State us a portion of the settlement dollars to fund electric vehicle charging stations.

- **Expanded Revenue From Service Delivery**
 - Ambulance Fee Increase – Current FY is \$1M. Increase could add \$250K/year
 - Police and Fire Neighboring Dispatch and Protection – Current FY: Police \$760,663 and Fire \$1,009,220
 - Recreation: Current FY: Parks \$58,383/ Recreation \$2,077,456
 - Building Commissioner: Current FY: \$971K
 - Engineering: Current FY: \$133K
 - General Government and Finance : Current FY: \$1,995, 537 (Motor Vehicle licenses and fees, Business Licenses, Liquor Licenses, Fines and Court Costs, Parking Lot Permits, Glendale and Oakland contribution)
 - Aquatic Center Partners (Currently have Glendale and Oakland to share gains and losses)

- **Historic Railroad Train Station**
 - Amtrak Platform and Safety Project - \$1.2M
 - Storm Water Drainage – MSD & Amtrak Funding
 - Private Donations – Building Restoration

- **Efficiency Opportunity**
 - Electric LED lighting project - \$500K/yr

- **Performing Arts and Recreation Center**
 - Ticket Fees
 - Naming Rights
 - Donor Recognition – Bricks, etc

TO: Kirkwood City Council

FROM: Kirkwood Citizen's Finance Committee

DATE: January 14, 2017

RE: 2017/2018 Budget Commentary/Recommendations/Feedback

Cc: John Adams, Russ Hawes

Overview of Citizens' Finance Committee Authority, Purpose, Mission

Consistent with City of Kirkwood Ordinance No. 8007, §1, 11-15-90 [Sec. 2-565 to Sec. 2-568], the Kirkwood Citizens' Finance Committee (hereafter "the Committee") hereby "provide[s] suggestions, recommendations, and comments to the city council concerning the preparation of the city's annual operating and capital budgets. " [Sec. 2-565 (b) (1)]. The Committee "interview[ed] selected department heads...to gain an understanding of the need and cost of specific line-item operating and capital requests," [Sec. 2-565 (b) (2)], "work[ed] with the chief administrative officer and city [chief financial officer] in a mutually cooperative fashion in reviewing revenue forecasts and the assumptions upon which they were based," [Sec. 2-565 (b) (3)], and "conduct[ed] such other reviews...to adequately formulate recommendations on the city's financial condition, budgetary actions, and fiscal policies." [Sec. 2-565 (b) (4)].

Brief Description of the Committee's Review Process During the Calendar Year

The Committee provides this report after engaging in a three-month review process that included meetings with representatives of selected city departments, with such representatives appearing with the Committee on the following respective dates: Police (October 7, 2016) Community Center/Theater (October 14, 2016); Electric (October 21, 2016); Sanitation (October 28, 2016); Streets and Public Works (November 4, 2016); Employee Retention/Benefits (November 11, 2016); Water (November 18, 2016); Fire (December 2, 2016); and CAO Priorities (December 16, 2016). All of these department-by-department meetings were "open to the public" with prior public posting consistent with the Missouri Sunshine [Meeting Posting] Laws. The typical meeting AGENDA format for such meetings is as follows: (1) review and approval of minutes from prior meeting; (2) Citizen Comment (3-minutes maximum per individual), if any; (3) department head presentation followed by questions and follow-up inquiries from members of the Committee; and (4) Committee "round-table" discussion of key issues and concerns

following the departmental presentation; and (5) adjourn meeting. The meetings are generally held on Friday mornings, 7:00 – 8:15 a.m., at City Hall. In anticipation of the aforementioned meetings, two Committee members are assigned to each respective department as “liaisons” for that particular session, with such liaisons responsible for meeting with each department head prior to the scheduled meeting for such department. At the various Friday morning meetings, the liaisons tend to lead the morning’s discussion and are generally the most prepared to identify the issues most “pressing” to that particular department.

Introduction & General Recommendations

The members of the Citizen’s Finance Committee would like to extend our thanks to the Department Heads and staff who have participated in our budget review process for the City of Kirkwood. As members of the committee, we learn many things that continue to make us proud to live in our city. We truly see the dedication of the city staff in making Kirkwood a better place to live.

With modest increases in tax revenues accompanied with an overall small revenue projection, contractually obligated salary increases, unpredictability of weather, and increased expenses, we believe it will be important for the City to continue to carefully consider any increases in spending that would push the City’s budget out of balance. In addition, the City should always be considering new and enhanced revenue opportunities, as well as efficient use of available funds. Given the uncertain environment, we encourage the council to consider the following overall recommendations:

The City’s main focus needs to be providing and maintaining the core services and infrastructure of Police, Fire, Roads, Electric, Water, and Sanitation. While the committee feels comfortable with the strong Police and Fire Departments, we, again, continue to express a growing concern about the replacement of Water, Electric, and Road infrastructure. To maintain industry standards of replacement, more dollars will need to be directed toward these services, while closely watching consumer rates and maintaining fund balances. The Committee feels that any increase in spending should be directed for these services, unless the other spending results in a sustaining revenue source.

REVENUE

The Committee was impressed with the knowledge and overview of John Adams and Russ Hawes regarding the City's current revenues sources. The Committee feels the number one priority for the city needs to be informing citizens and securing voter approval for the permanent renewal of the Capital Improvement Sales Tax. While we think the voters will endorse the continuance of this revenue stream, we feel it is a critical source that needs to be approved before any other measures are taken to the voters. The Committee suggests to Council subdivision / town hall meetings to inform residents about the capital improvements tax.

While the Committee is comfortable with the variety of revenue sources, the Committee believes as consumer buying trends continue to move toward online/internet purchases, our reliance on sales tax will have a significant impact on our revenue. The Committee recommends that the City should be prepared for market forces, economic events and circumstances that may negatively affect its financial health, particularly, the risk of declining sales tax revenues. The Committee recommends investigating other revenue sources and identifying targeted % of each revenue source. Create an economic development plan to strengthen our favorable business climate and build upon our City's current business base while attracting and cultivating new business. Continue to collaborate with the Chamber and Special Business District to guide economic development and promote retail investment in targeted redevelopment corridors.

COMMUNITY CENTER/THEATER

The Committee continues to be impressed with City's approach to planning for a new Community Theater and the expansion/renovation of the Community Center. We are confident in Murray Pounds' oversight, knowledge and efficiency regarding these two, large projects.

