



WHERE COMMUNITY AND SPIRIT MEET®

# **CITY OF KIRKWOOD**

## **COUNCIL DRAFT OPERATING BUDGETS**

**FISCAL YEAR 2021/2022**

## **DRAFT CAPITAL BUDGETS Five Year Capital Plans**

**FISCAL YEARS 2021/22 – 2025/26**

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**CITY OF KIRKWOOD  
2021/2022 BUDGET - TABLE OF CONTENTS**

	<u>Page</u>		<u>Page</u>
City Officials	<b>I</b>	<b><u>Section IV - Five Year Capital</u></b>	
Organization Chart	<b>II</b>	<b><u>Improvement Plans</u></b>	
<b><u>Section I - Strategic Plan</u></b>		<b>Capital - General Government</b>	<b>267</b>
<b><u>and Budget Message</u></b>		Summary	<b>271</b>
Strategic Plan	<b>III</b>	Train Station	<b>272</b>
Budget Message submitted by		Administration	<b>274</b>
Russell B. Hawes, CAO	<b>XXII</b>	Management Information Systems	<b>275</b>
<b><u>Section II - Reappropriations</u></b>		Police	<b>277</b>
Reappropriations	<b>TBD</b>	Fire	<b>279</b>
<b><u>Section III - Budgets</u></b>		Engineering	<b>284</b>
<b><u>Budget Summaries</u></b>		Public Works, Infrastructure	<b>285</b>
Citywide - Fund Summary	<b>1</b>	Street	<b>294</b>
General Fund - Department Summary	<b>2</b>	Planning & Development	<b>297</b>
General Fund - Expenditure Summary	<b>3</b>	Procurement	<b>298</b>
<b><u>General Fund</u></b>		Facilities Operations	<b>299</b>
General Fund Revenues	<b>5</b>	<b>Capital - Enterprise Funds</b>	<b>303</b>
<b><u>General Fund Departments</u></b>		Electric	<b>304</b>
Train	<b>11</b>	Water	<b>308</b>
Clerk/Council	<b>15</b>	Sanitation	<b>314</b>
Administration	<b>21</b>	Fleet Services	<b>317</b>
MIS	<b>29</b>	Workers Compensation	<b>318</b>
Human Resources	<b>35</b>	Revenue Budget Line Items	<b>319</b>
Procurement/Warehouse	<b>45</b>	Expenditure Budget Line Items	<b>320</b>
Facilities Operations	<b>59</b>	<b>Capital - Parks/Recreation</b>	<b>321</b>
Finance	<b>71</b>	Summary	<b>322</b>
Court	<b>79</b>	Parks/Recreation	<b>323</b>
Police	<b>87</b>	Revenue Budget Line Items	<b>328</b>
Fire	<b>105</b>	Expenditure Budget Line Items	<b>329</b>
Street Division	<b>123</b>	<b><u>Section V - Finance Committee</u></b>	
Engineering	<b>135</b>	Finance Committee Ordinance	<b>331</b>
Planning & Development	<b>155</b>	FY2020 Budget Calendar	<b>333</b>
Forestry	<b>167</b>	Finance Committee Roster	<b>334</b>
Recreation	<b>169</b>	CFC Recommendations - 2020	<b>335</b>
<b><u>Enterprise Funds</u></b>		CFC Recommendations - 2019	<b>349</b>
Electric	<b>191</b>	CFC Recommendations - 2018	<b>365</b>
Water	<b>201</b>	Minutes	
Sanitation	<b>215</b>	January 10, 2020	<b>375</b>
<b><u>Internal Service Funds</u></b>		September 11, 2020	<b>376</b>
Worker's Compensation	<b>231</b>	September 18, 2020	<b>378</b>
Fleet Services	<b>241</b>	September 25, 2020	<b>381</b>
Medical Self-Insurance	<b>259</b>	October 02, 2020	<b>383</b>
<b><u>Special Revenue Funds</u></b>		October 09, 2020	<b>385</b>
Police & Fire Pension	<b>261</b>	October 16, 2020	<b>387</b>
Equitable Sharing	<b>263</b>	October 23, 2020	<b>389</b>
Sewer Lateral	<b>265</b>	October 30, 2020	<b>391</b>
		November 06, 2020	<b>393</b>
		November 13, 2020	<b>395</b>
		November 20, 2020	<b>397</b>
		December 04, 2020	<b>399</b>
		December 11, 2020	<b>401</b>

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# CITY OF KIRKWOOD, MISSOURI

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## CITY OFFICIALS

### MAYOR

Timothy Griffin

## COUNCIL MEMBERS

Maggie Duwe

Liz Gibbons

Bob Sears

Wallace Ward

Kara Wurtz

Mark Zimmer

## COUNCIL STAFF

Laurie Asche

City Clerk

## ADMINISTRATION

Russell Hawes

Chief Administrative Officer

Georgia Ragland

Asst. Chief Administrative Officer

Fredrick Doss

Public Information Officer

## DEPARTMENT HEADS

Sandra Stephens

Finance Director

David Weidler

Purchasing Director

Kevin Campe

Information Systems Director

Brian Murphy

Police Chief

James Silvernail

Fire Chief

Mark Petty

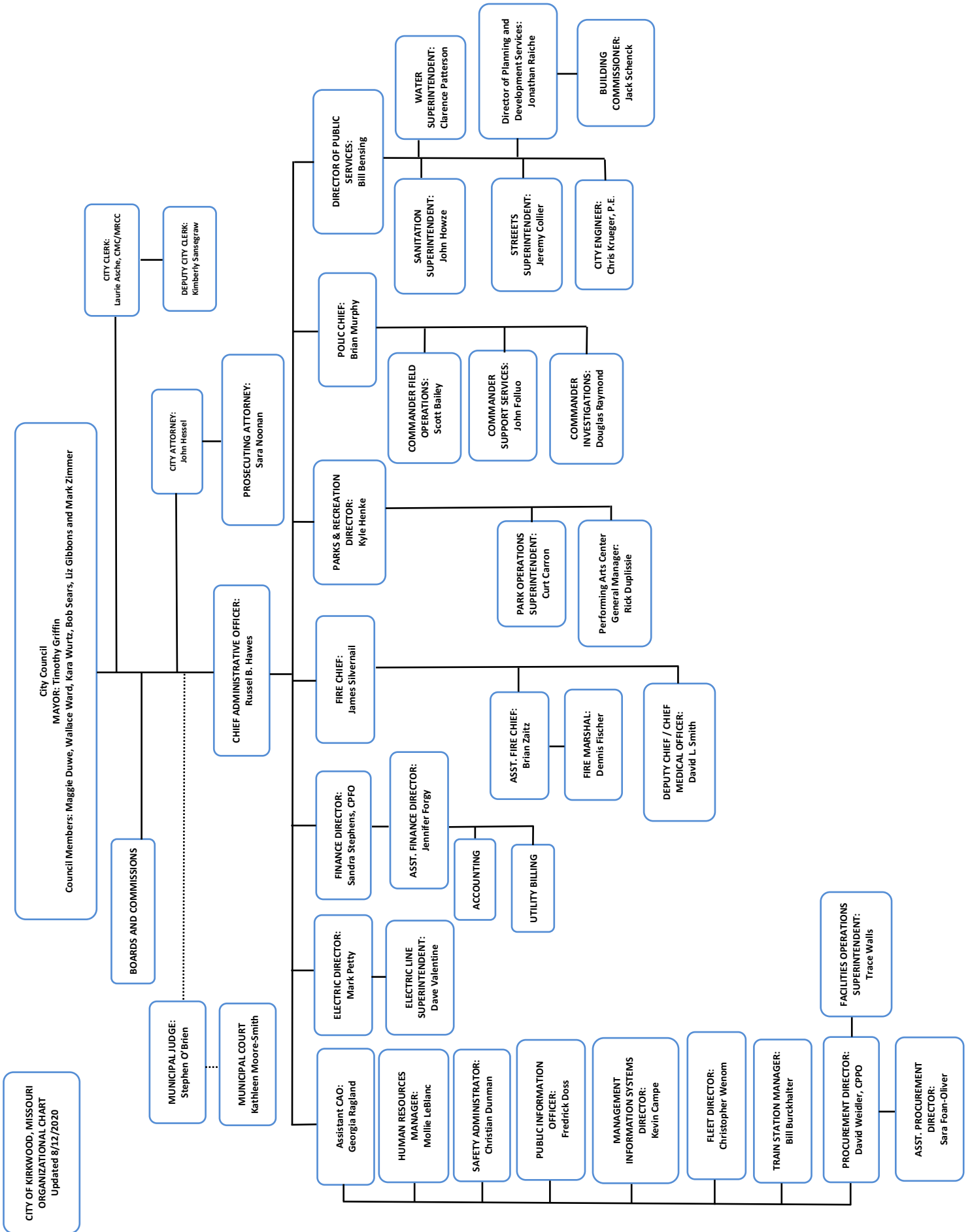
Electric Director

Bill Bensing

Public Services Director

Kyle Henke

Parks and Recreation Director



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

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# City of Kirkwood Strategic Plan

June 2017



## ACKNOWLEDGEMENTS

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

**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.

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## STRATEGIC GOALS

### Goal #1

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



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

**Initiatives/Projects/Actions:**

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

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





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

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

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

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



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

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

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

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

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





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

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

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

**Initiatives/Projects/Actions:**

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

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



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

- I. **Who is responsible:** Director of Fleet Services (primary) with assistance of Department heads
- II. **How will it be accomplished:** Install and implement a GPS tracking system along with a route optimizer program to increase efficiency within our service provider fleet.
- III. **Why it should be accomplished:** Improve driver safety and productivity; reduce fuel spending, maximize utilization, decrease wear and tear on City-owned assets, thereby increasing the effectiveness of our services to residents, all while reducing expenditures.
- IV. **When it will be accomplished:** FY18/19
- V. **Metric/how evaluated:** Productivity, fuel usage, maintenance costs, right size fleet make up and safety incident reduction or elimination

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

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

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

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

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

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

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

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





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

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



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

**Initiatives/Projects/Actions:**

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

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

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

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

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



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

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



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

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

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

### **Goal #3**

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

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

**Initiatives/Projects/Actions:**

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

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

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

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

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

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



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

**Initiatives/Projects/Actions:**

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

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

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

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

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

**Initiatives/Projects/Actions:**

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

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



## Goal #4

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

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

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

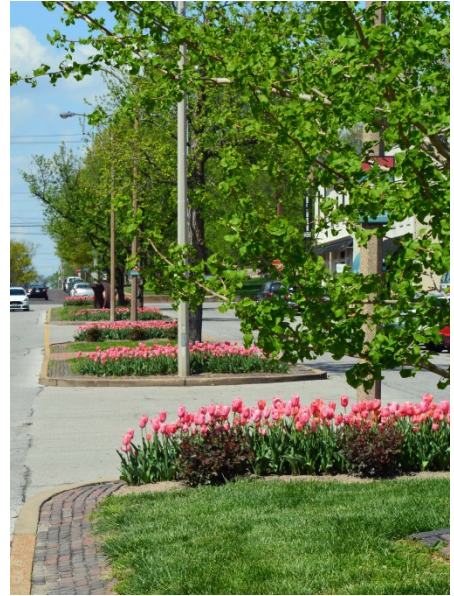
##### **Initiatives/Projects/Actions:**

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

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

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

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



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

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

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



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

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



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

**Initiatives/Projects/Actions:**

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

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

**Goal #5**

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

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

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



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

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

**Initiatives/Projects/Actions:**

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

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

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

**Initiatives/Projects/Actions:**

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

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



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

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

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

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



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WHERE COMMUNITY AND SPIRIT MEET™

## FY 2021-2022 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 2021-2022 (FY22) operating budget for the City of Kirkwood. The City's budget, a carefully constructed plan for the operation of the City, was developed over the past six months by the City's department heads and the finance and administration management team. It is a balanced and workable outline for the expenditure of funds to continue the services that provide for the public safety, welfare, and quality of life of all the citizens of Kirkwood.

As any reader of this is aware, there have been serious challenges to overcome through all aspects of life this past year as a result of the coronavirus global pandemic. Subsequent to the adoption of the 2020/2021 fiscal year budget, economic uncertainties have arisen that could adversely affect the financial stability of the City of Kirkwood. In anticipation of effect of the initial economic shutdown, and using realistic month to month financial projections, the City in March and April made deep cuts and adjustments to the just-passed budget. We deferred numerous capital expenditures and instituted furloughs and a hiring freeze to financially position the City to better absorb the sudden loss in revenue and any protracted economic downturn.

The City needed to adapt to businesses and restaurants throughout the city and county being either closed or barely open with restrictions to how they operate. This was expected to severely impact the City's business-derived revenues such as sales tax collections. Mayor Griffin created an economic recovery task force that includes stakeholders from the City, Kirkwood/Des Peres Chamber, and the Downtown SBD. With the uncertainty of the times, and particularly our revenues in the coming months, City of Kirkwood management froze hiring and curtailed non-essential spending. The general fund is where we would expect to take the largest negative revenue impact at current fiscal yearend. Depending on the severity of revenue loss at that time, there may be a need to consider a transfer from one or more enterprise funds to supplement the general fund.

The City of Kirkwood management team, including all department heads, worked diligently to identify cost savings and efficiencies all while providing a safe work environment. This approach, including split shifts and separate work units through all departments, as well as prioritizing service delivery, has become the operational new normal at the City. I appreciate City Council's involvement in, and ultimate approval of, the budgetary actions necessary to position the City to weather this storm.

It is impossible to tell whether this new normal will hold through the next fiscal year. To that end, we have developed the budget conservatively with an eye toward adapting to circumstances that may change. We've worked to minimize the effects of the uncertainty of several of our revenue streams by limiting program growth in the new budget. Revenue growth across the board is projected to be flat, and budgeted expenses reflect that. With this level of economic volatility, it is not the time to add new programs. This new budget does anticipate a stabilization of the economic and public health impacts of the pandemic throughout FY22. A number of our programs and services took a hit since the onset of the ongoing pandemic, and will need to re-emerge as the public health situation stabilizes.

Recreation programs were particularly devastated by county health rules that limited gatherings and activities. We gave it a go with strict procedures to meet guidelines at the aquatic center and community center, but saw only a limited few folks participate in normally full programs. The department bled money this past summer. We anticipate a better summer in FY22 and funded our recreation programs accordingly. The performing Arts Center was scheduled to open for a wide array of public performances in Summer of 2020, and by necessity has seen only very limited activity so far. Its staffing has been curtailed until full operation of the facility is in sight. The PAC is projected to ramp up and have STAGES St. Louis and Kirkwood Theater Guild as its regular tenants in FY22.

As the pandemic emerged, in order to ensure continuity of operations, management applied a form of critical path analysis to delivery of services. Our Police, Fire, Water and Electric departments are clearly essential, but there are aspects within those departments that are prioritized in a crisis situation to maintain essential services. For example, since March, Kirkwood Electric has modified its daily operation to protect its staff from the virus. The department has divided into split shifts and restricted the number of workers on duty to minimize the impact of any loss of staff if cross contamination, tracing and/or quarantine issues occur. The reduction of workers on duty resulted in an inability to process the normal volume of work requests. Consequently, work orders were prioritized to address power delivery and restoration issues at the expense of less urgent street lighting and tree trimming service requests. This was necessary to maintain not only the health and safety of our employees, but especially the critical services they provide to our citizens every day.

The City continues to apply for and receive federal grants that supplement our local funds on infrastructure projects. In FY21 the City began construction on phase one of the \$1.2 million Geyer Road project. This project received a federal grant that will cover approximately 80% of the total project cost. This includes resurfacing from Adams to Manchester, pedestrian and ADA improvements including a HAWK signalized crossing at Keyser Elementary, and a raised intersection at Peake/Dougherty Ferry. FY22 will see the start of construction on Manchester Road Phase 1 from Kirkwood Road east to the Glendale city limit. The collaborative project with MoDOT will add sidewalks and pedestrian amenities to the resurfacing project.

Over 80 percent of the City's FY22 capital improvements budget will be devoted to funding street improvement projects. When the street restoration program was established in FY17 the program had a stated goal of raising the City's overall Pavement Condition Index (PCI) from a score of 64 to a PCI of 70. In FY21 this was achieved with a City overall PCI of 72. The City is also considering alternative means to expand revenue sources for infrastructure improvements, including issuing general obligation or special revenue bonds.

The City of Kirkwood in FY21 continued to expand its intergovernmental services with neighboring communities. The City now provides police/fire/EMS dispatch services for Glendale. This allowed Kirkwood's dispatch center to grow to three fully-staffed stations. Kirkwood also now provides Glendale's ambulance service and management for Glendale's fire department. These contractual agreements further the quality of services provided in both cities, and strengthen Kirkwood's position as a leading city in St. Louis County.

### FINANCIAL OVERVIEW

March 11, 2020 the World Health Organization declared the outbreak of the coronavirus a global pandemic. As a result, economic uncertainty adversely affected the finances of the City. City Council over the years have built up the General Fund balance and adopted a fund balance policy to provide long-term financial stability during times of uncertainty. 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.

City Council supported management's advice implementing the following changes for the FY21 fiscal year budget as a result of coronavirus-influenced economic uncertainties.

- Temporary hiring freeze for all positions
- Budget reductions
  - General Fund reduced \$550,000
  - Capital Improvement Fund reduced \$1,851,000
  - Water Fund reduced \$106,000
  - Sanitation Fund reduced \$335,000
- Suspended the employer 2% deferred compensation match through December 31, 2020.

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 FY20 indicate the City posted a General Fund unrestricted cash surplus. The positive margin of \$148,000 increased the City's total General Fund unrestricted cash balance to \$9,916,000, representing 41% 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 25% of fiscal 2020 General Fund revenues, followed by gross receipts taxes at 16%.

The 2021/2022 fiscal year 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. Based on first six months of FY21, the General Fund 2021/2022 fiscal year budgeted revenues are projected to decrease approximately 1%.

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 FY19 and FY20. General Fund revenues totaled \$24,356,000 in the fiscal year ended March 31, 2020, compared to \$24,095,000 for the year ended March 31, 2019, a 1% increase. Expenditures for the General Fund, totaled \$ 24,969,000 for FY20. This was an increase of \$889,000 or 3.7% above the previous year. As of March 31, 2020, unassigned General Fund balance, as a percentage of expenditures is steady with prior year at 33%. The City was able to add \$148,000 of its unrestricted cash on hand in the general fund for FY20. 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 FY22 budget anticipates and projects a continuance of five percent dividend distributions from the enterprise funds to the general fund and capital improvement fund.

Prior to the beginning of the current FY21, the City's overall revenue receipts were steady or growing over the past five years; however, there are some significant revenue streams that are problematic. The growth of non-taxable data streaming services continues to undercut the City's cable franchise revenue. That loss, coupled with the continual decline of telecom taxes received by the City (revenues are 46% of what they were eight years ago), has removed over \$775,000 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. City Council on September 3, 2020, passed

Resolution 99-2020 reversing the voluntary reduction for general government services property tax. Based on information from the state auditor's office and the most recent 2020 assessed values, this will produce additional revenue of \$359,160 in the first year of collection. This revenue will help sustain the City's services at current levels while offsetting some of the loss in the communications and franchise revenue streams.

### 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, Communications Manager 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. Administration led on COVID-19 response. The City established and communicated operations protocols to all its departments consistent with CDC and St. Louis County guidelines. These protocols included masking requirements, ingress and egress markings, cleaning practices, and physical separation such as Plexiglas dividers installed where social distancing was otherwise impossible. In person staff, committee, and City Council meetings were, and continue to be, necessarily curtailed.

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. The process to formulate new priorities and strategies was deferred due to the pandemic based budget cuts in FY21. In FY22, the Administration Department will coordinate the process to develop a new strategic plan to replace the 2017 version. The City will employ a facilitated process at the annual planning session in Summer 2021 to identify a new set of goals and strategies for the future of Kirkwood.

Early in FY22, 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.

The personnel who provide the services of the City of Kirkwood comprise more than 70% of the City budget. The FY22 budget includes merit-based and cost of living adjustments that equate to 3.25% of salaries. The proposed budget also includes an increase of 4% to employee health insurance, and 2% to employee dental insurance.

#### Human Resources:

Human Resources continues to be an operation focused on employee development, proactive recruiting, and compensation management. This past year the pandemic significantly impacted the City's employees and work environment. As a result, The City's Human Resources function acted quickly to:

- Establish policies and procedures that allow employees to work from home and implement changing regulations around Emergency Paid Sick Leave (EPSL) and the Expanded Family and Medical Leave Act (FMLA)
- Streamline processes to allow for electronic submission of paper forms;
- Increase communication channels as our workforce moved to working remotely and social distancing to avoiding physical interaction with each other
- Transition from staffing positions to the necessary furloughing of tenured employees, and back to staffing again as programs resume.

Our human resources team worked to develop an Employee Access Only portal on the City's external web site. By establishing this site on the City's external webpage, employees now have immediate access to information such as employee newsletters and benefit information from their desktop, laptop, tablet or cell phone without having to be on the City's network. This helps facilitate employees working from home safely. Our launch included News, Online Forms, Safety, Wellness, and HR sections, and will continue to grow more valuable as more content is moved to this web based platform.

HR can now provide all city employees work-related information accessible from anywhere and from any device. When Zoom meetings became the standard and social distancing eliminated the opportunity for in-person training, it created a need to change how Human Resources delivered training. Providing training via video conferencing software was an easy adjustment for office staff; however, field staff struggled to participate meaningfully due to a lack of resources. MIS has provided laptops which can be checked out to individuals, on a temporarily basis. Onboarding of new employees and soft skill development with supervisors can now be done virtually and collaboratively.

#### Medical Fund:

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

#### Capital Items:

There are no capital items in the FY22 budget for the Administration Department.



### TRAIN STATION

The City of Kirkwood owns and operates the train station in downtown Kirkwood. Built in 1893 and significantly renovated in 1941, it currently serves more than 50,000 Amtrak passengers per year through a volunteer work force dedicated to preserving the rich tradition of rail transportation in this city twelve miles east of St. Louis. The station is the third busiest in the state of Missouri, behind only St. Louis and Kansas City's stations. The City of Kirkwood acquired the station in 2003 in order to prevent its impending vacancy and possible eventual demolition by its former owners, the Union-Pacific Railroad. Kirkwood's City Council recognized that this train station, located in the heart of the city, was an icon they could not allow to be lost. The building's unique architecture has helped establish a civic and cultural identity in the downtown area of the city.

The Historic Kirkwood Train Station Foundation (HKTsf) was formed as a fundraising arm to support maintenance and construction projects for the preservation of the station. The HKTsf is currently engaged in a \$4.6 million campaign to fund and address urgent maintenance issues, functional and accessibility improvements, and interior and exterior restoration of the building. The City has applied through East-West Gateway Council of Governments for \$1.5 million in federal funding to assist in completing the project. The City's capital improvement program reflects that the primary portion of the planned improvements are scheduled to commence in FY25.

#### Capital Items:

There are no capital items in the FY22 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 currently earmarked for the building.

### MANAGEMENT INFORMATION SERVICES

New I-series for current Central Square applications. The current I-series servers will no longer be supported by IBM and we need to replace them in order to continue current Central Square applications. The ERP project is being pushed back a year due to pandemic-related uncertainties.

New aerial photography of the city for use with the GIS system is included in this year's budget, as it has been over 7 years since the last aerial. The cost of this project will be split over two fiscal years' budgets as the flyover would not take place until early spring of 2022.

This year's budget continues to provide for the support of applications, phones and other computing devices that the City's staff use on a daily basis.

#### Capital Items:

MIS plans to use FY22 capital funds as proposed:



Computer Upgrades	\$ 15,000
New I-Series Servers	\$ 45,000
Aerial Photography for GIS	\$ 45,000

### PROCUREMENT DEPARTMENT

The Procurement Department implemented a newer technology e-procurement solution in order to aid the procurement process and support the overall strategy of the City of Kirkwood. This will assist in creating measureable results including reduced transaction costs, improved process efficiency, increased contract compliance, and improved transparency. The e-procurement solution is projected to increase supplier access to bid opportunities which can result in increased competition, diversity and inclusion of suppliers. In conjunction with this process and during FY22, the department will be concentrating on the development of new training materials. The new training materials are for the e-procurement system, contract management, and internal processes. Training for these programs and processes will allow for a smoother transition in services, as well as the opportunity to gain feedback on internal changes to promote new efficiencies in our customer service delivery to both internal and external stakeholders. Similar to the new training materials, the vendor relations program will allow us to perform outreach to our vendor community to provide a smooth transition to e-procurement and to inform them of our processes. This will enable us to receive feedback in order to provide a better solution to our vendor community, correlating to increased vendor response and improved competition.

The FY22 operating budget shows an increase in professional services due to increased costs from software subscriptions for electronic contracting and e-procurement. These cost increases have been offset by reductions in travel and training which reflect a reduction in travel and focus on regional or online training only for the next budget cycle. The overall budget prior to changes in benefit costs shows net reduction. The department also continues to administer the City's Pro-Card program.

#### Capital Items:

There are no capital items in the FY22 budget for the Procurement Department.

### FACILITES OPERATIONS DEPARTMENT

The Facilities Operations Department continues its focus on process and project review in this year's budget. This continuous review allows the department to shift among internal duties and outsourced work in order to coordinate and manage planned and unplanned projects. The FY22 Facilities budget shows an increase in professional services and custodial services due to increased costs from currently held contracts. Facilities currently has three projects in the FY22 capital program to improve current facilities and lower current City expenses. The Farmers Market has long needed an engineering and drainage assessment for its paved areas. The pavement is deteriorating and will need major repair or replacement soon. The budget includes funding for a consultant to

evaluate and design a replacement concrete surface with proper drainage in order to provide a long term solution for the property.

Capital Items:

Facilities Operations plans to use FY22 capital funds as proposed:

½ Ton 4x4 Pickup Truck	\$ 32,500
Farmers Market Pavement Evaluation	\$ 50,000
City Hall Main Level HVAC	\$114,000

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. The FY22 budget includes associated costs for the next municipal election year. 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.

There will be a General Municipal Election in Kirkwood in April 2022 in which expenses are paid for by municipalities in February 2022, as well as two possible propositions for ballots. The City of Kirkwood shares the expenses of ballots with other surrounding municipalities that have items on such ballot(s). But multiple ballots and ballot measures increase the amount of expenses the City of Kirkwood would incur. Thus, this account has been increased to \$45,000 to cover any possible ballot measures.

The City Clerk’s office also arranges travel for City Council, City Clerk and Deputy City Clerk, for conferences and other training opportunities. The majority of the City Council typically would attend the Missouri Municipal League’s Annual and Legislative Conferences. However, events of this type are expected to remain conducted virtually for at least part of FY22. This Account is used for travel for the Mayor/City Council, and the City Clerk’s Office. We expect this switch to online seminars to allow us to conserve funds, which results in a \$3,000 decrease to this account from \$15,000 to \$12,000.

Mayor/Council:

Other than travel related adjustments, operational costs in this area are projected to remain similar to prior year.

Capital Items:

There are no new capital items in the FY22 budget for the City Clerk’s Office.

FINANCE DEPARTMENT

The Finance Department is a service-oriented department whose customers include Kirkwood residents and businesses, City Council, management, internal departments, vendors, and City staff. As with other departments of the City, the Finance Department

has made adjustments due to the pandemic. The shutdown in April and May allowed an internal review that resulted in a tighter operation. The citywide hiring freeze, and a continued decrease in foot traffic following the shutdown, allowed an open clerk position to remain unfilled. The department has reassigned some duties to existing personnel and been able to continue its high level of customer service. The position continues in the budget and may be filled when business at the service windows picks up.

**Capital Items:**

There are no new capital items in the FY22 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. Over the last four years, Fleet has prioritized life cycle cost analysis to assist departments, validate the replacement schedule and ensure the City realizes the greatest return on investment of vehicles and equipment. In June, all assets' maintenance expenses, current percentage of anticipated life cycle and percentage of hours/miles vs. target meter, when applicable, are reviewed. These analyses produce a calculated value which is totaled, and used to adjust capital purchases as needed within the five-year Capital Improvement Plan for all departments of the City. Fleet's goal is to surplus assets as the depreciation trend and maintenance costs trend intersect, which maximizes return on investment.

Fleet Services continues to offer its expertise to outside entities including: City of Clayton Fire Department, Glendale Fire Department, Frontenac Fire Department, City of Rock Hill, and Saline Valley Fire Protection District. KME Warranty repairs continue as the Glendale Fire Department and Shrewsbury Fire Department received their new apparatus. These agreements are mutually beneficial. Participating entities call upon us when the required repairs are out of their scope of expertise. In the current fiscal year, the City of Kirkwood anticipates totaling at least \$70,000 in revenue as a result of municipal repairs for our participating cities, that is an increase of approximately 32% from just two years ago.

The Fleet Services budget's only capital item in the coming fiscal year is replacement of an existing older model tire changer. The current tire changer has been in service since 1999, has exceeded its life cycle and is limited to automotive/light duty truck wheels smaller than 21" diameter. The proposed balancer will increase capabilities to 30" diameter, and will provide a wheel lift assist to reduce the strain on a technician's body.

**Capital Items:**

Fleet Services plans to use FY22 capital funds as proposed:

Light Duty Tire Changer	\$ 20,000
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**POLICE DEPARTMENT**

The Police Department continues to work closely with Fleet Services in determining the best practices regarding the purchase of vehicles and related equipment. Through Fleet's formulas and guidance we are able to maximize the use of our police vehicles. Budget restrictions as result of the pandemic caused the department to re-evaluate its vehicle use. Captain Folluo has worked with Fleet Services to determine a new schedule for such purchases including leases for certain vehicles. This has allowed more efficient use of the vehicles, and maximized the City's return on investment.

The Kirkwood Police Department received CALEA accreditation in May 2019. This past July our year one CALEA compliance review was concluded. CALEA remotely reviewed our policies and proofs, and we are in compliance. The same process will take place each of the next three years, and in year four we will also have an on-site review by CALEA Assessors.

Kirkwood Police oversee all dispatch operations in the City. This past year, the City's dispatch operation expanded its reach to include police/fire/EMS calls for Glendale. The new intergovernmental agreement allows Kirkwood to add to its dispatch capabilities and staffing, while forming stronger relations with another neighboring city.

Legal mandates, changes in the laws, and citizen expectations regarding training for police officers in diverse subjects compel the department to obtain the best possible training available. As costs continue to rise, the Police Department has adjusted its approach to take advantage of online classes, subscriptions and other web-related training. Last year they added an additional online provider, Police Academy One. With the pandemic restricting a significant amount of in person training this year police were able to acquire a significant amount of required training online. The department plans to continue this approach in 2022.

The police department will be obtaining two new patrol vehicles, one canine, one unmarked, and one detective vehicle in FY22 to replace high-maintenance cost older models. Also replacement mobile data terminals are budgeted for the upcoming year as part of a five-year replacement schedule.

#### Capital Items:

Kirkwood Police plans to use FY21 capital funds as proposed:

Patrol Vehicles	\$187,500
Detective Vehicle	\$ 27,800
Leased Vehicles	\$ 10,300
MDT Laptops	\$ 35,000
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.

Kirkwood Fire Department always prioritizes the men and women responsible for carrying out the demanding obligations of the organization. The department is dedicated to the safety of its staff and to their continuous improvement as professionals. Supporting this effort requires both a commitment to continued improvement through training initiatives and through providing competitive compensation and essential benefits for quality of life. The training line item in the FY22 budget reflects improvements to operational training that maintain proficiency, ingenuity, and compliance to ISO parameters with about a 10% increase from FY21.

Effective January 1, 2021, Kirkwood Fire Department assumed the administration of Glendale's fire department and began providing all ambulance service in that city as well. This is in addition to the Police/Fire/EMS dispatching services that Kirkwood assumed from Glendale in November. These intergovernmental agreements all came about in FY21 following years of meetings, analysis, and negotiation. This will be beneficial to both communities as Kirkwood continues in its role as a leader regionally in inter-jurisdictional cooperation and efficient governance.

The Fire Department relies on an inventory of equipment and rolling fleet assets in order to maintain operational delivery and have the capability to fulfill essential services. These assets are maintained and replaced in accordance with NFPA guidelines and recommendations from the Fleet Department. Vehicle and equipment replacement schedules are based on these guidelines, as well as service years, service hours, maintenance history and the resale value of the asset. The Fire Department also replaces equipment on a schedule that is based on the expiration of warranties and/or service agreements or equipment at the end of life cycles, specified by NFPA standards. This equipment is essential to both the fire and EMS missions of the department. Multi-gas meters and airbag/vehicle stabilization are items that soon will no longer meet NFPA standards and are included in the capital program.

The next two years have a comparatively low capital outlay relative to typical years, in anticipation of the major purchase of a rescue pumper and a replacement ambulance in FY24.

#### Capital Items:

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

Airbag/Vehicle Stabilization System	\$ 35,000
Multi-Gas Meters	\$ 15,000

### PLANNING AND DEVELOPMENT SERVICES

The FY21 budget approved the reorganization of the management structure for the Planning Division and the Building Commissioners Office. Previously these two divisions were managed independently, but had an extensive amount of interaction with

nearly every aspect of building and developing in the City of Kirkwood. The two divisions worked closer together under single management over the past year. This allowed a single point of contact for zoning, planning, and building related interactions, and a more streamlined process for development activities.

In the FY22 budget these two division budgets are being combined into a single new department to be known as the Department of Planning and Development Services. The department stands alone, separate of the public services department. With this reorganization, budgets will be combined along with new performance measures. These adjustments will be most noticeable in the line item budget, as the new department's budget will be offset by a substantial decrease in the Engineering Division's budget as planning expenses were previously carried within the Engineering budget.

The City is exploring new investment in the popular Grant's Trail bikeway to downtown and the train station from just a few blocks away. This could allow Kirkwood's train station to function as a modal transfer point and connection to points west along the Katy Trail, such as Washington and Hermann. Bikes can be carried onto the trains and accessed when the trains reach their destinations. The City has budgeted funds in FY22 to conduct a planning study of the feasibility of an extension of Grant's Trail.

#### Capital Items:

Planning and Development Services plans to use FY22 capital funds as proposed:

Compact SUV	\$ 50,000
Grant's Trail Extension Study	\$ 150,000

### PUBLIC SERVICES DEPARTMENT

#### Engineering and Infrastructure

The effort to create a Vision Zero Action Plan was deferred from FY21 to FY22 due to the pandemic. The new budget includes funding for a consultant study to work with the Vision Zero Task Force on shaping the plan. This part of a continued emphasis on complete streets and on accommodating all users of transportation infrastructure. Projects that include implementations of the complete streets approach to transportation design include Quan Avenue, Geyer Road Phase 1, and Manchester Road Phase 1. All new transportation improvement projects in the City of Kirkwood will be viewed through this lens.

The City continued through the past year with the fifth year of the initial implementation of its pavement restoration program. The next 5-year increment will begin in FY22. The yearly implementation is done primarily by district, with each of five geographical districts of the city being completed in the five-year initial implementation. FY22 will bring further restoration to the East street maintenance district, bounded roughly by Adams to the north, Big Bend to the south, and Geyer to the west.

Capital Items:

Engineering/Infrastructure/Planning plan to use FY21 capital funds as proposed (Includes federal and state grant funded projects – Manchester Road Phase 1 and Geyer Road Phase 1):

Street Resurfacing	\$4,814,353
Sidewalk Improvements	\$ 150,000
Downtown Parking Lots	\$ 150,000
Pavement Striping	\$ 80,000
Bridge Maintenance	\$ 50,000
Pickup Truck	\$ 30,000

Forestry

Forestry maintains existing programs for tree pruning prior to road paving projects, annual tree pruning, hazardous tree removals and 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. The budget for this division is virtually unchanged from FY21.

Capital Items:

There are no new capital items in the FY22 budget for the Forestry Division.

Sanitation

Following much analysis and review, the City of Kirkwood made a correction in the pricing of sanitation services in FY21 to ensure a fiscally-sustainable operation. The adjustment was driven by factors including global market inflation in recycling processing. The price adjustment contemplated small annual rate increases starting in FY23 to keep the sanitation operation competitive in service quality and sustainable.

Sanitation also completed a public education program in FY21 to remove contamination from curbside single stream recycling. This program not only educates residents on cleaner and more responsible recycling, but also reduces the cost associated with processing recycling materials. Through education, contamination dropped to 7% which is a 50% reduction from the previous 6 month period.

The year's capital includes the replacement of trucks and the implementation of a GPS tracking system for the entire Sanitation fleet. The replacement of these vehicles is crucial to the overall operations of the division in the timely delivery of services.

Capital Items:

The Sanitation Department plans to use FY22 capital funds as proposed:

Replacement Receptacles	\$ 20,000
Rear Loader	\$220,000
Side Loader	\$260,000



GPS Routing	\$100,000
Trailer	\$ 15,000

### Streets

The Streets Division will continue to provide proactive preventative street maintenance in FY22. Streets will be making repairs in the East 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 FY22 budget, The Streets capital budget includes the replacement of two dump trucks whose purchases were deferred due to the pandemic. These trucks will also be outfitted with snow fighting equipment. Other deferred items include a replacement skid steer and curb machine.

#### Capital Items:

Streets plans to use FY22 capital funds as proposed:

Dump Truck	\$320,000
Snow Plow and Salt Spreader	\$ 20,000
Skid Steer w/Tracks	\$ 45,500
Pavement Cutter	\$ 13,000
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 FY22 budget. Operational expenses are similar to those budgeted in FY21, and capital includes carryover items deferred due to the pandemic.

#### 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
Mini Excavator	\$ 55,000

## RECREATION DEPARTMENT

The Recreation Department was directly impacted fiscally and operationally, perhaps more than any other department, by the pandemic. Social distance and gathering limitations removed the possibility of offering many of the department's programs. Others such as the aquatic center and ice rink, had delayed openings at limited capacity.

The department had little work for its staff and had to lay off or furlough many employees. The popular Summer Camp program was scrapped in FY21 and there is hope that the prospects for group gatherings may be better in the coming summer. For FY22, the budget does include most programs that were discontinued or had severe operational limitations in FY21. Kirkwood recreation leaders are working hard to balance financial accountability with program considerations requiring physical distancing, gathering limits, thorough cleaning procedures and public safety. Staff will continue to innovate and work toward programs that matter and make a difference in the community.

The Kirkwood Performing Arts Center's opening was necessarily delayed. The delay has hindered the ability to generate substantial revenue. Professional performance groups cannot perform per their union and gatherings have been restricted to 25% capacity, 131 of the 525 seats in the main theater. No large-scale production can maintain financial sustainability without volume, typically 85% seats sold. STAGES St. Louis, the group most capable of producing revenue for the facility, averaging 95% sold out shows at the Reim, could not perform last summer, but are optimistic that they will be able to next summer, even at limited capacity. This opens possibilities for smaller-scale productions, rentals, weddings and creative use of space to drive business at the facility.

Due to limited activity in the startup of the facility, only one full time professional staff person is available to coordinate schedules, lighting, sound, building supervision, patron experience, invoicing, cleaning and setup. The FY22 budget does include allocations for salaries and benefits for the new positions at the PAC, technical director and a maintenance/custodial position. The full time staff will be assisted by part time and contractual staff, as business ramps up, to provide for the successful operation of KPAC.

Recreation programs attendance and revenue were hugely impacted by the pandemic restrictions. While the aquatic center did open a few weeks late, operations were adjusted to keep people safe and separated. Recreation staff developed an online reservation system for patrons planning a visit to the aquatic center. It worked well, and citizens did have access to the pools during a summer where virtually every other recreational group activity was shut down. The operation was limited by the restrictions, and attendance was of course way down, as were revenues. The plan for FY22 is to gauge the situation as summer approaches to determine if opening the aquatic center under the conditions is appropriate fiscally and operationally.

#### Capital Items:

Recreation plans to use FY22 capital funds as proposed:

Pool Painting (Competition Pool)	\$ 45,000
Aquatic Center Repairs	\$ 30,000
Rehab Pool Deck Furniture	\$ 25,000
Rink Concession HVAC	\$ 20,000
Minivan	\$ 26,000
Seal and Stripe Community Center Parking Lot	\$ 35,000
Replace Pool Gutter Line	\$ 90,000

Water Proofing at CC	\$ 20,000
Outdoor Pickleball Nets	\$ 6,500

### KIRKWOOD ELECTRIC

Kirkwood Electric ended FY20 with a positive change in its net position in the midst of the beginning of the pandemic. Prior to the outbreak the department continued to upgrade west side distribution system circuits, energized the Alfred Substation transformers, installed new LED street lights throughout the city, and partnered with Public Services to complete the Kirkwood Road traffic signal project. All this work was again completed without incurring any additional debt.

Kirkwood Electric transitioned into the beginning of FY21 with COVID-19 measures designed to insure the health of its workforce and balance sheet. Operational activities were limited to essential power delivery tasks and capital projects were suspended. This conservative approach should enable the department to continue its multi-year-end run of positive net positions.

FY22 will see the department continue its efforts to balance service delivery with health and fiscal responsibility concerns. The department will consider the appropriate timing of expenditures for capital projects and continue to limit operational activities. The department's workforce plan will be suspended and workforce levels will be capped at the department's current numbers. There is no doubt that the new fiscal year will continue to be challenging and unpredictable. Kirkwood Electric's power portfolio strategy and rates do continue to perform well and provide the department with a strong financial position. The department has a track record for success, and the expectation is that it will be able to perform well again through the challenges of the coming year.

#### 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
Utility Billing Printer	\$ 44,026
Feasibility Studies	\$ 26,274

### CONCLUSION

The Covid-19 pandemic brings unprecedented challenges to City of Kirkwood operations and fiscal health. City Council took the measures necessary to at the pandemic's onset to position the City of Kirkwood to weather this storm. The FY22 budget is a living document that may need post-adoption adjustment based on sound analysis of economic factors at the national and local levels, and careful tracking of revenue trends.

Administration and Finance management at the City work together closely to ensure the best outcome for the City. With the change in administration at the federal level, direct stimulus may be made available to state and local governments in the coming months, which would have the potential to buoy the City's finances in these turbulent and

uncertain times. The City will again provide the services that contribute to the exceptional quality of life that our citizens expect and deserve.

The proposed budget is an effective and workable financial plan for the operation of the City of Kirkwood in fiscal year 2022. It is intentionally lean, and conservative in its projections. This year, as in past years, the Citizens Finance Committee conducted an in-depth review of departmental proposals and suggested ways to better the City's financial standing. I thank these citizen volunteers for their dedication and involvement in improving the City. 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 department heads who have had to adjust to new protocols and procedures in the past year to keep everyone safe.

I am blessed with a great staff of highly competent, professional, and diligent individuals who contributed to the budget document. Finance Director Sandy Stephens and her staff compile the budget each year, and I greatly appreciate their detail-oriented approach and acumen. I want to particularly thank Assistant CAO Georgia Ragland who through her years at the City of Kirkwood has always provided a solid and guiding hand with difficult or complex matters.

Respectfully,



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

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## **Section II Reappropriations**

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

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CITY OF KIRKWOOD, MISSOURI												
CASH BASIS BUDGET OF REVENUES, EXPENDITURES AND OTHER SOURCES/USES												
FISCAL YEAR 2021/2022 OPERATING BUDGET												
											</	

**City of Kirkwood, Missouri**  
**General Fund Department Budget Comparison**  
**FISCAL YEAR 2021/2022 OPERATING BUDGET**  
(Five Year Actual, Current FY Budget and Requested Budget)

Departments	Actual FY2015/2016	Actual FY2016/2017	Actual FY2017/2018	Actual FY2018/2019	Actual FY2019/2020	Current Budget FY2020/2021	Requested Budget FY2021/2022	Difference
Train Station	43,198	52,471	32,658	32,110	27,451	39,375	39,225	(150)
Clerk/Council	260,866	268,393	285,426	230,628	245,346	285,716	297,914	12,198
Administration <sup>(a)</sup>	1,507,672	1,303,931	4,636,565	1,647,331	1,594,138	2,224,033	1,944,946	(279,087)
MIS	828,772	838,537	836,552	782,178	843,115	923,092	917,825	(5,267)
Personnel	196,984	193,593	199,213	202,167	210,591	234,152	236,503	2,351
Procurement	375,472	405,100	393,643	415,417	443,853	504,482	497,135	(7,347)
Facilities Operations	452,991	477,191	494,642	493,964	532,744	549,339	568,076	18,737
Finance	426,269	421,278	424,903	442,759	457,435	478,150	467,828	(10,322)
Municipal Court	231,982	237,117	251,608	202,725	220,091	247,318	228,398	(18,920)
Police	7,047,436	7,299,099	7,743,596	8,094,850	8,384,924	9,176,990	9,183,858	6,868
Fire <sup>(b)</sup>	5,247,657	5,744,177	5,792,856	6,035,806	6,617,828	6,816,780	6,935,979	119,199
Street	1,478,555	1,698,455	1,519,565	1,588,534	1,550,212	1,747,694	1,782,721	35,027
Engineering	527,391	658,895	729,177	718,644	791,794	966,855	514,706	(452,149)
Planning & Development <sup>(c)</sup>	655,720	737,829	668,473	732,598	701,173	761,951	1,071,350	309,399
Forestry <sup>(d)</sup>	-	-	254,413	299,892	401,426	535,749	538,695	2,946
Recreation <sup>(e)</sup>	2,091,291	2,142,927	2,177,929	2,240,084	2,325,724	3,139,082	3,102,931	(36,151)
Total	21,372,256	22,478,993	26,441,219	24,159,687	25,347,845	28,630,758	28,328,090	(302,668)

**NOTES:**

<sup>(a)</sup> 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

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

<sup>(c)</sup> FY2021 formerly Building Commissioner.

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

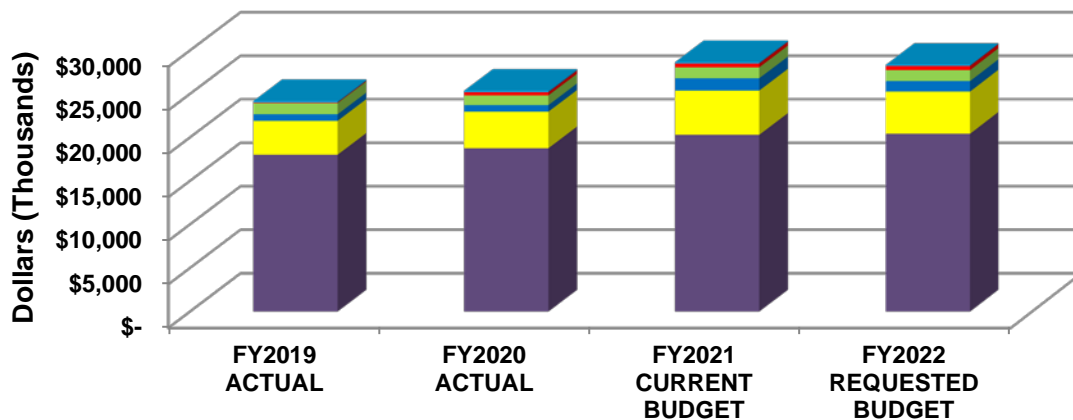
<sup>(e)</sup> FY2021 the Performing Arts Center department was created.

General Fund Budget Summary

**CITY OF KIRKWOOD, MISSOURI**  
**GENERAL FUND EXPENDITURE OPERATING BUDGET SUMMARY**  
**FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	14,045,282	14,510,515	15,592,730	15,696,811
Part-time Salaries	283,026	303,582	414,072	419,419
Elected Officials	18,000	18,000	18,000	18,000
Temporary	138,399	130,037	169,176	162,113
Overtime	546,596	744,258	593,150	492,250
Licensing Pay	92,080	71,799	78,672	92,296
Clothing Allowance	9,060	8,640	9,360	9,360
Social Security	338,789	349,242	400,010	404,375
Medicare	75,591	83,683	93,624	97,093
Civilian Pension	289,808	323,980	386,688	408,054
Deferred Compensation	295,906	299,648	370,156	358,451
Subtotal Salaries	16,132,537	16,843,384	18,125,638	18,158,222
Other Benefits				
Health Insurance	1,760,898	1,806,831	2,057,597	2,156,968
Dental Insurance	89,246	93,275	105,270	83,659
Vision Insurance	14,705	5,548	3,528	16,267
Benefit Credit	247	2,803	741	-
Unemployment	4,215	-	-	-
Subtotal Other Benefits	1,869,311	1,908,457	2,167,136	2,256,894
Total Personnel Services	18,001,848	18,751,841	20,292,774	20,415,116
<b>Contractual Services</b>	3,892,722	4,195,525	5,084,161	4,849,457
<b>Commodities</b>	758,172	760,809	1,415,192	1,202,149
<b>Capital Outlay</b>	149,799	144,823	135,750	108,950
<b>Interdepartmental Charges</b>	1,276,340	1,117,047	1,255,631	1,265,043
<b>Transfers to Other Funds</b>	80,908	377,880	447,250	487,675
<b>TOTAL GF EXPENDITURE BUDGET</b>	<b>24,159,789</b>	<b>25,347,925</b>	<b>28,630,758</b>	<b>28,328,390</b>

**General Fund Expenditure  
Budget Summary**



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# CITY OF KIRKWOOD GENERAL FUND - REVENUES

Item	Account Number	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
<b>Budget Changes</b>						
1	101-0000-313-1000	One Cent Sales Tax	\$ 3,435,000	\$ 3,300,000	\$ (135,000)	-3.93%
	Narrative:	Budget decrease is due to the economic uncertainty arising from the COVID-19 pandemic.				
2	101-0000-313-3000	1/4 Cent Operating Tax	\$ 1,100,000	\$ 1,050,000	\$ (50,000)	-4.55%
	Narrative:	Budget decrease is due to the economic uncertainty arising from the COVID-19 pandemic.				
3	101-0000-313-3500	Fire Prevention Sales Tax	\$ 1,295,000	\$ 1,200,000	\$ (95,000)	-7.34%
	Narrative:	Budget decrease is due to the economic uncertainty arising from the COVID-19 pandemic.				
4	101-0000-313-4000	Local Use Tax	\$ 558,000	\$ 700,000	\$ 142,000	25.45%
	Narrative:	Budget request reflects the slow growth that has been trending over the past three years.				
5	101-0000-316-1020	Telephone/Communication	\$ 800,000	\$ 550,000	\$ (250,000)	-31.25%
	Narrative:	Budget request reflects the continued decrease realized over the last ten years.				
6	101-0000-338-2020	County Public Safety (Prop P)	\$ 1,525,000	\$ 1,425,000	\$ (100,000)	-6.56%
	Narrative:	Budget decrease is due to the economic uncertainty arising from the COVID-19 pandemic.				
7	101-0000-322-2010	Building Permits	\$ 670,000	\$ 600,000	\$ (70,000)	-10.45%
	Narrative:	Budget decrease is due to the economic uncertainty arising from the COVID-19 pandemic.				
8	101-0000-351-2000	Court Finds	\$ 350,000	\$ 175,000	\$ (175,000)	-50.00%
	Narrative:	Budget decrease is due to the economic uncertainty arising from the COVID-19 pandemic. The court has been closed and recently began holding court via zoom.				

# 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>
9	101-0000-336-1030	Rock Hill/Glendale	\$40,000	\$180,097	\$ 140,097	350.24%
Narrative:      Kirkwood will begin providing dispatch services to the City of Glendale effective January 1, 2021 through December 31, 2025.						
10	101-0000-361-1000	Investments	\$150,000	\$100,000	\$ (50,000)	-33.33%
Narrative:      Budget decrease is due to the economic uncertainty arising from the COVID-19 pandemic.						



## CITY OF KIRKWOOD

## RECREATION

## Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase (Decrease)</u>	<u>Percent</u>
1	101-0000-371-21-00	Concessions and Vending	\$10,500	\$ 4,000	\$ (6,500)	-61.90%
	Narrative:	Expecting reduced capacity in addition to concession vendor change.				
2	101-0000-371-40-00	Program Registration	\$ 175,000	\$ 125,000	\$ (50,000)	-28.57%
	Narrative:	Represents lower skate lesson registration due to retirement of long term lesson coordinator and fewer enrollments.				
3	101-0000-372-13-00	Daily Admission	\$198,000	\$150,000	\$ (48,000)	-24.24%
	Narrative:	Expecting reduced admissions based on current fiscal year and caution related to covid.				
4	101-0000-372-15-00	Season Passes	\$138,000	\$118,000	\$ (20,000)	-14.49%
	Narrative:	Expecting reduced admissions based on current fiscal year and caution related to covid.				
5	101-0000-378-60-00	PAC Sponsorships and Grants	\$125,000	\$50,000	\$ (75,000)	-60.00%
	Narrative:	Removed a grant that was not able to be obtained from the original budget projection.				

CITY OF KIRKWOOD							
FISCAL YEAR 2021/2022 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-0000-311.10-00	Property Taxes	2,135,124	2,500,368	2,620,000	2,700,000	80,000	3.05%
101-0000-311.10-05	PILOT	1,416	32,103	35,000	30,000	(5,000)	-14.29%
101-0000-313.10-00	One Cent Sales Tax	3,471,276	3,500,106	3,435,000	3,300,000	(135,000)	-3.93%
101-0000-313.30-00	1/4 Cent Operating Tax	1,101,026	1,115,847	1,100,000	1,050,000	(50,000)	-4.55%
101-0000-313.35-00	Fire Prevention Sales Tax	1,285,831	1,307,400	1,295,000	1,200,000	(95,000)	-7.34%
101-0000-313.40-00	1-1/4 Cent Local Use Tax	509,840	618,347	558,000	700,000	142,000	25.45%
101-0000-314.10-00	Tobacco Products	57,455	59,847	55,000	55,000	-	0.00%
101-0000-316.10-10	Natural Gas	983,037	870,642	950,000	900,000	(50,000)	-5.26%
101-0000-316.10-20	Telephone/Communication	812,755	636,996	800,000	550,000	(250,000)	-31.25%
101-0000-316.10-30	Electric	557,323	489,353	550,000	500,000	(50,000)	-9.09%
101-0000-316.10-40	Water	29,948	32,977	35,000	37,500	2,500	7.14%
101-0000-316.20-10	Kirkwood Utilities	2,200,698	2,040,894	2,150,000	2,100,000	(50,000)	-2.33%
101-0000-318.10-10	Cable	407,646	389,700	350,000	360,000	10,000	2.86%
101-0000-335.10-10	Fuel Sales Tax	739,171	751,034	735,000	700,000	(35,000)	-4.76%
101-0000-335.10-20	Vehicles Sales tax	241,728	256,277	240,000	240,000	-	0.00%
101-0000-335.10-30	Vehicles Fee	122,779	125,187	120,000	118,000	(2,000)	-1.67%
101-0000-338.10-00	County Road & Bridge	762,275	925,709	780,000	900,000	120,000	15.38%
101-0000-338.20-00	County Public Safety	1,512,226	1,504,736	1,525,000	1,425,000	(100,000)	-6.56%
<b>Tax Revenue</b>		<b>16,931,554</b>	<b>17,157,523</b>	<b>17,333,000</b>	<b>16,865,500</b>	<b>(467,500)</b>	<b>-2.70%</b>
101-0000-321.10-00	Business Licenses	741,707	766,128	725,000	740,000	15,000	2.07%
101-0000-321.20-00	Liquor Licenses	25,890	29,325	26,000	28,000	2,000	7.69%
101-0000-321.30-20	Auto Fees	138,322	140,228	137,000	138,000	1,000	0.73%
101-0000-322.10-10	Contractor's Licenses	54,966	54,124	53,000	53,000	-	0.00%
101-0000-322.20-10	Building Permits	672,248	591,469	670,000	600,000	(70,000)	-10.45%
101-0000-322.20-14	Electrical Permits	26,263	23,610	24,000	24,000	-	0.00%
101-0000-322.20-16	Plumbing Permits	48,610	49,833	50,000	49,000	(1,000)	-2.00%
101-0000-322.20-18	Mechanical Permits	35,139	35,028	30,000	30,000	-	0.00%
101-0000-322.20-20	Excavation Permits	25,663	23,100	24,000	22,000	(2,000)	-8.33%
101-0000-322.20-22	Fence Permits	10,656	11,541	9,000	11,000	2,000	22.22%
101-0000-322.20-24	Sign Permits	4,248	4,022	3,700	2,400	(1,300)	-35.14%
101-0000-322.20-30	Driveway Permits	7,392	6,720	7,600	6,800	(800)	-10.53%
101-0000-322.20-32	Grading Permits	300	450	-	450	450	100.00%
101-0000-322.30-10	Parking Lot Permits	30,476	41,147	30,000	24,000	(6,000)	-20.00%
101-0000-351.20-00	Court fines	383,472	222,746	350,000	175,000	(175,000)	-50.00%
<b>Licenses, Permits, Fines and Fees</b>		<b>2,205,352</b>	<b>1,999,471</b>	<b>2,139,300</b>	<b>1,903,650</b>	<b>(235,650)</b>	<b>-11.02%</b>
101-0000-331.00-00	Grants	66,831	97,597	75,000	65,000	(10,000)	-13.33%
101-0000-342.11-12	GEMT Program	-	92,873	95,000	80,000	(15,000)	-15.79%
101-0000-336.10-20	Kirkwood School District	327,328	347,461	355,000	365,650	10,650	3.00%

General Fund Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-0000-336.10-30	Rock Hill/Glendale	36,021	38,733	40,000	180,097	140,097	350.24%		
101-0000-336.10-40	Oakland/Des Peres	280,073	232,184	240,000	247,941	7,941	3.31%		
<b>Intergovernmental</b>		<b>710,253</b>	<b>808,848</b>	<b>805,000</b>	<b>938,688</b>	<b>133,688</b>	<b>16.61%</b>		
101-0000-361.10-00	Investments	205,694	280,274	150,000	100,000	(50,000)	-33.33%		
101-0000-361.60-00	Credit Card Rebates	14,752	15,791	15,000	15,000	-	100.00%		
<b>Investment Income</b>		<b>220,446</b>	<b>296,065</b>	<b>165,000</b>	<b>115,000</b>	<b>(50,000)</b>	<b>-30.30%</b>		
101-0000-322.20-12	Minimum Housing Inspection	86,449	87,080	87,000	87,000	-	0.00%		
101-0000-322.20-34	Planning & Zoning Fees	152,229	140,113	150,000	130,000	(20,000)	-13.33%		
101-0000-342.11-11	Ambulance Fees	1,032,100	1,135,025	1,025,000	1,200,000	175,000	17.07%		
101-0000-370.20-00	Concession	3,285	3,298	3,400	3,000	(400)	-11.76%		
101-0000-370.30-00	Rent	177,057	178,123	185,000	185,000	-	0.00%		
101-0000-370.50-00	Overtime Reimbursement	400	560	800	500	(300)	-37.50%		
101-0000-371.10-00	Ice Rink Rentals	467,007	466,213	465,000	465,000	-	0.00%		
101-0000-371.13-00	Daily Admissions	181,035	188,429	185,000	180,000	(5,000)	-2.70%		
101-0000-371.14-00	Skate Sharpening	574	611	500	500	-	0.00%		
101-0000-371.20-00	Concessions & Vending	10,888	10,581	10,500	4,000	(6,500)	-61.90%		
101-0000-371.21-00	Party Room	2,906	2,700	3,000	2,700	(300)	-10.00%		
101-0000-371.25-00	Dasherboard/Advert.	7,000	7,865	7,000	4,500	(2,500)	-35.71%		
101-0000-371.40-00	Program Registration	171,398	152,310	175,000	125,000	(50,000)	-28.57%		
101-0000-372.10-00	Rentals	6,280	4,078	9,000	4,500	(4,500)	-50.00%		
101-0000-372.12-00	Lessons	39,512	37,343	38,000	35,000	(3,000)	-7.89%		
101-0000-372.13-00	Daily Admission	172,687	149,495	198,000	150,000	(48,000)	-24.24%		
101-0000-372.15-00	Season Passes	139,037	118,343	138,000	118,000	(20,000)	-14.49%		
101-0000-372.16-00	Swim Team	20,313	23,183	20,000	16,000	(4,000)	-20.00%		
101-0000-372.20-00	Concessions & Vending	3,609	3,013	4,000	2,000	(2,000)	-50.00%		
101-0000-372.40-00	Program Registration	25,053	24,277	25,000	20,000	(5,000)	-20.00%		
101-0000-373.40-00	Program Registration	192,202	211,033	215,000	200,000	(15,000)	-6.98%		
101-0000-374.40-00	Program Registration	292,624	302,803	307,000	300,000	(7,000)	-2.28%		
101-0000-374.60-00	Sponsorship	300	100	500	500	-	0.00%		
101-0000-375.13-00	Daily Fees	6,871	6,487	6,500	6,500	-	0.00%		
101-0000-375.15-00	Season Passes	12,214	11,140	9,500	9,500	-	0.00%		
101-0000-375.30-00	Contributions/Donations/Other	3,000	-	-	-	-	-		
101-0000-375.40-00	Program Registration	20,320	22,140	25,000	25,000	-	0.00%		
101-0000-376.10-00	Booth Rental	34,900	45,160	35,000	35,000	-	0.00%		
101-0000-376.40-00	Program Registration	2,327	1,580	2,500	2,500	-	0.00%		
101-0000-376.50-00	Donations	29,539	28,160	37,500	30,000	(7,500)	-20.00%		
101-0000-378.10-00	PAC Rent	-	-	147,800	148,500	700	100.00%		
101-0000-378.20-00	PAC Concessions	-	-	30,000	28,000	(2,000)	100.00%		

General Fund Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-0000-378.30-00	PAC Facility Use Fees	-	-	58,800	58,800	-	100.00%		
101-0000-378.40-00	PAC Programs	-	-	86,250	86,250	-	100.00%		
101-0000-378.50-00	PAC Labor Reimbursement	-	-	22,500	17,500	(5,000)	100.00%		
101-0000-378.60-00	PAC Sponsorship/Grants	-	-	125,000	50,000	(75,000)	100.00%		
<b>Charges for Services</b>		<b>3,293,116</b>	<b>3,361,243</b>	<b>3,838,050</b>	<b>3,730,750</b>	<b>(107,300)</b>	<b>-2.80%</b>		
101-0000-340.10-30	Bad Debt Recovered	7,017	17,872	8,000	10,000	2,000	25.00%		
101-0000-340.19-50	Weed cutting/Cleanup	3,754	3,809	4,000	4,000	-	0.00%		
101-0000-341.10-00	Svcs NSF checks	1,481	1,361	2,000	1,500	(500)	-25.00%		
101-0000-342.10-00	Fire Department Copies	422	404	-	500	500	100.00%		
101-0000-343.10-00	Police Department Copies	4,904	7,656	6,000	6,000	-	0.00%		
101-0000-344.10-10	Consulting/Computer Service	480	-	-	-	-	0.00%		
101-0000-351.25-00	Live Scan	4,951	3,330	4,125	3,500	(625)	-15.15%		
101-0000-351.40-00	Police training	7,071	5,529	5,000	5,000	-	0.00%		
101-0000-363.20-00	Facility Rental	13,150	14,375	14,000	14,000	-	0.00%		
101-0000-365.30-00	Other Revenue	350	-	-	-	-	0.00%		
101-0000-377.50-00	Fireworks Donations	14,887	11,182	16,000	15,000	(1,000)	-6.25%		
101-0000-380.10-00	Miscellaneous	43,861	30,809	44,000	30,000	(14,000)	-31.82%		
101-0000-380.10-05	Over/Short	520	(538)	-	-	-	0.00%		
101-0000-380.10-15	Tower Lease Rental	139,866	143,841	143,000	143,000	-	0.00%		
101-0000-391.30-10	Administrative Fees	491,696	491,696	491,696	491,696	-	0.00%		
<b>Other Revenue</b>		<b>734,410</b>	<b>733,291</b>	<b>737,821</b>	<b>724,196</b>	<b>(13,625)</b>	<b>-1.85%</b>		
<b>Total General Fund Revenue Before Other Financing Sources</b>		<b>24,095,131</b>	<b>24,356,441</b>	<b>25,018,171</b>	<b>24,277,784</b>	<b>(740,387)</b>	<b>-2.96%</b>		
101-0000-391.10-05	Transfer from Other Funds	258,035	283,043	355,000	750,000	395,000	111.27%		
101-0000-391.10-10	Transfer from Electric	1,000,000	1,000,000	1,600,000	1,615,000	15,000	0.94%		
101-0000-392.20-00	Insurance Proceeds	-	187	-	-	-	0.00%		
<b>Other Financing Sources</b>		<b>1,258,035</b>	<b>1,283,230</b>	<b>1,955,000</b>	<b>2,365,000</b>	<b>410,000</b>	<b>20.97%</b>		
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>		<b>25,353,166</b>	<b>25,639,671</b>	<b>26,973,171</b>	<b>26,642,784</b>	<b>(330,387)</b>	<b>-1.22%</b>		

## **Train Station**

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### **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 FY2019/20 volunteers contributed 6,018 hours to the train station.

Passengers/Visitors				
FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
122,942	128,762	103,108	95,234	80,639

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

Station Rentals				
FY2015/2016	FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020
100	54	56	40	58

### **Improvements**

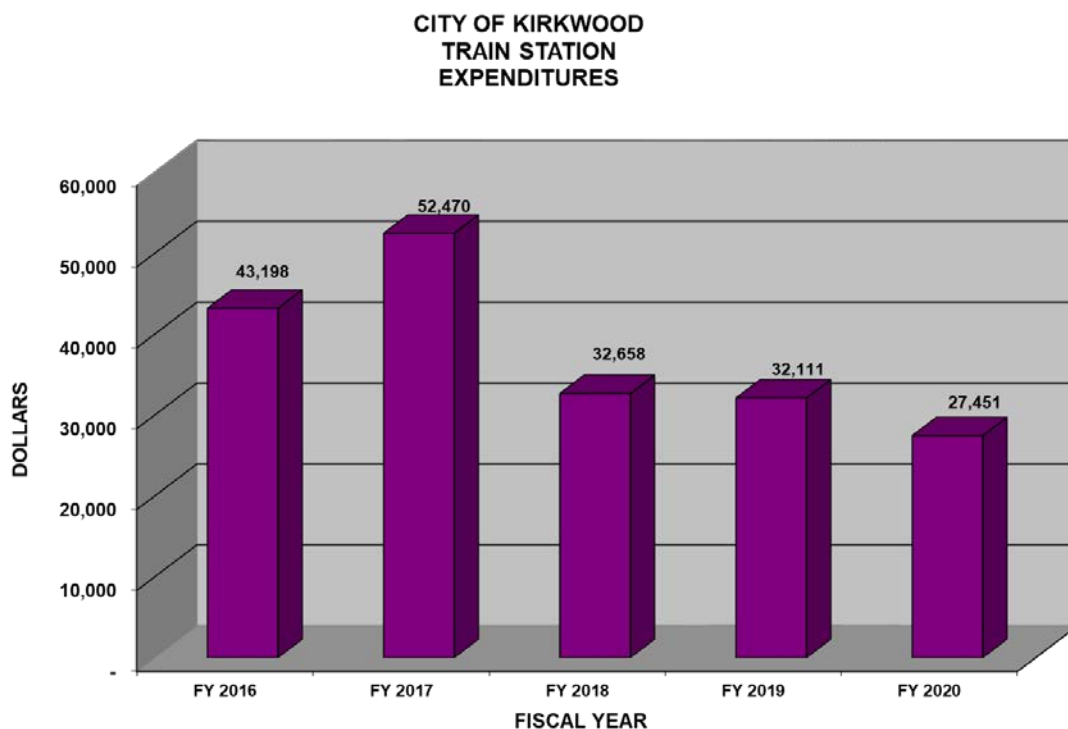
A major physical restoration of the train station is planned to be underway within the next three years. These capital improvements are currently estimated at \$4,600,000. The Historic Kirkwood Train Station Foundation (HKTSF), a 501c3 foundation, was created independently of city government for the sole purpose of assisting the city in funding the train station improvements. The HKTSF is now raising funds for this purpose and currently has raised \$277,000 through donations and grants.

## Train Station

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### Expenditures

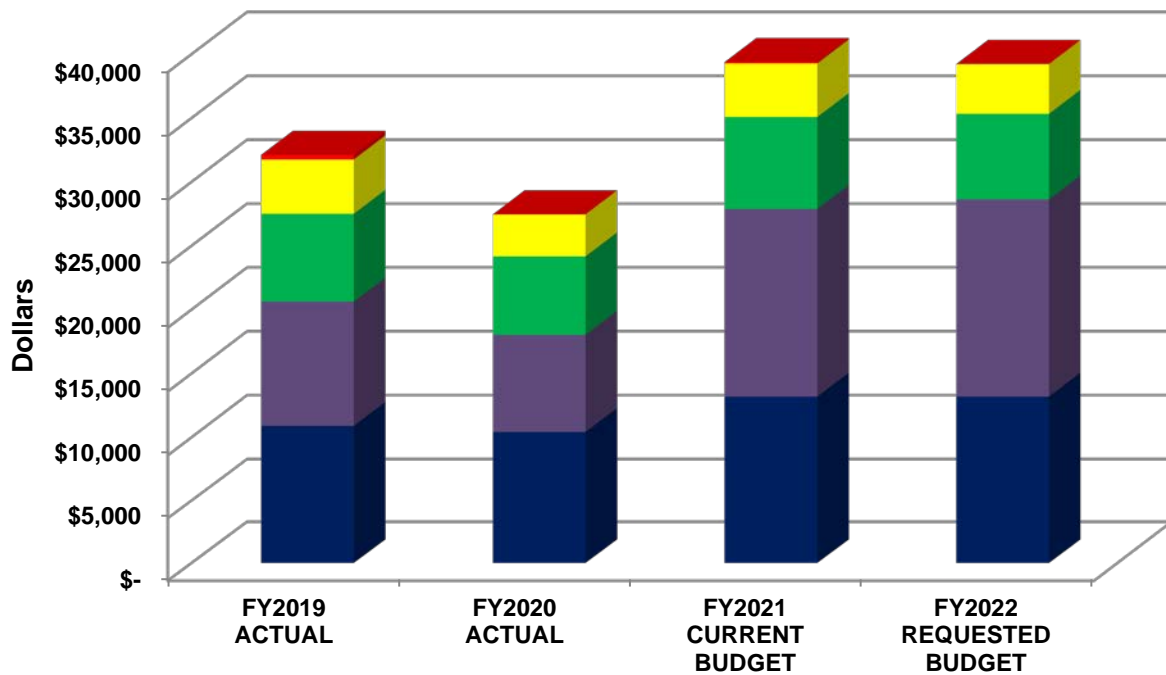
The train station budget is primarily composed of expenditures for the part-time Station Manager and on expenses related to the maintenance and operation of the station. The Station Manager has proven adept at obtaining grant funding for maintenance and improvement of the station from MoDOT, East West 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 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Part-time Salaries	10,116	9,671	12,247	12,247
Social Security	630	603	759	759
Medicare	148	141	179	179
Total Personnel Services	10,894	10,415	13,185	13,185
<b>Contractual Services</b>	9,728	7,598	14,690	15,440
<b>Commodities</b>	4,253	3,289	4,200	3,900
<b>Capital Outlay</b>	359	-	100	-
<b>Interdepartmental Charges</b>	6,876	6,149	7,200	6,700
<b>TOTAL TRAIN BUDGET</b>	<b>32,110</b>	<b>27,451</b>	<b>39,375</b>	<b>39,225</b>

**Train Budget Summary**





CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1100-418.11-02	Salary Part Time	10,116	9,671	12,247	12,247	-	0.00%		
101-1100-418.22-01	Social Security Taxes	630	603	759	759	-	0.00%		
101-1100-418.22-02	Medicare Contributions	148	141	179	179	-	0.00%		
101-1100-418.31-10	Other Professional Svcs	1,319	486	1,700	1,700	-	0.00%		
101-1100-418.32-04	Ofc/Administration	642	540	540	540	-	0.00%		
101-1100-418.42-02	Custodial	-	990	1,400	1,200	(200)	-14.29%		
101-1100-418.43-05	Alarm system maintenance	750	417	750	750	-	0.00%		
101-1100-418.43-12	Building & Grounds	5,292	2,634	8,500	8,000	(500)	-5.88%		
101-1100-418.53-01	Telephone	1,725	2,531	1,500	3,000	1,500	100.00%		
101-1100-418.58-02	Travel Other	-	-	300	250	(50)	-16.67%		
101-1100-418.61-01	Office supplies	523	297	400	400	-	0.00%		
101-1100-418.61-08	Janitorial supplies	532	428	700	600	(100)	-14.29%		
101-1100-418.61-11	Food	472	276	400	400	-	0.00%		
101-1100-418.62-03	Gas	2,726	2,288	2,700	2,500	(200)	-7.41%		
101-1100-418.68-01	Office, Furniture & Eqpt	359	-	100	-	(100)	-100.00%		
101-1100-418.80-20	Electric Charges	4,691	4,501	5,000	4,700	(300)	-6.00%		
101-1100-418.80-40	Water Usage Charges	1,285	748	1,300	1,100	(200)	-15.38%		
101-1100-418.80-50	Sanitation Charges	900	900	900	900	-	0.00%		
TRAIN STATION		32,110	27,451	39,375	39,225	(150)	-0.38%		

Train Station

## **City Clerk's Office**

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### **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 1,200

## City Clerk's Office

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

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

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

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

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

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

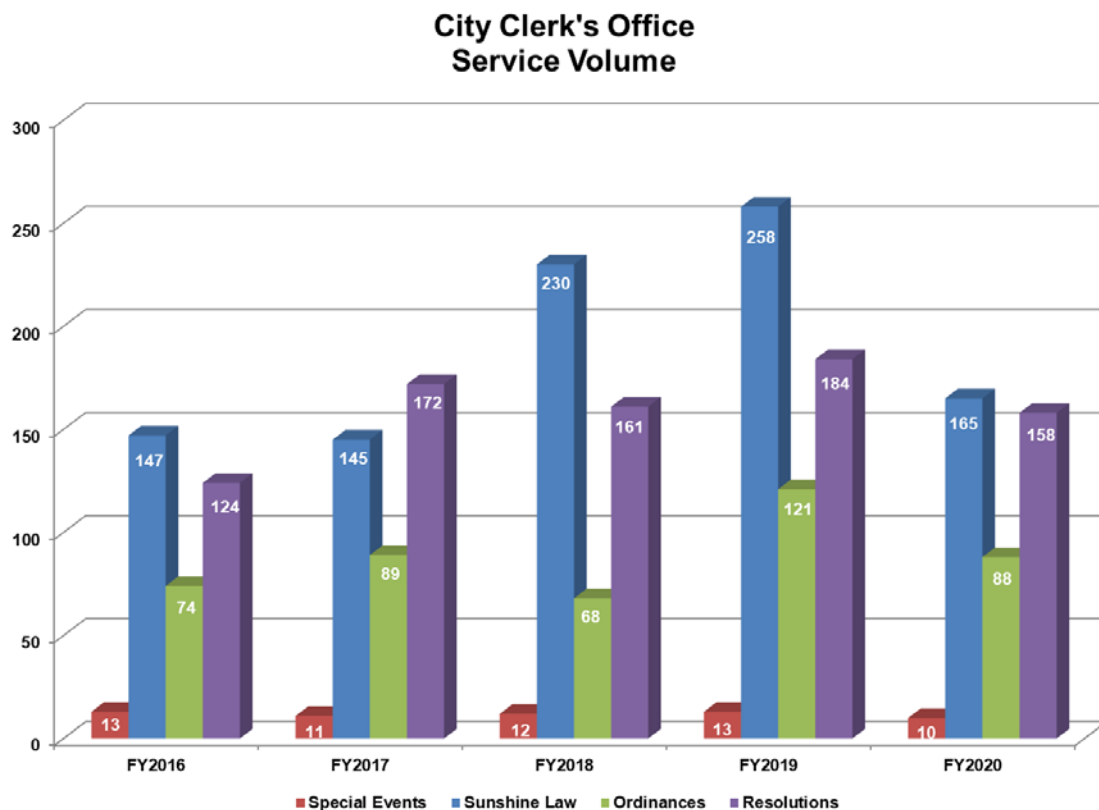
The City Clerk and Deputy City Clerk attend annual Missouri City Clerk and Finance Officer Association conferences as well as additional training opportunities. As part of the Deputy City Clerk's responsibilities as Project Manager for the Laserfiche program, she attends annual Laserfiche conferences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

## City Clerk's Office

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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.

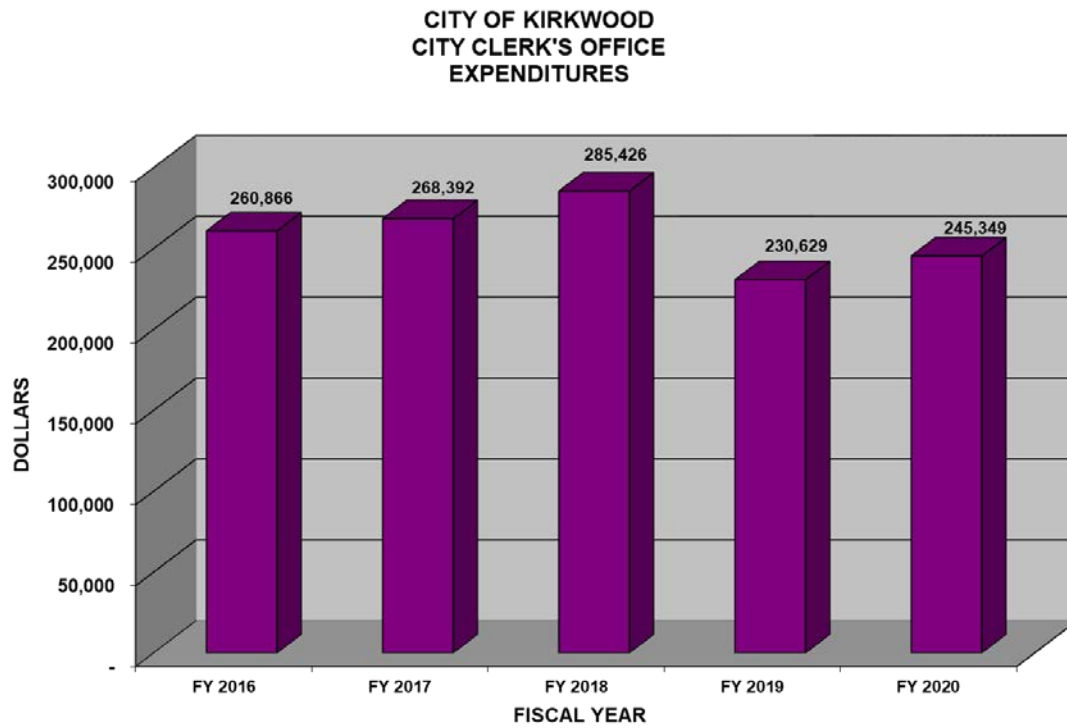
The chart below shows the service volume for the City Clerk's office for the past three fiscal years. Excluded from this chart are telephone calls, e-mails, and walk-in customer assistance.



## City Clerk's Office

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### Expenditures

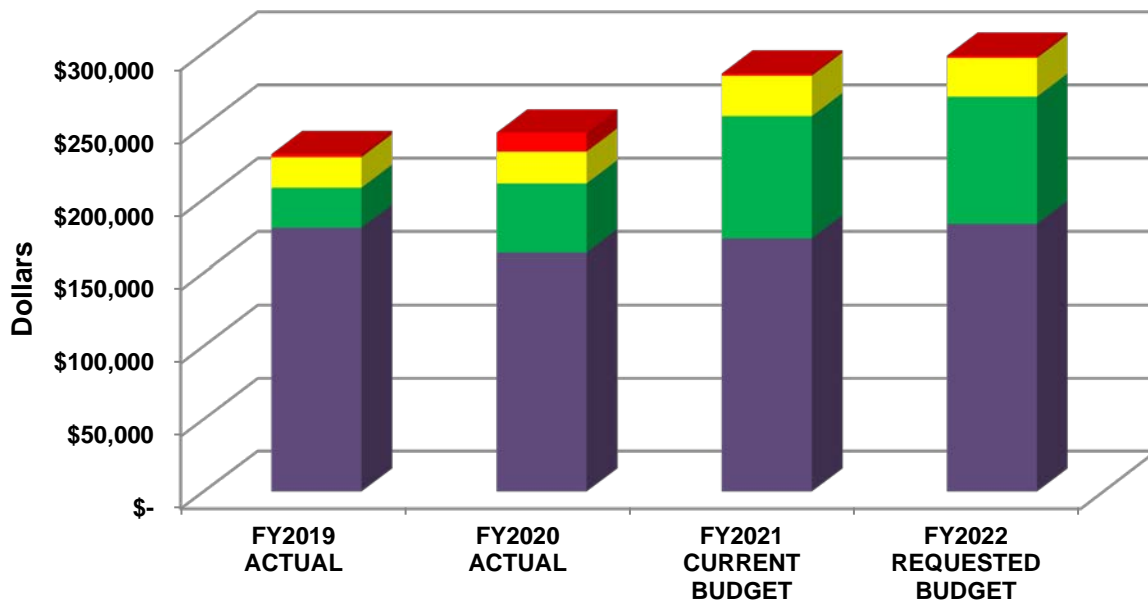


The City Clerk's Budget includes all related expenditures for the Mayor and City Council, City Clerk, and Deputy City Clerk.

**CITY OF KIRKWOOD, MISSOURI  
CITY CLERK OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	126,705	110,958	116,250	119,328
Elected Officials	18,000	18,000	18,000	18,000
Overtime	3,272	1,119	3,200	3,200
Social Security	9,298	8,042	8,522	8,480
Medicare	2,175	1,880	1,993	2,048
Civilian Pension	5,504	7,001	7,764	7,965
Deferred Compensation	2,067	2,241	2,389	3,374
Subtotal Salaries	167,021	149,241	158,118	162,395
Other Benefits				
Health Insurance	12,185	13,251	13,600	19,584
Dental Insurance	914	771	1,110	845
Vision Insurance	157	82	185	170
Benefit Credit	14	142	56	-
Subtotal Other Benefits	13,270	14,246	14,951	20,599
Total Personnel Services	180,291	163,487	173,069	182,994
<b>Contractual Services</b>	27,418	47,195	83,572	86,920
<b>Commodities</b>	20,868	21,691	27,575	26,500
<b>Capital Outlay</b>	2,051	12,973	1,500	1,500
<b>TOTAL CITY CLERK BUDGET</b>	<b>230,628</b>	<b>245,346</b>	<b>285,716</b>	<b>297,914</b>

**City Clerk Budget Summary**



CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1101-411.11-01	Salary Full Time	126,705	110,958	116,250	119,328	3,078	2.65%		
101-1101-411.11-03	Salary Elected Officials	18,000	18,000	18,000	18,000	-	0.00%		
101-1101-411.11-05	Overtime	3,272	1,119	3,200	3,200	-	0.00%		
101-1101-411.21-01	Health Insurance	12,185	13,251	13,600	19,584	5,984	44.00%		
101-1101-411.21-03	Dental Insurance	914	771	1,110	845	(265)	-23.87%		
101-1101-411.21-04	Vision Insurance	157	82	185	170	(15)	-8.11%		
101-1101-411.21-05	Benefit Credit	14	142	56	-	(56)	100.00%		
101-1101-411.22-01	Social Security Taxes	9,298	8,042	8,522	8,480	(42)	-0.49%		
101-1101-411.22-02	Medicare Contributions	2,175	1,880	1,993	2,048	55	2.76%		
101-1101-411.23-02	Civilian Pension	5,504	7,001	7,764	7,965	201	2.59%		
101-1101-411.23-04	Deferred Comp	2,067	2,241	2,389	3,374	985	41.23%		
101-1101-411.31-09	Training	1,580	276	2,500	2,000	(500)	-20.00%		
101-1101-411.31-10	Other Professional Svcs	5,602	6,576	15,000	15,000	-	0.00%		
101-1101-411.43-06	Equipment	-	-	5,000	5,500	500	10.00%		
101-1101-411.52-11	Work. Comp. Premium	2,614	4,913	3,822	1,420	(2,402)	-62.85%		
101-1101-411.53-01	Telephone	4,705	3,330	2,750	1,500	(1,250)	-45.45%		
101-1101-411.54-02	Legal ads	4,069	4,470	4,000	4,000	-	0.00%		
101-1101-411.55-09	Other Printing	110	368	500	500	-	0.00%		
101-1101-411.58-01	Travel Executive	8,738	8,214	15,000	12,000	(3,000)	-20.00%		
101-1101-411.59-01	Election Expense	-	19,048	35,000	45,000	10,000	28.57%		
101-1101-411.61-01	Office supplies	3,010	1,922	2,000	2,000	-	0.00%		
101-1101-411.61-11	Food	4,810	5,906	7,000	7,000	-	0.00%		
101-1101-411.64-01	Dues	12,931	13,743	16,500	16,500	-	0.00%		
101-1101-411.64-02	Publications	-	-	75	-	(75)	-100.00%		
101-1101-411.66-99	Other	117	-	1,000	-	(1,000)	-100.00%		
101-1101-411.68-01	Office, Furniture & Eqpt,	2,051	12,973	1,500	1,500	-	0.00%		
101-1101-411.69-05	Service Awards	-	120	1,000	1,000	-	0.00%		
CLERK/COUNCIL		230,628	245,346	285,716	297,914	12,198	4.27%		

Clerk/Council



## **Administration**

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

### **Staffing**

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

### **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**

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

### *Administrative Associate*

Due to the pandemic and the City's hiring freeze, this position is currently vacant.

### *Communications Coordinator*

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. Administers the City's social media accounts. Develops and maintains printed communication pieces that help citizens better understand their local government and the services provided. Authors the e-newsletters, monthly utility bill inserts, the monthly employee newsletter, and other communication pieces.

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

Provides staff support to the two pension boards, Civil Service Commission, and the Kirkwood Urban Forestry Commission. Administers the city's various benefit programs for employees. Supervises the Communications Coordinator and the managers in charge of Human Resources, Procurement, MIS, Fleet, and Safety departments. Assists the CAO and city council in a wide range of special projects. Serves as department head for the Administration Department.