The Committee focused our review on the pending Community Theater and Center project and recommends that the City takes a very conservative view of the projects. We recommend the City cautiously analyzes the expected utilization of the theater, the sales revenue projections and the overall project cost. The proposed Community Theater and Center is a sizeable project and expensive. Development and a thorough review of several scenarios (best, realistic and worse case) are recommended to fully assess the viability of both projects.

In general, while we are supportive of the project using the on-going funding sources of the original pool/ice rink, the project proposals that we reviewed would require additional funding. We recommend further seeking commitments and/or partnerships with YMCA, Meramec Community College, Glendale/Oakland, Kirkwood Theater Guild and/or Stages need to be aggressively pursued so that a true project scope can be defined. Other funding sources such as naming rights, sponsorships and donations should be sought after.

The Committee feels our city funds should be directed toward other priorities such as infrastructure improvement. The Committee feels that it will be difficult to go to the community to secure additional funding this project.

WATER INFRASTRUCTURE

The Committee commends the Council on its commitment and plan to better serve the long term needs of the citizens through a more aggressive water main replacement strategy. We are confident with Bill Bensing's expertise and management of this important project and appreciate the priority to fund the replacements.

The Committee suggests continuing to monitor the unaccounted for water with the objective to attain industry standard. Funding should include rate increases to remain slightly below Missouri American water rates.

POLICE DEPARTMENT

The committee endorses the budget and commends the Police Department on its prudent financial management.

PUBLIC WORKS

The Committee commends the Council with the funding and progress of the plan for road replacement. In addition to water main replacement, upgrading and replacement of our roads is paramount to our City. Funding infrastructure projects through federal aid and grants is appreciated and should continue to subsidize our large projects.

The Committee has noted that the City Forester and Building Commissioner roles and expenses are being monitored.

SANITATION

Sanitation was the most contested area reviewed by this year's Committee. The Committee agrees with Council that the commercial sanitation program is not delivering its proposed revenues and supports our getting out of the commercial sanitation collections. In fact, the Committee suggests that Council assess the overall Sanitation Department operation and capital expenses as it is budgeted to operate at a \$400,000 loss. Due to the nature of the service, worker compensation and insurance claims pose a higher risk than for many other City departments.

During the last budget cycle the residential sanitation agreements with Des Peres (\$245/year) and Webster (\$216.60/year) for residential customers were compared with Kirkwood's \$204.72/year (not counting black bag expenses), the Committee feels an external evaluation should look at out-sourcing the residential side of our sanitation operation. Both Des Peres and Webster's rates include trash and recycle bins, thus allowing the removal of black bag expenses. In addition, both these new programs allow for the purchase of the generic lawn waste bags. Currently, residents of Kirkwood pay a \$6.50 premium for Kirkwood lawn bags versus the generic lawn bags. A household using 2 packets (10 bags per year) is paying higher rates than Webster. The average cost per month for a Kirkwood resident is higher with lower services.

The Committee recommends that Council review eliminating sanitation services, outsourcing sanitation, maintaining sanitation services for our residents through the City, retain and redeploy personnel to other departments, and selling the equipment.

With regard to the Recycling Center, the Committee recommends retaining although it operates at a small loss. Continue to seek grants to offset expenses associated with the Center.

FIRE

The Committee feels the Fire Department is strength of our City. Community involvement, service levels and performance measurements are very strong. Fiscally, the Department is well managed and seeks avenues to gain revenue, collect fees and manage expenses. The topic of overtime is reviewed annually by the Committee and the budgeted overtime has increased. With the addition and expansion of senior communities for the Department to support, the Committee suggests that the Council review and analyze the Department overtime.

ELECTRIC

The Committee did not perceive the need to address any significant issues with the Electric Department and commends Mark Petty on the fiscal performance of his department. The Electric Company contributes financially to the City operations and the Committee urges Council to continue to monitor and manage the Electric Department's fund balance. Continue to maintain service levels and manage electric rates with the objective to be below Ameren pricing.

ADMINISTRATION

The Committee commends the Administration Department for the effective and complete job it does with managing all its various operational, financial and personnel responsibilities. In our review of the departments, it is clear that the Administration continues to do an outstanding job to ensure the effective and efficient functioning of all of the City's departments.

The Committee is continues to be impressed with the actions of the City in holding/controlling its workers compensation and health care increases below national averages.

With regard to employee benefits including pension plans, we recommend that Council engage an independent assessment of the City's employee benefits to recommend program options.

The Committee cautions that contracting with Lagers may impose investment risk which would burden our citizens who would subsidize the program should Lagers not meet its targets. For example, being off target 1% would equate to \$183,000 per year for our citizens. Currently, the City of Kirkwood contributes 6.5% retirement + 2% dollar-for-dollar match for Deferred Compensation. Additionally, the contract is forever and entering into an indefinite contract with another party is not advisable.

The Committee suggests a review and consideration of an early retirement program which would incur a one-time expense.

SUMMARY

In closing the Committee believes that the City effectively prioritizes and manages its financial matters in a very responsible manner which results in an appropriate provision of services to the Citizens of Kirkwood. The Committee appreciates your consideration of the recommendations mentioned above and welcomes any questions you have regarding the contents of this document.

MINUTES

CITIZEN'S FINANCE COMMITTEE

Friday, January 11, 2019

7:00 A.M.

Location: Kirkwood City Hall, Main Level Conference Room

Committee Members in Attendance: Larry Watson, Sandy Washington, Barb Feiner, Kelly Mulholland, Gil Kleinknecht, Kathy Harris

Committee Members Absent: Matt Biere, Brian Dentinger

Staff Liaison: John Adams

Approval of Minutes

Motion was made by Kelly Mulholland and seconded by Barb Feiner to approve the minutes of the January 4, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

A meeting of the Citizen's Finance Committee was held in order to review their budget commentary document in preparation for their presentation to the Kirkwood City Council on Thursday, January 17, 2019. A discussion was held on the protocol and expectations of the upcoming City Council meeting.

It was decided that the summer meeting will occur on May 28, 2019 at 7:00 AM.

Motion was made by Kathy Harris and seconded by Gil Kleinknecht to elect Barb Feiner as the committee chair for the next session.