## Administration

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### 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

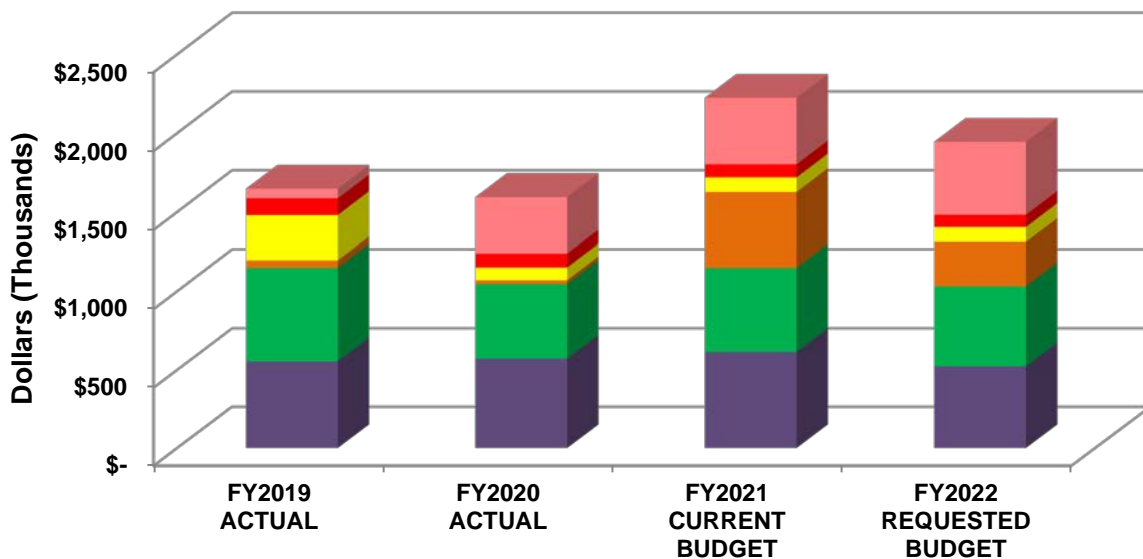
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- Prudently and efficiently manage financial and human resources while promoting a sustainable environment.
2. **Improve governance and strengthen relations between citizens and their government.** Improve communication and increase trust and citizen 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 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	432,274	450,720	467,050	387,383
Temporary Salaries	6,062	5,774	6,000	-
Overtime	4	-	-	-
Social Security	24,162	24,750	29,330	26,996
Medicare	6,750	6,881	6,860	6,316
Civilian Pension	24,954	29,601	30,750	25,180
Deferred Compensation	21,573	18,630	36,200	35,050
Subtotal Salaries	515,779	536,356	576,190	480,925
Other Benefits				
Health Insurance	36,150	33,000	36,000	39,373
Dental Insurance	1,865	1,956	2,208	2,000
Vision Insurance	315	156	-	340
Subtotal Other Benefits	38,330	35,112	38,208	41,713
Total Personnel Services	554,109	571,468	614,398	522,638
<b>Contractual Services</b>	593,686	474,217	532,865	508,425
<b>Commodities/Contingency</b>	46,921	23,868	479,071	279,600
<b>Capital Outlay</b>	106,195	87,816	83,150	78,250
<b>Interdepartmental Charges</b>	285,320	80,236	92,549	93,608
<b>Transfers to Other Funds</b>	61,100	356,533	422,000	462,425
<b>TOTAL ADMINISTRATION BUDGET</b>	1,647,331	1,594,138	2,224,033	1,944,946

**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	10111024121101	Salary Full Time	\$467,050	\$ 387,383	\$ (79,667)	-17.06%
Narrative: Decrease due to retirements and lower salaries for replacement personnel.						
2	1011024123101	Personnel consultants	\$ 63,500	\$ 50,000	\$ (13,500)	-21.26%
Narrative: Current budget has money for additional HR consulting which is not budgeted for in FY22.						

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1102-412.10-10	Transfer to Other Funds	61,100	356,533	422,000	462,425	40,425	9.58%		
101-1102-412.11-01	Salary Full Time	432,274	450,720	467,050	387,383	(79,667)	-17.06%		
101-1102-412.11-04	Salary Temporary	6,062	5,774	6,000	-	(6,000)	-100.00%		
101-1102-412.11-05	Overtime	4	-	-	-	-	0.00%		
101-1102-412.21-01	Health Insurance	36,150	33,000	36,000	39,373	3,373	9.37%		
101-1102-412.21-03	Dental Insurance	1,865	1,956	2,208	2,000	(208)	-9.42%		
101-1102-412.21-04	Vision Insurance	315	156	-	340	340	100.00%		
101-1102-412.22-01	Social Security Taxes	24,162	24,750	29,330	26,996	(2,334)	-7.96%		
101-1102-412.22-02	Medicare Contributions	6,750	6,881	6,860	6,316	(544)	-7.93%		
101-1102-412.23-02	Civilian Pension	24,954	29,601	30,750	25,180	(5,570)	-18.11%		
101-1102-412.23-04	Deferred Comp	21,573	18,630	36,200	35,050	(1,150)	-3.18%		
101-1102-412.31-01	Personnel consultants	59,085	45,117	63,500	50,000	(13,500)	-21.26%		
101-1102-412.31-03	Public Relations	1,176	419	-	1,500	1,500	100.00%		
101-1102-412.31-06	Kirkwood Arts Commission	4,487	6,797	16,200	-	(16,200)	-100.00%		
101-1102-412.31-07	Human Rights Commission	78	831	2,000	2,000	-	0.00%		
101-1102-412.31-08	Urban Forestry Comm.	364	890	1,273	1,200	(73)	-5.73%		
101-1102-412.31-09	Training	4,895	3,588	10,000	8,000	(2,000)	-20.00%		
101-1102-412.31-10	Other Professional Svcs	65,979	32,491	50,000	60,000	10,000	20.00%		
101-1102-412.32-01	Legal	338,268	245,418	250,000	250,000	-	0.00%		
101-1102-412.32-04	Ofc/Administrative	2,352	0	3,500	3,000	(500)	-14.29%		
101-1102-412.42-06	Laundry, towels, etc	1,434	1,504	1,525	1,550	25	1.64%		
101-1102-412.43-01	Office ept. maintenance	-	-	100	100	-	0.00%		
101-1102-412.43-12	Building & Grounds	1,200	800	2,500	2,500	-	0.00%		
101-1102-412.44-01	Parking lots	33,296	35,230	36,265	39,060	2,795	7.71%		
101-1102-412.44-04	Copy Machines	2,317	2,995	3,000	3,100	100	3.33%		
101-1102-412.52-02	General liability	18,508	22,920	25,025	25,775	750	3.00%		
101-1102-412.52-11	Work. Comp. Premium	5,945	7,431	7,077	3,540	(3,537)	-49.98%		
101-1102-412.53-01	Telephone	1,233	1,642	2,000	2,400	400	20.00%		
101-1102-412.53-02	Cellular Telephones	3,539	3,516	3,200	3,200	-	0.00%		
101-1102-412.54-04	Advertising	20,481	29,756	26,500	26,500	-	0.00%		
101-1102-412.55-09	Other Printing	13,831	18,907	14,000	14,000	-	0.00%		
101-1102-412.58-01	Travel Executive	11,591	8,556	10,000	8,000	(2,000)	-20.00%		
101-1102-412.58-02	Travel Other	3,627	5,409	5,200	3,000	(2,200)	-42.31%		
101-1102-412.61-01	Office supplies	3,943	5,924	5,500	4,500	(1,000)	-18.18%		
101-1102-412.61-05	Postage	1,639	1,421	2,000	1,700	(300)	-15.00%		
101-1102-412.61-11	Food	2,263	1,694	1,800	1,500	(300)	-16.67%		

Administration



CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1102-412.61-12	Coffee services	1,740	2,104	1,900	1,400	(500)	-26.32%		
101-1102-412.61-13	Clothing	299	243	350	300	(50)	-14.29%		
101-1102-412.64-01	Dues	6,603	6,422	6,545	6,800	255	3.90%		
101-1102-412.64-02	Publications	620	688	700	500	(200)	-28.57%		
101-1102-412.66-26	Motor Fuel & Lubricants	6	61	1,876	300	(1,576)	-84.01%		
101-1102-412.66-99	Other	-	716	400	400	-	0.00%		
101-1102-412.68-01	Office, Furniture & Equip.	2,660	3,216	2,500	1,200	(1,300)	-52.00%		
101-1102-412.68-02	Machinery & Equipment	186	1,350	1,000	1,000	-	0.00%		
101-1102-412.69-03	Mission Possible	-	-	3,000	3,000	-	0.00%		
101-1102-412.69-04	Contingency	24,519	-	450,000	254,000	(196,000)	-43.56%		
101-1102-412.69-05	Service Awards	5,289	4,595	5,000	5,200	200	4.00%		
101-1102-412.70-02	Interest Expense	86,700	83,250	79,650	76,050	(3,600)	-4.52%		
101-1102-412.75-03	Building & Site Improv.	16,649	-	-	-	-	0.00%		
101-1102-412.80-05	Fuel/Lubricants	1,876	1,962	1,925	1,715	(210)	-10.91%		
101-1102-412.80-10	Fleet Services	2,185	1,508	3,124	10,893	7,769	248.69%		
101-1102-412.80-20	Electric Charges	70,090	68,593	77,500	72,000	(5,500)	-7.10%		
101-1102-412.80-30	Street Lighting	200,000	-	-	-	-	0.00%		
101-1102-412.80-40	Water Usage Charges	9,669	6,673	8,500	7,500	(1,000)	-11.76%		
101-1102-412.80-50	Sanitation Charges	1,500	1,500	1,500	1,500	-	0.00%		
ADMINISTRATION		1,647,331	1,594,138	2,224,033	1,944,946	(279,087)	-12.55%		

Administration

## **MIS Department**

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### **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 <sup>1</sup>	Total Devices	CCs <sup>2</sup>	Possibility more CCs	Network printers	Non-Net Printers	Total Printers
Admin	5	0	15	4	24	4	0	4	3	7
Court Clerk	2	2	0	0	4	0	2	1	1	2
Electric	7	7	6	4	24	4	0	2	6	8
Finance	10	1	2	0	13	0	0	4	4	8
Fire	5	23	3	18	49	9	0	6	5	11
Fleet	2	3	0	4	9	2	0	2	1	3
MIS	7	3	3	3	16	1	0	3	0	3
Parks	1	0	0	4	5	4	0	2	0	2
Police	39	13	0	4	56	4	4	8	10	18
Purchasing	3	0	2	5	10	5	0	6	2	8
Pworks	11	1	0	9	21	9	0	6	1	7
Recreation	6	3	2	18	29	13	0	3	3	6
Sanitation	0	0	0	4	4	2	0	1	1	2
SBD	1	2	0	0	3	0	0	0	1	1
Training RM	1	0	0	6	7	6	0	0	1	1
Water	1	3	6	10	20	6	0	2	0	2
Total Type	101	61	39	93	294	69	6	50	39	89
<b>NOTE:</b>										
<sup>1</sup> Virtual PC is assigned to an individual.										
<sup>2</sup> "CC" stands for "Clear Cube" which is a device.										

### Telephone System and Maintenance Cost

The MIS Department is responsible for the telephone system and the associated maintenance cost. The City of Kirkwood's telephone system includes a total of 210 telephones and 300 voice mailboxes. Voice mailboxes exceed the number of telephones because the Police Department has voice mail for each police officer, but do not have a dedicated telephone for each and services such as ball field hotline, etc.

## **MIS Department**

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### **Consulting Services/GIS Projects**

Since 2001 the GIS division has been providing assistance on a number of projects for the city and also for outside entities. These projects include GIS data conversion for other municipalities, fire house location analysis, maps for tracking fire hydrant testing, tree location maps for R7 school district, July 4<sup>th</sup> celebration logistics maps, and Greentree festival maps. In addition we have completed the initial task of digitizing the old 3x5 cards that the Water dept. was using for all of the service lines to buildings. We have done fire map books for the City and also have done fire map books for the City of Ladue. We continue to do GIS work for the City of Ballwin on an as needed basis.

### **Major Projects Completed**

Upgraded switches at the Police Department, Parks and Recreation areas and also added a new switch at the Kirkwood Performance Arts Center. Due to the COVID pandemic, all of the other IT projects were canceled for this year.

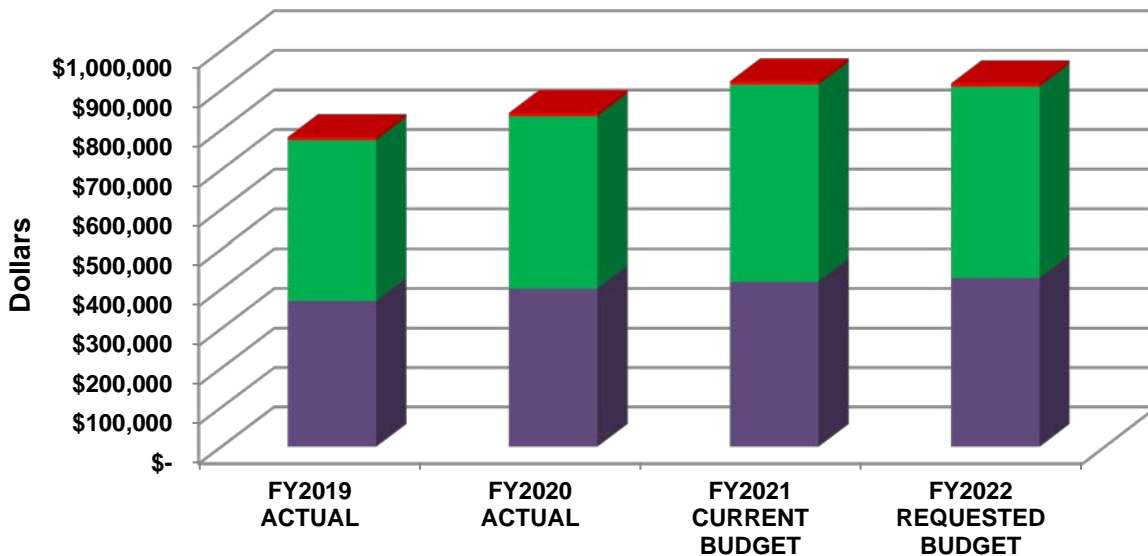
### **Upcoming Projects**

Depending on budget approval, we will be replacing the existing I-series that runs all of the Central Square software. We are also requesting to replace the voice-mail system and possibly a new aerial photography for use with the GIS system.

**CITY OF KIRKWOOD, MISSOURI  
MIS OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	290,383	310,244	321,605	328,100
Overtime	10,921	12,761	14,000	14,000
Social Security	18,904	20,289	20,575	21,410
Medicare	4,421	4,745	4,812	5,010
Civilian Pension	15,433	20,187	21,815	22,250
Deferred Compensation	4,493	5,411	5,300	6,850
Subtotal Salaries	344,555	373,637	388,107	397,620
Other Benefits				
Health Insurance	23,447	25,139	27,000	27,995
Dental Insurance	1,750	1,666	2,725	1,690
Vision Insurance	309	319	530	340
Benefit Credit	6	65	25	-
Subtotal Other Benefits	25,512	27,189	30,280	30,025
Total Personnel Services	370,067	400,826	418,387	427,645
<b>Contractual Services</b>	404,749	434,113	496,355	481,830
<b>Commodities</b>	7,362	8,176	8,350	8,350
<b>TOTAL MIS BUDGET</b>	782,178	843,115	923,092	917,825

**MIS Budget Summary**



CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1105-415.11-01	Salary Full Time	290,383	310,244	321,605	328,100	6,495	2.02%		
101-1105-415.11-05	Overtime	10,921	12,761	14,000	14,000	-	0.00%		
101-1105-415.21-01	Health Insurance	23,447	25,139	27,000	27,995	995	3.69%		
101-1105-415.21-03	Dental Insurance	1,750	1,666	2,725	1,690	(1,035)	-37.98%		
101-1105-415.21-04	Vision Insurance	309	319	530	340	(190)	-35.85%		
101-1105-415.21-05	Benefit Credit	6	65	25	-	(25)	100.00%		
101-1105-415.22-01	Social Security Taxes	18,904	20,289	20,575	21,410	835	4.06%		
101-1105-415.22-02	Medicare Contributions	4,421	4,745	4,812	5,010	198	4.11%		
101-1105-415.23-02	Civilian Pension	15,433	20,187	21,815	22,250	435	1.99%		
101-1105-415.23-04	Deferred Comp	4,493	5,411	5,300	6,850	1,550	29.25%		
101-1105-415.31-05	Microfilming/Storage Svcs	5,876	6,340	5,500	5,500	-	0.00%		
101-1105-415.31-09	Training	18,131	13,520	18,350	18,350	-	0.00%		
101-1105-415.31-10	Other Professional Svcs	65,725	90,296	86,500	87,500	1,000	1.16%		
101-1105-415.43-04	Computer maintenance	70,428	73,725	75,800	75,800	-	0.00%		
101-1105-415.43-15	Software Maintenance	237,595	241,513	302,110	290,060	(12,050)	-3.99%		
101-1105-415.52-11	Work. Comp. Premium	4,600	5,738	5,095	2,120	(2,975)	-58.39%		
101-1105-415.53-01	Telephone	959	1,277	1,000	1,000	-	0.00%		
101-1105-415.58-01	Travel Executive	1,435	1,704	2,000	1,500	(500)	-25.00%		
101-1105-415.61-01	Office supplies	2,668	2,965	3,000	3,000	-	0.00%		
101-1105-415.61-02	Computer supplies	4,678	5,066	5,000	5,000	-	0.00%		
101-1105-415.61-05	Postage	16	45	100	100	-	0.00%		
101-1105-415.64-01	Dues	-	100	250	250	-	0.00%		
MIS		782,178	843,115	923,092	917,825	(5,267)	-0.57%		

MIS

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## Human Resources Department

### Mission Statement

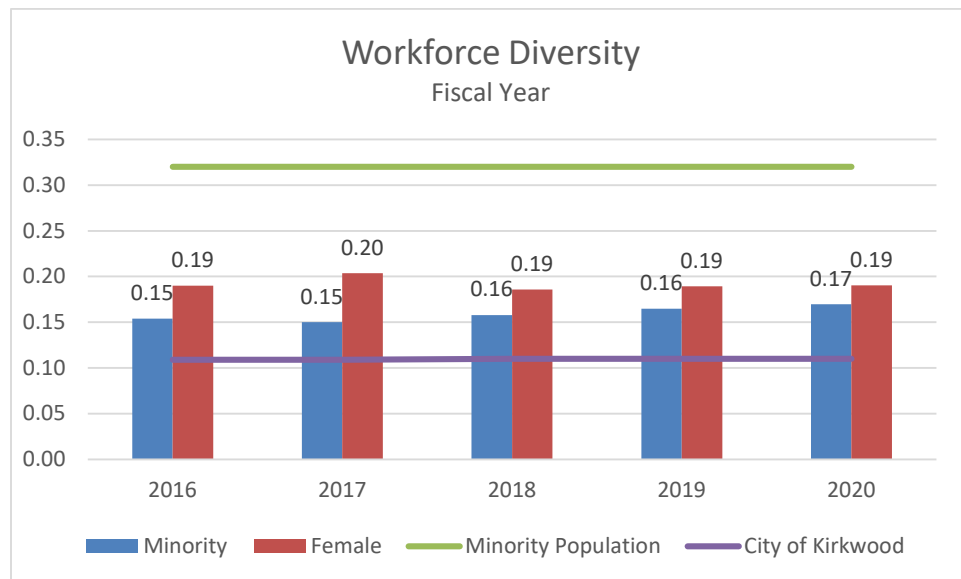
The Human Resources (HR) Department strives to provide professional and high quality customer service to the City of Kirkwood's most valuable asset, our employees. The HR Department will:

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

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

The HR Department has identified the following performance measurements: Workforce Diversity, Turnover, Staffing, Training, and Support functions.

### Workforce Diversity



By placing the right people in the right positions, the City of Kirkwood can better serve its residents and help fulfill its responsibilities to taxpayers. This measure tracks minority and women employment in the City's workforce and compares it with Census data for St. Louis County and Kirkwood. In terms of minority employment the City scores well against the City population, however, when looking out at the more realistic recruiting area of St. Louis County, our numbers do not fare as well. Human Resources has begun the process of developing a

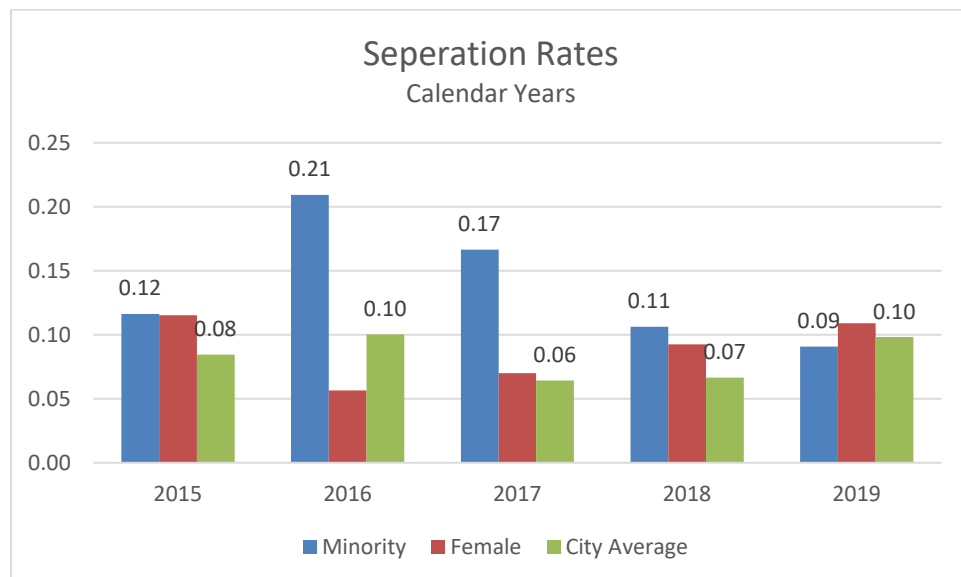


## Human Resources Department

Diversity Improvement Plan (DIP) and hopes to increase the diversity numbers through recruiting and retention strategies developed in the DIP.

### Turnover

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



Turnover for the most recent Calendar Year rose to 10% which is significantly higher than 3 of the 4 previous years. During the most recent fiscal year, of the 28 full time employees separating employment, eight employees retired from the City and two were approved for long term disability illustrating the aging workforce of the City. Currently 46% of the City's workforce is over the age of 50 and 17% is over 60 years old. This data, along with the fact that individuals in the emerging generations are not committing to one employer for their entire career, indicates a trend of higher turnover in the future.

Separation rates for females and minorities has trended higher than the average. Human Resources has identified this as an area to focus on improving. During FY 2021, HR plans to develop a Diversity Initiative Plan (DIP) to address diversity recruitment and retention initiatives to increase the diversity of the workforce to more closely reflect the diversity in the St. Louis region.

## Human Resources Department

Last year, Human Resources noted a concern in the increase in employees separating from employment during their first year of employment. During FY2019, HR implemented a new employee onboarding program to help acclimate new employees to the organization. Consequently, we hope to see a reduction in the number of new hires leaving the organization. Unfortunately, this fiscal year, five employees left employment during the first year. Of these, two left prior to attending our onboarding program.

### TERMINATIONS BY DEPARTMENT

DEPARTMENT	FY2016	FY2017	FY2018	FY2019	FY2020	TOTAL
Administration				1	1	2
Facilities Operations					1	1
Court					1	1
Electric	1	2		3	1	7
Finance		1			2	3
Fire**	3	4	2	3	6	18
Fleet Services						0
Human Resources			2			2
MIS				1		1
Parks		1	1	1	2	5
Police*	4	6	3	3	5	21
Procurement	1		1			2
PS-Bldg Comm	1	2	1			4
PS-Engineering		1	1	1	2	5
PS-Sanitation	4	4	4	3	1	16
PS-Street	1	2		1	3	7
PS-Water	1	1	1	2	3	8
Recreation	2	1		1	1	5
TOTAL ***	18	25	16	20	29	108

\* Police includes Officers and Admin staff.

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

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

## Human Resources Department

### Staffing

Despite the tight job market prior to the COVID-19, we staffed more positions in 2019 than any of the previous 5 years.

#### NEW EMPLOYEES BY DEPARTMENT

DEPARTMENT	FY2016	FY2017	FY2018	FY2019	FY 2020	TOTAL
Administration				1		1
Facility Operations		1		1	1	3
Court					1	1
Electric		1		1	2	4
Finance		1		2	1	4
Fire**	9	4	3	2	7	25
Fleet Services						0
Human Resources			2		1	3
MIS	1			2		3
Parks	1	1	1	1	2	6
Police*	2	8	6	1	6	23
Procurement	1			1		2
PS-Bldg Comm	1	1	1			3
PS-Engineering		2		1	3	6
PS-Sanitation	1	4	5	5	1	16
PS-Street	1	1		1	3	6
PS-Water	3	1	1	3	2	10
Recreation	2	1			1	4
TOTAL***	22	26	19	22	31	120

\* 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

#### FLEXIBLE WORKFORCE HIRED

	FY 2015	FY 2016	FY 2017	FY 2018	FY2019
Regular Part-Time Employees	12	11	19	15	17
Seasonal Employees	67	97	112	79	90

## Human Resources Department

### PROMOTIONS/CHANGES BY DEPARTMENT

DEPARTMENT	FY2016	FY2017	FY2018	FY2019	FY2020	TOTAL
Administration				1	2	3
Facility Operations				1		1
Court						0
Electric	2	3	1	1	2	9
Finance		1			2	3
Fire**		4		1	4	9
Fleet Services						0
Human Resources						0
MIS						
Parks						
Police*	1	1	7	1	4	14
Procurement			1			1
PS-Bldg Comm		2				2
PS-Engineering		1				1
PS-Sanitation	4	1	1	1		7
PS-Street		1	1			2
PS-Water	2	1	1	4	3	11
Recreation				1		1
TOTAL ***	9	15	12	11	17	64

\* Police includes Officers and Admin staff.

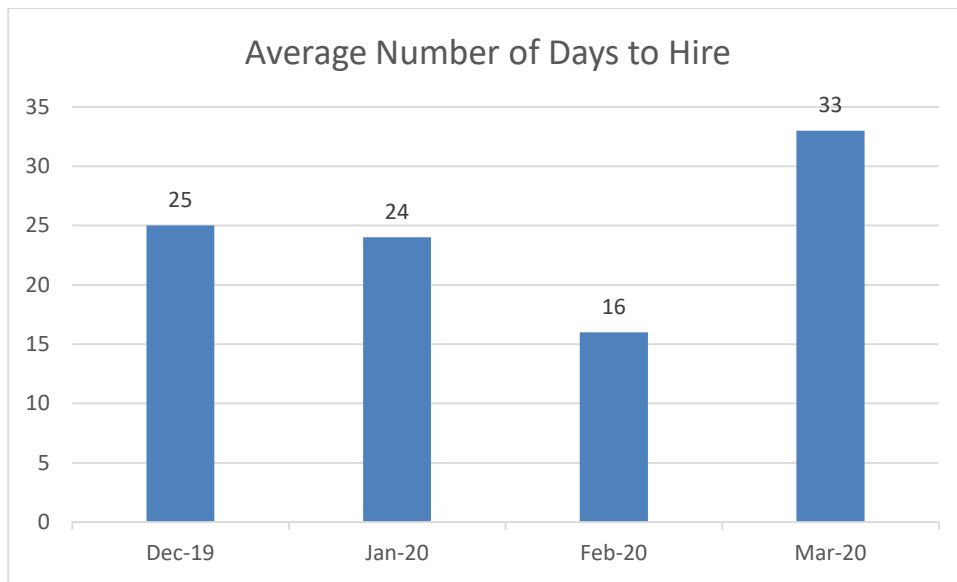
\*\* Fire includes Admin and non-Admin staff.

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

During the most recent fiscal year, Human Resources (HR) implemented an Applicant Tracking Software (ATS) to streamline and automate our hiring process. Supervisors and managers who staffed positions post implementation found the software to be user friendly, flexible and very efficient. ATS was implemented in November 2019 with positions posted and jobs filled beginning in December 2019. "Time to Hire" data is provided for months following implementation through the hiring freeze issued in response to the COVID-19 pandemic. Additional metrics for quality of hire and diversity of the applicant pool are currently under development.

## Human Resources Department

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### **Benefit Costs**

The City dramatically changed its benefit offerings for the Fiscal Year 2020 offering four different health care plans, including a high deductible healthcare plan with a Health Savings Account (HSA), three dental plan options and four vision plan options. The variety of options allowed for employees to choose plans with lower premiums and higher deductibles, saving the City money as well as the employees. Benefit costs appear to be reduced as a result of these enhancements. 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 matches up to 2% of the employees' annual salary investment in a Deferred Compensation program.

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

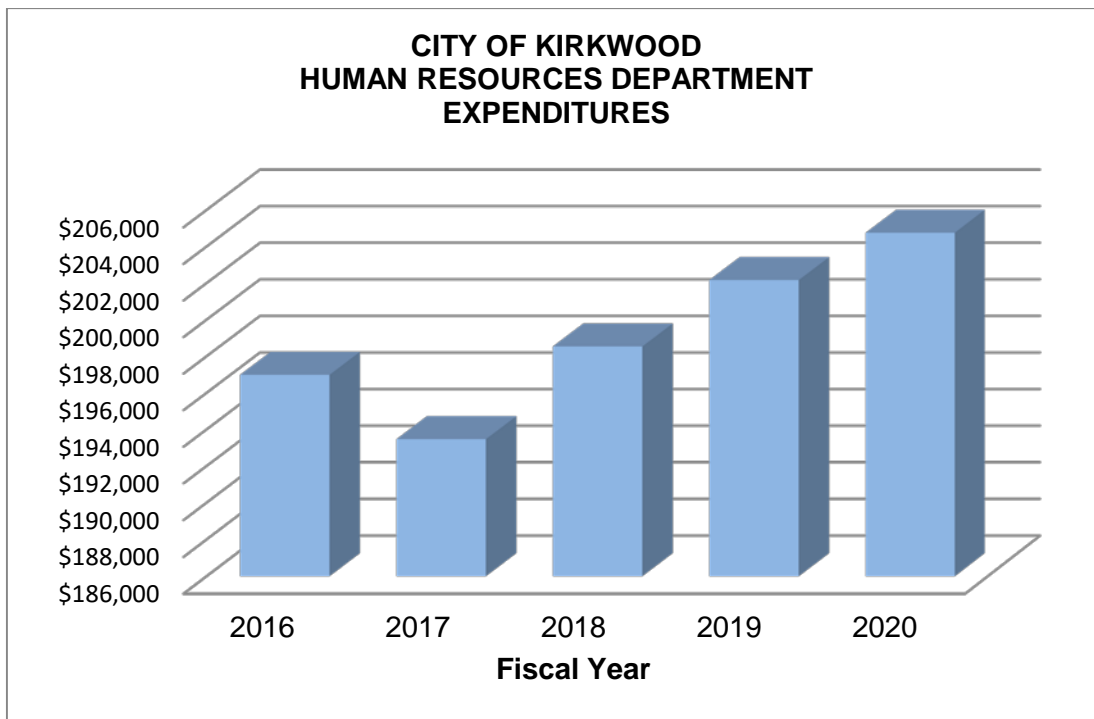
FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
\$10,486	\$10,779	\$8,834	\$10,607	\$9,122

### **Expenditures**

Over the last five-year time period, the HR Department's expenditures have 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

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### **Training**

The Human Resources staff meets with all new employees for their initial orientation of 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, 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, as well as the City’s Pension and Deferred Compensation plans are conducted annually during the month of Open Enrollment.

Human Resources has organized additional learning opportunities with financial planning, estate planning, and health and wellness sessions. Temperament training was utilized as a team building activity for the Finance department this year. Additional online training has been made available through membership with AAIM Employers Association. To date, 25 managers and supervisors have completed 8 compliance courses online. Beginning in Fiscal Year 2021, Anti-Harassment and Diversity and Inclusion sessions will be required of all employees.

### **Support for Supervisors, Safety, and Wellness**

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**

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The HR Department is responsible for arranging 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.

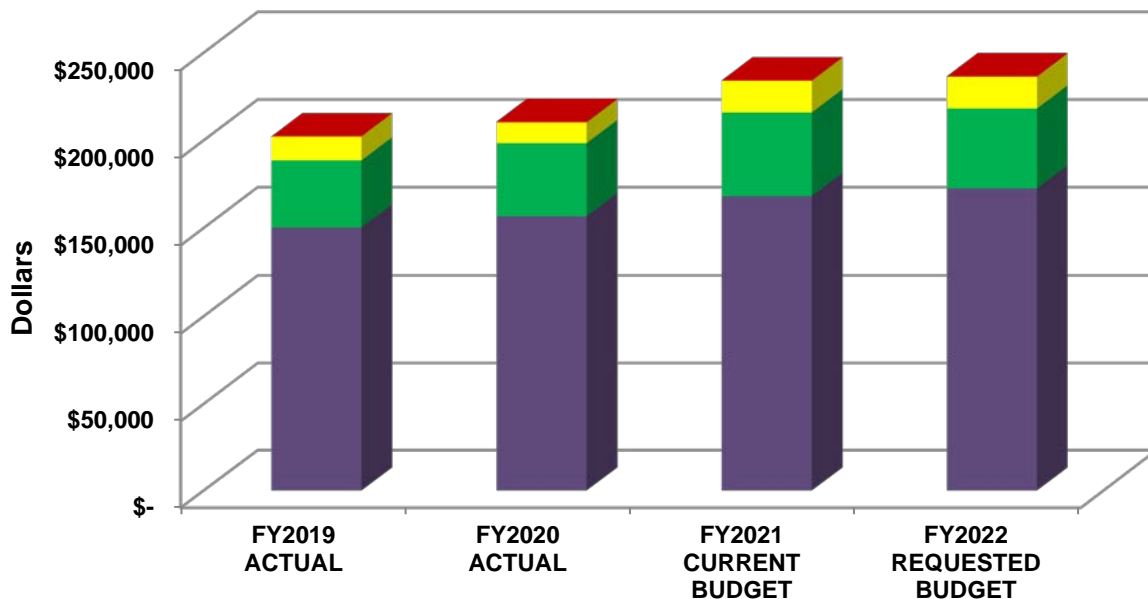
Job specific physical capacity testing provided by The Work Center covers all physically demanding positions, such as: Firefighter/Paramedic, Sanitation Worker, Electric Lineman and Meter Reader, Recreation Custodian, Water Distribution Worker, Sanitation Worker, Maintenance Worker, and Police Officer. 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 continues to expand. In January 2020, City of Kirkwood partnered with our healthcare provider to offer the Naturally Slim program to our employees and their adult dependents. Forty-one employees started the 10 week program with nearly 50% completion rate. Participants lost a total of 209 pounds.

**CITY OF KIRKWOOD, MISSOURI  
HUMAN RESOURCES OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	114,317	121,836	125,000	128,118
Overtime	102	79	-	300
Social Security	6,937	7,244	7,500	7,600
Medicare	1,623	1,694	1,750	1,800
Civilian Pension	5,430	6,327	8,125	8,000
Deferred Compensation	1,494	1,689	2,500	2,500
Subtotal Salaries	129,903	138,869	144,875	148,318
Other Benefits				
Health Insurance	19,141	16,696	22,090	22,885
Dental Insurance	940	998	1,104	1,104
Vision Insurance	153	13	-	170
Benefit Credit	3	43	-	-
Subtotal Other Benefits	20,237	17,750	23,194	24,159
Total Personnel Services	150,140	156,619	168,069	172,477
<b>Contractual Services</b>	38,329	41,699	47,748	45,591
<b>Commodities</b>	13,698	11,879	18,135	18,235
<b>Capital Outlay</b>	-	394	200	200
<b>TOTAL PERSONNEL BUDGET</b>	202,167	210,591	234,152	236,503

**Human Resources Budget Summary**





CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1108-417.11-01	Salary Full Time	114,317	121,836	125,000	128,118	3,118	2.49%		
101-1108-417.11-05	Overtime	102	79	-	300	300	100.00%		
101-1108-417.21-01	Health Insurance	19,141	16,696	22,090	22,885	795	3.60%		
101-1108-417.21-03	Dental Insurance	940	998	1,104	1,104	-	0.00%		
101-1108-417.21-04	Vision Insurance	153	13	-	170	170	100.00%		
101-1108-417.21-05	Benefit Credit	3	43	-	-	-	0.00%		
101-1108-417.22-01	Social Security Taxes	6,937	7,244	7,500	7,600	100	1.33%		
101-1108-417.22-02	Medicare Contributions	1,623	1,694	1,750	1,800	50	2.86%		
101-1108-417.23-02	Civilian Pension	5,430	6,327	8,125	8,000	(125)	-1.54%		
101-1108-417.23-04	Deferred Comp	1,494	1,689	2,500	2,500	-	0.00%		
101-1108-417.31-07	Medical Examinations	14,105	13,143	15,600	16,500	900	5.77%		
101-1108-417.31-09	Training	1,817	673	3,000	3,000	-	0.00%		
101-1108-417.32-01	Legal	15,568	14,107	15,000	15,000	-	0.00%		
101-1108-417.43-01	Office Equipment Maintenance	-	2,786	2,820	3,070	250	8.87%		
101-1108-417.52-11	Work. Comp. Premium	1,981	2,476	2,548	1,420	(1,128)	-44.27%		
101-1108-417.53-01	Telephone	274	407	280	551	271	96.79%		
101-1108-417.54-01	Personnel recruitment	1,259	2,942	3,000	2,500	(500)	-16.67%		
101-1108-417.58-02	Travel Other	3,325	5,165	5,500	3,550	(1,950)	-35.45%		
101-1108-417.61-11	Food	-	-	1,200	1,200	-	100.00%		
101-1108-417.64-01	Dues	728	2,920	3,735	3,835	100	2.68%		
101-1108-417.66-99	Other	172	25	200	200	-	0.00%		
101-1108-417.68-01	Office, Furniture & Eqpt,	-	394	200	200	-	0.00%		
101-1108-417.69-05	Service Awards	12,798	8,934	13,000	13,000	-	0.00%		
HUMAN RESOURCES		202,167	210,591	234,152	236,503	2,351	1.00%		

Human Resources

## **Procurement Department**

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### **Mission Statement**

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

### **Vision Statement**

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

### **Core Values**

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

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

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

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

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

*Service* – Proactively assist stakeholders to support the public.

### **Procurement Goals**

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

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

## **Procurement Department**

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### **General Description**

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

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

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

## **Procurement Department**

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### **Procurement Department Highlights**

- Generated a measurable cost avoidance of \$1,151,790 achieved through bidding the appropriate markets, adhering to proper procurement procedures, and strategic sourcing
- Achieved a measurable cost savings of \$413,416 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

## **Procurement Department**

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### **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

## Procurement Department

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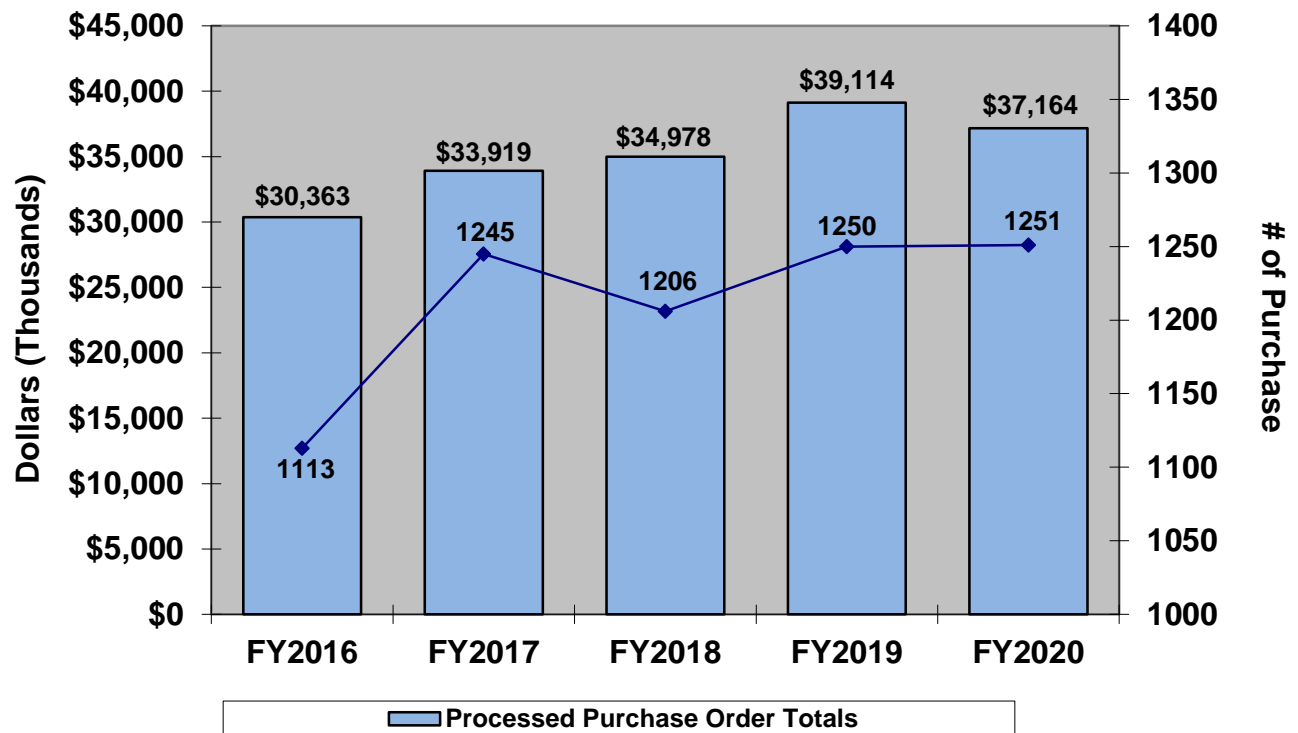
### Purchase Orders

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

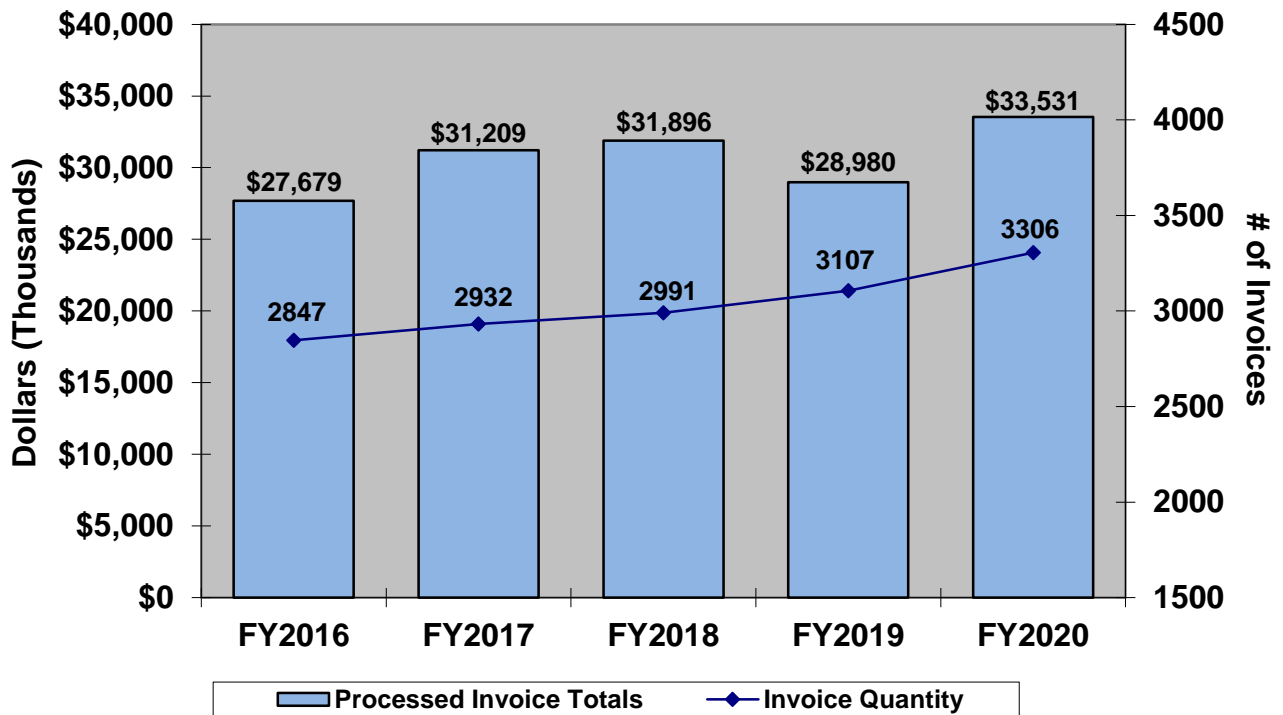


## Procurement Department

### Invoices

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

### Invoices Processed



## Procurement Department

### Procurement Card Administration (Procard)

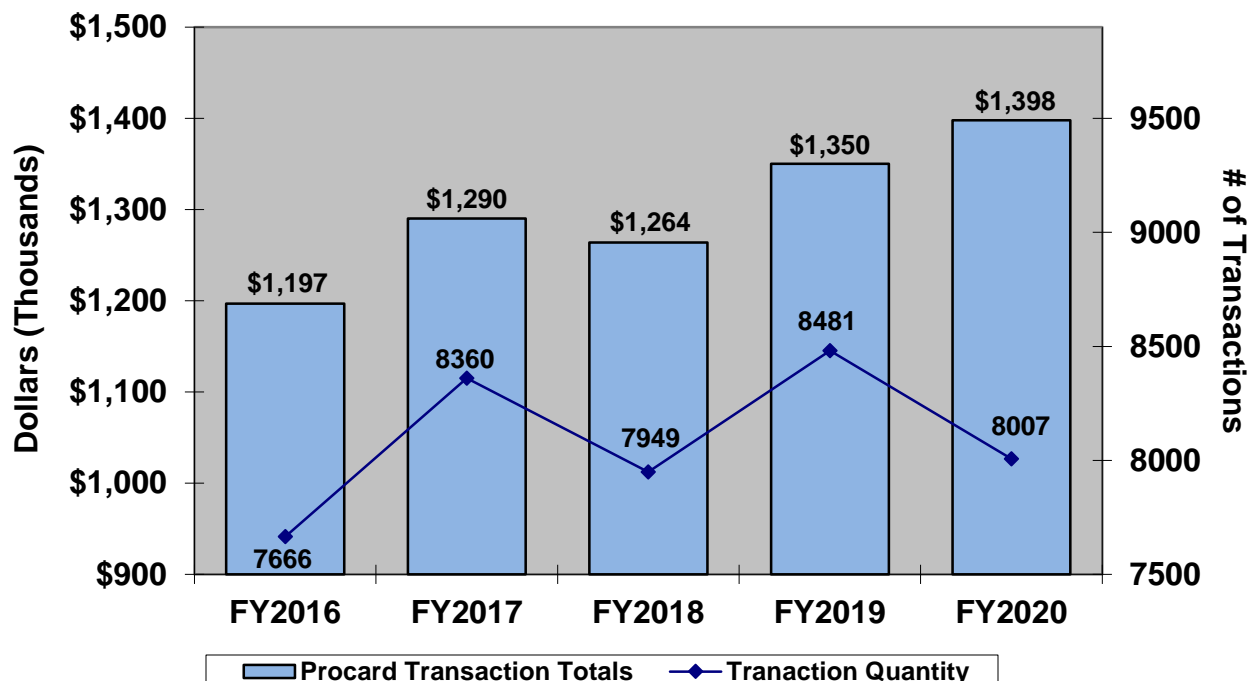
The Procurement Department manages the Procard Program. The Procard Program streamlines and reduces the total cost of procurement and payment. Cost reduction is generated by forgoing purchase orders in favor of Procurement Card transactions for the procurement of products of low dollar and risk.

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

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

All new cardholders receive training and every two years current cardholders are provided refresher training. In FY2020 the Procurement Department issued or maintained 156 individual Procards. The average spend per transaction was \$156.20 in FY2016, \$154.27 in FY2017, \$158.95 in FY2018, \$159.17 in FY2019, and \$174.61 in FY2020.

### Procard Transactions





## Procurement Department

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### Formal Bids

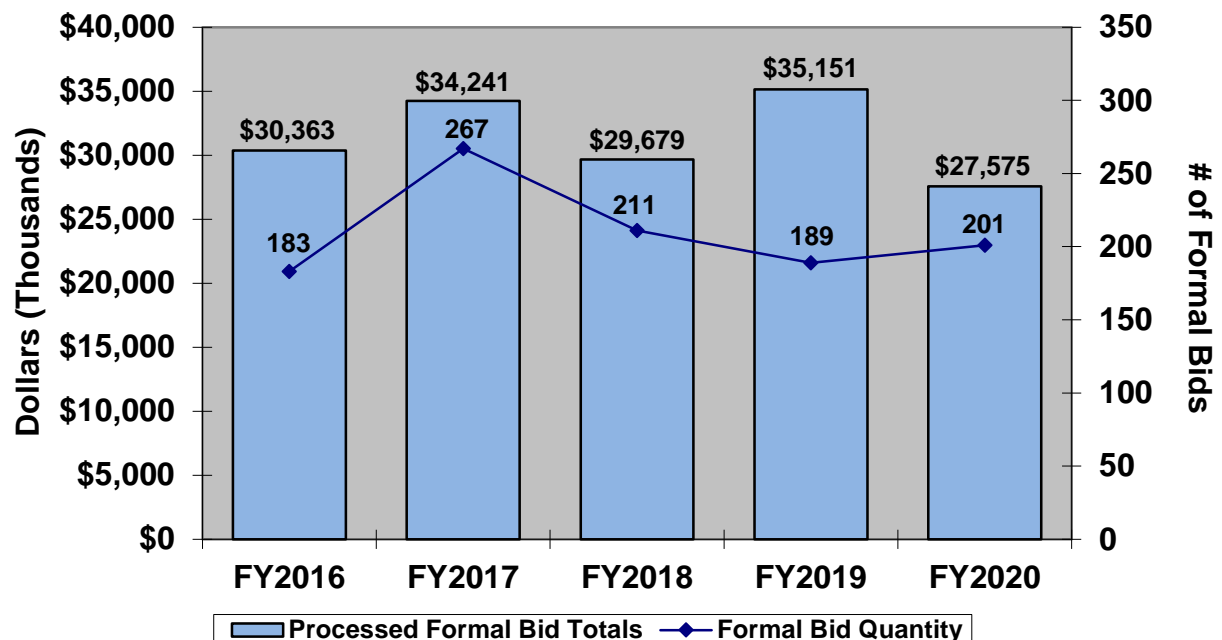
Advertisement and Formal bids are required for all contractual obligations and purchases in excess of \$15,000. This value was recently changed from \$7,500 in December of 2016 with the approval of updates to the City's Code of Ordinances.

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 but decreased in value reflecting large value multiple year construction project bidding in the previous fiscal year.

### Formal Bids Processed



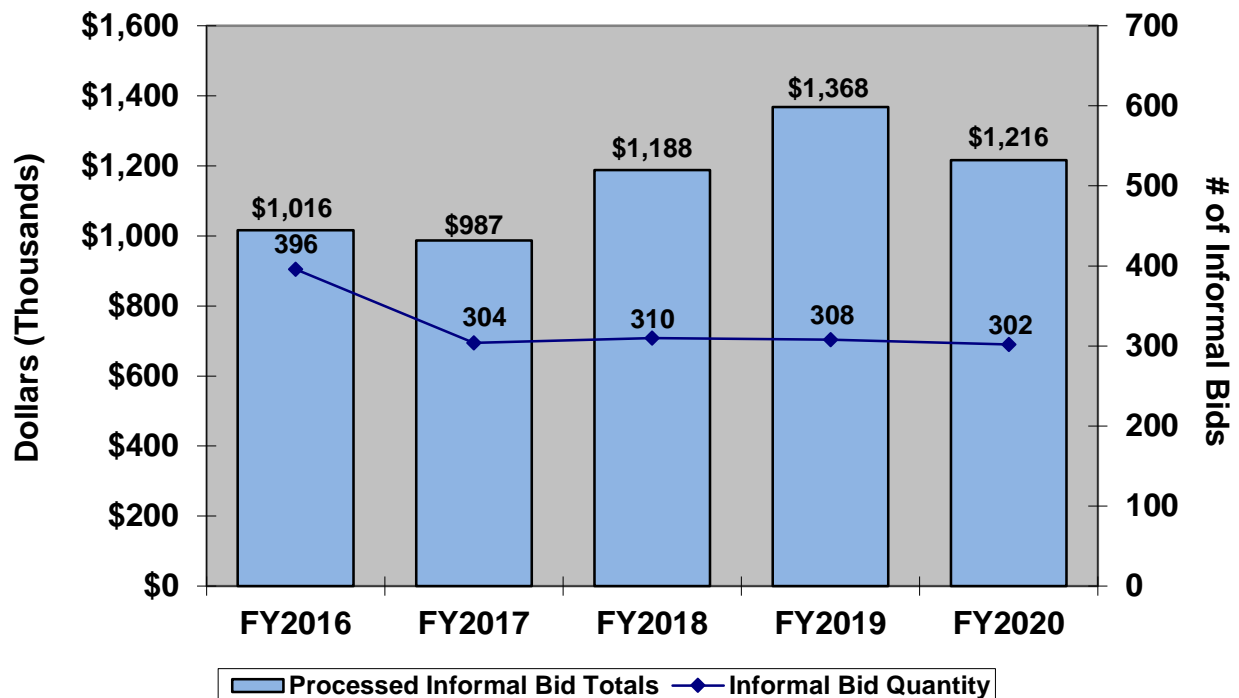
## Procurement Department

### Informal Bids

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

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

### Informal Bids Processed



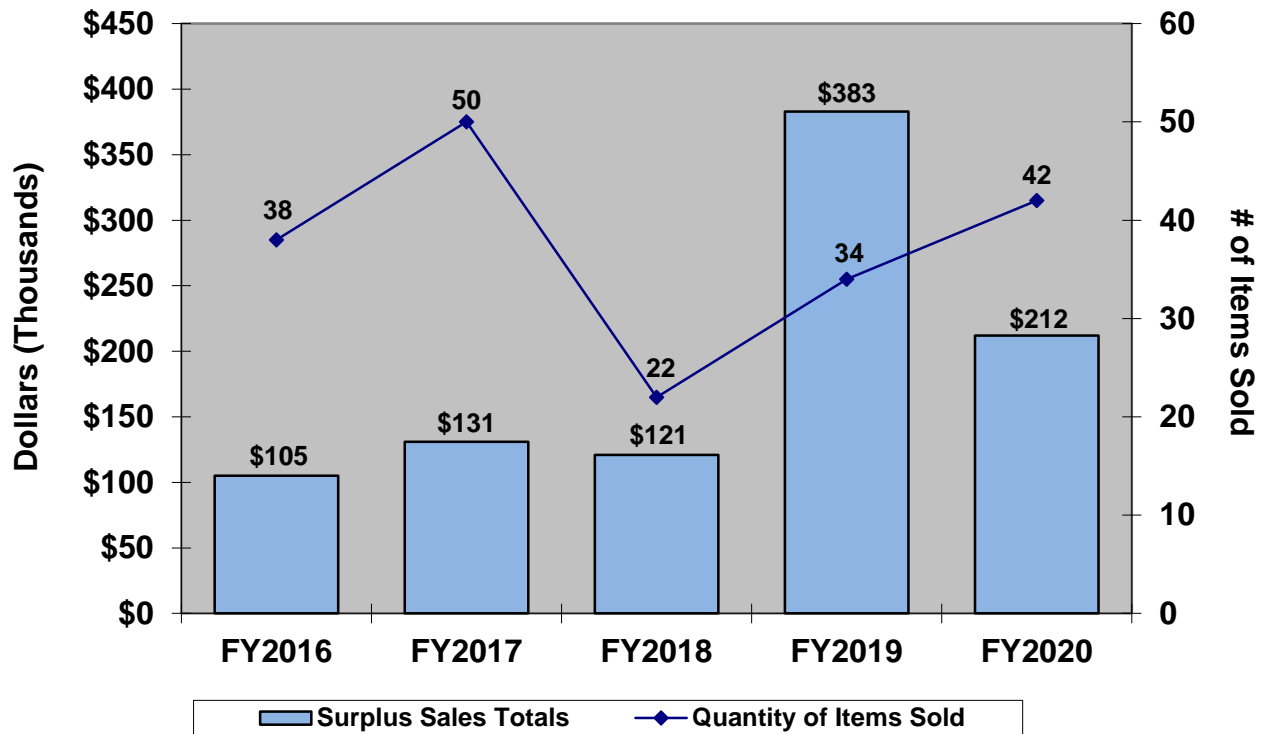
## Procurement Department

### 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.

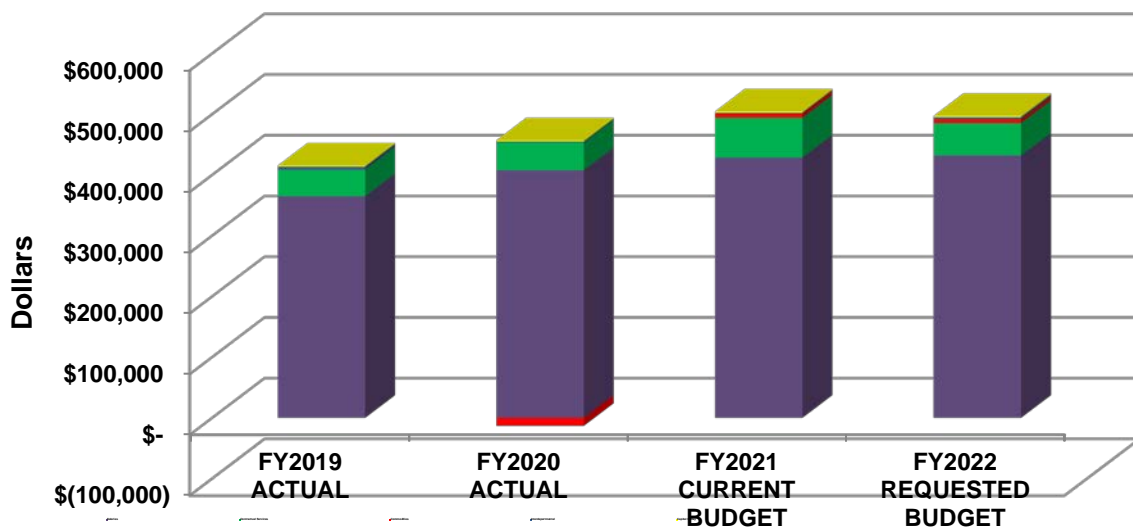
FY2016 \$6,374.74  
FY2017 \$6,790.26  
FY2018 \$6,885.17

FY2019 \$14,751.91  
FY2020 \$15,790.86

**CITY OF KIRKWOOD, MISSOURI  
PROCUREMENT/WAREHOUSE OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	261,127	286,032	296,585	302,519
Part-time Salaries	16,210	21,092	23,031	23,031
Temporary	-	-	-	-
Overtime	1,621	702	2,000	2,000
Social Security	17,063	18,785	19,625	19,941
Medicare	3,992	4,392	4,591	4,665
Civilian Pension	13,726	19,223	20,575	20,958
Deferred Compensation	4,791	6,146	6,332	6,450
Subtotal Salaries	318,530	356,372	372,739	379,564
Other Benefits				
Health Insurance	43,788	48,828	53,270	50,028
Dental Insurance	1,991	2,265	2,315	1,905
Vision Insurance	332	113	-	419
Benefit Credit	6	65	170	-
Subtotal Other Benefits	46,117	51,271	55,755	52,352
Total Personnel Services	364,647	407,643	428,494	431,916
<b>Contractual Services</b>	43,740	45,599	65,861	53,660
<b>Commodities</b>	217	(13,068)	6,380	5,850
<b>Capital Outlay</b>	1,645	1,817	2,000	2,000
<b>Interdepartmental Charges</b>	5,168	1,862	1,747	3,709
<b>TOTAL PURCHASING BUDGET</b>	<b>415,417</b>	<b>443,853</b>	<b>504,482</b>	<b>497,135</b>

**Procurement/Warehouse Budget Summary**



# CITY OF KIRKWOOD      PROCUREMENT / WAREHOUSE

## Budget Changes

Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	10111124163109	Official/Administrative/Training	\$11,000	\$ 9,000	\$ (2,000)	-18.18%
Narrative: Funding decrease to compensate for tuition reimbursement for staff.						
2	10111124163110	Official/Administrative/Other Professional Services	\$11,000	\$ 15,750	\$ 4,750	43.18%
Narrative: Funding increase to compensate for annual service fees for the new E-Procurement Platform.						
3	10111124165801	Official/Administrative/Executive Travel	\$ 4,000	\$ 2,000	\$ (2,000)	-50.00%
Narrative: Funding decrease due to a focus on regional training for FY2022.						
3	10111124165802	Official/Administrative/Travel Other	\$ 4,000	\$ 2,000	\$ (2,000)	-50.00%
Narrative: Funding decrease due to a focus on regional training for FY2022.						
3	10111124168010	Interdept. Charges / Vehicle Maintenance	\$ 634	\$ 1,981	\$ 1,347	212.46%
Narrative: Funding increase due request by fleet department.						

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-11112-416.11-01	Salary Full Time	226,546	249,204	258,705	263,880	5,175	2.00%		
101-11112-416.11-02	Salary Part Time	16,210	21,092	23,031	23,031	-	0.00%		
101-11112-416.11-05	Overtime	1,621	702	2,000	2,000	-	0.00%		
101-11112-416.21-01	Health Insurance	36,519	41,567	45,350	41,784	(3,566)	-7.86%		
101-11112-416.21-03	Dental Insurance	1,755	1,996	2,039	1,690	(349)	-17.12%		
101-11112-416.21-04	Vision Insurance	294	110	-	340	340	100.00%		
101-11112-416.21-05	Benefit Credit	6	65	170	-	(170)	100.00%		
101-11112-416.22-01	Social Security Taxes	14,974	16,539	17,311	17,592	281	1.62%		
101-11112-416.22-02	Medicare Contributions	3,503	3,867	4,049	4,115	66	1.63%		
101-11112-416.23-02	Civilian Pension	11,735	16,921	18,149	18,443	294	1.62%		
101-11112-416.23-04	Deferred Comp	4,099	5,410	5,585	5,675	90	1.61%		
101-11112-416.31-09	Training	7,148	8,193	11,000	9,000	(2,000)	-18.18%		
101-11112-416.31-10	Other Professional Svcs	3,639	1,885	11,000	15,750	4,750	43.18%		
101-11112-416.32-01	Legal	1,156	887	1,000	1,000	-	0.00%		
101-11112-416.44-04	Copy Machines	87	147	700	700	-	0.00%		
101-11112-416.52-02	General liability	3,033	3,692	2,275	2,300	25	1.10%		
101-11112-416.52-11	Work. Comp. Premium	8,414	10,518	10,616	1,420	(9,196)	-86.62%		
101-11112-416.53-01	Telephone	2,996	2,942	3,000	3,000	-	0.00%		
101-11112-416.55-09	Other Printing	74	144	250	250	-	0.00%		
101-11112-416.58-01	Travel Executive	1,525	1,639	4,000	1,500	(2,500)	-62.50%		
101-11112-416.58-02	Travel Other	2,146	2,579	4,000	2,000	(2,000)	-50.00%		
101-11112-416.61-01	Office supplies	2,090	1,995	2,100	2,000	(100)	-4.76%		
101-11112-416.61-05	Postage	63	41	150	150	-	0.00%		
101-11112-416.61-08	Janitorial supplies	961	453	500	500	-	0.00%		
101-11112-416.61-11	Food	398	98	300	300	-	0.00%		
101-11112-416.61-13	Clothing	391	478	500	500	-	0.00%		
101-11112-416.64-01	Dues	1,264	830	1,430	1,000	(430)	-30.07%		
101-11112-416.64-02	Publications	59	0	500	500	-	0.00%		
101-11112-416.68-01	Office, Furniture & Eqpt,	1,645	1,817	2,000	2,000	-	0.00%		
101-11112-416.69-99	Inventory Adjustments	(5,624)	(17,650)	-	-	-	0.00%		
101-11112-416.80-05	Fuel/Lubricants	110	214	350	350	-	0.00%		
101-11112-416.80-10	Fleet Services	4,119	885	634	1,971	1,337	210.88%		
101-11113-416.11-01	Salary Full Time	34,581	36,828	37,880	38,639	759	2.00%		
101-11113-416.21-01	Health Insurance	7,269	7,261	7,920	8,244	324	4.09%		
101-11113-416.21-03	Dental Insurance	236	269	276	215	(61)	-22.10%		
101-11113-416.21-04	Vision Insurance	38	3	-	79	79	100.00%		

Procurement/Warehouse

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-11113-416.22-01	Social Security Taxes	2,089	2,246	2,314	2,349	35	1.51%		
101-11113-416.22-02	Medicare Contributions	489	525	542	550	8	1.48%		
101-11113-416.23-02	Civilian Pension	1,991	2,302	2,426	2,515	89	3.67%		
101-11113-416.23-04	Deferred Comp	692	736	747	775	28	3.75%		
101-11113-416.31-09	Training	-	-	1,000	1,000	-	0.00%		
101-11113-416.31-10	Other Professional Svcs	12,209	11,332	11,700	11,700	-	0.00%		
101-11113-416.52-11	Work. Comp. Premium	1,313	1,641	4,320	3,540	(780)	-18.06%		
101-11113-416.58-02	Travel Other	-	-	1,000	500	(500)	-50.00%		
101-11113-416.66-07	Safety equipment	159	123	300	300	-	0.00%		
101-11113-416.66-99	Other	456	564	600	600	-	0.00%		
101-11113-416.80-05	Fuel/Lubricants	383	129	180	180	-	0.00%		
101-11113-416.80-10	Fleet Services	556	634	583	1,208	625	107.20%		
PROCUREMENT/WAREHOUSE		415,417	443,853	504,482	497,135	(7,347)	-1.46%		

## **Facilities Operations**

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### **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.



## Facilities Operations

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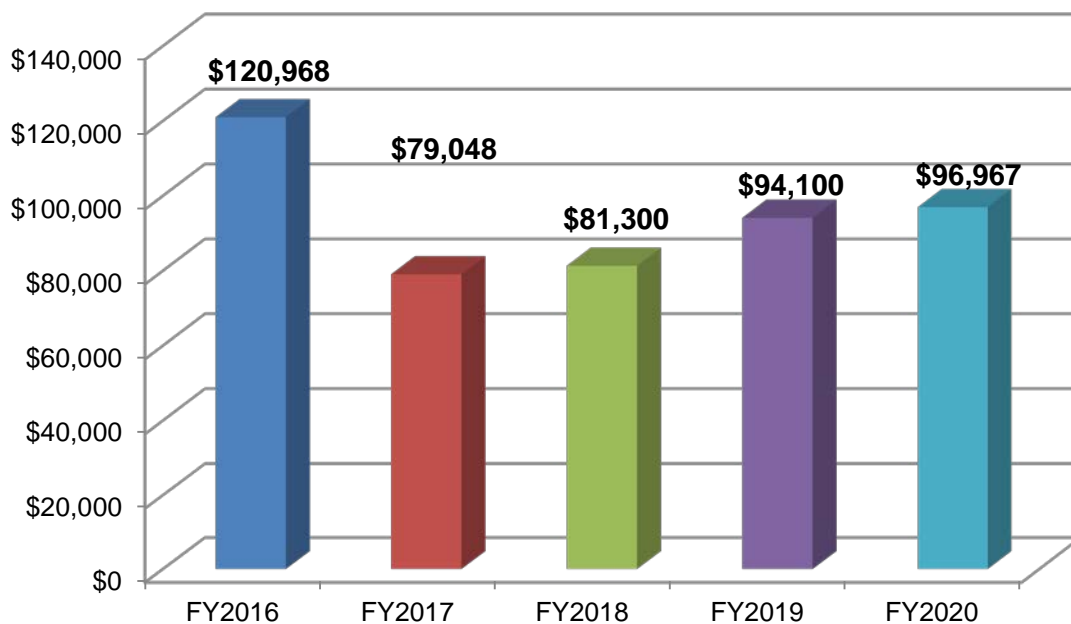
Facilities Operations utilizes the following equipment to assist with their current duties:

<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.

## 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
	Vehicle/Building			10,150	10,000
	Maintenance			8,920	9,050
	including Mezzanine			181	7,900
16	Covered Storage				
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

## Facilities Operations

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### 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.

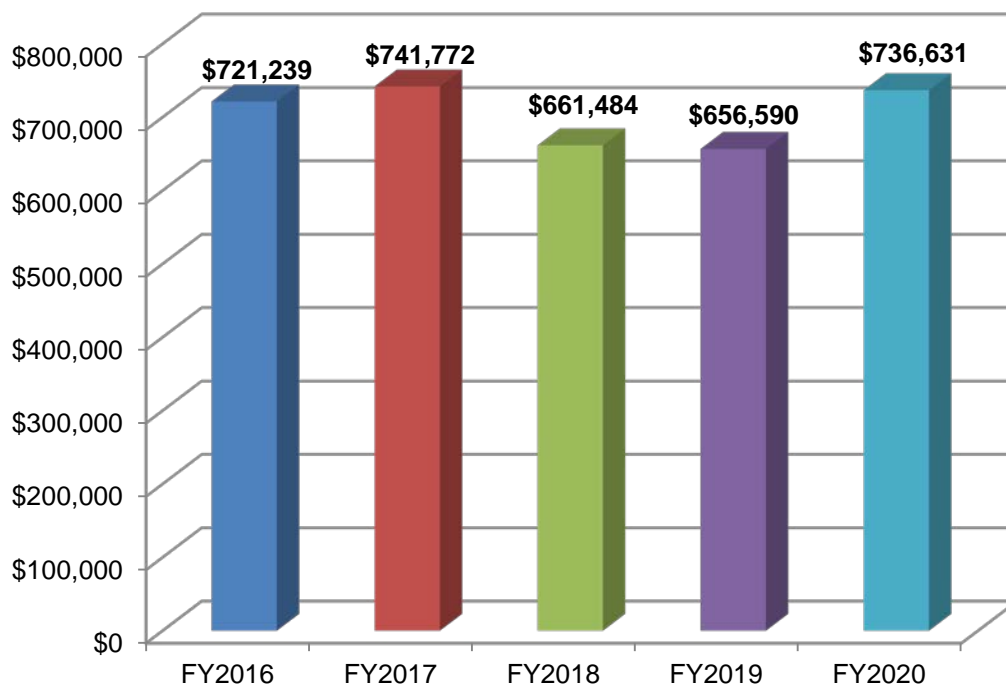
Capital projects completed include: City Hall Copula Renovation, ADA Building Review, E. Argonne Ave. Gazebo Renovation, Firehouse #1 HVAC Restoration, Firehouse #1 Generator Replacement, Police Department Flooring Replacement, Recycling Center Fence Repair, and Recycling Center Drop Off Area Renovations.

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 FY2020 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

## 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.

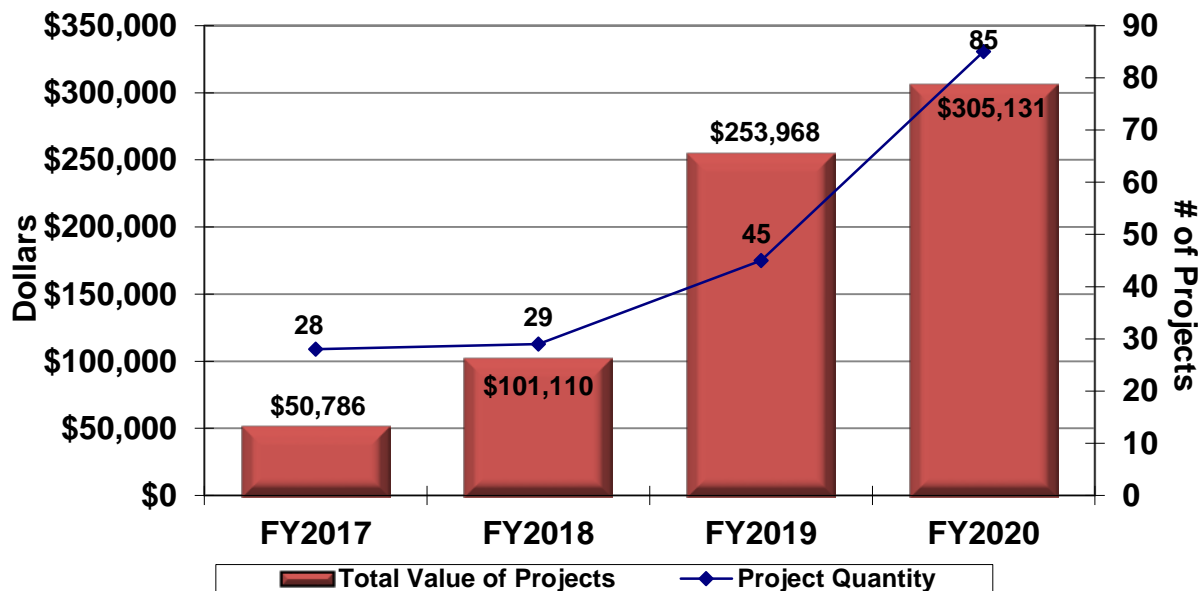
Projects managed in FY2020 were:

- City Hall Copula Renovation \$ 22,890
- E. Argonne Ave. Gazebo Renovation \$ 14,797
- Firehouse #1 HVAC Restoration \$ 81,859
- Firehouse #1 Generator Replacement \$ 75,513
- Police Department Flooring Replacement \$ 22,287
- Recycling Center Fence Repair \$ 14,918
- Recycling Center Drop Off Area Renovations \$ 8,650

FY2020 Projected Savings \$24,091 - \$36,137

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



## Facilities Operations

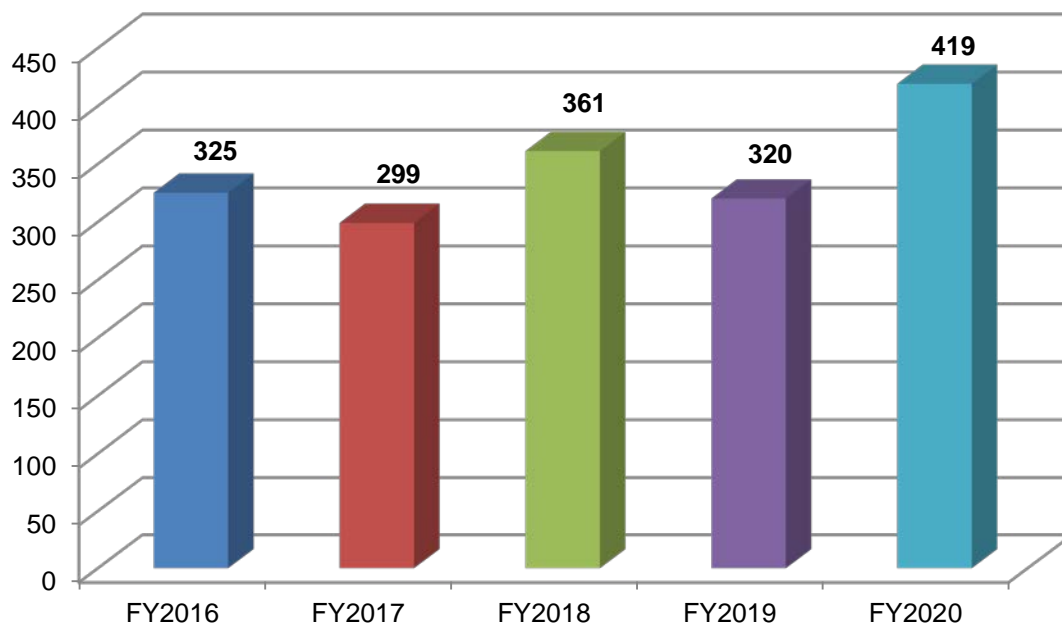
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### Outsourced Jobs

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 increased in FY2020 reflecting the Maintenance Technician work load reaching 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



## Facilities Operations

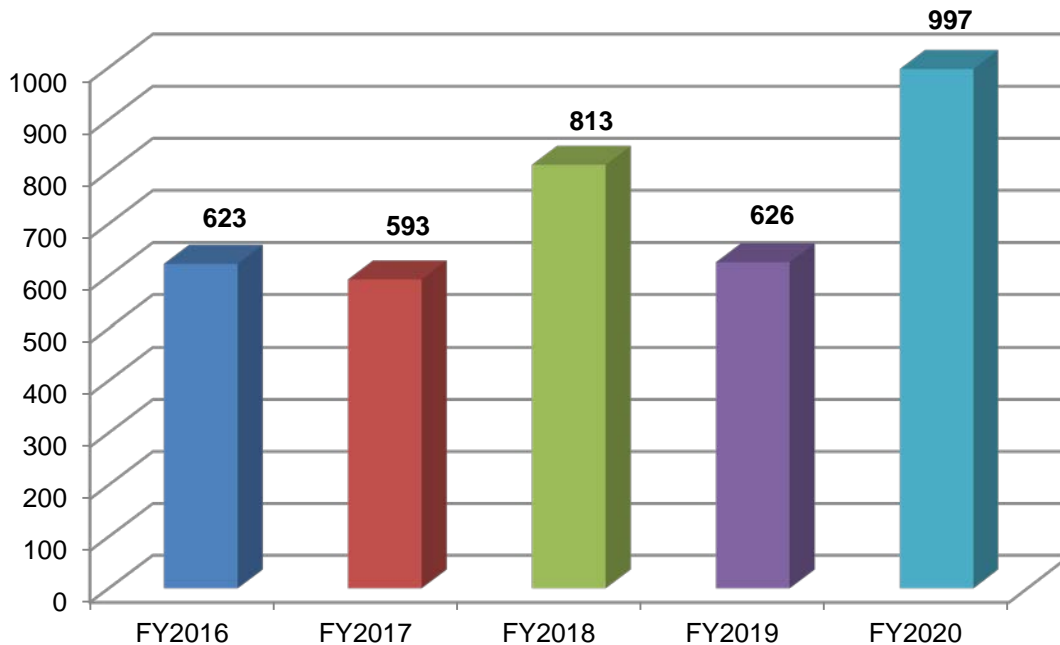
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### Work Orders

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 2020 depicts an increase in work order load due to internal improvements and training. The amount of work orders during the last fiscal year increased due to increased training and improved scheduling and tracking by the Facilities Technicians. As the current maintenance staff's workload has increased, the ability for Facilities Operations to take on additional work has reduced. In the future the City may have to increase Maintenance Technician staffing levels in order to continually increase services rendered, subsequently increasing response time and reducing outsourced work.

### Work Orders Completed

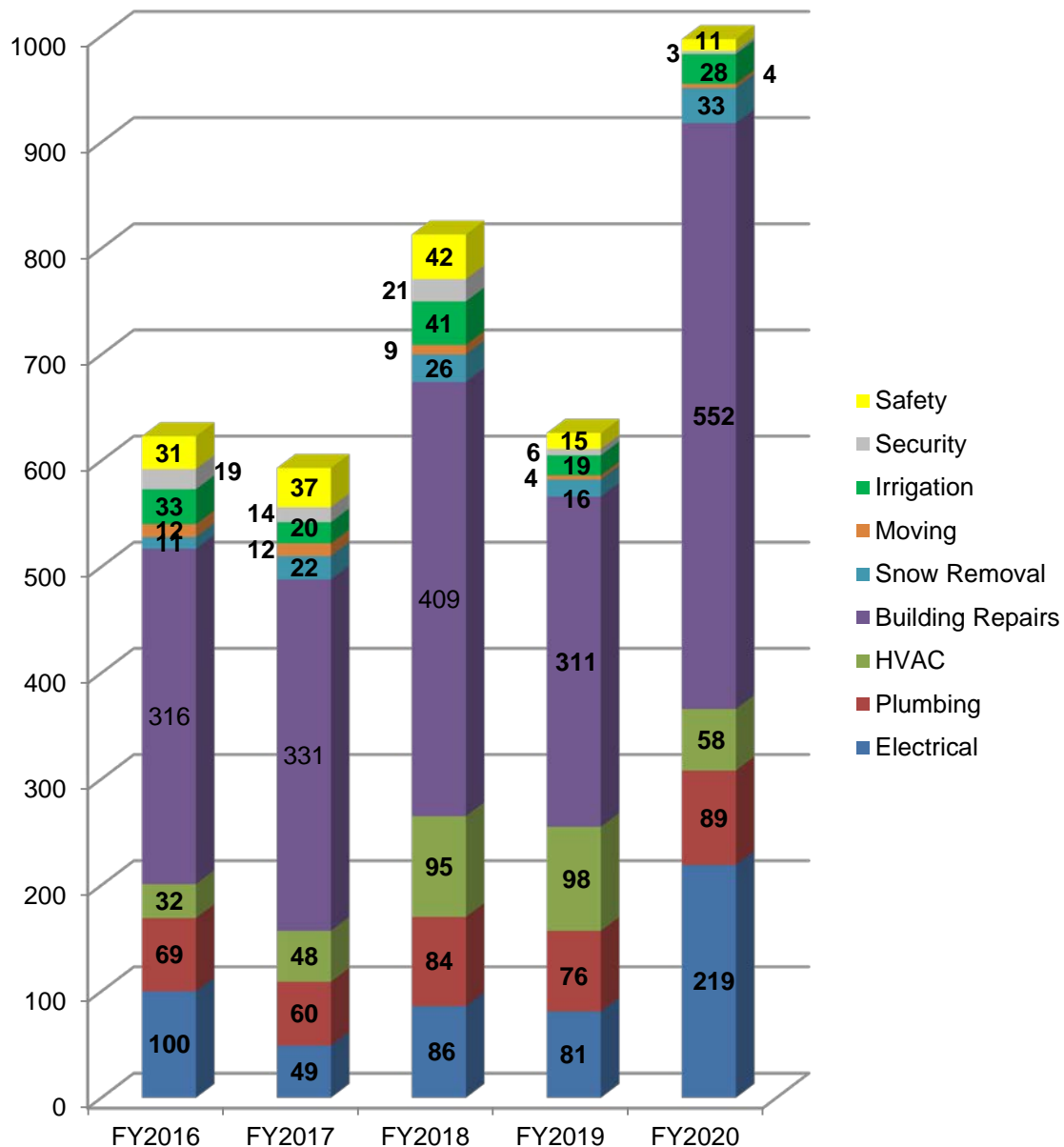


## Facilities Operations

### Work Orders by Type

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

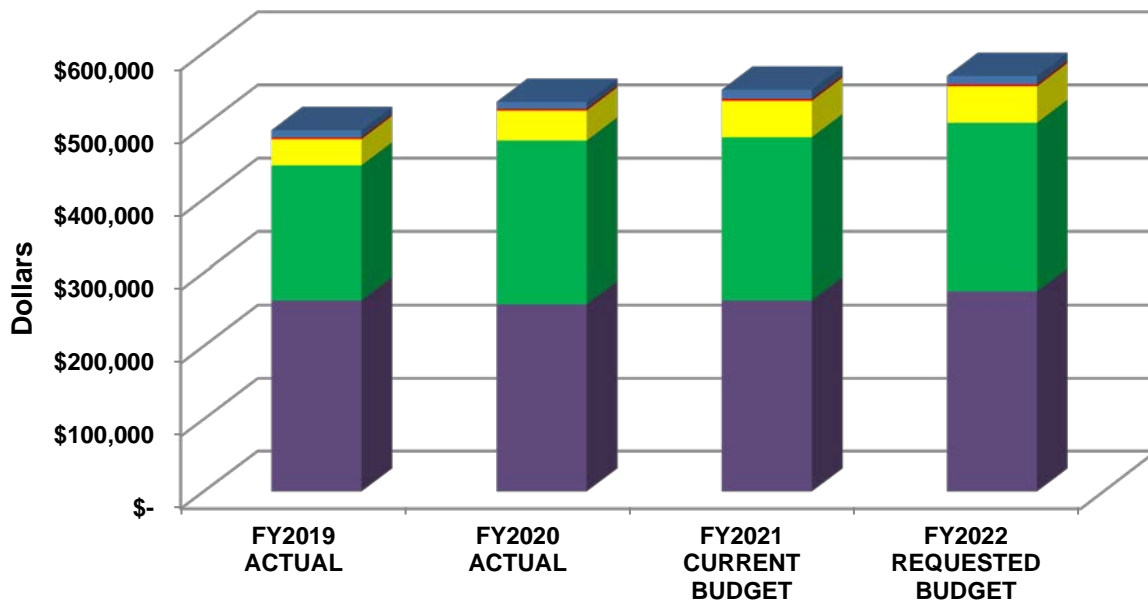
### Job Type Performed



**CITY OF KIRKWOOD, MISSOURI  
FACILITIES OPERATIONS OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	192,952	193,890	192,417	196,268
Overtime	7,191	5,989	9,000	9,000
Social Security	12,173	12,471	12,312	12,700
Medicare	2,847	2,917	2,880	2,975
Civilian Pension	11,265	11,181	12,907	13,350
Deferred Compensation	3,874	3,473	3,972	4,110
Subtotal Salaries	230,302	229,921	233,488	238,403
Other Benefits				
Health Insurance	30,013	25,514	26,750	34,225
Dental Insurance	1,625	1,381	1,932	1,500
Vision Insurance	279	56	-	300
Benefit Credit	7	7	-	-
Subtotal Other Benefits	31,924	26,958	28,682	36,025
Total Personnel Services	262,226	256,879	262,170	274,428
<b>Contractual Services</b>	183,791	222,995	222,284	229,819
<b>Commodities</b>	35,784	41,011	49,760	49,760
<b>Capital Outlay</b>	2,113	2,328	2,500	2,500
<b>Interdepartmental Charges</b>	10,050	9,532	12,625	11,569
<b>TOTAL BLDG SERVICES BUDGET</b>	<b>493,964</b>	<b>532,745</b>	<b>549,339</b>	<b>568,076</b>

**Facilities Operations Budget Summary**





# CITY OF KIRKWOOD

# FACILITIES OPERATIONS

## Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	10117044293110	Other Professional Services	\$ 76,491	\$ 78,785	\$ 2,294	3.00%
Narrative: Funding increase to compensate for anticipated changes in contracted costs.						
2	10117044294242	Custodial	\$ 10,300	\$ 11,800	\$ 1,500	14.56%
Narrative: Funding increase to compensate for changes in contracted costs.						
1	10117044298050	Interdepartment Charges / Vehicle Maintenance	\$ 9,263	\$ 8,198	\$ (1,065)	-11.50%
Narrative: Decrease recommended by Fleet Director for new fiscal year charges based on expected charges.						

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1704-429.11-01	Salary Full Time	192,952	193,890	192,417	196,268	3,851	2.00%		
101-1704-429.11-05	Overtime	7,191	5,989	9,000	9,000	-	0.00%		
101-1704-429.21-01	Health Insurance	30,013	25,514	26,750	34,225	7,475	27.94%		
101-1704-429.21-03	Dental Insurance	1,625	1,381	1,932	1,500	(432)	-22.36%		
101-1704-429.21-04	Vision Insurance	279	56	-	300	300	100.00%		
101-1704-429.21-05	Benefit Credit	7	7	-	-	-	0.00%		
101-1704-429.22-01	Social Security Taxes	12,173	12,471	12,312	12,700	388	3.15%		
101-1704-429.22-02	Medicare Contributions	2,847	2,917	2,880	2,975	95	3.30%		
101-1704-429.23-02	Civilian Pension	11,265	11,181	12,907	13,350	443	3.43%		
101-1704-429.23-04	Deferred Comp	3,874	3,473	3,972	4,110	138	3.47%		
101-1704-429.31-09	Training	1,409	2,230	4,000	4,000	-	0.00%		
101-1704-429.31-10	Other Professional Svcs	65,925	77,032	76,491	78,785	2,294	3.00%		
101-1704-429.42-02	Custodial	2,434	9,433	10,300	11,800	1,500	14.56%		
101-1704-429.43-05	Alarm system maintenance	10,932	12,435	12,360	12,360	-	0.00%		
101-1704-429.43-12	Building & Grounds	83,581	96,568	95,614	95,614	-	0.00%		
101-1704-429.52-02	General liability	4,462	5,432	6,825	7,030	205	3.00%		
101-1704-429.52-11	Work. Comp. Premium	12,673	15,841	14,154	17,690	3,536	24.98%		
101-1704-429.53-01	Telephone	2,375	4,024	2,540	2,540	-	0.00%		
101-1704-429.61-01	Office supplies	134	119	150	150	-	0.00%		
101-1704-429.61-08	Janitorial supplies	3,986	2,901	4,000	4,000	-	0.00%		
101-1704-429.61-13	Clothing	584	612	700	700	-	0.00%		
101-1704-429.61-15	Buildings & Grounds	29,999	36,322	43,710	43,710	-	0.00%		
101-1704-429.66-07	Safety equipment	561	558	600	600	-	0.00%		
101-1704-429.66-08	Small tools	520	499	600	600	-	0.00%		
101-1704-429.68-02	Machinery & Equipment	2,113	2,328	2,500	2,500	-	0.00%		
101-1704-429.80-05	Fuel/Lubricants	1,798	2,415	2,112	2,160	48	2.27%		
101-1704-429.80-10	Fleet Services	7,268	6,133	9,263	8,159	(1,104)	-11.92%		
101-1704-429.80-50	Sanitation Charges	984	984	1,250	1,250	-	0.00%		
FACILITIES OPERATIONS		493,964	532,745	549,339	568,076	18,737	3.41%		

Facilities Operations

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## **Finance Department**

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### **Mission Statement**

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

### **Performance Measurements**

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

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

### **Finance Staffing**

<b><u>FY 2002</u></b>		<b><u>FY 2020</u></b>	
1	Director	1	Director
1	Assistant Director	1	Assistant Director
1	Accountant	1	Accountant
1	Secretary		
1	Payroll/Accounts Payable Clerk	1	Accounting Technician
<u>5</u>	Total Finance Staff	<u>4</u>	Total Finance Staff

## **Finance Department**

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

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

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

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

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

### **Finance Service Levels**

	<b><u>FY 2016</u></b>	<b><u>FY 2017</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>
Business licenses issued	946	965	1,126	1,039	985
Liquor licenses issued	65	57	58	60	56
AP-Checks	3,715	3,941	2,539	2,444	2,283
AP-Electronic fund transfers(EFT) <sup>1</sup>	2,198	2,795	2,652	3,698	3,056

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

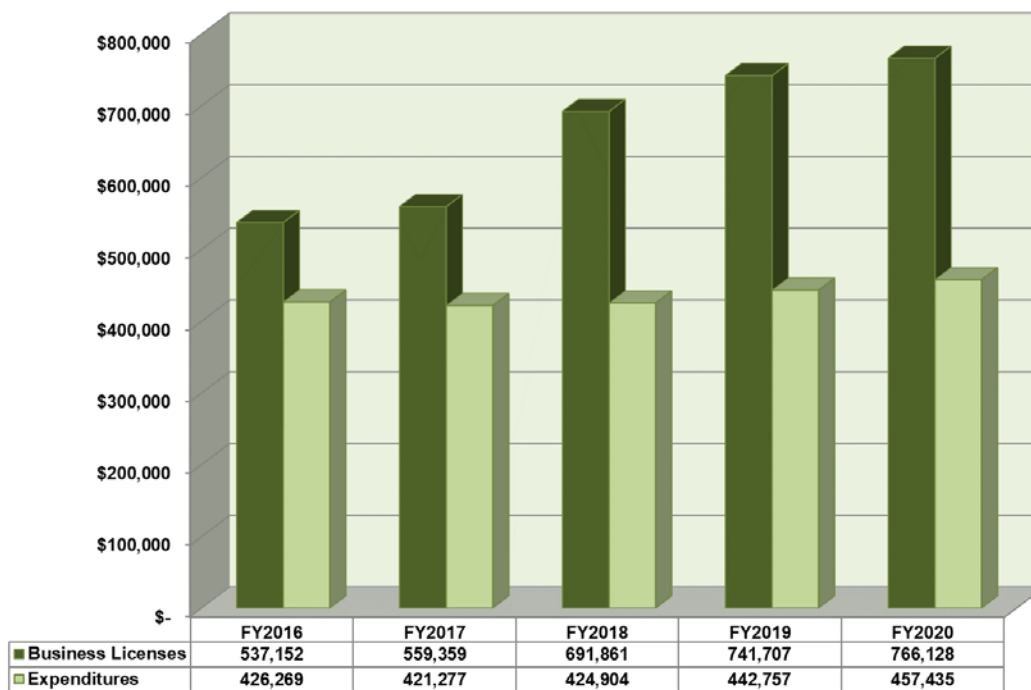
### **Finance Department Highlights**

- Finance Department is responsible for the administration of business licenses for the City of Kirkwood. This includes annually preparing and mailing out business license renewals, receipting in payments, the collection of delinquent business license revenues, and assisting new businesses in complying with the City's business license ordinance.

## Finance Department

- The Finance Department coordinates all liquor license applications and renewal processing with the police, fire, and building commissioner offices. New applications are then submitted to council for approval. In December 2017, the City began receiving the Kirkwood Commons development business license revenue that was previously pledged to service the debt payments on the public improvement revenue notes, a special limited obligation of the City, which matured on November 30, 2017. This resulted in the 24% increase in business license revenue in FY2018 compared to FY2017. Business license revenue increased 33% in FY2020 compared to FY2019.

**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 fifteen fiscal years. The Fiscal Year 2020 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, 2020.

## **Finance Department**

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- The Finance Department has prepared the CAFR in-house for the last thirteen years. The City of Kirkwood is one of the few local governments that prepare their own financial statements. The FY20 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
2	Customer Service Associates
3	Total Utility Customer Accounting Staff

## Finance Department

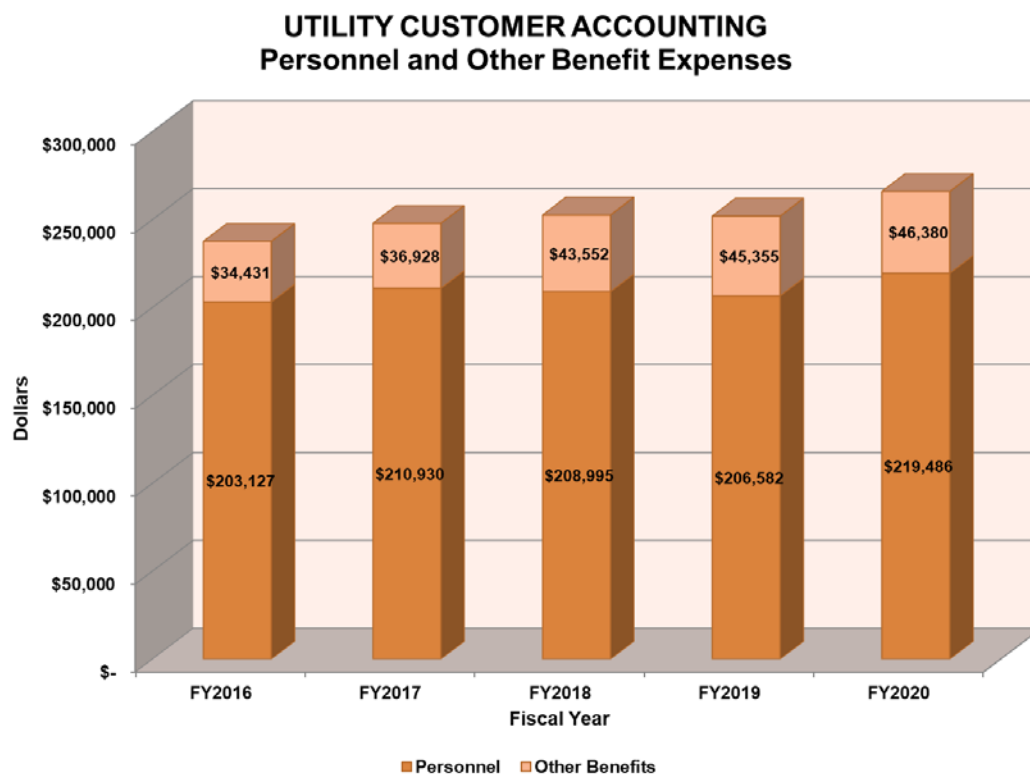
### Utility Customer Accounting Service Levels

	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>
Utility bills generated	159,028	159,803	159,177	159,504	159,365
Payments received:					
Face-to-face	19,016	19,167	21,912	16,122	15,924
Mail	91,185	86,706	88,427	80,618	75,821
Customer Bank Drafts	22,442	22,226	22,797	22,942	23,271
On-line <sup>1</sup>	21,843	24,859	27,855	32,205	37,599

<sup>1</sup>Fiscal Year 2011 the city implemented utility on-line payments.

### Utility Customer Accounting Highlights

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





## **Finance Department**

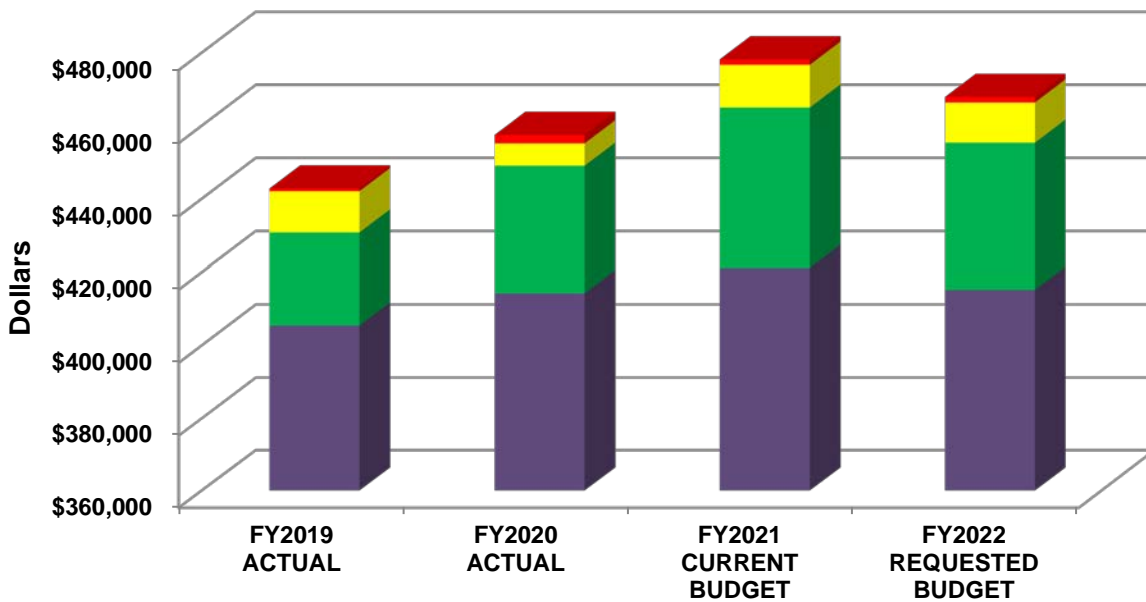
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- The utility customer accounting staff participates in training activities and is continually focusing on quality customer service for all telephone and personal contact with all customers/citizens.
- In May 2010, on-line utility customer account 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 37,599 payments (\$6,508,113) received in FY2020. This is an increase in usage of 16% from FY2019.

**CITY OF KIRKWOOD, MISSOURI  
FINANCE OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	323,574	334,681	327,358	322,755
Overtime	214	2,645	1,000	1,000
Social Security	19,879	18,794	20,150	19,500
Medicare	4,649	4,398	4,750	4,600
Civilian Pension	16,724	18,296	21,280	21,045
Deferred Compensation	5,440	5,544	6,550	6,480
Subtotal Salaries	370,480	384,358	381,088	375,380
Other Benefits				
Health Insurance	32,849	27,919	37,800	37,728
Dental Insurance	1,776	1,864	2,210	1,690
Vision Insurance	289	51	-	340
Subtotal Other Benefits	34,914	29,834	40,010	39,758
Total Personnel Services	405,394	414,192	421,098	415,138
<b>Contractual Services</b>	25,358	34,821	43,852	40,190
<b>Commodities</b>	11,283	6,118	11,700	11,000
<b>Capital Outlay</b>	724	2,304	1,500	1,500
<b>TOTAL FINANCE BUDGET</b>	<b>442,759</b>	<b>457,435</b>	<b>478,150</b>	<b>467,828</b>

**Finance Budget Summary**



CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1115-413.11-01	Salary Full Time	323,574	334,681	327,358	322,755	(4,603)	-1.41%		
101-1115-413.11-05	Overtime	214	2,645	1,000	1,000	-	0.00%		
101-1115-413.21-01	Health Insurance	32,849	27,919	37,800	37,728	(72)	-0.19%		
101-1115-413.21-03	Dental Insurance	1,776	1,864	2,210	1,690	(520)	-23.53%		
101-1115-413.21-04	Vision Insurance	289	51	-	340	340	100.00%		
101-1115-413.22-01	Social Security Taxes	19,879	18,794	20,150	19,500	(650)	-3.23%		
101-1115-413.22-02	Medicare Contributions	4,649	4,398	4,750	4,600	(150)	-3.16%		
101-1115-413.23-02	Civilian Pension	16,724	18,296	21,280	21,045	(235)	-1.10%		
101-1115-413.23-04	Deferred Comp	5,440	5,544	6,550	6,480	(70)	-1.07%		
101-1115-413.31-09	Training	3,027	3,692	4,000	4,000	-	0.00%		
101-1115-413.31-10	Other Professional Svcs	3,436	7,866	6,500	8,000	1,500	23.08%		
101-1115-413.32-01	Legal	2,799	2,587	2,500	2,600	100	4.00%		
101-1115-413.32-02	Audit	1,100	1,000	8,500	8,500	-	0.00%		
101-1115-413.43-01	Office ept. maintenance	760	4,734	2,500	5,000	2,500	100.00%		
101-1115-413.52-02	General liability	2,603	3,168	2,275	2,300	25	1.10%		
101-1115-413.52-11	Work. Comp. Premium	5,407	6,759	7,077	3,540	(3,537)	-49.98%		
101-1115-413.53-01	Telephone	1,686	1,078	2,000	2,000	-	0.00%		
101-1115-413.55-01	Financial related pubs	361	357	2,000	1,000	(1,000)	-50.00%		
101-1115-413.58-01	Travel Executive	3,135	1,048	2,000	1,000	(1,000)	-50.00%		
101-1115-413.58-02	Travel Other	1,044	2,532	4,500	2,250	(2,250)	-50.00%		
101-1115-413.61-01	Office supplies	3,025	1,809	3,000	3,000	-	0.00%		
101-1115-413.61-05	Postage	4,588	2,903	5,000	5,000	-	0.00%		
101-1115-413.61-11	Food	555	492	1,000	750	(250)	-25.00%		
101-1115-413.61-13	Clothing	105	0	600	-	(600)	100.00%		
101-1115-413.64-01	Dues	2,117	675	1,000	1,000	-	0.00%		
101-1115-413.64-02	Publications	476	239	500	750	250	50.00%		
101-1115-413.66-99	Other	417	0	600	500	(100)	-16.67%		
101-1115-413.68-01	Office, Furniture & Eqpt,	724	2,304	1,500	1,500	-	0.00%		
FINANCE		442,759	457,435	478,150	467,828	(10,322)	-2.16%		

Finance

## **Municipal Court**

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

### **Description**

The Municipal Court consists of the 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
2.5	Total

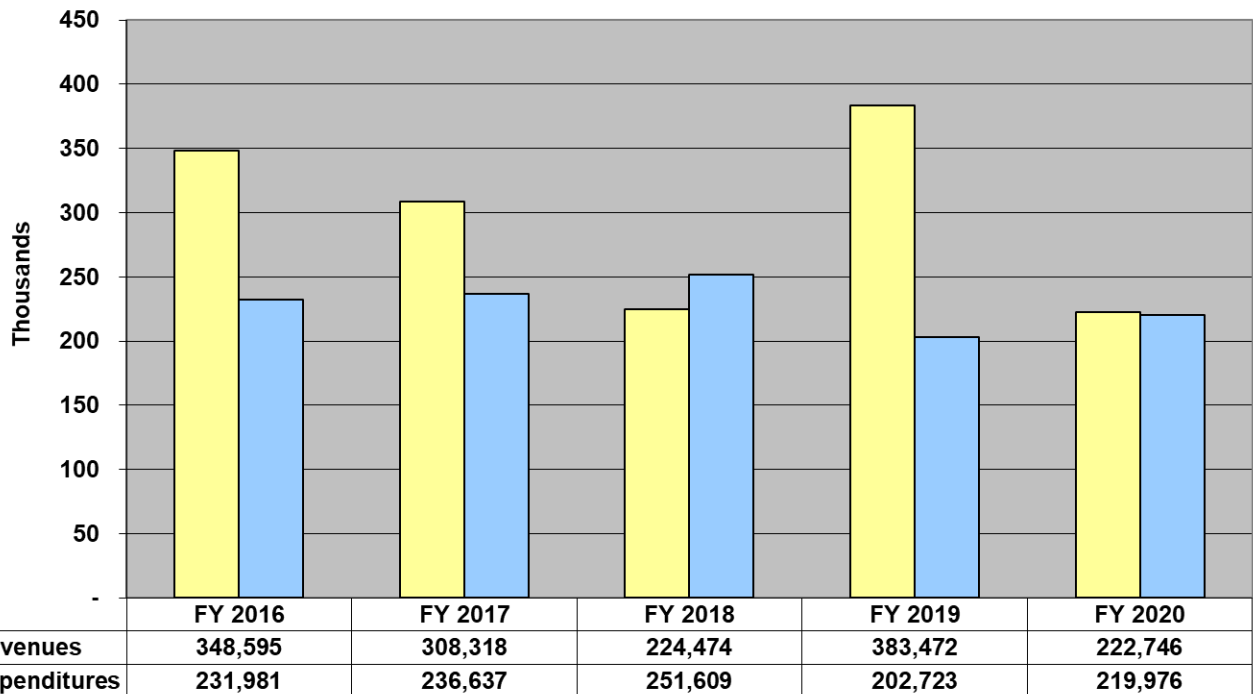
### **Service Levels**

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Fines Collected	\$288,093	\$280,040	\$202,321	\$339,522	\$199,804
Court Costs Collected	\$ 77,397	\$ 56,607	\$ 45,348	\$ 67,676	\$ 55,886
Total Fines and Court Costs Collected	\$365,490	\$336,647	\$247,669	\$407,198	\$255,690
Total New Cases	4,970	4,824	3,675	3,678	3,142

## Municipal Court

### Department Highlights

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



- Municipal Court revenues for FY 2020 decreased 42% from FY2019, while expenditures increased 8.5% compared to FY2019.
- Revenues over expenditures for FY2020 generated a modest \$2,770 in additional monies for the City's general fund.
- There are two on-line payment options, "Plead and Pay" for state approved violations that may be paid prior to the court date and "Pay by Web" for cases with fines already assessed also including cases in warrant status which fines have been assessed. The total dollar amount of on-line payments received in FY2020 was \$46,071. On-line payments decreased 27% or \$16,773 from FY2019.
- All Municipal Court personnel are Certified Court Administrators per the Missouri Association of Court Administrator (MACA).

## **Municipal Court**

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- 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 2020

Total court fines and costs (traffic cases).....	\$ 133,220
Total general operating revenue of the city.....	<u>16,150,044</u>
Court fines and costs as a percentage of total general operating revenue of the city.....	<u>0.82%</u>

- Continue to focus on maintaining and updating the Show Me Courts record and case management automation system to support the business needs of the court, as mandated by the Missouri Legislature by section 476.005.3.
- Continue to focus on quality customer service:
  - Showing respect to all defendants and attorneys.
  - Providing defendants and attorneys with explanations and direction regarding court procedures.
- Continue professional development of court personnel by active participation in professional associations and training opportunities.
- Continue to maintain the integrity of court records and follow the record retention procedures in accordance with the state law and the Public Records Management Manual.

## **Municipal Court**

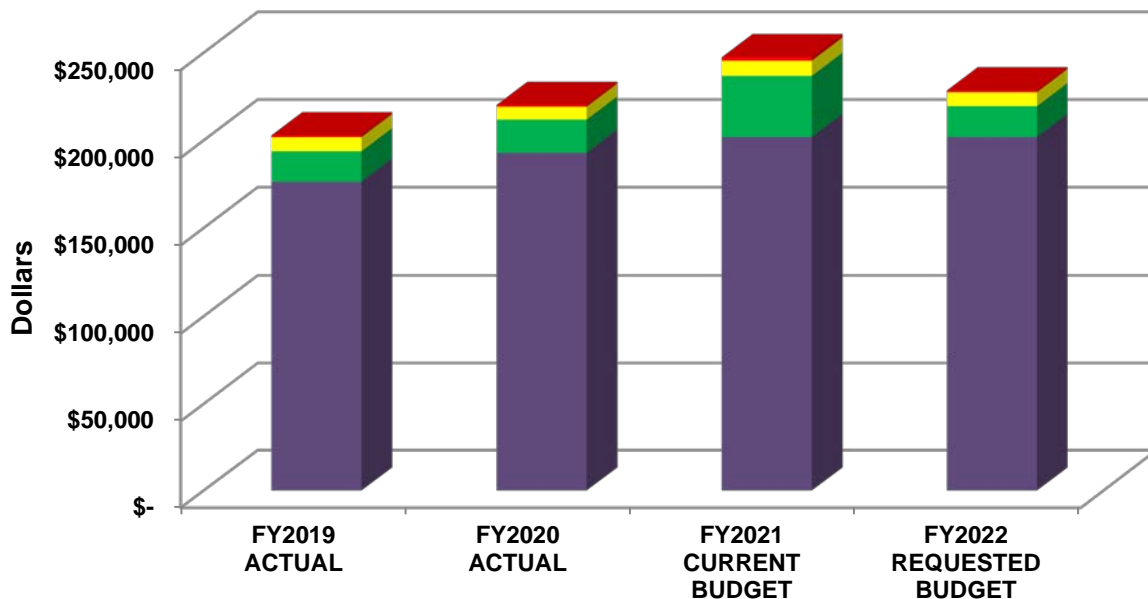
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- Continue to follow current internal controls and continue to research new and improved solutions to maintain those internal controls.

**CITY OF KIRKWOOD, MISSOURI  
MUNICIPAL COURT OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	108,741	128,195	125,734	129,897
Part-time Salaries	17,937	17,986	22,800	17,800
Overtime	15,981	14,500	16,900	16,900
Social Security	8,975	9,833	10,125	10,125
Medicare	2,100	2,299	2,370	2,370
Civilian Pension	7,146	7,089	9,135	9,545
Deferred Compensation	2,495	2,285	2,815	2,940
Subtotal Salaries	163,375	182,187	189,879	189,577
Other Benefits				
Health Insurance	11,762	9,489	10,795	11,136
Dental Insurance	937	1,053	1,104	845
Vision Insurance	159	47	-	170
Subtotal Other Benefits	12,858	10,589	11,899	12,151
Total Personnel Services	176,233	192,776	201,778	201,728
<b>Contractual Services</b>	17,440	18,964	34,890	17,670
<b>Commodities</b>	8,052	7,365	8,650	8,000
<b>Capital Outlay</b>	1,000	986	2,000	1,000
<b>TOTAL COURT BUDGET</b>	202,725	220,091	247,318	228,398

**Municipal Court Budget Summary**





## CITY OF KIRKWOOD

## MUNICIPAL COURT

## Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	10111164131102	Salary Part Time	\$22,800	\$ 17,800	\$ (5,000)	-21.93%
	Narrative:	Current year budget was in error.				
2	10111164133110	Other Professional Services	\$ 15,500	\$ 2,500	\$ (13,000)	-83.87%
	Narrative:	Budget request is based on actual past history.				
3	10111164134403	Criminal Information System	\$ 10,000	\$ 6,000	\$ (4,000)	-40.00%

Narrative: Court has been in the process of transitioning all cases from REJIS to a Missouri Supreme Court mandated software "Show Me Courts." The "Show Me Courts" software is funded through an additional court costs specifically for this court automation.

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1116-413.11-01	Salary Full Time	108,741	128,195	125,734	129,897	4,163	3.31%		
101-1116-413.11-02	Salary Part Time	17,937	17,986	22,800	17,800	(5,000)	-21.93%		
101-1116-413.11-05	Overtime	15,981	14,500	16,900	16,900	-	0.00%		
101-1116-413.21-01	Health Insurance	11,762	9,489	10,795	11,136	341	3.16%		
101-1116-413.21-03	Dental Insurance	937	1,053	1,104	845	(259)	-23.46%		
101-1116-413.21-04	Vision Insurance	159	47	-	170	170	100.00%		
101-1116-413.22-01	Social Security Taxes	8,975	9,833	10,125	10,125	-	0.00%		
101-1116-413.22-02	Medicare Contributions	2,100	2,299	2,370	2,370	-	0.00%		
101-1116-413.23-02	Civilian Pension	7,146	7,089	9,135	9,545	410	4.49%		
101-1116-413.23-04	Deferred Comp	2,495	2,285	2,815	2,940	125	4.44%		
101-1116-413.31-09	Training	2,058	1,882	2,500	2,500	-	0.00%		
101-1116-413.31-10	Other Professional Svcs	2,575	2,079	15,500	2,500	(13,000)	-83.87%		
101-1116-413.32-01	Legal	3,533	3,250	2,500	2,500	-	0.00%		
101-1116-413.44-03	Criminal information syst	8,298	8,179	10,000	6,000	(4,000)	-40.00%		
101-1116-413.52-11	Work. Comp. Premium	-	1,461	1,840	2,120	280	100.00%		
101-1116-413.53-01	Telephone	274	364	300	300	-	0.00%		
101-1116-413.58-02	Travel Other	702	1,749	2,250	1,750	(500)	-22.22%		
101-1116-413.61-01	Office supplies	6,417	5,896	6,500	6,500	-	0.00%		
101-1116-413.61-05	Postage	1,189	1,019	1,600	1,200	(400)	-25.00%		
101-1116-413.61-13	Clothing	246	250	250	-	(250)	-100.00%		
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	1,000	986	2,000	1,000	(1,000)	-50.00%		
COURT		202,725	220,091	247,318	228,398	(18,920)	-7.65%		

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## **Police Department**

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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, 20 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
- 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
- 13 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**

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Police Volunteers consists of:

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

### **STAFFING ALLOCATION/SCHEDULING**

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

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

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

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

### **SOCIAL MEDIA**

In January 2011, the Police Department started an email notification system for citizens wishing to receive notifications and updates from the Police Department. The Community Service Officer 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.

## **Police Department**

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### **DISPATCHING**

The Police Department utilizes Emergency Medical Dispatching (EMD), requiring a minimum of two dispatchers on duty 24 hours daily. EMD allows dispatchers to provide emergency medical assistance to callers until paramedics arrive on scene, and each dispatcher has successfully completed initial EMD certification training, and must meet additional continuing education training standards. 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.

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.

During FY2020, Kirkwood dispatched the Kirkwood Fire Department to over 4,900 Fire and EMS calls, and the Des Peres Fire Department to over 1,200 Fire and EMS calls. These are in addition to the over 26,000 calls for service for the Kirkwood Police Department.

Beginning in January 2021, the Kirkwood Police Department will begin providing dispatch services for the Glendale Police Department, Glendale Fire Department (including the dispatching of Kirkwood EMS units to calls within Glendale), and the Warson Woods Police Department. This increase in workload will increase staffing in Dispatch to ensure adequate call coverage.

### **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.

## **Police Department**

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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 Baldridge serves as Deputy Director.

### **EQUIPMENT**

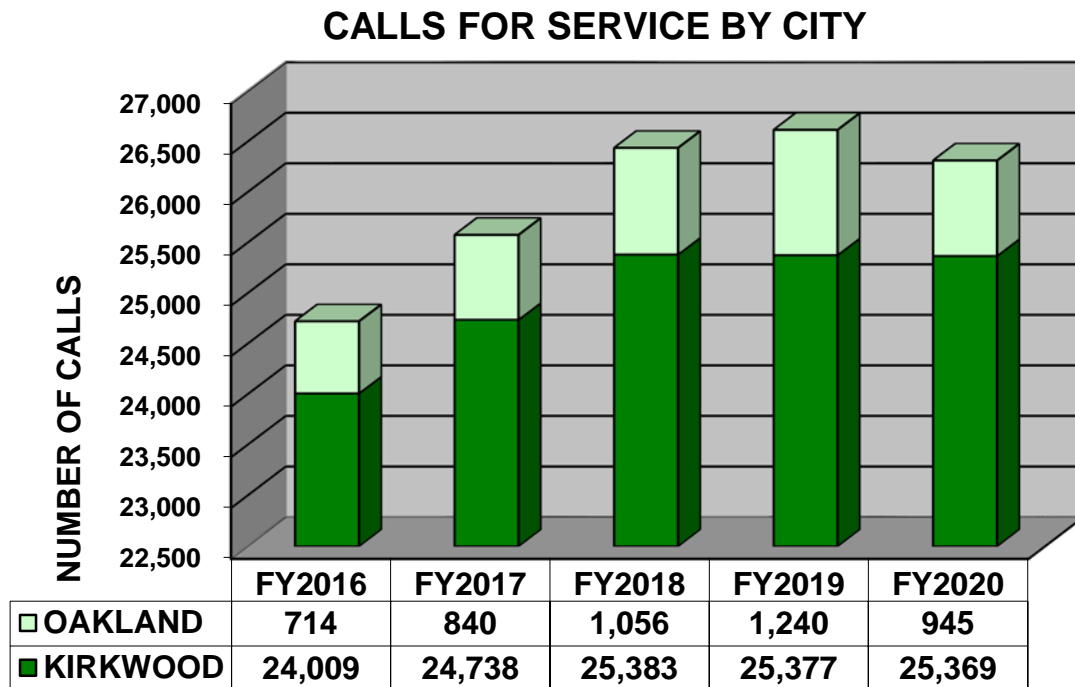
Police vehicles and the equipment to operate the dispatch center and jail constitute the most expensive items utilized by the Department. Listed on the following page are the vehicles assigned to the Department. The Department has been aggressive in analyzing the fleet each year and we work closely with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

- 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 traffic 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.

## Police Department

### CALLS FOR SERVICE

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



The fluctuation in calls for service in Oakland as shown in the graphic above are not due to changes in crime, which has remained low.

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 Oakland patrols is partly 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.



## Police Department

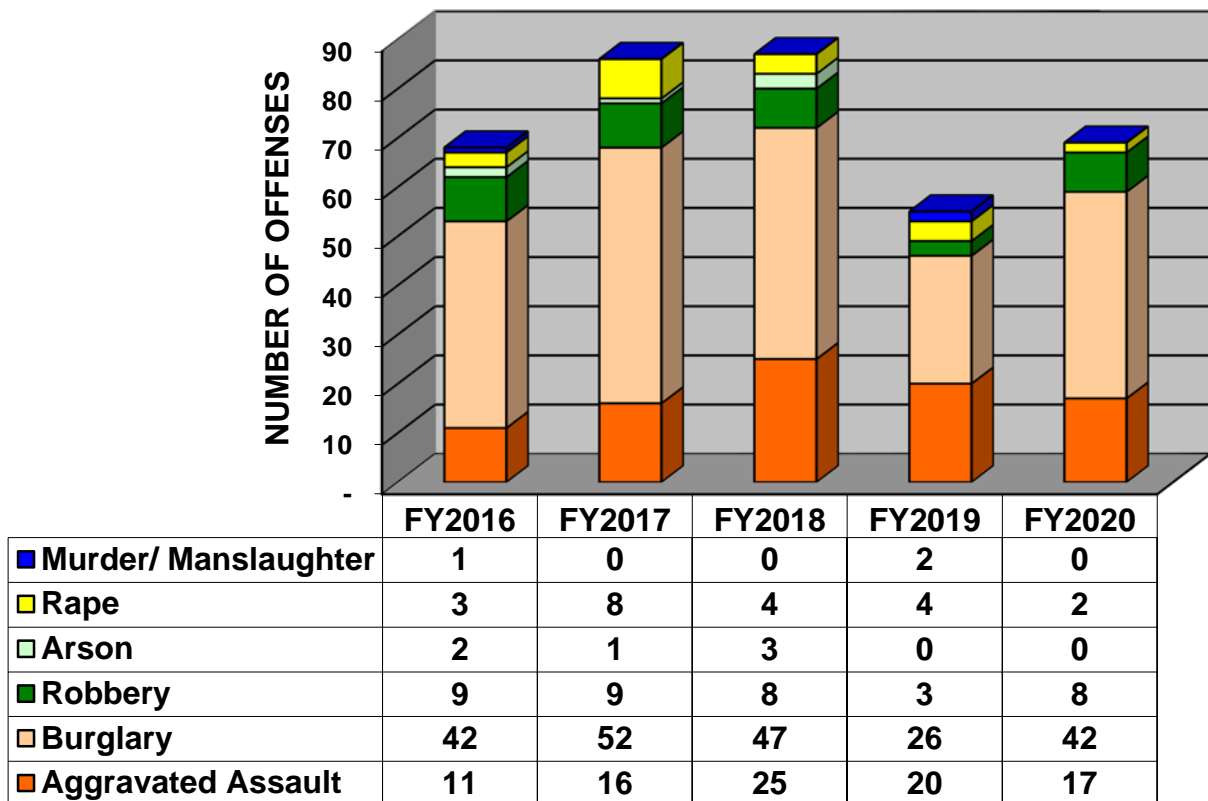
### OAKLAND PATROLS

FY2016	954
FY2017	955
FY2018	938
FY2019	715
FY2020	628

As stated above, officers also conducted dedicated traffic enforcement in Oakland, and in FY2020 this task was completed 228 times by Traffic Safety Officers.

### UNIFORM CRIME REPORTING

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



## **Police Department**

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

### **KIRKWOOD POLICE DEPARTMENT MISCELLANEOUS CALLS FOR SERVICE**

<b><u>DESCRIPTION</u></b>	<b><u>FY2015/16</u></b>	<b><u>FY2016/17</u></b>	<b><u>FY2017/18</u></b>	<b><u>FY2018/19</u></b>	<b><u>FY2019/20</u></b>
Disturbances	401	451	451	401	393
Alarms (non-fire)	1,288	1,195	1,283	1,097	1,201
Assist Fire Department	2,167	2,748	2,912	3,170	3,383
Suspicious Person/Activity	827	985	820	767	868
Check the Welfare	594	598	549	580	599
Advisement of Rights	695	690	1,014	1,047	1,002
Panhandler	0*	44	60	109	365
911 Hangup	1,226	1,023	1,137	1,387	1,463
911 Misdialed	1,481	1,121	1,025	1,057	1,087

\* Call type "Panhandler" was not used until during FY 2016/17. Any calls would have likely been entered as a solicitor or similar call type.

### **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 FY2020, 1,805 complaints were handled.

### **ACCREDITATION**

In early 2016, the Department began the process of accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA), an internationally recognized organization. This is an intensive process that encompasses the review of policies, practices, facilities and equipment to ensure consistent, professional service to citizens. The Department successfully participated in remote review of policies and on-site inspections by CALEA assessors in November 2018, and earned initial accreditation by CALEA May 4, 2019 in Huntsville, Alabama. In 2020 the Department participated in a remote policy and proof inspection by a CALEA Compliance Service Member, as a part

## **Police Department**

of a new four-year cycle for re-accreditation. The Department continues to diligently work toward re-accreditation as we work through year two of the process.

### **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.

### **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 four 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
FY2019-20	\$148,449	\$47,061	\$42,760	\$58,718

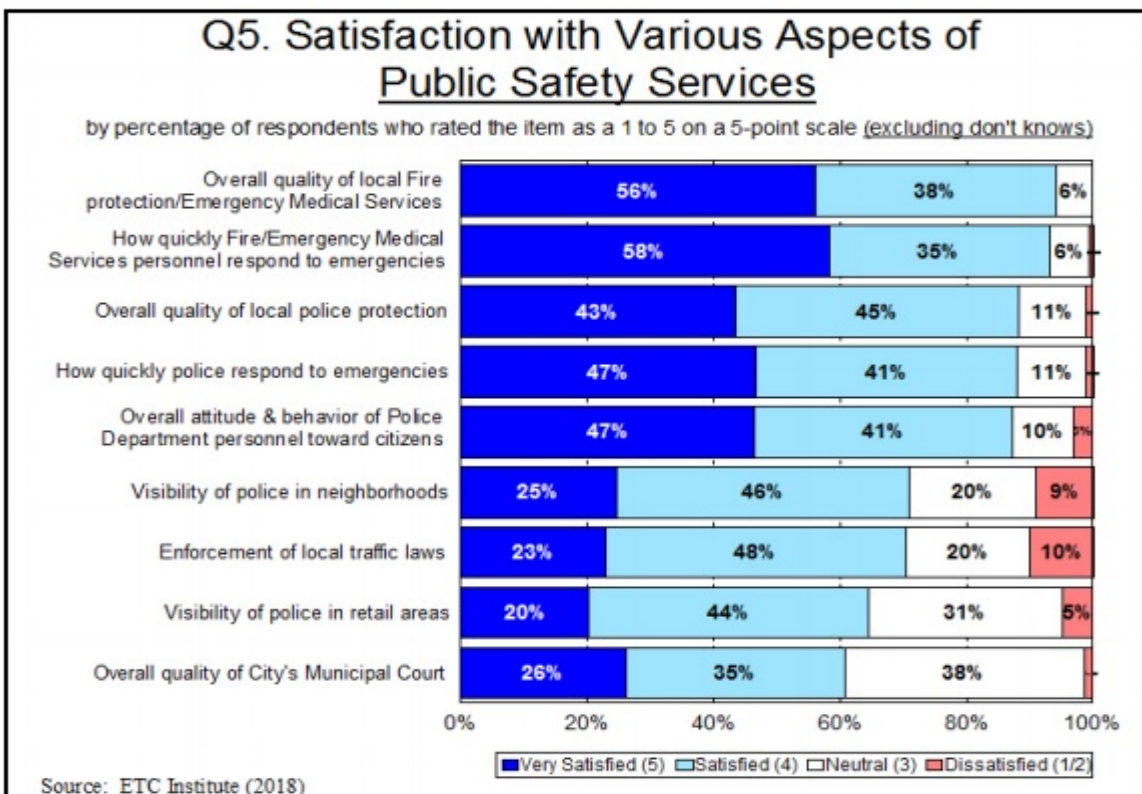
## Police Department

### COMMUNITY SURVEY AND THE POLICE DEPARTMENT

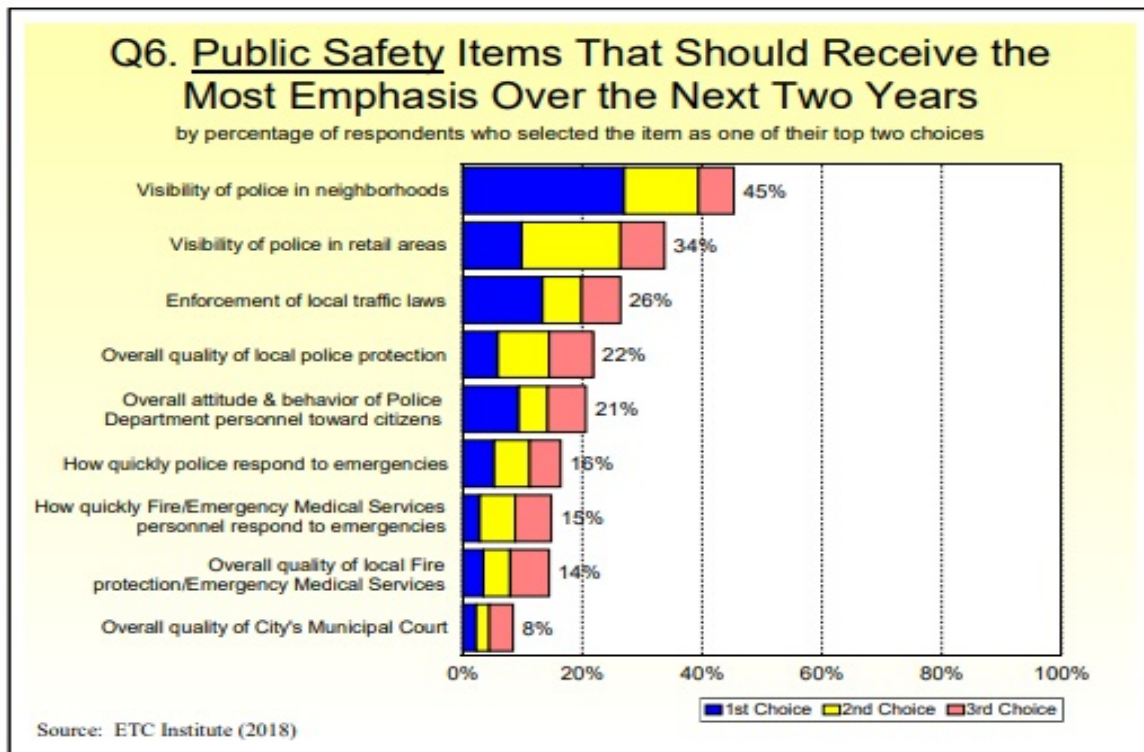
This section of the budget narrative will discuss some areas of Police Department performance, and will try to examine the available information through a budgetary lens.

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

In 2018 the City of Kirkwood contracted with the ETC Institute to conduct a “City of Kirkwood Community Survey” of 752 residents, which resulted in a survey offering 95% confidence in an error rate of +/- 3.5%. Questions were asked of residents about services from many departments, including the Police Department. Significant data regarding the Police Department is included below, in two tables copied directly from the report:



## Police Department



The text of the report stated that Kirkwood ranked 20% above the national average for Public Safety Services (Fire/EMS and Police), at 97% satisfaction versus 77% nationally. It also stated that Kirkwood ranked 22% above the national average for the overall feeling of safety in the City (91% versus 69%), and 23% above the national average for how quickly police respond to emergencies (88% versus 65%).

Even with the positive data from the first table and the narrative, there is still room for improvement, at least from the perspective of citizen service and satisfaction. The second table identifies three areas where the Police Department should focus efforts:

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

All three of the areas listed are valid concerns from citizens. The first two involve visibility, which is very difficult to measure and is an area we always want to improve upon. Visible patrols occur when officers are not handling calls or are busy with some other activity (follow up investigations, traffic stops, etc). Fortunately, the Kirkwood Police Department has sufficient staffing levels so that during a shift an officer will typically still have some discretionary time that can be devoted to activities such as visible patrols.

The third citizen identified area is traffic enforcement, which we've been more directly addressing since the creation of our Traffic Safety Unit (TSU) in 2018, the same year this survey was completed. The creation of the TSU was made possible without the need to

## Police Department

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hire additional officers, when we restructured the Patrol Division into four platoons working 12 hour schedules. The TSU was formed primarily to help the Department address citizen traffic complaints, focus on traffic safety concerns and handle auto accidents. The TSU consists of three uniformed officers and one sergeant, and during fiscal year 2019/20, the following salary costs were associated with it, which had previously been a part of the cost center for Patrol:

Salary	\$336,750
Overtime	\$12,963
Total Salary Costs	\$349,713

Again, these costs were existing and were simply focused into an area of need. During fiscal year 2019/20, cost center 1203 (Patrol) had salary costs of \$2,678,902. That means that if the traffic unit was reabsorbed into cost center 1203, it would make up 11.5% of the salary costs of that cost center. Traffic stop totals for the agency were examined to determine the workload carried by the TSU officers. The three officers assigned to the TSU conducted 34% of the traffic stops made by the Department, better targeting problem areas and permitting Patrol officers to focus efforts in other needed areas, including visible patrols as described in the community survey.

The TSU is tasked daily with traffic enforcement efforts in Kirkwood and Oakland, and they handle the majority of traffic accidents when they are on duty. The TSU's focus helps keep Patrol officers available for needs elsewhere, and allows more discretionary time for activities as described above. It is not known whether the increased enforcement efforts (both warnings and citations) have had an overall effect on traffic accidents, but it is worth noting that in a five-year snapshot below of accident investigations handled by the Kirkwood Police Department, the total was highest during FY2016/17, before the creation of the TSU, then decreased during FY2017/18 and has remained very steady since:

<u>FY2015/16</u>	<u>FY2016/17</u>	<u>FY2017/18</u>	<u>FY2018/19</u>	<u>FY2019/20</u>
1,126	1,273	1,179	1,162	1,147

Again, beyond the obvious fact that the numbers decreased and then leveled off, there is no data directly proving that the TSU has caused or contributed to this decrease. However, the daily activities of the TSU (directed enforcement, visibility during enforcement efforts, issuance of citations and warnings, etc.) certainly can only have a positive effect on these statistics, and the Department's TSU will continue to have a positive impact on traffic safety while being able to respond to citizen traffic concerns.

A second look at the accident investigation above, as maintained by the Missouri LETS reporting system, shows that the three TSU officers and their sergeant accounted for 571 of the 1,147 accident investigations in FY2019/20. That amounts to 49.8% of all accident investigations being handled by this unit, which not only freed Patrol officers for other duties, it helped the agency maintain high standards of accident investigation. In summary, the TSU officers would make up 11.5% of the Patrol cost center if still assigned there, yet they handled 34% of traffic enforcement and 49.8% of accident investigations.

## **Police Department**

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### **SERVICE LEVELS AND SIMILAR DEPARTMENTS**

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

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

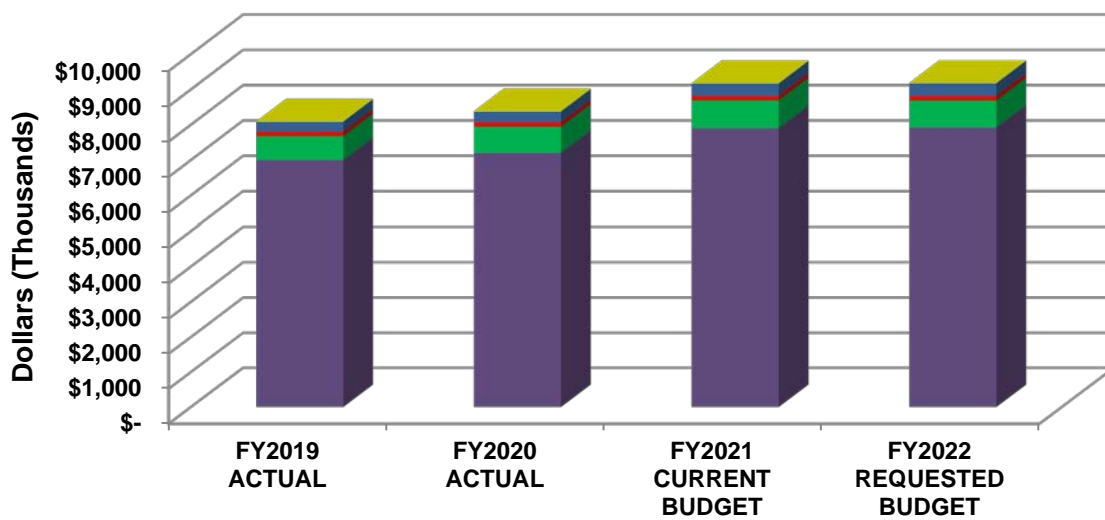
In addition to varying service philosophies and the other factors listed above, some cities have large increases to their daytime population, some outsource services such as dispatching to other agencies, and some do not include pension costs in their departmental operating budgets. These factors would impact the accuracy of directly comparing operating budgets with similar agencies. Even so, there can still be a benefit to reviewing budgets, crimes and other similar performance indicators, and the City of Kirkwood participates in the "STL Benchmark Cities Performance Measurement Initiative," in partnership with the East-West Gateway Council of Governments. The overall project consists of information regarding many types of services provided by participating local governments (including police services), and it is useful in areas where our agency and others who have submitted data operate similarly. We will continue to participate in this project and examine the data to determine if there are opportunities to improve our efficiency and our service levels to the public. Likewise, we will continue to review the Kirkwood Community survey to determine areas for adjustment and/or improvement of service.



**CITY OF KIRKWOOD, MISSOURI  
POLICE OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	5,762,054	5,893,299	6,301,889	6,306,494
Part-time Salaries	71,506	83,419	129,948	154,948
Overtime	150,201	157,449	275,350	175,350
Clothing Allowance	9,060	8,640	9,360	9,360
Social Security	63,611	67,538	81,031	84,476
Medicare	11,784	16,664	18,952	21,616
Civilian Pension	57,841	64,513	78,950	97,705
Deferred Compensation	116,304	123,209	134,061	135,612
Subtotal Salaries	6,242,361	6,414,731	7,029,541	6,985,561
Other Benefits				
Health Insurance	709,130	738,196	823,350	885,343
Dental Insurance	35,924	38,022	41,400	33,004
Vision Insurance	5,952	2,179	-	6,520
Benefit Credit	42	560	-	-
Subtotal Other Benefits	751,048	778,957	864,750	924,867
Total Personnel Services	6,993,409	7,193,688	7,894,291	7,910,428
<b>Contractual Services</b>	681,945	748,023	794,153	776,633
<b>Commodities</b>	110,806	112,049	116,550	116,550
<b>Capital Outlay</b>	10,273	14,111	10,500	10,500
<b>Interdepartmental Charges</b>	298,417	317,053	361,496	369,747
<b>TOTAL POLICE BUDGET</b>	<b>8,094,850</b>	<b>8,384,924</b>	<b>9,176,990</b>	<b>9,183,858</b>

**Police Budget Summary**





**CITY OF KIRKWOOD**  
Budget Changes

**POLICE**

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	10112024211105	Overtime (Detective)	\$ 110,000	\$ 60,000	\$ (50,000)	-45.45%
	Narrative:	This reduction in overtime is in line with previous expenditures and is believed will still allow for cost center needs.				
2	10112034211105	Overtime (Patrol)	\$ 81,900	\$ 46,900	\$ (35,000)	-42.74%
	Narrative:	This reduction in overtime is in line with previous expenditures and is believed will still allow for cost center needs.				
3	10112044211101	Salary Part Time	\$ 129,948	\$ 154,948	\$ 25,000	19.24%
	Narrative:	This increase is due to the addition of a part time dispatcher for the Glendale/Warson Woods agreement.				
4	10112044211105	Overtime (Support Services)	\$ 50,600	\$ 45,600	\$ (5,000)	-9.88%
	Narrative:	This reduction in overtime is in line with previous expenditures and is believed will still allow for cost center needs.				
5	10112044213108	Tuition Reimbursement	\$ 20,000	\$ 10,000	\$ (10,000)	-50.00%
	Narrative:	This decrease is warranted due to a decreased rate of reimbursement.				
6	10112044218005	Fuel/Lubricants	\$ 89,996	\$ 71,751	\$ (18,245)	-20.27%
	Narrative:	This is projected cost by Fleet for fuel and lubricants for the Police Department				
7	10112054218010	Vehicle Maintenance	\$ 182,024	\$ 208,520	\$ 26,496	14.56%
	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.				
8	10112064211105	Overtime (Traffic Safety)	\$ 21,950	\$ 11,950	\$ (10,000)	-45.56%
	Narrative:	This reduction in overtime is in line with previous expenditures and is believed will still allow for cost center needs.				

Accounts listed on this sheet have requested increases or decreases of at least 5%, where the amount of change is \$5,000 or greater. Full time salary and benefits excluded from this spreadsheet.

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1201-421.11-01	Salary Full Time	437,694	451,406	476,548	485,861	9,313	1.95%		
101-1201-421.11-05	Overtime	4,492	7,828	8,800	8,800	-	0.00%		
101-1201-421.21-01	Health Insurance	58,632	56,504	69,300	62,053	(7,247)	-10.46%		
101-1201-421.21-03	Dental Insurance	2,659	2,711	3,312	2,600	(712)	-21.50%		
101-1201-421.21-04	Vision Insurance	460	271	-	510	510	100.00%		
101-1201-421.21-05	Benefit Credit	1	14	-	-	-	0.00%		
101-1201-421.22-01	Social Security Taxes	9,746	10,694	11,574	11,390	(184)	-1.59%		
101-1201-421.22-02	Medicare Contributions	905	2,511	2,707	2,664	(43)	-1.59%		
101-1201-421.23-02	Civilian Pension	9,235	10,694	11,874	11,941	67	0.56%		
101-1201-421.23-04	Deferred Comp	8,970	14,307	9,789	9,894	105	1.07%		
101-1201-421.31-07	Medical Examinations	20,705	21,136	32,500	32,500	-	0.00%		
101-1201-421.31-10	Other Professional Svcs	65,991	69,086	63,274	64,124	850	1.34%		
101-1201-421.32-01	Legal	54,167	49,914	42,500	42,500	-	0.00%		
101-1201-421.44-02	Rentals/Building Office Space	3,000	3,000	-	-	-	0.00%		
101-1201-421.52-02	General liability	84,204	105,425	94,300	97,130	2,830	3.00%		
101-1201-421.52-11	Work. Comp. Premium	175,390	214,218	237,080	233,540	(3,540)	-1.49%		
101-1201-421.55-09	Other Printing	2,235	2,275	3,500	3,500	-	0.00%		
101-1201-421.58-01	Travel Executive	3,043	1,468	2,060	1,400	(660)	-32.04%		
101-1201-421.58-02	Travel Other	11,990	10,276	12,200	10,200	(2,000)	-16.39%		
101-1201-421.61-11	Food	1,194	901	1,300	1,300	-	0.00%		
101-1201-421.61-13	Clothing	11,168	19,251	16,000	16,000	-	0.00%		
101-1201-421.62-03	Gas	963	1,003	1,900	1,900	-	0.00%		
101-1201-421.64-01	Dues	5,417	6,214	6,870	6,870	-	0.00%		
101-1201-421.64-02	Publications	277	246	500	500	-	0.00%		
101-1201-421.66-20	Grant Funds	13,175	7,750	12,000	12,000	-	0.00%		
101-1201-421.66-23	Community Services	4,701	3,269	5,000	5,000	-	0.00%		
101-1201-421.66-99	Other	1,545	1,848	3,250	3,250	-	0.00%		
101-1201-421.68-02	Machinery & Equipment	10,273	14,111	10,500	10,500	-	0.00%		
101-1201-421.80-20	Electric Charges	76,203	74,514	82,176	82,176	-	0.00%		
101-1201-421.80-40	Water Usage Charges	4,101	3,611	5,700	5,700	-	0.00%		
101-1201-421.80-50	Sanitation Charges	1,500	1,500	1,600	1,600	-	0.00%		
101-1202-421.11-01	Salary Full Time	1,413,062	1,415,172	1,538,066	1,547,458	9,392	0.61%		
101-1202-421.11-05	Overtime	62,965	54,987	110,000	60,000	(50,000)	-45.45%		
101-1202-421.11-10	Clothing Allowance	9,060	8,640	9,360	9,360	-	0.00%		
101-1202-421.21-01	Health Insurance	179,034	173,768	195,600	213,371	17,771	9.09%		
101-1202-421.21-03	Dental Insurance	8,673	8,752	9,384	7,300	(2,084)	-22.21%		
101-1202-421.21-04	Vision Insurance	1,425	321	-	1,500	1,500	100.00%		
101-1202-421.21-05	Benefit Credit	20	225	-	-	-	0.00%		

Police

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1202-421.23-04	Deferred Comp	29,979	29,200	33,300	33,150	(150)	-0.45%		
101-1202-421.31-10	Other Professional Svcs	-	-	10,770	10,770	-	100.00%		
101-1202-421.61-06	Film & processing	362	499	1,500	1,500	-	0.00%		
101-1202-421.66-21	Law enforcement	12,286	9,380	5,030	5,030	-	0.00%		
101-1203-421.11-01	Salary Full Time	2,583,825	2,632,263	2,832,375	2,759,991	(72,384)	-2.56%		
101-1203-421.11-05	Overtime	44,179	46,639	81,900	46,900	(35,000)	-42.74%		
101-1203-421.21-01	Health Insurance	323,447	352,769	383,340	415,784	32,444	8.46%		
101-1203-421.21-03	Dental Insurance	15,191	16,580	18,768	14,000	(4,768)	-25.40%		
101-1203-421.21-04	Vision Insurance	2,397	719	-	2,800	2,800	100.00%		
101-1203-421.21-05	Benefit Credit	6	206	-	-	-	0.00%		
101-1203-421.23-04	Deferred Comp	50,667	47,551	58,286	56,838	(1,448)	-2.48%		
101-1203-421.66-21	Law enforcement	45,659	44,970	45,500	45,500	-	0.00%		
101-1204-421.11-01	Salary Full Time	898,858	950,082	994,819	1,050,871	56,052	5.63%		
101-1204-421.11-02	Salary Part Time	71,506	83,419	129,948	154,948	25,000	19.24%		
101-1204-421.11-05	Overtime	26,650	33,910	50,600	45,600	(5,000)	-9.88%		
101-1204-421.21-01	Health Insurance	113,366	113,755	126,700	142,175	15,475	12.21%		
101-1204-421.21-03	Dental Insurance	6,661	7,281	6,624	6,000	(624)	-9.42%		
101-1204-421.21-04	Vision Insurance	1,188	443	-	1,200	1,200	100.00%		
101-1204-421.21-05	Benefit Credit	15	115	-	-	-	0.00%		
101-1204-421.22-01	Social Security Taxes	47,694	50,514	62,853	66,322	3,469	5.52%		
101-1204-421.22-02	Medicare Contributions	11,154	11,814	14,700	17,370	2,670	18.16%		
101-1204-421.23-02	Civilian Pension	42,488	47,026	59,686	78,229	18,543	31.07%		
101-1204-421.23-04	Deferred Comp	17,922	23,420	23,003	26,002	2,999	13.04%		
101-1204-421.31-08	Tuition Reimbursement	11,678	9,859	20,000	10,000	(10,000)	-50.00%		
101-1204-421.31-09	Training	56,009	57,365	61,075	61,075	-	0.00%		
101-1204-421.42-10	Vehicles	940	772	1,600	1,600	-	0.00%		
101-1204-421.43-02	Radio eqpt. maintenance	4,511	5,224	8,414	8,414	-	0.00%		
101-1204-421.43-06	Equipment	26,414	19,964	23,680	23,680	-	0.00%		
101-1204-421.43-08	Rifle range maintenance	5,937	6,294	8,000	8,000	-	0.00%		
101-1204-421.44-03	Criminal information syst	124,135	140,244	133,300	133,300	-	0.00%		
101-1204-421.44-04	Copy Machines	622	604	600	600	-	0.00%		
101-1204-421.53-01	Telephone	9,782	12,420	11,600	11,600	-	0.00%		
101-1204-421.53-02	Cellular Telephones	15,544	12,679	18,000	13,000	(5,000)	-27.78%		
101-1204-421.61-01	Office supplies	11,244	13,045	14,500	14,500	-	0.00%		
101-1204-421.61-05	Postage	2,171	2,013	2,200	2,200	-	0.00%		
101-1204-421.61-11	Food	644	460	1,000	1,000	-	0.00%		
101-1204-421.80-05	Fuel/Lubricants	73,242	71,162	89,996	71,751	(18,245)	-20.27%		
101-1204-421.80-10	Fleet Services	143,371	166,266	182,024	208,520	26,496	14.56%		

Police

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1205-421.11-01	Salary Full Time	105,166	107,625	111,586	113,818	2,232	2.00%		
101-1205-421.11-05	Overtime	1,086	1,121	2,100	2,100	-	0.00%		
101-1205-421.21-01	Health Insurance	16,559	17,244	18,810	19,584	774	4.11%		
101-1205-421.21-03	Dental Insurance	928	920	1,104	1,104	-	0.00%		
101-1205-421.21-04	Vision Insurance	161	99	-	170	170	100.00%		
101-1205-421.22-01	Social Security Taxes	6,171	6,330	6,604	6,764	160	2.42%		
101-1205-421.22-02	Medicare Contributions	1,443	1,480	1,545	1,582	37	2.39%		
101-1205-421.23-02	Civilian Pension	6,118	6,793	7,390	7,535	145	1.96%		
101-1205-421.23-04	Deferred Comp	2,125	2,175	2,274	2,319	45	1.98%		
101-1205-421.31-06	Derelict Structures	1,236	1,572	1,500	1,500	-	0.00%		
101-1205-421.31-10	Other Professional Svcs	3,658	3,384	4,700	4,700	-	0.00%		
101-1205-421.43-12	Building & Grounds	480	480	3,100	3,100	-	0.00%		
101-1205-421.53-01	Telephone	274	364	400	400	-	0.00%		
101-1205-421.69-08	Write-off Bad Debt	-	1,200	-	-	-	0.00%		
101-1206-421.11-01	Salary Full Time	323,449	336,751	348,495	348,495	-	0.00%		
101-1206-421.11-05	Overtime	10,829	12,964	21,950	11,950	(10,000)	-45.56%		
101-1206-421.21-01	Health Insurance	18,092	24,156	29,600	32,376	2,776	9.38%		
101-1206-421.21-03	Dental Insurance	1,812	1,778	2,208	2,000	(208)	-9.42%		
101-1206-421.21-04	Vision Insurance	321	326	-	340	340	100.00%		
101-1206-421.23-04	Deferred Comp	6,641	6,556	7,409	7,409	-	0.00%		
POLICE DEPARTMENT		8,094,850	8,384,924	9,176,990	9,183,858	6,868	0.07%		

Police

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## Fire Department

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### Mission and Vision Statements

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



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

## Fire Department

**Effectiveness** - The Kirkwood Fire Department is effective in its mission to save life and property. Time is a critical factor with most calls for emergency service and will have a direct impact on the outcome of the incident. One measure of effectiveness is response time. It is imperative that a Fire Department unit arrive on the emergency scene quickly to control and stabilize the incident in order to minimize pain and suffering, improve patient outcomes, and stop the loss of life or property due to fire or other natural or manmade threats. Fire suppression, rescue, and emergency medical services (EMS) all require a timely response. With three fire stations strategically located in Kirkwood, our goal is to have the first unit on the scene within five minutes or less. In fiscal year from April 1, 2019 to March 31, 2020, the fire department achieved an average response time to all emergencies in Kirkwood and Oakland of 5 minutes 33 seconds. The statistics below indicate the fire department's effectiveness for the FY2019-20 period:

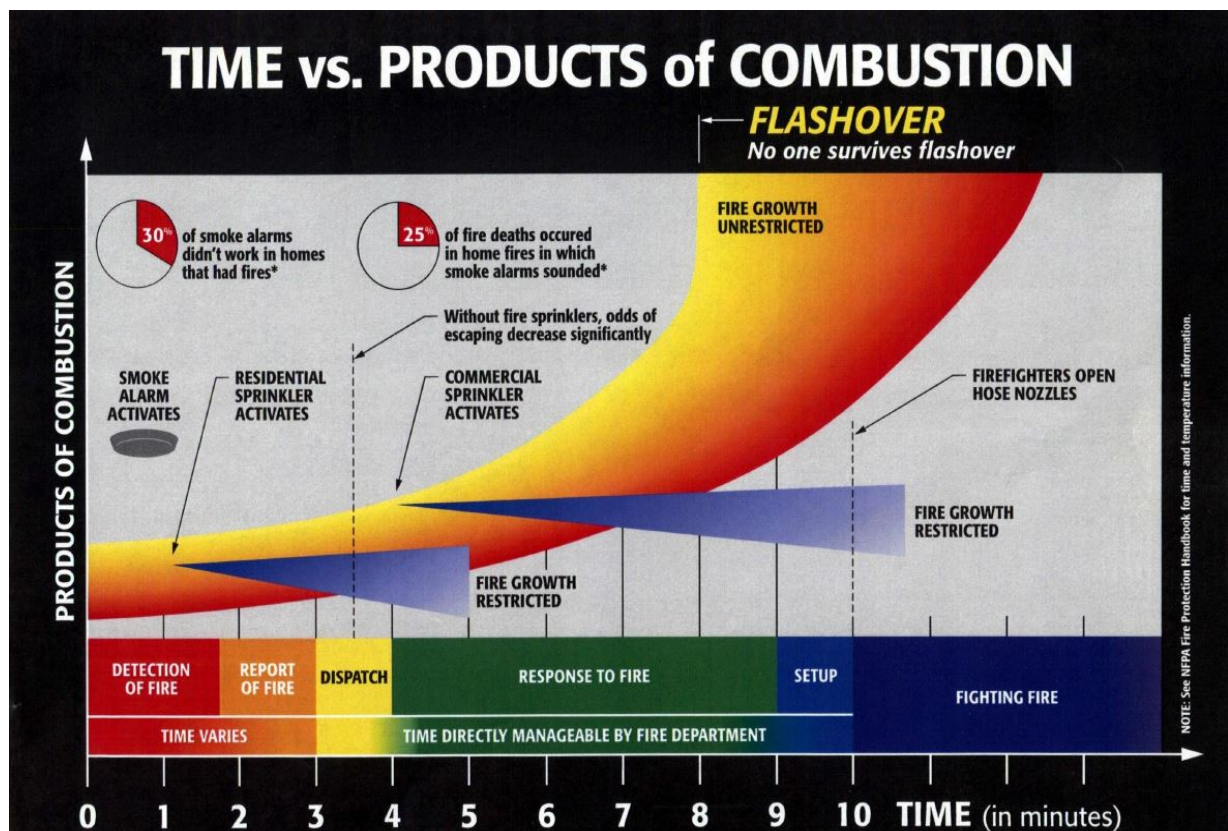
Estimated value of property/contents at risk: \$ 12,503,402

Percentage of property saved: 94.79%

Estimated value of property lost: \$651,202

Total fire injuries – 0

Total fire fatalities – 0



## Fire Department

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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 33 seconds.

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

Fiscal Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
<b>Total Number of Fires</b>	66	57	54	61	56
<b>Property Value Saved</b>	\$6,065,289	\$2,983,100	\$1,620,511	\$58,716,700	\$11,852,200
<b>Property Value Lost</b>	392,648	85,010	102,511	2,781,100	651,202
<b>Percentage Saved</b>	93.53%	97.2%	93.68%	95.47%	94.75%

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 2019/20, the Fire Department responded to 56 fires threatening with approximately \$12.5 million in property value and saved over 94.79% 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, 2019 to March 31, 2020:

- Total emergency calls for service – 4,956
- Total apparatus (fire truck or ambulance) responses – 8,869
- Average number emergency calls per day – 13.57
- Average apparatus responses per day – 24.29
- Total hours on incident response – 10,764



## Fire Department

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Total hours on training – 10,916  
Total fire inspections completed - 178  
Total feet of fire hose tested – 14,700  
Total hydrants tested - 166  
Total child car safety seats checked and installed –66

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

**Staffing** –The Fire Department currently has 55 uniformed personnel and one civilian secretary. Included in this total are 51 shift personnel, 1 Fire Marshal, and 3 Chief Officers. It is important to note that all of our members are cross-trained as Firefighters and Paramedics or Emergency Medical Technicians (EMT's). We are a fully integrated department and all personnel are cross-trained to manage fire, emergency medical, haz-mat or rescue incidents. (Please note that the Fire Marshal was added in FY 2020 after the function was split from the Assistant Chief's title). Listed below are the positions currently maintained in the Department:

1	Fire Chief
1	Assistant Fire Chief
1	Deputy Chief/ Chief Medical Officer
1	Fire Marshal
9	Captains – 3 per shift x 3 shifts
9	Engineers – 3 per shift x 3 shifts
31	Firefighter/Paramedics – 7 per shift x 3 shifts, plus 1 “float” medic
<u>2</u>	Firefighter/EMTs – 1 per shift x 3 shifts
55	Total Uniformed Personnel

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

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

## Fire Department

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

<u>Task</u>	<u>Number of Firefighters</u>
Search and Rescue Team	2
Fire Attack Hose Line Team	2
Back Up Hose Line Team	2
Hose Line Support	2
Smoke/Heat Ventilation	2
Rapid Intervention Team	2
Pump Operator	1
Aerial Operator	1
Incident Commander	1
Total	<b>15</b>

The Kirkwood Fire Department operates three 24-hour shifts with a minimum required staffing of 15 firefighters per shift. The shift personnel work a 56 hour work week for a total of 2912 hours annually. The minimum staffing number must also account for vacation leave, sick and injury leave, military leave, etc. Overtime is required to maintain minimum staffing levels. Each of the three Chief Officers assumes the role of “Duty Officer” on a rotating weekly “24/7” schedule. Since the Chief Officers work a 40-hour week, they respond from home on all structure fires and serious incidents that occur outside of normal business hours. The Fire Department does not have sufficient numbers of personnel in routine daily staffing to perform all of the basic required tasks at a structure fire incident, so Automatic Mutual Aid from surrounding departments is required on all structure fire calls.

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

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

- 1514 – Structural Firefighting Engine with a 1500 gallon per minute (gpm) pump, 900 gallons of tank water, a Compressed Air Foam (CAF) system, 30 gallons of Class A foam, and a light tower for night operations, and 7500 watt diesel generator, ALS equipment and a three person operating crew, purchased in 2018
- 1517 – Rescue Ambulance carries advanced life support (ALS) paramedic equipment and supplies, the two person operating crew treats and transports

## Fire Department

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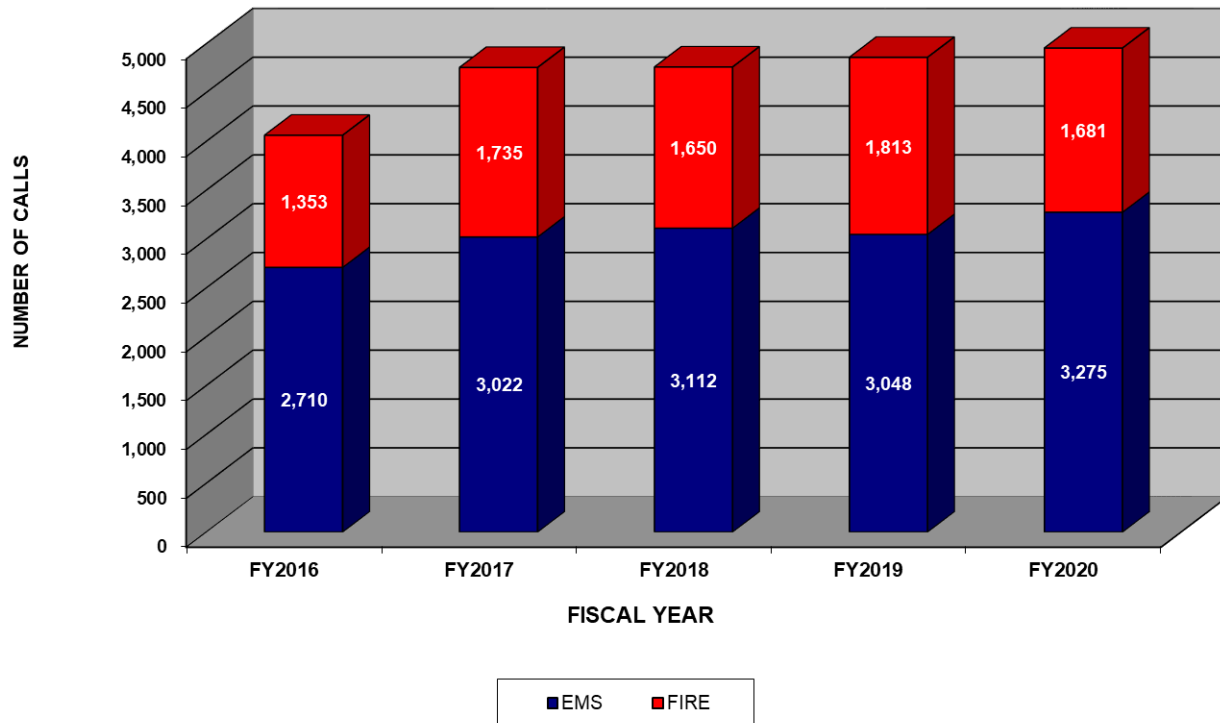
patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2018.

- 1524 – Technical Rescue Engine with a 1500 gpm pump, 750 gallons of tank water, a Compressed Air Foam (CAF) system, 30 gallons of Class A foam, an air cascade system, hydraulic and pneumatic rescue equipment, and a light tower for night operations, a 10,500 watt hydraulic generator, ALS equipment and a three person operating crew, purchased in 2009.
- 1527 – Rescue Ambulance carries advanced life support paramedic equipment and supplies, the two person operating crew treats and transports patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2016.
- 1535 - Aerial Ladder Tower with 100 foot aerial ladder and platform, 2000 gpm pump and 400 gallons of tank water, 121 feet of ground ladders, 10,000 watt hydraulic generator, ALS equipment and a three person operating crew, purchased in 2010.
- 1537 – Rescue Ambulance carries advanced life support paramedic equipment and supplies, the two person operating crew treats and transports patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2015.

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

## Fire Department

KIRKWOOD FIRE DEPARTMENT  
NUMBER OF CALLS BY TYPE

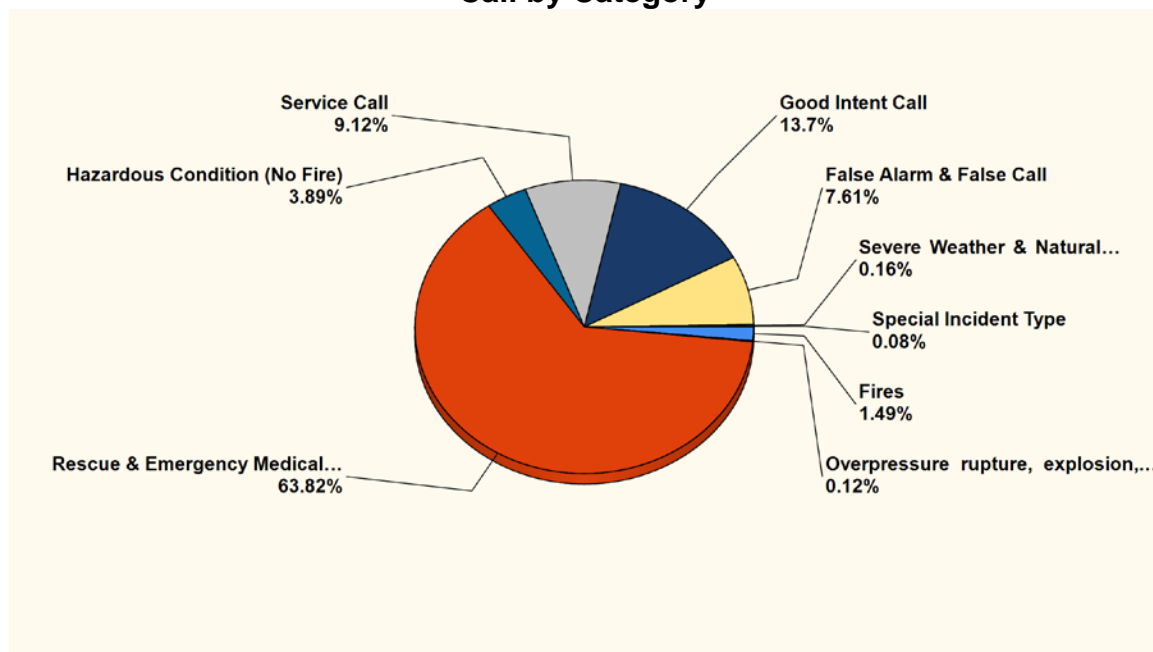


**Types of Fire Calls** - Fire Department calls for service fall into two broad categories, Fire Calls and Emergency Medical Service (EMS) calls. The chart below represents the number of calls in each classification. Emergency medical calls represent the largest category of emergency calls answered by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

## Fire Department

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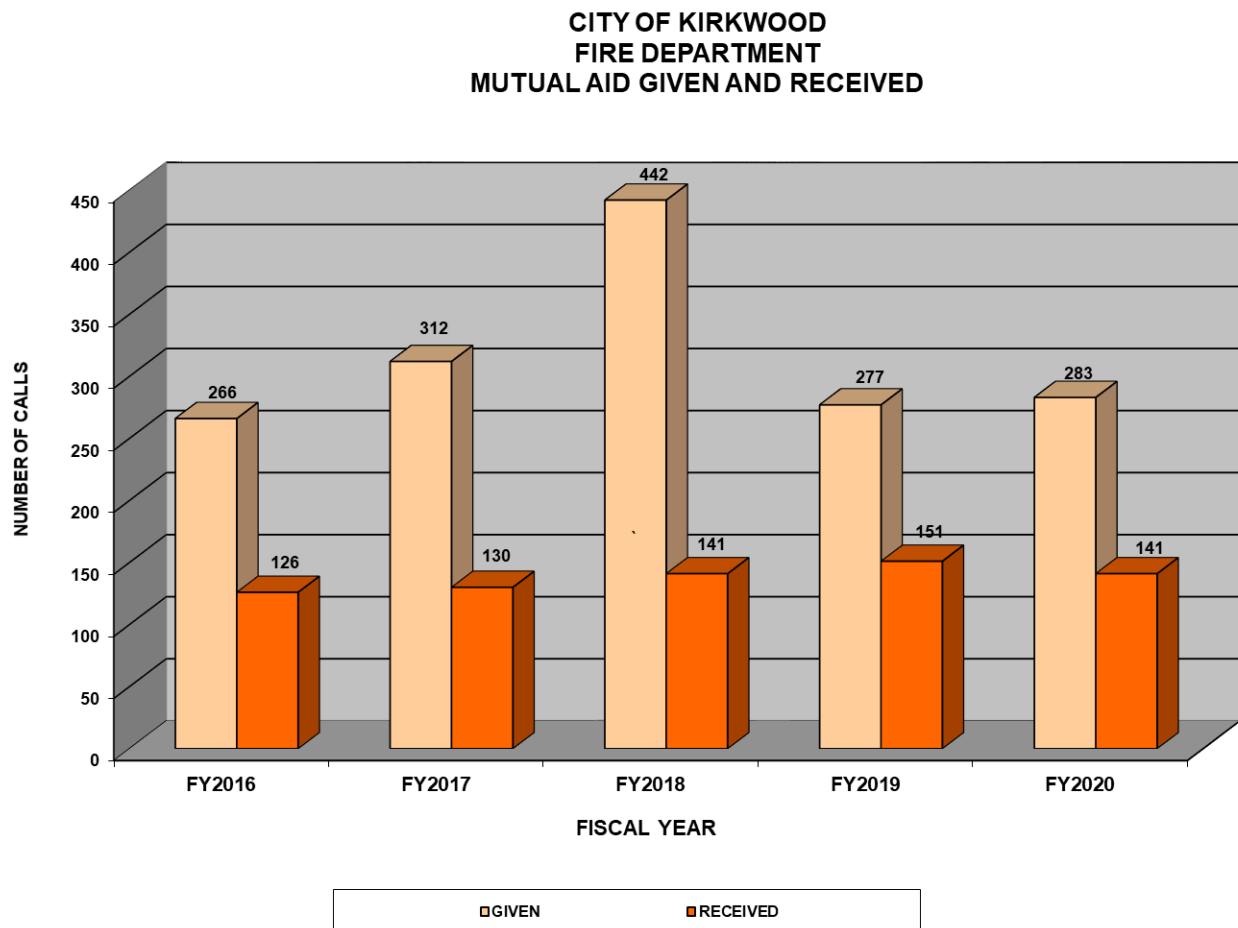
**Kirkwood Fire Department  
Call by Category**



**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 FY19-20 reporting period there were 2,002 overlapping calls; where a second, third, or fourth 911 emergency call was received for fire department assistance while one or more of our fire/EMS units were still committed to an earlier 911 emergency. This is an overlapping call rate of 40.4%

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

## Fire Department

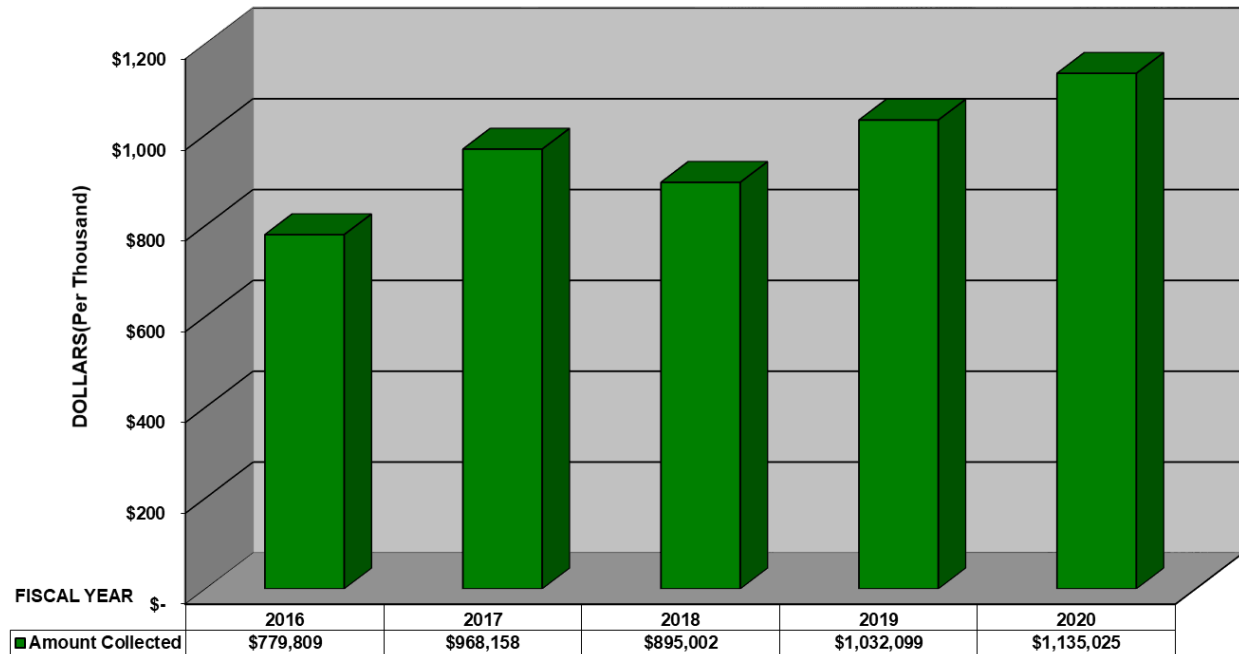


**Ambulance Service** – On June 1, 2003, the Fire Department added ambulance transportation to the list of services it provides to the citizens of Kirkwood and Oakland. The addition of ambulance service allows Kirkwood to control the quality of this vital component of public safety. Ambulance transport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

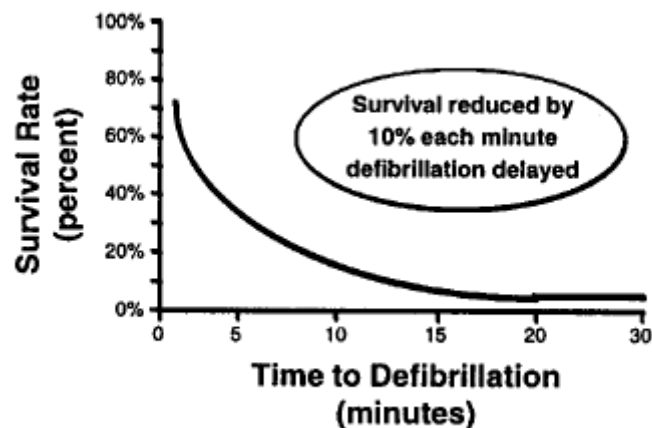
Ambulance fee receipts for Fiscal Year 2019-20 were \$1,135,025.00 based on financial information provided by the Kirkwood Finance Department. Since the inception fire based ambulance service in June 2003, through March 31, 2019, the ambulance service has resulted in \$12,022,560 in service fees collected 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.

## 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

## **Fire Department**

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

The Kirkwood Fire Department responded to 43 “sudden death” cardiac arrests between April 1, 2019 and March 31, 2020. 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 45.67% 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 8 of the 43 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: 25 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 50 minutes and 54 seconds.