The second draft of the committees' recommendations was handed out. Roundtable discussion ensued regarding gross receipts tax, PAC loan of \$3M, water rates, electric rates, dedicated property tax for public safety, School Resource Officer program extending to private schools, sanitation, streets, engineering & planning, and management of personnel expense.

The meeting adjourned at 8:45 a.m.

The presentation to City Council will occur Thursday, January 17, 2019 at 5:30.



**Citizens' Finance Committee
Minutes
Tuesday, May 28, 2019
7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland

Committee Members Absent: Matt Biere, Kathy Harris, Sandy Washington

Staff Liaison: John Adams, Russ Hawes

Approval of Minutes

Motion was made and seconded to approve the minutes of the January 11, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

Russ Hawes was present for a roundtable discussion regarding Council's responses to the Citizen Finance Committee Recommendation Memorandum.

Russ explained that the City carefully reviews revenue sources in preparation for a sudden economic downturn and will continue to monitor all of the revenues and expenditures to ensure the City is aware of anything that could negatively affect our operations.

The electric rates were discussed and Council has stated that Kirkwood Electric will operate as a standalone entity and will not base their decision on Ameren's rates. The same was mentioned about Kirkwood Water and the MAWC rates.

Sanitation services were discussed as there was an unexpected change in the recycling industry during fiscal year 2019. All recycling options are being looked at and the city will adapt to the market changes.

Our Public Safety departments were mentioned as the Police department received it's accreditation through CALEA and the Fire department received an ISO rating of 3.

Meeting adjourned

Next Meeting TBD



**City of Kirkwood
Citizens Finance Committee Agenda
Friday, September 6, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, Hunter Martiniere, and Matt Bierr

Committee Members Absent: none

Staff Liaison: Sandy Stephens

Approval of Minutes

Attendance for the April 28, 2019 meeting needs to be amended. Sandy Washington was absent and Kelly Mulholland was in attendance.

Motion was made by Larry Watson and seconded by Kelly Mulholland to approve the minutes of the April 28, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

Laurie Asche, City Clerk

A CFC member is requesting a response from Council to all the recommendations made by the CFC going forward.

Laurie discussed the provisions of the Sunshine Law. The number of members required for a quorum of the CFC was discussed, as there is an empty seat on the committee. Laurie will research and provide an answer.

Members were reminded that personal emails pertaining to the CFC matters are subject to the Sunshine Law.

Sandy Stephens, Finance Director

Members were asked that when meeting with the departments to focus more on department plans and what is really going on within the department instead of strictly looking at the budget. In a prior meeting, a suggestion was made to rotate departments instead of the CFC focusing on all departments each year. The Mayor has requested that the committee look at all large departments and revenue generating departments each year instead of rotating from year to year.

A question was asked pertaining to any new proposals regarding the pension. It was stated that the City is looking at other options instead of going back to Lagers.

Barb requests that the committee members look at Russ' letter in the electronic version of the budget.

Sandy presented the layout of the electronic version of the Operating Budget and gave a demonstration on how to navigate through the budget.

A draft of the five-year Capital Budget was distributed. It was mentioned that any purchases below \$5,000 will be in operational expenses.

Larry has agreed to be the acting Vice Chair of the CFC until another member volunteers for the position.

Meeting adjourned at 8:20
Next meeting: Friday, September 13, 2019



**City of Kirkwood
Citizens Finance Committee Agenda
Friday, September 13, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Kelly Mulholland, Hunter Martiniere, and Matt Bierr

Committee Members Absent: Brian Dentinger

Staff Liaison: Mayor Tim Griffin, Russ Hawes and Sandy Stephens

Approval of Minutes

Motion was made by Kelly Mulholland and seconded by Hunter Martiniere to approve the minutes of the September 6, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

Mayor Tim Griffin and CAO Russ Hawes

To follow up on last week's question regarding the number required for a CFC meeting it has been determined four members are required for a quorum when the committee only has seven members. Mayor Griffin continues to look for an eighth member of the CFC.

Mayor Griffin stated that the purpose of the CFC committee is to give citizens input and to have transparency with the decisions made by Council.

A member asked what the key focus areas are at this time. The completion of the Performing Art Center and the beginning discussions of changes needed to the Community Center are the current focuses. The PAC project is currently on time and on budget.

Russ mentioned that the City is looking towards a performance-based budget.

Sanitation is going through changes and the new carts will be delivered to the citizens in October. Further discussion will take place regarding how to handle recycling going forward.

The Police and Fire pension will continue to be subsidized from the General Fund until further discussions take place.

The City has partnered with MoDot regarding Manchester Road projects.

The City has had two new revenue sources over the last five years: County Public Safety

tax and Fire Prevention Sales tax.

The City is participating in a class action lawsuit to audit Telecom.

Russ shared that careful fiscal management, increased revenue sources, and spending within the City's means are all ways to keep increasing the cash on hand.

Russ stated that an ideal general fund balance is within 30-50%. The City is currently at 34% and has been between 30-40% for the last ten years.

Barb listed the focus areas of this year's CFC as:

- Review City fund balances and movement within CFC recommended guidelines to sustain the City's AA2 rating or better.
- Assess current and potential revenue and other sources as well as associated risks to meet proposed expense and capital outlays proposed going forward.
- Provide citizens with high quality, efficient services at competitive rates compared to neighboring communities for Electric, Water and Sanitation.
- Review Performing Arts and Community Center activities linked with Citizen's bond issue approval and expectations.
- Ensure continued prudent capital investment in City infrastructure.

Meeting adjourned at 8:10
Next meeting: Friday, September 20, 2019



**City of Kirkwood
Citizens Finance Committee Agenda
Friday, September 20, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, Hunter Martiniere, Sandy Washington and Matt Biere

Committee Members Absent: Barb Feiner

Staff Liaison: Sandy Stephens

Approval of Minutes

Motion was made by Matt Biere and seconded by Kelly Mulholland to approve the minutes of the September 13, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

Sandy Washington has joined the CFC as the eighth and final member of this session.

Sandy Stephens, Finance Director

Sandy Stephens went into detail regarding the sales tax and intergovernmental revenue. The sales taxes are collected by the state and redistributed back to the City of Kirkwood minus a 1% fee. The one-cent sales tax and local option tax are distributed by St. Louis County.

Tax revenue is the largest revenue source for the General Fund with 31.08% received from sales taxes and 18.08% received from utility gross receipts.

It was mentioned that debt service property tax was not part of the 2019 tax levy because the last debt service payment will be in March 2020.

Property taxes are approved by voters for a designated purpose and cannot be allocated at will from one entity to another. Taxing authorities have the ability to voluntarily reduce the tax levy.

Sandy Stephens provided a handout showing the revenues for the different funds over the last ten fiscal years. It was mentioned that the property tax revenue in the general fund has increased 3.5% over the last five years.

A discussion took place regarding online sales tax for Missouri in the future. The resolution of this is still unknown.

A voluntary reduction was made to the Police & Fire property tax pension and in 2017 the reduction was recouped. Any additional increases would have to be voted on by the citizens.

There are federal guidelines in regards to how forfeited assets can be spent. They cannot be used to subsidized the normal operating budget but can be used to buy equipment, buy vehicles and provide training.

Fire protection sales tax could go from $\frac{1}{4}$ cent to $\frac{1}{2}$ cent depending on council and the citizen's votes.

A few sources to bring in new revenue includes: a possible increase of the general sales tax and asking voters for a property tax increase. At this time this is for information purposes and has not been discussed by City management or City Council. The Missouri Municipal League is continuing to advocate for Missouri to implement the economic nexus standard allowed for under the Wayfair case that would require collection of the use tax on online purchases.

Gil suggested the City contact the Port Authority for additional grant money opportunities. The available grant resources are for economic development projects within St. Louis County.

The City receives fees for service through parks & rec, planning & zoning, enterprise, and ambulance fees.

Meeting adjourned at 8:10 AM
Next meeting: Friday, September 27, 2019



**City of Kirkwood
Citizens Finance Committee Agenda
Friday, September 27, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Gil Kleinknecht, Brab Feiner, Kelly Mulholland, Hunter Martiniere, Sandy Washington and Matt Biere

Committee Members Absent: Brian Dentinger

Staff Liaison: Sandy Stephens

Approval of Minutes

Motion was made by Larry Watson and seconded by Kelly Mulholland to approve the minutes of the September 13, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

Sandy Stephens, Finance Director

Sandy Stephens went into detail regarding the General Fund balance. She provided a handout showing a ten year analysis of all the fund balances with concentration on the general fund.

A discussion took place regarding the difference in the general fund balance from 2017 and 2018. This was caused by the inter-fund loan for the Performing Arts Center. The majority of the \$1.2M increase in the fund balance in 2019 was due to Prop P monies.

Other fund balances were briefly discussed:

Equitable Sharing fund balance is maintained in accordance with federal rules to ensure compliance with legal restrictions on fund use. They cannot be used to subsidize the normal operating budget but can be used to purchase equipment, vehicles and provide training.

Sewer Lateral is evaluated annually versus residential sewer replacement needs. Bill Bensing will discuss this fund with the Citizen Finance Committee at the November 15th meeting.

Debt Service fund balance, in accordance with Missouri Law, should be equivalent to 1 year principal and interest obligation.

Capital Improvement Fund is funded by ½ Cent Sales Tax, transfer from Electric and Water funds, and grants for Street projects.

Capital Improvement Fund Parks/Stormwater is a citizen approved ½ cent sales tax. The fund balance has decreased dramatically in 2018 due to the Performing Arts Center.

Police and Fire Pension is currently funded by property tax and transfers from the general fund. The deferred compensation expenditure was moved into the General Fund. The City is working on a long-term solution to stabilize this fund. The General Fund is currently covering the \$200K shortfall annually.

Electric, Water, and Sanitation Funds will be discussed at future meetings with the department supervisors.

Note: Citizen Finance Committee requested Sandy Stephens to provide a breakout of revenue and landfill expenses to the next meeting.

Sandy provided copies of the city's Comprehensive Annual Financial Report (CAFR). She briefly discussed the components of this report and its importance. Sandy recommended to the committee to review the following:

- Letter of Transmittal and Management's Discussion and Analysis which gives summary of what is going on in Kirkwood Government
- Notes to the Basic Financial Statements which includes accounting policies, cash and investments, property tax rates, among other topics
- Statistical section which includes 10 years of comparative data.
- Statements of net position and activities (pages 17,18)
- Balance sheet for Governmental Funds (page 19)
- Reconciliation balance sheet of governmental funds to the statement of net position (page 20)

Sandy also provided copies of the city's Budget Compliance Report which shows every line item within the city's funds.

Meeting adjourned at 8:10 AM
Next meeting: Friday, October 4, 2019



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, October 4, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, Hunter Martiniere, Sandy Washington and Matt Biere

Committee Members Absent: Larry Watson and Barb Feiner

Staff Liaison: Sandy Stephens

Approval of Minutes

Motion was made by Brian Dentinger and seconded by Hunter Martiniere to approve the minutes of the September 27, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

Bill Bensing – Public Service Director, Public Works

Delivery for the new trash carts will begin on October 14th. 93% of the cards provided to citizens regarding which size trash cart they need has been returned.

Landfill usage and cost has decreased from 2015-2018 with a slight increase from 2018 to 2019.

Yard waste has been steadily declining over the past three years. The yard waste program is self-sustaining due to it being a “pay as you throw” system.

At the end of October, a study will begin regarding how well the citizens are sorting their recyclables. Based on these findings educational information will be provided to the citizens on ways to correct common recycling mistakes. Another study will follow to see if recycling the correct items has improved. The city pays \$90 a ton for recycling and receives \$10 a ton for cardboard. The price of cardboard continues to decrease as the quality declines.

Given the significant increase in the cost per ton for recycling there are enough reserves for 2 ½ years. If the cost per household were increased by \$3 a month the city would break even. This is a viable option instead of using reserves.

The Sanitation Department is looking into a GPS system, which will make routing more efficient, saving gas and time.

A rate comparison chart was provided, however, Kirkwood does not base its decisions on what other municipalities charge. There was discussion on whether it is beneficial for Kirkwood to keep its own sanitation service or outsource. The discussion leaned in favor of Kirkwood keeping their own sanitation service.

Bill mentioned that the three largest expenses for the sanitation department is personnel, dump fees and fuel.