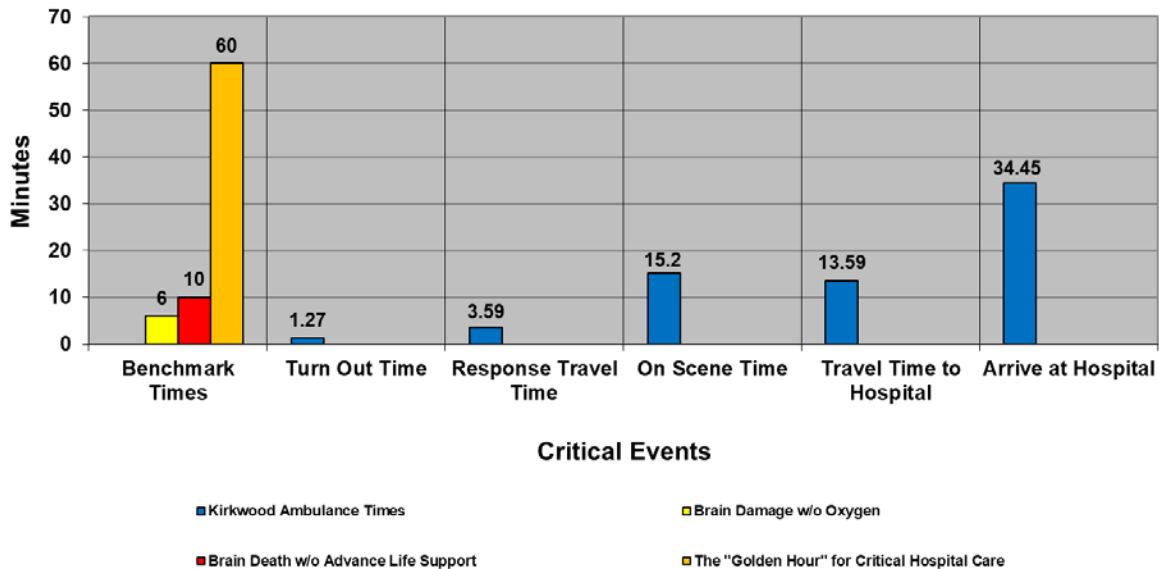


## Fire Department

### **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:27sec	3min:59sec	15min:20sec	13min:59sec	34min:45sec

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

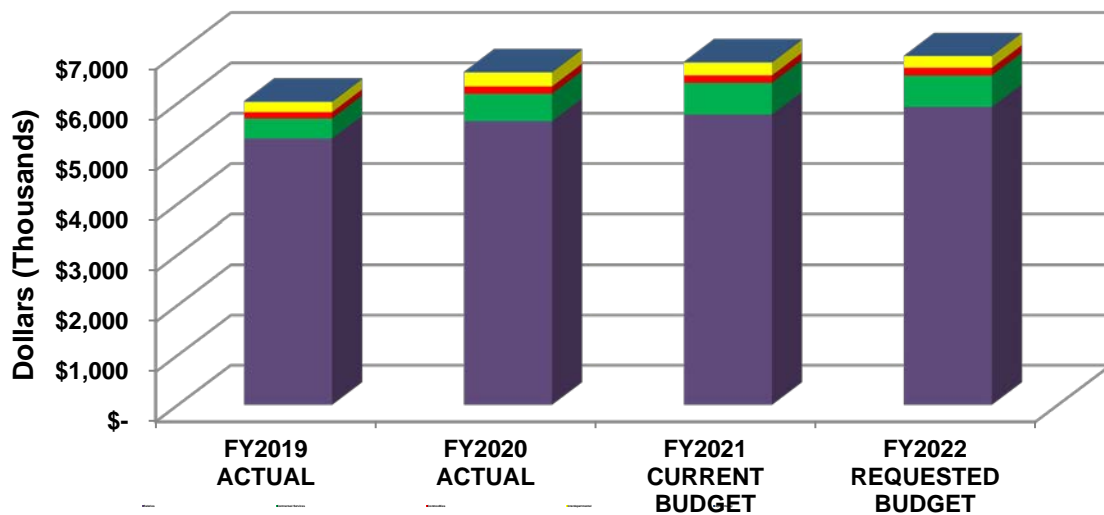


During this period of time, the Fire Department responded to 3,275 calls for emergency medical care, and transported 2,227 of those patients to area hospitals. This equates to a transport rate of 68% of all calls for emergency medical care. The remaining patients refuse transportation after paramedic 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 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	4,251,096	4,396,402	4,728,362	4,846,309
Overtime	323,834	536,145	250,100	250,100
Licensing Pay	92,080	71,799	78,672	92,296
Social Security	3,375	3,482	3,111	3,556
Medicare	(927)	814	735	832
Civilian Pension	3,100	3,505	3,729	3,641
Deferred Compensation	92,418	91,939	106,918	103,934
Subtotal Salaries	4,764,976	5,104,086	5,171,627	5,300,668
Other Benefits				
Health Insurance	497,154	504,320	567,050	594,553
Dental Insurance	24,924	25,560	28,704	21,041
Vision Insurance	4,078	1,431	888	4,079
Benefit Credit	128	1,496	-	-
Subtotal Other Benefits	526,284	532,807	596,642	619,673
Total Personnel Services	5,291,260	5,636,893	5,768,269	5,920,341
<b>Contractual Services</b>	399,782	542,078	628,323	623,600
<b>Commodities</b>	126,367	148,486	150,380	153,230
<b>Capital Outlay</b>	17,222	13,555	17,300	4,000
<b>Interdepartmental Charges</b>	201,175	276,816	252,508	234,808
<b>TOTAL FIRE BUDGET</b>	<b>6,035,806</b>	<b>6,617,828</b>	<b>6,816,780</b>	<b>6,935,979</b>

**Fire Budget Summary**



# CITY OF KIRKWOOD FIRE DEPARTMENT

## Budget Changes

Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	101-1301-422-31-07	Medical Examinations	\$ 22,000	\$ 25,750	\$ 3,750	17.05%
	Narrative:	This increase reflects an additional position.				
2	101-1301-422-43-12	Buildings & Grounds	\$ 8,000	\$ 9,000	\$ 1,000	12.50%
	Narrative:	This increase reflects additional projected costs associated with building maintenance.				
3	101-1301-422-58-01	Travel Executive	\$ 2,000	\$ 1,700	\$ (300)	-15.00%
	Narrative:	This decrease reflects a decrease in expected travel.				
4	101-1301-422-58-02	Travel Other	\$ 6,000	\$ 3,800	\$ (2,200)	-36.67%
	Narrative:	This decrease reflects a decrease in expected travel.				
5	101-1301-422-64-02	Publications	\$ 3,100	\$ 3,600	\$ 500	16.13%
	Narrative:	This increase reflects the anticipated costs associated with upgrading codes .				
6	101-1301-422-68-01	Office Furniture & Equipment	\$ 9,300	\$ 2,000	\$ (7,300)	-78.49%
	Narrative:	This decrease reflects decreased spending on furniture due to the current economic constraints.				
7	101-1301-422-68-03	Health/Exercise	\$ 8,000	\$ 2,000	\$ (6,000)	-75.00%
	Narrative:	This decrease reflects decreased spending on equipment due to the current economic constraints.				
8	101-1301-422-80-05	Fuel/Lubricants	\$ 64,675	\$ 49,204	\$ (15,471)	-23.92%
	Narrative:	This decrease reflects a decrease in fuel usage trends.				
9	101-1302-422-11-09	Licensing Pay	\$ 75,504	\$ 92,296	\$ 16,792	22.24%
	Narrative:	This increase reflects the fluctuating yearly licensing fees, which are contractual by the labor CBA.				

**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>
10	101-1302-422-31-10	Other Professional Svcs	\$ 36,650	\$ 21,200	\$ (15,450)	-42.16%

**Narrative:**      This decrease reflects decreased spending due to the current economic constraints.

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1301-422.11-01	Salary Full Time	359,553	465,230	527,303	534,438	7,135	1.35%		
101-1301-422.11-05	Overtime	-	-	100	100	-	0.00%		
101-1301-422.11-09	Licensing Pay	1,584	1,584	3,168	-	(3,168)	100.00%		
101-1301-422.21-01	Health Insurance	27,646	30,822	38,650	39,491	841	2.18%		
101-1301-422.21-03	Dental Insurance	1,715	2,346	2,760	1,913	(847)	-30.69%		
101-1301-422.21-04	Vision Insurance	294	158	888	391	(497)	-55.97%		
101-1301-422.22-01	Social Security Taxes	3,375	3,482	3,111	3,556	445	14.30%		
101-1301-422.22-02	Medicare Contributions	285	814	735	832	97	13.20%		
101-1301-422.23-02	Civilian Pension	3,100	3,505	3,729	3,641	(88)	-2.36%		
101-1301-422.23-04	Deferred Comp	7,289	8,214	10,550	10,692	142	1.35%		
101-1301-422.31-07	Medical Examinations	19,245	17,800	22,000	25,750	3,750	17.05%		
101-1301-422.31-09	Training	21,502	35,746	36,650	40,000	3,350	9.14%		
101-1301-422.31-10	Other Professional Svcs	87,842	148,940	161,482	148,000	(13,482)	-8.35%		
101-1301-422.32-01	Legal	1,912	7,354	1,800	1,900	100	5.56%		
101-1301-422.43-06	Equipment	468	225	1,000	1,000	-	0.00%		
101-1301-422.43-12	Building & Grounds	13,664	8,966	8,000	9,000	1,000	12.50%		
101-1301-422.52-02	General liability	49,045	59,702	68,250	70,300	2,050	3.00%		
101-1301-422.52-11	Work. Comp. Premium	152,984	191,234	233,541	247,700	14,159	6.06%		
101-1301-422.53-01	Telephone	5,124	8,030	4,500	4,500	-	0.00%		
101-1301-422.55-09	Other Printing	54	534	1,000	1,000	-	0.00%		
101-1301-422.58-01	Travel Executive	1,650	1,732	2,000	1,700	(300)	-15.00%		
101-1301-422.58-02	Travel Other	3,568	3,256	6,000	3,800	(2,200)	-36.67%		
101-1301-422.61-01	Office supplies	3,662	2,560	3,800	3,800	-	0.00%		
101-1301-422.61-05	Postage	395	275	500	150	(350)	-70.00%		
101-1301-422.61-08	Janitorial supplies	5,735	5,027	6,000	6,000	-	0.00%		
101-1301-422.62-03	Gas	6,555	6,499	6,500	6,600	100	1.54%		
101-1301-422.64-01	Membership Dues	3,525	3,380	6,305	6,305	-	0.00%		
101-1301-422.64-02	Publications	1,017	790	3,100	3,600	500	16.13%		
101-1301-422.66-08	Small tools	428	885	1,000	1,000	-	0.00%		
101-1301-422.68-01	Office Furniture and Equipment	17,222	8,065	9,300	2,000	(7,300)	-78.49%		
101-1301-422.68-03	Health/Exercise	-	5,490	8,000	2,000	(6,000)	100.00%		
101-1301-422.80-05	Fuel/Lubricants	49,990	49,649	64,675	49,204	(15,471)	-23.92%		
101-1301-422.80-10	Fleet Services	94,319	172,359	121,465	119,236	(2,229)	-1.84%		
101-1301-422.80-20	Electric Charges	48,100	46,521	57,000	57,000	-	0.00%		
101-1301-422.80-40	Water Usage Charges	5,598	5,119	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	3,891,543	3,931,172	4,201,059	4,311,871	110,812	2.64%		
101-1302-422.11-05	Overtime	323,834	536,145	250,000	250,000	-	0.00%		

Fire

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1302-422.11-09	Licensing Pay	90,496	70,215	75,504	92,296	16,792	22.24%		
101-1302-422.21-01	Health Insurance	469,508	473,498	528,400	555,062	26,662	5.05%		
101-1302-422.21-03	Dental Insurance	23,209	23,214	25,944	19,128	(6,816)	-26.27%		
101-1302-422.21-04	Vision Insurance	3,784	1,273	-	3,688	3,688	100.00%		
101-1302-422.21-05	Benefit Credit	128	1,496	-	-	-	0.00%		
101-1302-422.22-02	Medicare Contributions	(1,212)	-	-	-	-	0.00%		
101-1302-422.23-04	Deferred Comp	85,129	83,725	96,368	93,242	(3,126)	-3.24%		
101-1302-422.31-10	Other Professional Svcs	28,570	20,744	36,650	21,200	(15,450)	-42.16%		
101-1302-422.42-06	Laundry, towels, etc	-	-	150	150	-	0.00%		
101-1302-422.43-02	Radio eqpt. maintenance	3,534	20,946	21,600	21,600	-	0.00%		
101-1302-422.43-06	Equipment	10,620	16,869	23,700	26,000	2,300	9.70%		
101-1302-422.61-06	Film & processing	-	-	150	50	(100)	-66.67%		
101-1302-422.61-11	Food	900	868	975	975	-	0.00%		
101-1302-422.61-13	Clothing	31,191	42,727	43,250	43,250	-	0.00%		
101-1302-422.66-07	Safety equipment	65,844	79,622	70,200	72,200	2,000	2.85%		
101-1302-422.66-08	Small tools	1,017	423	1,500	1,500	-	0.00%		
101-1302-422.66-23	Community Services	6,098	5,430	7,100	7,800	700	9.86%		
FIRE DEPARTMENT		6,035,806	6,617,828	6,816,780	6,935,979	119,199	1.75%		

Fire

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## **Public Services - Street Division**

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### **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

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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	FY16	FY17	FY18	FY19	FY20
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	2.00	2.00	2.00	2.00
Traffic Sign Technician	-	1.00	1.00	1.00	1.00
Street Maintenance Worker	6.00	6.00	6.00	6.00	6.00
Customer Service Representative	0.50	-	-	-	-
Administrative Assistant	-	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>12.50</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

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

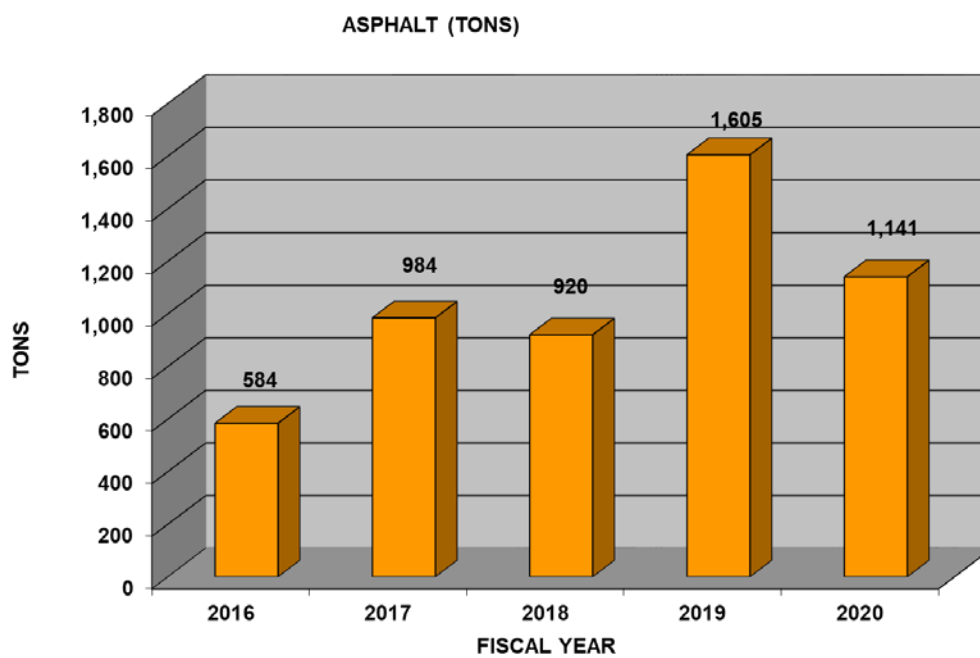
## Public Services - Street Division

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### 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.

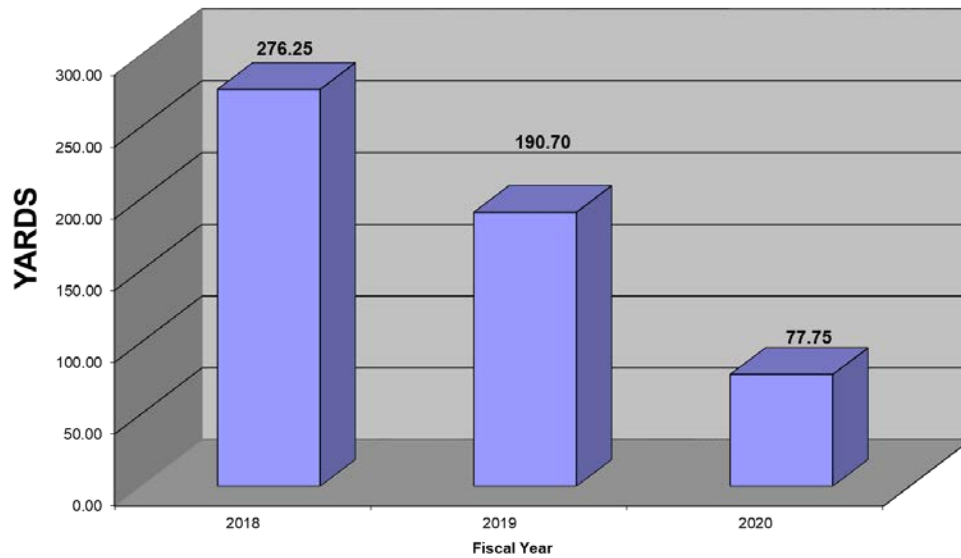
The Street Division concentrates its efforts on routine street maintenance, including crack filling, on both concrete and asphalt streets; patching and minor repairs; asphalt curb replacement; concrete pavement joint milling; and bridge deck sealing.



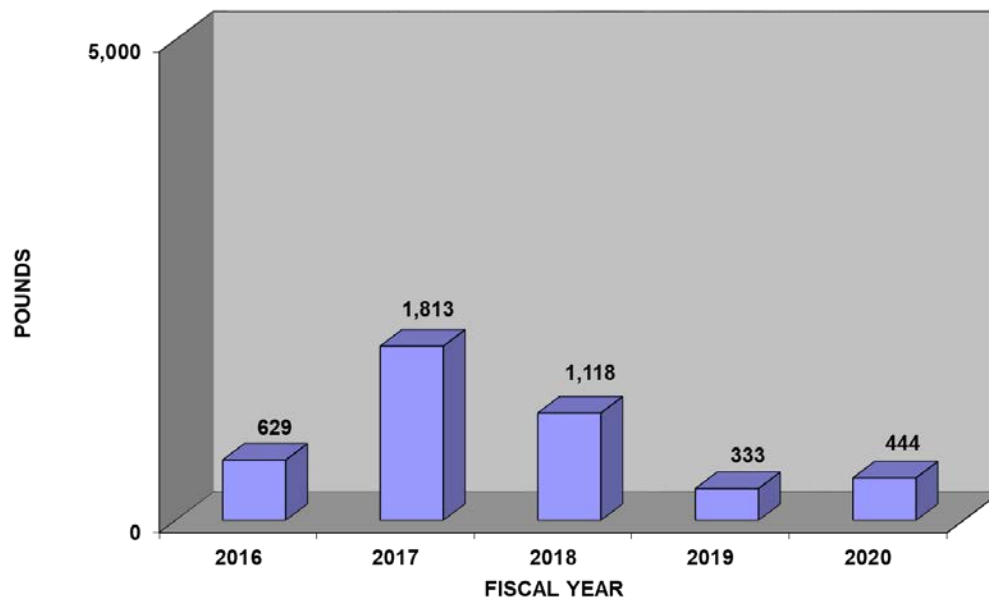
## Public Services - Street Division

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**CONCRETE (YARDS)**



**HOT CRACK SEALING MATERIAL**



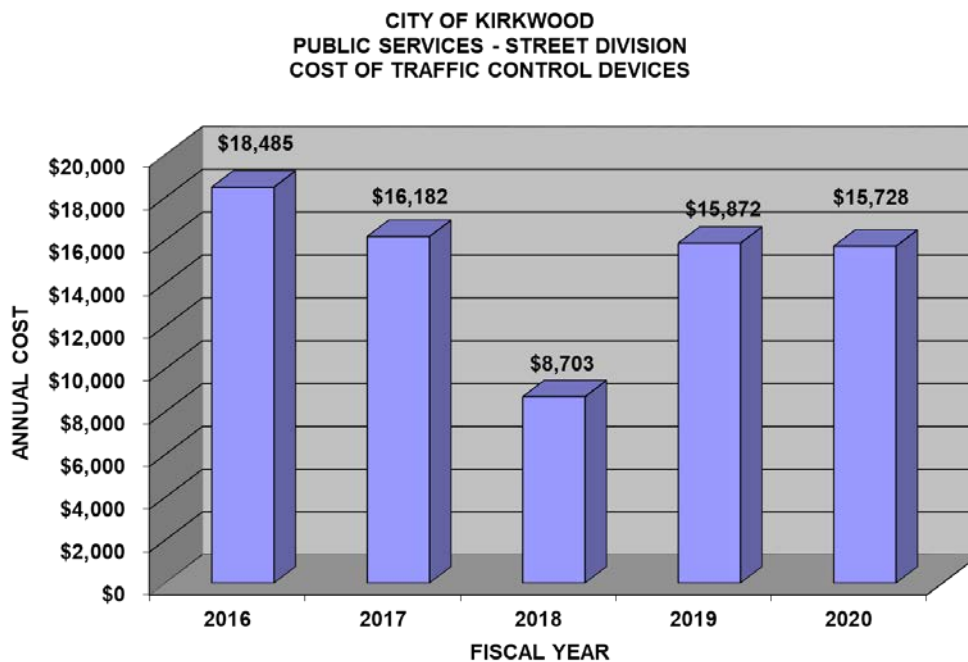
## Public Services - Street Division

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### Traffic Control Devices

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

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



## Public Services - Street Division

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### 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

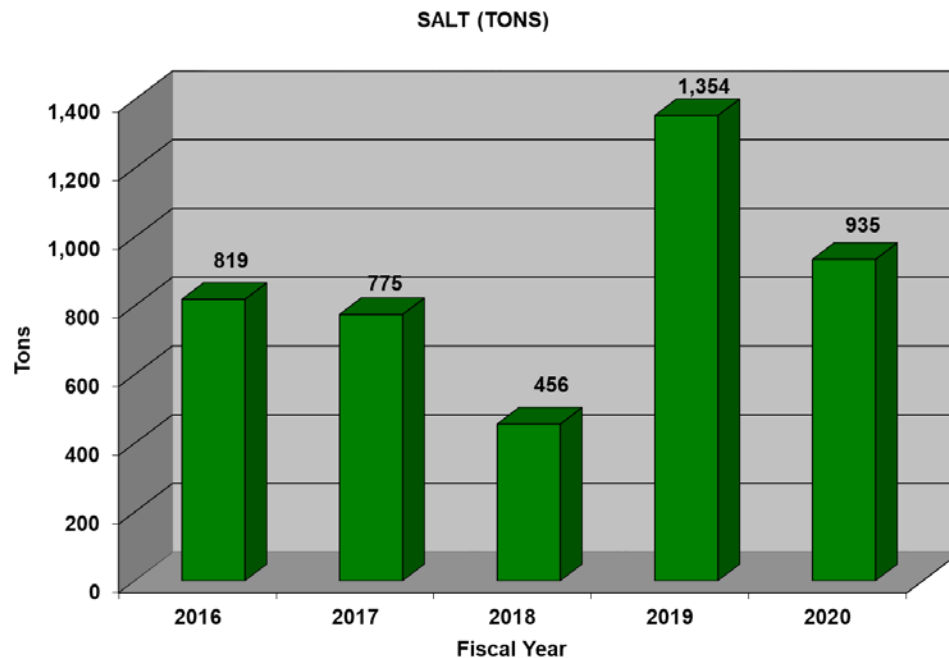
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Fiscal Year	Date of First Storm	Number of Call Outs	Snow (Inches)	Salt (Tons)	Labor Hours	Total Costs*
2012	12/27/11	4	6.50	919	469	\$77,068
2013	12/26/12	12	18.50	1,207	1,173	\$119,131
2014	12/05/13	13	38.40	3,008	2,031	\$288,266
2015	11/15/14	13	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
2020	11/11/19	8	12.00	935	1,165	\$183,828

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

## Public Services - Street Division

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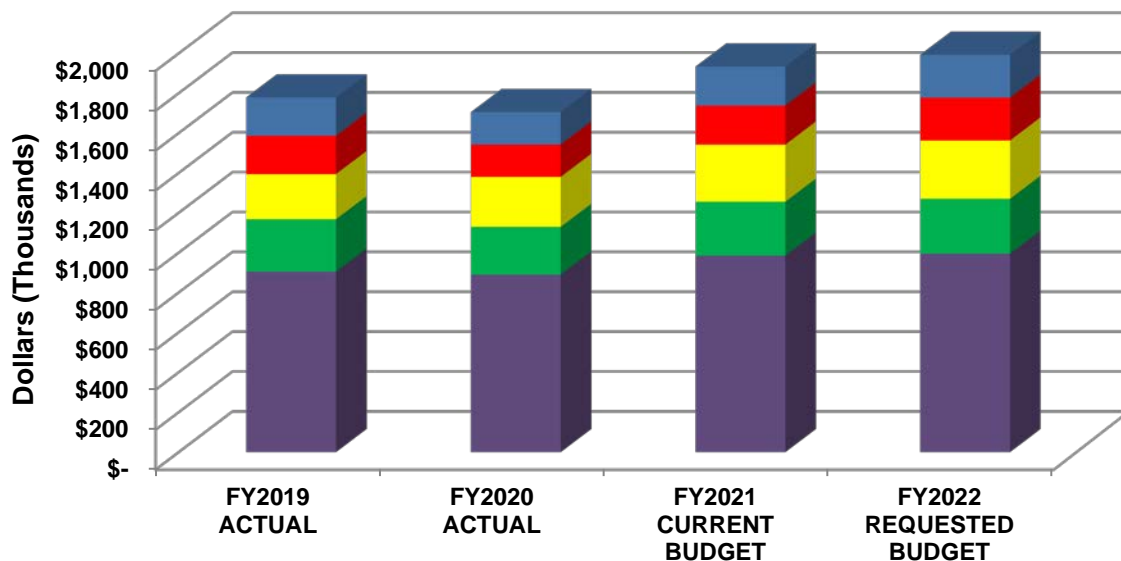
### **Street Sweeping**

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 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	632,303	646,879	703,849	717,746
Temporary	5,244	-	9,562	-
Overtime	30,455	8,971	10,000	10,000
Social Security	40,327	39,466	45,937	45,605
Medicare	9,432	9,229	10,745	10,670
Civilian Pension	36,713	39,138	46,939	47,190
Deferred Compensation	12,798	12,491	14,444	14,520
Subtotal Salaries	767,272	756,174	841,476	845,731
Other Benefits				
Health Insurance	130,483	127,407	137,045	142,883
Dental Insurance	5,887	5,451	5,980	5,070
Vision Insurance	920	353	315	1,010
Benefit Credit	20	201	237	-
Subtotal Other Benefits	137,310	133,412	143,577	148,963
Total Personnel Services	904,582	889,586	985,053	994,694
<b>Contractual Services</b>	263,192	239,739	270,611	275,325
<b>Commodities</b>	226,038	250,421	286,200	292,750
<b>Capital Outlay</b>	2,318	7,919	10,000	5,000
<b>Interdepartmental Charges</b>	192,404	162,547	195,830	214,952
<b>TOTAL STREET BUDGET</b>	<b>1,588,534</b>	<b>1,550,212</b>	<b>1,747,694</b>	<b>1,782,721</b>

**Street Budget Summary**



## CITY OF KIRKWOOD

## STREET DEPARTMENT

## Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget Current</u>	<u>Budget Request Budget</u>	<u>Increase Decrease Increase</u>	<u>Percent</u>
1	101-1402-431.11-04	Salary Temporary	\$9,562	\$0	-\$9,562	-100.00%
	Narrative:	Decrease Due to Budget Constraints				
2	101-1402-431.21-01	Health Insurance	\$137,045	\$150,840	\$13,795	10.07%
	Narrative:	Budget request reflects the current employee coverage mix. Budget requests are prepare before employees open enrollment.				
3	101-1402-431.52-11	Work Comp. Premium	\$177,491	\$191,360	\$13,869	7.81%
	Narrative:	Worker Compensation premiums were increased 4% along with an increase in the experience modification rating to 1.29.				
4	101-1402-431.80-10	Fleet Services	\$125,237	\$154,187	\$28,950	23.12%
	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 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1402-431.11-01	Salary Full Time	632,303	646,879	703,849	717,746	13,897	1.97%		
101-1402-431.11-04	Salary Temporary	5,244	-	9,562	-	(9,562)	-100.00%		
101-1402-431.11-05	Overtime	30,455	8,971	10,000	10,000	-	0.00%		
101-1402-431.21-01	Health Insurance	130,483	127,407	137,045	142,883	5,838	4.26%		
101-1402-431.21-03	Dental Insurance	5,887	5,451	5,980	5,070	(910)	-15.22%		
101-1402-431.21-04	Vision Insurance	920	353	315	1,010	695	220.63%		
101-1402-431.21-05	Benefit Credit	20	201	237	-	(237)	100.00%		
101-1402-431.22-01	Social Security Taxes	40,327	39,466	45,937	45,605	(332)	-0.72%		
101-1402-431.22-02	Medicare Contributions	9,432	9,229	10,745	10,670	(75)	-0.70%		
101-1402-431.23-02	Civilian Pension	36,713	39,138	46,939	47,190	251	0.53%		
101-1402-431.23-04	Deferred Comp	12,798	12,491	14,444	14,520	76	0.53%		
101-1402-431.31-09	Training	2,120	823	2,000	1,500	(500)	-25.00%		
101-1402-431.31-10	Other Professional Svcs	72,957	3,201	3,600	3,800	200	5.56%		
101-1402-431.32-01	Legal	3,569	3,287	3,000	3,000	-	0.00%		
101-1402-431.42-06	Laundry, towels, etc	16,187	19,451	14,000	14,000	-	0.00%		
101-1402-431.42-09	Landfill fees	696	900	8,000	5,000	(3,000)	-37.50%		
101-1402-431.43-06	Equipment	-	7	250	250	-	0.00%		
101-1402-431.43-12	Building & Grounds	2,277	7,200	7,500	7,500	-	0.00%		
101-1402-431.52-02	General liability	36,659	44,625	50,050	51,555	1,505	3.01%		
101-1402-431.52-11	Work. Comp. Premium	125,000	155,801	177,491	184,000	6,509	3.67%		
101-1402-431.53-01	Telephone	685	913	720	720	-	0.00%		
101-1402-431.53-02	Cellular Telephones	3,042	3,531	3,500	3,500	-	0.00%		
101-1402-431.58-01	Travel	-	-	300	300	-	0.00%		
101-1402-431.58-02	Travel Other	-	-	200	200	-	0.00%		
101-1402-431.61-01	Office supplies	1,825	2,767	2,500	3,000	500	20.00%		
101-1402-431.61-11	Food	2,195	2,237	2,000	2,500	500	25.00%		
101-1402-431.61-13	Clothing	1,157	1,212	1,600	1,600	-	0.00%		
101-1402-431.62-03	Gas	9,676	8,301	8,000	8,550	550	6.88%		
101-1402-431.64-01	Dues	-	550	100	100	-	0.00%		
101-1402-431.66-07	Safety equipment	4,614	5,995	6,000	6,000	-	0.00%		
101-1402-431.66-08	Small tools	1,723	2,704	3,000	3,000	-	0.00%		
101-1402-431.66-12	Salt & calcium chloride	86,488	90,589	120,000	120,000	-	0.00%		
101-1402-431.66-26	Signs	16,036	15,290	23,000	23,000	-	0.00%		
101-1402-431.66-27	Street Maintenance	102,324	120,776	120,000	125,000	5,000	4.17%		
101-1402-431.68-02	Machinery & Equipment	2,318	7,919	10,000	5,000	(5,000)	-50.00%		
101-1402-431.80-05	Fuel/Lubricants	36,407	33,699	44,195	34,937	(9,258)	-20.95%		
101-1402-431.80-10	Fleet Services	133,871	105,864	125,237	154,187	28,950	23.12%		
101-1402-431.80-20	Electric Charges	19,650	20,285	22,000	22,000	-	0.00%		

Street

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1402-431.80-40	Water Usage Charges	1,648	1,871	3,570	3,000	(570)	-15.97%		
101-1402-431.80-50	Sanitation Charges	828	828	828	828	-	0.00%		
STREET		1,588,534	1,550,212	1,747,694	1,782,721	35,027	2.00%		

Street

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

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### **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 25 projects in FY20, in the amount of \$3,702,093. 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**

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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, 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.

<b>POSITION</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Public Services Director	0.33	0.33	0.33	0.33	0.33
City Engineer	1.00	1.00	1.00	1.00	1.00
Assistant City Engineer	1.00	1.00	1.00	1.00	1.00
City Planner	1.00	1.00	1.00	1.00	1.00
Assistant City Planner	-	1.00	1.00	1.00	1.00
City Forester	-	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00	-	-
Project Engineer	-	-	-	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>5.33</b>	<b>7.33</b>	<b>7.33</b>	<b>7.33</b>	<b>7.33</b>

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

The Engineering Office administers performance guarantees, including construction inspections, for private developments to ensure compliance to City construction standards. In FY20 there were five subdivision projects with a performance guarantee value of \$949,305 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 in FY21. The capital budget reflects 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, ultra-thin bonded asphalt wearing surfaces, and concrete slab replacement. Funds will also be used for the reconstruction of streets, located throughout the City, with a PCI less than 50.

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

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Engineering will be managing ten (10) 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 was awarded a 50/50 cost share program through MoDOT in FY20. The Kirkwood Road projects which included a continuous sidewalk 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. Both of these Kirkwood Road Projects completed construction in FY21. 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. E. Essex is a joint project with the City of Glendale to add a sidewalk and paving from the East City Limits to Dickson. The Kirkwood Road from Swan to Adams grant project includes new paving, curb ramps, new sidewalks and pedestrian enhancements including a pedestrian hybrid beacon near Washington Avenue. The Lindemann grant project includes new paving, curb ramps, pedestrian crossings with rectangular rapid flashing beacons. The Engineering Department also submitted grant applications for the Argonne Pedestrian Improvement Project and the Historic Kirkwood Train Station Restoration in FY21 and has yet to hear if these will be awarded. The Engineering Department will be diligent in the administration of these federally funded projects which may exceed \$25 million in project cost, if awarded. The City received grants through EWGCG and MoDOT for the design and construction of these projects covered under the MoDOT Cost Share, TAP, CMAQ and STP programs.

The Engineering Department will continue the implementation of the Sidewalk Program. This program includes repairs of hazardous sidewalk reported by residents and provides for implementation of the Kirkwood Pedestrian and Bicycle Plan. Two sidewalk gaps identified in the plan were designed in FY19 for construction in FY20. Engineering is also managed the creation of an ADA Self Evaluation and Transition Plan for the public ROW 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. Engineering completed the design of a bike route signage and wayfinding project to enhance the usability of the bike network.

The Engineering Department prepares specifications, drawings, bid documents: performs contract administration, including field inspections for City Capital Projects. The total value of the public projects is shown below. These projects

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

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include, concrete street reconstructions, contracted asphalt projects and several design projects.

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

<b>FISCAL YEAR</b>	<b>TOTAL COST</b>	<b>NUMBER OF PROJECTS</b>
FY16**	\$2,648,618	7
FY17**	\$3,643,214	11
FY18**	\$2,482,257	19
FY19**	\$2,018,014	22
FY 20**	\$2,454,071	14

\*\* 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 FY20. The department submitted two (2) project applications in FY20, which included Pavement Preservation Projects on Kirkwood Road from Swan to Washington, and Lindemann from the northern Kirkwood City Limits and Dougherty Ferry. Both of those projects were awarded by East-West Gateway Council of Governments. The Engineering Department also submitted two (2) project applications to apply for Transportation Alternatives Program (TAP) for the restoration of the Historic Kirkwood Train Station and Pedestrian Improvements on the 100 blocks of East and West Argonne. 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 eight (8) projects during FY20 including The Kirkwood Road Signal Optimization and Sidewalk projects which was applied for, and being funded from, the Electric Department, Geyer Road Phase 1 and 2, Manchester Road Phase 1 and 2, and the West Essex and East Essex Projects.

## Public Services - Engineering/Planning/Forestry

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

Project Name	Program	FY20 Phase	Federal Obligation	Kirkwood Obligation	Total Project Costs
Kirkwood Road Signals	CMAQ	Construction	\$3,974,409	\$1,093,603	\$5,068,012
Kirkwood Road Sidewalks	TAP	Construction	\$403,027	\$100,757	\$503,784
Geyer Road Overlay – Phase I	STP-S	ROW	\$970,462	\$242,615	\$1,213,077
Geyer Road Overlay – Phase 2	STP-S	PE	\$1,139,635	\$640,811	\$1,780,446
W. Essex Ave. Reconstruction	STP-S	Awarded	\$1,517,600	\$589,400	\$2,107,000
E. Essex Ave Improvements	STP-S	Awarded	\$241,077	\$60,269	\$301,346
Manchester Road Enhancement Ph. 1	MODOT Cost Share	ROW	\$822,675	\$1,668,119	\$2,490,794
Manchester Road Enhancement Ph. 2	MODOT Cost Share	PE	\$1,275,667	\$1,275,667	\$2,551,334
Kirkwood Road Overlay	STP-S	Awarded	\$1,286,350	\$321,588	\$1,607,938
Lindeman Overlay	STP-S	Awarded	\$1,349,737	\$337,434	\$1,687,171
Argonne Pedestrian Improvements	TAP	Submitted	\$1,096,888	\$429,222	\$1,526,110
Train Station Restoration	TAP	Submitted	\$1,500,000	\$3,107,498	\$4,607,498
<b>Totals</b>			<b>\$15,577,527</b>	<b>\$9,866,983</b>	<b>\$25,444,510</b>

### **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 FY20. 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 FY20 is 72. 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



## Public Services - Engineering/Planning/Forestry

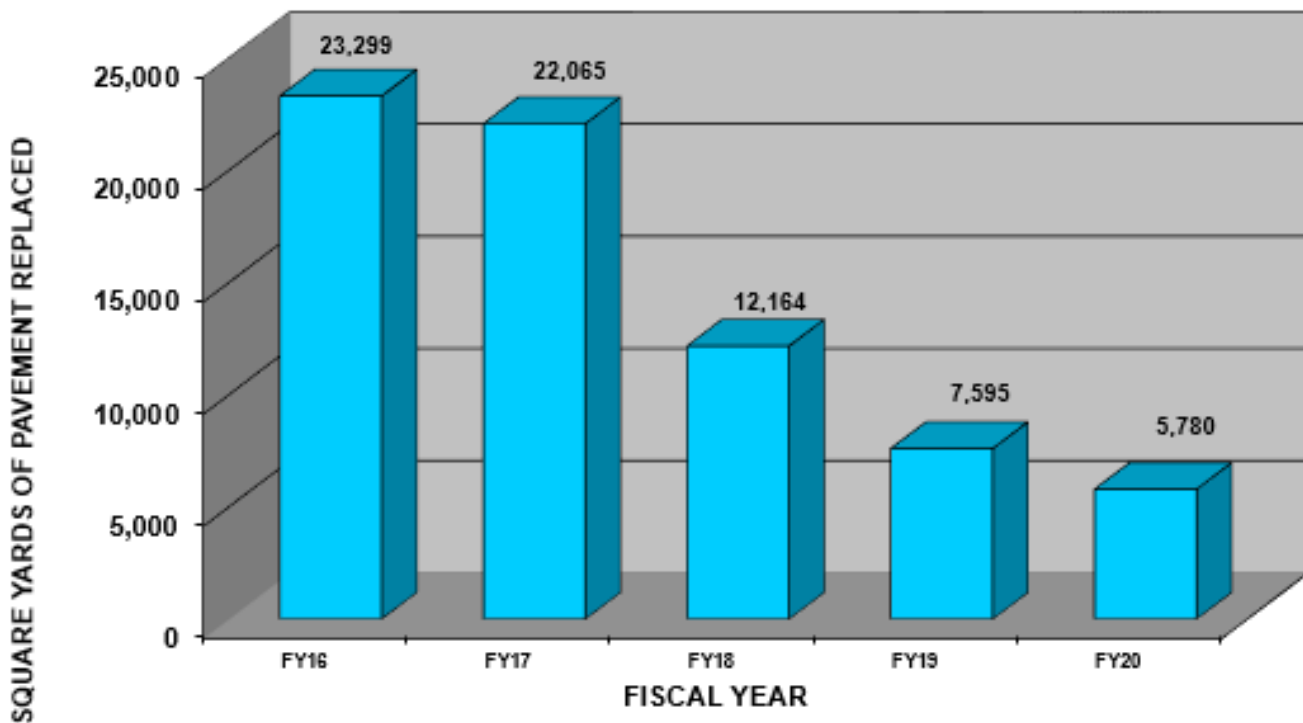
streets will include a combination of ultrathin bonded asphalt wearing surface (UBAWS) overlays, mill & structural overlays, joint repairs, slab replacements and complete reconstruction.

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

FISCAL YEAR	COST	SQUARE YARDS	COST/SQ YD
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
FY20*	\$506,281	5,780	\$87.59
<b>TOTAL</b>	<b>\$6,308,201</b>	<b>89,856</b>	<b>\$70.20</b>

\* Includes Northlin and Southlin Street Reconstruction

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



CITY OF KIRKWOOD

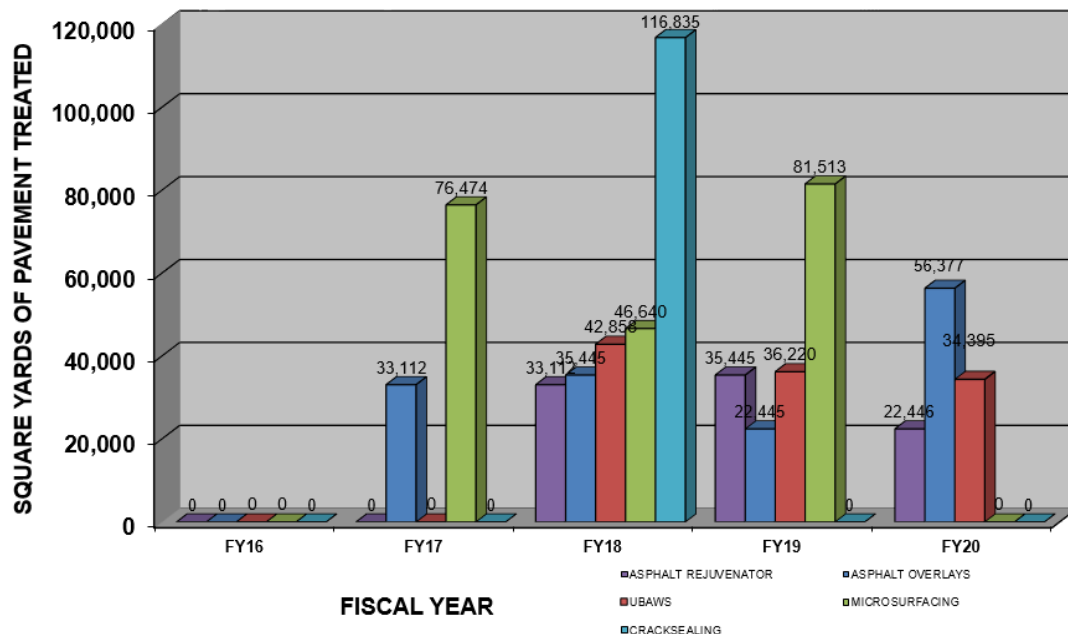
## Public Services - Engineering/Planning/Forestry

### PUBLIC WORKS ENGINEERING ASPHALT STREET PRESERVATION

ASPHALT OVERLAYS				UBAWS			MICROSURFACING		
FISCAL YEAR	COST	SQUARE YARDS	COST /SQ YD	COST	SQUARE YARDS	COST/ SQ YD	COST	SQUARE YARDS	COST/ SQ YD
FY16	\$0.00	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
FY20	\$799,185	56,377	\$14.18	\$436,812	56,693	\$7.70	\$0	0	\$0.00
<b>TOTAL</b>	<b>\$2,897,554</b>	<b>201,086</b>	<b>\$14.41</b>	<b>\$1,338,744</b>	<b>170,166</b>	<b>\$7.87</b>	<b>\$838,390</b>	<b>204,627</b>	<b>\$4.10</b>

ASPHALT REJUVENATOR				CRACKSEALING		
FISCAL YEAR	COST	SQUARE YARDS	COST/ SQ YD	COST	SQUARE YARDS	COST/ SQ YD
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
FY20	\$20,426	22,446	\$0.91	\$0	0	\$0.00
<b>TOTAL</b>	<b>\$74,049</b>	<b>91,003</b>	<b>\$0.81</b>	<b>\$35,324</b>	<b>116,835</b>	<b>\$0.30</b>

### CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING ASPHALT STREET PRESERVATION



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

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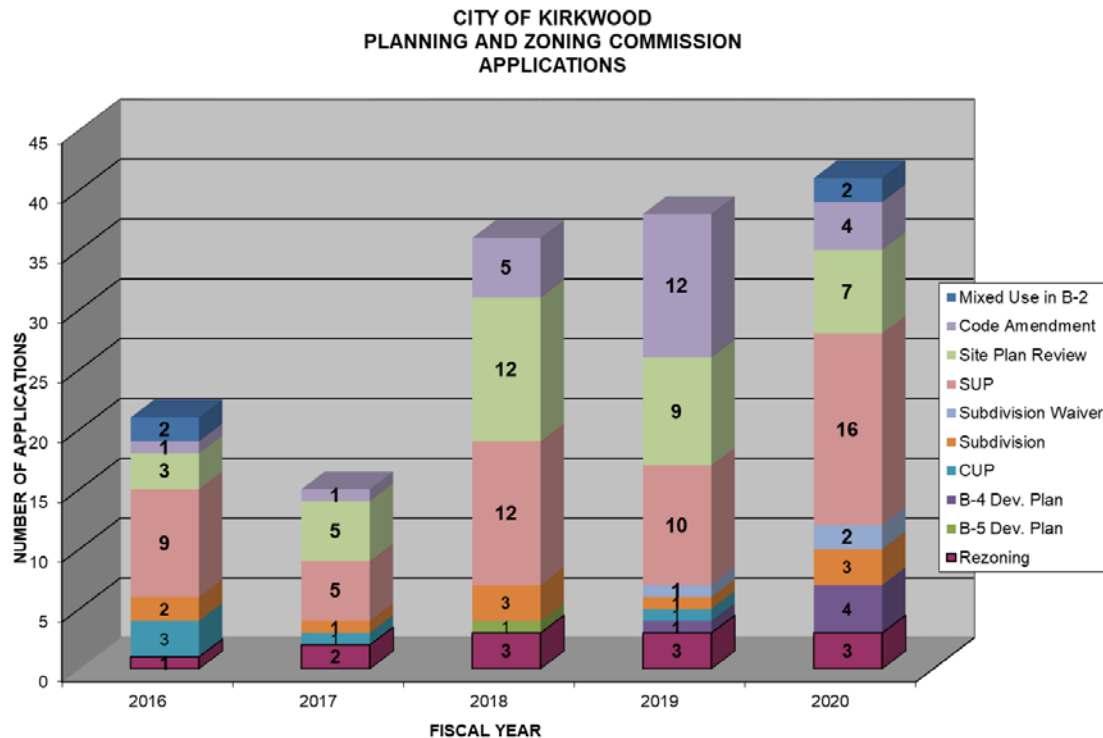
### **Planning and Zoning Activities**

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 continued to implement further subarea studies as a result of the EnVision Kirkwood 2035 plan. Staff worked with consultants in FY20 to conduct the Downtown Commercial Market Analysis which was completed in December of 2019.

As part of these new plans, planning personnel has begun implementing the goals and objectives through various code amendments. 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 to conduct a comprehensive review of the City's zoning, subdivision, and sign regulations. The complete review of the City's various development regulations will allow the City to achieve many of the goals in these plans. An aggressive timeline for this project was established with an estimated final draft by the end of the 2019 calendar year and City Council adoption in the first quarter of 2020. The project included many months of in-depth review by a steering committee and maintained the established timeline until March of 2020 when it was scheduled for a first reading vote by the City Council. Due to delays related to COVID-19, the adoption of the code has been postponed; however, the process resulted in a draft code that addresses many goals and objectives from the EnVision Kirkwood 2035 plan.

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 makes recommendations to the City Council on 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.

## Public Services - Engineering/Planning/Forestry



### Long Range Plan Activities

As previously mentioned, the City contracted with a consulting firm in FY20 and completed a Commercial Market Analysis for Downtown Kirkwood which included a more in-depth analysis as recommended in the Downtown Master Plan. The results of this analysis indicated that there was a healthy mix of business types within Downtown Kirkwood. A number of recommendations were also included that would help increase the success of Downtown Kirkwood ranging from working with retail shops to extend their evening hours of operation to providing additional data that supports the demand for a hotel in Downtown. Another focus of the study was a 3-D model that highlighted the positive impact that could be gained from redevelopment of various underutilized properties within Downtown. The results were presented to the City Council, provided to the Special Business District, and posted to the City's website. This was the second focused commercial market analysis conducted in 2 years with the purpose of providing updated commercial market information to current landowners and potential businesses looking to locate in Kirkwood. Staff now has this information to 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.

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 in the Spring of 2019 followed by the formation of a Steering Committee. The Steering Committee, which consisted of 3 Planning & Zoning

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

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Commissioners and 3 City Councilmembers, met at least twice a month for six months to discuss and provide guidance on all aspects of the City's development regulations. This project was an effort to update 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. The Steering Committee's recommended draft code was presented to the public in December followed by public presentations to the Planning & Zoning Commission in January of 2020 and an official public hearing before the City Council in February of 2020. The adoption votes that were to occur in March have been postponed due to the COVID-19 pandemic.

### **Accomplishments and Achievements**

- Continued implementation of the Downtown Master Plan & Parking Study by adopting many Zoning Code amendments that were recommendations from the study.
- Completed the comprehensive update of the City's development regulations which incorporates the implementation of many goals from the City's EnVision Kirkwood 2035 Plan and the City's Strategic plan. The Steering Committee and Planning & Zoning Commission recommendations were presented to the City Council.
- Continued to update the Public Services webpage on the City's website in order to offer more documents and information to the general public.
- Continued to offer the new online tool called Choose Kirkwood ([www.choosekirkwood.org](http://www.choosekirkwood.org)) as an Economic Development resource for property and business owners.
- 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

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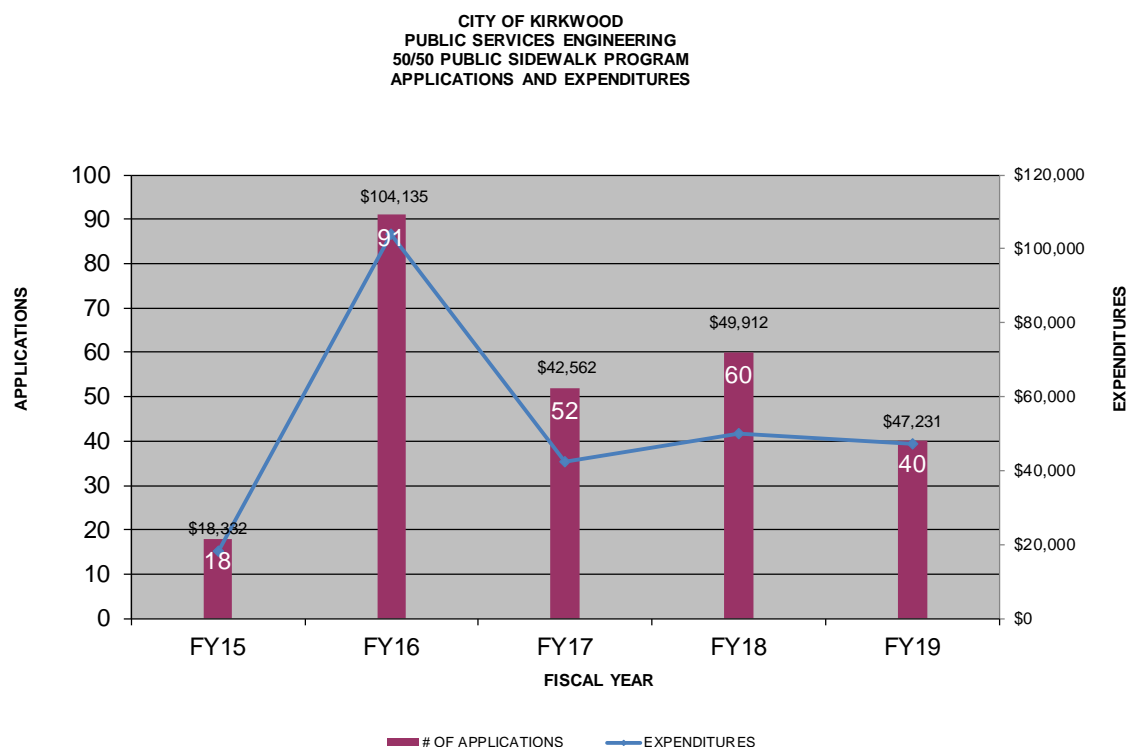
The following table shows a number of performance measures that indicate the amount of activity related to Planning and Zoning and the corresponding results.

<b>Planning &amp; Zoning Performance Measures</b>	
<b><i>Demand</i></b>	<b><i>FY20</i></b>
Boundary/Consolidation Plats	18
Subdivision Plats	3
Site Plan Reviews	7
Special Use Permits	16
Rezoning Cases	3
CUP Cases	0
B-2 Mixed Use Cases	2
B-4 Cases	4
B-5 Cases	0
Zoning Code Amendments	4
Architectural Review Board Cases	233
Board of Adjustment Cases	29
<b><i>Workload</i></b>	<b><i>FY20</i></b>
Planning & Zoning Meetings	18
City Council Meetings	24
Landmarks Commission Meetings	13
Board of Adjustment Meetings	11
Site Condition Inspections	18
Zoning Verification Letters	21
Zoning Violation Inspections	42
<b><i>Results</i></b>	<b><i>FY20</i></b>
Avg. Case Timeline (Submittal to CC Action)	96
New Lots Platted	2
New Single Family Homes Permitted	64
Median Construction Value - New Home (\$)	350,149
Median Square Footage - New Home (sf)	2,589
New Commercial Structures Permitted	3

## Public Services - Engineering/Planning/Forestry

### Sidewalk Improvement 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 FY20, there were a total of 67 locations at a total cost of \$86,356. The Engineering Department also managed projects to install sidewalks on on E. Jefferson Ave S. Fillmore Ave, and E Monroe Ave identified in the Pedestrian and Bicycle Plan. These sidewalks were constructed in FY20.



### City Forestry Activities

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

FY20 we continued with our managed removal 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

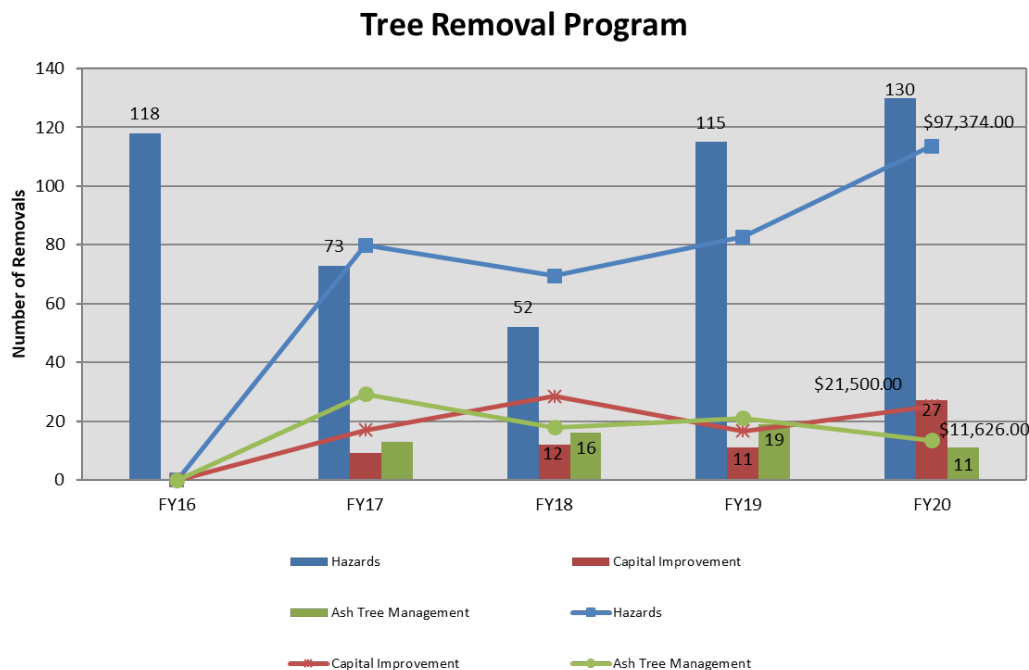
## Public Services - Engineering/Planning/Forestry

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.

### Tree Removals

The Urban Forester inspects, manages, and prioritizes the removal of all trees within the City Rights of Ways. A total number of 168 trees were removed in FY20. Of these, 130 were designated hazardous, 27 were removed due to construction damage during capital improvement projects, and 11 were ash trees removed in part of the ash tree management project. A breakdown of costs associated with these removals can be seen below.

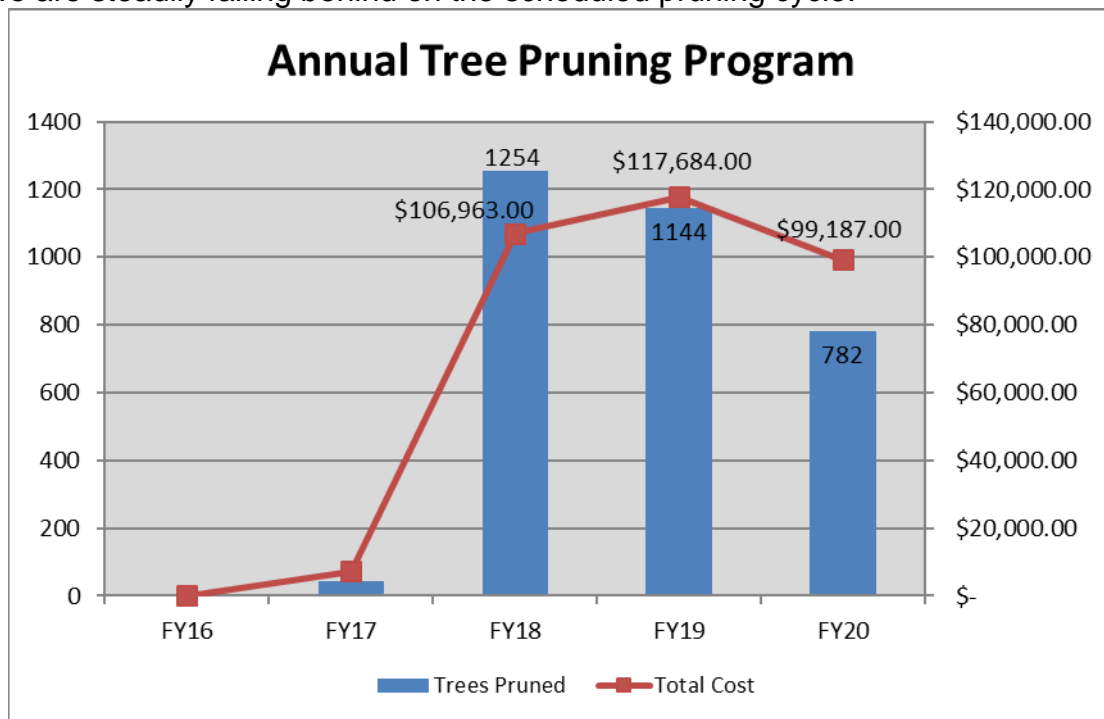




## Public Services - Engineering/Planning/Forestry

### Tree Pruning

The designated eight Forestry Management Districts are to be maintained on an annual pruning cycle, with approximately 1,400 trees being pruned each year. The total number of trees and cost associated with pruning is shown below. In FY20 we were required to complete Management Zone 2 from the previous year, prior to moving into Management Zone 3. Cycle pruning in FY20 was stopped short due to budgetary needs for removals and only a total of 782 trees were pruned. In FY20 we also shifted our proactive pruning to areas of capital improvement projects as well, resulting in 309 trees being pruned for these projects. The results from the actual pruning and the numbers below show that we are steadily falling behind on the scheduled pruning cycle.



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

### Street Tree Planting Projects

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

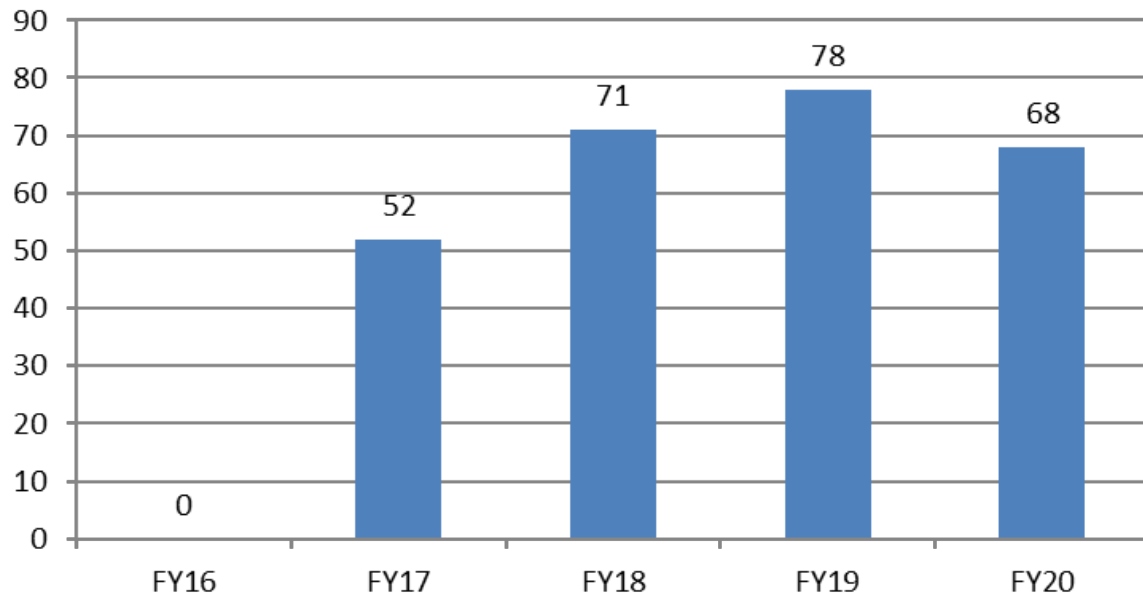
In FY20 the Urban Forester developed a planting program, that was to be implanted in FY21 increasing the new trees planted within the public space by an additional 50-75 trees. These additional plantings would increase our overall

## Public Services - Engineering/Planning/Forestry

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canopy coverage for the City, but also reverse the downward trend we are seeing with the large number of dead and hazardous removals we have throughout the City.

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

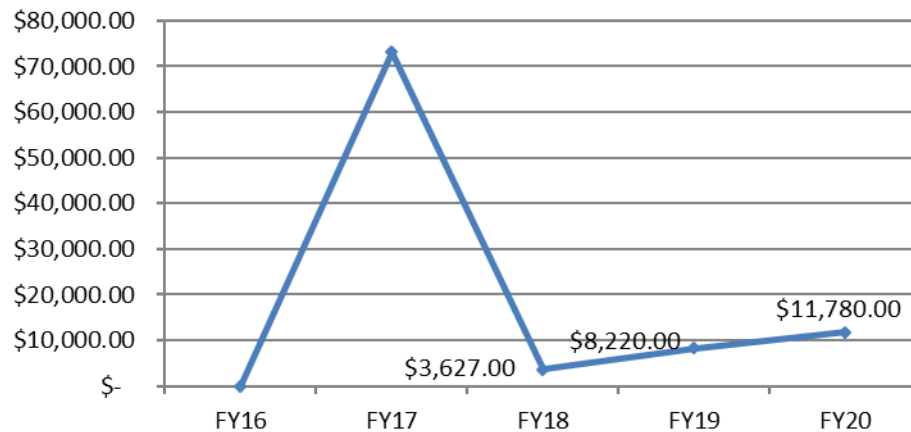


### **Storm Response and City Debris Clean-up**

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

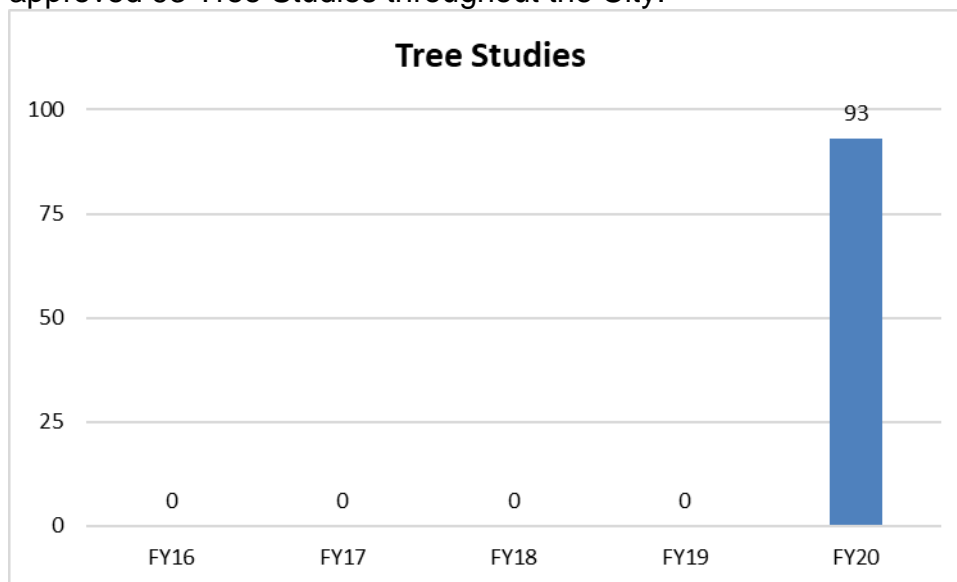
## Public Services - Engineering/Planning/Forestry

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



### **Tree Study Review**

With the passing of the new Tree Ordinance in FY19, the Urban Forester has been tasked with reviewing and approving the Tree Studies from all Demolition and New Construction Projects in Kirkwood. The review of Tree Studies officially started February 2019 and the Urban Forester has reviewed and subsequently approved 93 Tree Studies throughout the City.

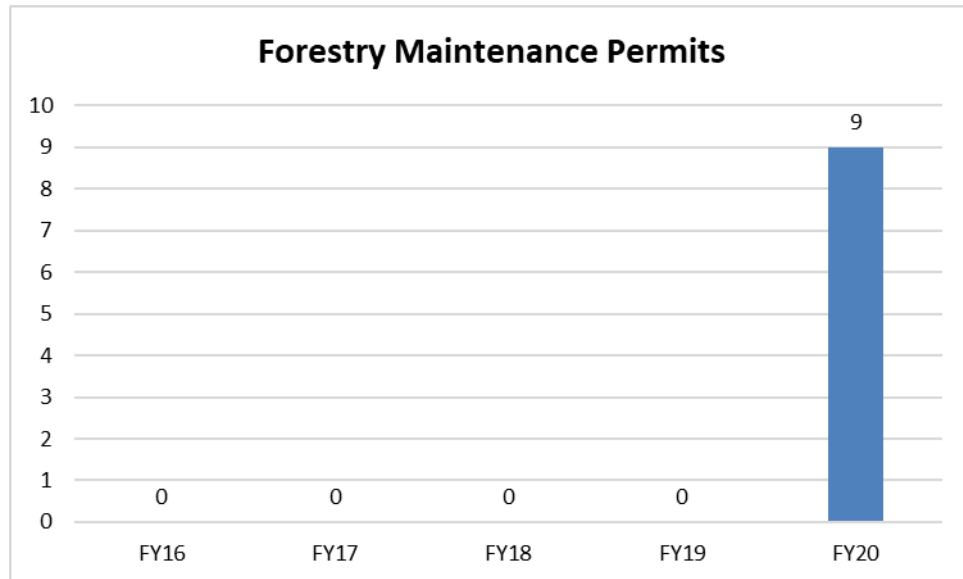


### **Forestry Maintenance Permits**

Under the Tree Ordinance that was adopted in FY19 it is required to apply for a Forestry Maintenance Permit when wanting to plant, prune, remove, or chemically treat a tree located in the City Right of Way. In FY20 there were a total of 9 permits that were submitted, all were approved.

## Public Services - Engineering/Planning/Forestry

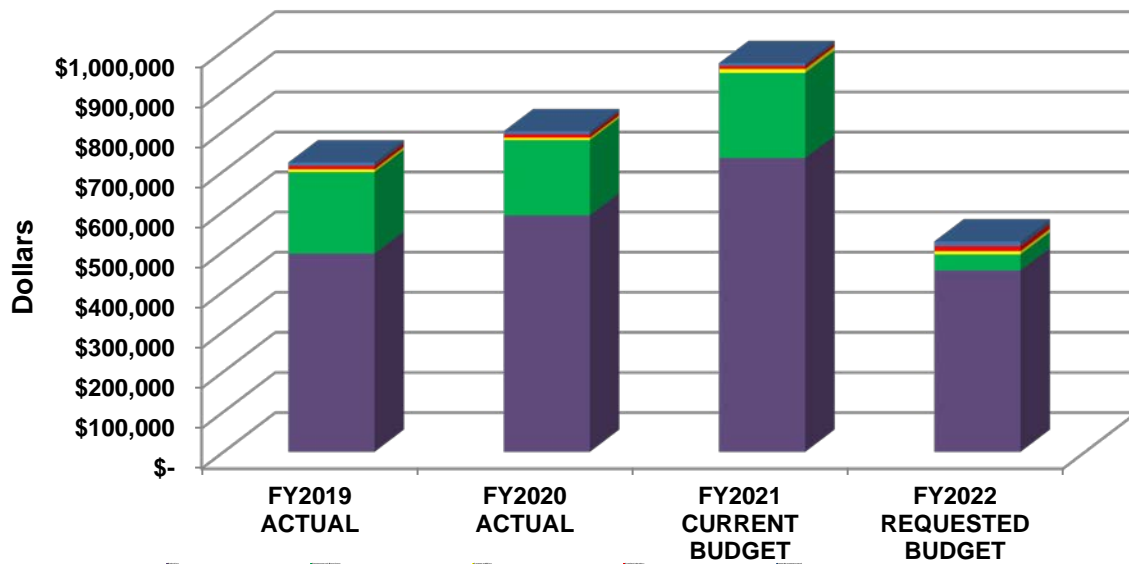
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**CITY OF KIRKWOOD, MISSOURI  
ENGINEERING OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	397,697	469,377	568,900	351,374
Overtime	218	12	500	500
Social Security	24,383	28,221	35,423	21,891
Medicare	5,765	6,646	8,285	5,120
Civilian Pension	22,016	22,625	32,314	22,950
Deferred Compensation	7,449	6,306	16,250	7,062
Subtotal Salaries	457,528	533,187	661,672	408,897
Other Benefits				
Health Insurance	34,394	53,283	67,557	39,839
Dental Insurance	1,485	2,536	2,493	2,400
Vision Insurance	240	81	200	450
Benefit Credit	8	23	102	-
Subtotal Other Benefits	36,127	55,923	70,352	42,689
Total Personnel Services	493,655	589,110	732,024	451,586
<b>Contractual Services</b>	203,683	187,834	212,895	40,250
<b>Commodities</b>	6,955	6,308	9,675	8,240
<b>Capital Outlay</b>	5,899	620	5,000	2,500
<b>Interdepartmental Charges</b>	8,452	7,922	7,261	12,130
<b>TOTAL ENGINEERING BUDGET</b>	<b>718,644</b>	<b>791,794</b>	<b>966,855</b>	<b>514,706</b>

**Engineering Budget Summary**



# CITY OF KIRKWOOD      ENGINEERING DEPARTMENT

Budget Changes						
<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	101-1701-423.11-01	Salary Full Time	\$ 568,900	\$ 351,374	\$ (217,526)	-38.24%
	Narrative:	Decrease due to the reorganization of the Engineering/Building Office to Planning and Development Services				
2	101-1701-423.22-01	Social Security Taxes	\$35,423	\$ 21,891	\$ (13,532)	-38.20%
	Narrative:	Decrease due to the reorganization of the Engineering/Building Office to Planning and Development Services				
3	101-1701-423.22-02	Medicare Contributions	\$ 8,285	\$ 5,120	\$ (3,165)	-38.20%
	Narrative:	Decrease due to the reorganization of the Engineering/Building Office to Planning and Development Services				
4	101-1701-423.23-02	Civilian Pension	\$ 32,314	\$ 22,950	\$ (9,364)	-28.98%
	Narrative:	Decrease due to the reorganization of the Engineering/Building Office to Planning and Development Services				
5	101-1701-423.23-04	Deferred Comp.	\$ 16,250	\$ 7,062	\$ (9,188)	-56.54%
	Narrative:	Decrease due to the reorganization of the Engineering/Building Office to Planning and Development Services				
6	101-1701-423.31-10	Other Professional Services	\$ 130,300	\$ 5,000	\$ (125,300)	-96.16%
	Narrative:	No Planned Studies				
7	101-1701-423.32-03	Engineering	\$ 31,491	\$ 3,750	\$ (27,741)	-88.09%
	Narrative:	No Planned Engineering Studies				

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1701-423.11-01	Salary Full Time	397,697	469,377	568,900	351,374	(217,526)	-38.24%		
101-1701-423.11-05	Overtime	218	12	500	500	-	100.00%		
101-1701-423.21-01	Health Insurance	34,394	53,283	67,557	39,839	(27,718)	-41.03%		
101-1701-423.21-03	Dental Insurance	1,485	2,536	2,493	2,400	(93)	-3.73%		
101-1701-423.21-04	Vision Insurance	240	81	200	450	250	125.00%		
101-1701-423.21-05	Benefit Credit	8	23	102	-	(102)	100.00%		
101-1701-423.22-01	Social Security Taxes	24,383	28,221	35,423	21,891	(13,532)	-38.20%		
101-1701-423.22-02	Medicare Contributions	5,765	6,646	8,285	5,120	(3,165)	-38.20%		
101-1701-423.23-02	Civilian Pension	22,016	22,625	32,314	22,950	(9,364)	-28.98%		
101-1701-423.23-04	Deferred Comp	7,449	6,306	16,250	7,062	(9,188)	-56.54%		
101-1701-423.31-09	Training	1,067	983	1,500	800	(700)	-46.67%		
101-1701-423.31-10	Other Professional Svcs	42,125	125,481	130,390	5,000	(125,390)	-96.17%		
101-1701-423.32-01	Legal	3,824	3,520	4,000	4,000	-	0.00%		
101-1701-423.32-03	Engineering	133,731	31,491	44,268	2,000	(42,268)	-95.48%		
101-1701-423.43-02	Radio eqpt. maintenance	348	109	500	300	(200)	-40.00%		
101-1701-423.44-04	Copy Machines	3,930	2,943	4,500	4,500	-	0.00%		
101-1701-423.52-02	General liability	2,537	3,088	2,275	2,300	25	1.10%		
101-1701-423.52-11	Work. Comp. Premium	9,018	11,273	14,862	14,150	(712)	-4.79%		
101-1701-423.53-01	Telephone	822	1,095	1,000	1,200	200	20.00%		
101-1701-423.53-02	Cellular Telephones	1,875	1,738	2,400	2,400	-	0.00%		
101-1701-423.55-09	Other Printing	245	333	500	600	100	20.00%		
101-1701-423.58-01	Travel Executive	2,710	4,162	4,700	1,000	(3,700)	-78.72%		
101-1701-423.58-02	Travel Other	1,451	1,618	2,000	2,000	-	0.00%		
101-1701-423.61-01	Office supplies	3,464	2,701	3,500	3,500	-	0.00%		
101-1701-423.61-05	Postage	1,462	2,179	1,500	2,000	500	33.33%		
101-1701-423.61-13	Clothing	150	-	500	500	-	0.00%		
101-1701-423.64-01	Dues	1,650	1,421	3,575	1,640	(1,935)	-54.13%		
101-1701-423.66-07	Safety equipment	100	7	500	500	-	0.00%		
101-1701-423.66-99	Other	129	-	100	100	-	0.00%		
101-1701-423.68-02	Machinery & Equipment	5,899	620	5,000	2,500	(2,500)	-50.00%		
101-1701-423.80-05	Fuel/Lubricants	2,141	2,191	3,481	2,467	(1,014)	-29.13%		
101-1701-423.80-10	Fleet Services	6,311	5,731	3,780	9,663	5,883	155.63%		
ENGINEERING		718,644	791,794	966,855	514,706	(452,149)	-46.76%		

Engineering

## Planning and Development

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### **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.



## Planning and Development

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The FY21 budget approved the reorganization of the management structure for the Planning Division and the Building Commissioners Office. Previously these two divisions were managed independently, but had an extensive amount of interaction with nearly every aspect of building and developing in the City of Kirkwood. By having single management oversight of these two divisions on a daily basis streamlined development activities and provide a single point contact for both development and economic development.

In the FY22 budget these two division budgets are being combined into a single department to be known as the Department of Planning and Development Services. With this reorganization budgets will be combined along with new performance measures. These adjustments will be most noticeable in the line item budget document, as substantial increase will be seen due to the reorganization. Conversely there will be a noticeable decrease in the Engineering Divisions budget since planning expense were carried within the Engineering budget.

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**

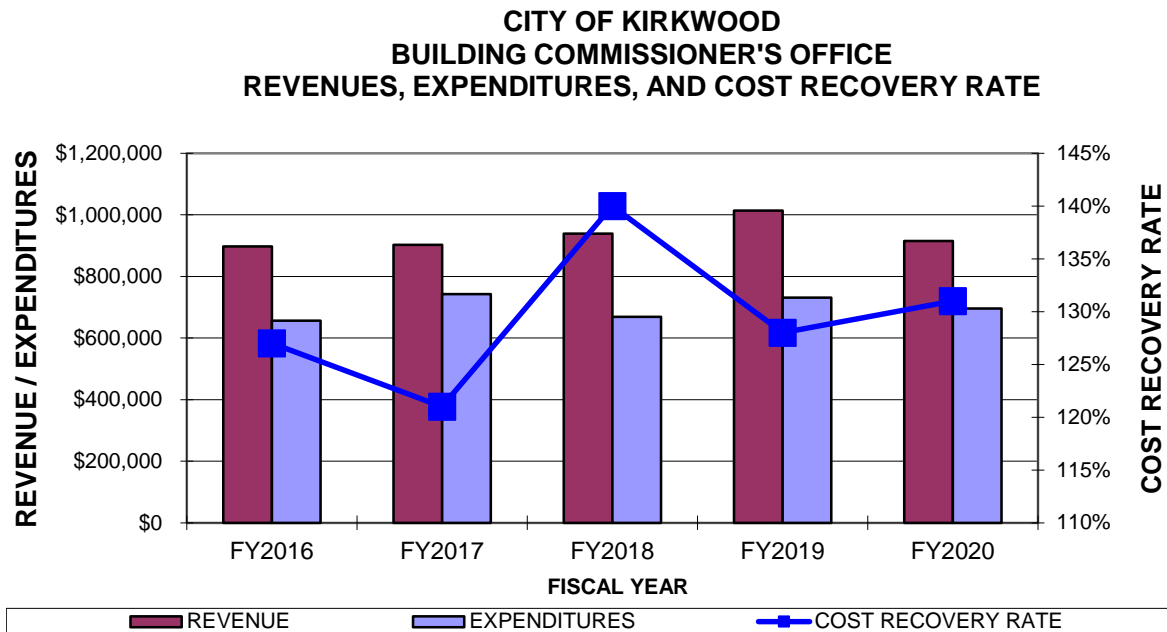
The Building Commissioner's Office currently has a full-time staff of eight employees. The positions are listed below:

POSITION	FY16	FY17	FY18	FY19	FY20
Building Commissioner	1.00	1.00	1.00	1.00	1.0
Plan Reviewer/ Insp. (Dep. Bldg. Com.)	1.00	1.00	1.00	1.00	1.0
Building Inspector	2.00	3.00	3.00	3.00	3.0
Part-time Building Inspector	0.50	0.50		0.50	.50
Administrative Assistant	3.00	3.00	3.00	3.00	3.0
Landmarks Liaison/Preservationist	0.50	-	-	-	-
<b>TOTAL</b>	<b>8.00</b>	<b>8.50</b>	<b>8.00</b>	<b>8.50</b>	<b>8.50</b>

## Planning and Development

### 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 FY20, the Building Commissioner's Office's cost/revenue rate was 131.0%.

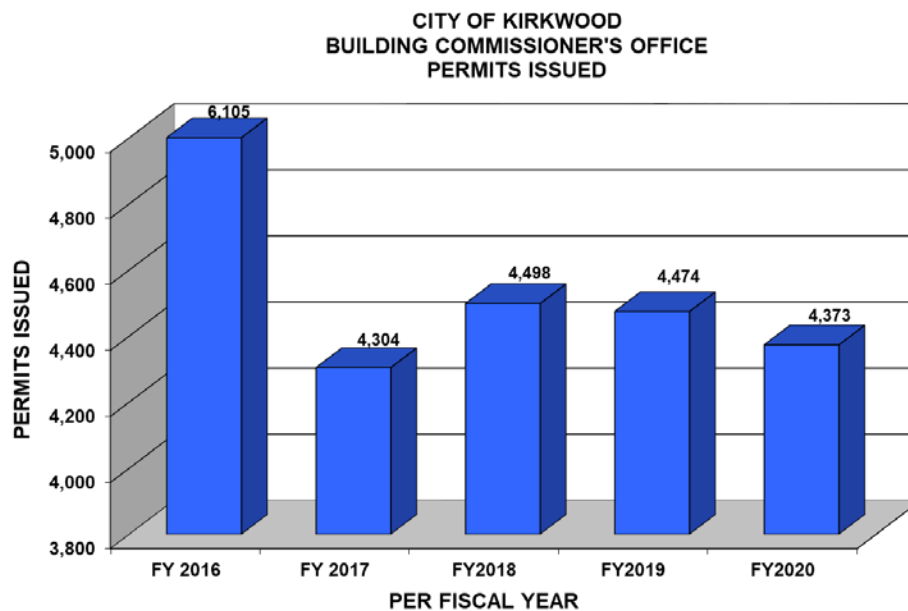


## Planning and Development

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### Permits Issued

The Building Commissioner's Office issued 4,373 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.

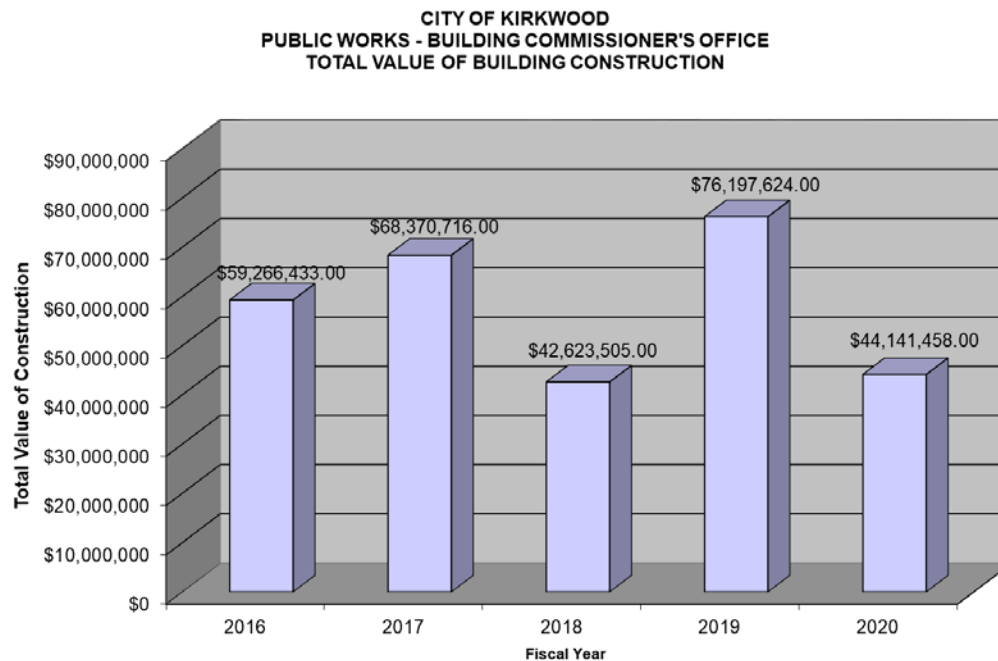


## Planning and Development

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 Plaza Tire and Kirkwood schools. Residential infill housing and residential additions have been steady over the last four to five years. Because multiple permits can be issued on a single project, the numbers for new permits reflected in the table below do not correspond directly to the number of projects. As an example, there were 72 new residential permits issued this year on 64 new residential homes. New residential home numbers are reported in the Planning Division's portion of this report."