The current events for the Sanitation Department are:

- Cart roll-out October 14th, solid waste collection automation
- Re-facing recycling by putting new stickers on recycling containers
- Self-hauling cardboard
- Completed recycling grant of \$52,500
- Recycling sort grant in late October
- Public education for clean recycling

Meeting adjourned at 8:10 AM
Next meeting: Friday, October 11, 2019



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, October 11, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, Hunter Martiniere, and Matt Biere

Committee Members Absent: Sandy Washington

Staff Liaison: Sandy Stephens

Approval of Minutes

A change was requested for the October 4, 2019 minutes. Approval will take place after the new minutes have been presented.

Citizen Comments

None

Mark Petty – Electric Director

Kelly Mulholland began by stating the take-away points from meeting with Mark regarding the Electric department.

- The Electric department is in an optimistic, positive place
- Substation improvements are in the final stages
- The City of Kirkwood has thirty-three circuits, two-thirds of which have been upgraded
- Anticipated employee retirements are coming up
- Possible wind power in four years
- Electric offers a lot of opportunity to the rest of the community with shared monies

Mark Petty discussed the Electric revenues including the metered sales and wholesale electric sales, both of which have remained consistent. The stop light project from the \$3.7M grant will be completed soon. Rates are not expected to increase in the near future.

In regards to expenses, Mark mentioned there are retirements coming up. These positions will be filled at a lower rate decreasing personnel expenses. There was an accounting change which accounts for the difference in commodities between 2017 and 2018. There is a contract for fixed price of power in June, July, and August.

The Electric Capital includes appropriations until projects are complete. There are three appropriations for this year. The City has been switching the street lighting to LED which will

save energy and money down the line. The Electric department will be getting out of the lighting business and will outsource that function going forward.

A discussion took place regarding the current electric charging stations and if there will be any fast charging stations installed at highway accessible locations going forward. There are currently discussions and plans for that in the future.

The fund balance over the last few years shows an increase in the net position without incurring debt. Cash has decreased due to the loan to the new Performing Arts Center which will be replenished.

Current events include:

Circuit upgrades – the last substation is in the process of being completed

Service extensions

Workforce plan

LED street lighting

Rolling Stock – lease vehicles and trailers when possible

Long term:

EV Charging Stations

Time of Use Rates

Sugar Creek Substation

Energy Storage

Wind Energy

Meeting adjourned at 8:20 AM
Next meeting: Friday, October 18, 2019



**City of Kirkwood
Citizens Finance Committee Agenda
Friday, October 18, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, Hunter Martiniere, Sandy Washington and Matt Biere

Committee Members Absent: none

Staff Liaison: Sandy Stephens

Approval of Minutes

Motion was made by Gil Kleinknecht and seconded by Kelly Mulholland to approve the minutes of the October 4, 2019 meeting. All in favor, motion carried.

Motion was made by Kelly Mulholland and seconded by Hunter Martiniere to approve the minutes of the October 11, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

Bill Bensing – Public Service Director, Public Works

Water

The water main replacement project continues with a goal of replacing 1% annually. This is above the .5% industry standard. A computer program is used to determine the priority of water mains based on criticality of replacement. Contractors do main replacements.

FY2019 was a very good year in regards to main breaks. Opening and replacing valves has contributed to the decrease from FY2018. Water Department employees do valve replacements.

Approximately \$250,000 a year is spent on unaccounted water. Trying to investigate where the water loss is coming from would be more expensive than the cost of the actual water loss. Bill tracks American Water each month to make sure Kirkwood is charged correctly. Flushing is also contributing to lost water which includes flushing the fire hydrants and purging the water system when necessary.

Water revenue is expected to increase in the next couple of years. Council approved a 7% rate increase for FY2020 with a 3% increase annually for the next few years.

Operational expense changes include personnel changeover, capital reduction, and ERP funding contribution.

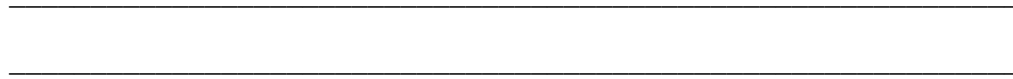
Capital has been reduced for the next two years.

Efficiency options for the water department are small but some efficiency may be improved by with newer equipment.

The biggest costs to the water department are capital expenses and the cost of water.

It was mentioned that two options to decrease the budget include eliminating the transfer to the street department or decreasing the 1% annual main replacement goal.

Bill Bensing and Sandy Stephens have been developing a web based long-term financial model. The graph allows the user to show different financial aspects simultaneously.



Meeting adjourned at 8:25 AM
Next meeting: Friday, October 25, 2019



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, October 25, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, and Matt Biere

Committee Members Absent: Hunter Martiniere and Sandy Washington

Staff Liaison: Georgia Ragland

Approval of Minutes

Motion was made by Larry Watson and seconded by Kelly Mulholland to approve the minutes of the October 18, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

Murray Pounds, Parks Director

The Parks and Recreation department utilizes a performance based budget to analyze the various cost centers.

There are three sources of funding for Parks and Rec which include the ½ cent Parks and Recreation Sales Tax Fund, the Park Maintenance Fund, and the Recreation Division Budget. The ½ cent sales tax is the single most beneficial part of the Parks and Rec budget and has been used to construct and maintain the pool, ice rink, and area parks to name a few. The Recreation Division Budget is funded through the city's general fund and the income comes from fees and charges for a variety of recreation services.

A question was posed regarding if the ½ cent sales tax would ever be lowered. Murray believes it is strongly needed because there are always maintenance and projects that can be done.

The Performing Arts Center is a significant project still underway that is expected to be completed in mid-2020. It will have 145 more seats than the Reim Theater. The final plan for the black box room at the PAC is still under consideration. The CFC discussed the \$750,000 added cost to complete the black box room of the Performing Arts Center (PAC) be funded out of future PAC operating proceeds. The \$750,000 funds that would have been deployed to the PAC would then be available for improvements to the Kirkwood Community Center. The city has applied for grants through Explore St Louis and is looking for sponsorships for advertising and programs.

Murray anticipates receiving \$2 per ticket from Stages and KTG and between \$2 and \$5 from anyone else utilizing the PAC. Stages will remain at the Reim Theater for the 2020 season; however, they are considering a Christmas show at the PAC. Stages will move to the PAC for their 2021 season to continue with their 20-year lease. Concessions will be outsourced with the PAC receiving a percentage of gross sales.