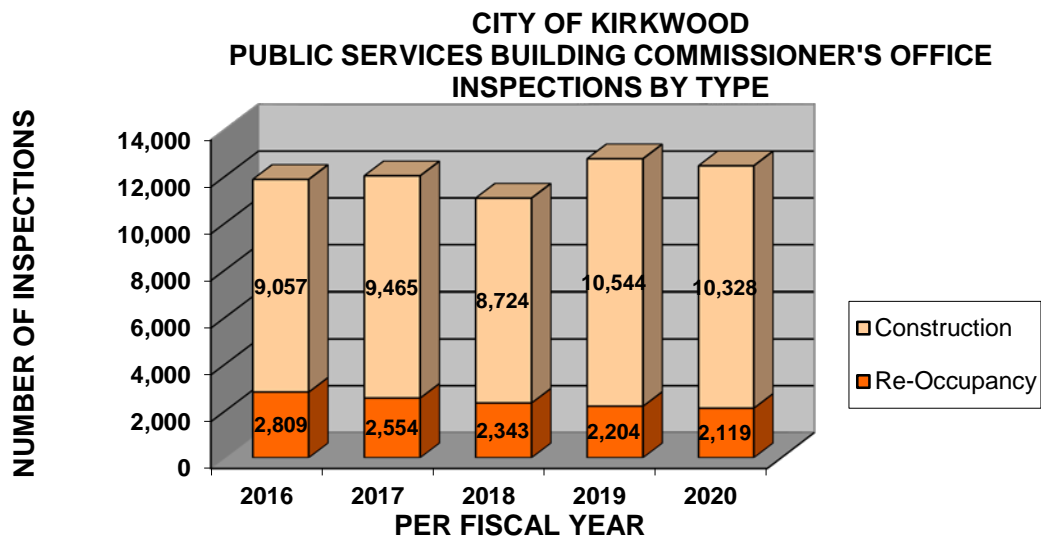
CITY OF KIRKWOOD								
PUBLIC WORKS BUILDING COMMISSIONER'S OFFICE								
VALUE OF BUILDING CONSTRUCTION								
	NEW RESIDENTIAL		NEW COMMERCIAL					
FISCAL YEAR	NUMBER OF NEW PERMITS	VALUE	NUMBER OF NEW PERMITS	VALUE	TOTAL PERMITS FOR NEW PROJECTS	TOTAL VALUE OF NEW PROJECTS	TOTAL VALUE OF ADDITIONS	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
2020	72	\$ 25,335,941.00	3	\$ 6,365,000.00	75	\$31,700,941.00	\$12,440,517.00	\$44,141,458.00

## Planning and Development



### 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.

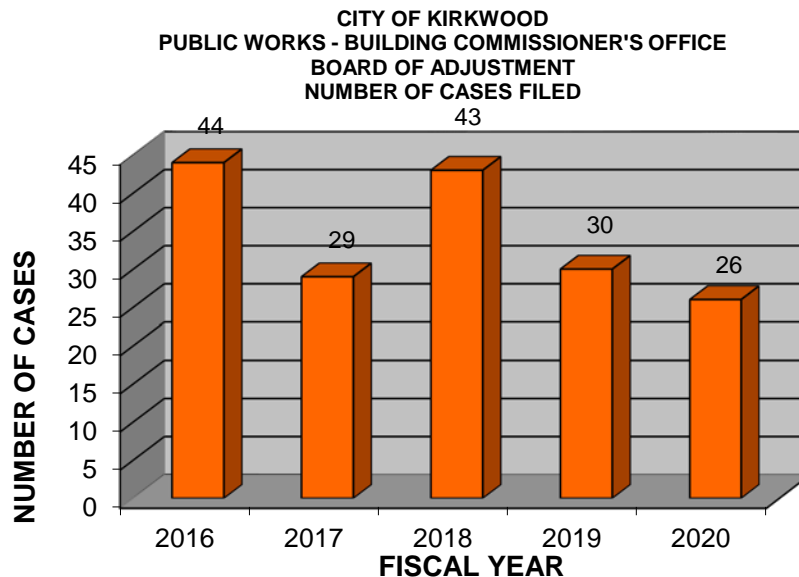


## Planning and Development

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### **Citizen Boards and Commission Support**

The Building Commissioner's Office and Planning Division provide 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.

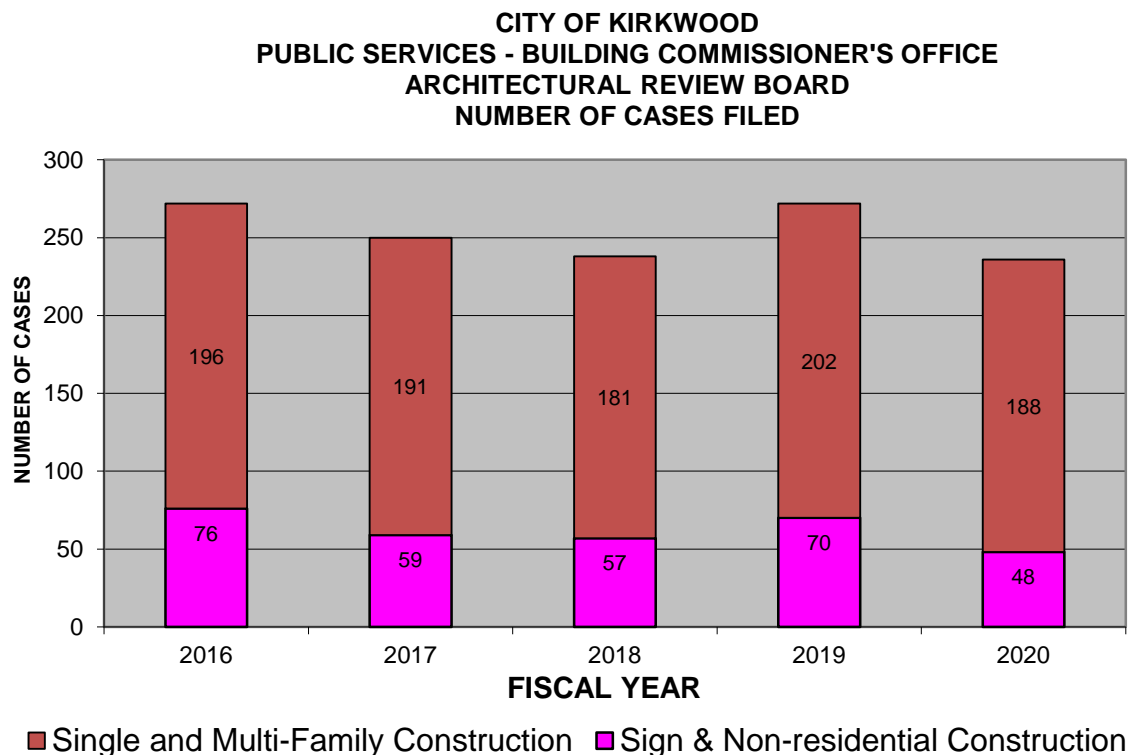


## Planning and Development

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.

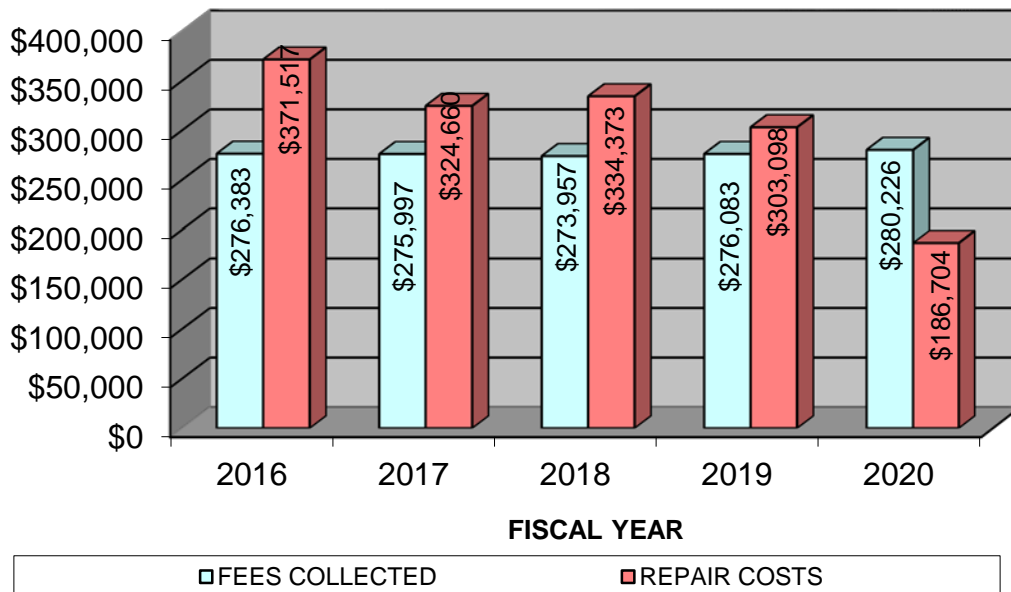


## Planning and Development

### 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 188 applications submitted in FY20, 81 laterals were repaired with the City paying an average cost of \$2,102.

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

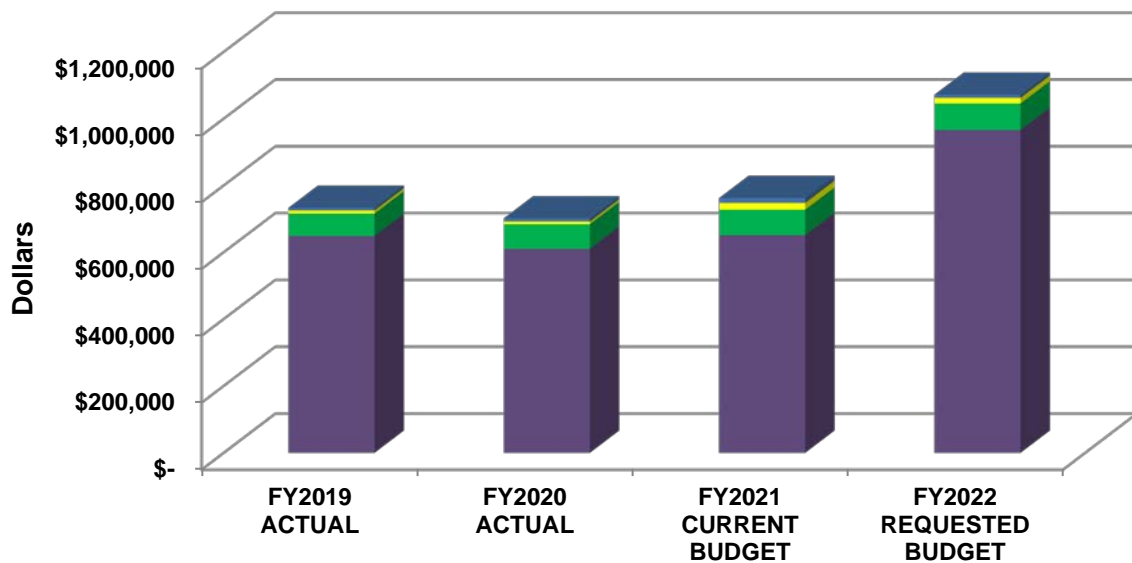




**CITY OF KIRKWOOD, MISSOURI  
PLANNING & DEVELOPMENT OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	472,770	445,217	451,687	705,811
Part-time Salaries	15,336	17,843	40,058	40,759
Overtime	168	-	500	500
Social Security	29,942	28,284	30,488	46,287
Medicare	7,002	6,615	7,130	10,825
Civilian Pension	27,270	27,766	29,360	45,878
Deferred Compensation	9,419	8,882	9,034	14,116
Subtotal Salaries	561,907	534,607	568,257	864,176
Other Benefits				
Health Insurance	77,901	71,492	78,350	98,391
Dental Insurance	3,727	3,489	3,824	2,700
Vision Insurance	634	289	303	540
Benefit Credit	-	46	151	-
Unemployment Compensation	4,215	-	-	-
Subtotal Other Benefits	86,477	75,316	82,628	101,631
Total Personnel Services	648,384	609,923	650,885	965,807
<b>Contractual Services</b>	67,297	73,920	76,268	79,400
<b>Commodities</b>	8,988	7,714	20,135	16,635
<b>Interdepartmental Charges</b>	7,929	9,616	14,663	9,508
<b>TOTAL BLDG COMM BUDGET</b>	<b>732,598</b>	<b>701,173</b>	<b>761,951</b>	<b>1,071,350</b>

**Planning & Development Budget Summary**



**CITY OF KIRKWOOD      Planning and Development Services**

**Budget Changes**

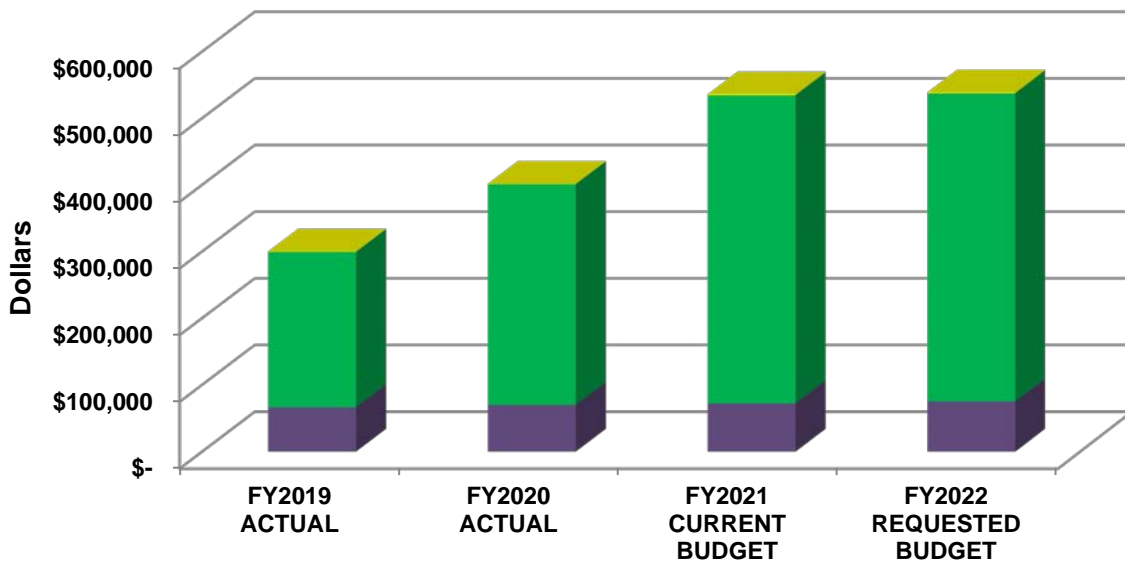
	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	101-1702-424.11-01	Salary Full Time	\$ 451,687	\$ 705,811	\$ 254,124	56.26%
	Narrative:	Increase due to the reorganization of the Engineering/Building Office to Planning and Development Services				
2	101-1702-424.22-01	Social Security Taxes	\$30,488	\$ 46,287	\$ 15,799	51.82%
	Narrative:	Increase due to the reorganization of the Engineering/Building Office to Planning and Development Services				
3	101-1702-424.22-02	Medicare Contributions	\$ 7,130	\$ 10,825	\$ 3,695	51.82%
	Narrative:	Increase due to the reorganization of the Engineering/Building Office to Planning and Development Services				
4	101-1702-424.23-02	Civilian Pension	\$ 29,360	\$ 45,878	\$ 16,518	56.26%
	Narrative:	Increase due to the reorganization of the Engineering/Building Office to Planning and Development Services				
5	101-1702-424.23-04	Deferred Comp.	\$ 9,034	\$ 14,116	\$ 5,082	56.25%
	Narrative:	Increase due to the reorganization of the Engineering/Building Office to Planning and Development Services				

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1702-424.11-01	Salary Full Time	472,770	445,217	451,687	705,811	254,124	56.26%		
101-1702-424.11-02	Salary Part Time	15,336	17,843	40,058	40,759	701	1.75%		
101-1702-424.11-05	Overtime	168	-	500	500	-	0.00%		
101-1702-424.21-01	Health Insurance	77,901	71,492	78,350	98,391	20,041	25.58%		
101-1702-424.21-03	Dental Insurance	3,727	3,489	3,824	2,700	(1,124)	-29.39%		
101-1702-424.21-04	Vision Insurance	634	289	303	540	237	78.22%		
101-1702-424.21-05	Benefit Credit	-	46	151	-	(151)	100.00%		
101-1702-424.22-01	Social Security Taxes	29,942	28,284	30,488	46,287	15,799	51.82%		
101-1702-424.22-02	Medicare Contributions	7,002	6,615	7,130	10,825	3,695	51.82%		
101-1702-424.23-02	Civilian Pension	27,270	27,766	29,360	45,878	16,518	56.26%		
101-1702-424.23-04	Deferred Comp	9,419	8,882	9,034	14,116	5,082	56.25%		
101-1702-424.29-04	Unemployment Comp	4,215	-	-	-	-	0.00%		
101-1702-424.31-05	Microfilming Services	3,290	2,222	3,500	3,500	-	0.00%		
101-1702-424.31-09	Training	1,591	4,650	5,500	2,500	(3,000)	-54.55%		
101-1702-424.31-10	Other Professional Svcs	19,205	17,783	13,000	19,000	6,000	46.15%		
101-1702-424.32-01	Legal	22,954	22,206	22,000	22,000	-	0.00%		
101-1702-424.52-02	General liability	6,455	7,858	9,100	9,375	275	3.02%		
101-1702-424.52-11	Work. Comp. Premium	10,834	13,543	17,693	18,400	707	4.00%		
101-1702-424.53-01	Telephone	822	1,095	850	1,000	150	17.65%		
101-1702-424.53-02	Cellular Telephones	1,491	1,506	1,625	1,625	-	0.00%		
101-1702-424.55-09	Other Printing	655	405	1,000	1,000	-	0.00%		
101-1702-424.58-01	Travel	-	2,652	2,000	1,000	(1,000)	-50.00%		
101-1702-424.61-01	Office supplies	4,344	4,121	5,000	6,000	1,000	20.00%		
101-1702-424.61-05	Postage	2,708	1,921	4,000	4,000	-	0.00%		
101-1702-424.61-13	Clothing	692	614	1,200	2,000	800	66.67%		
101-1702-424.64-01	Dues	485	740	1,335	3,535	2,200	164.79%		
101-1702-424.66-07	Safety equipment	676	318	700	700	-	0.00%		
101-1702-424.66-99	Other	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	3,794	3,776	4,720	3,744	(976)	-20.68%		
101-1702-424.80-10	Fleet Services	4,135	5,840	9,943	5,764	(4,179)	-42.03%		
PLANNING AND DEVELOPMENT		732,598	701,173	761,951	1,071,350	309,399	40.61%		

**CITY OF KIRKWOOD, MISSOURI  
FORESTRY OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	50,490	54,188	55,279	57,653
Overtime	1,058	732	1,000	1,000
Social Security	3,267	3,329	3,427	3,574
Medicare	764	778	802	836
Civilian Pension	2,977	3,433	3,590	3,747
Deferred Compensation	1,031	1,098	1,106	1,153
Subtotal Salaries	59,587	63,558	65,204	67,963
Other Benefits				
Health Insurance	5,975	5,715	6,245	6,397
Dental Insurance	463	518	561	450
Vision Insurance	72	38	37	84
Subtotal Other Benefits	6,510	6,271	6,843	6,931
Total Personnel Services	66,097	69,829	72,047	74,894
<b>Contractual Services</b>	233,190	331,135	462,302	462,401
<b>Commodities</b>	605	462	1,400	1,400
<b>TOTAL BLDG COMM BUDGET</b>	<b>299,892</b>	<b>401,426</b>	<b>535,749</b>	<b>538,695</b>

**Forestry Budget Summary**



CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1705-423.11-01	Salary Full Time	50,490	54,188	55,279	57,653	2,374	4.29%		
101-1705-423.11-05	Overtime	1,058	732	1,000	1,000	-	100.00%		
101-1705-423.21-01	Health Insurance	5,975	5,715	6,245	6,397	152	2.43%		
101-1705-423.21-03	Dental Insurance	463	518	561	450	(111)	-19.79%		
101-1705-423.21-04	Vision Insurance	72	38	37	84	47	127.03%		
101-1705-423.22-01	Social Security Taxes	3,267	3,329	3,427	3,574	147	4.29%		
101-1705-423.22-02	Medicare Contributions	764	778	802	836	34	4.24%		
101-1705-423.23-02	Civilian Pension	2,977	3,433	3,590	3,747	157	4.37%		
101-1705-423.23-04	Deferred Comp	1,031	1,098	1,106	1,153	47	4.25%		
101-1705-423.31-09	Training	270	48	500	500	-	0.00%		
101-1705-423.31-10	Other Professional Svcs	229,861	326,260	453,441	453,441	-	0.00%		
101-1705-423.52-02	General liability	-	-	2,000	2,060	60	3.00%		
101-1705-423.52-11	Work. Comp. Premium	2,044	2,555	4,056	4,250	194	4.78%		
101-1705-423.53-02	Cellular Telephones	1,015	1,105	1,105	1,200	95	8.60%		
101-1705-423.55-09	Other Printing	-	-	500	250	(250)	-50.00%		
101-1705-423.58-02	Travel Other	-	1,167	700	700	-	0.00%		
101-1705-423.61-13	Clothing	-	2	400	400	-	0.00%		
101-1705-423.64-01	Dues	455	260	500	500	-	0.00%		
101-1705-423.66-07	Safety equipment	150	200	500	500	-	0.00%		
FORESTRY		299,892	401,426	535,749	538,695	2,946	0.55%		

Forestry

## City of Kirkwood Recreation Division

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The Recreation Division of the Parks and Recreation Department has identified the following performance measurement for the FY19-20 report and includes: Staffing levels, recovery rates, market comparisons, satisfaction rates of users/participants and vehicles used by the Recreation Division. A "Performance Based Budget Report" that analyzes the various cost centers on a performance basis is also included.

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

### **Staffing**

For Fiscal Year 2019-20, the Recreation Division operated with a full time staff of 12 employees. While 57% of the director's salary was paid out of the Park Fund and correspondingly, 57% of the position's work output was 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 shows the number of hours worked during the fiscal year by payroll and contract staff. This offers a comparison from year to year of hours expended within certain cost centers.

The second set of figures takes revenue generated within a cost center divided by the number of hours expended on cost center activities. These figures serve as an indicator of the effectiveness of the operation within the cost center. Ideally as the amount of hours worked rises, the average earned per hour worked should

## City of Kirkwood Recreation Division

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

	FY2017-18	FY18-19	FY 19-20
Administrative	13,492	13,140	14,732
Community Center	6,053	6,368	6,179
Rink	15,199	15,298	15,049
Aquatic Center*	22,625*	3,704*	20,751
Day Camps	8,541	9,159	8,485
Tennis	<u>1,022</u>	<u>1,022</u>	<u>1,062</u>
	67,217*	48,691*	66,258

\*Includes hours for pool management company in FYs 18 and 20. Information not available for FY19 due to closure of company prior to providing the figures.

### Revenue Generated Per Hour Worked

	FY2017-18	FY18-19	FY 19-20
Community Center	\$29.47	\$28.38	\$28.57
Rink	\$48.10	\$54.96	\$55.07
Aquatic Center*	\$18.21		\$17.33
Day Camps	\$21.45	\$20.98	\$24.87
Tennis	\$35.29	\$41.31	\$37.45

\*Includes hours for pool management company in FYs 18 and 20\$. 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. Three distinct categories are classified: Public Services, Merit Services, and Private Services. The recovery level is based upon the definitions of the three categories. Public Services are offered free of charge and are generally available to anyone. Merit Services have restrictions on who can participate but generally benefit not for profits. Private Service benefit an individual or individuals who pay for the direct costs of a service. In some cases, a distinction between resident and non-resident status will result in different fees as well.

Fees and charges are determined within each category and through market research. Municipalities offering similar activities and facilities, with some

## City of Kirkwood Recreation Division

comparisons to for-profit or semi-public, define the market. For example, athletic associations, YMCA's or aquatic centers.

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

The overall recovery rate for the Recreation Division has ranged between 81% to a record high 95%+ achieved in FY06-07. This compares to the recovery rate just below 50% achieved in 1995. The recovery rate of 92% achieved for FY2018-19 represents a strong financial performance and is one of the best on record. The FY20-21 will reflect an unpredicted loss of revenue due to Covid-19 closures.

### Influencing Factors

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

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

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 <sup>4</sup> Proposed Budget
Cost Center	Percent of Expenses Recovered	Percent of Expenses Recovered	Percent of Expenses Recovered	Percent of Expenses Recovered	Percent of Expenses Recovered	Percent of Expenses Recovered
Administrative	0%	0%	0%	0%	0%	0%
Community Center <sup>1</sup>	59%	57%	55%	55%	55%	55%
Ice Rink <sup>3</sup>	150%	143%	135%	150%	148%	142%
Aquatic Center <sup>2</sup>	91%	99%	97%	93%	79%	82%
Day Camps	132%	146%	137%	137%	146%	126%
Recreation Programs	188%	209%	189%	193%	207%	182%
Tennis Complex	174%	188%	160%	193%	175%	148%
Greentree Festival	114%	115%	107%	127%	117%	116%
July 4 <sup>th</sup> Event	58%	67%	65%	76%	52%	52%
PAC <sup>5</sup>						80%
<b>Overall Recovery Rate</b>	<b>84%</b>	<b>90%</b>	<b>88%</b>	<b>92%</b>	<b>87%</b>	<b>83%</b>

### Influencing Factors

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

<sup>2</sup>Weather was a contributing factor when considering the last five fiscal year performances. Average 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.

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



## **City of Kirkwood Recreation Division**

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<sup>4</sup>FY21 are the projections pre-Covid 19 closures and will be impacted when final numbers are determined.

<sup>5</sup>This represents the initial proposed percentage for the inaugural year and will be impacted by Covid-19 closures.

### **Market Research Pricing Strategy**

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

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

## City of Kirkwood Recreation Division

Basic Skills			
Facility	Member	Resident	Non-Res
Brentwood	-	\$ 9.00	\$ 10.00
Kirkwood	-	\$ 9.00	\$ 10.00
Creve Coeur	-	\$ 10.00	\$ 12.50
Webster	-	\$ 9.29	\$ 10.00
City			

Adult Learn To Play-Novice			
Facility	Member	Resident	Non-Res
Brentwood	-	\$ 12.45	\$ 12.45
Winterland	-	\$ 22.50	\$ 22.50
City	-		
City	-		
City	-		

Adult Learn To Play-Advance			
Facility	Member	Resident	Non-Res
Brentwood	-	\$ 10.25	\$ 10.25
Winterland	-	\$ 22.50	\$ 22.50
City	-		
City	-		
City	-		

BHL (teams)			
Facility	Length	Resident	Non-Res
Brentwood	10 games	\$2,200.00	\$2,200.00
Centene	14 Games	\$3,750.00	\$3,750.00
CAHL (Chesterfield)	11 games	\$2,200.00	\$2,200.00

BHL (Teams: per Game)			
Facility	Length	Resident	Non-Res
Brentwood	10 Games	\$220.00	\$220.00
Centene	14 Games	\$267.86	\$267.86
CAHL (Chesterfield)	11 games	\$200.00	\$200.00

BHL (novice: individual)			
Facility	Length	Skater	Goalie
Brentwood	10 games	\$160.00	\$100.00
	8 games	\$130.00	\$100.00
Arch Hockey	10 Games	\$230.00	\$115.00
Winterland	12 games	\$224.00	\$80.00
	8 games	\$158.00	\$50.00
MAHL (McKendree)	12 games	Member \$150	\$75.00
		Non Member \$200	\$100.00
Meramec Old Sharks	33 games	\$445.00	Free
	30 games	\$405.00	Free

BHL (Novice Per Game)			
Facility	Length	Skater	Goalie
Brentwood	10 games	\$16.00	\$10.00
	8 games	\$16.25	\$12.50
Arch Hockey	10 Games	\$23.00	\$11.50
Winterland	12 games	\$18.67	\$6.67
	8 games	\$19.75	\$6.25
MAHL (McKendree)	Member	\$12.50	\$6.25
	Non-Member	\$16.67	\$8.34
Meramec Old Sharks	33 games	\$13.48	\$0.00
	30 games	\$13.50	\$0.00

## City of Kirkwood Recreation Division

	Adult	Youth	Senior	10 Visit Punch card
<b>Brentwood</b>				
<i>Public Session</i>				
<i>Resident</i>	\$3.50	\$3.50	\$3.00	\$35.00
<i>Non-Resident</i>	\$5.00	\$5.00	\$3.50	\$50.00
<i>Training Session/per half hour</i>				
<i>Resident (1/2 hour)</i>	\$3.00	\$3.00	\$3.00	\$60.00
<i>Non-Resident (1/2 hour)</i>	\$3.50	\$3.50	\$3.50	\$70.00
<i>Stick n' Puck/per half hour</i>				
<i>Resident (1/2 hour)</i>	\$3.00	\$3.00	\$3.00	\$60.00
<i>Non-Resident (1/2 hour)</i>	\$3.50	\$3.50	\$3.50	\$70.00
<b>Kirkwood</b>				
<i>Public Session</i>				
<i>Resident</i>	\$4.00	\$4.00	\$3.50	\$36.00
<i>Non-Resident</i>	\$5.00	\$5.00	\$4.50	\$45.00
<i>Training Session/per session</i>				
<i>Resident (1/2 hour)</i>	\$2.50	\$2.50	\$2.50	-
<i>Non-Resident (1/2 hour)</i>	\$3.00	\$3.00	\$3.00	-
<i>Stick n' Puck/per session</i>				
<i>Resident (1/2 hour)</i>	\$2.50	\$2.50	\$2.50	-
<i>Non-Resident (1/2 hour)</i>	\$3.00	\$3.00	\$3.00	-
<b>Creve Coeur</b>				
<i>Public Session</i>				
<i>Resident</i>	\$3.00	\$3.00	\$2.50	-
<i>Non-Resident</i>	\$5.00	\$5.00	\$4.50	-
<i>Training Session/per session</i>				
<i>Resident</i>	\$5.00	\$5.00	\$5.00	-
<i>Non-Resident</i>	\$5.00	\$5.00	\$5.00	-
<i>Stick n' Puck/per session</i>				
<i>Resident</i>	\$3.00	\$3.00	\$3.00	-
<i>Non-Resident</i>	\$3.00	\$3.00	\$3.00	-
<b>Webster Groves</b>				
<i>Public Session</i>				
<i>Resident</i>	\$4.50	\$4.50	\$3.00	-
<i>Non-Resident</i>	\$6.00	\$6.00	\$4.00	-
<i>Training Session/per session</i>				
<i>Resident</i>	\$5.50	\$5.50	\$5.50	-
<i>Non-Resident</i>	\$8.00	\$8.00	\$8.00	-
<i>Stick n' Puck/per session</i>				
<i>Resident</i>	\$5.50	\$5.50	\$5.50	-
<i>Non-Resident</i>	\$8.00	\$8.00	\$8.00	-

## City of Kirkwood Recreation Division

### Satisfaction Rates

Measuring the quality of park and recreation services is important. For multiple years, the staff has undertaken an ongoing survey process. Surveys measure satisfaction rates along with assessment of costs. A target of 80% positive satisfaction rate is strived for (an average 4 out of 5 on the typical scale used, or 2 out of 5 if the scale is reversed). For cost related questions the goal is to ensure at least 2/3 of the respondents find fees are acceptable. The goal is to develop survey's that indicate specific feedback that allow for appropriate program changes.

It is 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 select sample is shown.

The Department uses a variety of methods in gathering surveys. One of the most common are electronic surveys administrated through Constant Contact, or Survey Monkey. The information below shows survey results from the 2019 Camp Kirkwood Season.

**\*How was the camp registration process?**  
1 = Excellent, 2 = Good, 3 = Neutral, 4 = Poor, 5 = Unacceptable

	1	2	3	4	5	Number of Response(s)	Rating Score*
						20	1.5

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

**\*Please rank the reasons you registered your child(ren) for camp.**  
1 = Main Reason

Answer	1	2	3	4	5	Number of Response(s)	Ranking Score*
Summer child care						19	2.2
Staying active during the summer						19	1.9
Social interaction						19	2.7
Field trips						19	3.8
Positive role models						19	4.4

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

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

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			20	100.0 %
No			0	0.0 %
No Response(s)			0	0.0 %
<b>Totals</b>			<b>20</b>	<b>100%</b>


## City of Kirkwood Recreation Division

### \*Did your child(ren) attend before or after care?

Answer	0%	100%	Number of Response(s)	Response Ratio
No			14	70.0 %
Before care only			2	10.0 %
After care only			2	10.0 %
Both			2	10.0 %
No Response(s)			0	0.0 %
Totals			20	100%

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


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

	1	2	3	4	5	Number of Response(s)	Rating Score*
						20	1.9

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

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

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

	1	2	3	4	5	Number of Response(s)	Rating Score*
						20	1.9

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



### \*How would you rate the overall quality of camp?

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

	1	2	3	4	5	Number of Response(s)	Rating Score*
						20	1.5

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

### \*Would you recommend our camps to friends or family?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			18	90.0 %
No			2	10.0 %
N/A			0	0.0 %
No Response(s)			0	0.0 %
Totals			20	100%

## Department Vehicles

The Recreation Division's vehicles include; two ice resurfacing machines, a 2016 Olympia that is the primary machine, and a 2003 Olympia that serves as a backup.

## **City of Kirkwood Recreation Division**

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Both machines are operated exclusively within the ice arena by rink staff members, including the manager, assistant manager, ice rink maintenance person and part time ice rink shift managers.

The other vehicle associated with the Recreation Division is 2009 Dodge Caravan minivan. It is driven by full time Recreation Division staff members for a variety of purposes. This vehicle was scheduled for replacement in FY20-21 but due to Covid-19 related budget cuts has been de

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

This document serves as a program budget based analysis for the recreation division. Previously, the budget structure was based on the nine cost centers utilized for the budget. A tenth cost center was added for the Performing Arts Center beginning in FY20-21. The current 10 cost centers are:

- Administration (2001) - encompasses costs that are not directly attributable to any of the following nine cost centers. It includes salary and benefit expense for much of the professional and front desk staff members.
- Community Center (2002) – expenses to operate the community center, including custodial and maintenance staff. It should be noted that many of the other cost centers are able to function only because of the existence of the community center. Revenue associated with this cost center is limited for the most part to rent collected in exchange for use of a space within the community center.
- 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 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. The Cities of Glendale and Oakland 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

## City of Kirkwood Recreation Division

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- programs. The expectation is that programs operated within this cost center will, at a minimum, return their direct costs plus 25%.
- Racquet Sports Center (2007) – expenses include cost for seasonal staff and contract staff that supervise the center and conduct related programs such as lessons, leagues and tournaments. Revenue is generated by daily and season passes, and fees for participation in facility related programs.
  - Greentree Festival (2008) – expenses include overtime costs for staffing the festival, entertainment and material and supplies to support the event. Revenue is generated through booth fees, participation fees and sponsorships.
  - July 4<sup>th</sup> Fireworks (2009) – Expenses include overtime for park staff, fireworks, entertainment and event supplies. Revenue is derived from sponsorships.
  - Performing Arts Center (2010) - expenses include full-time staff dedicated to the operation of the Performing Arts Center as well as utility costs, general supplies, show promotions, and contracted staff. Revenue is generated through rent of the main stage, event space, studio theater and a dedicated facility fees for each ticket sold.

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

- A valuation of each cost center, based on the value to the community and the operation of the recreation division. A scale of 1 – 4 is being used, with 1 having the lowest value and 4 the highest. The valuation is based on staff input and discussion, and considers a number of factors, including financial performance, resident participation or usage, need within the community for such services, tradition of activities.
- Average recovery rate and net dollars for each cost center for the last five completed fiscal years (2015-2019).
- 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

## City of Kirkwood Recreation Division

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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 and is a consideration in budget preparation. In some cases, the target number is set by policy (the aquatic center for example), and in others by historical performance, and serves as a guide when developing the budget for the upcoming year
- **Current Target Net Dollars** is a calculation of revenue minus expenses used for budgeting purposes. The target amount is developed in the same fashion as the Current Target Recovery Rate.
- **FY 21-22 Budget Recovery Rate** is revenue divided by expenses as projected in the proposed budget for the upcoming fiscal year.
- **FY 21-22 Net Dollars** is again revenue minus expenses as projected in the upcoming year's budget request.

### **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** – (\$514,723)

**Current Target Recovery Rate** – 0%

**Current Target Net Dollars** – (\$550,000)

**FY21-22 Budget Recovery Rate** –0%

**FY21-22 Net Dollars** – (\$594,772)

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

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

**Five Year Recovery Rate** – 56.2%

**Five Year Net Dollars** – (\$136,960)

**Current Target Recovery Rate** – 55%

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

**FY21-22 Budget Recovery Rate** -55%

**FY21-22 Net Dollars** -(\$154,028)



## City of Kirkwood Recreation Division

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### 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** – 145.2%

**Five Year Net Dollars** – \$228,792

**Current Target Recovery Rate** – 135%

**Current Target Net Dollars** – \$225,000

**FY21-22 Budget Recovery Rate** – 133%

**FY21-22 Net Dollars** - \$193,337

### 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** – 91.8 %

**Five Year Net Dollars** – (\$24,367)

**Current Target Recovery Rate** –100%

**Current Target Net Dollars** – \$0

**FY21-22 Budget Recovery Rate** – 61%

**FY-21-22 Net Dollars** – (\$205,711)

### 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** – 139.6%

**Five Year Net Dollars** – \$50,211

**Current Target Recovery Rate** –125%

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

**FY21-22 Budget Recovery Rate** -112%

**FY21-22 Net Dollars** -\$21,403

## **City of Kirkwood Recreation Division**

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### **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 – 197.2%**

**Five Year Net Dollars – \$141,415**

**Current Target Recovery Rate –180%**

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

**FY21-22 Budget Recovery Rate -180%**

**FY21-22 Net Dollars - \$133,468**

### **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%**

**Five Year Net Dollars – \$19,519**

**Current Target Recovery Rate –175%**

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

**FY21-22 Budget Recovery Rate – 144%**

**FY21-22 Net Dollars – \$12,560**

### **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 – 116%**

**Five Year Net Dollars – \$22,218**

**Current Target Recovery Rate –100%**

**Current Target Net Dollars – \$0**

**FY21-22 Budget Recovery Rate – 104%**

**FY-2122 Net Dollars - \$2,575**

## **City of Kirkwood Recreation Division**

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

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

**Five Year Recovery Rate** – 63.6%

**Five Year Net Dollars** – \$(9,907)

**Current Target Recovery Rate** –100%

**Current Target Net Dollars** – \$0

**FY21-22 Budget Recovery Rate** – 48%

**FY21-22 Budget Net Dollars** – \$(15,950)

### **Performing Arts Center (101-2010)**

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

**Five Year Recovery Rate** – N/A

**Five Year Net Dollars** – N/A

**Current Target Recovery Rate** –80%

**Current Target Net Dollars** – \$(115,000)

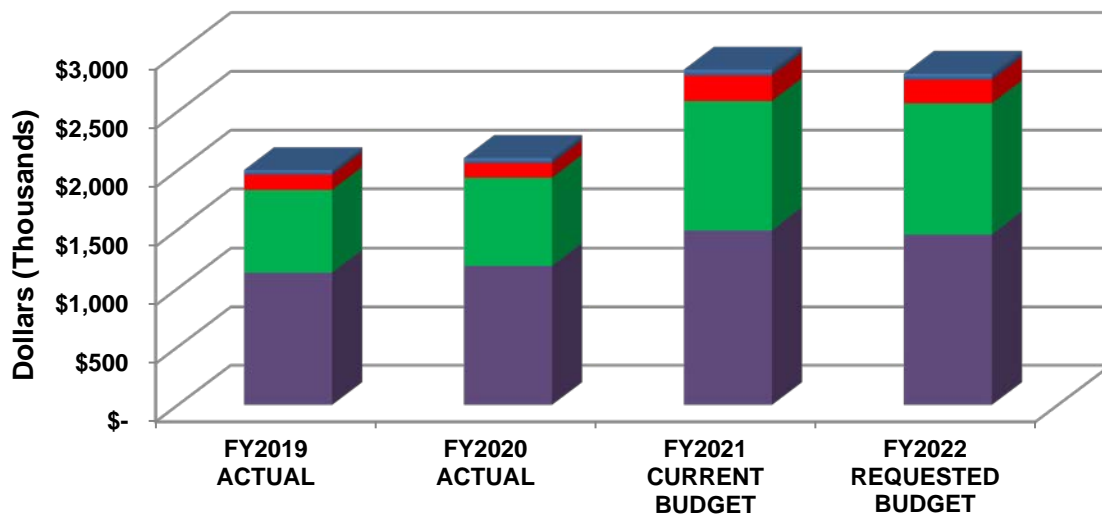
**FY21-22 Budget Recovery Rate** – 67%

**FY21-22 Budget Net Dollars** – \$(190,395)

**CITY OF KIRKWOOD, MISSOURI  
RECREATION OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	628,799	668,597	810,765	797,056
Part-time Salaries	151,819	153,492	185,988	170,334
Temporary	127,093	124,263	153,614	162,113
Overtime	1,356	3,154	9,600	8,400
Social Security	55,863	58,111	71,695	71,475
Medicare	13,066	13,590	16,790	17,231
Civilian Pension	39,709	44,095	59,455	58,650
Deferred Compensation	10,260	10,304	22,285	14,300
Subtotal Salaries	1,027,965	1,075,606	1,330,192	1,299,559
Other Benefits				
Health Insurance	96,526	106,582	150,695	146,608
Dental Insurance	5,038	5,745	7,600	7,415
Vision Insurance	816	340	1,070	1,335
Benefit Credit	13	155	-	-
Subtotal Other Benefits	102,393	112,822	159,365	155,358
Total Personnel Services	1,130,358	1,188,428	1,489,557	1,454,917
<b>Contractual Services</b>	699,394	745,595	1,097,492	1,112,303
<b>Commodities</b>	129,975	125,040	217,031	202,149
<b>Interdepartmental Charges</b>	260,549	245,314	309,752	308,312
<b>Transfers to Other Funds</b>	19,808	21,347	25,250	25,250
<b>TOTAL RECREATION BUDGET</b>	<b>2,240,084</b>	<b>2,325,724</b>	<b>3,139,082</b>	<b>3,102,931</b>

**Recreation Budget Summary**



# CITY OF KIRKWOOD RECREATION

Budget Changes						
Item	Account Number	Description	Current Budget	Budget Request	Increase (Decrease)	Percent
1	101-2001-451-11-01	Salary Full Time	\$318,495	\$ 295,810	\$ (22,685)	-7.12%
	Narrative:	Retirement of key personnel. Position filled at lower cost.				
2	101-2001-451-23-04	Deferred Comp	\$ 13,800	\$ 5,950	\$ (7,850)	-56.88%
	Narrative:	Retirement of key personnel entitled to 25% sick time payout through deferred comp included in current budget.				
3	101-2001-451-31-10	Other Professional Services	\$27,200	\$22,320	\$ (4,880)	-17.94%
	Narrative:	Contractual social media services removed.				
4	101-2003-451-11-02	Salary Part-Time	\$121,392	\$108,138	\$ (13,254)	-10.92%
	Narrative:	Retirement of long term skate lesson director and fewer lessons being taught. Position will be filled at lower cost.				
5	101-2010-451-31-06	Kirkwood Arts Commission	\$0	\$16,000	\$ 16,000	100.00%
	Narrative:	This budgeted item in the past was under Administration in the General Fund. Recreation staff serves as liaison to the Kirkwood Arts Commission is why the move was made to Recreation budget. This amount will be backed out of the operating loss when calculating transfer from half cent sales tax fund, 302.				
6	101-2010-451-31-10	Other Professional Services	\$101,250	\$81,250	\$ (20,000)	-19.75%
	Narrative:	Implementing caution on live event contracts as a result of covid.				
7	101-2010-451-32-02	Audit	\$0	\$1,500	\$ 1,500	100.00%
	Narrative:	Represents department share of audit services that was not in the previous budget.				
8	101-2010-451-61-15	Building and Grounds	\$20,000	\$10,000	\$ (10,000)	-50.00%
	Narrative:	Lowered to reflect work completed in current fiscal year, facility and equipment at PAC is new.				

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2001-451.11-01	Salary Full Time	291,420	308,977	318,495	295,810	(22,685)	-7.12%		
101-2001-451.11-02	Salary Part Time	39,347	38,369	47,896	45,496	(2,400)	-5.01%		
101-2001-451.11-05	Overtime	363	1,177	1,000	800	(200)	-20.00%		
101-2001-451.21-01	Health Insurance	46,926	44,911	53,080	45,634	(7,446)	-14.03%		
101-2001-451.21-03	Dental Insurance	2,202	2,196	2,300	2,300	-	0.00%		
101-2001-451.21-04	Vision Insurance	367	195	400	410	10	2.50%		
101-2001-451.21-05	Benefit Credit	12	146	-	-	-	0.00%		
101-2001-451.22-01	Social Security Taxes	20,123	21,156	22,780	21,400	(1,380)	-6.06%		
101-2001-451.22-02	Medicare Contributions	4,706	4,948	5,330	5,010	(320)	-6.00%		
101-2001-451.23-02	Civilian Pension	17,945	19,418	23,100	23,100	-	0.00%		
101-2001-451.23-04	Deferred Comp	5,530	5,571	13,800	5,950	(7,850)	-56.88%		
101-2001-451.31-09	Training	100	95	300	200	(100)	-33.33%		
101-2001-451.31-10	Other Professional Svcs	21,218	22,271	27,200	22,320	(4,880)	-17.94%		
101-2001-451.32-01	Legal	3,918	3,618	3,074	3,100	26	0.85%		
101-2001-451.43-02	Radio eqpt. maintenance	314	139	330	320	(10)	-3.03%		
101-2001-451.44-04	Copy Machines	1,392	2,493	1,900	1,900	-	0.00%		
101-2001-451.52-02	General liability	6,033	7,344	10,238	16,480	6,242	60.97%		
101-2001-451.52-11	Work. Comp. Premium	21,633	27,079	59,435	60,160	725	1.22%		
101-2001-451.53-01	Telephone	7,285	8,977	7,620	8,580	960	12.60%		
101-2001-451.58-01	Travel	2,978	1,726	2,500	2,370	(130)	-5.20%		
101-2001-451.61-01	Office supplies	4,224	3,477	4,270	3,570	(700)	-16.39%		
101-2001-451.61-05	Postage	6,812	6,680	7,000	7,000	-	0.00%		
101-2001-451.61-11	Food	615	762	650	650	-	0.00%		
101-2001-451.64-01	Dues	1,300	1,300	1,350	1,350	-	0.00%		
101-2001-451.80-05	Fuel/Lubricants	794	512	847	800	(47)	-5.55%		
101-2001-451.80-10	Fleet Services	809	3,864	4,454	4,036	(418)	-9.38%		
101-2001-451.80-60	Admin., Clrk. & Acct.	10,100	10,100	10,100	10,100	-	0.00%		
101-2002-451.11-01	Salary Full Time	153,648	158,542	159,055	161,766	2,711	1.70%		
101-2002-451.11-05	Overtime	429	1,570	3,000	2,000	(1,000)	-33.33%		
101-2002-451.21-01	Health Insurance	22,986	23,372	25,505	26,483	978	3.83%		
101-2002-451.21-03	Dental Insurance	1,641	1,811	1,850	1,700	(150)	-8.11%		
101-2002-451.21-04	Vision Insurance	271	79	300	300	-	0.00%		
101-2002-451.22-01	Social Security Taxes	9,434	9,704	10,050	10,080	30	0.30%		
101-2002-451.22-02	Medicare Contributions	2,207	2,269	2,350	2,860	510	21.70%		
101-2002-451.23-02	Civilian Pension	8,823	10,020	10,550	10,650	100	0.95%		
101-2002-451.23-04	Deferred Comp	941	953	1,240	1,500	260	20.97%		
101-2002-451.43-05	Alarm Maintenance	1,232	1,247	1,300	1,300	-	0.00%		
101-2002-451.43-06	Equipment	381	464	800	400	(400)	-50.00%		

Recreation

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2002-451.43-12	Building & Grounds	28,576	30,898	27,200	27,200	-	0.00%		
101-2002-451.61-08	Janitorial supplies	7,247	7,804	7,300	7,700	400	5.48%		
101-2002-451.61-13	Clothing	505	696	690	650	(40)	-5.80%		
101-2002-451.61-14	Machinery & Equipment	64	663	600	600	-	0.00%		
101-2002-451.61-15	Buildings & Grounds	7,823	6,498	8,000	8,000	-	0.00%		
101-2002-451.61-99	Other	3,067	1,206	3,000	1,750	(1,250)	-41.67%		
101-2002-451.62-03	Gas	7,490	6,739	7,500	7,650	150	2.00%		
101-2002-451.66-08	Small tools	659	206	300	300	-	0.00%		
101-2002-451.80-20	Electric Charges	63,503	61,053	65,000	64,000	(1,000)	-1.54%		
101-2002-451.80-40	Water Usage Charges	525	525	625	650	25	4.00%		
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	172,680	176,797	180,800	187,040	6,240	3.45%		
101-2003-451.11-02	Salary Part Time	112,472	115,123	121,392	108,138	(13,254)	-10.92%		
101-2003-451.11-05	Overtime	536	374	2,500	2,500	-	0.00%		
101-2003-451.21-01	Health Insurance	24,667	35,274	38,480	40,056	1,576	4.10%		
101-2003-451.21-03	Dental Insurance	1,102	1,582	1,625	1,625	-	0.00%		
101-2003-451.21-04	Vision Insurance	163	44	175	255	80	45.71%		
101-2003-451.22-01	Social Security Taxes	17,745	18,064	18,900	18,900	-	0.00%		
101-2003-451.22-02	Medicare Contributions	4,151	4,224	4,420	4,420	-	0.00%		
101-2003-451.23-02	Civilian Pension	12,302	13,926	14,600	14,600	-	0.00%		
101-2003-451.23-04	Deferred Comp	3,568	3,546	3,800	3,800	-	0.00%		
101-2003-451.31-10	Other Professional Svcs	20,689	20,947	21,000	18,853	(2,147)	-10.22%		
101-2003-451.32-10	Other	8,410	8,904	8,852	8,852	-	0.00%		
101-2003-451.43-06	Equipment	27,358	28,022	32,175	31,125	(1,050)	-3.26%		
101-2003-451.43-12	Building & Grounds	8,487	2,602	3,000	3,000	-	0.00%		
101-2003-451.52-03	Participant Liability	-	-	50	50	-	0.00%		
101-2003-451.61-01	Office supplies	543	545	500	500	-	0.00%		
101-2003-451.61-08	Janitorial supplies	1,692	2,274	2,380	2,380	-	0.00%		
101-2003-451.61-13	Clothing	244	227	500	500	-	0.00%		
101-2003-451.61-14	Machinery & Equipment	20,089	13,427	13,400	13,400	-	0.00%		
101-2003-451.61-15	Buildings & Grounds	3,806	6,764	6,400	6,400	-	0.00%		
101-2003-451.61-99	Other	171	888	1,700	1,700	-	0.00%		
101-2003-451.62-03	Gas	7,118	7,877	8,500	8,500	-	0.00%		
101-2003-451.64-01	Dues	208	183	300	300	-	0.00%		
101-2003-451.66-08	Small tools	268	39	300	300	-	0.00%		
101-2003-451.66-19	Recreation supplies	4,832	3,713	5,400	5,400	-	0.00%		
101-2003-451.80-20	Electric Charges	100,283	97,361	99,000	99,000	-	0.00%		
101-2003-451.80-40	Water Usage Charges	5,442	5,096	5,665	5,665	-	0.00%		

Recreation

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 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	1,588	1,687	1,550	1,550	-	0.00%		
101-2004-451.11-01	Salary Full Time	11,051	11,674	11,920	11,945	25	0.21%		
101-2004-451.11-04	Salary Temporary	39,447	40,901	46,267	46,432	165	0.36%		
101-2004-451.11-05	Overtime	28	33	100	100	-	0.00%		
101-2004-451.21-01	Health Insurance	1,947	1,943	2,130	2,347	217	10.19%		
101-2004-451.21-03	Dental Insurance	93	92	100	100	-	0.00%		
101-2004-451.21-04	Vision Insurance	15	8	20	20	-	0.00%		
101-2004-451.21-05	Benefit Credit	1	9	-	-	-	0.00%		
101-2004-451.22-01	Social Security Taxes	3,127	3,237	3,370	3,650	280	8.31%		
101-2004-451.22-02	Medicare Contributions	731	757	790	855	65	8.23%		
101-2004-451.23-02	Civilian Pension	639	731	790	800	10	1.27%		
101-2004-451.23-04	Deferred Comp	221	234	240	240	-	0.00%		
101-2004-451.31-10	Other Professional Svcs	261,938	282,633	328,570	337,385	8,815	2.68%		
101-2004-451.32-02	Audit	1,500	1,500	1,500	1,500	-	0.00%		
101-2004-451.32-10	Other	5,563	7,086	7,100	7,100	-	0.00%		
101-2004-451.43-06	Equipment	8,133	11,575	10,000	10,000	-	0.00%		
101-2004-451.43-12	Building & Grounds	10,152	10,564	11,500	11,500	-	0.00%		
101-2004-451.52-02	General liability	6,772	8,244	10,238	10,550	312	3.05%		
101-2004-451.55-09	Other Printing	-	75	175	175	-	0.00%		
101-2004-451.61-01	Office supplies	1,586	1,804	1,400	1,400	-	0.00%		
101-2004-451.61-08	Janitorial supplies	2,076	1,817	2,175	2,200	25	1.15%		
101-2004-451.61-13	Clothing	-	200	200	200	-	0.00%		
101-2004-451.61-14	Machinery & Equipment	270	996	1,000	1,000	-	0.00%		
101-2004-451.61-15	Buildings & Grounds	4,620	4,181	4,700	4,700	-	0.00%		
101-2004-451.61-99	Other	1,027	2,399	4,400	4,000	(400)	-9.09%		
101-2004-451.64-01	Dues	1,673	1,417	1,700	1,700	-	0.00%		
101-2004-451.66-08	Small tools	-	13	100	100	-	0.00%		
101-2004-451.80-20	Electric Charges	34,262	37,471	41,565	41,565	-	0.00%		
101-2004-451.80-40	Water Usage Charges	33,835	18,336	26,000	26,000	-	0.00%		
101-2004-451.80-50	Sanitation Charges	1,764	1,764	1,764	1,764	-	0.00%		
101-2004-451.80-60	Admin., Clrk, & Acct.	2,500	2,500	2,500	2,500	-	0.00%		
101-2005-451.11-04	Salary Temporary	81,939	78,257	100,697	108,331	7,634	7.58%		
101-2005-451.22-01	Social Security Taxes	5,080	4,852	6,245	6,720	475	7.61%		
101-2005-451.22-02	Medicare Contributions	1,188	1,135	1,475	1,571	96	6.51%		
101-2005-451.31-10	Other Professional Svcs	17,953	19,347	19,700	19,700	-	0.00%		
101-2005-451.32-10	Other	27,633	33,389	33,900	33,900	-	0.00%		
101-2005-451.61-11	Food	557	1,780	1,600	1,600	-	0.00%		

Recreation



CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2005-451.66-19	Recreation supplies	6,185	6,092	6,775	6,775	-	0.00%		
101-2006-451.10-10	Transfer to Other Funds	1,200	1,200	1,200	1,200	-	0.00%		
101-2006-451.31-10	Other Professional Svcs	112,064	109,374	119,670	120,868	1,198	1.00%		
101-2006-451.31-11	Trips	2,767	1,958	2,000	2,000	-	0.00%		
101-2006-451.32-10	Other	2,885	2,369	3,350	3,350	-	0.00%		
101-2006-451.55-09	Other Printing	7,392	8,662	8,490	8,490	-	0.00%		
101-2006-451.61-11	Food	1,188	1,793	2,960	2,960	-	0.00%		
101-2006-451.61-15	Buildings & Grounds	4,764	5,478	5,300	6,060	760	14.34%		
101-2006-451.66-19	Recreation supplies	19,491	15,629	25,431	21,604	(3,827)	-15.05%		
101-2007-451.11-04	Salary Temporary	5,707	5,105	6,650	7,350	700	10.53%		
101-2007-451.22-01	Social Security Taxes	354	316	415	475	60	14.46%		
101-2007-451.22-02	Medicare Contributions	83	74	100	115	15	15.00%		
101-2007-451.31-10	Other Professional Svcs	12,903	14,799	17,000	17,000	-	0.00%		
101-2007-451.61-13	Clothing	-	150	150	150	-	0.00%		
101-2007-451.61-15	Buildings & Grounds	250	1,389	1,200	1,200	-	0.00%		
101-2007-451.61-99	Other	2,363	926	1,700	1,700	-	0.00%		
101-2007-451.64-01	Dues	-	-	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	16,375	17,436	18,000	18,000	-	0.00%		
101-2008-451.31-10	Other Professional Svcs	12,677	11,327	12,350	12,350	-	0.00%		
101-2008-451.32-10	Other	26,424	28,157	27,925	27,925	-	0.00%		
101-2008-451.61-11	Food	818	870	700	700	-	0.00%		
101-2008-451.61-99	Other	-	1,171	700	700	-	0.00%		
101-2008-451.66-19	Recreation supplies	2,531	3,991	3,850	3,850	-	0.00%		
101-2008-451.66-23	Community Services	1,411	915	1,400	1,400	-	0.00%		
101-2009-451.10-10	Transfer to Other Funds	645	1,024	4,500	4,500	-	0.00%		
101-2009-451.31-10	Other Professional Svcs	22,634	25,212	26,050	26,050	-	0.00%		
101-2009-451.61-11	Food	11	15	250	250	-	0.00%		
101-2009-451.66-19	Recreation supplies	127	46	150	150	-	0.00%		
101-2010-451.11-01	Salary Full Time	-	12,607	140,495	140,495	-	0.00%		
101-2010-451.11-02	Salary Part Time	-	-	16,700	16,700	-	0.00%		
101-2010-451.11-05	Overtime	-	-	3,000	3,000	-	0.00%		
101-2010-451.21-01	Health Insurance	-	1,082	31,500	32,088	588	1.87%		
101-2010-451.21-02	Dental Insurance	-	64	1,725	1,690	(35)	-2.03%		
101-2010-451.21-04	Vision Insurance	-	14	175	350	175	100.00%		
101-2010-451.22-01	Social Security Taxes	-	782	9,935	10,250	315	3.17%		
101-2010-451.22-02	Medicare Contributions	-	183	2,325	2,400	75	3.23%		
101-2010-451.23-02	Civilian Pension	-	-	10,415	9,500	(915)	-8.79%		

Recreation

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2010-451.23-04	Deferred Comp	-	-	3,205	2,810	(395)	-12.32%		
101-2010-451.31-06	Kirkwood Arts Commission	-	-	-	16,000	16,000	100.00%		
101-2010-451.31-10	Other Professional Svcs	-	-	101,250	81,250	(20,000)	-19.75%		
101-2010-451.32-01	Legal	-	-	4,000	4,000	-	0.00%		
101-2010-451.32-02	Audit	-	-	-	1,500	1,500	100.00%		
101-2010-451.32-10	Other	-	2,498	61,000	61,000	-	0.00%		
101-2010-451.43-05	Alarm Maintenance	-	-	1,500	1,500	-	0.00%		
101-2010-451.43-06	Equipment	-	-	2,000	2,000	-	0.00%		
101-2010-451.43-12	Building & Grounds	-	-	53,500	61,250	7,750	14.49%		
101-2010-451.52-02	General liability	-	-	9,100	9,100	-	0.00%		
101-2010-451.53-01	Telephone	-	-	3,650	3,650	-	0.00%		
101-2010-451.55-09	Other Printing	-	-	15,000	15,000	-	0.00%		
101-2010-451.61-01	Office supplies	-	-	1,000	1,000	-	0.00%		
101-2010-451.61-05	Postage	-	-	2,000	2,000	-	0.00%		
101-2010-451.61-08	Janitorial supplies	-	-	10,000	7,500	(2,500)	-25.00%		
101-2010-451.61-13	Clothing	-	-	200	200	-	0.00%		
101-2010-451.61-14	Machinery & Equipment	-	-	5,000	5,000	-	0.00%		
101-2010-451.61-15	Building & Grounds	-	-	20,000	10,000	(10,000)	-50.00%		
101-2010-451.61-99	Other	-	-	17,000	17,000	-	0.00%		
101-2010-451.62-03	Gas	-	-	8,000	8,000	-	0.00%		
101-2010-451.66-08	Small tools	-	-	500	3,000	2,500	500.00%		
101-2010-451.66-19	Recreation supplies	-	-	5,000	5,000	-	0.00%		
101-2010-451.80-20	Electric Charges	-	-	37,500	37,500	-	0.00%		
101-2010-451.80-40	Water Usage Charges	-	-	5,000	5,000	-	0.00%		
101-2010-451.80-50	Sanitation Charges	-	-	3,000	3,000	-	0.00%		
RECREATION		2,240,084	2,325,724	3,139,082	3,102,931	(36,151)	-1.15%		

Recreation

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CITY OF KIRKWOOD							
FISCAL YEAR 2021/2022 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
501-0000-331.20-80	Grants	280,927	3,179,933	-	-	-	100.00%
<b>Intergovernmental Revenue</b>		<b>280,927</b>	<b>3,179,933</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100.00%</b>
501-0000-340.10-10	Metered Sales revenue	22,595,156	20,777,462	21,642,141	21,642,141	-	0.00%
501-0000-340.10-30	Bad Debt Recovered	3,985	4,186	1,800	1,800	-	0.00%
501-0000-340.11-00	Other Electric charges	18,784	10,027	14,000	14,000	-	100.00%
501-0000-340.11-10	Services Calls revenue	11,005	6,820	6,000	6,000	-	0.00%
501-0000-340.11-40	Misc. Charges	36,073	30,258	40,000	40,000	-	0.00%
501-0000-340.11-50	Wholesale Electric sales	4,947,880	4,509,649	5,200,000	5,200,000	-	0.00%
<b>Charges for Services</b>		<b>27,612,883</b>	<b>25,338,402</b>	<b>26,903,941</b>	<b>26,903,941</b>	<b>-</b>	<b>0.00%</b>
501-0000-361.10-00	Investments	277,386	292,396	165,000	165,000	-	0.00%
501-0000-361.40-00	Interest & Penalties	118,454	108,309	100,000	100,000	-	0.00%
<b>Investment Income</b>		<b>395,840</b>	<b>400,705</b>	<b>265,000</b>	<b>265,000</b>	<b>-</b>	<b>0.00%</b>
501-0000-380.10-00	Miscellaneous	13,792	3,309	27,000	27,000	-	0.00%
WATER SHARE FOR METER READERS SALARIES							
<b>Other Revenue</b>		<b>13,792</b>	<b>3,309</b>	<b>27,000</b>	<b>27,000</b>	<b>-</b>	<b>0.00%</b>
501-0000-391.40-20	Interdepartment/FundUsage	564,946	538,875	500,000	500,000	-	0.00%
501-0000-391.40-30	Public Street Lighting	200,000	-	-	-	-	-
<b>Interdepartmental Revenue</b>		<b>764,946</b>	<b>538,875</b>	<b>500,000</b>	<b>500,000</b>	<b>-</b>	<b>0.00%</b>
<b>Total Revenue Before Other Financing Sources</b>		<b>29,068,388</b>	<b>29,461,224</b>	<b>27,695,941</b>	<b>27,695,941</b>	<b>-</b>	<b>0.00%</b>
501-0000-392.10-00	Sale of Fixed Assets	(1,468)	10,659	10,000	10,000	-	0.00%
<b>Other Financing Sources</b>		<b>(1,468)</b>	<b>17,250</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>	<b>0.00%</b>
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>29,066,920</b>	<b>29,478,474</b>	<b>27,705,941</b>	<b>27,705,941</b>	<b>-</b>	<b>0.00%</b>

Electric Revenues

## **Electric Fund**

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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**

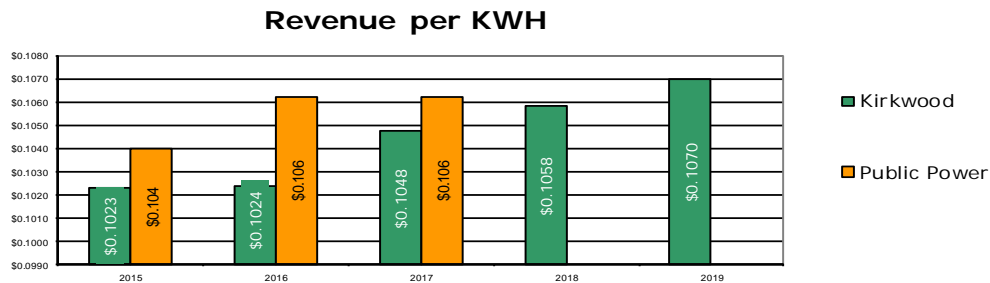
During this past fiscal year, the electric department maintained a staffing level of 20 5/6 employees. Listed below are the current positions maintained in the electric department:

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 slightly less than the 10.8¢ per kWh FY2018 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 20.5% lower than the 13.47¢ per kWh national average residential rate charged by investor owned utilities, is 6.9% less than the 11.5¢ per kWh average investor-owned residential rate in Missouri, and is 3.6% less than the 11.1¢ 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**

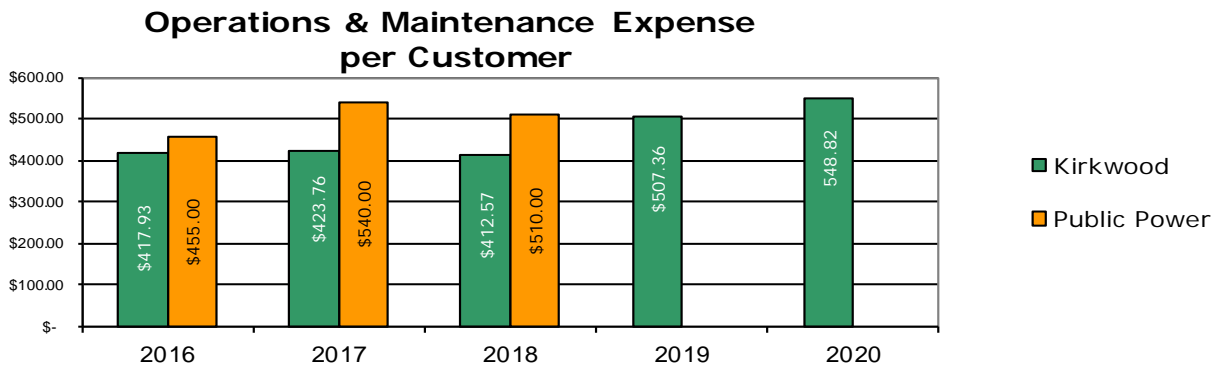
FY 2015	2015 APPA National Average	FY 2016	2016 APPA National Average	FY 2017	2017 APPA National Average	FY 2018	FY 2019
469	313	470	313	468	313	484	484

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

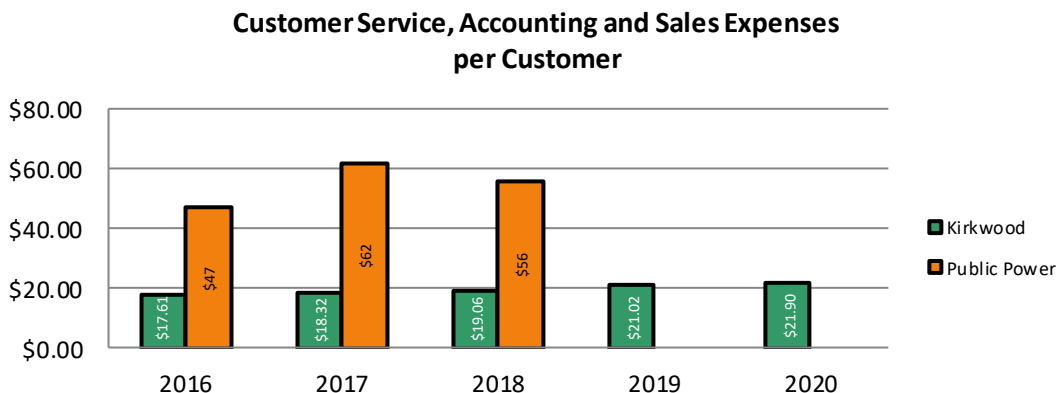
### Operations and Maintenance Expense per Customer

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 2016, 2017 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

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### **System Load Factor**

FY 2016	2016 APPA National Average	FY 2017	2017 APPA National Average	FY 2018	2018 APPA National Average	FY 2019	FY 2020
42.96%	57.7%	56.6%	57.4%	41.33%	57.18%	44.3%	42.65%

This is not a financial ratio, but has a large impact on Kirkwood's cost of power. It is a measure of system utilization. A utility with a 100% load factor would use a uniform amount of power every hour of the year. Kirkwood's load factor is poor because of the large proportion of residential load we have. A utility with a large industrial base typically has a better load factor. Weather also has a significant influence on load factor. Kirkwood's load factor decreased in FY 2020 due to a reduced load and lower peak.

### **Return on Investment**

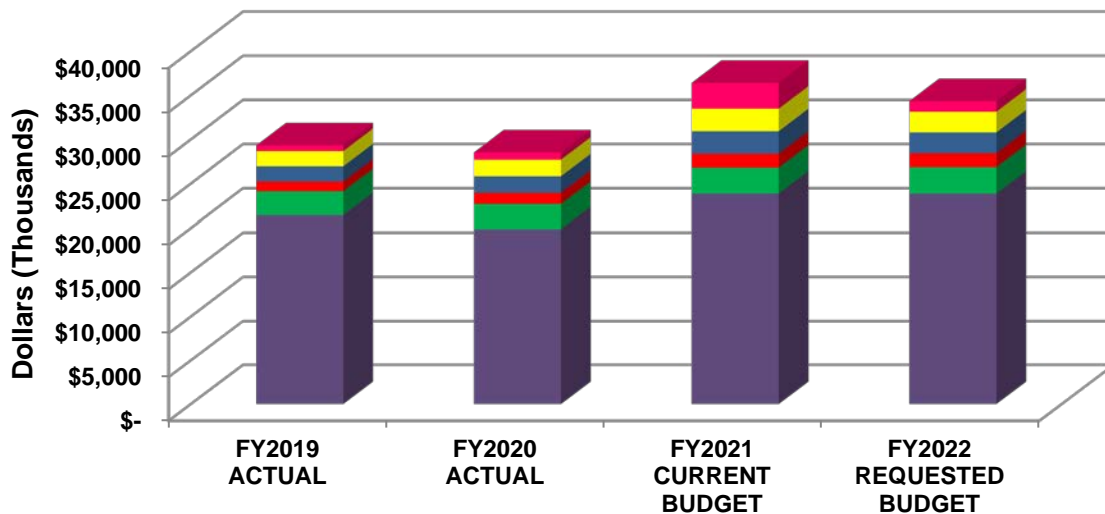
The return on investment for a utility is the revenue the owners of the operation receive from the operation of the enterprise. Kirkwood Electric provides an annually fair and reasonable 5% gross revenue rate of return to the citizens of Kirkwood that is consistent with public service commission approved levels. Last year Kirkwood Electric contributed \$1.8 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 2018 median contribution for public power systems was 5.4%. Similarly, the 20186 median payment in taxes and fees to state and local governments for investor owned utilities was 4.8%.



**CITY OF KIRKWOOD, MISSOURI  
ELECTRIC OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	1,917,266	1,949,347	2,092,507	2,140,790
Temporary	-	-	5,000	5,000
Overtime	228,974	310,458	196,283	196,533
Social Security	130,029	132,363	145,221	144,846
Medicare	31,327	32,200	33,967	33,847
Civilian Pension	122,670	134,283	151,925	151,360
Deferred Compensation	39,175	39,370	46,749	46,574
Subtotal Salaries	2,469,441	2,598,021	2,671,652	2,718,950
Other Benefits				
Health Insurance	203,946	223,170	253,980	260,129
Dental Insurance	9,581	10,186	14,109	13,808
Vision Insurance	1,590	380	1,926	2,016
Benefit Credit	36	351	-	-
Unemployment Comp.	960	-	-	-
Subtotal Other Benefits	216,113	234,087	270,015	275,953
Total Personnel Services	2,685,554	2,832,108	2,941,667	2,994,903
<b>Contractual Services</b>	1,113,136	1,265,460	1,579,570	1,587,944
<b>Commodities</b>	21,425,270	19,849,386	23,849,069	23,849,069
<b>Capital Outlay</b>	647,662	821,268	2,929,942	1,193,966
<b>Interdepartmental Charges</b>	240,910	218,364	278,603	231,481
<b>Transfers to Other Funds</b>	1,723,000	1,874,688	2,551,500	2,352,000
<b>TOTAL ELECTRIC BUDGET</b>	<b>27,835,532</b>	<b>26,861,274</b>	<b>34,130,351</b>	<b>32,209,363</b>

**Electric Budget Summary**



## CITY OF KIRKWOOD

## Electric

## Budget Changes

Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	50121104801101	Salary Full time - Administration	\$525,015	\$ 539,737	\$ 14,722	2.80%
	Narrative:	The increase results after an increase in salaries.				
2	50121114801101	Salary Full time - Distribution	\$1,501,950	\$ 1,547,011	\$ 45,061	3.00%
	Narrative:	The increase results after an increase in salaries.				
3	50121104805405	Salary Full time - Customer Service	\$ 65,542	\$ 54,042	\$ (11,500)	-17.55%
	Narrative:	Budget request reflects a reduction of one position.				
4	50121154807506	Rolling Stock	\$ 123,000	\$ 90,000	\$ (33,000)	-26.83%
	Narrative:	The Department will only be replacing a flat bed traininer and an excavator this year.				
5	50121154807515	Distribution System Improvements	\$ 2,716,326	\$ 1,013,350	\$ (1,702,976)	-62.69%
	Narrative:	The decrease results primarily due to the reduction in the distribution system modernization project.				

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2110-480.11-01	Salary Full Time	391,155	417,607	525,015	539,737	14,722	2.80%		
501-2110-480.11-05	Overtime	4,189	746	5,600	5,600	-	0.00%		
501-2110-480.21-01	Health Insurance	29,027	30,122	32,850	39,612	6,762	20.58%		
501-2110-480.21-03	Dental Insurance	1,624	1,613	1,758	1,758	-	0.00%		
501-2110-480.21-04	Vision Insurance	272	63	299	299	-	0.00%		
501-2110-480.21-05	Benefit Credit	7	82	-	-	-	0.00%		
501-2110-480.22-01	Social Security Taxes	21,390	21,881	31,988	31,988	-	0.00%		
501-2110-480.22-02	Medicare Contributions	5,919	6,034	7,481	7,481	-	0.00%		
501-2110-480.23-02	Civilian Pension	22,791	25,620	33,535	33,535	-	0.00%		
501-2110-480.23-04	Deferred Comp	8,038	8,321	10,319	10,319	-	0.00%		
501-2110-480.29-04	Unemployment Comp.	960	-	-	-	-	0.00%		
501-2110-480.31-09	Training	38,634	33,446	106,350	106,350	-	0.00%		
501-2110-480.31-10	Other Professional Svcs	48,609	37,536	109,000	109,000	-	0.00%		
501-2110-480.32-01	Legal	31,106	25,675	21,794	21,794	-	0.00%		
501-2110-480.32-02	Audit	23,000	21,600	23,000	23,000	-	0.00%		
501-2110-480.32-03	Engineering	119,600	110,718	183,000	183,000	-	0.00%		
501-2110-480.43-01	Office ept. maintenance	4,834	4,772	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	2,024	2,200	3,000	3,000	-	0.00%		
501-2110-480.43-15	Software Maintenance	4,118	64,632	99,000	99,000	-	0.00%		
501-2110-480.52-02	General liability	31,134	37,899	45,500	46,800	1,300	2.86%		
501-2110-480.52-11	Work. Comp. Premium	88,151	111,291	127,386	134,460	7,074	5.55%		
501-2110-480.53-01	Telephone	7,474	9,563	9,290	9,290	-	0.00%		
501-2110-480.53-02	Cellular Telephones	6,470	9,068	6,507	6,507	-	0.00%		
501-2110-480.53-03	Pagers	1,512	4,697	5,469	5,469	-	0.00%		
501-2110-480.54-01	Personnel recruitment	-	1,875	5,000	5,000	-	0.00%		
501-2110-480.54-05	Special Events	50,006	51,542	47,000	47,000	-	0.00%		
501-2110-480.58-01	Travel Executive	1,477	2,463	2,000	2,000	-	0.00%		
501-2110-480.58-02	Travel Other	2,356	1,719	2,574	2,574	-	0.00%		
501-2110-480.61-01	Office supplies	2,378	2,968	4,500	4,500	-	0.00%		
501-2110-480.61-05	Postage	247	154	450	450	-	0.00%		
501-2110-480.61-08	Janitorial supplies	-	-	750	750	-	0.00%		
501-2110-480.61-11	Food	1,227	1,183	1,700	1,700	-	0.00%		
501-2110-480.61-13	Clothing	374	-	4,000	4,000	-	0.00%		
501-2110-480.62-03	Gas	2,473	2,138	2,129	2,129	-	0.00%		
501-2110-480.64-01	Membership Dues	27,474	20,527	21,500	21,500	-	0.00%		
501-2110-480.64-02	Publications	5,917	3,530	7,795	7,795	-	0.00%		
501-2110-480.68-07	Electric Equip Rebate	29,946	12,740	19,116	19,116	-	0.00%		

Electric Expenses

CITY OF KIRKWOOD							
FISCAL YEAR 2021/2022 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
501-2110-480.69-04	Contingency	-	-	4,657	4,657	-	0.00%
501-2110-480.69-08	Write-off	22,453	31,834	14,500	14,500	-	0.00%
501-2110-480.69-99	Inventory Adjustments	35,030	39,603	-	-	-	0.00%
501-2110-480.80-05	Fuel/Lubricants	18,223	15,346	22,790	16,897	(5,893)	-25.86%
501-2110-480.80-10	Fleet Services	63,258	43,518	95,628	54,399	(41,229)	-43.11%
501-2110-480.80-40	Water Usage Charges	844	915	1,000	1,000	-	0.00%
501-2110-480.80-50	Sanitation Charges	1,764	1,764	2,364	2,364	-	0.00%
501-2110-480.80-60	Admin., Clrk, & Acct.	156,821	156,821	156,821	156,821	-	0.00%
501-2110-491.10-10	Transfer to Other Funds	1,723,000	1,874,688	2,551,500	2,352,000	(199,500)	-7.82%
501-2111-480.11-01	Salary Full Time	1,464,656	1,466,990	1,501,950	1,547,011	45,061	3.00%
501-2111-480.11-04	Salary Temporary	-	-	5,000	5,000	-	0.00%
501-2111-480.11-05	Overtime	224,751	309,666	190,183	190,183	-	0.00%
501-2111-480.21-01	Health Insurance	160,241	177,847	204,375	208,691	4,316	2.11%
501-2111-480.21-03	Dental Insurance	7,316	7,842	11,600	11,600	-	0.00%
501-2111-480.21-04	Vision Insurance	1,216	308	1,627	1,627	-	0.00%
501-2111-480.21-05	Benefit Credit	29	269	-	-	-	0.00%
501-2111-480.22-01	Social Security Taxes	104,930	106,754	109,168	109,168	-	0.00%
501-2111-480.22-02	Medicare Contributions	24,540	25,294	25,531	25,531	-	0.00%
501-2111-480.23-02	Civilian Pension	96,687	104,636	114,125	114,125	-	0.00%
501-2111-480.23-04	Deferred Comp	30,149	29,847	35,115	35,115	-	0.00%
501-2111-480.40-30	Street Lighting	24,077	25,485	42,000	42,000	-	0.00%
501-2111-480.42-03	Tree Trimming	488,481	564,726	581,700	581,700	-	0.00%
501-2111-480.43-02	Radio eqpt. maintenance	354	1,420	5,000	5,000	-	0.00%
501-2111-480.43-06	Equipment	3,630	-	10,000	10,000	-	0.00%
501-2111-480.61-13	Clothing	8,222	7,537	8,000	8,000	-	0.00%
501-2111-480.62-01	Electricity	20,127,406	18,599,275	22,549,744	22,549,744	-	0.00%
501-2111-480.62-04	Transmission	859,168	844,346	876,206	876,206	-	0.00%
501-2111-480.66-07	Safety equipment	11,814	10,663	12,000	12,000	-	0.00%
501-2111-480.66-08	Small tools	19,844	18,636	20,000	20,000	-	0.00%
501-2111-480.66-14	Meters & parts	18,744	14,510	18,988	18,988	-	0.00%
501-2111-480.66-30	Trans.,poles,conductors	208,840	176,149	217,000	217,000	-	0.00%
501-2111-480.66-31	Substation equipment	18,431	28,136	30,000	30,000	-	0.00%
501-2111-480.66-32	Dusk-to-Dawn lighting	9,902	8,983	10,000	10,000	-	0.00%
501-2111-480.66-33	Traffic Signals	4,736	1,839	5,000	5,000	-	0.00%
501-2113-480.11-01	Salary Full Time	61,455	64,750	65,542	54,042	(11,500)	-17.55%
501-2113-480.11-05	Overtime	34	46	500	750	250	50.00%
501-2113-480.21-01	Health Insurance	14,678	15,201	16,755	11,826	(4,929)	-29.42%
501-2113-480.21-03	Dental Insurance	641	731	751	450	(301)	-40.08%

Electric Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2113-480.21-04	Vision Insurance	102	9	-	90	90	100.00%		
501-2113-480.22-01	Social Security Taxes	3,709	3,728	4,065	3,690	(375)	-9.23%		
501-2113-480.22-02	Medicare Contributions	868	872	955	835	(120)	-12.57%		
501-2113-480.23-02	Civilian Pension	3,192	4,027	4,265	3,700	(565)	-13.25%		
501-2113-480.23-04	Deferred Comp	988	1,202	1,315	1,140	(175)	-13.31%		
501-2113-480.31-09	Training	-	644	1,000	1,000	-	0.00%		
501-2113-480.31-10	Other Professional Svcs	82,818	89,122	85,000	85,000	-	0.00%		
501-2113-480.43-01	Office ept. maintenance	3,271	3,367	2,500	2,500	-	0.00%		
501-2113-480.61-05	Postage	23,002	18,066	20,000	20,000	-	0.00%		
501-2113-480.61-13	Clothing	280	-	150	150	-	0.00%		
501-2113-480.66-34	Utility Billing Supplies	17,308	19,309	20,000	20,000	-	0.00%		
501-2113-480.68-01	Office Furniture & Equip	-	-	1,200	1,200	-	0.00%		
501-2115-480.75-05	Machinery & Equipment	-	4,972	44,026	44,026	-	0.00%		
501-2115-480.75-06	Rolling Stock	-	-	123,000	90,000	(33,000)	-26.83%		
501-2115-480.75-07	Feasibility Studies	2,500	-	26,274	26,274	-	0.00%		
501-2115-480.75-15	Distribution System Impr.	-	156,537	2,716,326	1,013,350	(1,702,976)	-62.69%		
501-2115-480.76-10	Depreciation Expense	615,216	647,019	-	-	-	0.00%		
TOTAL ELECTRIC EXPENSES		27,835,532	26,861,274	34,130,351	32,209,363	(1,920,988)	-5.63%		

Electric Expenses

**CITY OF KIRKWOOD      WATER DEPARTMENT**

**Budget Changes**

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
1	505-0000-340.10-05	Water Base Charge	\$ 1,416,198	\$ 1,458,652	\$ 42,454	3.00%
Narrative: Increase Due to Budgeted Rate Increase						
2	505-0000-340.10-10	Metered Sales Revenue	\$ 3,230,193	\$ 2,572,503	\$ (657,690)	-20.36%
Narrative: Decrease is due to the removal of FY21 capital/debt service that was inadvertently added to the FY21 budget.						