Wages and benefits are anticipated to be the largest expenses. Custodial maintenance will be both Kirkwood employees and an outsourced company. Contractual expenses will include radio advertising. Utilities have been estimated by using the same numbers as the Community Center.

The plan is to have additional programs utilize the PAC stage in between the Stages and KTG programs to bring in additional income.

There was discussion regarding the \$24M bond and whether Kirkwood is allowed to make money off that bond.

When the PAC is complete, focus can move to the Community Center. Council will need to decide what should be replaced or added. A minimum of \$2M is required to be spent on the Community Center.

A facility audit was done at the Aquatic Center. A \$1.7M recommendation was made for renovations. Kyle prioritized these recommendations and has decided that only \$1.3M is necessary. The St Louis County Municipal Parks and Recreation Grant in the amount of \$525,000 is available to apply for every two years. Daily pool admissions has exceeded season passes and there are new plans to increase admissions even more.

The main pool equipment is twenty years old and the cooling tower may need to be replaced in the next few years.

It was requested that Sandy talk about bond debt in the last few meetings before recommendations are presented to Council.

Meeting adjourned at 8:20 AM
Next meeting: Friday, November 1, 2019



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, November 1, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, Hunter Martiniere, and Sandy Washington

Committee Members Absent: Matt Biere

Staff Liaison: Sandy Stephens

Approval of Minutes

Changes were requested for the October 25, 2019 minutes and approval of the minutes will be revisited at the November 8, 2019 meeting.

Citizen Comments

None

Fire Department

Larry Watson and Gil Kleinknecht shared with the committee their take away from the meeting with Chief Silvernail, Assistant Chief Zaitz and Deputy Chief David Smith. Larry stated that the Fire Department is a well-run department that includes three stations, fifty-four full uniform staff and one administrative employee. The department has saved 95.6% of property in the last five years and has a 67% transport rate. The Kirkwood Fire Department assists other municipalities, as well as, providing contractual fire and ambulance services to Oakland.

Chief James Silvernail, Assistant Chief Brian Zaitz, and Deputy Chief David Smith –

Within the last year the Assistant Chief/Fire Marshal position has been split into two positions. The new Fire Marshal is looking at streamlining the permit process.

A question was posed regarding contracting Abbott versus providing our own EMS service. Kirkwood would use their own supplies before transport without any reimbursement to the City for the use of these supplies because transport was performed by an outside entity. Kirkwood is now able to provide transportation and are able to recoup some of the cost of supplies.

The Fire Department generated revenue for ambulance fees and miscellaneous reporting is accounted for in the General Fund.

Personnel services are the main expense of the Fire Department. This fiscal year's overtime expense has exceeded last fiscal year's overtime expense before November 1, 2019.

The McGrath study recommended adding three Battalion Chiefs for the Captains to report to. This would be a \$450,000 commitment.

A study with the Safety Department will be done to address the increase in injuries during the previous fiscal year. This started a discussion regarding overtime, mandatory overtime and shift C having one less staff member than the other two shifts.

From June 2018 to June 2019 there were \$2,318,533.40 in gross charges billed; a \$437,318.00 increase from the prior year. Actual dollars collected increased by \$207,862.08 (after discounts and rebates).

David Smith works with Finance to submit the necessary paperwork for the Ground Emergency Medical Transportation (GEMT) Uncompensated Cost Reimbursement Program. This program provided \$59,669.98 of revenue in 2017.

The two main capital projects for 2020/2021 are new self-contained breathing apparatus (SCBA) estimated at \$325,000 and mini-pumper replacement estimated at \$330,000.

The priorities for FY2020/2021 are: self-contained breathing apparatus, efficiency, community risk reduction, and maintaining operational proficiency.

Meeting adjourned at 8:30 AM
Next meeting: Friday, November 8, 2019



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, November 8, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, Hunter Martiniere, and Matt Biere

Committee Members Absent: Sandy Washington

Staff Liaison: Sandy Stephens

Approval of Minutes

Motion was made by Larry Watson and seconded by Brian Dentinger to approve the minutes of the October 25, 2019 meeting. All in favor, motion carried.

Motion was made by Hunter Martiniere and seconded by Kelly Mulholland to approve the minutes of the November 1, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

Barb Feiner shared with the committee that there was a first reading at the prior night's council meeting in regards to the Performing Art Center. The BSI contract has been amended and there was a proposed increase in the black box room portion of the Performing Art Center budget to \$800,000. This change will bring the total budget for the PAC project to \$26M.

Chief Brian Murphy and Captain John Folluo, Police Department

The Police Department has received a year extension to the performance based budget plan. Captain Fulluo stated that it might be difficult for the Police Department to implement performance based budgeting as line item budgeting would continue as well.

The largest expense for the Police Department is personnel. With the department adopting a 12-hour work-day schedule for patrol officers and comp-time being accounted for as work hours in regards to earning overtime, the overtime has decreased. Traffic grants that the Police Department receives go to the General Fund and are able to fund some of the overtime. The Police Department's budget increased by 6% and almost all of that can be contributed to salaries and benefits.

The Police Department has requested a part-time position to assist Captain Folluo with the CALEA accreditation process. Gill expressed that hiring a part-time individual to assist with CALEA and grants may lead to a future request of turning that position into a full-time position.

Asset forfeiture money is used for additional equipment such as molle vests and simulators.

The Kirkwood Police Department contracts with the City of Oakland to provide 100% of its law enforcement needs. In addition, the Kirkwood Police Department provides Fire and EMS dispatching services for the City of Des Peres. In addition to the contractual obligation, the City of Oakland contributes additional funds for equipment purchases and upgrades.

On the recommendation by Citizens Finance Committee, the Police Department has chosen to buy vehicles going forward instead of leasing. This change decreased the Capital plan by \$10,000 per year.

A committee member asked if it was possible for the Police Department to provide a benchmark comparing Kirkwood to surrounding municipalities in the future.

Meeting adjourned at 8:15 AM
Next meeting: Friday, November 15, 2019



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, November 15, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Hunter Martiniere, and Matt Biere

Committee Members Absent: Sandy Washington, Kelly Mulholland

Staff Liaison: Sandy Stephens

Approval of Minutes

Motion was made by Larry Watson and seconded by Hunter Martiniere to approve the minutes of the November 8, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

Bill Bensing – Public Service Director, Public Works

Engineering/Planning Expenses

- Contractual Services are up due to the hiring of a consultant for public relations work.
- The Professional Services increase is a result of the McGrath study and pay adjustments, not staff additions.
- Overall, there is only a 3.40% change.

Federal Aid Projects

- A list of Federal Aid Projects was provided. Some items noted were:
 - Kirkwood Road Signals and Kirkwood Road Sidewalks – anticipated to be completed by the end of November.
 - Geyer Road Overlay (Adams to Big Bend) – in the design process.
 - Manchester Road – Phase I and II – are going well.
 - W. Essex – Phase I – ready to bid, intend to start next fiscal year.
 - The city is still able to apply for more Federal Aid projects.
 - It is anticipated that the city can apply for and receive a million dollar grant every year.

Capital Infrastructure

- Street restoration funding for this fiscal year was set at \$2.2 million, \$1.8 million in fiscal year 2021, and \$1.5 thereafter.

- They are still building the life cycle curve for streets and it is estimated it will take two to three more years before completion.
- Street depreciation changes yearly.
- To stay status quo it is estimated a funding level of 3 to 4 million dollars is needed.
- The replacement rate should be a 30 year program; it is currently 40 years
- The most effective remedy is chosen for each street project.
- At this time there is no real resolution for funding. There was discussion on a potential bond issue being presented to the voters in the future. Also discussed, were fund transfers made by the Water Department with it being noted that due to the wet summer water consumption was down 14%. Reserves are at \$6M.
- Pavement restoration is being planned for the northeast quadrant next summer, but it encompasses the entire city.
- Concrete street replacement is expensive with staff evaluating which to use. Generally, concrete streets are replaced with concrete.

Sewer Lateral Program

- The Sewer Lateral Program is a popular and heavily used program but is underfunded. The option of going to the voters for a property tax increase was mentioned, as the fund balance will be depleted in 2023. It was noted that the allocation for the program should be reviewed annually. Bill recommended to Council that the annual fees increase from \$28 to \$50.
- It is believed that there is a standard practice among realtors to advise property owners to investigate the state of lateral sewer lines prior to putting houses up for sale.
- The benefit of different financial participation levels was discussed.

Planning and Building Commissioners Office Reorganization

- A reorganization is needed as a result of the increasing workload that is detailed and increasingly cumbersome, with focus on economic development. Changes being recommended are revising the Planning Division Titles as follows: City Planner – Director of Planning and Development Services, Assistant City Planner to Planner II, and Create Planner I. Under the proposed change, the Building Commissioner will report to the Director of Planning and Development Services.
- These changes will increase coordination for development, expand economic development opportunities and allow a greater focus on planning projects such as Street Scope and Vision Zero. The budget impact is \$100,584.

Street Division

- The biggest expense percentage increase falls under Contractual Services.
- All trucks are being outfitted with snow plows.
- The Street Department does the prep work while contractors handle overlays.
- Asphalt work has become more efficient with the addition of new patching equipment/mini paver.

Barb Feiner advised that after next week's meeting an emerging topics meeting would be scheduled with the intention of looking at all debt with the review of hot topics.

Next meeting: Friday, November 22, 2019



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, November 22, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Kelly Mulholland, Hunter Martiniere, Sandy Washington and Matt Biere

Committee Members Absent: Brian Dentinger

Staff Liaison: Sandy Stephens

Approval of Minutes

Changes were requested for the November 15, 2019 minutes and approval of the minutes will be revisited at the December 6, 2019 meeting.

Citizen Comments

None

Georgia Ragland, Assistant Chief Administrative Officer (ACAO)

Kirkwood uses the council-manager form of government and carries out the policies with an emphasis on effective, efficient, and equitable service delivery.

The ACAO serves as the head of the Administrative Department and oversees the Public Information Office, Safety Manager, HR Manager, Train Station Manager, Procurement Director, Fleet Director, and MIS Director.

The Train Station Manager obtains grant funding for just under \$2,000 which is used for maintenance and improvements. The train station regularly ranks number one among all Amtrak stations in several categories.

The Workers Compensation Fund maintains one employee, the Safety Manager. The claims expense has increased every year for the last few years. Year-to-date claims for FY2020 are \$547,099. The City of Kirkwood is self-insured, which has saved the city money. The number of injuries so far in 2019 is lower than this time last year. Surgeries are the biggest cost in Workers Compensation.

Human Resources consists of two employees, an HR Manager and an Administrative Assistant. Contractual Services will increase due to a new applicant tracking software for the department.

Full time employees are provided with medical, dental and vision plans with the city contributing to a portion of these costs. Life Insurance, AD&D, and Long-term Disability insurance are free to employees and paid for by the pension plans. Anthem is paid a set amount from the city to facilitate claims. Anthem pays these claims on behalf of the city and is reimbursed from a city bank account. The internal service fund, Medical Self Insurance Fund maintains a sufficient fund balance that is used to handle volatility with claims.

Medical claims for FY2020 thru 9/30/19 were \$1,642,172 with plan costs of \$1,877,154. The shortfall of \$234,981 is a loss ratio of 114.3%. Claims per member per month cost \$225.05 for employees, \$435.79 for spouses, and \$240.64 for children.

McGrath Human Resources was contracted for a compensation and benefits study. In FY2020, the cost of living increases and merit increases have been separated. For retiring employees, over the age of 50 and with 15+ years of experience, 25% of the value of their accumulated sick leave is contributed to the deferred comp plan.

New positions requested:

- One part-time for PD to assist with CALEA and grants – approximate cost \$25,600
- One full-time FF/Paramedic to equalize shift C – approximate cost \$85,0100 and will decrease OT by \$50,000
- One full-time Planning and Development Services Director – approximate cost \$105,000

The tax used to fund City contributions to the police officers and firefighters' pension plan is not producing sufficient revenue to cover those contributions. A tax increase would require a vote of the people.

A committee member asked if guidelines are given to the Fire Department in exchange for the additional employee and what happens if overtime does not decrease. Georgia stated that a decrease in overtime will depend on FMLA and injuries. She also stated that the new hire versus overtime reduction will not be dollar for dollar.

It was suggested that medical premiums be raised at a minimal rate each year instead of years with zero increase and one year with a larger increase.