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
505-0000-340.10-05	Water Base Charge	1,446,100	1,550,413	1,416,198	1,458,652	42,454	3.00%		
505-0000-340.10-10	Metered Sales revenue	2,592,766	2,426,600	3,230,193	2,572,503	(657,690)	-20.36%		
505-0000-340.10-15	Capital/Debt Service	632,170	600,960	633,600	636,498	2,898	0.46%		
505-0000-340.15-15	Infrastructure Renewal	1,296,329	1,120,975	1,356,719	1,346,360	(10,359)	-0.76%		
505-0000-340.15-20	Fire hydrant service	-	(2)	-	-	-	0.00%		
505-0000-340.15-30	Water taps	22,615	20,000	25,000	20,000	(5,000)	-20.00%		
505-0000-340.15-35	Unmetered Fire Protection	52,795	53,444	55,260	56,918	1,658	3.00%		
505-0000-340.20-15	Meter Sales	48,653	54,625	45,000	50,000	5,000	11.11%		
<b>Charges for Services</b>		<b>6,091,428</b>	<b>5,827,015</b>	<b>6,761,970</b>	<b>6,140,931</b>	<b>(621,039)</b>	<b>-9.18%</b>		
505-0000-361.10-00	Investments	163,186	181,804	45,000	45,000	-	0.00%		
<b>Investment Income</b>		<b>163,186</b>	<b>181,804</b>	<b>45,000</b>	<b>45,000</b>	<b>-</b>	<b>0.00%</b>		
505-0000-363.20-00	Facility Rental	25,815	26,000	26,004	26,000	(4)	-0.02%		
505-0000-380.10-00	Miscellaneous	14,733	4,100	13,000	13,000	-	0.00%		
<b>Other Revenue</b>		<b>40,548</b>	<b>30,100</b>	<b>39,004</b>	<b>39,000</b>	<b>(4)</b>	<b>-0.01%</b>		
505-0000-391.40-40	Interdepartment/Usage	53,463	34,233	50,000	50,000	-	0.00%		
<b>Interdepartmental Revenue</b>		<b>53,463</b>	<b>34,233</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>0.00%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>6,348,625</b>	<b>6,073,152</b>	<b>6,895,974</b>	<b>6,274,931</b>	<b>(621,043)</b>	<b>-9.01%</b>		
505-0000-392.10-00	Sale of Fixed Assets	(92,788)	(84,065)	-	-	-	0.00%		
505-0000-392.20-00	Insurance Proceeds	-	-	-	-	-	0.00%		
505-0000-393.90-00	Federal Interest Subsidy	81,269	42,324	-	-	-	0.00%		
<b>Other Financing Sources</b>		<b>(11,519)</b>	<b>(41,741)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>6,337,106</b>	<b>6,031,411</b>	<b>6,895,974</b>	<b>6,274,931</b>	<b>(621,043)</b>	<b>-9.01%</b>		

Water Revenues

## Water Fund

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### **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 FY22 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 Balance. 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	12.46	12.83	0.37	2.97
Rate/CCF	2.8982	2.9851	0.0869	3.00
IRC	1.07	1.10	0.03	2.73
11 CCF User	56.11	57.77	1.66	2.96



## Water Fund

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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	FY16	FY17	FY18	FY19	FY20
Public Services Director	0.34	0.34	0.34	0.34	0.34
Water Superintendent	1.00	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	4.00	4.00	4.00	4.00
Distribution System Worker	8.00	8.00	8.00	8.00	8.00
Assistant Mechanic	2.00	-	-	-	-
Distribution Lead	1.00	1.00	1.00	2.00	2.00
Distribution Sys. Supervisor	1.00	1.00	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>17.84</b>	<b>17.84</b>	<b>17.84</b>	<b>18.84</b>	<b>18.84</b>

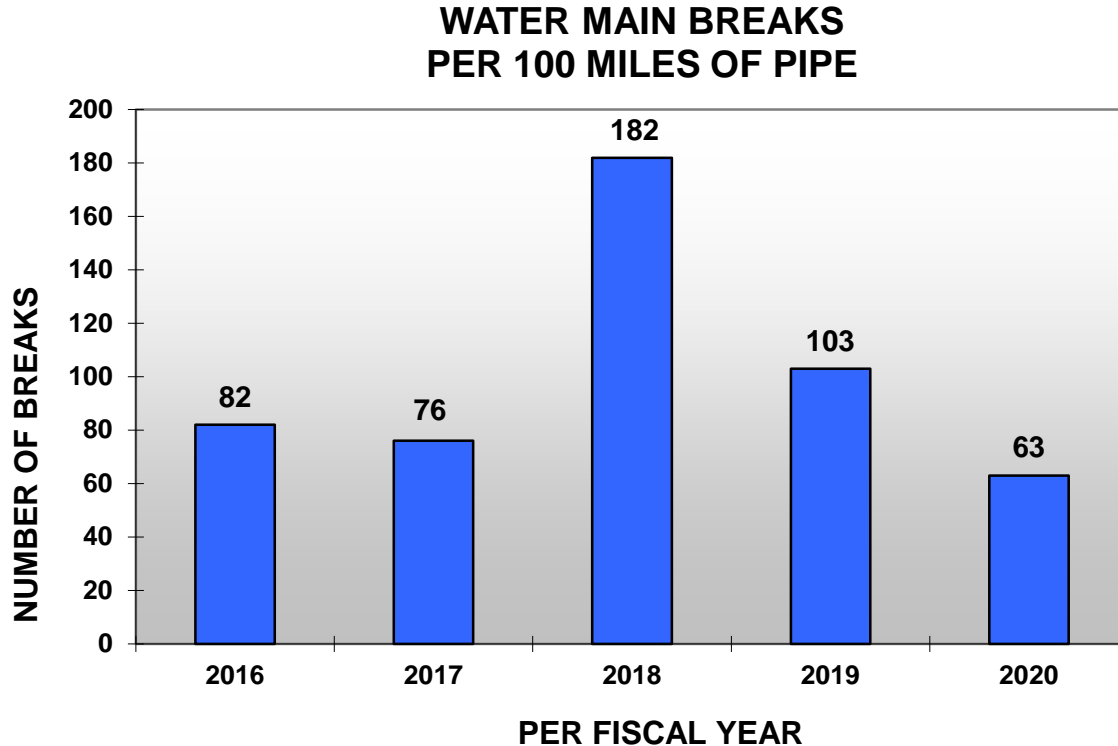
The Water Department shares equally with the Electric and Sanitation Departments the expenses for the positions listed below. These positions provide utility-billing services to the Water, Electric, and Sanitation Departments.

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

## Water Fund

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### 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 85 breaks/leaks in the 2020 fiscal year.

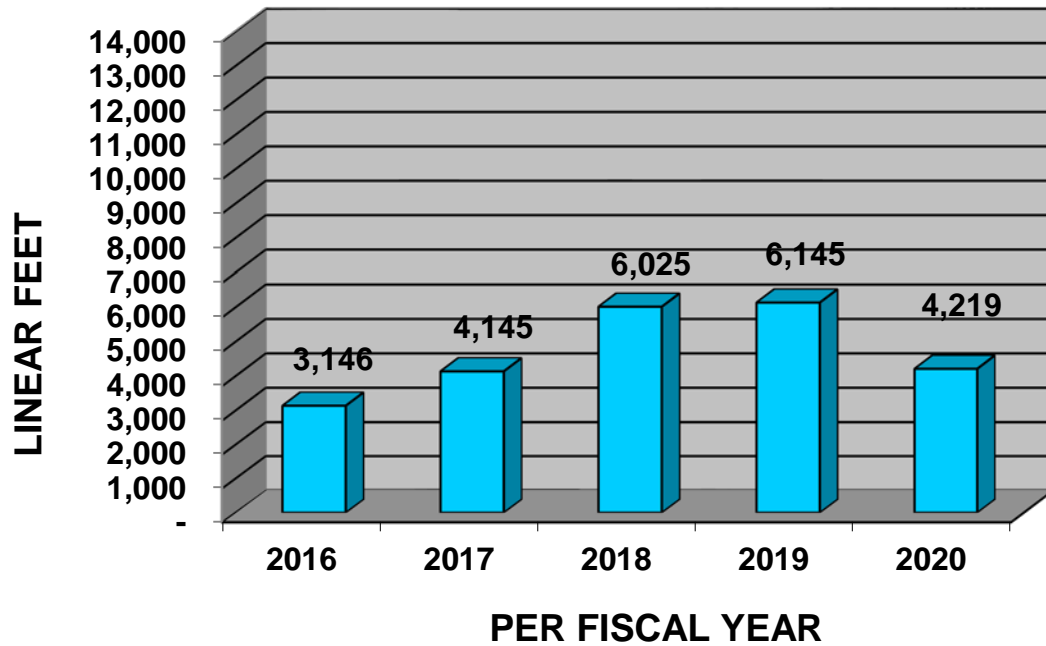
### Water Main Replacement

Over the past fiscal year, 4,219 feet of water main was replaced on 2 different streets which represents 0.59% of the distribution system. In the current fiscal year, we are scheduled to replace 2,800 feet of main which is less than 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 4,736 feet of water main annually. This represents approximately 0.66% of the distribution system. Last year, 0.59% of the distribution system was replaced, while the national average for main replacement among water suppliers is 0.5%.

**WATER MAIN REPLACEMENT/ABANDONMENT**



## Water Fund

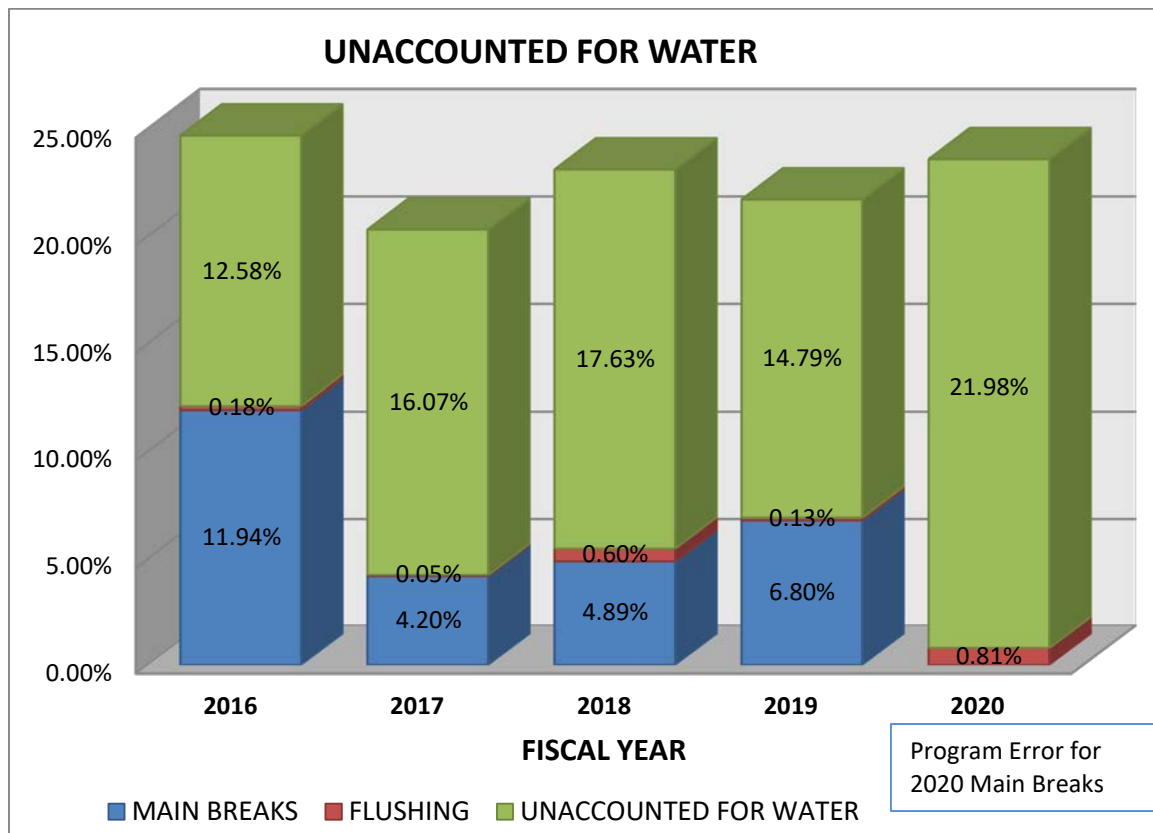
### Unaccounted for Water

Unaccounted for water is the difference between the 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**

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### **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.

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TYPE OF CALLS	FY16 CALLS FOR SERVICE	FY17 CALLS FOR SERVICE	FY18 CALLS FOR SERVICE	FY19 CALLS FOR SERVICE	FY20 CALLS FOR SERVICE
Investigations	1330	654	336	428	517
Meter Issues	121	47	194	263	183
Fire Hydrant Maintenance	49	76	85	81	59
Miscellaneous Locates	4	8	63	12	17
Tap Destroys	99	85	86	81	87
New Taps	89	94	90	92	86
Low Pressure Check	41	75	46	35	36
Water Quality	0	2	4	2	9
Mo-One Call Locates	4,786	7,010	7,089	6,753	6,609

### **Water Pressure (in psi)**

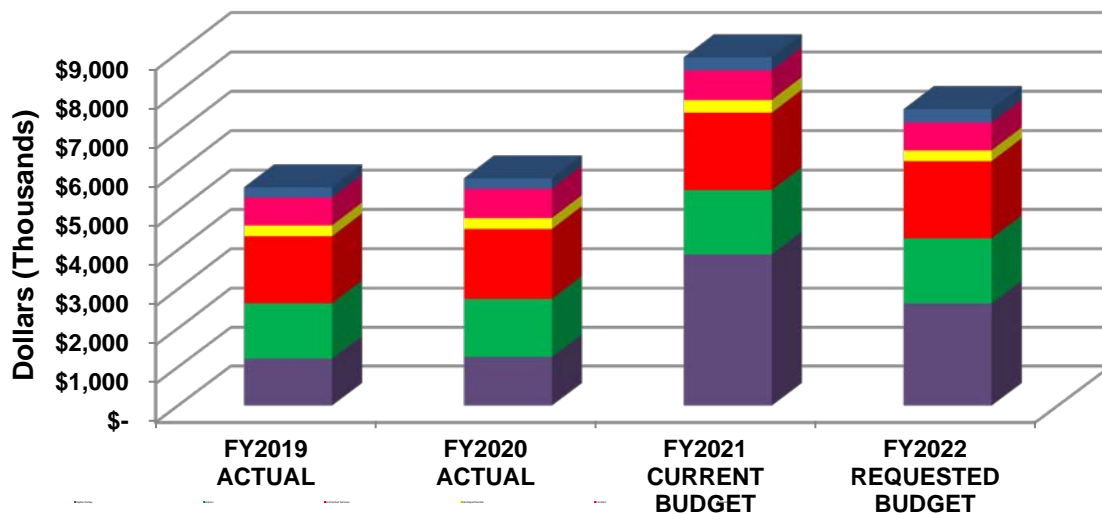
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	Low:	Avg:	High:
AWWA	43	70	108
City of Kirkwood	40	55-60	150
Mo-American Water Co.	30	80	195

**CITY OF KIRKWOOD, MISSOURI  
WATER OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	1,002,920	1,056,532	1,130,122	1,121,788
Temporary	-	-	4,800	4,800
Overtime	63,183	60,256	75,950	76,350
Social Security	64,494	67,088	74,861	74,602
Medicare	15,147	15,737	17,509	17,446
Civilian Pension	56,207	67,819	73,290	73,070
Deferred Compensation	15,071	15,616	22,553	22,487
Subtotal Salaries	1,217,022	1,283,048	1,399,085	1,390,543
Other Benefits				
Health Insurance	189,770	195,929	223,300	254,766
Dental Insurance	8,868	9,067	10,332	8,150
Vision Insurance	1,470	557	682	1,625
Benefit Credit	37	314	450	-
Unemployment	2,560	201	-	-
Subtotal Other Benefits	202,705	206,068	234,764	264,541
Total Personnel Services	1,419,727	1,489,116	1,633,849	1,655,084
<b>Contractual Services</b>	1,708,232	1,778,660	1,968,322	1,962,820
<b>Commodities</b>	260,929	262,583	333,428	338,635
<b>Capital Outlay</b>	1,212,777	1,257,517	3,879,078	2,631,064
<b>Interdepartmental Charges</b>	272,575	275,529	319,986	272,275
<b>Transfers to Other Funds</b>	710,000	747,284	752,000	710,000
<b>TOTAL WATER BUDGET</b>	<b>5,584,240</b>	<b>5,810,689</b>	<b>8,886,663</b>	<b>7,569,878</b>

**Water Budget Summary**



# CITY OF KIRKWOOD WATER DEPARTMENT

## Budget Changes

Item	Account Number	Description	Current Budget	Budget Request	Increase Decrease	Percent
1	505-2210-481.43-04	Computer Maintenance	\$ 84,000	\$ 42,000	\$ (42,000)	-50.00%
	Narrative:	Decrease due to the Water's share in the ERP system.				
2	505-2210-481.52-11	Worker Comp. Premium	\$ 99,076	\$ 147,200	\$ 48,124	48.57%
	Narrative:	Worker Compensation premiums were increased 4% along with an increase in the experience modification rating to 1.29 and high dollar claims over the past five years.				
3	505-2210-491.10-10	Transfer to other Funds	\$ 752,000	\$ 710,000	\$ (42,000)	-5.59%
	Narrative:	Decrease due to the Water's share in the ERP system.				
4	505-2214-481.80-05	Fleet Services	\$ 101,891	\$ 64,460	\$ (37,431)	-36.74%
	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.				
5	505-2215-481.70-20	Interest	\$ 435,283	\$ 284,330	\$ (150,953)	-34.68%
	Narrative:	September 2019 the City refunded the Certificates of Participation (COPs) Series 2009 for a reduction in debt service payments over the next 11 years by nearly \$531,237. The current year budget was prepare before the refunding.				
6	505-2215-481.75-05	Machinery & Equipment	\$ 36,000	\$ 91,000	\$ 55,000	152.78%
	Narrative:	Increase due to the addition of a mini excavator				
7	505-2215-481.75-06	Rolling Stock	\$ 170,714	\$ 70,000	\$ (100,714)	-59.00%
	Narrative:	Decrease due to replacement of one vehicle				
8	505-2215-481.75-15	Distribution System Impr,	\$ 2,275,329	\$ 1,210,000	\$ (1,065,329)	-46.82%
	Narrative:	Decrease due to one planned water main replacement				

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
505-2210-481.11-01	Salary Full Time	186,239	196,396	198,389	205,231	6,842	3.45%		
505-2210-481.11-05	Overtime	1,264	855	450	600	150	33.33%		
505-2210-481.21-01	Health Insurance	17,546	17,502	19,150	19,875	725	3.79%		
505-2210-481.21-03	Dental Insurance	1,319	1,334	1,447	1,200	(247)	-17.07%		
505-2210-481.21-04	Vision Insurance	219	145	151	240	89	58.94%		
505-2210-481.22-01	Social Security Taxes	11,427	12,101	12,270	12,694	424	3.46%		
505-2210-481.22-02	Medicare Contributions	2,736	2,878	2,870	2,969	99	3.45%		
505-2210-481.23-02	Civilian Pension	10,700	12,299	12,864	13,308	444	3.45%		
505-2210-481.23-04	Deferred Comp	2,550	2,730	3,958	4,095	137	3.46%		
505-2210-481.29-04	Unemployment Comp.	2,560	201	-	-	-	0.00%		
505-2210-481.31-09	Training	1,446	146	200	200	-	0.00%		
505-2210-481.32-01	Legal	4,461	4,102	4,500	4,500	-	0.00%		
505-2210-481.32-02	Audit	4,500	4,500	4,500	4,500	-	0.00%		
505-2210-481.43-01	Office ept. maintenance	402	463	500	500	-	0.00%		
505-2210-481.43-04	Computer maintenance	42,000	42,000	84,000	42,000	(42,000)	-50.00%		
505-2210-481.43-22	Property Damage/Non-Reimb	524	234	1,000	1,000	-	0.00%		
505-2210-481.52-02	General liability	35,292	43,304	45,500	46,800	1,300	2.86%		
505-2210-481.52-11	Work. Comp. Premium	48,987	61,846	99,078	141,540	42,462	42.86%		
505-2210-481.53-01	Telephone	3,202	3,718	3,428	3,842	414	12.08%		
505-2210-481.58-01	Travel Executive	290	1,242	1,500	1,500	-	0.00%		
505-2210-481.61-01	Office supplies	2,050	1,493	2,000	2,000	-	0.00%		
505-2210-481.61-05	Postage	204	667	500	500	-	0.00%		
505-2210-481.64-01	Membership Dues	1,391	1,537	1,542	1,542	-	0.00%		
505-2210-481.64-02	Publications	-	153	200	200	-	0.00%		
505-2210-481.69-04	Contingency	-	-	20,000	20,000	-	0.00%		
505-2210-481.69-08	Write-off - Bad Debt	3,358	7,708	6,000	6,000	-	0.00%		
505-2210-481.69-99	Inventory Adjustments	38,525	55,415	50,000	50,000	-	0.00%		
505-2210-481.80-60	Admin., Clrk, & Acct.	111,125	111,125	111,125	111,125	-	0.00%		
505-2210-491.10-10	Transfer to Other Funds	710,000	747,284	752,000	710,000	(42,000)	-5.59%		
505-2213-481.11-01	Salary Full Time	59,637	62,848	63,614	52,452	(11,162)	-17.55%		
505-2213-481.11-05	Overtime	33	45	500	750	250	50.00%		
505-2213-481.21-01	Health Insurance	14,246	14,754	16,250	11,477	(4,773)	-29.37%		
505-2213-481.21-03	Dental Insurance	622	710	730	450	(280)	-38.36%		
505-2213-481.21-04	Vision Insurance	99	9	-	110	110	100.00%		
505-2213-481.22-01	Social Security Taxes	3,600	3,618	3,950	3,385	(565)	-14.30%		
505-2213-481.22-02	Medicare Contributions	842	846	925	790	(135)	-14.59%		
505-2213-481.23-02	Civilian Pension	3,098	3,908	4,135	3,595	(540)	-13.06%		
505-2213-481.23-04	Deferred Comp	959	1,167	1,275	1,110	(165)	-12.94%		

Water Expenses



CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
505-2213-481.31-09	Training	-	327	1,000	1,000	-	0.00%		
505-2213-481.31-10	Other Professional Svc	68,831	72,634	45,000	75,000	30,000	66.67%		
505-2213-481.43-01	Office ept. maintenance	3,248	3,367	2,575	3,500	925	35.92%		
505-2213-481.61-05	Postage	22,993	18,056	20,000	20,000	-	0.00%		
505-2213-481.61-13	Clothing	280	-	150	-	(150)	-100.00%		
505-2213-481.66-34	Meter reading supplies	16,126	17,854	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	757,044	797,288	868,119	864,105	(4,014)	-0.46%		
505-2214-481.11-04	Salary Temporary	-	-	4,800	4,800	-	0.00%		
505-2214-481.11-05	Overtime	61,886	59,356	75,000	75,000	-	0.00%		
505-2214-481.21-01	Health Insurance	157,978	163,673	187,900	223,414	35,514	18.90%		
505-2214-481.21-03	Dental Insurance	6,927	7,023	8,155	6,500	(1,655)	-20.29%		
505-2214-481.21-04	Vision Insurance	1,152	403	531	1,275	744	140.11%		
505-2214-481.21-05	Benefit Credit	37	314	450	-	(450)	100.00%		
505-2214-481.22-01	Social Security Taxes	49,467	51,369	58,641	58,523	(118)	-0.20%		
505-2214-481.22-02	Medicare Contributions	11,569	12,013	13,714	13,687	(27)	-0.20%		
505-2214-481.23-02	Civilian Pension	42,409	51,612	56,291	56,167	(124)	-0.22%		
505-2214-481.23-04	Deferred Comp	11,562	11,719	17,320	17,282	(38)	-0.22%		
505-2214-481.31-09	Training	1,660	1,724	2,000	2,000	-	0.00%		
505-2214-481.32-10	Other	296,683	389,328	364,050	415,250	51,200	14.06%		
505-2214-481.41-02	Purchased Water	1,165,765	1,122,804	1,239,011	1,147,986	(91,025)	-7.35%		
505-2214-481.43-01	Office ept. maintenance	86	35	1,000	1,000	-	0.00%		
505-2214-481.43-02	Radio eqpt. maintenance	314	109	330	330	-	0.00%		
505-2214-481.43-06	Equipment	16,103	7,429	54,000	54,000	-	0.00%		
505-2214-481.43-16	Laboratory Equipment	4,869	7,248	5,000	5,000	-	0.00%		
505-2214-481.53-01	Telephone	9,569	12,100	10,150	11,372	1,222	12.04%		
505-2214-481.61-08	Janitorial supplies	1,056	1,476	1,000	1,200	200	20.00%		
505-2214-481.61-11	Food	2,567	1,023	3,000	3,000	-	0.00%		
505-2214-481.61-13	Clothing	8,665	4,761	6,500	6,500	-	0.00%		
505-2214-481.61-14	Machinery & Equipment	4,604	2,219	5,500	5,500	-	0.00%		
505-2214-481.61-15	Buildings & Grounds	6,470	11,388	14,716	14,716	-	0.00%		
505-2214-481.62-01	Electricity	6,710	7,248	7,650	7,807	157	2.05%		
505-2214-481.62-03	Gas	5,652	5,170	5,670	5,670	-	0.00%		
505-2214-481.66-07	Safety equipment	3,946	4,972	5,000	5,000	-	0.00%		
505-2214-481.66-08	Small tools	3,986	3,841	4,000	4,000	-	0.00%		
505-2214-481.66-13	Mains, pipes, fittings	103,264	84,885	120,000	125,000	5,000	4.17%		
505-2214-481.66-14	Meters & parts	5,948	9,403	15,000	15,000	-	0.00%		
505-2214-481.66-15	Water tap supplies	12,876	13,474	15,000	15,000	-	0.00%		

Water Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
505-2214-481.66-35	Fire Hydrants/Repair/Maintenance	10,258	9,840	10,000	10,000	-	0.00%		
505-2214-481.80-05	Fuel/Lubricants	24,542	22,008	32,292	24,012	(8,280)	-25.64%		
505-2214-481.80-10	Fleet Services	58,538	74,421	101,891	64,460	(37,431)	-36.74%		
505-2214-481.80-20	Electric Charges	305	309	350	350	-	0.00%		
505-2214-481.80-25	Ele. Chg Pumping Sta.	75,687	65,186	72,000	70,000	(2,000)	-2.78%		
505-2214-481.80-40	Water Charges	1,550	1,652	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,	-	-	1,000	-	(1,000)	-100.00%		
505-2215-481.68-02	Machinery & Equipment	-	16,524	20,418	20,400	(18)	-0.09%		
505-2215-481.70-01	Principal	-	-	935,334	950,334	15,000	1.60%		
505-2215-481.70-02	Interest	451,930	389,553	435,283	284,330	(150,953)	-34.68%		
505-2215-481.70-03	Fiscal Agent's Fees	2,769	1,473	4,000	4,000	-	0.00%		
505-2215-481.75-05	Machinery & Equipment	33,880	-	36,000	91,000	55,000	100.00%		
505-2215-481.75-06	Rolling Stock	-	-	170,714	70,000	(100,714)	-59.00%		
505-2215-481.75-15	Distribution System Impr.	-	12,460	2,275,329	1,210,000	(1,065,329)	-46.82%		
505-2215-481.76-10	Depreciation Expense	724,198	731,313	-	-	-			
TOTAL WATER FUND EXPENSES		5,584,240	5,810,689	8,886,663	7,569,878	(1,316,785)	-14.82%		

Water Expenses

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**CITY OF KIRKWOOD                      SANITATION 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	509-0000-340.19-10	Refuse Collection Charges	\$2,297,289	\$3,142,640	\$845,351	36.80%
	Narrative:	Rate Increase October 1, 2020				
2	509-0000-340.19-30	Special Pick-up Charges	\$57,000	\$71,250	\$14,250	25.00%
	Narrative:	Rate Increase October 1, 2020				
3	509-0000-340.20-10	Lawn Bag Sales	\$367,353	\$429,289	\$61,936	16.86%
	Narrative:	Rate Increase October 1, 2020				

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-0000-340.19-10	Refuse collections chgs	2,300,986	2,329,443	2,297,289	3,142,640	845,351	36.80%		
509-0000-340.19-15	Dumpster/Charges	38,860	42,896	40,200	41,350	1,150	2.86%		
509-0000-340.19-20	Recycling revenue	38,429	629	-	-	-	0.00%		
509-0000-340.19-30	Special Pick-up chgs	60,621	62,888	57,000	71,250	14,250	25.00%		
509-0000-340.20-10	Lawn bag sales	374,786	365,107	367,353	429,289	61,936	16.86%		
509-0000-340.20-20	Black Plastic bag sales	12,378	17,640	-	-	-			
<b>Charges for Services</b>		<b>2,826,060</b>	<b>2,818,603</b>	<b>2,761,842</b>	<b>3,684,529</b>	<b>922,687</b>	<b>33.41%</b>		
509-0000-361.10-00	Investments	27,783	30,898	10,000	10,000	-	0.00%		
<b>Investment Income</b>		<b>27,783</b>	<b>30,898</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>	<b>0.00%</b>		
509-0000-380.10-00	Miscellaneous	1	150	150	-	(150)	100.00%		
<b>Other Revenue</b>		<b>1</b>	<b>150</b>	<b>150</b>	<b>-</b>	<b>(150)</b>	<b>100.00%</b>		
509-0000-391.40-50	Interdepartment Usage	35,184	35,184	38,462	38,462	-	0.00%		
<b>Interdepartmental Revenue</b>		<b>35,184</b>	<b>35,184</b>	<b>38,462</b>	<b>38,462</b>	<b>-</b>	<b>0.00%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>2,889,028</b>	<b>2,937,335</b>	<b>2,810,454</b>	<b>3,732,991</b>	<b>922,537</b>	<b>32.83%</b>		
509-0000-392.10-00	Sale of Fixed Assets	81,703	84,920	-	-	-	0.00%		
<b>Other Financing Sources</b>		<b>81,703</b>	<b>84,920</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>2,970,731</b>	<b>3,022,255</b>	<b>2,810,454</b>	<b>3,732,991</b>	<b>922,537</b>	<b>32.83%</b>		

Sanitation Revenues

## **Sanitation Fund**

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### **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 27 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 45.23 as of March 31, 2020 The City's recycling program was awarded the 2015 Best Government Program by the Missouri Recycling Association.

The City will also be entering its 6th 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. April of 2020 per contract Waste Connections per ton cost increased to \$37.86/ton. Therefore, the FY22 budget has been increased by and estimated CPI of 2.5% (\$38.81/ton).

This past fiscal year the recycling market prices continued to fluctuates between \$16.74 - \$27.90 for the average market value of single-stream materials. Cardboard prices continue dropping to nearly \$0 per ton after hauling charges.

## Sanitation Fund

To advert the losses in cardboard pricing the Sanitation Division continues to self-haul cardboard to the MRF.

This past year the average price the City has been paying to process single stream recycling has been \$100.69 per ton. In the FY21 budget based on CPI increases and market variances, FY22 budget is based on an average price of \$100 per ton.

On October 1<sup>st</sup>, 2020 the City Council approved an increase in sanitation rates to off-set the continuing cost of processing solid waste, recycling materials and capital cost.

Collection from Residential Properties Effective October 1, 2020		
BASIC RESIDENTIAL SERVICES:		
Curbside Service	Rear Yard Service	
65 Gallon Garbage Cart 65 Gallon Recycling Cart (\$20.50) <b>\$27.23/month</b>	65 Gallon Garbage Cart 65 Gallon Recycling Cart (\$35.25) <b>\$46.82/month</b>	
95 Gallon Garbage Cart 65 Gallon Recycling Cart (\$25.50) <b>\$32.23/month</b>	95 Gallon Garbage Cart 65 Gallon Recycling Cart (\$40.25) <b>\$51.82/month</b>	
SPECIAL RESIDENTIAL SERVICES:		
Yard Waste Bags	Yard Waste Stickers	Special Pick Ups
(\$10.50) <b>\$12.27</b>	(\$1.75) <b>\$2.00/EA</b>	(\$20) <b>\$25</b> Per Item Or (\$20) <b>\$25</b> Per 2 Cu. Yds for miscellaneous items.

## Sanitation Fund

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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	FY16	FY17	FY18	FY19	FY20
Director	0.33	.33	.33	.33	.33
Sanitation Superintendent	1.00	1.00	1.00	1.00	1.00
Sanitation Workers	12.00	12.00	12.00	12.00	12.00
Sanitation Workers, part time	2.25	2.25	-	-	-
Recycling	1.75	1.75	1.75	2.00	2.00
Customer Service Representative	0.50	1.00	1.00	1.00	1.00
<b>TOTAL</b>	<b>17.83</b>	<b>18.83</b>	<b>16.08</b>	<b>16.33</b>	<b>16.33</b>

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

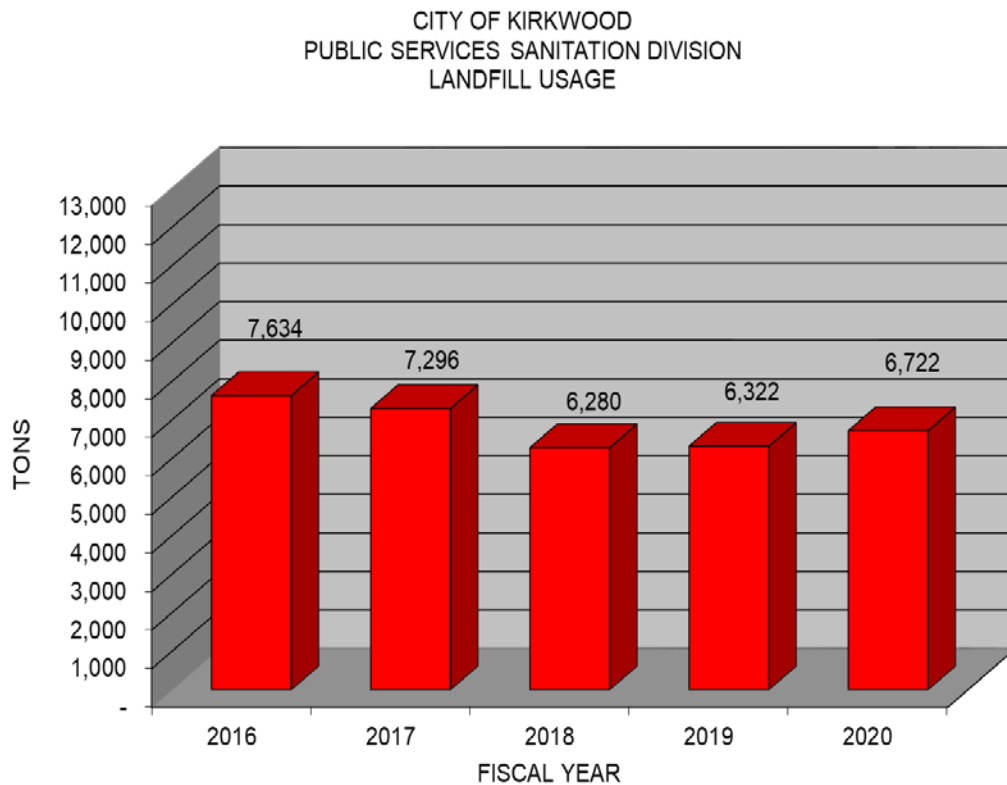


## Sanitation Fund

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### Landfill Usage

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

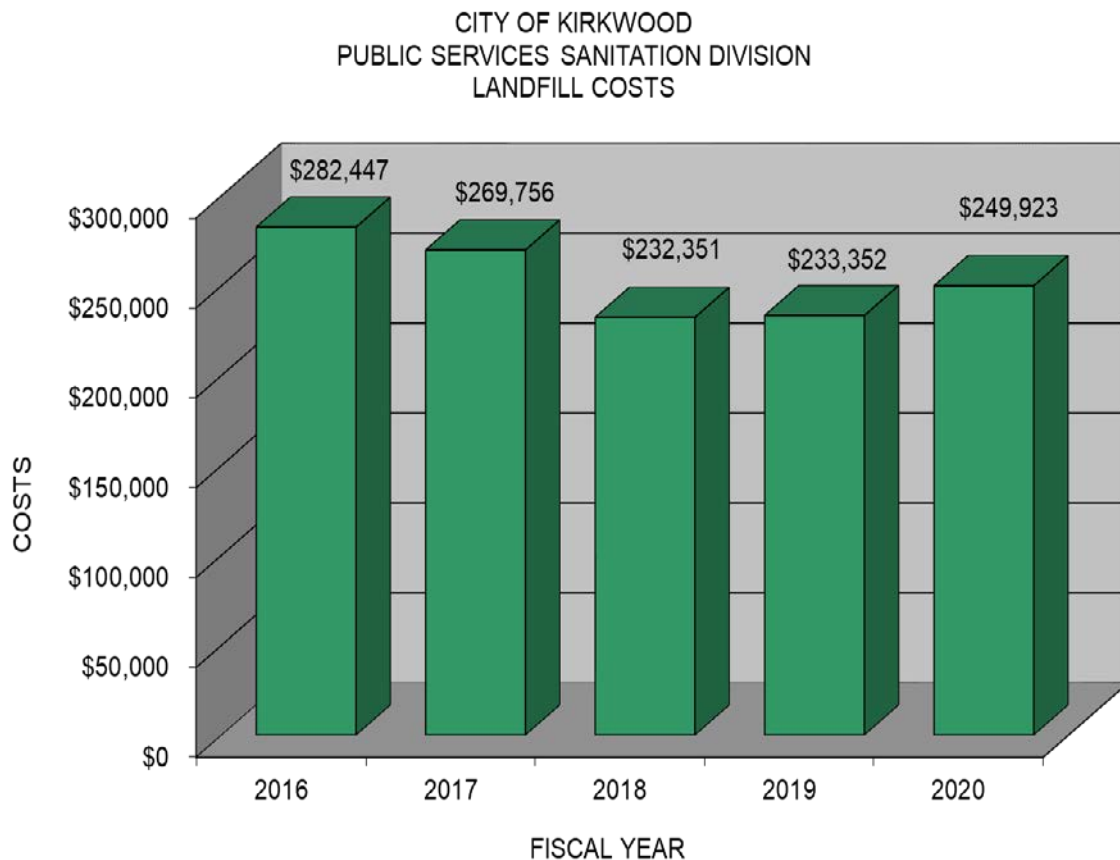


## Sanitation Fund

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### 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.

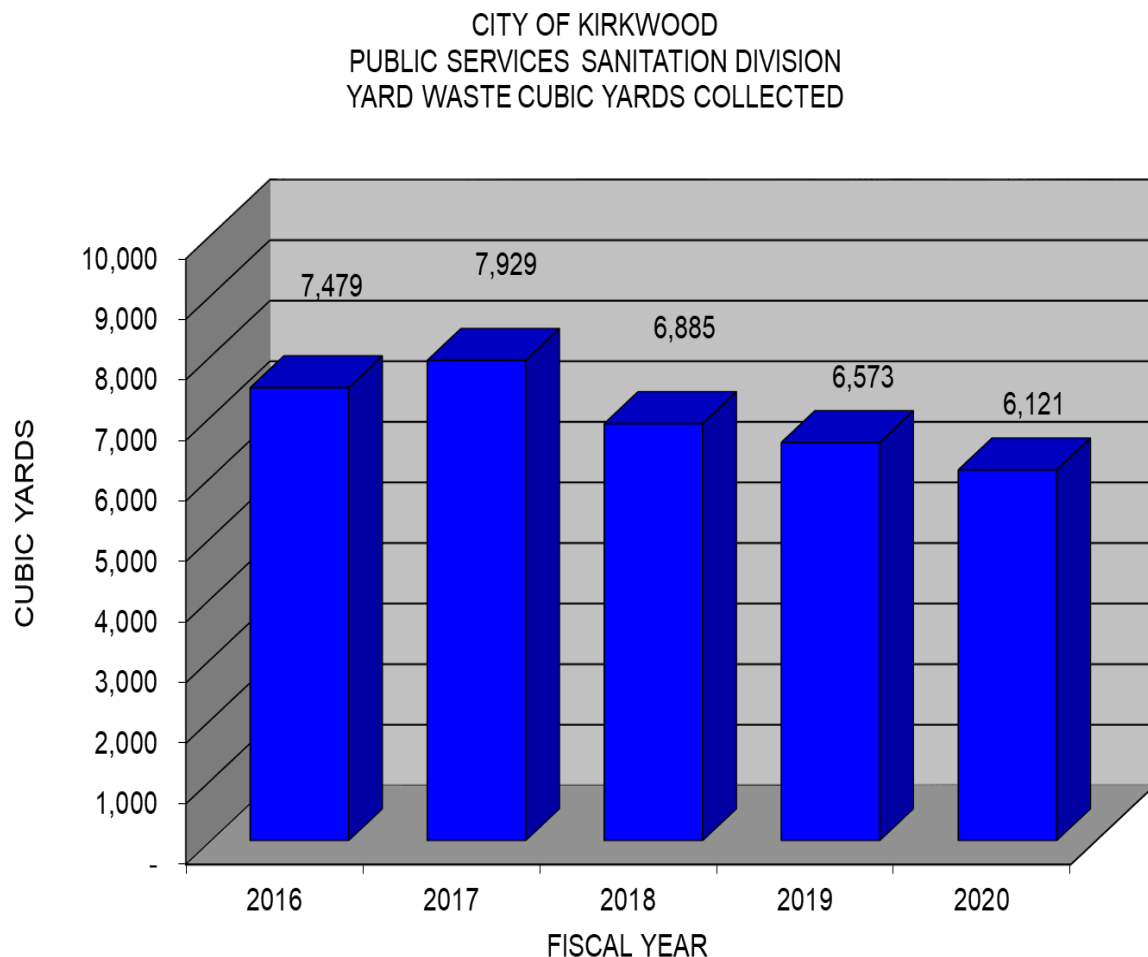


## Sanitation Fund

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### 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.

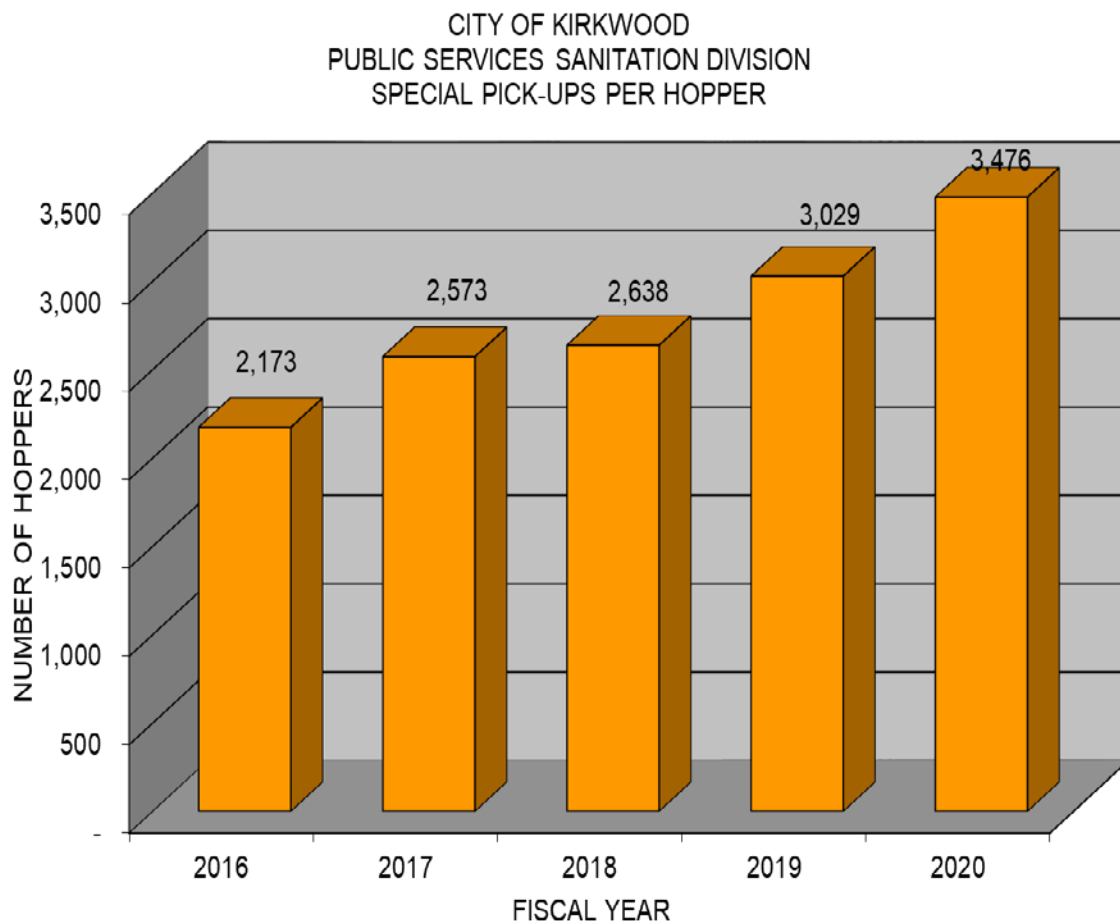


## Sanitation Fund

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### 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

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### Recycling

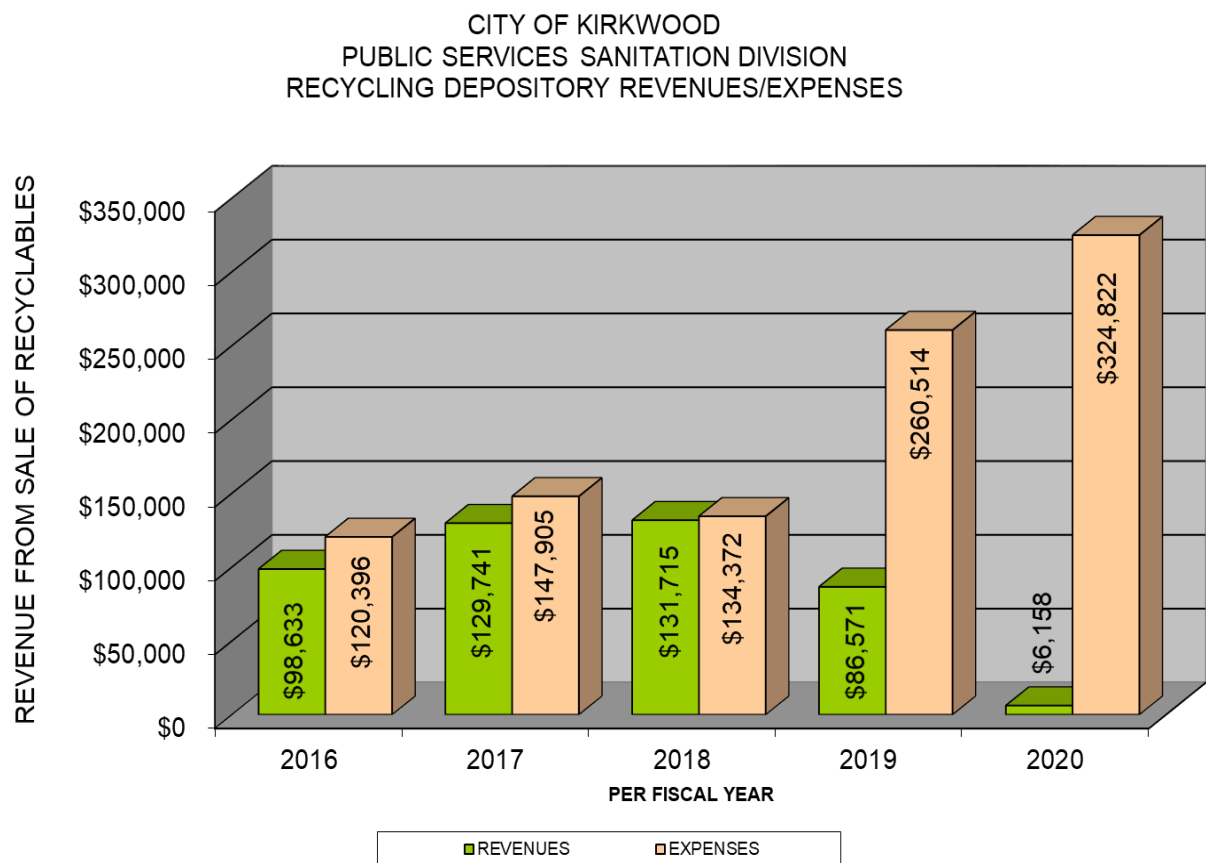
The Sanitation Division is responsible for the operation of the Recycling Depository. The Depository is open 24 hours a day, 7 days a week. This is one of the longest running recycling drop-off programs in the State of Missouri, serving a significantly larger region than the City of Kirkwood.

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	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
April	399.76	306.71	330.44	316.48	333.78
May	340.76	369.14	352.12	405.08	360.61
June	415.92	433.87	377.47	325.57	285.61
July	380.59	334.53	332.88	416.31	329.92
August	290.73	387.48	381.18	362.05	293.34
September	353.57	357.68	325.80	305.44	324.25
October	365.02	328.42	331.88	312.82	314.26
November	315.18	379.28	381.10	380.35	240.58
December	444.25	382.17	395.58	345.53	395.70
January	374.02	359.68	373.67	360.66	332.58
February	320.16	323.78	267.04	269.86	241.70
March	347.52	335.42	325.35	282.41	324.45
<b>TOTALS</b>	<b>4,347.48</b>	<b>4,298.16</b>	<b>4,174.51</b>	<b>4,082.56</b>	<b>3,776.78</b>

## Sanitation Fund

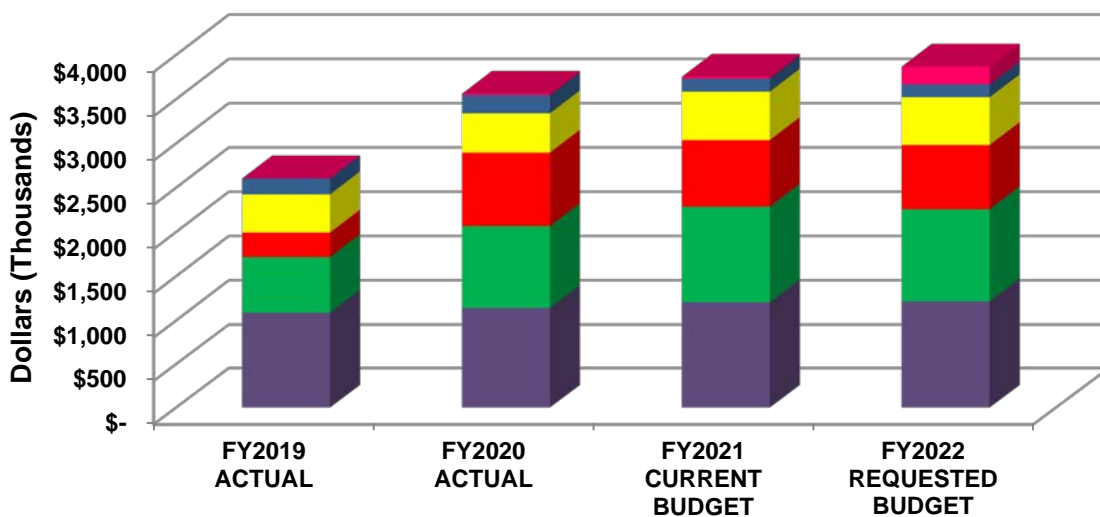
The Public Services Department maintains detailed records of the costs of operation of the Recycling Depository. The revenues shown on the chart are from the sale of recyclables, which help to offset the rising costs of landfill fees. The sharp decrease in FY19's revenue is directly related to the closing 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 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	805,203	828,188	859,476	878,907
Part-time Salaries	1,022	-	-	-
Overtime	16,118	20,012	23,500	23,750
Social Security	50,284	52,311	54,555	55,896
Medicare	11,822	12,279	12,760	13,076
Civilian Pension	43,856	52,219	57,189	58,647
Deferred Compensation	13,584	13,884	17,599	18,049
Subtotal Salaries	941,889	978,893	1,025,079	1,048,325
Other Benefits				
Health Insurance	137,546	153,836	168,260	159,134
Dental Insurance	7,810	8,112	8,621	7,500
Vision Insurance	1,325	707	694	1,470
Benefit Credit	49	596	650	-
Unemployment	-	-	2,000	-
Subtotal Other Benefits	146,730	163,251	180,225	168,104
Total Personnel Services	1,088,619	1,142,144	1,205,304	1,216,429
<b>Contractual Services</b>	628,135	923,770	1,079,814	1,040,159
<b>Commodities</b>	179,280	204,518	146,550	145,600
<b>Capital Outlay</b>	276,837	830,134	752,391	725,645
<b>Interdepartmental Charges</b>	430,830	442,960	546,540	538,619
<b>Transfers to Other Funds</b>	-	16,507	21,000	200,000
<b>TOTAL SANITATION BUDGET</b>	<b>2,603,701</b>	<b>3,560,033</b>	<b>3,751,599</b>	<b>3,866,452</b>

**Sanitation Budget Summary**



**CITY OF KIRKWOOD                      SANITATION 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	509-2310-482.11-01	Salary Full Time	\$715,654	\$744,037	\$28,383	3.97%
	Narrative:	Increase due to proposed merit increase.				
2	509-2310-482.31-10	Other Professional Services	\$10,000	\$40,000	\$30,000	300.00%
	Narrative:	Increase due to outsourcing Public Relation for the department				
3	509-2310-482.43-03	Computer Maintenance	\$27,500	\$6,500	-\$21,000	-76.36%
	Narrative:	Decrease due to department share of ERP				
4	509-2310-482.52-11	Work Comp. Premium	\$237,080	\$201,670	-\$35,410	-14.94%
	Narrative:	Worker Compensation premiums were increased 4% along with an increase in the experience modification rating to 1.29; however, over the past five-years the dollar amount of claims decreased.				
5	509-2310-482.80-05	Fuel/Lubricants	\$152,235	\$112,435	-\$39,800	-26.14%
	Narrative:	Decrease is based on historical utilization analysis, anticipated fiscal year operations and cost projections outlined by the Energy Information Administration (EIA). Increase is also due to cost associated with the addition of two employees.				
6	509-2310-482.80-10	Fleet Services	\$308,684	\$336,447	\$27,763	8.99%
	Narrative:	Increase is based on calculations reported by the Director of Fleet Services. The product is created by multiplying the percentage of departmental utilization from the previous fiscal year to Fleet Services ' requested fiscal year budget.				
7	509-2315-481.75-05	Machinery & Equipment	\$57,246	\$35,000	-\$22,246	-38.86%
	Narrative:	Decease due to reduction in equipment purchases				



CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2310-482.11-01	Salary Full Time	675,422	690,428	715,654	744,037	28,383	3.97%		
509-2310-482.11-05	Overtime	13,366	16,763	20,000	20,000	-	0.00%		
509-2310-482.21-01	Health Insurance	107,068	122,840	133,195	140,577	7,382	5.54%		
509-2310-482.21-03	Dental Insurance	6,287	6,378	6,767	6,500	(267)	-3.95%		
509-2310-482.21-04	Vision Insurance	1,077	654	658	1,290	632	96.05%		
509-2310-482.21-05	Benefit Credit	49	596	650	-	(650)	100.00%		
509-2310-482.22-01	Social Security Taxes	42,207	43,907	45,825	47,594	1,769	3.86%		
509-2310-482.22-02	Medicare Contributions	9,933	10,314	10,717	11,131	414	3.86%		
509-2310-482.23-02	Civilian Pension	36,507	43,409	48,043	49,897	1,854	3.86%		
509-2310-482.23-04	Deferred Comp	11,501	11,502	14,782	15,353	571	3.86%		
509-2310-482.29-04	Unemployment Comp.	-	-	2,000	-	(2,000)	-100.00%		
509-2310-482.31-03	Public Relations	-	60	21,000	21,000	-	0.00%		
509-2310-482.31-09	Training	84	-	250	250	-	0.00%		
509-2310-482.31-10	Other Professional Svcs	9,249	9,156	10,000	40,000	30,000	300.00%		
509-2310-482.32-01	Legal	2,549	2,356	2,500	2,500	-	0.00%		
509-2310-482.32-02	Audit	1,500	3,000	2,000	2,000	-	0.00%		
509-2310-482.42-06	Laundry, towels, etc	23	-	250	250	-	0.00%		
509-2310-482.42-09	Landfill/Disposal fees	285,713	308,732	310,225	309,294	(931)	-0.30%		
509-2310-482.43-01	Office eqpt. maintenance	200	200	300	300	-	0.00%		
509-2310-482.43-02	Radio eqpt. maintenance	322	109	328	300	(28)	-8.54%		
509-2310-482.43-04	Computer maintenance	6,500	6,500	27,500	6,500	(21,000)	-76.36%		
509-2310-482.43-06	Equipment	905	413	1,000	1,000	-	0.00%		
509-2310-482.52-02	General liability	30,856	37,561	45,500	46,800	1,300	2.86%		
509-2310-482.52-11	Work. Comp. Premium	148,831	205,327	237,080	193,915	(43,165)	-18.21%		
509-2310-482.53-01	Telephone	411	547	450	560	110	24.44%		
509-2310-482.55-09	Other Printing	-	1,499	1,000	1,000	-	0.00%		
509-2310-482.58-01	Travel Executive	-	-	500	500	-	0.00%		
509-2310-482.61-01	Office supplies	1,067	938	1,500	1,500	-	0.00%		
509-2310-482.61-08	Janitorial supplies	88	367	500	500	-	0.00%		
509-2310-482.61-13	Clothing	3,641	290	5,200	5,200	-	0.00%		
509-2310-482.66-07	Safety equipment	5,251	6,115	4,500	4,500	-	0.00%		
509-2310-482.66-08	Small tools	139	205	500	500	-	0.00%		
509-2310-482.66-36	Bags & Ties	69,501	78,145	-	-	-	0.00%		
509-2310-482.66-37	Yard Bags	63,782	69,831	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	3,084	11,785	5,000	5,000	-	0.00%		
509-2310-482.69-99	Inventory Adjustments	(6,194)	21	2,000	2,000	-	100.00%		
509-2310-482.80-05	Fuel/Lubricants	103,759	97,673	152,235	112,435	(39,800)	-26.14%		

Sanitation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2310-482.80-10	Fleet Services	241,945	263,890	308,694	336,447	27,753	8.99%		
509-2310-482.80-20	Electric Charges	5,359	5,295	5,500	5,500	-	0.00%		
509-2310-482.80-40	Water Usage Charges	450	510	600	500	(100)	-16.67%		
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	200,000	179,000	852.38%		
509-2312-482.11-01	Salary Full Time	70,144	74,915	80,208	82,418	2,210	2.76%		
509-2312-482.11-02	Salary Part Time	1,022	-	-	-	-	0.00%		
509-2312-482.11-05	Overtime	2,719	3,204	3,000	3,000	-	0.00%		
509-2312-482.21-01	Health Insurance	16,232	16,242	18,815	7,080	(11,735)	-62.37%		
509-2312-482.21-03	Dental Insurance	901	1,024	1,124	500	(624)	-55.52%		
509-2312-482.21-04	Vision Insurance	149	44	36	90	54	150.00%		
509-2312-482.22-01	Social Security Taxes	4,477	4,786	4,780	4,917	137	2.87%		
509-2312-482.22-02	Medicare Contributions	1,047	1,119	1,118	1,150	32	2.86%		
509-2312-482.23-02	Civilian Pension	4,252	4,902	5,011	5,155	144	2.87%		
509-2312-482.23-04	Deferred Comp	1,124	1,216	1,542	1,586	44	2.85%		
509-2312-482.31-10	Other Professional Svcs	167	-	500	500	-	0.00%		
509-2312-482.42-09	Landfill/Disposal fees	117,274	320,361	387,000	387,000	-	0.00%		
509-2312-482.52-02	General liability	3,361	4,091	4,550	4,690	140	3.08%		
509-2312-482.52-11	Work. Comp. Premium	13,941	17,426	21,231	14,150	(7,081)	-33.35%		
509-2312-482.53-01	Telephone	137	182	150	150	-	0.00%		
509-2312-482.61-13	Clothing	-	27	600	600	-	0.00%		
509-2312-482.66-07	Safety equipment	-	336	300	300	-	0.00%		
509-2312-482.66-08	Small tools	-	1,410	300	500	200	66.67%		
509-2312-482.66-36	Bags & Ties	-	766	1,000	-	(1,000)	-100.00%		
509-2312-482.80-05	Fuel/Lubricants	3,573	2,873	3,857	3,752	(105)	-2.72%		
509-2312-482.80-10	Fleet Services	16,696	13,431	16,424	20,650	4,226	25.73%		
509-2312-482.80-20	Electric Charges	3,298	3,538	3,480	3,585	105	3.02%		
509-2313-482.11-01	Salary Full Time	59,637	62,845	63,614	52,452	(11,162)	-17.55%		
509-2313-482.11-05	Overtime	33	45	500	750	250	50.00%		
509-2313-482.21-01	Health Insurance	14,246	14,754	16,250	11,477	(4,773)	-29.37%		
509-2313-482.21-03	Dental Insurance	622	710	730	500	(230)	-31.51%		
509-2313-482.21-04	Vision Insurance	99	9	-	90	90	100.00%		
509-2313-482.22-01	Social Security Taxes	3,600	3,618	3,950	3,385	(565)	-14.30%		
509-2313-482.22-02	Medicare Contributions	842	846	925	795	(130)	-14.05%		
509-2313-482.23-02	Civilian Pension	3,097	3,908	4,135	3,595	(540)	-13.06%		
509-2313-482.23-04	Deferred Comp	959	1,166	1,275	1,110	(165)	-12.94%		
509-2313-482.31-09	Training	-	327	1,000	1,000	-	0.00%		
509-2313-482.31-10	Other Professional Svcs	3,186	3,108	3,500	3,500	-	0.00%		

Sanitation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2313-482.43-01	Office ept. maintenance	2,926	2,815	2,000	3,000	1,000	50.00%		
509-2313-482.61-05	Postage	22,993	18,056	20,000	20,000	-	0.00%		
509-2313-482.61-13	Clothing	280	-	150	-	(150)	-100.00%		
509-2313-482.66-34	Meter Reading Supplies	15,648	16,226	20,000	20,000	-	0.00%		
509-2313-482.68-01	Office, Furniture & Eqpt,	-	-	500	1,000	500	100.00%		
509-2315-482.70-04	Lease Payments	740	6,209	109,645	109,645	-	0.00%		
509-2315-482.75-05	Machinery & Equipment	18,933	521,276	57,246	35,000	(22,246)	-38.86%		
509-2315-482.75-06	Rolling Stock	-	-	585,000	580,000	(5,000)	-0.85%		
509-2315-482.76-10	Depreciation Expense	257,164	302,649	-	-	-			
TOTAL SANITATION EXPENSES		2,603,701	3,560,033	3,751,599	3,866,452	114,853	3.06%		

Sanitation Expenses

CITY OF KIRKWOOD							
FISCAL YEAR 2021/2022 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
602-0000-361.10-00	Investments	11,217	9,829	4,000	2,000	(2,000)	-50.00%
<b>Investment Income</b>		<b>11,217</b>	<b>9,829</b>	<b>4,000</b>	<b>2,000</b>	<b>(2,000)</b>	<b>-50.00%</b>
602-0000-391.30-70	Services	914,415	1,162,978	1,415,415	1,415,415	-	0.00%
<b>Interdepartmental Revenue</b>		<b>914,415</b>	<b>1,162,978</b>	<b>1,415,415</b>	<b>1,415,415</b>	<b>-</b>	<b>0.00%</b>
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		925,632	1,174,991	1,419,415	1,417,415	(2,000)	-0.14%

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 2016		FY 2017		FY 2018		FY 2019		FY 2020	
	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident
Administration	0	0	0	0	0	0	0	1	0	1
Electric	3	0	1	0	2	0	1	0	1	0
Finance	0	0	2	0	0	0	0	1	1	0
Fire	11	0	5	2	6	0	9	0	3	0
Fleet Services	0	0	1	0	1	0	0	0	0	0
Parks	3	1	2	1	3	1	2	0	1	1
Police	5	1	7	2	7	3	7	2	4	2
Purchasing	0	0	0	0	0	0	0	0	0	0
PW - Bldg. Comm.	0	0	1	0	1	0	0	0	0	0
PW - Bldg. Maint.	0	0	0	0	0	0	0	0	0	0
PW - Engineering	0	0	1	0	0	0	0	0	0	0
PW - Street	4	0	1	0	1	0	2	1	0	0
Recreation	2	1	2	0	2	0	4	1	1	0
Sanitation	2	0	3	0	3	0	4	0	2	0
Water	2	0	6	1	6	2	6	1	0	0
<b>Totals</b>	<b>32</b>	<b>3</b>	<b>32</b>	<b>6</b>	<b>32</b>	<b>6</b>	<b>35</b>	<b>7</b>	<b>13</b>	<b>4</b>

## Workers Compensation Fund

### Frequency and Severity

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

**Frequency** – is the number of occurrences.

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

### Overall Analysis by Department: Frequency

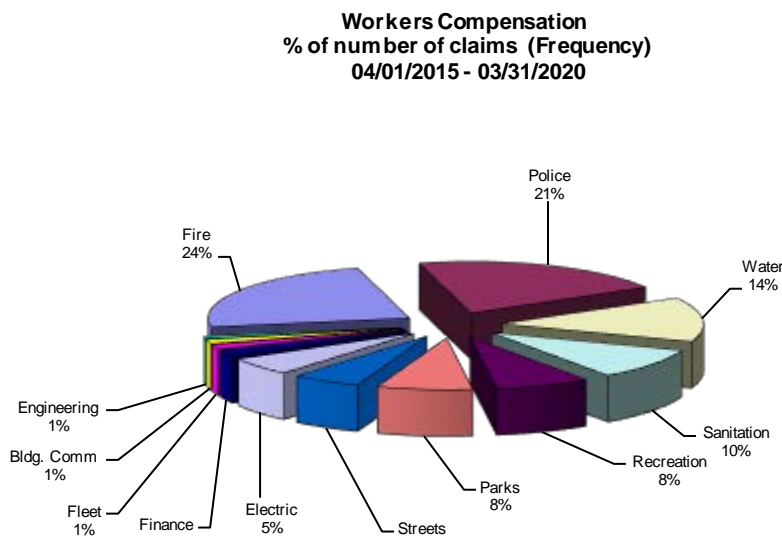
The data that follows gives an overall perspective of the variances and fluctuation within the city's departments. **\*Please note cumulative data, starting with Fiscal Year 2016 and ending with Fiscal Year 2020 (4/01/2015 – 3/31/2020), are used throughout this report.** The charts are analyzed by department, 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 34 claims, Police department with 30 claims, Water department with 20 claims, Sanitation department with 14 claims, and Recreation department with 11 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  
04/01/2015 TO 03/31/2020



LOCATION	# CLAIMS
Fire	34
Police	30
Water	20
Sanitation	14
Recreation	11
Parks	11
Streets	8
Electric	8
Finance	3
Fleet	2
Bldg. Comm.	2
Engineering	1
Total	144

**Chart and Table A**

## 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.

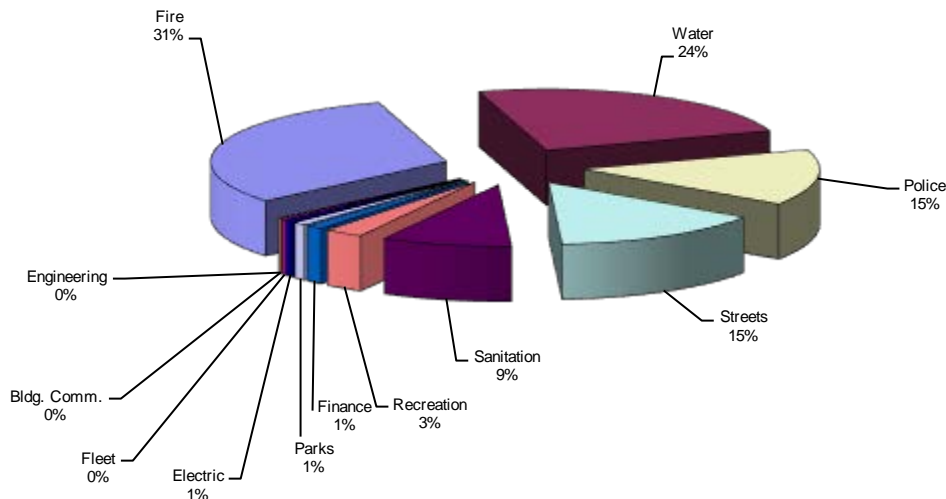
There can be a variety of costs associated with workers’ compensation claims that may be on going for long periods of time—one to two years, or sometimes longer. These costs may be compounded by inflation, frequency, and types of medical services provided, as well as legal and medical expenses, which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

The top five departments are Fire \$854,152.23, Water \$664,453.21, Police \$398,892.78, Streets \$394,877.47 and Sanitation \$241,906.99.

### Overall Analysis by Department: Severity

**Workers Compensation  
% of Cost Incurred (Severity)  
04/01/2015 - 03/31/2020**

**WORKERS COMPENSATION  
DOLLARS COST INCURRED  
04/01/2015 TO 03/31/2020**



LOCATION	CLAIMS \$
Fire	854,152.23
Water	664,453.21
Police	398,892.78
Streets	394,877.47
Sanitation	241,906.99
Recreation	72,910.32
Finance	31,326.67
Parks	23,979.60
Electric	17,597.30
Fleet	8,123.95
Bldg. Comm.	4,765.85
Engineering	637.35
<b>Total</b>	<b>2,713,623.72</b>

**Chart and Table B**

## Workers Compensation Fund

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

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

The first category is "*Strain by **Not Otherwise Classified (NOC)***" with 24 claims and incurred dollars of \$704,305.00

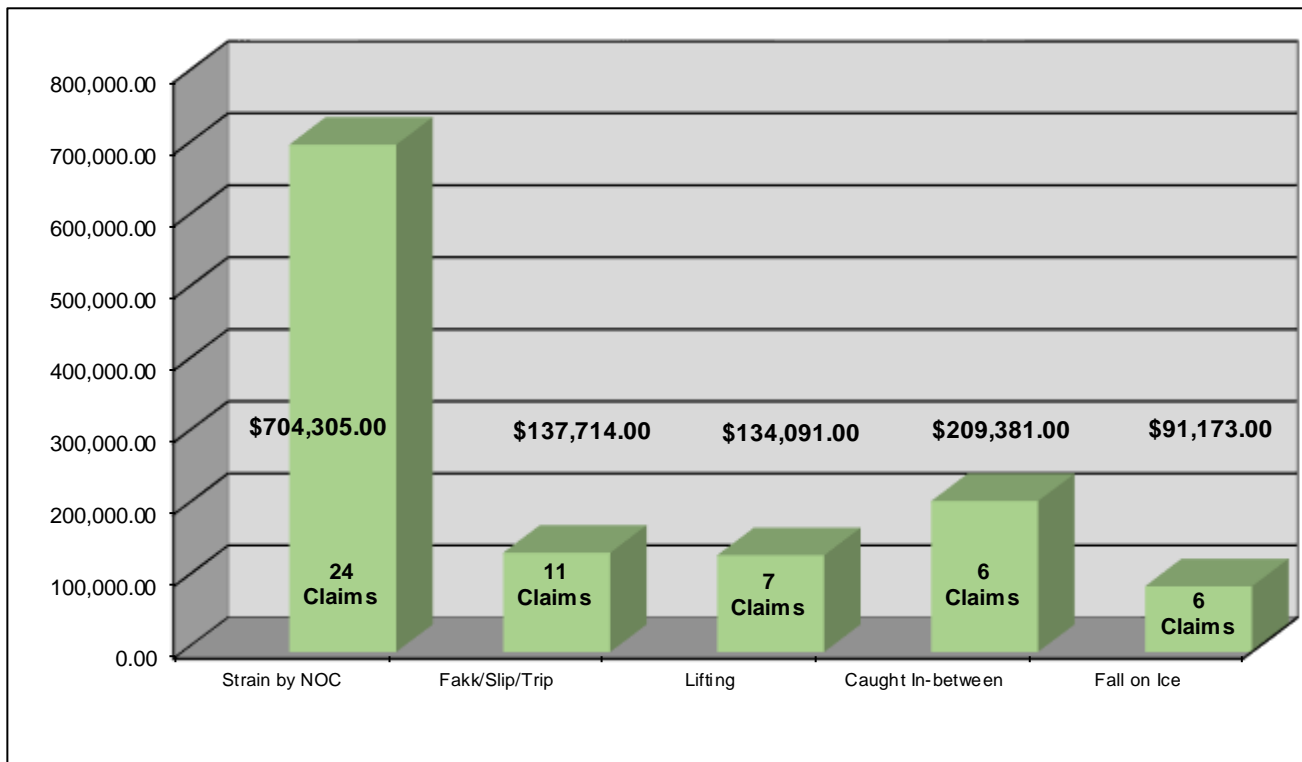
The second category is "*Fall/Slip/Trip*" with 11 claims and incurred dollars of \$137,714.00

The third category is "*Lifting*" with 7 claims and incurred dollars of \$134,091.00

The forth category is "*Caught In-between*" with 6 claims and incurred dollars of \$209,381.00

The fifth category is "*Fall on Ice*" with 6 claims and incurred dollars of \$91,173.00

City of Kirkwood  
Workers Compensation  
Top 5 Causes of Injury by Frequency and Incurred dollars  
4/1/2015 - 3/31/2020



**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" - \$704,305.00
2. "Pushing/Pulling" - \$237,653.00
3. "Caught In-between" - \$209,381.00
4. "Person in act of crime" - \$180,178.00
5. "Fall/Slip/Trip" - \$137,714.00

City of Kirkwood  
Workers Compensation  
Top 5 Causes of Injury by Severity and Incurred dollars  
4/1/2015 - 3/31/2020

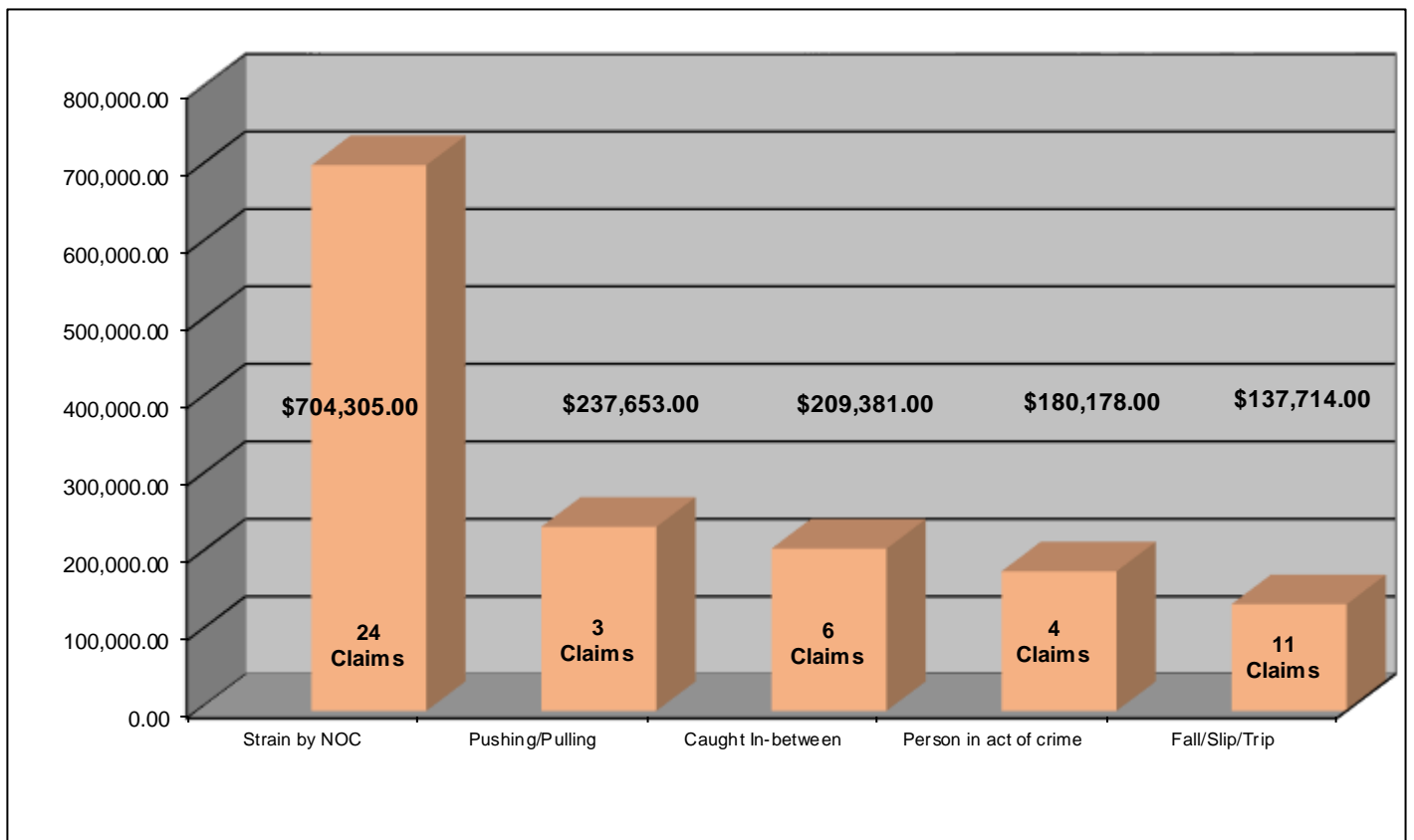


Chart D

## Workers Compensation Fund

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

The National Council on Compensation Insurance, Inc. (NCCI) is the nation’s largest information company serving the workers compensation marketplace. Operating on a not-for-profit basis since 1992, NCCI studies workplace injuries and other national and state factors impacting workers’ compensation. With this information they provide analyses of industry trends, prepare workers’ compensation insurance rates and loss costs recommendations. Each year, they send out the current experience rating worksheet, on behalf of the insurance industry, and it is one of the factors used to calculate insurance premiums. The rating in large part is based on a three year rolling average of past claims.

A factor higher than 1.00 means your premium will be higher than that of the average company in your category. For example, a factor of 1.10 means your base premium will be surcharged 10 percent. A factor of .90 means you have earned a 10 percent credit on your base premium.

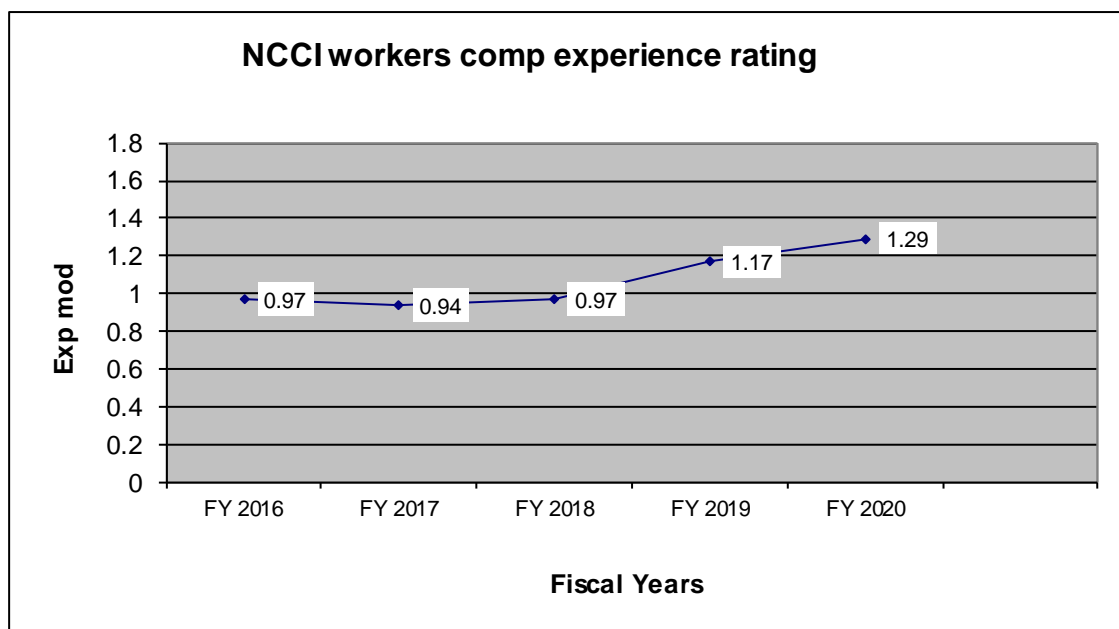
A factor of 1.00 rating = the average experience rating.

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

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

**Chart “E”** shows Kirkwood’s Experience Modification rating. The city is currently rated at 1.29 as of 03/31/2020.

**City of Kirkwood  
Workers Compensation  
Experience Modification Rating as of 03/31/2020**



**Chart E**

## **Workers Compensation Fund**

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### **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 2016 through Policy Year 2020 the city has saved \$1,051,768.00 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.

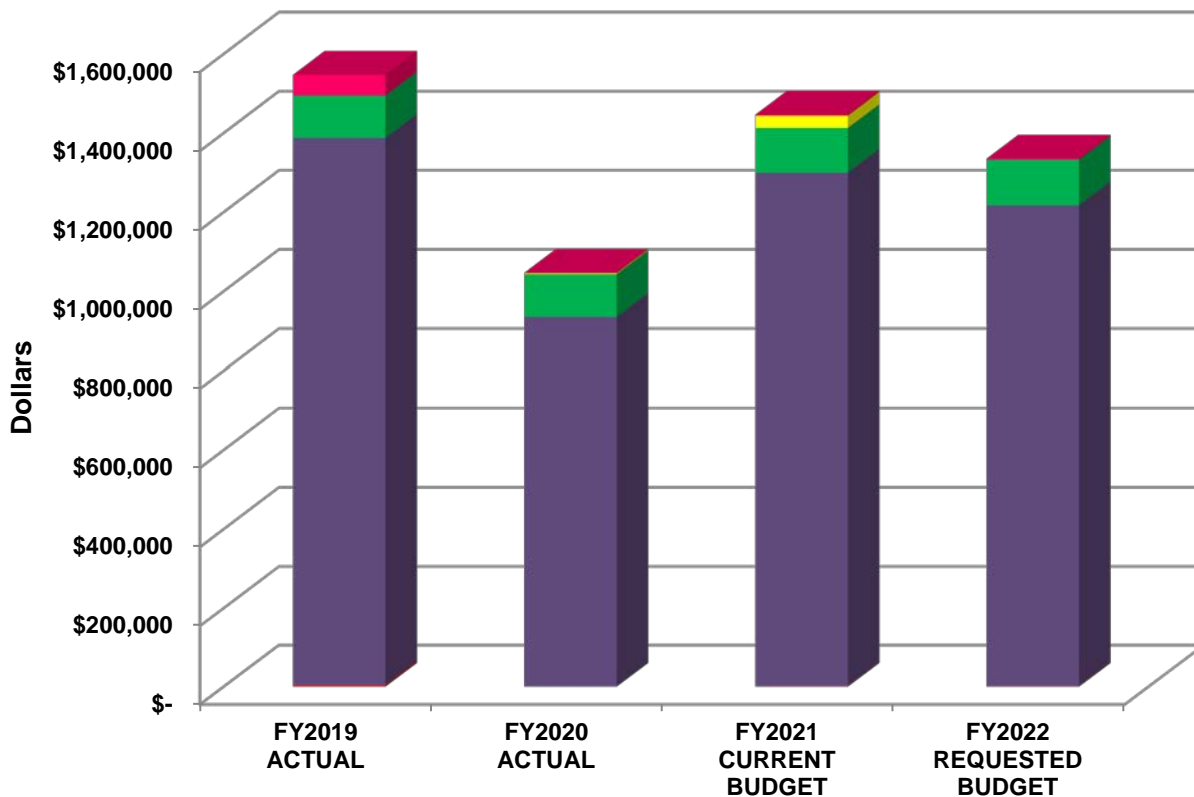
**Risk Management:** AJ Gallagher became our agent of record and provider of risk management services effective 6/1/06. They provide hands-on assistance with many city insurance programs, including loss control inspections and other areas of safety ensuring the highest rated insurance coverages. Meetings 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 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	80,284	80,030	83,350	85,010
Social Security	4,776	5,017	5,170	5,170
Medicare	1,117	1,173	1,210	1,210
Civilian Pension	4,516	5,068	5,390	5,390
Deferred Compensation	1,567	1,621	1,670	1,670
Subtotal Salaries	92,260	92,909	96,790	98,450
Other Benefits				
Health Insurance	14,539	14,521	15,850	16,488
Dental Insurance	471	538	552	425
Vision Insurance	77	7	-	85
Subtotal Other Benefits	15,087	15,066	16,402	16,998
<b>Total Personnel Services</b>	107,347	107,975	113,192	115,448
<b>Contractual Services</b>	1,384,400	935,076	1,299,400	1,216,940
<b>Commodities</b>	52,497	836	2,700	2,600
<b>Capital Outlay</b>	3,082	-	300	300
<b>Interdepartmental Charges</b>	12,024	12,002	12,777	13,853
<b>Transfers to Other Funds</b>	-	2,578	31,000	-
<b>TOTAL WC BUDGET</b>	1,559,350	1,058,467	1,459,369	1,349,141

**Workers Compensation Budget Summary**



CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
602-3111-442.10-10	Transfer to Other Funds	-	2,578	31,000	-	(31,000)	-100.00%		
602-3111-442.11-01	Salary Full Time	80,284	80,030	83,350	85,010	1,660	1.99%		
602-3111-442.21-01	Health Insurance	14,539	14,521	15,850	16,488	638	4.03%		
602-3111-442.21-02	Claims Expense	941,788	496,999	850,000	700,000	(150,000)	-17.65%		
602-3111-442.21-03	Dental Insurance	471	538	552	425	(127)	-23.01%		
602-3111-442.21-04	Vision Insurance	77	7	-	85	85	100.00%		
602-3111-442.22-01	Social Security Taxes	4,776	5,017	5,170	5,170	-	0.00%		
602-3111-442.22-02	Medicare Contributions	1,117	1,173	1,210	1,210	-	0.00%		
602-3111-442.23-02	Civilian Pension	4,516	5,068	5,390	5,390	-	0.00%		
602-3111-442.23-04	Deferred Comp	1,567	1,621	1,670	1,670	-	0.00%		
602-3111-442.31-07	Medical Examinations	6,600	5,346	9,500	8,500	(1,000)	-10.53%		
602-3111-442.31-09	Training	799	8	2,500	2,000	(500)	-20.00%		
602-3111-442.31-10	Other Professional Svcs	35,517	32,913	45,000	43,000	(2,000)	-4.44%		
602-3111-442.52-11	Work. Comp. Premium	305,184	291,088	304,000	310,540	6,540	2.15%		
602-3111-442.53-01	Telephone	1,097	1,208	1,400	1,400	-	0.00%		
602-3111-442.58-02	Travel Other	1,654	833	2,000	1,500	(500)	-25.00%		
602-3111-442.61-01	Office supplies	92	67	400	400	-	0.00%		
602-3111-442.61-11	Food	205	224	500	400	(100)	-20.00%		
602-3111-442.64-01	Dues	-	35	300	300	-	100.00%		
602-3111-442.68-01	Office, Furniture & Eqpt,	3,082	-	300	300	-	0.00%		
602-3111-442.69-05	Service Awards	52,200	510	1,500	1,500	-	0.00%		
602-3111-442.80-05	Fuel/Lubricants	1,424	1,394	1,833	1,505	(328)	-17.89%		
602-3111-442.80-10	Fleet Services	600	608	944	2,348	1,404	148.73%		
602-3111-442.80-60	Admin., Clrk, & Acct.	10,000	10,000	10,000	10,000	-	0.00%		
602-3112-442.31-10	Other Professional Svcs	91,761	106,681	85,000	150,000	65,000	76.47%		
TOTAL WORKERS COMPENSATION EXPENSES		1,559,350	1,058,467	1,459,369	1,349,141	(110,228)	-7.55%		

Workers Compensation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-0000-336.10-30	Rock Hill	53,049	51,149	20,000	20,000	-	0.00%		
608-0000-341.30-30	Fleet Services	842,517	926,250	1,051,442	1,071,333	19,891	1.89%		
608-0000-341.30-40	Sale of Lubricants	-	-	-	-	-	-		
<b>Charges for Services</b>		<b>895,566</b>	<b>977,399</b>	<b>1,071,442</b>	<b>1,091,333</b>	<b>19,891</b>	<b>1.86%</b>		
608-0000-361.10-00	Investments	6,430	5,926	-	2,500	2,500	100.00%		
<b>Investment Income</b>		<b>6,430</b>	<b>5,926</b>	<b>-</b>	<b>2,500</b>	<b>2,500</b>	<b>100.00%</b>		
608-0000-380.10-00	Miscellaneous	680	3,832	-	-	-	-		
<b>Other Revenue</b>		<b>680</b>	<b>3,832</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>902,676</b>	<b>987,157</b>	<b>1,071,442</b>	<b>1,093,833</b>	<b>22,391</b>	<b>2.09%</b>		
608-0000-392.10-00	Sale of Fixed Assets	20	72	-	-	-	-		
608-0000-392.20-00	Insurance Proceeds	1,965	863	-	-	-	-		
<b>Other Financing Sources</b>		<b>1,985</b>	<b>935</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>904,661</b>	<b>988,092</b>	<b>1,071,442</b>	<b>1,093,833</b>	<b>22,391</b>	<b>2.09%</b>		

Fleet Services Revenues

## **Fleet Services**

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### **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 253 vehicles and heavy/light equipment. In addition to inventoried equipment, Fleet is accountable for completing the maintenance on various pieces of portable equipment. The range of vehicles/equipment begins with small items such as a chainsaw and progresses through vehicles as large as the Fire Department's 100' Aerial Ladder truck. Our hours of operation are from 6:30 AM until 3:30 PM, Monday through Friday with on-call emergency operations available twenty-four hours a day, seven days a week. Preventative maintenance, warranty management, licensing/title administration, record keeping, and assisting with Purchasing's auctions and bids are also key services executed by Fleet.

Preventative maintenance is an essential part of preserving vehicles and equipment to a safe and serviceable condition. These preservation repairs save money, increase life cycles, maintain optimum performance and reduce downtime. Proper and timely preventative maintenance creates cost savings by decreasing emergency repairs and strengthening overall residual value. Most importantly, it helps ensure operator and passenger safety.

### **Performance Measures**

The Fleet Services Department assesses the following performance measurements: Staffing Levels, Vehicles/Equipment Inventory Level, Work Orders, Vehicle-In-Commission Rating, Labor Rate, Fuel Utilization, Ownership Costs, Internal Fleet Charges/Revenue and the City of Kirkwood's Asset Inventory.

### **Staffing Levels**

The Fleet Services Department is staffed as follows:

<b>Title</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
Director of Fleet Services	1.0	1.0	1.0	1.0	1.0
Customer Service Assistant	1.0	1.0	1.0	1.0	1.0
Fleet Service Technician(s)	5.0	5.0	5.0	5.0	5.0
<b>TOTAL</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

## Fleet Services

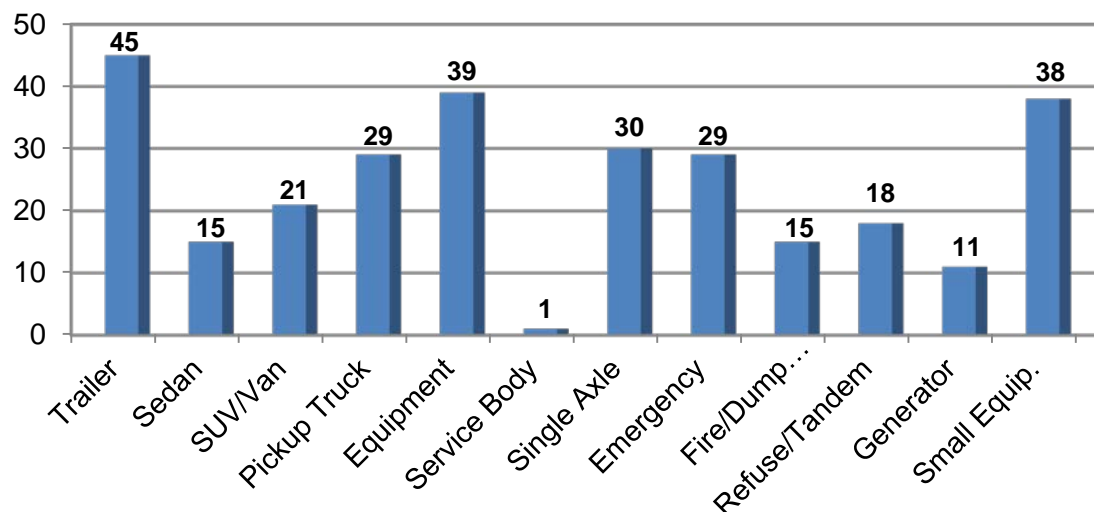
### Staffing Levels (continued)

Maintenance Repair Units (MRU) are used to correlate the relationship between the assets repaired by Fleet Services and Service Technicians required.

To calculate the technician requirement for the City of Kirkwood's assets, Fleet had to first assign a MRU to each vehicle and piece of equipment, as well as small equipment, within our asset inventory. The MRU is a classification used to analyze and compare the various types of vehicles/equipment that today's fleets encounter. The value assigned is set by weighting the asset's respective maintenance burdens against the sedan. For example, a Fire Truck has a MRU of 10 since the average reported maintenance hours are ten times higher than that of the sedan. The sedan's baseline is adjusted annually and reported as the "Direct Labor Hour's Equivalent". All of the assets and small equipment accounts are then totaled establishing the current City of Kirkwood's Overall MRU as 855.00.

The technician requirement is then calculated by totaling the assigned Maintenance Repair Units (MRU) of all assets, (855.00); multiplying the direct labor hour's equivalent (9.083), multiplying by the fiscal year's percentage of in-house repairs (93.61%) and dividing the number of estimated annual labor hours per technician (1430). This calculation validates the requirement of 5.31 technicians to maintain our current fleet.

### Asset Count Based on Maintenance Repair Units



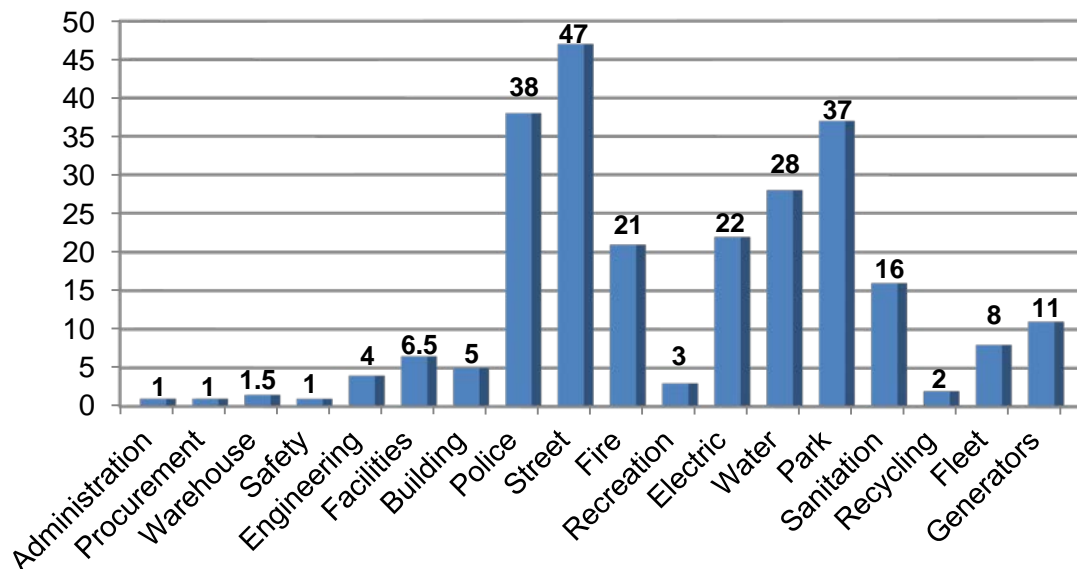


## Fleet Services

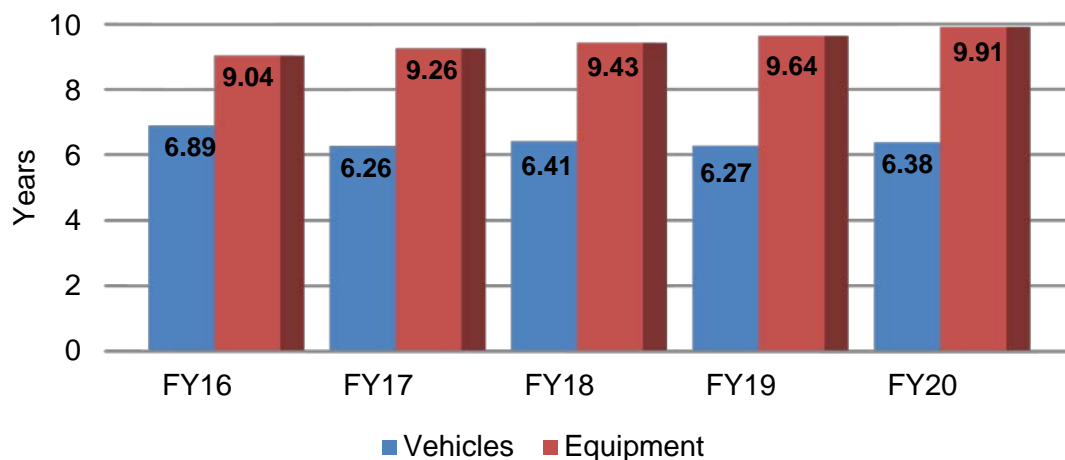
### Vehicles and Equipment Inventory Level

Fleets are established and grow based on the mobility needs of an organization. The size and composition of the fleet is based on the actual needs of, and changes to the organization. Annual utilization and cost analysis reports are completed by validating a current or adjusted replacement schedule. Replacement schedules, or life cycles, dictate the primary function of the Fleet Services Department. Newer assets are primarily a preventative maintenance function, as opposed to extending a life cycle thereby increasing repair costs and downtime.

**Fleet Inventory by Department**



**Vehicle and Equipment Age by Fiscal Year**



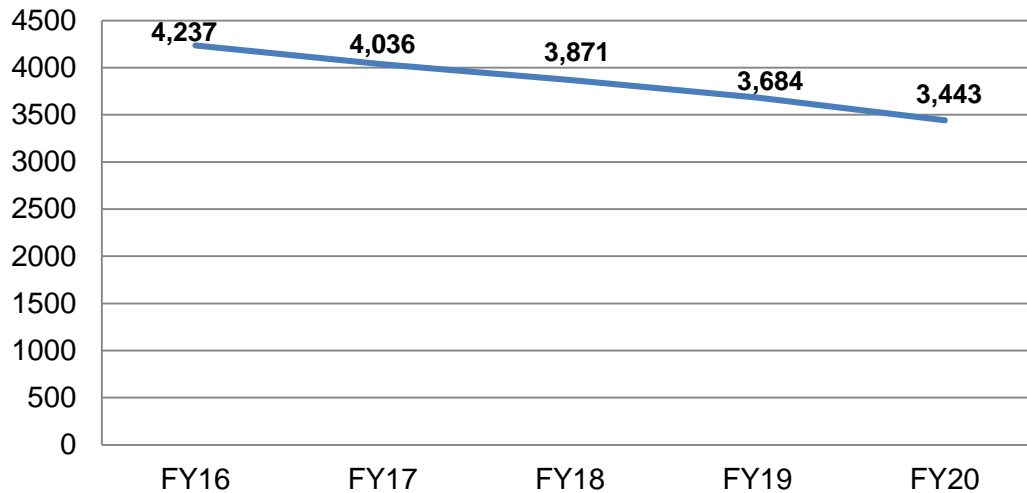
## Fleet Services

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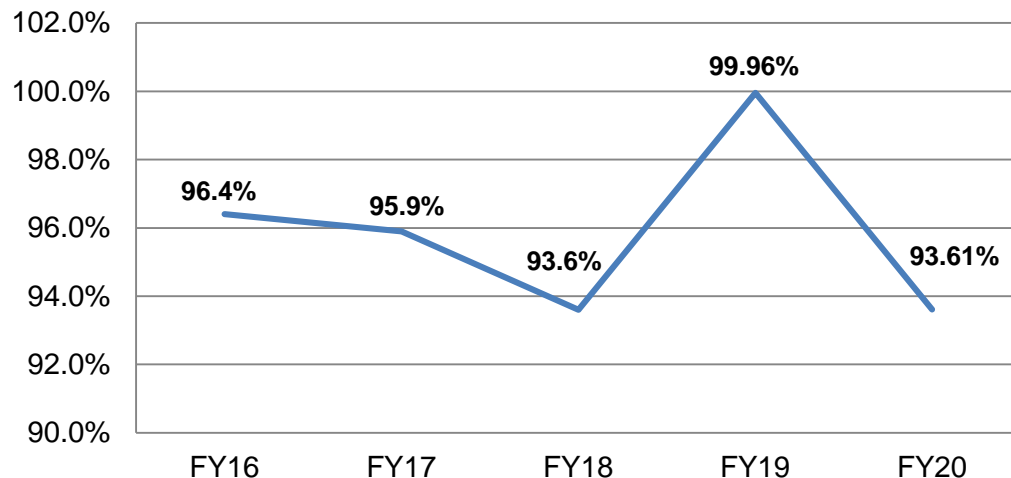
### Work Orders

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**



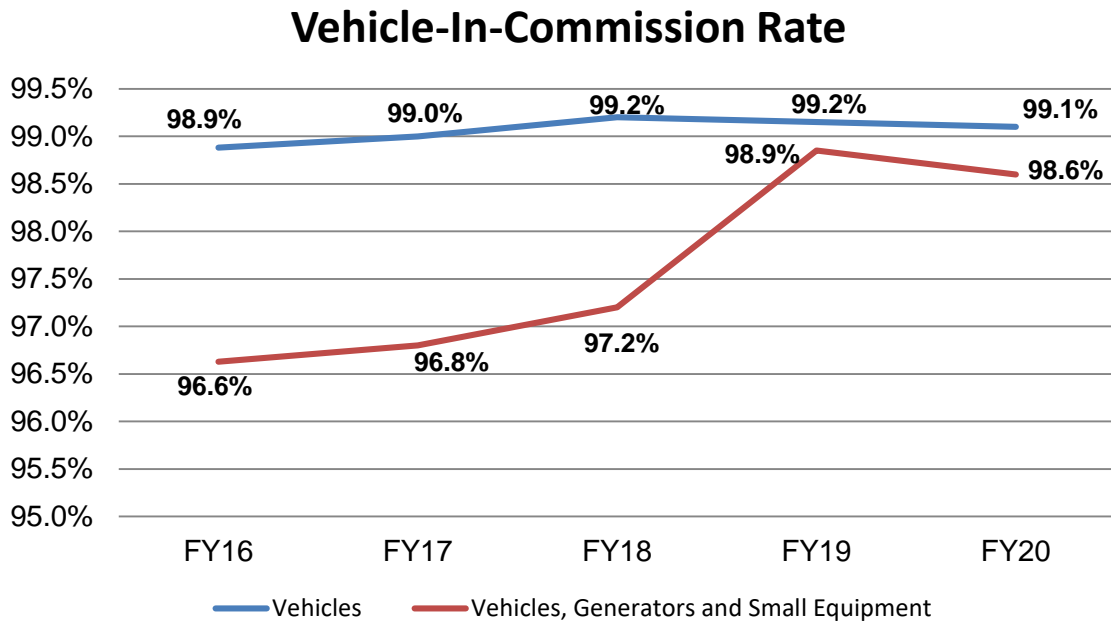
**Percentage of In-House Repairs**



## 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.

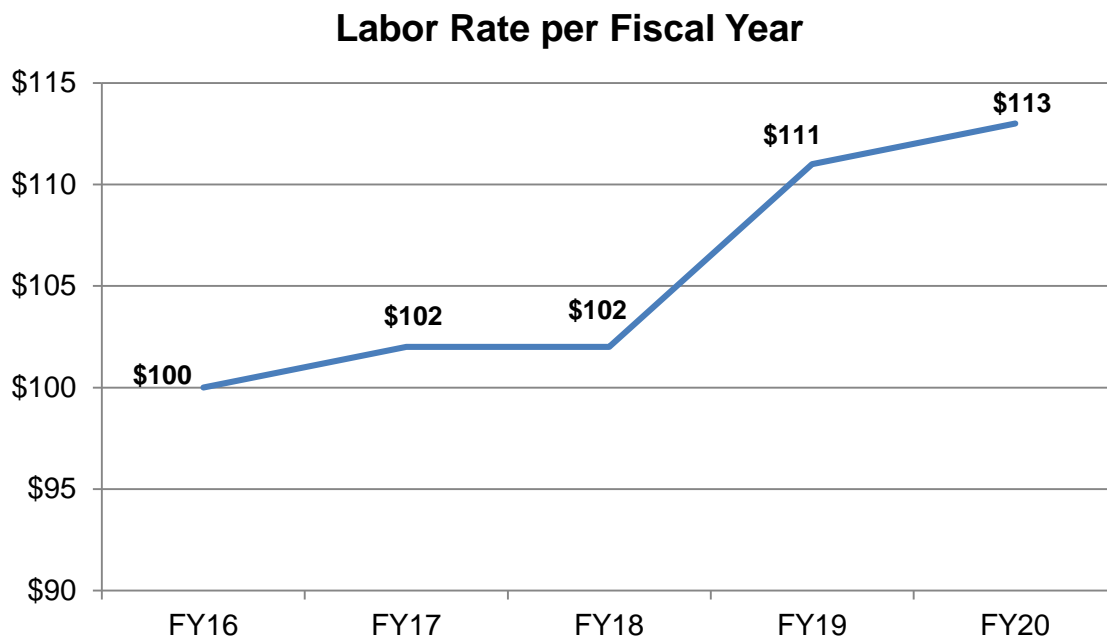


## Fleet Services

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### 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.

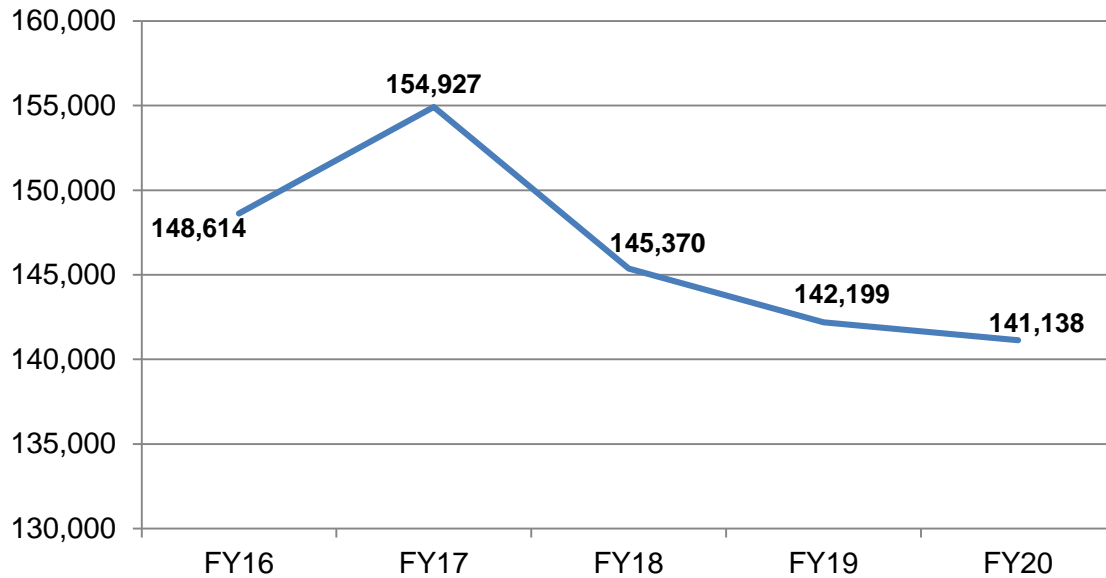


## Fleet Services

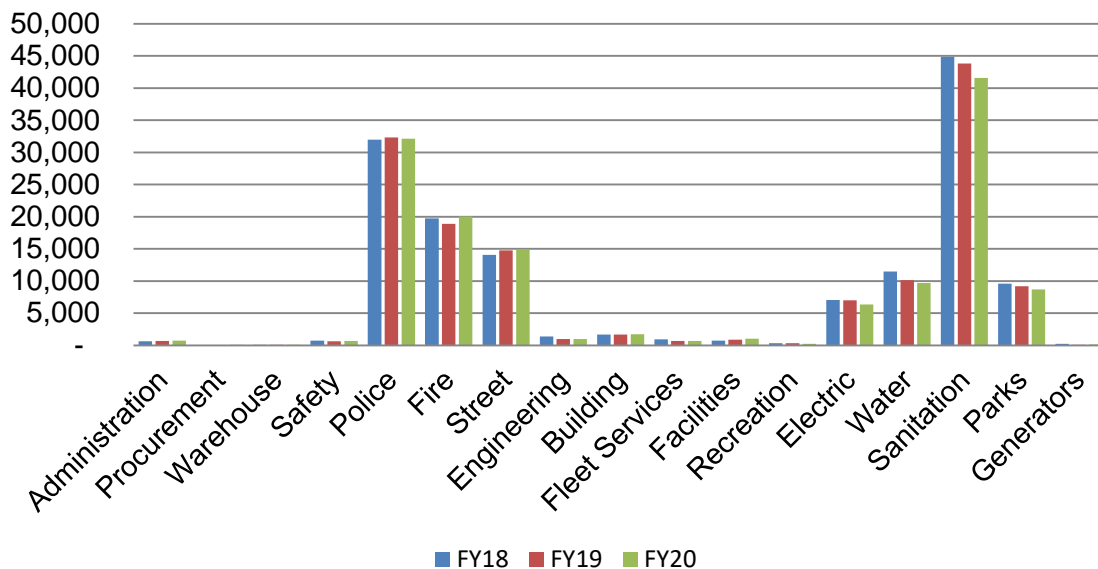
### Fuel Utilization

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**

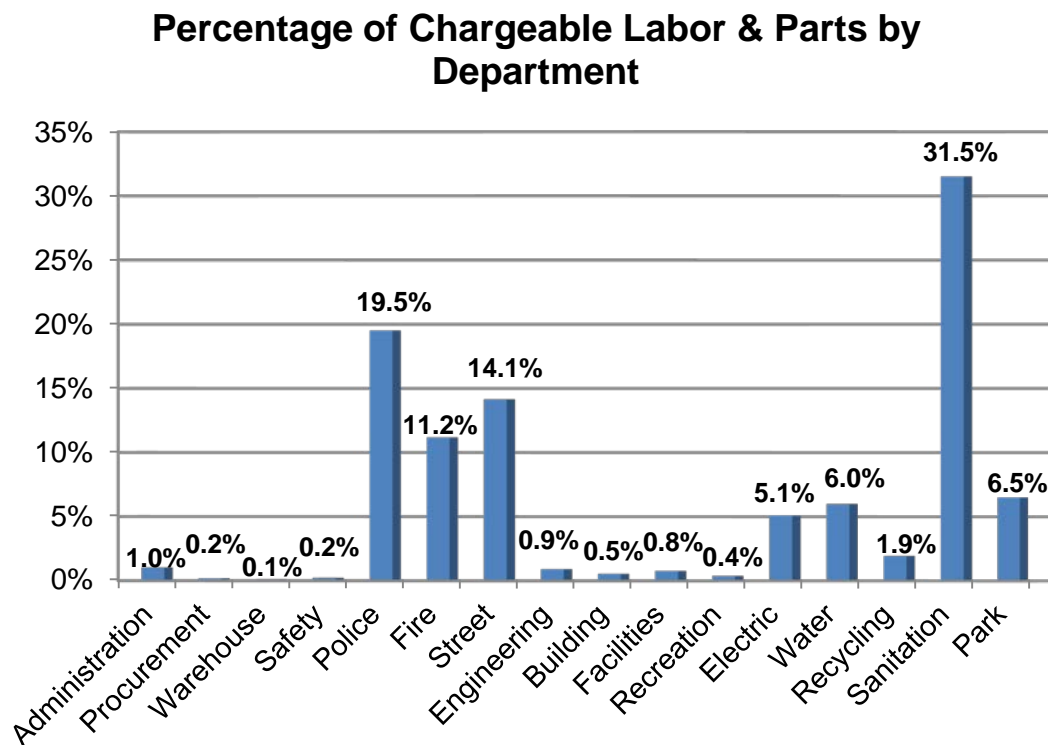


## Fleet Services

### Ownership Costs

The average ownership costs of operating the City's fleet of vehicles and equipment is \$5,010 per unit. The American Automobile Association cost of ownership, based on 15,000 miles a year for 2019, is \$7,114 for a small sedan, \$8,643 for a medium sedan, \$10,403 for a large sedan, \$8,394 for a small SUV and \$10,265 for a medium SUV. In addition to repairs and fuel, Fleet Services includes accident charges in cost of ownership. Even with this variable, our annual operating cost is significantly lower than that of a small sedan.

Fleet Services provides a repair cost analysis for vehicle and equipment maintenance by department. The percentage is calculated by the labor hours performed and parts for each department, including accidents, divisible by the overall charges billed by Fleet Services. The following chart shows the FY20 percentage of labor hours per department, as reported in the Fleet Management Information System (FMIS).



## **Fleet Services**

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### **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 \$51,149.42 for municipal as well as warranty repairs completed throughout FY20.

	<u><b>FY2017</b></u>	<u><b>FY2018</b></u>	<u><b>FY2019</b></u>	<u><b>FY2020</b></u>
Administration	\$3,507	\$1,646	\$2,632	\$1,668
Procurement	\$1,673	\$2,553	\$4,982	\$980
Safety			\$541	\$668
Warehouse	\$1,501	\$838	\$676	\$702
Engineering	\$3,982	\$3,239	\$7,603	\$6,349
Facilities Operations	\$8,633	\$3,483	\$8,755	\$6,795
Building Department	\$7,425	\$5,519	\$4,997	\$6,470
Police	\$139,047	\$219,627	\$172,772	\$184,216
Street	\$190,839	\$180,799	\$161,323	\$117,294
Fire	\$152,572	\$112,097	\$113,656	\$190,969
Recreation	\$2,341	\$4,343	\$974	\$4,281
Electric	\$46,385	\$58,167	\$76,229	\$48,218
Water	\$66,151	\$72,489	\$70,537	\$82,451
Parks	\$59,380	\$73,589	\$77,770	\$67,918
Sanitation	\$258,703	\$245,475	\$291,548	\$292,390
Recycling	\$25,719	\$25,779	\$20,115	\$14,881
Total Budgeted	\$967,858	\$1,009,643	\$1,015,110	\$1,026,250

# Fleet Services

## City of Kirkwood's Asset Inventory

Department	Ref	Equipment Number	Vehicle or Equipment	Description	Year	Vin	Manf	Mach. Class	Sub Class	Years in Service	Mileage / Hours Reading
CAO	5100	637	V	2017 FORD EXPLORER 4WD	2017	1FM5K8B89HGA04645	FRD	SUV	4WD	3.67	52,542
PROCUREMENT	5500	680	V	2018 FORD FUSION SE	2018	3FA6P0H72JR278123	FRD			1.58	2,467
WAREHOUSE	5424	546	E	DOOSAN FORKLIFT - GC25E-5	2012	NV-00276	DOO	MI	FO	8.33	169
SAFETY	5102	651	V	2017 FORD ESCAPE SE AWD	2017	1FMCU9GD4HUC39064	FRD	SUV	AWD	3.25	53,097
POLICE	591E	650	V	2020 HYUNDAI SANTA FE	2020	5NMS2CAD5LH218350	HUN	A	AWD	0.08	7,898
	5900	608	V	2015 FORD EXPLORER INTERCEPTOR	2015	1FM5K8AR0FGC08662	FRD	SUV	AWD	4.92	62,145
	5901	716	V	2020 FORD F150 SUPERCREW 4X4	2020	1FTEW1E54LKD51999	FRD		4WD	0.08	215
	5902	541	V	FORD ESCAPE XLT, 4WD	2012	1FMCU9D78CKA77412	FRD	A	FD	8.50	81,842
	5903	601	V	2015 DODGE CARAVAN	2015	2C4RDGB9FR512367	CHY	A	FWD	5.17	48,168
	5904	664	V	2017 JEEP CHEROKEE SPORT 4X4	2017	1C4PJMA50HD240074	JEP	A	4W	2.58	29,607
	5905	434	V	2006 HD POLICE MOTORCYCLE	2006	1HD1FMW1XG701227	HAR	MC		13.75	10,358
	5906	6	V	1968 HD POLICE MOTORCYCLE	1968	68FL 10737	HAR	MC		52.00	45,386
	5907	435	V	2006 HD POLICE MOTORCYCLE	2006	1HD1FMW186V702599	HAR	MC		13.75	10,995
	5908	551	V	2012 FORD ESCAPE XLT 4WD	2012	1FMCU9DG7CKB91241	FRD	SUV	4WD	8.08	103,493
	5909	568	V	2013 FORD FUSION SE HYBRID FWD	2013	3FA6P0LU7DR262968	FRD	A	FD	6.92	49,439
	5910	701	V	2019 JEEP CHEROKEE LATITUDE 4X4	2019	1C4PJMCX6KD462005	JEP			0.75	7,742
	5911	590	V	2014 FORD FUSION HYBRID	2014	3FA6P0U9ER259814	FRD	A	FD	6.17	75,260
	5920	686	V	2019 DODGE CHARGER PURSUIT	2019	2C3CDXKT2KH511262	FCA			1.33	32,806
	5922	662	V	2017 FORD INTERCEPTOR SEDAN AWD	2017	1FAHP2MK5HG130936	FRD	A	AW	2.58	38,183
	5926	717	V	2020 FORD RESPONDER	2020	1FTEW1P40LKD80291	FRD	PU	4WD	0.08	2,032
	5926*	315	V	2002 FORD F150 4X2 PICK UP	2002	1FTRX17LX2NA28094	FRD	A	2W	18.50	56,737
	5927	620	V	2010 CHEVROLET TAHOE 4X2 (K9)	2010	1GNMCAC01AR199300	GM	SUV	2W	4.33	93,107
	5928	613	V	2015 RAM 1500 MEGA CAB	2015	3C6RR7KT2FG676071	FCA	DOG	PU	4.67	44,770
	5931	606	V	2015 CHEVROLET TAHOE 4X4	2015	1GNSK3EC3FR604127	GM	SUV	4WD	4.92	83,997
	5932	693	V	2019 CHEVROLET TAHOE PURSUIT 4X4	2019	1GNSKDEC1KR271197	GM	SUV	4WD	1.00	30,823
	5933	700	V	2019 CHEVROLET TAHOE 9C1 4X2	2019	1GNLDCDEC8KR339562	GM	SUV	2WD	0.83	20,532
	5934	628	V	2016 CHEVROLET TAHOE 4X2	2016	1GNLDCDCXGR303959	GM	SUV	2W	3.92	82,938
	5935	555	V	2012 CHEVROLET TAHOE 4X2	2012	1GNLCE04CR226316	GM	SUV	2W	8.08	105,916
	5936	668	V	2017 CHEVROLET TAHOE 2WD 9C1	2018	1GNLDCDEC6JR138872	GM	SUV	2W	2.42	56,483
	5937	696	V	2019 CHEVROLET TAHOE 2WD 9C1	2019	1GNLDCDEC4KR304159	GM	SUV	2W	1.00	12,709
	5939	561	V	2013 FORD EXPLORER INTERCEPTOR	2013	1FM5K8AR7DGB40860	FRD	SUV	4W	7.42	85,232
	5940	587	V	2014 FORD EXPLORER INTERCEPTOR	2014	1FM5K8AR8EG825477	FRD	SUV	4W	6.25	88,315
	5941	588	V	2014 FORD EXPLORER INTERCEPTOR	2014	1FM5K8AR6EG825476	FRD	SUV	4W	6.25	90,750
	5942	660	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR1HGD58427	FRD	SUV	AWD	2.58	38,983
	5943	616	V	2015 FORD EXPLORER INTERCEPTOR	2015	1FM5K8AR4FGC67617	FRD	SUV	AWD	4.58	72,618
	5945	648	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR3HGB16271	FRD	SUV	AWD	3.33	56,065
	5946	647	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR1HGB16270	FRD	SUV	AWD	3.33	85,406
	5947	661	V	2017 FORD INTERCEPTOR SUV AWD	2017	1FM5K8AR1HGD26447	FRD	SUV	AWD	2.58	66,612
	5980	40	V	1930 MODEL "A" PADDY WAGON	1930	A3892274	FRD	ST	PW	42.00	1,940
	5983	623	E	2016 MONITOR SYSTEMS RADAR TRAILER	2016	1M9RP0519FD035008	MOS	TR	TL	4.25	0
	5984	624	E	2016 DOOLITTLE ENCLOSED BICYCLE TRAILER	2016	1DGCS1410GM016918	DL	TR	TL	4.25	0
	5985	669	E	2017 MKS PACESETTER RADAR TRAILER	2017	1M9RP0514HD035047		TR	TL	2.42	0
FIRE	1500	631	V	2016 FORD INTERCEPTOR SUV AWD	2016	1FM5K8AR4GGC92969	FRD	SU	4W	3.83	58,204
	1501	712	V	2020 CHEVROLET TAHOE SSV 4WD	2020	1GNSKFKC1LR163826	GM	SU	4W	0.50	11,039
	1503	523	V	TAHOE 5.3	2011	1GNSK2E05BR246300	GM	SU	4W	9.08	98,293
	1506	465	V	DURANGO	2007	1D8HB48P57F536439	CHY	SU	4W	11.83	119,583
	1507	549	V	TAHOE 4WD 5.3	2012	1GNSK2E08CR188264	GM	SU	4W	10.67	54,842
	1514	676	V	2018 PIERCE DASH PUMPER	2018	4P1BAAGF4JA019109	PIE			1.83	12,068
	1517	675	V	2018 FREIGHTLINER AMBULANCE	2018	1FVACWFC6JHJV1562	FRL	FA	AM	1.92	35,103
	1519	520	V	F250 PICKUP 4W 6.2	2011	1FTBF2B668EB81650	FRD	PU	4W	9.17	13,090
	1524	488	V	QUANTUM PUMPER	2008	4P1CU0H08A008795	PIE	FA	RE	10.67	77,850
	1527	626	V	2016 FREIGHTLINER/OSAGE AMBULANCE	2016	1FVACWDT5GHHL7197	FRL	FA	AM	4.00	74,880
	1535	513	V	100' AERIAL TRUCK	2009	4P1CVO1H79A010395	PIE	FA	BU	9.92	76,987
	1537	600	V	AMBULANCE 6.7	2015	3ALACWDU9FDGL0361	FRL	FA	AM	5.25	76,040
	1539	326	V	MINI PUMPER 7.3	1999	1FDXF47F3XEE73558	FRD	ST	PU	18.08	11,035
	1580	515	E	SCIZZOR LIFT	2005		JLG	MI	MI	9.67	200
	1581	516	E	10' TILT BED TRAILER	2006	1R8EZ151XMU169927	REG	TR	MI	9.67	0
	1589	532	E	GATOR 6X4	1998	W006X4D006258	JD	G	AT	9.00	420
	1594	441	V	PACK MULE PUMPER	2005	4P1CA01515A00505016	PIE	ST	RD	12.50	113,354
	1596	312	V	RESCUE AMBULANCE (1516)	2001	1FVABPBW41HH57518	FRL	ST	RE	18.67	94,524
	1596A	533	E	ENCLOSED CARGO TRAILER	2011	5RTBE1622BD022360	LRK	TR	TL	9.08	0
	1597	493	V	2008 GMC 4500 AMBULANCE	2008	1GE4V1938F404590	GM	FA	AM	10.42	115,053
15HM	464	V		HAZMAT TRUCK	2007	1GDJ6C1337F413577	GM	FA	2W	11.83	1,934



# Fleet Services

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

Department	Ref	Equipment Number	Vehicle or Equipment	Description	Year	Vin	Manf	Mach. Class	Sub Class	Years in Service	Mileage / Hours Reading
STREET	6100	596	V	2014 FORD F150 4X2 P/U	2014	1FTEX1CM2EKF62922	FRD	LT	2W	5.50	44,435
	6106	574	V	2014 F250 EXTENDED CAB 4X4	2014	1FT7X2B66EEA16723	FRD	PU	4W	6.58	20,820
	6107	641	V	2016 RAM 2500 CREW CAB 4x2	2016	3C6TR4CT0GG374881	FCA	LT	2W	3.58	30,581
	6109	538	E	18" COLD PLANER ATTACHMENT	2010	CL1960	COM	MI	MI	9.58	0
	6110	479	E	SKID STEER 5185	2009	A3L935977	BOB	C	SL	10.83	1,390
	6122	585	V	F350 SD 4X2 6.2 FLATBED	2014	1FDRF3G67EEA80310	FRD	D	SB	6.25	13,630
	6123	634	V	2016 CHEVROLET SILVERADO 3500 PLATFORM	2016	1G84CYC6G6GF216706	GM	LT	RD	3.75	9,817
	6129	471	E	BACKHOE - 410J	2008	70410JX173538	JD	C	LO	11.08	1,347
	6130	544	E	WHEEL LAODER 544K	2011	1DW544KZCDB639173	JD	C	LO	8.33	2,609
	6137	365	E	SCARIFIER WITH PUSH TRUCK	2002	665.02.07.003	VA	C	MI	16.58	0
	6140	604	V	2015 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY4FEB45753	FRD	D	DT	5.08	13,762
	6141	603	V	2016 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY4FEB45752	FRD	D	DT	5.08	17,781
	6142	473	V	FORD F450 4x2 DUMP	2009	1FDAF46Y09EA62422	FRD	D	4Y	10.92	45,960
	6143	474	V	FORD F450 4x2 DUMP	2009	1FDAF46Y99EA62421	FRD	D	4Y	10.92	30,860
	6144	633	V	2016 RAM 5500 DUMP BODY W/PLOW	2016	3C7WRMAJ5GG254911	CHY	D	1Y	3.75	11,351
	6146	539	E	LIFT TRAILER	2011	5DYAA72L4BC005411	JLG	TR	TL	8.58	0
	6147	694	V	2019 FORD F550 DUMP TRUCK BODY	2019	1FDUF5GY2KDA12148	FRD	D	UT	1.00	1,964
	6155	612	V	2015 F550 4X2 SIGN TRUCK	2015	1FDUF5GY3FEC90699	FRD	D	UT	4.75	18,251
	6159	446	E	TRAILER	2007	47329262371000306	CRO	TR		12.50	0
	6164	518	E	8' FLATBED TRAILER	2010	4732822021A1000146	CRO	TR	MI	9.67	0
	6165A	654	E	2017 E-Z DRILL, SLAB	2017	057827	EZD	MI	AC	3.00	0
	6166	710	V	2019 FREIGHTLINER M2/SSM1 8YD DUMP BODY TRUCK	2019	1FVACXF5LHLG6999	FRL			0.58	267
	6166A	682	E	2018 HTC1200 CONVEYOR	2018	BR07315589	HTC			1.58	0
	6167	412	V	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T95V152142	FRD	D	4Y	15.00	40,535
	6168	410	V	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76TOSV152143	FRD	D	4Y	15.08	43,156
	6169	413	V	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T75V152141	FRD	D	4Y	15.00	53,965
	6170	705	V	2019 ELGIN PELICAN	2019	NP41776				0.67	1,507
	6172	537	E	MILLER CURB MACHINE	2011	J13852	MIL	MI	CP	8.67	0
	6173	645	E	2016 STEPP BOTTOM FIRED 200 GALLON KETTLE	2016	4S9BF2001G5127086	STP	MI	TL	3.42	30
	6174	659	E	2016 CRAFCO MELTER APPLICATOR	2016	1C9SV1220G1418443	CRA	MI	PA	2.67	176
	6175	666	E	2017 JLG TRIPLE-L UTILITY TRAILER	2017	5DYAAB2L5HC008068	JLG	TR	TL	2.50	0
	6180	559	E	2012 WAKER ROLLER RD16	2012	20118929	WAC	C	RO	7.50	169
	6181	663	E	2017 VOLVO COMPACTOR	2017	VCE00015C05270266	VOL	MI	RO	2.58	51
	6184	614	E	2015 BOBCAT SKID STEER S590	2015	AR9R15242	BOB	C	SL	4.58	889
	6184A	681	E	2018 PAVIJET MG7 MINI PAVER	2018	07-210				1.50	0
	6186	699	E	2019 BOBCAT T595 TRACK SKID STEER	2019	B3NK32833	BOB			0.75	96
	6186A	630	E	2016 BOBCAT 18" PLANER	2016	AKS203013	BOB	MI	PN	3.83	0
	6187	455	V	F-750 DUMP TRUCK	2008	3FRXF75D48V689113	FRD	D	4Y	12.08	36,738
	6188	456	V	F-750 DUMP TRUCK	2008	3FRXF75D88V689115	FRD	D	4Y	12.08	43,601
	6189	457	V	F-750 DUMP TRUCK	2008	3FRXF75D68V689114	FRD	D	4Y	12.08	27,425
	6192	677	E	2018 AMERICAN SIGNAL T456 ARROW BOARD	2018	1A9A54655J2228322				1.75	0
	6193	517	E	8' FLATBED TRAILER	2010	4732822021A1000145	CRO	TR	MI	9.67	0
	6193A	691	E	2018 SULLAIR 185D AIR COMPRESSOR	2018	201811120008				1.17	5
	6194	673	E	2018 HUSQVARNA PAVEMENT CUTTER	2018	400009				2.00	12
	6195	617	E	2015 LINELAZER 25	2015		GRC	MI	LS	4.58	1
	6196	708	E	2019 STILLWATER 16' TANDEM AXLE TRAILER	2019	1S9UJ182XK1513089	STL			0.67	0
	6197	707	E	2019 sTILLWATER 24' TANDEM AXLE TRAILER	2019	1S9UJ2423K1513088	STL			0.58	0
ENGINEERING	5600	636	V	2017 FORD ESCAPE SE 4WD	2017	1FMCU9GD8HUA84034	FRD	SUV	4W	3.75	13,623
	5601	615	V	2015 FORD ESCAPE SE AWD	2015	1FMCU9GXGUA55370	FRD	SUV	4W	4.58	28,269
	5610	646	V	2017 RAM 1500 TRADESMAN 4X2	2017	3C6JR6DG3HG535794	DOD	LT	RD	3.42	10,357
	5622	530	V	FORD F-150	2011	1FTMF1CM4BKD35547	FRD	PU	2W	9.00	48,483
BUILDING	5700	597	V	2015 FORD FUSION SEDAN	2015	3FA6P0G77FR138920	FRD	A	FD	5.50	16,121
	5702	658	V	2017 FORD ESCAPE S FWD	2017	1FMCU0F072HUE50089	FRD	SUV	FD	2.75	21,325
	5703	525	V	2011 FORD ESCAPE 4WD	2011	1FMCU9DG0BK85442	FRD	SUV	4WD	9.00	86,755
	5704	704	V	2019 FORD ESCAPE S	2019	1FMCU0F027KUC34945	FRD	SUV	FWD	0.67	8,553
	5755	527	V	FUSION	2011	3FAHP0GA4BR268782	FRD	A	FD	9.00	64,556
FLEET	6600	558	V	2013 FORD EXPLORER 4WD / 4DR	2013	1FM5K8B85G808172	FRD	SU	4W	7.58	38,735
	6601	562	V	2012 FORD F550 4X2	2012	1FDUF5GY0CEC99923	FRD	D	SE	7.33	5,055
	6602	656	V	2017 RAM 1500 QUAD CAB 4X4 PICKUP	2017	1C6RR7FT1H5797308	CHY	LT	4W	2.75	13,850
	6690	573	E	2008 INGERSALL RAND AIR COMPRESSOR	2008	UQ0860U09173				10.67	0
	6691	565	E	2013 OVERHEAD CRANE	2013		ANY	MI	CR	7.08	0
	6692	599	E	2014 IRONWORKER	2014	3219K0914	SCT	MI	IW	5.42	0
	6693	679	E	2018 KARCHER/CUDA 2840 PARTS WASHER	2018	10434980-000007				1.67	0
	6694	685	E	2018 HOTSY 943N PRESSURE WASHER	2018	11096960-001264	HOT			1.42	108

# Fleet Services

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

Department	Ref	Equipment Number	Vehicle or Equipment	Description	Year	Vin	Manf	Mach. Class	Sub Class	Years in Service	Mileage / Hours Reading
FACILITIES	5800	556	V	2012 CHEVROLET TAHOE 4X2	2012	1GNLC2E02CR228484	GM	SUV	2W	8.00	111,615
	5804	452	V	Silverado, 2500, 2WD	2008	1GCHC29K38E153805	GM	PU	2W	12.33	24,965
	5875	280	E	SKYJACK PLATFORM LIFT	1995	SZ201	SK	C	PL	20.08	0
	5881	468	V	SIL, 4WD, 5.3, 1500	2009	1GCEK14039Z145767	GM	LT	4W	11.25	35,238
	5882	449	V	1500 SILVERADO	2008	1GCEC19058E147502	GM	A	RD	12.33	36,189
	5883	469	E	POLARIS ATV SPORTSMAN 500	2009	4XAMN50A99A543516	POL	C	AT	11.17	483
	5884	605	E	POLARIS ATV SPORTSMAN 570	2015	4XASEA578FA207316	POL	G	AT	5.08	135
RECREATION	6402	619	E	ICE RESURFACER	2016	RM151164360E	ZAM	MI	IR	4.33	5
	6403	359	E	ICE RESURFACER	2003	RM030438203	OLY	MI	IR	16.92	4,098
	6406	487	V	GRAND CARAVAN SXT 3.8	2009	2D8HN54109RG37057	CHY	A	FD	11.58	45,632
ELECTRIC	8101	643	V	2017 CHEVROLET VOLT	2017	1G1RA6S57HU132914	CHV	A	FD	3.50	30,322
	8102	702	V	2019 CHEVROLET BOLT EV LT	2019	1G1FY6S09K4143777	CHV	CSU	FD	0.67	4,906
	8103	703	V	2019 CHEVROLET BOLT EV LT	2019	1G1FY6S05K4144201	CHV	CSU	FD	0.67	1,295
	8104	534	V	F550 BOOM TRUCK	2011	1FDUF5HT18EB67108	FRD	D	UT	9.00	53,103
	8105	589	V	2014 FORD F550 CRANE TRUCK 6.7	2014	1FDUF5GT0EEA80323	FRD	D	BK	6.17	31,584
	8106	547	V	AERIAL TRUCK 6.7	2011	1FVACXDT3CDBC6362	FRL	D	BK	8.25	21,271
	8110	674	V	2018 FORD F250 EXT CAB W/ UTILITY BODY	2018	1FD7X2B66JEB73953	FRD	A	4W	2.00	3,992
	8111	622	V	2016 FREIGHTLINER/TEREX DIGGER	2016	1FVACXD78GHF9583	FRL	D	LN	4.25	4,655
	8112	94	E	SINGLE AXLE TRAILER	1969	1681	SEA	TR		50.67	0
	8114	291	E	FLATBED TRAILER	2000	1S9UJ1225Y1513311	STW	TR		19.33	0
	8121	671	V	2018 FREIGHTLINER/TEREX AERIAL PLATFORM	2018	1FVACXFC8JHU8362	FRL	D	BU	2.17	6,155
	8122	296	E	COMPACT EXCAVATOR	2000	FF095ZX230312	JD	C	EX	19.25	1,527
	8124	672	V	2017 FORD F750/TEREX TL45 AERIAL	2017	1FDXF7DC9HDB11477	FRD	D	BU	2.08	7,583
	8126	602	V	2015 FORD F550 DUMP BODY TRUCK	2015	1FDUF5GY2FEB12640	FRD	D	DT	5.08	9,279
	8127	689	V	2018 RAM 2500 RC 4X4 UTILITY BODY	2018	3CLR5AT3JG388189	FCA		4W	1.17	4,662
	8128	521	E	DERRICK MINI DIGGER	2011	1210ET0224	AL	MI	UT	9.17	490
	8129	522	E	TRAILER FOR DERRICK DIGGER	2011	5JWU182XB1041742	SUR	TR	UT	9.17	0
	8130	107	E	FLATBED TRAILER	1995	1B90S20275M274001	BRO	TR		25.17	0
	8134	111	E	POLE TRAILER	1939		MCC	TR		81.17	0
	8137	323	E	2-WHEEL REEL TRAILER	2000	1A9UC0722YE189107	ARN	TR		18.58	0
	8140	610	V	2015 FORD F550 4X4 BUCKET TRUCK	2015	1FDUF5HT2FE25245	FRD	D	BK	4.92	21,150
	8141	419	E	BROOKS BROTHERS TRAILER	2004	1B9US18224M274345	BRO	TR	UT	15.83	0
WATER	8500	632	V	2016 FORD EXPLORER AWD	2016	1FM5K8B83GGD05992	FRD	A	AW	3.75	62,008
	8501	635	V	2017 FORD ESCAPE SE 4WD	2017	1FMCU9GD6HUA84033	FRD	A	4W	3.75	16,275
	8503	294	V	CRANE TRUCK 7.3 TURBO DIE	2001	1FDAF56F61EA83235	FRD	ST	CR	19.17	20,397
	8504	563	V	UTILIMASTER MT55 6.7L	2013	4UZAARDT9DCFA0084	FRL	D	UT	7.17	14,479
	8506	566	E	JCB MINI EXCAVATOR	2013	1056704	JCB	C	EX	7.00	3,775
	8508	497	V	CARGO VAN 4.6	2010	1FTNE1EW5ADA34276	FRD	A	RD	10.17	65,020
	8509	401	V	UTILIMASTER	2004	4UZAARBW54CN63729	FRL	D	UT	15.42	12,783
	8514	575	V	2014 F250 SD WITH UTILITY BODY	2014	1FTBF2A68EEA23123	FRD	LT	2W	6.50	40,673
	8515	640	V	2016 RAM 2500 CREW CAB 4X2	2016	3C6TR4CT2GG374882	FCA	LT	2W	3.58	16,463
	8516	690	V	2018 RAM 2500 CC 4X2 UTILITY BODY	2018	3C6TR4CT9JG393503	FCA		2W	1.17	9,397
	8517	512	V	TRANSIT CON VAN 2.0	2010	NM0LS6AN1AT009727	FRD	G	FD	9.75	25,681
	8518	625	V	2016 FORD F250 UTILITY BODY	2016	1FTBF2A60GEB87243	FRD	D	UT	4.00	14,420
	8519*	501	V	FORD F-150 PICKUP TRUCK	2010	1FTMF1CW4AKB55839	FRD	LT	RD	10.08	62,656
	8519	715	V	2019 RAM 2500 4X4 W/ UTILITY BODY	2019	3C7WR5HJ2KG672010			4WD	0.17	73
	8521	502	V	FORD F550 DUMP TRUCK	2010	1FDAF5GR3AEB28599	FRD	D	3Y	10.00	28,135
	8522	503	V	FORD F550 DUMP TRUCK	2010	1FDAF5GR6AEB25900	FRD	D	3Y	10.33	25,431
	8523	586	V	2014 FORD F550 DUMP TRUCK	2014	1FDUF5GY5EEB02974	FRD	D	4Y	6.25	10,532
	8529	496	E	ARROW BOARD TRAILER	2009	TMA8VA95054534	TEM	TR	TC	10.25	0
	8530	472	E	12' BIG TEX UTILITY TRAILER	2009	16VVX121792A35284	ANY	TR	UT	11.00	0
	8560	670	V	2017 FREIGHTLINER 8YD DUMP BODY	2017	1FVACXFC8JHU4122	FRL	D	DT	2.33	5,083
	8561	709	V	2019 FREIGHTLINER M2/SSM1 8YD DUMP BODY TRUCK	2019	1FVACXFC5LHJG6998	FRL			0.58	840
	8570	638	E	2016 JOHN DEERE 410L BACKHOE	2016	1T0410LXPGF299811	JD	C	LO	3.67	1,455
	8581	442	E	TRAILER, 18FT FOR BOBCAT	2007	47329242X71000418	CRO	TR		12.42	0
	8582	129	E	CONCRETE SAW	1998	290275	FEL	C	CS	21.83	0
	8583	665	E	2017 RING-O-MATIC HYDRO VAC TRAILER	2017	1R9J51820HP303392	RIN	TR	VT	2.50	113
	8590	678	E	2018 AMERICAN SIGNAL T825 ARROW BOARD	2018	1A9AS825J2228340				1.67	0
	8590	698	E	2019 BIG TEX 30ES TRAILER	2019	16VAX0810K2088427				0.92	0
	8591A	695	E	2019 WACHS VALVE EXERCISER ERV750	2019					1.00	0

# Fleet Services

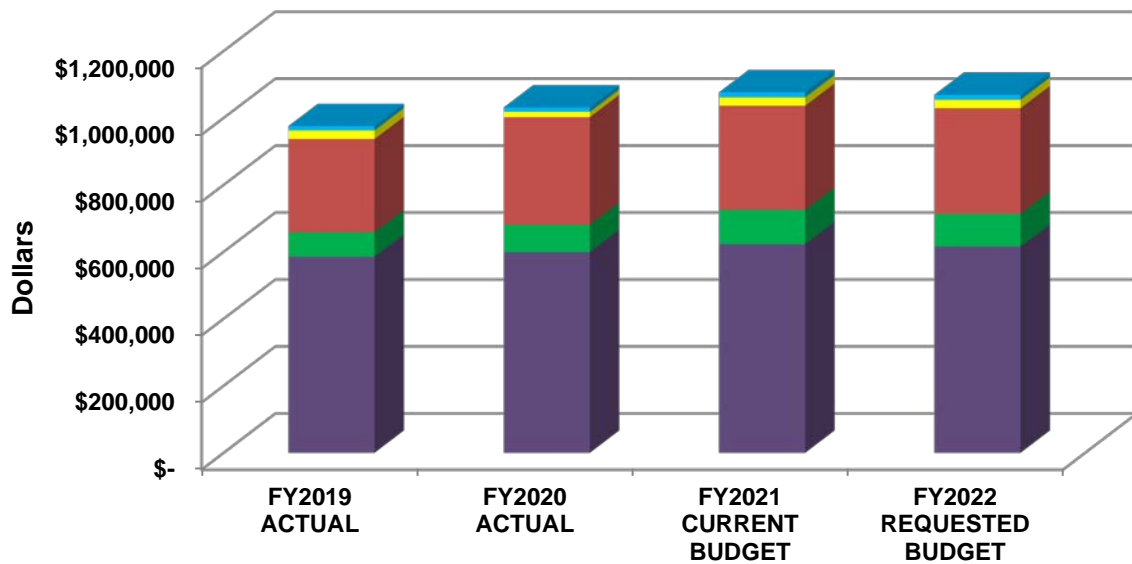
## City of Kirkwood's Asset Inventory (cont.)

Department	Ref	Equipment Number	Vehicle or Equipment	Description	Year	Vin	Manf	Mach. Class	Sub Class	Years in Service	Mileage / Hours Reading
SANITATION	8900	688	V	2018 RAM 2500 CREW CAB 4X2	2018	3C6TR4CT7JG393502	FCA	LT	2W	1.25	11,091
	8910	459	V	F650 STAKE BODY	2008	3FRXF65D18V688348	FRD	ST	2W	12.08	15,936
	8911	642	V	2017 ISUZU/NEW WAY 8YD REAR LOADER	2017	JALE5W169H7300957	ISU	D	RF	3.50	43,017
	8912	687	V	2019 ISUZU/NEW WAY 8YD REAR LOADER	2019	JALE5W160K7302619	ISU	D	RF	1.33	9,776
	8920	576	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9475	FRL	D	RF	6.42	51,776
	8921	577	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9473	FRL	D	RF	6.42	43,499
	8925	578	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9474	FRL	D	RF	6.42	52,281
	8926	697	V	2019 PETERBILT/NEW WAY SIDEWINDER	2019	3BPDHJ9X8KF106376	PET	D	SL	0.92	13,330
	8927	639	V	2017 PETERBILT/NEW WAY SIDEWINDER	2017	3BPZHJ9XHF173064	PET	D	RF	3.58	41,737
	8928	579	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9476	FRL	D	RF	6.42	61,721
	8929	580	V	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9472	FRL	D	RF	6.42	64,005
	8930	711	V	2019 FREIGHTLINER/NEW WAY REAR LOADER	2019	1FVHCYFE0KHKR9218	FRL	D	RF	0.58	11,270
	8931	582	V	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X4DM186447	PET	D	RF	6.33	43,165
	8932	584	V	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X5DM186439	PET	D	RF	6.25	43,110
	8940	583	V	ROLL OFF REFUSE 8.3	2013	2NP3LN0X1DM186440	PET	D	RF	6.33	41,341
	8981	598	E	2014 BOBCAT SKID-STEER LOADER	201	AHGM11417	BOB	C		5.42	2,410
RECYCLING	89CB	553	E	CARDBOARD BALER HCE-60FE-8	2012	1121044				8.08	0
	8980	644	E	2016 BOBCAT S550 SKID STEER	2016	AHGM12609				4.08	3,789
PARKS	7500	478	V	MALIBU HYBRID	2009	1G1ZF57519F227379	GM	FD	FD	10.92	44,973
	7501	350	E	TRACTOR	2002	LV4410H142465	JD	G	FT	17.42	2,264
	7502	540	V	FORD SUPERCAB F-150	2011	1FTEX1EM2BFC40136	FRD	PU	4W	8.58	63,645
	7503*	572	V	EXPLORER 3.5 4WD RANGER	2014	1FM5K8880EGA18624	FRD	SU	4W	6.67	164,604
	7503	714	V	2020 FORD INTERCEPTOR UTILITY	2020	1FM5K8AB0LGA18598	FRD	SUV	4W	0.25	6,012
	7504	592	V	2014 FORD F150 EXT CAB 3.7L	2014	1FTEX1EMXEKE58708	FRD	PU	4W	5.75	42,048
	7505	593	V	2014 FORD F150 EXT CAB 5.0L	2014	1FTFX1EF1KE71613	FRD	PU	4W	5.75	31,644
	7506	65	E	TRAILER / HAY WAGON	1980	22816	SCH	TR	FW	40.17	0
	7507	627	V	2016 GMC SAVANA 2500 WORK VAN	2016	1GTW7AFG5G1199101	GMC	LV	WV	3.92	27,618
	7508	569	E	TANDEM AXLE TRAILER	2005	5E6US10225B009173	MA	TR	TL	6.92	0
	7512	657	V	2017 RAM 1500 QUAD CAB 4X2 PICKUP	2017	1C6RR6FG0H5791707	FCA	LV	RD	2.75	11,960
	7513	618	V	2016 FORD F450 DUMP BODY	2016	1FDUF4HY4GEA39359	FRD	D	1Y	4.42	13,093
	7514	259	V	REFUSE TRUCK	1999	1GDG6C1C0XJ506919	GM	ST	RF	21.08	37,206
	7517	535	E	TRACTOR 4320	2011	1LV4320PCBP810137	JD	G	FT	8.83	985
	7518	77	E	SPRAYER	1986	654	MAR	G	MI	33.67	0
	7519	554	V	FORD F-450 DUMP BODY	2012	1FDUF4HY8CEB24148	FRD	D	4W	8.00	31,636
	7520	504	E	ATV MULE 4X4	2010	JK1AFDG18AB502599	KAW	G	AT	10.00	1,583
	7521	519	V	F150 PICKUP 5.4 4W	2010	1FTVX1EV2AKE81855	FRD	PU	4W	9.33	57,589
	7522	567	E	GATOR 4X4	2013	1M0625GJDM060404	JD	G	AT	7.00	984
	7524	570	E	2010 JOHN DEERE MOWER	2010	TC1445D100205	JD	G	MO	6.75	1,850
	7525	376	E	18' TANDEM TRAILER	2004	4UVPF182X41005762	MAC	TR		16.08	0
	7528	564	V	F650 XL SUPER DUTY 6.7L	2012	3FRNF6FAXCV353206	FRD	D	DT	7.08	18,447
	7529	270	E	16' TANDEM AXLE TRAILER	1999	4JLHB182XXGLM6063	LOA	TR		20.83	0
	7534	182	E	WALK BEHICND ROLLER	1983	82300603	ESS	C	RO	36.67	0
	7536	692	E	2019 JOHN DEERE HPX615E GATOR	2019	1M0615EAKM020303	JD	G	UT	1.08	88
	7537	594	E	2014 JOHN DEERE GATOR	2014	1MOHPXDSPM120464	JD	JD	UT	5.75	1,143
	7538	423	E	TUFF VACUUM	2005	26389	AGR	G	LV	14.42	0
	7539	652	E	2017 POLARIS GEM EM1400LSV	2017	52CU2NAF7H3006104	POL	G	AT	3.17	755
	7540	436	E	BRUSH CHIPPER	2006	1VRY1197610007209	VER	G	BC	13.75	802
	7541	450	V	ARBOR TRUCK	2006	1HTMMAAN96H287292	INT	TR	BU	12.42	8,018
	7543	466	E	SKID LOADER T180	2008	A3LL11013	BOB	G	SL	11.58	1,588
	7544	470	V	RANGER PICKUP	2009	1FTYR15E29PA30852	FRD	PU	4W	11.08	74,601
	7546	635	E	2017 EXMARK ZERO TURN MOWER	2017	LZX980EK72600	EXM	G	MO	3.08	1,421
	7580	655	E	2017 S650T4 BOBCAT SKID STEER	2017	AL820277	BOB	MI	SL	2.83	386
	7590	683	E	2018 RINK TOP DRESSER 1200	2018		RI			1.58	0
	7591	684	E	2018 BIG TEX 50LA-12 UTILITY TRAILER	2018	16VNX1224K2058694				1.50	0
	75LE	629	E	2016 JOHN DEERE 310SL BACKHOE	2016	1T0310SLHGF296931	JD	C	LO	3.83	4
GENERATOR	9100	621	E	2016 KOHLER 300KW GENERATOR	2016	6090HG686	KOH	MI	GE	4.33	117
	9101	235	E	Generator	1998	394745	KOH	MI	GE	21.83	821
	9102	369	E	GENERATOR (HOUSE 2)	2002	07-515	SPR	MI	GE	16.92	1,140
	9103	394	E	GENERATOR (HOUSE 3)	2004	0000K8BD00399	CAT	MI	GE	16.00	0
	9104	427	E	GENERATOR (HOUSE 1)	2004	166678/31	OLP		GE	14.92	705
	9105	461	E	GENERATOR (KIRKWOOD PARK)	2007	4916475	GEN	MI	GE	12.08	0
	9106	462	E	GENERATOR (ESSEX & D.F.)	2007	4916471	GEN	MI	GE	12.08	0
	9107	463	E	GENERATOR (ROSE HILL)	2007	4916472	GEN	MI	GE	12.08	0
	9108	552	E	2011 CAT GENERATOR D150	2011	CAT00C66KN6D02618	CAT	C	GE	8.25	143
	9109	591	E	GENERATOR 212 S. TAYLOR	2012	CATD0C44TD4802458	CAT	C	GE	6.08	298
	9110	713	E	2019 KOHLER 125KW GENERATOR	2019	3366GMC0016	KOH	MI	GE	0.92	29

**CITY OF KIRKWOOD, MISSOURI  
FLEET SERVICES OPERATING BUDGET SUMMARY  
FISCAL YEAR 2021/2022**

DESCRIPTION	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 CURRENT BUDGET	FY2022 REQUESTED BUDGET
<b>Personnel Services</b>				
Salaries				
Full-time Salaries	440,435	454,064	460,362	461,228
Overtime	2,581	1,126	3,000	3,000
Social Security	27,205	27,801	28,728	28,782
Medicare	6,362	6,502	6,719	6,731
Civilian Pension	25,261	28,197	30,119	30,175
Deferred Compensation	8,691	8,940	9,207	9,225
Subtotal Salaries	510,535	526,630	538,135	539,141
Other Benefits				
Health Insurance	70,192	68,064	80,060	72,179
Dental Insurance	3,268	3,435	3,378	3,000
Vision Insurance	556	323	596	596
Benefit Credit	6	65	160	-
Subtotal Other Benefits	74,022	71,887	84,194	75,775
Total Personnel Services	584,557	598,517	622,329	614,916
<b>Contractual Services</b>	72,752	81,071	101,908	97,760
<b>Commodities</b>	279,298	322,160	311,831	316,050
<b>Capital Outlay</b>	25,526	16,077	25,000	25,000
<b>Interdepartmental Charges</b>	13,038	13,154	15,175	15,175
<b>TOTAL FLEET BUDGET</b>	<b>975,171</b>	<b>1,030,979</b>	<b>1,076,243</b>	<b>1,068,901</b>

**Fleet Services Budget Summary**



# CITY OF KIRKWOOD FLEET SERVICES

Item	Budget Changes		Description	Current Budget	Budget Request	Increase/Decrease	Percent
	Account Number						
1	60817034292103	Employee Benefits / Dental Insurance	\$3,378	\$ 3,000	\$ (378)	-11.19%	
	Narrative: Decrease is projected and by Administration/Finance.						
2	60817034296203	Energy / Spire Natural Gas	\$2,500	\$ 3,500	\$ 1,000	40.00%	
	Narrative: Anticipated increase based on historical data and current monthly expenditures.						

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-1703-429.11-01	Salary Full Time	440,435	454,064	460,362	461,228	866	0.19%		
608-1703-429.11-05	Overtime	2,581	1,126	3,000	3,000	-	0.00%		
608-1703-429.21-01	Health Insurance	70,192	68,064	80,060	72,179	(7,881)	-9.84%		
608-1703-429.21-03	Dental Insurance	3,268	3,435	3,378	3,000	(378)	-11.19%		
608-1703-429.21-04	Vision Insurance	556	323	596	596	-	0.00%		
608-1703-429.21-05	Benefit Credit	6	65	160	-	(160)	-100.00%		
608-1703-429.22-01	Social Security Taxes	27,205	27,801	28,728	28,782	54	0.19%		
608-1703-429.22-02	Medicare Contributions	6,362	6,502	6,719	6,731	12	0.18%		
608-1703-429.23-02	Civilian Pension	25,261	28,197	30,119	30,175	56	0.19%		
608-1703-429.23-04	Deferred Comp	8,691	8,940	9,207	9,225	18	0.20%		
608-1703-429.31-09	Training	3,661	1,416	5,000	5,000	-	0.00%		
608-1703-429.42-06	Laundry, towels, etc	2,235	2,339	2,500	2,500	-	0.00%		
608-1703-429.43-01	Office ept. maintenance	376	322	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	4,891	5,563	4,500	4,500	-	0.00%		
608-1703-429.52-02	General liability	8,814	10,729	13,650	13,750	100	0.73%		
608-1703-429.52-11	Work. Comp. Premium	25,001	31,565	46,708	42,460	(4,248)	-9.09%		
608-1703-429.53-01	Telephone	959	1,277	900	900	-	0.00%		
608-1703-429.53-02	Cellular Telephones	502	1,054	600	600	-	0.00%		
608-1703-429.58-01	Travel	675	867	1,800	1,800	-	0.00%		
608-1703-429.59-02	Lien/Licensing Processing	638	939	750	750	-	0.00%		
608-1703-429.61-01	Office supplies	496	470	600	600	-	0.00%		
608-1703-429.61-05	Postage	97	78	100	100	-	0.00%		
608-1703-429.61-08	Janitorial supplies	148	83	150	150	-	0.00%		
608-1703-429.61-11	Food	23	150	400	400	-	0.00%		
608-1703-429.61-13	Clothing	281	575	750	750	-	0.00%		
608-1703-429.62-03	Gas	4,087	3,514	2,500	3,500	1,000	40.00%		
608-1703-429.64-01	Dues	196	399	700	700	-	0.00%		
608-1703-429.64-02	Publications	3,283	2,658	2,750	2,750	-	0.00%		
608-1703-429.66-07	Safety equipment	2,148	1,387	2,750	2,750	-	0.00%		
608-1703-429.66-08	Small tools	3,698	1,719	3,500	3,500	-	0.00%		
608-1703-429.66-25	Vehicle Repair/Parts	157,235	204,746	165,131	173,350	8,219	4.98%		
608-1703-429.66-26	Lubricants	15,565	16,465	12,500	12,500	-	0.00%		
608-1703-429.66-27	Tires	63,179	61,505	70,000	65,000	(5,000)	-7.14%		
608-1703-429.66-28	Accidents	18,058	18,997	20,000	20,000	-	0.00%		
608-1703-429.66-99	Other	10,804	9,414	10,000	10,000	-	0.00%		
608-1703-429.68-01	Office, Furniture & Eqpt,	112	295	500	500	-	0.00%		
608-1703-429.68-02	Machinery & Equipment	9,559	1,022	4,500	4,500	-	0.00%		

Fleet Services Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
608-1703-429.69-04	Contingency	-	-	20,000	20,000	-	0.00%		
608-1703-429.75-05	Machinery & Equipment	15,855	14,760	20,000	20,000	-	0.00%		
608-1703-429.80-05	Fuel/Lubricants	1,421	1,544	2,000	2,000	-	0.00%		
608-1703-429.80-20	Electric Charges	10,718	10,590	12,000	12,000	-	0.00%		
608-1703-429.80-40	Water Usage Charges	899	1,020	1,175	1,175	-	0.00%		
TOTAL FLEET SERVICES EXPENSES		975,171	1,030,979	1,076,243	1,068,901	(7,342)	-0.68%		

Fleet Services Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
601-0000-341.50-00	Medical Insurance	3,057,427	3,090,858	3,450,000	3,450,000	-	0.00%		
601-0000-341.50-10	COBRA	147,642	182,843	156,450	185,000	28,550	18.25%		
<b>Charges for Services</b>		<b>3,205,069</b>	<b>3,273,701</b>	<b>3,606,450</b>	<b>3,635,000</b>	<b>28,550</b>	<b>0.79%</b>		
601-0000-361.10-00	Investment Interest	35,659	32,929	30,000	15,000	(15,000)	0.00%		
<b>Interest</b>		<b>35,659</b>	<b>32,929</b>	<b>30,000</b>	<b>15,000</b>	<b>(15,000)</b>	<b>0.00%</b>		
601-0000-380.10-00	Miscellaneous Revenue	0	-	1,000	1,000	-	0.00%		
<b>Other Revenues</b>		<b>-</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>0.00%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>3,240,728</b>	<b>3,306,630</b>	<b>3,637,450</b>	<b>3,651,000</b>	<b>13,550</b>	<b>0.37%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>3,240,728</b>	<b>3,306,630</b>	<b>3,637,450</b>	<b>3,651,000</b>	<b>13,550</b>	<b>0.37%</b>		

Medical Self-Insurance Fund Revenue



CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
601-3110-441.21-02	Claims Expense	2,741,256	2,731,095	3,000,000	3,000,000	-	0.00%		
601-3110-441.31-10	Other Professional Svcs	78,260	103,000	101,246	101,406	160	0.16%		
601-3110-441.52-10	Medical Premium	551,322	972,769	975,000	975,000	-	0.00%		
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	-	-	-	0.00%		
TOTAL MEDICAL SELF-INSURANCE EXPENSES		3,372,338	3,825,981	4,077,746	4,077,906	160	0.00%		

Medical Self-Insurance Fund Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
204-0000-311.10-00	Property Taxes	1,107,165	1,296,015	1,208,000	1,228,000	20,000	1.66%		
<b>Tax Revenue</b>		<b>1,107,165</b>	<b>1,296,015</b>	<b>1,208,000</b>	<b>1,228,000</b>	<b>20,000</b>	<b>1.66%</b>		
204-0000-361.10-00	Investments	11,830	13,906	4,500	2,500	(2,000)	-44.44%		
<b>Investment Income</b>		<b>11,830</b>	<b>13,906</b>	<b>4,500</b>	<b>2,500</b>	<b>(2,000)</b>	<b>-44.44%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>1,118,995</b>	<b>1,309,921</b>	<b>1,212,500</b>	<b>1,230,500</b>	<b>18,000</b>	<b>1.48%</b>		
204-0000-391.10-05	Transfer from Other Funds	-	200,000	200,000	236,825	36,825	100.00%		
<b>Other Financing Sources</b>		<b>-</b>	<b>200,000</b>	<b>200,000</b>	<b>236,825</b>	<b>36,825</b>	<b>100.00%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>1,118,995</b>	<b>1,509,921</b>	<b>1,412,500</b>	<b>1,467,325</b>	<b>54,825</b>	<b>3.88%</b>		

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
204-1201-421.22-02	Medicare Contributions	4,221	4,204	4,390	4,500	110	2.51%		
204-1201-421.23-01	Police & Fire Pension	36,146	36,188	38,250	39,000	750	1.96%		
204-1201-421.23-04	Deferred Comp	(127)	-	-	-	-	0.00%		
204-1202-421.22-02	Medicare Contributions	21,922	21,225	23,700	24,250	550	2.32%		
204-1202-421.23-01	Police & Fire Pension	187,849	193,192	198,000	210,650	12,650	6.39%		
204-1202-421.23-04	Deferred Comp	(703)	-	-	-	-	0.00%		
204-1203-421.22-02	Medicare Contributions	38,367	37,968	40,000	40,000	-	0.00%		
204-1203-421.23-01	Police & Fire Pension	329,348	334,858	350,000	350,000	-	0.00%		
204-1203-421.23-04	Deferred Comp	(1,025)	-	-	-	-	0.00%		
204-1204-421.22-02	Medicare Contributions	-	367	-	1,500	1,500	100.00%		
204-1204-421.23-01	Police & Fire Pension	30,590	35,282	33,000	31,000	(2,000)	-6.06%		
204-1204-421.23-04	Deferred Comp	(123)	-	-	-	-	0.00%		
204-1206-421.22-02	Medicare Contributions	3,599	3,614	4,875	5,400	525	0.00%		
204-1206-421.23-01	Police & Fire Pension	44,273	46,493	45,000	47,000	2,000	0.00%		
204-1206-421.23-04	Deferred Comp	(175)	-	-	-	-	0.00%		
204-1301-422.22-02	Medicare Contributions	4,794	5,917	6,750	6,950	200	2.96%		
204-1301-422.23-01	Police & Fire Pension	38,622	52,404	57,000	60,575	3,575	6.27%		
204-1301-422.23-04	Deferred Comp	(155)	-	-	-	-	-		
204-1302-422.22-02	Medicare Contributions	62,609	65,385	61,000	67,000	6,000	9.84%		
204-1302-422.23-01	Police & Fire Pension	543,967	574,117	555,775	579,500	23,725	4.27%		
204-1302-422.23-04	Deferred Comp	(1,733)	-	-	-	-	-		
204-2501-400.11-01	Salary Full Time	(233)	-	-	-	-	-		
204-2501-400.21-01	Health Insurance	-	-	-	-	-	-		
204-2501-400.21-03	Dental Insurance	-	-	-	-	-	-		
204-2501-400.21-04	Vision Insurance	-	-	-	-	-	-		
204-2501-400.22-01	Social Security Taxes	(15)	-	-	-	-	-		
204-2501-400.22-02	Medicare Contributions	(3)	-	-	-	-	-		
204-2501-400.23-01	P&F Pension	-	-	-	-	-	-		
204-2501-400.23-02	Civilian Pension	(15)	-	-	-	-	-		
204-2501-400.23-04	Deferred Comp	(5)	-	-	-	-	-		
TOTAL POLICE AND FIRE PROPERTY TAX PENSION EXPENDITURES		1,341,995	1,411,214	1,417,740	1,467,325	49,585	3.50%		

Police and Fire Property Tax Expenditures

CITY OF KIRKWOOD							
FISCAL YEAR 2021/2022 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
205-0000-352.10-00	Drug Forfeitures	89,125	138,581	-	-	-	
<b>Drug Forfeitures</b>		<b>89,125</b>	<b>161,881</b>	-	-	-	
205-0000-361.10-00	Investments	2,998	3,590	-	-	-	
<b>Investment Income</b>		<b>2,998</b>	<b>3,590</b>	-	-	-	
205-0000-380.10-00	Miscellaneous	(5,203)	-	-	-	-	
<b>Miscellaneous Revenue</b>		<b>(5,203)</b>	-	-	-	-	
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		86,920	165,471	-	-	-	100.00%

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
205-1201-429-10-10	Transfer to Other Funds	-	-	-	-	-	100.00%		
205-1201-429-31-09	Training	6,305	4,170	3,900	-	(3,900)	-100.00%		
205-1201-429-31-10	Other Professional Svcs	750	5,335	15,000	-	(15,000)	-100.00%		
205-1201-429-66-21	Law Enforcement	-	-	-	-	-	0.00%		
205-1201-429-68-01	Office, Furniture & Eqpt,	-	-	-	-	-	0.00%		
205-1201-429-75-03	Building/Site Improvement	83,435	-	-	-	-	0.00%		
205-1201-429-75-05	Machinery & Equipment	33,668	63,123	22,211	-	(22,211)	-100.00%		
205-1201-429-75-06	Rolling Stock	-	-	-	-	-	100.00%		
TOTAL EQUITABLE SHARING EXPENDITURES		124,158	72,628	41,111	-	(41,111)	-100.00%		

Equitable Sharing Expenditures

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
207-0000-353.10-00	Sewer Fees	268,543	286,513	275,000	275,000	-	0.00%		
<b>Sewer Fees</b>		<b>268,543</b>	<b>286,513</b>	<b>275,000</b>	<b>275,000</b>	-	<b>0.00%</b>		
207-0000-361.10-00	Investments	9,156	11,121	4,000	4,000	-	0.00%		
<b>Investment Income</b>		<b>9,156</b>	<b>11,121</b>	<b>4,000</b>	<b>4,000</b>	-	<b>0.00%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		277,859	297,634	279,000	279,000	-	0.00%		

Sewer Lateral Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
207-5701-410.10-10	Transfer to Other Funds	-	3,129	1,750	-	(1,750)	-100.00%		
207-5701-410.11-01	Salary Full Time	56,936	45,497	46,905	47,008	103	0.22%		
207-5701-410.21-01	Health Insurance	7,304	7,747	8,450	10,116	1,666	19.72%		
207-5701-410.21-03	Dental Insurance	351	475	519	300	(219)	-42.20%		
207-5701-410.21-04	Vision Insurance	60	41	41	60	19	46.34%		
207-5701-410.21-05	Benefit Credit	-	23	75	-	(75)	100.00%		
207-5701-410.22-01	Social Security Taxes	3,567	2,816	2,908	2,914	6	0.21%		
207-5701-410.22-02	Medicare Contributions	834	659	680	682	2	0.29%		
207-5701-410.23-02	Civilian Pension	3,276	2,842	3,049	3,056	7	0.23%		
207-5701-410.23-04	Deferred Comp	1,138	910	938	940	2	0.21%		
207-5701-410.31-10	Other Professional Svcs	303,098	186,704	350,000	300,000	(50,000)	-14.29%		
207-5701-413.52-11	Work. Comp. Premium	1,113	1,461	1,415	1,420	5	0.35%		
207-5701-410.80-60	Admin., Clrk, & Acct.	5,150	5,150	51,500	51,500	-	0.00%		
TOTAL SEWER LATERAL EXPENDITURES		382,827	257,454	468,230	417,996	(50,234)	-10.73%		

Sewer Lateral Expenditures

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**Section IV**  
**Five-Year Capital Improvement Plans**

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# **CITY OF KIRKWOOD**

## **Five-Year Capital Plan**

**Fiscal Years  
2021/2022 - 2025/2026**

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	<a href="#">271</a>	<b><u>Enterprise Funds</u></b>	
<b><u>General Government</u></b>		Electric	<a href="#">304</a>
Train Station	<a href="#">272</a>	Water	<a href="#">308</a>
Administration	<a href="#">274</a>	Sanitation	<a href="#">314</a>
MIS	<a href="#">275</a>		
Police Department	<a href="#">277</a>	<b><u>Internal Service Fund</u></b>	
Fire	<a href="#">279</a>	Fleet Services	<a href="#">317</a>
Public Services - Engineering	<a href="#">284</a>	Workers Compensation	<a href="#">318</a>
Public Services - Infrastructure	<a href="#">285</a>		
Public Services - Street Department	<a href="#">294</a>		
Public Services - Planning & Development	<a href="#">297</a>		
Procurement	<a href="#">298</a>		
Facilities Operations	<a href="#">299</a>		

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**CITY OF KIRKWOOD - FIVE-YEAR CAPITAL PLAN  
PROJECTED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE**

	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
<b>Revenues:</b>						
Taxes	2,100,000	2,184,000	2,249,520	2,266,391	2,283,389	2,287,956
Interest on investments	35,000	35,000	35,530	36,060	36,600	37,150
Total revenues	2,135,000	2,219,000	2,285,050	2,302,451	2,319,989	2,325,106
<b>Other financing sources:</b>						
Streets Infrastructure Dividend (Electric, Water, Sanitation)	1,420,000	1,620,000	1,620,000	1,620,000	1,620,000	1,620,000
Grants - Police Department	7,200	7,200	7,200	7,200	7,200	7,200
Donations - Train Station				2,000,000		
Grants - Historic Train Station Restoration			117,188		1,382,812	
Infrastructure Grants (Grants are 80/20 except as noted below)						
Geyer Rd Phase 1 Mill and Overlay	725,874					
Geyer Rd Ph. 2 Mill and Overlay Right of Way Constuction Testing	455,854	583,854	683,781			
W Essex Reconstruction Right of Way		213,600				
W Essex Reconstruction -Construction Material Testing			480,640	823,360		
E. Essex Avenue Improvements Right of Way		9,000				
E. Essex Avenue Improvements Construction Material Testing		208,629				
Argonne Pedestrian Improvements Right of Way			40,000			
Argonne Pedestrian Improvements Construction Material Testing				986,888		
Lindemann Improvements Engineering Design		96,160				
Lindemann Improvements Right of Way			100,000			
Lindemann Improvements Construction Material Testing				576,789	576,789	
Kirkwood Rd. Improvements Ph. 1 Engineering Design		101,040				
Kirkwood Rd. Improvements Ph. 1 Right of Way			94,184			
Kirkwood Rd. Improvements Ph. 1 Construction Material Testing				1,091,126		
Kirkwood Rd Sidewalk & Lighting Ph, 1 Right of Way					80,000	
W. Essex Reconstruction Ph. 2 Engineering Design					160,000	
W. Essex Reconstruction Ph. 2 Right of Way						80,000
W. Woodbine Roundabout Engineering Design					100,000	
W. Woodbine Roundabout Right of Way						80,000
Capital Lease Proceeds - Fire				1,172,000		
Sale of Assets	86,000	58,000	125,000	125,000	125,000	125,000
Police Capital - General Fund		225,600	183,800	239,400	205,600	169,000
Total other financing sources	2,694,928	3,123,083	3,451,793	8,641,763	4,257,401	2,081,200
<b>Total Revenues and Other Financing</b>	<b>4,829,928</b>	<b>5,342,083</b>	<b>5,736,843</b>	<b>10,944,214</b>	<b>6,577,390</b>	<b>4,406,306</b>
<b>Expenditures:</b>						
Train Station	-	-	146,485	281,515	3,700,000	-
Administration	-	-	30,000	-	-	-
MIS	15,000	105,000	130,000	115,000	15,000	15,000
Police	30,610	281,210	239,410	260,400	226,600	190,900
Fire	483,877	50,000	114,350	1,283,500	594,570	505,216
Engineering	155,000	30,000	-	-	-	25,000
Public Works Infrastructure	3,982,872	5,244,353	5,249,256	6,727,704	3,375,985	2,430,000
Street Department	20,000	390,000	382,000	278,000	398,000	115,000
Planning & Development	-	200,000	-	-	25,000	25,000
Procurement	-	-	-	-	-	-
Facilities Operations	149,000	196,500	263,500	252,500	-	207,000
Total expenditures	4,836,359	6,497,063	6,555,001	9,198,619	8,335,155	3,513,116
<b>Revenues and other financing sources over expenditures</b>	<b>(6,431)</b>	<b>(1,154,980)</b>	<b>(818,158)</b>	<b>1,745,595</b>	<b>(1,757,765)</b>	<b>893,190</b>
<b>Fund Balance:</b>						
Beginning Balance	2,165,000	2,158,569	1,003,589	185,431	1,931,026	173,261
Ending Balance	2,158,569	1,003,589	185,431	1,931,026	173,261	1,066,451

## TRAIN STATION

Acquisition	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Drainage Improvement:						
Design and Construct New Catch Basin Inlets						
Engineer Berm and Flood Gate				67,000		
Construct Berm and Flood Gate					200,000	
Building Restoration:						
Design and Preliminary Engineering			146,485	214,515		
Modular Building					40,000	
Restoration Construction					3,260,000	
Parking Improvements:						
Design and Construction					200,000	
Annual Total	-	-	146,485	281,515	3,700,000	-

### Project Description

#### FY2022/2023

#### Building Restoration (Project includes FY2023/2024 and FY2024/2025)

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.

#### 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 (Project includes FY2024/2025)

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

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### 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.

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.

*Restoration construction:* Construction costs for train station restoration, baggage building, additions and site work.

#### Parking Improvements

*Design and construction*



ADMINISTRATION

<u>Acquisition</u>	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Mid-Size SUV			30,000			
Annual Total	-	-	30,000	-	-	-

Project Description

FY2022/2023

Mid-Sized SUV

Replacement vehicle for CAO after vehicle reaches approximately 70,000 miles. Current vehicle will be repurposed with another department until it reaches sufficient age/mileage such that Fleet determines an optimum time for selling it.  
 Replace/Repurpose vehicle 5100, a 2017 Ford Explorer 4WD, as it is anticipated to exceed the replacement criteria of 15.  
 Current Score: 10.31

MANAGEMENT INFORMATION SYSTEMS (MIS)

<u>Acquisition</u>	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Upgrade Personal Computers	15,000	15,000	15,000	15,000	15,000	15,000
New I-Series for ERP		45,000				
New Aerial Photography		45,000				
Replace Voice Mail System - Deferred to FY23			40,000			
Business Continuity Study - Deferred to FY23			40,000			
Vulnerability Assessment Cyber Security			35,000			
Upgrade Servers				100,000		
<b>Total</b>	<b>15,000</b>	<b>105,000</b>	<b>130,000</b>	<b>115,000</b>	<b>15,000</b>	<b>15,000</b>

Project Description

FY2021/2022

Upgrade Personal Computers

This is a standing item to keep user devices up to date.