There is concern regarding the increased age of the City of Kirkwood's workforce with the assumption there will be an increase in claim costs.

Meeting adjourned at 8:30 AM
Next meeting: Friday, December 6, 2019



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, December 6, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, Sandy Washington and Matt Biere

Committee Members Absent: Hunter Martiniere

Staff Liaison: Georgia Ragland

Approval of Minutes

Motion was made by Larry Watson and seconded by Matt Biere to approve the minutes of the November 15, 2019 and November 22, 2019 meetings. All in favor, motion carried.

Citizen Comments

None

The CFC members discussed different topics and possible recommendations for multiple departments.

Sanitation:

- Small rate increases every year instead of large increases less frequently
- Monitor recycling education
- Monitor efficiencies with the new cart system
- Continue to seek grant revenue
- \$3 increase per month per household
- The City of Kirkwood subsidizing trash costs versus increasing the rates

Electric:

- Continue with technology upgrades
- Monitor efficiencies from circuit upgrades
- Monitor efficiencies from the substation project
- Retirements in the near future and positions being refilled at a lower rate
- Different electric rates for different times of the day

Water:

- Unaccounted for water would cost more to find and fix
- Small annual increases annually have worked for the Water Department
- Look at replacing more pipes than planned

PAC/Community Center:

- An \$800,000 increase for the black box room was approved
- Most of the designated funds were used for the PAC project
- Begin plans for the Community Center
- Explore partnerships and collaboration for the Community Center

Fire:

- Gil provided a new format for the Fire Department notes which included a recommendation for each finding
 - One additional firefighter to be added to shift C to decrease overtime
 - Hold Fire Department to budget numbers
 - Georgia explained the recruitment process in regards to filling open positions in the Fire Department
 - Replacement of the current mini-pumper
 - Understand the methodology for determining the price per capita for fire and emergency medical services contracts to other municipalities
-

The committee is requesting that next week Russ Hawes discuss:

- The plan for the ERP
- Where we are with the debt issue for streets
- Gross receipts tax
- Wayfair decision
- Which department should be next to change to a performance-based budgeting approach
- The number of votes needed from voters to pass an issue

The committee is requesting that next week Sandy Stephens discuss:

- The different types of debt that the city has and what is required for each
 - Work Session minutes stated there is a Budget and Revenue 5 Year Projection that council would like the CFC to go over
 - The number of internal loans the Electric Department has
 - Go through the CAFR with the CFC
-

Meeting adjourned at 8:15 AM
Next meeting: Friday, December 13, 2019



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, December 13, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, Hunter Martiniere and Sandy Washington

Committee Members Absent: Matt Biere

Staff Liaison: Sandy Stephens

Approval of Minutes

Motion was made by Brian Dentinger and seconded by Sandy Washington to approve the minutes of the December 6, 2019 meeting. All in favor, motion carried.

Citizen Comments

None

Russ Hawes, Chief Administrative Officer

Employees are 70%+ of the cost of the city.

The City will be moving forward with the ERP this year. The cost will be around \$1.5M and will take two years to implement.

Budget priorities for FY 2020-20201:

- Work with City Council and department heads to develop a new strategic plan with a facilitated process.
- Reorganize Planning and Building departments to interact and coordinate better. Streamline administrative processes to better implement strategic direction, while improving communication and customer service.
- Work with City Council to identify if a general obligation bond issue for streets would benefit us by supplementing limited capital funds and expediting years of work.

Guiding Principles:

- Manage the City's budget and finances with heightened transparency, accountability, and measures of effectiveness to result in the delivery of top quality services to our citizens in a challenging fiscal environment, while preserving and building upon the fund balances of the city.
- Develop a culture of innovation and efficiency initiatives to improve services and reduce costs, thereby demonstrating value and tangible results to our community.

- Continue to implement the City Capital Improvement Program to ensure appropriate levels of funding are directed to priority capital projects.
- Execute transparency of purpose through neighborhood outreach meetings and citizen communication initiatives.
- Continue the implementation of our comprehensive plan, and procedural improvements in development review that preserve the city's unique character and values while delivering fair and well-reasoned results.
- Further efforts to strengthen Kirkwood's long-term viability in the region by working cooperatively with other leaders in the area to strategically advance Kirkwood's interests through intergovernmental agreements and partnerships.

Additional big capital needs:

- Community Center
- Train Station
- Police Station

A discussion took place regarding the money available for upgrades and/or renovations regarding the Community Center.

Sandy Stephens, Finance Director

Sandy discussed the City of Kirkwood's debt which is listed below and detailed on page 61 of the CAFR:

- General Obligation Bond
 - Certificates of Participation
 - Capital Leases
 - Interfund Loans
-

Meeting adjourned at 8:20 AM
Next meeting: Friday, December 20, 2019



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, December 20, 2019 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Larry Watson, Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, Hunter Martiniere and Sandy Washington

Committee Members Absent: Matt Biere

Staff Liaison: Sandy Stephens

Approval of Minutes

Motion was made by Hunter Martiniere and seconded by Brian Dentinger to approve the minutes of the December 20, 2019 meeting with the amendment that Matt Biere was absent. All in favor, motion carried.

Citizen Comments

None

Round Table Discussion

In regards to the previous 5-year plan for the General Fund, the expenditures were 95%-97% of what was budgeted. Revenue sources react differently to the economy.

Water:

- Water monitoring
- Water-flow helps project capital
- Water department is healthy

Police Department:

- New part-time individual to assist with CALEA
- Performance-based budgeting, specifically cost centers
- Reduction in leased vehicles
- Reorganization of the Building and Planning departments and the department responsible for code enforcement

Streets:

- Exploring options for financing streets
- Keep street lifecycle above average
- Support sewer lateral program

Administration:

- Worker's comp prices
- Training of employees to decrease injuries
- Health insurance premium increase
- Explore not covering spouses in the future if they are offered insurance from their employer.

Emerging topics:

- Wayfair
- Wind energy getting piped in from Kansas
- Recycling program and continued costs

Motion was made by Brian Dentinger and seconded by Gil Kleinknecht to approve Barb Feiner as chairperson and Kelly Mullholland as vice chairperson for next year's Citizens Finance Committee.

Barb is requesting for CFC members to send their notes and recommendations to Barb shortly after Christmas.

Meeting adjourned at 8:15 AM
Next meeting: Friday, January 03, 2020