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.

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MANAGEMENT INFORMATION SYSTEMS (MIS)

FY2022/2023

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.

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.

FY2023/2024

Upgrade Personal Computers

This is a standing item to keep user devices up to date.

Upgrade Servers

This will allow us to keep infrastructure in place to support applications and storage for end-user data.

FY2024/2025

Upgrade Personal Computers

This is a standing item to keep user devices up to date.

FY2025/2026

Upgrade Personal Computers

This is a standing item to keep user devices up to date.

POLICE DEPARTMENT

Acquisition	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Patrol Vehicles-Deferred in FY21		187,500	115,900	199,000	164,000	126,900
Detective Vehicles-Deferred in FY21		27,800	57,300	29,500	30,400	31,400
Leased Vehicle	10,000	10,300	10,600	10,900	11,200	11,600
Tasers	20,610	20,610	20,610	21,000	21,000	21,000
MDT Laptops		35,000	35,000			
Annual Total	30,610	281,210	239,410	260,400	226,600	190,900

Project Description

FY2021/2022 through FY2025/2026

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. Replacement of vehicles scheduled for FY2020/21 have been deferred, which has impacted the projected replacement of vehicles in the five year plan.

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

TABLE KEY	2021/22	PT	2022/23	PT	2023/24	PT	2024/25	PT	2025/26	PT
(xxx) = Model Year	5927 (2010, C)	74.09	5943 (2015, P)	17.08	5945 (2017, P)	13.35	5920 (2019, P)	4.55	5933 (2019, P)	4.13
P = Patrol Vehicle	5931 (2015, P)	18.77	5940 (2014, P)	14.97	5941 (2014, P)	14.22	5932 (2019, P)	3.52	5937 (2019, P)	3.10
C = Canine Vehicle	5934 (2016, P)	17.61	5946 (2017, P)	15.73	5942 (2017, P)	11.81	5928 (2015, C)	13.97	5904 (2017, U)	4.26
U = Unmarked Vehicle	5935 (2012, P)	16.50	5911 (2014, U)	18.27	5947 (2017, P)	11.91	5922 (2017, P)	12.17		
PT= Current Points	5939 (2013, P)	16.86	5902 (2012, U)	20.42	5936 (2017, P)	12.63	5903 (2015, U)	12.84		
	5908 (2012, U)	20.33	(see note for 5902)		5909 (2013, U)	8.00				

## POLICE DEPARTMENT

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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, and 5927 will be replaced as a canine vehicle by 5900, and a new vehicle will be purchased to assume the role of 5900 in the fleet.

### 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 were implemented in FY 2018/19. Tasers allow officers to have an additional less lethal use of force option in the field.

### FY2021/2022 through FY2022/2023

### 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

Acquisition	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Self Contained Breathing Apparatus (SCBA)	303,113					
Breathing Air Compressor Fill Station	47,000					
Hose Replacement	12,388					
Command Vehicle	40,231			43,000		
Air Bag/ Vehicle Stabilization Replacement		35,000				
Multi-Gas Meters		15,000				
Ambulance				332,000		
Fire Hose Nozzle Replacement			25,000			
Lucas Devices			75,000			
Hose Replacement			14,350			
Ruggedized Laptop Computers				68,500		
Rescue Pumper				840,000		
Hose Replacement					13,750	
Firefighter Protective Turnout Gear					200,000	
Ballistic Vests					10,400	
Thermal Imagers					95,000	
Cardiac Monitors/Defibrillators						238,000

FIRE DEPARTMENT

<u>Acquisition</u>	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Acquisition Total	402,732	50,000	114,350	1,283,500	319,150	238,000
<u>Lease Payments</u>						
Ambulance	21,859					
Rescue Pumper	59,286					
Rescue Pumper and Ambulance Lease					275,420	267,216
Lease Total	81,145	-	-	-	275,420	267,216
Total (Acquisition + Lease Payments)	483,877	50,000	114,350	1,283,500	594,570	505,216

Project Description

FY2021/2022

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, further 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 DEPARTMENT**

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### **FY2022/2023**

#### **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.

#### **Lucas Devices**

The LUCAS Chest Compression System is an easy-to-use and lightweight device that provides high quality and consistent chest compressions in accordance to the American Heart Association Guidelines for CPR (cardiopulmonary resuscitation). It assists rescuers in facilitating the delivery of vital oxygen to the brain and priming the heart for a defibrillation shock in cardiac arrest situations. Our current units will be 8 years old and out of service life as the ability for preventive maintenance and service contracts are no longer available for purchase after 7 years of service.

#### **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 \$14,350.

### **FY2023/2024**

#### **Command Vehicle**

Replace unit 1506, a 2011 Chevrolet Tahoe, as it is anticipated to exceed the replacement criteria of 15. Current score is 24.51  
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. 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.

#### **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 18.98



## FIRE DEPARTMENT

### FY2023/2024 (continued)

#### 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.

#### Rescue Pumper

Replace unit 1594. 1594 is a 2007 Pierce Pack Mule Pumper that has exceeded the replacement criteria of 15. Current score is 22.52. This apparatus purchase will be placed into front-line, active service at house 2, moving the 2009 Pierce Quantum Pumper to reserve status (assuming the DSN 1594). It is the current practice of the Fire Department to rotate the oldest front-line apparatus to reserve status when replacing apparatus in the FD fleet. Note that the total budgeted amount for the rescue/pumper is forecasted as \$840,000.

### FY2024/2025

#### Hose Replacement

In accordance to the standards set in NFPA 1961, Standards for Hose, the acceptable life span for a section of hose is 10 years. The fire department has recently undergone an internal audit and has created a replacement schedule. In 2024/25, 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.

#### 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.

**FIRE DEPARTMENT**

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**FY2024/2025 (continued)**

**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.

**FY2025/2026**

**Cardiac Monitors/Defibrillators**

Each ambulance and fire truck carry a cardiac monitor/defibrillator in order to provide advance life support in medical emergencies. This sophisticated medical equipment provides advanced medical diagnostics and can deliver defibrillation (electrical shock) to a patient's heart to restart the correct rhythm. These units also produce a hospital quality electrocardiogram of the patients heart rhythm that can be transmitted to the hospital emergency department. These units utilize electronics, computer circuitry, and battery technology and are critical to the EMS program and quality patient care. These units will be 7 years old when replaced and are requiring increasing maintenance with a resulting decrease in reliability. This is critical life saving equipment.

PUBLIC SERVICES, ENGINEERING DIVISION

<u>Acquisition</u>	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Vision Zero	155,000					
Pickup Truck w/Service Body-Deferred FY21		30,000				
Vehicle						25,000
Annual Total	155,000	30,000	-	-	-	25,000

Project Description

FY2020/2021 Current

Vision Zero

Development of a Vision-Zero action plan and complete streets policy.

FY2021/2022

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: 24.82.

FY2025/2026

Vehicle

Replace vehicle 5601, a 2016 Ford Escape, as it is anticipated to exceed the replacement criteria of 15. Current Score: 7.83.

PUBLIC SERVICES, INFRASTRUCTURE

Acquisition	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Street Restoration Program	1,844,000	1,800,000	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	150,000
Pavement Striping and Markings	60,000	80,000	80,000	80,000	80,000	80,000
Bridge Maintenance and Design - Deferred FY21		50,000	50,000	50,000	50,000	50,000
Downtown Parking Lots		150,000	150,000	150,000	150,000	150,000
Geyer Rd. Phase 2 Mill and Overlay						
Engineering Design						
Right-of-Way		160,000				
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	1,029,200		
*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

Acquisition	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Argonne Pedestrian Improvements						
Engineering Design		155,000				
Right-of-Way			50,000			
Construction/Material Testing				1,233,610		
Lindemann Improvements						
Engineering Design		120,200				
Right-of-Way			125,000			
Construction/Material Testing				720,986	720,985	
Kirkwood Rd. Improvements Phase I						
Engineering Design		126,300				
Right-of-Way			117,730			
Construction/Material Testing				1,363,908		
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						100,000
Construction/Material Testing						
W. Woodbine Round About						
Engineering Design					125,000	
Right-of-Way						100,000
Construction/Material Testing						
Annual Total	3,982,872	5,244,353	5,249,256	6,727,704	3,375,985	2,430,000

Seeking 20/80 Grant Pending Approval  
Grant Funded 20/80

\*City's 50% Cost of 50/50 Grant

## PUBLIC SERVICES, INFRASTRUCTURE

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### Project Description

FY2021/2022

#### 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.

#### Downton 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

Right-of-Way and Construction - This work will consist of acquiring the needed easements and right-of-way and construction to rehabilitate Geyer Rd.. from Adams Ave. to Big Bend. This project will also provide ADA compliant ramps and crossings. The City has received a 20/80 grant from the East West Gateway Council of Governments.

#### W. Essex Ave. Reconstruction

Right-of-Way - 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 has received a 20/80 grant from the East West Gateway Council of Governments.

## PUBLIC SERVICES, INFRASTRUCTURE

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### FY2021/2022 (continued)

#### 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 curb and gutters, asphalt pavement and sidewalks. These funds are Kirkwood's portion for engineering design services.

#### Argonne Pedestrian Improvements

Engineering Design - This work will consist of final design and providing contract documents to rehabilitate the 100 blocks of east and west Argonne Ave. These pedestrian improvements will provide a consistent streetscape while implementing Complete Street elements. The City is seeking 20/80 grant from the East West Gateway Council of Governments.

#### Lindemann Improvements

Engineering Design - This work will consist of final design and providing contract documents to rehabilitate Lindemann Rd. from Dougherty Ferry Rd. to the northern City limit. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings, adding bicycle facilities per the City's bike and pedestrian plan. The City is seeking 20/80 grant from the East West Gateway Council of Governments.

#### Kirkwood Rd. Improvements Phase I

Engineering Design - This work will consist of final design and providing contract documents to rehabilitate Kirkwood Rd. from Sawn Ave. to Adams Ave. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City is seeking 20/80 grant from the East West Gateway Council of Governments.

### FY2022/2023

#### Street Restoration Program

The South Street Maintenance area is scheduled for restoration which includes reconstructions, mill and overlays, seal coatings and base repairs. The South Maintenance area is bounded by Big Bend, west city limit and the south city limit.

#### Sidewalk Improvement Program

This program implements elements of the Kirkwood Pedestrian and Bicycle Plan, ADA Transition Plan and the repair/replacement of public sidewalks.

## PUBLIC SERVICES, INFRASTRUCTURE

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### FY2022/2023 (continued)

#### 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 E. Jefferson Ave.

#### 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 has received a 20/80 grant from the East West Gateway Council of Governments.

#### W. Essex Ave. Reconstruction

Construction/Material Testing - This work will consist of construction phase to rehabilitate W. Essex Ave. from Geyer Rd. to Dougherty Ferry Rd. This project will also provide ADA compliant ramps and crossings. The City has received a 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.

#### Fillmore Culvert Replacement

This project replaces the undersized culvert in the 300 Block of S. Fillmore Ave.

#### Argonne Pedestrian Improvements

Right-of-Way - This work will consist of acquiring the needed easements and right-of-way to construct the improvements in the 100 blocks of east and west Argonne Ave. These pedestrian improvements will provide a consistent streetscape while implementing Complete Street elements. The City is seeking 20/80 grant from the East West Gateway Council of Governments.



## PUBLIC SERVICES, INFRASTRUCTURE

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### FY2022/2023 (continued)

#### Lindemenn Improvements

Right-of-Way - This work will consist of acquiring the needed easements and right-of-way to construct the improvements on Lindemenn Rd. from Dougherty Ferry Rd. to the northern City limit. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings, adding bicycle facilities per the City's bike and pedestrian plan. The City is seeking 20/80 grant from the East West Gateway Council of Governments.

#### Kirkwood Rd. Improvements Phase I

Right-of-Way - This work will consist of acquiring the needed easements and right-of-way to construct the improvements on Kirkwood Rd. from Sawn Ave. to Adams Ave. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City is seeking 20/80 grant from the East West Gateway Council of Governments.

### FY2023/2024

#### 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.

#### 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.

## PUBLIC SERVICES, INFRASTRUCTURE

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### FY2023/2024 (continued)

#### W. Essex Ave. Reconstruction

Construction/Material Testing - This work will consist of the construction phase to rehabilitate W. Essex Ave. from Geyer Rd. to Dougherty Ferry Rd. This project will also provide ADA compliant ramps and crossings. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

#### Argonne Pedestrian Improvements

Construction/Material Testing - This work will consist of the construction phase to construct the improvements in the 100 blocks of east and west Argonne Ave. These pedestrian improvements will provide a consistent streetscape while implementing Complete Street elements. The City is seeking 20/80 grant from the East West Gateway Council of Governments.

#### Lindemann Improvements

Construction/Material Testing - This work will consist of the construction phase to construct the improvements on Lindemann Rd. from Dougherty Ferry Rd. to the northern City limit. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings, adding bicycle facilities per the City's bike and pedestrian plan. The City is seeking 20/80 grant from the East West Gateway Council of Governments.

#### Kirkwood Rd. Improvements Phase I

Construction/Material Testing - This work will consist of the construction phase to construct the improvements on Kirkwood Rd. from Sawn Ave. to Adams Ave. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City is 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.

### FY2024/2025

#### 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

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### FY2024/2025 (continued)

#### 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.

#### Lindemenn Improvements

Construction/Material Testing - This work will consist of the construction phase to construct the improvements on Lindemenn Rd. from Dougherty Ferry Rd. to the northern City limit. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings, adding bicycle facilities per the City's bike and pedestrian plan. The City is seeking 20/80 grant from the East West Gateway Council of Governments.

#### 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.

#### 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. The City is seeking 20/80 grant from the East West Gateway Council of Governments.

## PUBLIC SERVICES, INFRASTRUCTURE

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### FY 2025/2026

#### 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 Maintenance area is bounded by Adams Ave., Geyer Rd., northern city limit and 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 downtown parking lot at the West Train Station lot.

#### W. Essex Reconstruction Phase 2

Engineering Design - This work will consist of designing and providing contract documents to rehabilitate W. Essex from Geyer Rd. to Gabriel Dr. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings, adding bicycle facilities per the City's bike and pedestrian plan. The City is seeking 20/80 grant from the East West Gateway Council of Governments.

#### W. Woodbine Roundabout

Right-of-Way and Construction - This work will consist of acquisition right-of-way and construction to reconfigure the Woodbine/Craig/George and Hickory Hollow intersections into roundabout. The City will be seeking 20/80 grant from the East West Gateway Council of Governments.

PUBLIC SERVICES, STREET DIVISION

<u>Acquisition</u>	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Snow Plow and Salt Spreader	20,000					
Grinder Deferred FY21		5,000				
Dump Truck - Deferred FY21		320,000	237,000	245,000	360,000	
Curb Machine - Deferred FY21		6,500				
Skid Steer w/Tracks - Deferred FY21		45,500				
Pavement Cutter		13,000				
Back Hoe			145,000			
Trailers				18,000		
Planer				15,000		
Pickup Truck					38,000	30,000
Pavement Drill						15,000
Conveyor						10,000
Mini Paver						60,000
Annual Total	20,000	390,000	382,000	278,000	398,000	115,000

Project Description

FY2021/2022

Grinder - Deferred in FY2021

Replace unit 6137, a 2002 Scarifier, as it is nearing the replacement criteria of 15. Current score: 13.20.

**PUBLIC SERVICES, STREET DIVISION**

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**FY2021/2022 (continued)**

**Dump Truck - Deferred in FY2021**

Replace vehicles 6167 and 6168, a 2005 Ford F750 Dump Body, as they have exceeded the replacement criteria of 15. Current scores: 32.32 and 38.91 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 - Deferred in FY2021**

Replace unit 6172, a 2011 Curb Machine, as it is anticipated to exceed the replacement criteria of 15. Current score: 17.65.

**Skid Steer w/Tracks - Deferred in FY2021**

Replace unit 6110, a 2009 Bobcat S185, as it has exceeded the replacement criteria of 15. Current score: 39.45.

**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.

**FY2022/2023**

**Dump Truck**

Replace vehicles 6142 and 6169, a 2009 Ford F450 Dump and a Ford F750 2005 Dump, as they have exceeded the replacement criteria of 15. Current scores: 20.13 and 18.19 respectively. These vehicles are used in daily operations for hauling excavation spoils and materials, in addition to snow plowing.

**Back Hoe**

Replace unit 6129, a 2008 Backhoe, as it has exceeded the replacement criteria of 15. Current score: 21.46

**FY2023/2024**

**Dump Truck**

Replace vehicle 6143 and 6188, a 2009 Ford F450 4x2 Dump and a 2008 Ford F750 dump, as they have exceeded the replacement criteria of 15. Current scores: 18.19 and 36.71 respectively. These vehicles are used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

PUBLIC SERVICES, STREET DIVISION

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FY2023/2024 (continued)

Trailer

Replace unit 6159, a 2007 Cronkhite Trailer, as it has exceeded the replacement criteria of 15. Current score: 42.36.

Planer

Replace unit 6186A, a 2016 Bobcat 18" Planer Attachment, as it is anticipated to exceed the replacement criteria of 15. Current score: 3.07. This unit is a skid steer attachment used in the preparation of asphalt and concrete street repairs.

FY2024/2025

Dump Truck

Replace vehicles 6187 and 6189, 2008 Ford F750 Dumps, as they have exceeded the replacement criteria of 15. Current scores: 30.90 and 29.58 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: 12.14.

FY2025/2026

Pickup Truck

Replace vehicle 6100, a 2014 F150 Pickup Truck, as it is nearing its replacement criteria of 15. Current score: 13.49.

Pavement Drill

Replace equipment 6166A, a 2017 E-Z slab drill , as it is nearing its replacement criteria of 15. Current score: 6.72.

Conveyor

Replace equipment 6165A, a 2018 conveyor, as it is nearing its replacement criteria of 15. Current score: 5.86

Mini Paver

Replace equipment 6184A, a 2018 mini paver, as it is nearing its replacement criteria of 15. Current score: 4.03

PUBLIC SERVICES, PLANNING AND DEVELOPMENT

<u>Acquisition</u>	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Compact SUV - Deferred FY21		50,000			25,000	
Grant Trail Extension Study		150,000				25,000
Annual Total	-	200,000	-	-	25,000	25,000

Project Description

FY2021/2022

Compact SUV

Replace vehicle 5703, a 2011 Ford Fusion, as it has exceeded the replacement criteria of 15. Current score: 29.38.  
Replace vehicle 5755, a 2011 Ford Fusion, as it has exceeded the replacement criteria of 15. Current score: 22.00.

Grant Trail Extension Study

This study will evaluate routes to extend Grants Trail from its current trailhead at Leffingwell and Holmes Ave. into Kirkwood's historic downtown. These routes will be evaluated based on cost, constructability, user safety and comfort. This document will be used in the preparation of future grants to fund this effort.

FY2024/2025

Compact SUV

Replace vehicle 5700, a 2015 Ford Fusion, as it is anticipated to exceed the replacement criteria of 15. Current score: 5.78.



<u>Acquisition</u>	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
<b>Annual Total</b>	-	-	-	-	-	-

<u>Project Description</u>	<u>Start Date</u>	<u>End Date</u>	<u>Status</u>	<u>Owner</u>	<u>Team</u>	<u>Budget</u>	<u>Actual Cost</u>	<u>Forecasted Cost</u>	<u>Actual Revenue</u>	<u>Forecasted Revenue</u>	<u>Actual Profit</u>	<u>Forecasted Profit</u>
Project A	2023-01-01	2023-03-31	Completed	John Doe	Team A	\$100,000	\$95,000	\$100,000	\$120,000	\$120,000	\$25,000	\$25,000
Project B	2023-04-01	2023-06-30	In Progress	Jane Smith	Team B	\$150,000	\$140,000	\$150,000	\$180,000	\$180,000	\$30,000	\$30,000
Project C	2023-07-01	2023-09-30	On Hold	Mike Johnson	Team C	\$80,000	\$75,000	\$80,000	\$100,000	\$100,000	\$20,000	\$20,000
Project D	2023-10-01	2023-12-31	Planned	Sarah Lee	Team D	\$120,000	\$110,000	\$120,000	\$150,000	\$150,000	\$30,000	\$30,000
Project E	2024-01-01	2024-03-31	Planned	David Kim	Team E	\$90,000	\$85,000	\$90,000	\$110,000	\$110,000	\$20,000	\$20,000
Project F	2024-04-01	2024-06-30	Planned	Emily White	Team F	\$110,000	\$105,000	\$110,000	\$130,000	\$130,000	\$20,000	\$20,000
Project G	2024-07-01	2024-09-30	Planned	Chris Brown	Team G	\$130,000	\$125,000	\$130,000	\$160,000	\$160,000	\$30,000	\$30,000
Project H	2024-10-01	2024-12-31	Planned	Alex Green	Team H	\$140,000	\$135,000	\$140,000	\$170,000	\$170,000	\$30,000	\$30,000
Project I	2025-01-01	2025-03-31	Planned	Olivia Black	Team I	\$160,000	\$155,000	\$160,000	\$190,000	\$190,000	\$30,000	\$30,000
Project J	2025-04-01	2025-06-30	Planned	Noah Gray	Team J	\$170,000	\$165,000	\$170,000	\$200,000	\$200,000	\$30,000	\$30,000
Project K	2025-07-01	2025-09-30	Planned	Ava Blue	Team K	\$180,000	\$175,000	\$180,000	\$210,000	\$210,000	\$30,000	\$30,000
Project L	2025-10-01	2025-12-31	Planned	Liam Red	Team L	\$190,000	\$185,000	\$190,000	\$220,000	\$220,000	\$30,000	\$30,000
Project M	2026-01-01	2026-03-31	Planned	Mia Purple	Team M	\$200,000	\$195,000	\$200,000	\$230,000	\$230,000	\$30,000	\$30,000
Project N	2026-04-01	2026-06-30	Planned	Ethan Yellow	Team N	\$210,000	\$205,000	\$210,000	\$240,000	\$240,000	\$30,000	\$30,000
Project O	2026-07-01	2026-09-30	Planned	Sophia Pink	Team O	\$220,000	\$215,000	\$220,000	\$250,000	\$250,000	\$30,000	\$30,000
Project P	2026-10-01	2026-12-31	Planned	Lucas Orange	Team P	\$230,000	\$225,000	\$230,000	\$260,000	\$260,000	\$30,000	\$30,000
Project Q	2027-01-01	2027-03-31	Planned	Isabella Silver	Team Q	\$240,000	\$235,000	\$240,000	\$270,000	\$270,000	\$30,000	\$30,000
Project R	2027-04-01	2027-06-30	Planned	Benjamin Gold	Team R	\$250,000	\$245,000	\$250,000	\$280,000	\$280,000	\$30,000	\$30,000
Project S	2027-07-01	2027-09-30	Planned	Charlotte Bronze	Team S	\$260,000	\$255,000	\$260,000	\$290,000	\$290,000	\$30,000	\$30,000
Project T	2027-10-01	2027-12-31	Planned	William Platinum	Team T	\$270,000	\$265,000	\$270,000	\$300,000	\$300,000	\$30,000	\$30,000
Project U	2028-01-01	2028-03-31	Planned	Aria Diamond	Team U	\$280,000	\$275,000	\$280,000	\$310,000	\$310,000	\$30,000	\$30,000
Project V	2028-04-01	2028-06-30	Planned	James Ruby	Team V	\$290,000	\$285,000	\$290,000	\$320,000	\$320,000	\$30,000	\$30,000
Project W	2028-07-01	2028-09-30	Planned	Harper Sapphire	Team W	\$300,000	\$295,000	\$300,000	\$330,000	\$330,000	\$30,000	\$30,000
Project X	2028-10-01	2028-12-31	Planned	Leo Emerald	Team X	\$310,000	\$305,000	\$310,000	\$340,000	\$340,000	\$30,000	\$30,000
Project Y	2029-01-01	2029-03-31	Planned	Evelyn Amethyst	Team Y	\$320,000						

# FACILITIES OPERATIONS

Acquisition	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Update City Hall Security Cameras/DVRs	84,000					
Firehouse #2 Concrete Drive	41,000					
PD Dispatch HVAC RTU Replacement	24,000					
1/2 Ton 4x4 Pickup Truck (5882)-Deferred in FY21		32,500				
Farmer's Market Pavement Evaluation and Design		50,000				
City Hall Main Level HVAC Upgrade		114,000				
1/2 Ton 4x4 Pickup Truck (5881)			32,500			
City Hall Council Chambers/Judges Chambers HVAC Upgrade			206,000			
131 West Madison Facilities Assessment Study-Deferred in FY21			25,000			
City Hall Generator				220,000		
1/2 Ton 4x4 Pickup Truck (5804)				32,500		
City Hall Marble Flooring Restoration						17,000
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
Total	149,000	196,500	263,500	252,500	-	207,000

## FACILITIES OPERATIONS

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### Project Description

#### FY2021/2022

##### 1/2 Ton 4x4 Pickup Truck 5882

Replace vehicle 5882, a 2008 Chevrolet Silverado 1500 2WD, as it has exceeded the replacement criteria of 15. Current score: 22.11  
The truck is heavily relied on for snow removal and day to day operations.

##### Farmer's Market Pavement Evaluation and Design

The current pavement at the Farmers Market has deteriorated. Currently the asphalt and gravel surfaces of the farmer's market are not ADA compliant, are creating trip hazards, and are not promoting proper drainage for the area. It is recommend that a firm be contracted evaluate and design a replacement concrete surface with proper drainage in order to provide a long term solution for the property.

##### City Hall Main Level HVAC Upgrade

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.

#### FY2022/2023

##### 1/2 Ton 4x4 Pickup Truck

Replace vehicle 5881, a 2009 Chevrolet 1/2 T Pickup, as it has exceeded the replacement criteria of 15. Current score: 23.03  
The truck is heavily relied on for snow removal and day to day operations.

##### City Hall Council Chambers/Judges Chambers HVAC Equip.

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.

##### 131 West Madison Facilities Assessment Study

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 recommend 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.

## FACILITIES OPERATIONS

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### FY2023/2024

#### City Hall Generator

The building's currently generator was installed in 1998 and is at maximum capacity . The generator is currently drawing over the recommended capacity and the emergency panel GPP is also over capacity. The 200 amp main circuit breaker can only be loaded to 80% of its capacity by code which is a maximum of 160 amps. Currently it is showing amperage spikes of up to 170 amps. In addition, the current unit cannot support any future increase in load.

#### 1/2 Ton 4x4 Pickup Truck 5804

Replace vehicle 5804, a 2008 Chevrolet Silverado 2500 2WD, as it has exceeded the replacement criteria of 15.

Current score: 15.12. The truck is heavily relied on for snow removal and day to day operations.

### FY2025/2026

#### City Hall Marble Flooring Restoration

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.

#### Public Works Overhead Door Replacement Sanitation

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.

### FY2025/2026 (continued)

#### Public Works Overhead Door Replacement Street

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 Fleet/Facilities Operations

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.

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# **CITY OF KIRKWOOD**

## **ENTERPRISE FUNDS**

**Electric, Water, Sanitation, Fleet Services and  
Workers Compensation**

### **Five-Year Capital Plan**

**Fiscal Years  
2021/2022 - 2025/2026**

ELECTRIC FUND

Acquisition	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
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		
Utility Billing Printer		44,026				
Feasibility Studies		26,274				
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	-	1,173,650	1,338,000	2,448,000	710,000	710,000

Project Descriptions

FY2021/2022

Note - All FY2021 capital items have been deferred to FY2022 due to COVID-19

Distribution System - Circuit Upgrades

In FY2021/2022 the department will complete the upgrade of its remaining 11 circuits.

Distribution System Service Extensions

In FY2021/2022 the department will upgrade service extensions to match upgraded meter locations.

ELECTRIC FUND

FY2021/2022 (continued)

LED Street Lighting

In FY2021/2022 the department will upgrade existing street lighting to LED lighting.

Electric Vehicles

Replace vehicle 8114, a 2000 Flatbed Trailer, as it has exceeded the replacement criteria of 15. Current score: 60.41.

Replace vehicle 8122, a 2000 Compact Excavator, as it has exceeded the replacement criteria of 15. Current score: 28.32.

Utility Billing Printer

Replace the utility billing printer located in the Finance Department

Feasibility Studies

Study opportunities in underdeveloped areas in Kirkwood

FY2022/2023

LED Street Lighting

In FY2022/2023 the department will upgrade existing street lighting to LED lighting.

Electric Vehicles

Replace vehicle 8137, a 2001 Two Wheel Reel Trailer, as it has exceeded the replacement criteria of 15. Current score: 33.53.

Replace vehicle 8141, a 2004 Brooks Brothers Trailer, as it has exceeded the replacement criteria of 15. Current score: 26.36.

Replace vehicle 8104, a 2011 F550 Boom Truck, as it has exceeded the replacement criteria of 15. Current score: 24.65.

Distribution Line Services

In FY2022/2023 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability.

Distribution Underground Boring Services

In FY2022/2023 the department will continue to utilize boring services to avoid utility conflicts during pole installations.

Distribution Line Clearance (Line Services Crew)

In FY2022/2023 the department will continue to utilize line clearance services in conjunction with line services installation

FY2023/2024

LED Street Lighting

In FY2023/2024 the department will upgrade existing street lighting to LED lighting.



ELECTRIC FUND

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FY2023/2024 (continued)

Electric Vehicles

Replace vehicle 8106, a 2011 Aerial Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 10.48.

Distribution Line Services

In FY2023/2024 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability.

Distribution Underground Boring Services

In FY2023/2024 the department will continue to utilize boring services to avoid utility conflicts during pole installations.

FY2023/2024 (continued)

Distribution Line Clearance (Line Services Crew)

In FY2023/2024 the department will continue to utilize line clearance services in conjunction with line services installations.

Distribution System - Leffingwell Substation Energy Storage

In FY2024 the Electric Department will upgrade the substation by adding energy storage to the site.

FY2024/2025

Distribution Line Services

In FY2024/2025 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability.

Distribution Underground Boring Services

In FY2024/2025 the department will continue to utilize boring services to avoid utility conflicts during pole installations.

Distribution Line Clearance (Line Services Crew)

In FY2024/2025 the department will continue to utilize line clearance services in conjunction with line services installations.

FY2025/2026

Distribution Line Services

In FY2025/2026 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability.

Distribution Underground Boring Services

In FY2025/2026 the department will continue to utilize boring services to avoid utility conflicts during pole installations.

**ELECTRIC FUND**

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**FY2025/2026 (continued)**

**Distribution Line Clearance (Line Services Crew)**

**In FY2025/2026 the department will continue to utilize line clearance services in conjunction with line services installations.**

PUBLIC SERVICES, WATER FUND

<u>Acquisition</u>		Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Fire Hydrant Installations		10,000	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	1,525,600
Operational Improvements		100,000	100,000	100,000	100,000	100,000	100,000
Leak Repair Program		100,000	100,000	100,000	100,000	100,000	100,000
Dump Truck-Deferred in FY21			70,000		70,000		70,000
Trailers-Deferred in FY21			36,000				
Mini Excavator			55,000	55,000			
Walk In Service Truck				150,000			
Park No. 1 Pump Station Replacement							
Engineering Design				280,000			
Construction/Inspection					2,750,000		
Vehicles				25,000	25,000		
Pickup Truck w/Service Bodies						45,000	
Arrow Board						18,000	
Backhoe							150,000
Annual Total		1,210,000	1,371,000	2,245,600	4,580,600	1,798,600	1,955,600

**PUBLIC SERVICES, WATER FUND**

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Project Description

FY2021/2022

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.

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 Repair 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: 25.57.

Trailers

Replace trailer 8530, 2009 12' Big Tex Utility Trailer, as it has exceeded the replacement criteria of 15. Current score: 44.04.  
Replace trailer 8581, 2007 18' Bobcat Trailer, as it has exceeded the replacement criteria of 15. Current score: 94.77.

Mini Excavator

This request is for an additional mini excavator for the division. Water has established two distribution crews and in order to increase work production and additional mini excavator is essential.

**PUBLIC SERVICES, WATER FUND**

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**FY2022/2023**

**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 2023/24.

**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 Repair 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.

**Mini Excavator**

Replace vehicle 8506, a 2013 JBC Mini Excavator, as it has exceeded the replacement criteria of 15. Current score: 171.82.

**Walk In Service Truck**

Replace vehicle 8509, a 2004 Utility master, as it has exceeded the replacement criteria of 15. Current score: 16.76.

**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.

**Vehicle - Mid-size SUV**

Replace vehicle 8500, a 2016 Ford Explorer, as it is anticipated to exceed the replacement criteria of 15. Current Score: 9.92.

**PUBLIC SERVICES, WATER FUND**

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**FY2023/2024**

**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 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 Repair 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 8522, a 2009 Ford F550 with Dump Body, as it is anticipated to exceed the replacement criteria of 15.  
Current score: 16.58.

**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.

**Vehicle - Compact SUV**

Replace vehicle 8517, a 2010 Trans Con Van, as it is anticipated to exceed the replacement criteria of 15. Current Score: 16.25.

**PUBLIC SERVICES, WATER FUND**

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**FY2024/2025**

**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 2025/26.

**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 Repair Program**

In 2017 the Water Department conducted a city wide leak detection study to assist in identifying unknown water main leaks. Funds are being annually allocated to repair these leaks identified by the study to reduce water loss to within the industries acceptable loss of 10% or less.

**Pickup Truck w/ Service Bodies**

Replace 8514, a 2014 F250 w/Utility Body, as it is anticipated to exceed the replacement criteria of 15. Current Score: 13.75.

**Arrow Board**

Replace asset 8529, a 2009 Arrow Board, as it is anticipated to exceed the replacement criteria of 15. Current Score: 12.48.

**FY2025/2026**

**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**

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**FY2025/2026 (continued)**

**Water Main Replacement**

Systematic replacement of older, deteriorated, undersized and high maintenance water mains. \$1,425,600 will be utilized to replace 7,128' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1% of our 135 mile distribution system. The remaining \$100,000 is budgeted to design FY 2026/27.

**Operational Improvements**

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan. Improvements will include but are not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

**Leak Repair 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: 7.84.

**Backhoe**

Replace 8570, a 2016 John Deere Backhoe, as it is anticipated to exceed the replacement criteria of 15. Current Score: 8.29.



PUBLIC SERVICES, SANITATION FUND

<u>Acquisition</u>	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
Replacement Roll Carts and Receptacles	20,000	20,000	20,000	20,000	20,000	20,000
Rear Loader - Deferred in FY21		220,000	220,000			220,000
Side Loader	265,000	260,000	260,000	520,000	260,000	260,000
GPS Routing - Deferred in FY21		100,000				
Trailer - Deferred in FY21		15,000				
Flat Bed				45,000		
Roll Off Truck					152,000	
Annual Total	285,000	615,000	500,000	585,000	432,000	500,000

Project Description

FY2021/2022

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, 2013 25YD Rear Loader Refuse Trucks, as it has exceeded the replacement criteria of 15.  
Current score: 16.84.

Side Loader

Replace vehicle 8929, a 2014 Side Loader Refuse Truck, as it has exceeded the replacement criteria of 15.  
Current score: 16.48.

**PUBLIC SERVICES, SANITATION FUND**

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**FY2021/2022 (continued)**

**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.

**FY2022/2023**

**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, a 2013 25YD Rear Loader Refuse Truck, as it has exceeded the replacement criteria of 15.  
Current score: 19.18.

**Side Loader**

Replace vehicle 8928, a 2014 Side Loader Refuse Truck, as it has exceeded the replacement criteria of 15.  
Current score: 16.56.

**FY2023/2024**

**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 have exceeded the replacement criteria of 15. Current scores: 15.73 and 17.17 respectively.

**Flat Bed**

Replace vehicle 8910, a 2008 Flat Bed Stake Body Truck, as it is anticipated to exceed the replacement criteria of 15.  
Current score: 12.18.

PUBLIC SERVICES, SANITATION FUND

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FY2024/2025

Replacement Roll Carts and Receptacles

This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Side Loader

Replace vehicle 8925, a 2014 Side Loader Refuse Truck, as it has exceeded the replacement criteria of 15.  
Current score: 15.39.

Roll Off Truck

Replace vehicle 8940, a 2013 Roll Off Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 14.30.

FY2025/2026

Replacement Roll Carts and Receptacles

This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Rear Loader

Replace vehicle 8911, a 2017 8YD Rear Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.  
Current score: 9.73.

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: 9.30.

**FLEET SERVICES**

<u>Acquisition</u>	<u>Current</u> 2020/21	<u>Year 1</u> 2021/22	<u>Year 2</u> 2022/23	<u>Year 3</u> 2023/24	<u>Year 4</u> 2024/25	<u>Year 5</u> 2025/26
Light / Heavy Duty Tire Balancer	20,000					
Light Duty Tire Changer		20,000				
Facility Air Compressor			10,000			
Mid-sized SUV				26,000		
	20,000	20,000	10,000	26,000	-	-

**Project Description**

**FY2021/2022**

**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.

**FY2022/2023**

**Facility Air Compressor**

Replace asset 6690, a 2009 Ingersall Rand Air Compressor, as it has exceed the replacement criteria of 15.  
Current score: 18.51

**FY2023/2024**

**Mid-sized SUV**

Replace vehicle 6600, a 2013 Ford Explorer AWD, as it is anticipated to exceed the replacement criteria of 15.  
Current score: 11.66

**WORKERS COMPENSATION**

<u>Acquisition</u>	<u>Current</u> 2020/21	<u>Year 1</u> 2021/22	<u>Year 2</u> 2022/23	<u>Year 3</u> 2023/24	<u>Year 4</u> 2024/25	<u>Year 5</u> 2025/26
Compact SUV				25,000		
<b>Total</b>	-	-	-	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.

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
301-0000-313.20-00	1/2 Cent Sales Tax	2,187,787	2,223,436	2,180,000	2,184,000	4,000	0.18%		
<b>Tax Revenue</b>		<b>2,187,787</b>	<b>2,223,436</b>	<b>2,180,000</b>	<b>2,184,000</b>	<b>4,000</b>	<b>0.18%</b>		
301-0000-331.00-00	Grants	76,669	219,830	1,463,928	1,219,483	(244,445)	-16.70%		
<b>Intergovernmental Revenue</b>		<b>76,669</b>	<b>219,830</b>	<b>1,463,928</b>	<b>1,219,483</b>	<b>(244,445)</b>	<b>-16.70%</b>		
301-0000-361.10-00	Investments	60,651	65,326	50,000	35,000	(15,000)	-30.00%		
301-0000-365.30-00	Other	-	16,000	-	-	-	0.00%		
<b>Investment Income</b>		<b>60,651</b>	<b>81,326</b>	<b>50,000</b>	<b>35,000</b>	<b>(15,000)</b>	<b>-30.00%</b>		
301-0000-380.10-00	Miscellaneous	6,865	4,971	-	-	-	0.00%		
<b>Other Revenue</b>		<b>6,865</b>	<b>4,971</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>		
<b>Total Revenue Before Other Financing Sources</b>		<b>2,331,972</b>	<b>2,529,563</b>	<b>3,693,928</b>	<b>3,438,483</b>	<b>(255,445)</b>	<b>-6.92%</b>		
301-0000-391.10-05	Transfer from Other Funds	1,445,000	1,801,747	1,967,000	1,845,600	(121,400)	-6.17%		
301-0000-391.10-30	Transfer/Sanitation	-	-	-	-	-	0.00%		
301-0000-392.10-00	Sale of Fixed Assets	144,089	137,353	86,000	58,000	(28,000)	-32.56%		
301-0000-392.20-00	Insurance Proceeds	-	45,473	-	-	-	0.00%		
301-0000-393.50-00	Capital Leases Proceeds	-	-	330,000	-	(330,000)	0.00%		
<b>Other Financing Sources</b>		<b>1,589,089</b>	<b>1,984,573</b>	<b>2,383,000</b>	<b>1,903,600</b>	<b>(479,400)</b>	<b>-20.12%</b>		
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>3,921,061</b>	<b>4,514,136</b>	<b>6,076,928</b>	<b>5,342,083</b>	<b>(734,845)</b>	<b>-12.09%</b>		

CITY OF KIRKWOOD									
FISCAL YEAR 2021/2022 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
301-1100-600.75-03	Building & Site Improve.	-	28,367	-	-	-	100.00%		
301-1102-600.75-05	Machinery & Equipment	113,740	29,530	16,945	-	(16,945)	-100.00%		
301-1105-600.75-05	Machinery & Equipment	127,580	72,871	620,000	105,000	(515,000)	-83.06%		
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	19,699	20,610	20,610	55,610	35,000	169.82%		
301-1201-600.75-06	Rolling Stock	127,580	170,507	209,898	225,600	15,702	7.48%		
301-1301-600.70-01	Principal	-	370,032	188,051	-	(188,051)	100.00%		
301-1301-600.70-02	Interest	-	-	5,844	-	(5,844)	100.00%		
301-1301-600.75-05	Machinery & Equipment	304,513	311,519	378,069	50,000	(328,069)	-86.77%		
301-1301-600.75-06	Rolling Stock	1,286,522	37,694	370,000	-	(370,000)	-100.00%		
301-1401-600.75-05	Machinery & Equipment	98,658	-	77,000	70,000	(7,000)	100.00%		
301-1401-600.75-06	Rolling Stock	44,651	392,653	320,000	320,000	-	0.00%		
301-1401-600.75-12	Sidewalks	286,705	625,435	268,291	150,000	(118,291)	-44.09%		
301-1401-600.75-14	Streets	1,766,250	2,842,974	6,205,638	5,094,353	(1,111,285)	-17.91%		
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	-	-	125,000	0	(125,000)	100.00%		
301-1702-600.75-06	Rolling Stock	-	19,464	50,000	50,000	-	100.00%		
301-1702-600.75-07	Feasibility Study	-	-	-	150,000	150,000	100.00%		
301-1704-600.75-03	Building & Site Improve.	142,629	128,374	197,873	50,000	(147,873)	-74.73%		
301-1704-600.75-05	Machinery & Equipment	-	-	84,000	114,000	30,000	100.00%		
301-1704-600.75-06	Rolling Stock	-	-	63,500	32,500	(31,000)	100.00%		
TOTAL CAPITAL IMPROVEMENT FUND EXPENDITURES		4,356,195	5,050,030	9,265,719	6,497,063	(2,768,656)	-29.88%		

Capital Improvement Expenditures

# **CITY OF KIRKWOOD**

## **PARKS/RECREATION**

### **Five-Year Capital Plan**

**Fiscal Years  
2020/2021 - 2025/2026**



City of Kirkwood - Five Year Park/Recreation Capital Plan

Projected Statement of Revenues, Expenditures and Changes in Fund Balance

	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
<b>Revenues:</b>						
Taxes	2,450,000	2,474,500	2,499,245	2,524,237	2,530,548	2,536,875
Interest on investments	30,000	15,000	12,000	10,000	20,000	20,000
<b>Total Operational Revenues</b>	<b>2,480,000</b>	<b>2,489,500</b>	<b>2,511,245</b>	<b>2,534,237</b>	<b>2,550,548</b>	<b>2,556,875</b>
<b>Other financing sources</b>						
Grants	525,000	-	525,000	-	525,000	-
Stages Donation	1,000,000	750,000	-	-	-	-
KTG Donation	-	-	-	-	-	-
Glendale*	46,162	46,162	18,000	18,000	-	-
Oakland*	12,251	12,251	4,000	4,000	-	-
<b>Total other financing sources</b>	<b>1,583,413</b>	<b>808,413</b>	<b>547,000</b>	<b>22,000</b>	<b>525,000</b>	<b>-</b>
<b>Total Revenues and Other Financing</b>	<b>4,063,413</b>	<b>3,297,913</b>	<b>3,058,245</b>	<b>2,556,237</b>	<b>3,075,548</b>	<b>2,556,875</b>
<b>Expenditures:</b>						
Transfer to other funds	958,000	1,325,000	975,000	975,000	1,000,000	1,000,000
Legal/Audit/Fiscal Agent/Misc	12,850	12,250	12,250	12,250	12,250	12,250
Principal - Interfund Loan	170,000	-	-	-	-	-
Interest - Interfund Loan	3,400	-	-	-	-	-
INTEREST CC/PAC Bonds	828,707	814,007	798,857	783,257	761,857	739,657
CC/PAC Bonds**	490,000	505,000	520,000	535,000	555,000	580,000
Parks Recreation Capital Projects	616,200	297,500	271,500	390,000	270,000	1,685,000
Design Fees	737,600	-	-	-	-	-
Owner's Rep Services	120,000	60,000	-	-	-	-
<b>Total Expenditures</b>	<b>3,936,757</b>	<b>3,013,757</b>	<b>2,577,607</b>	<b>2,695,507</b>	<b>2,599,107</b>	<b>4,016,907</b>
<b>Revenues and Other Financing Sources Over Expenditures</b>	<b>126,656</b>	<b>284,156</b>	<b>480,638</b>	<b>(139,270)</b>	<b>476,441</b>	<b>(1,460,032)</b>
<b>Cash Balance*</b>						
Beginning of year	3,390,280	3,516,936	3,051,092	3,531,730	3,392,460	3,868,901
End of year	3,516,936	3,801,092	3,531,730	3,392,460	3,868,901	2,408,869
Dedicated for PAC/CC Project	(1,000,000)	(750,000)	-	-	-	-
<b>Fund Balance-Unassigned</b>	<b>2,516,936</b>	<b>3,051,092</b>	<b>3,531,730</b>	<b>3,392,460</b>	<b>3,868,901</b>	<b>2,408,869</b>
<b>Construction Funding</b>						
Cash With Trustees as of March 31	10,661,978					
<b>PAC Construction as of March 31</b>	<b>21,077,201</b>					

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, \$750,000 for PAC and additional Recreation repayment 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, \$575,00 to Park Fund, \$400,000 for Recreation and PAC repayment to General fund

Transfer to other funds FY24-25, \$600,000 to Park Fund, \$400,000 for Recreation and PAC repayment to General Fund

Transfer to other funds FY25-26, \$600,000 to Park Fund, \$400,000 for Recreation and PAC repayment to General Fund

\*Transfer for a possible reduction of revenue an additional \$125,000 in the year after Community Center Construction

PARKS/RECREATION CAPITAL

Acquisition	Current 2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26
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					
Rink Ice Edging Machine	5,000					
Rink Warming Room HVAC	17,000					
Replace Ice Resurfacer Garage Door	6,000					
Sewer Line Upgrade	50,000					
2021/22						
Pool Painting (Competition Pool)		45,000				
Pool Repairs		30,000				
Rehab Pool Deck Furniture		25,000				
Rink Concession HVAC Unit		20,000				
Water Proofing at CC/Theater		20,000				
Pool Grant to repair leaking gutter line?		90,000				
Outdoor Pickleball Nets		6,500				
Minivan - Deferred from FY21		26,000				
Seal and Stripe Community Center Lot Deferred from FY21		35,000				
2022/23						
Pool Painting (Lazy River, Leisure Pool)			50,000			
Pool Repairs			30,000			
Ice Arena Scoreboard			5,500			
Paint Rink Ceiling Trusses			15,000			
Ice Arena Insulated Garage Door			11,000			
Warming Room Flooring			110,000			
Community Center Tables and Racks			50,000			
2023/24						
Replace SCS Water Playground				325,000		
Pool Painting (Family/Plunge Pools)				30,000		
Pool Repairs				35,000		

**PARKS/RECREATION CAPITAL**

<u>Acquisition</u>	<u>Current</u> 2020/21	<u>Year 1</u> 2021/22	<u>Year 2</u> 2022/23	<u>Year 3</u> 2023/24	<u>Year 4</u> 2024/25	<u>Year 5</u> 2025/26
<b>2024/25</b>						
Replace Rink Dehumidifiers					140,000	
Replace Ice Arena Flooring					40,000	
Pool Repairs					40,000	
Pool Painting (Rockscape, Slide Tower)					50,000	
<b>2025/26</b>						
Ice Rink Chiller Package Replacement						1,600,000
Pool Repairs						40,000
Pool Painting (Comp Pool)						45,000
<b>Annual Total</b>	<b>616,200</b>	<b>297,500</b>	<b>271,500</b>	<b>390,000</b>	<b>270,000</b>	<b>1,685,000</b>

**Project Description**

**FY2020-21**

**Pool Painting, Rockscope (\$36,500) completed**

Repair of concrete failures and touch up painting for the rockscope around the Kiddie and Leisure Pools and Lazy River. This item is included in the MPGCSTL grant application.

**Pool Piping Repairs (\$210,000) 98% complete**

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) 95% complete**

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) complete**

Allocation to replace concrete pool decks that have shifted over time. This item is 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) 98% complete**

Projects include replacing sight glass on backwash line, pipe hangers, valves, flow meters. Repair of pumps and motors. These items will be included in the MPGCSTL grant application.

## **PARKS/RECREATION CAPITAL**

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### **FY2020-21 (continued)**

#### **Pool Pump Replacement (\$45,000) Still needs to happen**

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) 50% complete**

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) Completed**

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.

#### **Rink Warming Room HVAC (\$15,000) Complete**

Replacement of the HVAC system that services the rink warming room. The unit will be 22+ year old at the time of replacement.

#### **Sewer Line Upgrade (\$50,000) Still needs to happen**

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.

#### **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.

#### **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.

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## **PARKS/RECREATION CAPITAL**

### **FY2021-22 (Continued)**

#### **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.

#### **Outdoor Pickleball Nets (\$6500)**

Demand for outdoor pickleball has increased. Portable and weather proof nets are required.

#### **Water Proofing at the CC/Theater (\$20,000)**

Excavate to a depth to water proof exterior wall of interior and exterior stairwell foundation between the community center east gym and theater

#### **Pool Grant to replace leaking gutter line (\$90,000)**

A leak has been identified on the west side of the competition pool. Amount reflects replacing the gutter line along the entire west side of comp pool.

### **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

#### **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.

#### **Community Center Tables and Racks (50,000)**

Replace 20+ year old deteriorating tables throughout facility

#### **Ice Areen Insulated Garage Door (\$11,000)**

Exterior ice maker garage door has obsolete parts and will not be able to be repaired when it fails.

#### **Ice Arena Scoreboard (\$5500)**

Existing equipement is beginning to deteriorate. Plan is to replace a single scoreboard.

## **PARKS/RECREATION CAPITAL**

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### **FY2023-24**

#### **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.

#### **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.

### **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

#### **Pool Repairs (\$40,000)**

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

#### **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.

### **FY2025-26**

#### **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.

#### **Pool Repairs (\$40,000)**

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

#### **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.

CITY OF KIRKWOOD							
FISCAL YEAR 2021/2022 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
302-0000-313.20-00	1/2 Cent Sales Tax	2,573,868	2,615,807	2,606,500	2,474,500	(132,000)	-5.06%
<b>Tax Revenue</b>		<b>2,573,868</b>	<b>2,615,807</b>	<b>2,606,500</b>	<b>2,474,500</b>	<b>(132,000)</b>	<b>-5.06%</b>
302-0000-331.20-70	Grant(s)	-	-	525,000	-	(525,000)	100.00%
302-0000-336.10-80	City of Glendale	61,765	14,452	46,349	46,162	(187)	-0.40%
302-0000-336.10-90	City of Oakland	16,524	3,870	12,412	12,251	(161)	-1.30%
<b>Intergovernmental Revenue</b>		<b>78,289</b>	<b>18,322</b>	<b>583,761</b>	<b>58,413</b>	<b>(525,348)</b>	<b>-89.99%</b>
302-0000-361.10-00	Investments	267,860	237,069	30,000	15,000	(15,000)	-50.00%
<b>Investment Income</b>		<b>267,860</b>	<b>237,069</b>	<b>30,000</b>	<b>15,000</b>	<b>(15,000)</b>	<b>-50.00%</b>
302-0000-365.30-02	Stages Donations - PAC	-	250,000	-	750,000	750,000	100.00%
302-0000-365.30-03	KTG Donations - PAC	-	8,050	-	-	-	0.00%
302-0000-380.10-00	Miscellaneous	-	-	-	-	-	0.00%
<b>Other Revenue</b>		<b>-</b>	<b>258,050</b>	<b>-</b>	<b>750,000</b>	<b>750,000</b>	<b>100.00%</b>
<b>Total Revenue Before Other Financing Sources</b>		<b>2,920,017</b>	<b>3,129,248</b>	<b>3,220,261</b>	<b>3,297,913</b>	<b>77,652</b>	<b>2.41%</b>
302-0000-391.10-05	Transfer from Other Funds	-	-	-	-	-	-
302-0000-392.10-00	Sale of Fixed Assets	15	158	-	-	-	-
302-0000-393.60-00	Proceeds from Financing	-	-	-	-	-	100.00%
<b>Other Financing Sources</b>		<b>15</b>	<b>158</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUE AND OTHER FINANCING SOURCES</b>		<b>2,920,032</b>	<b>3,129,406</b>	<b>3,220,261</b>	<b>3,297,913</b>	<b>77,652</b>	<b>2.41%</b>

CITY OF KIRKWOOD							
FISCAL YEAR 2021/2022 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY19 TWO YEARS AGO ACTUAL	FY20 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2021/2022 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
302-2001-491.10-10	Transfer to Other Funds	795,035	852,554	958,000	1,325,000	367,000	38.31%
302-2001-600.32-01	Legal	4,142	3,825	6,000	6,000	-	0.00%
302-2001-600.32-02	Audit	3,000	3,000	5,250	5,250	-	0.00%
302-2001-600.70-01	Principal	365,000	480,000	490,000	505,000	15,000	3.06%
302-2001-600.70-02	Interest	794,181	848,336	832,107	814,007	(18,100)	-2.18%
302-2001-600.70-03	Fiscal Agent's Fees	159	300	1,600	1,000	(600)	-37.50%
302-2001-600.75-03	Building & Site Improv.	3,516,038	15,115,707	9,186,757	280,000	(8,906,757)	-96.95%
302-2001-600.75-04	Park Improvements	67,961	35,450	6,040	-	(6,040)	-100.00%
302-2001-600.75-05	Machinery & Equipment	6,480	103,217	537,582	51,500	(486,082)	-90.42%
302-2001-600.75-06	Rolling Stock	-	-	26,000	26,000	-	100.00%
302-2001-600.75-07	Feasibility Studies	-	-	7,000	-	(7,000)	100.00%
TOTAL PARK SALES TAX IMPROVEMENT FUND EXPENDITURES		5,551,996	17,442,389	12,056,336	3,013,757	(9,042,579)	-75.00%

Park Sales Tax Improvement Expenditures



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**Section V**  
**Finance Committee**

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## DIVISION 5. FINANCE COMMITTEE

### **Sec. 2-565. Creation, number members; purposes.**

(a) There is hereby created a citizen's finance advisory committee which shall consist of eight (8) members who shall serve a three-year term. The committee shall be appointed by the mayor, with approval of the city council. The first term of three (3) committee members shall be for three (3) years. The first term of three (3) committee members shall be for two (2) years. The first term of two (2) committee members shall be for one (1) year. Each member shall continue to serve until a successor is duly appointed and qualified. In the event of death, resignation or removal of any member, a successor shall be appointed by the council to serve for the unexpired term for which such member has been appointed. The council may remove any member of the committee at any time.

(b) The purpose of this committee shall be:

- (1) To serve as an advisory body to the city council and to provide suggestions, recommendations, and comments to the city council concerning the preparation of the city's annual operating and capital budget, and the three-year capital program. The primary objective of the committee is to assure citizen input on both the short term and long term financial condition of the city, the reasonableness and appropriateness of specific budget requests, and to provide other financial direction as may be requested by the city council.
- (2) To work with the chief administrative officer and city comptroller in a mutually cooperative fashion, including the interviewing of department heads annually during the budget process in order to gain an understanding of the need and cost of specific line-item operating and capital requests.
- (3) To work with the chief administrative officer and the city comptroller in a mutually cooperative fashion in reviewing revenue forecasts and the assumptions upon which they are based.
- (4) To conduct such other reviews as may be deemed necessary or as requested to adequately formulate recommendations on the city's financial condition, budgetary actions, and fiscal policies.

(Ord. No. 8007, §1, 11-15-90)

### **Sec. 2-566. Coordination of recommendations.**

(a) The chief administrative officer upon preparing the annual budget and submission of that budget to the city council shall, at the same time, submit a copy to the citizen's finance committee.

(b) At least four (4) weeks prior to the established date for the public hearing on the budget the citizen's finance committee shall present to the city council a written appraisal or critique of the chief administrative officer budget submission, along with specific recommendations for change, if any.

## ADMINISTRATION

(Ord. No. 8007, §1, 11-15-90)

### **Sec. 2-567. Organization.**

The citizens finance committee shall annually elect from its members its own chair and vice chair. The vice chair is to act as chair in the absence of the chair. The chair and vice chair may be elected to two (2) consecutive one-year terms but shall hold office until a successor has been elected. (Ord. No. 8007, §1, 11-15-90)

### **Sec. 2-568. Meeting facilities and staff assistance.**

The city, by and through the office of the city comptroller, shall provide such office space and administrative and staff support as deemed necessary for the fulfillment of the duties of the citizens finance committee. (Ord. No. 8007, §1, 11-15-90)

**Citizens Finance Committee Calendar - Summary**  
**Fiscal Year 2021/2022**  
**Meet Scheduled Friday Mornings @ 7:00am - 8:15am**  
**Zoom Webinar and**  
**Dial In Meeting Format**

	<u>SEPTEMBER</u>	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>
Friday	11	CFC KICK OFF - ORIENTATION	Barb Feiner	Laurie Asche Sandy Stephens
Friday	18	CFC KICK OFF CITY LEADERS	Barb Feiner	Mayor Tim Griffin Russ Hawes, CAO
Friday	25	Sanitation	Kelly Mulholland Al Rheinneckner	Bill Bensing
	<u>OCTOBER</u>	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>
Friday	2	Electric	Larry Watson Hunter Martiniere	Mark Petty
Friday	9	Fire	Gil Kleinknecht Al Rheinneckner	Jim Silvernail
Friday	16	Revenue/Fund Balances	Barb Feiner Larry Watson Kelly Mulholland	Sandy Stephens
Friday	23	Recreation/ Performing Arts Center	Hunter Martiniere Matt Biere	Kyle Henke
Friday	30	Water	James Mori Barb Feiner	Bill Bensing
	<u>NOVEMBER</u>	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>
Friday	6	Police	Gil Kleinknecht James Mori	Brian Murphy
Friday	13	Engineering Streets	Hunter Martiniere Matt Biere	Bill Bensing
Friday	20	Emerging Topics	Barb Feiner	
Thursday	26	THANKSGIVING HOLIDAY		
Friday	27	NO MEETING		
	<u>DECEMBER</u>	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>
Friday	4	Comp Planning Workers Comp Medical Claims	Matt Biere Kelly Mulholland	Georgia Ragland
Friday	11	CAO Budget Priorities	Barb Feiner	Russ Hawes
Friday	18	CFC Memorandum Finalization	All CFC	Barb Feiner
Thursday	24	CHRISTMAS HOLIDAY		
Friday	25	CHRISTMAS HOLIDAY		
	<u>JANUARY</u>	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>
Friday	1	NEW YEARS DAY		
Friday	8	CFC Memorandum Finalization	All CFC	Barb Feiner
Friday	15	Optional Session if needed	All CFC	Barb Feiner
Thursday	21	CFC TO COUNCIL WORK SESSION	Barb Feiner	Barb Feiner

## **CITY OF KIRKWOOD**

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### **CITIZENS FINANCE COMMITTEE MEMBERS**

Barbara Feiner, Chair

William Hunter Martinieri

Kelly Mulholland, Co-chair

James Mori

Matthew Biere

Al Rheinnecker

Gil Kleinknecht

Larry Watson

### **COUNCIL LIAISON**

Wallace Ward

### **STAFF LIAISON**

Sandy Stephens

**CITIZENS FINANCE COMMITTEE RECOMMENDATION MEMORANDUM**  
**FISCAL YEAR 2021 BUDGET CYCLE**  
**CITY COUNCIL WORK SESSION**  
**JANUARY 16, 2020**

**INTRODUCTION AND GENERAL RECOMMENDATIONS**

The Citizens Finance Committee (“CFC”) has been meeting weekly since September to review departments’ proposed FY21 budgets as well as major fund balances and overall City sources of revenues. Specific departments reviewed include Police, Fire, Electric, Water, Sanitation, Engineering/Planning, Streets and Administration (including Workers’ Compensation, Human Resources and Employment Benefits). In some cases, we did not review the entire department, but rather a major function or area. Our approach included a review of revenue sources, key budget variances, capital investment plans and funding sustainability. The CFC was focused on the following:

1. Reviewing City fund balances and movement within CFC recommended guidelines to sustain the City’s AA2 rating or better.
2. Assessing current and potential revenue and other sources as well as associated 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.
5. Ensuring continued prudent capital investment in City infrastructure.

You will note that this report contains recommendations related to the introduction of performance-based budgeting (“PBB”) starting next budget year with the Kirkwood Police Department. The CFC supports the PBB budget process as a means of managing resources, improving performance and identifying clearly how taxes and fees are managed to improve the level of municipal services. When this new approach to budgeting (versus line item) is fully implemented Kirkwood will be recognized as an example for other local leaders to follow. We are confident that the CFC, as well as City Council members, will have an improved platform for evaluating and funding services. As a small group of citizens who receive Kirkwood services and understands the financial implications, the CFC members, as a group, may be a good source to assist department managers in developing PBB cost centers and prioritizing services.



When we began the FY21 budget review process, the proposed procurement of a new enterprise resource program (“ERP”) that was supposed to begin this year had been placed on hold as possible governance changes in St. Louis County were being discussed. Now that those discussions have ended, the ERP installation and migration are scheduled to begin next year. The CFC did not review management information systems (“MIS”) this year but, based on last year’s review, the new system is contemplated to increase efficiency and decrease the amount of third-party software needed. This will be a major undertaking for several City departments. Because at least some City departments will be adopting PBB over time, it is the recommendation of the CFC that the future ERP financial system incorporate PBB into budgeting and reporting.

Observations and recommendations from our review are included in this document.

The CFC extends our sincere thanks to department heads and staff who participated in the FY 21 budget review process. Each department head is dedicated and has deep knowledge and a sense of ownership in his/her area. We appreciate that they constantly look for more efficient and cost-effective ways to provide the high-quality service that the citizens of Kirkwood have come to expect.

We especially want to thank the City Director of Finance. Sandy Stephens stepped into this role just before we began the budget review process and, as her previous assistant director position had just been filled, she did “double duty” for the past several months. Sandy’s knowledge of City finances and departments, relationships with City staff and her cheerful responsiveness to questions and requests were invaluable to the CFC as we went through the budget process.

## **REVENUE & FUND BALANCES**

**Observation: Revenue Risk.** The City must be prepared for sudden economic downturn impacting primary revenue streams due to reliance on sales and use tax, legislative risk and possible reduced economic development. The City continues to review current and potential revenue sources and utilizes fund balances to mitigate any downturn in revenues. The City recently completed a revenue stress test analysis, including potential contingency actions, so that the City could continue to provide services at current levels in the event of a 20-25% decline in current revenues.

While the City currently has multiple sources of revenue, tax revenue represents over 67% of the City’s revenue. Sales and use tax revenues are 47% of such tax revenue. Future tax receipts may be limited due to property tax legal limitations, Missouri Utility Gross Receipts Tax legislative risk, and declines in telecommunications and cable franchise fees.

Currently charges for services represent nearly 13% of total City revenue due primarily to increases in ambulance fees, recreation fees and growth in building permits.

Recent increased revenue sources include Fire Prevention Sales Tax (1/4 cent) enacted in FY16 worth \$1.285 million/yr. and County Public Safety Prop P for Public Safety at \$1.5 million/yr.

1. **Recommendation:** The CFC recommends monitoring market conditions and updating risk mitigation plans and revenue stress tests to be prepared for an economic downturn and/or an increased market shift to internet purchases that could impact both sales and use taxes and City fund reserves.
2. **Recommendation:** The City should continue to closely monitor revenue risk associated with Missouri Utility Gross Receipts Tax, telecommunications revenue, and cable franchise fees.
3. **Recommendation:** The City should continue to monitor the ability of the State to collect taxes on internet sales and monitor the ability for the State to transfer internet sales tax to the City.
4. **Recommendation:** The CFC supports self-sustaining enterprise funds' dividend contributions back to the City, if appropriate.

**Observation: Service Fees.** Fees for service for ambulance, building permits, and Parks & Recreation have been recently reviewed and implemented based upon a market analysis for the quality of services provided.

5. **Recommendation:** The CFC recommends incorporating and expanding PBB as opposed to line item budgeting to evaluate services for dollars deployed. This also will provide a baseline for service expansion costs to other municipalities.
6. **Recommendation:** The CFC recommends incorporating PBB into any future City ERP financial systems solution initiatives.

**Observation: Grants.** The City does a great job securing Federal and State grants typically covering 80% of many major infrastructure improvements. Budgets reflect timing differences between completed projects and actual funding of the grant. Grants will have saved citizens a total of \$10 million on large infrastructure projects in FY20 through FY24.

7. **Recommendation:** The CFC recommends that the City monitor availability and continued expansion of securing large and medium infrastructure project grants and public safety grants.

**Observation: Expanding City Services To Other Municipalities.** The City currently contracts with surrounding municipalities for police and fire protection, dispatch services, fleet services, administration services and recreation facilities.

8. **Recommendation:** The CFC recommends continuing the initiative to explore long-term contracts with other municipalities that reflect value of services provided and citizen per capita equity.

**Observation: Fund Balances.** Fund balances were established for the purpose of mitigating future risk to the City augmenting the City's ability to maintain a strong bond rating of AA2 or better with the rating agencies. Historically, the CFC has recommended target fund balances for each fund.

9. **Recommendation:** The CFC supports closely monitoring all fund balances within CFC recommendations to ensure the City maintains its AA2 bond rating or better and can weather an economic downturn. The CFC recommends performing stress tests on a regular basis.
10. **Recommendation:** The CFC recommends prudent expansion of resources for areas that have declining fund balances (Sanitation, Police & Fire Pension, Sewer Lateral Fund, etc.). Increased revenues may need to come from higher service fees or tax increases that would require voter approval.
11. **Recommendation:** The CFC supports the Police and Fire Pension Board commissioning of an actuarial review of the plan to determine appropriate funding levels for Police and Fire Pension going forward. The City may consider a ballot measure to adjust the tax that supports this fund in the future.

## **KIRKWOOD POLICE DEPARTMENT**

**Observation: Staff Addition.** The Kirkwood Police Department ("KPD") has requested an addition to staff for a part-time Assistant Accreditation Manager. Based on the experience of other local police departments accredited by the CALEA Commission, the need for a specific staff position (manager) devoted to ensuring compliance with the many standards is a necessity. For those police departments who fail to be reaccredited, it is usually due to lack of proof showing full compliance with the standards. A position devoted to ensuring compliance will allow the KPD to maintain an up-to-date set of police policies and procedures, as well as monthly, quarterly and annual performance reports necessary to build an efficient and effective police service. The reports required by the CALEA standards will be an aid to implementing PBB.

1. **Recommendation:** The CFC supports the request for a part-time Assistant Accreditation Manager. The KPD will receive a return on this investment, e.g., civil court cases, improved performance. However, the CFC recommends that grant administrator duties should not interfere with the managing, reporting and collecting the accreditation requirements. Accreditation compliance must be the position priority.

**Observation: Performance Based Budgeting.** Based on information received last year, the CFC anticipated the FY21 KPD proposed budget would contain a PBB component. At the beginning of the current budget cycle the CFC members who evaluated the KPD budget were advised the KPD received a one-year extension to implement PBB. The members were also advised that the KPD had not received instructions as to what was expected when implementing this new concept, PBB versus traditional line-item budgeting. The CFC found the KPD willing to take advantage of PBB if it would improve its performance and the best use of revenue.

2. **Recommendation:** As soon as practical, the KPD should receive clear direction when preparing the FY21 PBB budget. For example:
  - Definition of PBB as it applies to the City of Kirkwood and the KPD
  - The format to be used, versus the traditional line-item format
  - The anticipated PBB Cost Centers in contrast to line-item cost centers
  - What information and/or technical assistance that will be made available, to include training

**Observation: Capital Improvements.** The CFC evaluated the Five-Year Capital Improvement Plan for the KPD and found it to be reasonable based on “current events” and the availability of new police equipment that improves officer safety as well as improving performance. During the review process the CFC requested information (details) about the two leased vehicles at \$21,000 yearly.

3. **Recommendation:** The CFC recommends ongoing review of lease versus buy opportunities within the KPD. Following the current review, the KPD decided to reduce the number of leased vehicles from two to one, with the savings to be used for the purchase of a City-owned vehicle.

**Observation: Code Enforcement.** As it relates to the KPD budget, the CFC reviewed the proposal to “reorganize the Planning and Building departments to interact and coordinate better.” This would include “streamlining administrative processes to better implement strategic direction, while improving communications and customer service.” The CFC learned a key aspect to planning and building matters – compliance/complaints with the Kirkwood Code – had been transferred to the KPD more than 10 years ago. To fulfill this Code enforcement function, the KPD has two full-time civilian code enforcement positions and one vehicle assigned. In FY19, the two Code enforcement employees handled 2,078 complaints, or 2.2 complaints per work day/per employee.

This function does not appear to be a typical mission of a local law enforcement agency, but rather one directly related to the mission/success of the Planning/Building department.

4. **Recommendation:** The CFC recommends and supports the reorganization of the Planning and Building function, as well as a new senior manager position. This change will better serve the citizens, small contractors and developers (customer service).
5. **Recommendation:** The CFC recommends that Code Enforcement, which is an important aspect of a complete planning and building function, be transferred back to the newly reorganized department. This would include the transfer of the two code enforcement positions and related equipment/expenses.

## **KIRKWOOD FIRE DEPARTMENT**

**Observation: Overtime.** The annual expenditure for overtime in the Kirkwood Fire Department (“KFD”) continues to increase. One of the main reasons is the reduced number of personnel assigned to C Shift. The other shifts have 17 personnel, with C Shift assigned 16 personnel. Due to scheduling, leave and other factors, the use of overtime is necessary to maintain the minimal staffing level of 15 on-duty personnel per shift. The overtime situation has been exacerbated recently with several injuries resulting in mandatory overtime that negatively affects morale.

Based on the overtime costs presented, the KFD has experienced a 50% increase during the past five years, from \$259,897 in FY16 to \$389,652 currently. The budget request includes one additional firefighter/paramedic at a cost of \$85,000 annually.

1. **Recommendation:** The CFC supports the request for an additional firefighter/paramedic for C Shift. However, such approval should include a condition that overtime expenditures for FY21 be limited to \$300,000 as stated in the budget briefing materials.

**Observation: Overtime.** During discussions with the KFD regarding the reasons for the increasing costs of overtime each year, it was determined that some of the overtime is due to a gap between the end of employment for one KFD employee and the hiring of a replacement. The City currently produces a listing of fully qualified and ready-to-work individuals once an upcoming vacancy occurs due to an announced retirement. There is an opportunity to enhance the ready-to-work list of qualified individuals to reduce the retirement hiring gap. A reduced list has contributed to the increasing overtime costs due to the minimum 15 staffing level requirement.

2. **Recommendation:** To reduce overtime, the CFC recommends that the City should attempt to have a replacement for a retiring firefighter/paramedic when the retirement occurs.

**Observation: Capital Improvements.** The CFC agrees that there has been a change in the mix of services provided by the Fire/EMS service, as well as changes in developing commercial and

residential properties in Kirkwood. The current mini-pumper assigned to House No. 3 was acquired in 1999 and has limited capabilities in support of the fire service, especially in the western residential areas of Kirkwood. Also, the KFD reported the maintenance costs for Aerial Ladder Tower 1535 (assigned to House No. 3) have increased due to the limited support capability of the current mini-pumper. The CFC was advised that the replacement of the mini-pumper will not only reduce the in-service use of 1535, which has a maintenance cost of \$3.65/mile, but also extend its service life. It is estimated a new mini-pumper has a maintenance cost of \$1.35/mile.

3. **Recommendation:** The CFC supports a capital expenditure of \$330,000 for the replacement of the current mini-pumper with a new mini-pumper with advanced capabilities. As reported by the KFD, the CFC concluded such move will also extend the life and reduce the maintenance costs for 1535.

**Observation: Oakland Service Fees.** A full-service contract including an annual inflationary clause with the City of Oakland for police and fire service was approved on July 1, 2019 and will continue for five years until June 2024. The CFC was advised that 88% of the annual fee was allocated to the Police Department leaving 12% going to the Fire Department. As shown below, the City of Oakland under the current contract receives full fire and emergency medical services at a lower per capita cost than that applicable to Kirkwood.

The following is a listing of five municipalities and their current yearly per capita expenditure for full fire department services:

	<u>Per capita</u>
Richmond Heights*	\$373
Maplewood*	\$334
Clayton*	\$321
Kirkwood*	\$241
Oakland (contract)	\$ 37 (est.)
(*provided by the KFD)	

4. **Recommendations:** In order for the CFC to understand the methodology or formula used to negotiate service contracts with other municipalities, it is recommended the appropriate department/staff person brief the CFC. The CFC is concerned residents of Kirkwood (per capita) may be significantly funding the costs of providing full fire and emergency medical services for the residents of Oakland. Even if KFD and KPD split the income from Oakland evenly, the per-capita cost to Oakland would be \$75, still much less than the per-capita cost of other municipalities.

**Observation: Performance Based Budgeting.** During a review of the KFD proposed budget and related operations costs, the CFC concluded the department has been collecting performance activity/data that will assist the department when implementing PBB.

5. **Recommendations:** The KFD should be considered by the City as the department to implement PBB following the KPD next budget year. Likewise, the KFD should be

encouraged to attend any PBB training as well as monitor the activities of the KPD as it implements such a process.

## **KIRKWOOD PUBLIC SERVICES**

### **WATER**

**Observation: Financial Model.** The Water Department, with the assistance of the Finance Department, is developing a model, WaterWorth, that will help establish financial policies, set rates and produce long-term final projections of both revenues and expenditures.

1. **Recommendation:** The CFC commends the Water and Finance Departments on the development of the model that will assist with financial management of the Department. Long-term projections are important for a capital-intensive department that continually needs to address the City's old infrastructure.

**Observation: Water Main Replacement.** The City has established a goal to replace one percent (1%) of water mains annually. In the current fiscal year, the City will achieve that goal, at a cost of \$1.5 million. In FY21 only \$ 1.0 million is budgeted for main replacement, which will be sufficient to replace mains above the national average of one-half percent (0.5%) but which falls short of the City's stated goal.

2. **Recommendation:** While the City has exceeded the 0.5% national average for the past few years, the CFC recommends that the City continue to work toward funding the 1% replacement goal in future budgets. Kirkwood infrastructure is likely older than the national average.

### **SANITATION**

**Observation: Rates.** There has been a steep increase in the cost of recycling due to the global market collapse of the recycling market. Previously, recycling generated net revenue for the City. This is no longer the case. Currently, recycling is at a \$90 per ton net cost while landfill is at \$37 per ton. The cost of recycling going forward is anticipated to stay at this increased level. Because of the increased recycling costs, transfers to the General Fund from Sanitation have been suspended. The City finds itself in the position of paying more for recycling than it would to have trash sent to the landfill. Ongoing education efforts are anticipated to improve the quality of and

reduce the volume of recycled materials, thus potentially reducing overall cost to a limited extent. In addition, costs for both recycling and regular landfill automatically increase by CPI each year.

1. **Recommendation:** The CFC recommends an upward adjustment to rates to ensure that Sanitation is self-sustaining within a 12- to 18-month timeframe. At a minimum, the CFC recommends that the City adopt annual rate adjustments equal to CPI to even out the impact of anticipated future rate increases.
2. **Recommendation:** Sanitation should assess and quantify the impact of current educational efforts, the goal of which is to improve the quality of materials being recycled. Sanitation should continue to seek grants in this area as available.

**Observation: Operational Efficiencies.** Sanitation continues to seek increased operational efficiencies. Prior capital investments include the use of GPS, route optimization, and an enhanced work order system to increase efficiency. This year Sanitation made a major change with the switch over to the use of rolling carts for trash. The switch to rolling carts is anticipated to demonstrably reduce future capital expenditures, labor costs and workers compensation claims.

3. **Recommendation:** Sanitation should monitor and quantify into the budget process anticipated efficiencies from the adoption of the new rolling cart system and other operational efficiencies which have been implemented previously.

## **ENGINEERING/PLANNING/STREETS**

**Observation: Streets.** The condition of City streets continues to be a high priority for citizens. The current methodology for street replacement and maintenance has resulted in progress over the last four years with the average Pavement Condition Index (PCI) moving from 64 to an expected 70 in FY22 when the first cycle of street replacement will be completed. Additional funds are needed for the next cycle(s) of replacement, or the pace will be slow at the current \$1.8 million projected spending for street replacement planned for each of FY22 through FY25.

1. **Recommendation:** The CFC recommends the City explore other sources of funding, including debt issuance, in order to expedite street and sidewalk projects to further improve citizen satisfaction. The CFC expects future street replacement could potentially cost up to \$40 million. As the City has limited capacity to perform/supervise the work of street replacement, the City would need to be able to draw down on debt for streets at a pace of \$3 to \$5 million per year. The CFC acknowledges that, even if other funding sources become available for future cycles of replacement, a minimum of \$1.8 million will be needed annually to properly maintain the streets.



2. **Recommendation:** The CFC agrees with continued transfer funding from the Electric and Water Departments for street infrastructure improvements, along with other budgetary measures, to assure that street maintenance is fully allocated in the budget.
3. **Recommendation:** The CFC supports the continued exploration and use of available state and federal grants for major thoroughfares in Kirkwood.

**Observation: Staff Addition/Reorganization.** The City is considering the reorganization of the Planning and Building Department, including the addition of one new position.

4. **Recommendation:** The CFC supports this reorganization, as this change should increase coordination in development efforts, expand economic development opportunities and allow greater focus on planning projects.

**Observation: Sewer Lateral Program.** The Sewer Lateral Program has operated at a deficit over the last four years, as claims have consistently out-paced revenues. The fund balance declined by \$485,000 (53%) between FY14 and FY19. If this trend continues, the Fund could be depleted within the next 4-5 years.

5. **Recommendation:** The CFC recommends the City attempt to increase funding for the Sewer Lateral Program. The City currently collects a property tax of \$28 per parcel annually to fund 75% of the cost of repairs. The maximum sewer lateral property tax permitted by state statute is \$50 annually. The CFC recommends that the City attempt to increase funding to this \$50 level in order to extend the life of the program. Such change to the tax levy amount would have to be approved by the voters.

## **RECREATION**

**Observation: Performing Arts Center and Community Center.** The Performing Arts Center (“PAC”) has been designated as the primary project in the utilization of the \$24 million bond issue (\$30 million of total funds) for the PAC and Community Center (“CC”). Potential downtown development and increased regional interest in Kirkwood could benefit the entire City. However, at the time of the original bond issue the citizens of Kirkwood were expecting upgrades to both the PAC and the CC. Currently any funds remaining after completion of the PAC will not be sufficient to fulfill citizen expectations demonstrated in the 2013 community survey.

1. **Recommendation:** The CFC continues to encourage exploration of partnerships and collaborations with public and private organizations, as well as surrounding

communities, in planning for the CC. Such collaborations could result in additional capital and/or operating revenue that could expand available resources for the CC.

2. **Recommendation:** The CFC supports the City's plan for the PAC to be self-sustaining within the first two years of operation (FY23).

**Observation: Aquatic Center.** An Aquatic Center audit identified significant pool infrastructure deterioration in the 20-year-old facility. It was necessary to close a portion of the pool during the 2019 summer. The five-year capital plan includes allocation of funds to make the necessary repairs and improvements

3. **Recommendation:** The CFC supports the Recreation Department's use of the St. Louis County Municipal Parks and Recreation grant for pool infrastructure. In addition, the CFC encourages the plans to increase Aquatic Center admissions.

## **ELECTRIC DEPARTMENT**

**Observation: Infrastructure Modernization.** Past heavy capital investment in Electric Department infrastructure modernization efforts are moving the Electric Department forward to increase operational efficiencies in a variety of ways. Circuit upgrades are expected to be completed this year, which are expected to increase the reliability and efficiency of the overall electrical system. Improvements to 3 of 4 substations are complete with Sugar Creek plans underway following circuit upgrades. New technological improvements with the ERP, GIS, and utility work order systems have been, or are in the process of, being implemented. LED street lights and plans for supplying electricity to potential private EV charging station projects are currently underway.

1. **Recommendation:** The CFC recommends quantifying savings gained after completion of the substation and circuit upgrade projects this year to be clearly reflected in budget going forward.
2. **Recommendation:** The Electric Department should continue to take advantage of technology upgrades, including expansion of LED street lights and supporting new EV charging stations.
3. **Recommendation:** The Electric Department should continue to closely monitor net cash position and improve cash position above current cash level via operating efficiencies and winding down of large capital modernization investments going forward with major initiatives funded primarily via federal and state grants.

**Observation: Purchased Power Costs.** The Electric Department generally is in a good position with respect to its purchased power portfolio at present. The cost of the purchased power portfolio is expected to be stable or even decrease in future years due to the anticipated increased availability of renewable energy, specifically wind power. Long term energy contracts are in place to mitigate market risk.

4. **Recommendation:** The CFC recommends monitoring of the power portfolio mix and legislation to take advantage of increased use of less expensive renewable energy sources, specifically wind power to begin in 2023.
5. **Recommendation:** The CFC recommends the monitoring and improving of electric system utilization load factor especially for peak residential utilization via education and potential variable utilization rates.
6. **Recommendation:** The CFC supports the evaluation of the economic viability of storing energy at the Leffingwell substation.

**Observation: Rates.** While there always will be regulatory and economic uncertainty surrounding rates charged for electricity, given the current expectation of static labor and purchased power costs, the Electric Department does not expect to seek a rate increase in the near future. Kirkwood's rates continue to be competitive both nationally and compared to Ameren given Ameren's current infrastructure improvement program. This stability in rate levels should allow the Electric Department to continue its contributions to the City in the form of an annual dividend and to continue lending to the City for larger community goals. For example, the Electric Department loaned the City \$3 million toward the cost of construction of the PAC.

7. **Recommendation:** The CFC supports efforts to educate the community about the impact of the time-of-use on rates and explore the adoption of time-of-use rates in the near future.
8. **Recommendation:** The CFC recommends the continued transfer of the annual dividend to the City and possible future financial support for larger community goals as is prudent.

**Observation: Labor.** The Electric Department's workforce numbers remain static, although more potential retirements are anticipated in future years. As retirements occur, it is expected that new employees likely will enter at the apprentice level, reducing overall labor costs. Currently the thoughtful succession plan developed by the Department to mitigate retirement risk is approximately 50% complete.

9. **Recommendation:** The CFC recommends executing succession plan in apprentice hiring process for the next 2 years.

10. **Recommendation:** The CFC supports continued utilization of contract labor for marking utility line locations refocusing existing labor on higher expertise tasks.

## **ADMINISTRATION/HR/WORKER'S COMP/SAFETY**

**Observation: Health Insurance Premiums.** A 10% increase in health insurance premiums is expected after years of minimal increases. Much of the increase is attributable to the cost of adding additional insureds – including already covered spouses – to the employees' policies.

1. **Recommendation:** The CFC recommends the City explore the benefits of healthcare plans that either exclude, or charge a premium for, employees' spouses who are eligible for private health insurance through their own employer.
2. **Recommendation:** The CFC agrees with the City's continued approach to improving the health and wellbeing of City employees while managing the cost through strong safety and wellness initiatives.

**Observation: Workers' Compensation.** Although expenses associated with Workers' Compensation claims have increased over the last few years, these expenses are primarily associated with the severity of injury (surgery required) and not frequency. However, these severe injuries should decline with the City's decision to automate curbside trash pickup.

3. **Recommendation:** The CFC agrees with the City's approach to educating and training personnel about proper workplace safety procedures.
4. **Recommendation:** The CFC suggests that the City continue to focus on automation in areas of high workers' compensation claims.

**Observation: Fund Balances.** The fund balance of the Police and Fire Pension Plan has been declining every year as expenditures exceed the property taxes collected for this Fund. The Fund balance has declined from \$2.8 million at the end of FY14 to \$700,000 at the end of the last fiscal year. Current funding is through a property tax that was first approved in 1946. The most recent tax was approved by voters in 1996 and now covers approximately 60% of the anticipated annual liability. Prop P and the fire protection sales tax are potential sources of funding.

5. **Recommendation:** The CFC supports the City's exploration of additional revenue sources to support the Police and Fire pension and ensure that all liabilities can be satisfied going forward, including an addition to the property tax that would need to be approved by the voters, in order to provide unsubsidized stability to the fund.

## **CONCLUSION**

The CFC is comfortable with the proposed FY21 budget. The CFC also appreciates that administrative leadership recognizes potential risks and challenges and the need to be prepared for market forces, economic events, legislative action and other circumstances that may negatively affect the City's financial health.

The CFC appreciates City Council's consideration of our recommendations and welcomes any questions regarding the contents of this document. As we did with the current year's budget review, the CFC would like the opportunity to discuss responses to our recommendations with the mayor and/or his representatives late this spring.

**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 <sup>1</sup>/<sub>4</sub> cent Sales Tax originally targeted for fire fighter additions to the Fire Pension Fund in addition to current Property Tax Funding.
- **CFC recommends** increasing the fees of EMS services within Federal and State regulatory guidelines to be at or slightly below neighboring community fees. \$970K received FY 16/17.

	<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: \$18.38/Mo.
    - Net: \$2.12/Mo./Residence
    - **Annual Cost (\$2.12 X 9,244\* X 12) \$235,167/Year**
  - **Lawn Bag Cost:**
    - Kirkwood (\$402,990 rev/9,244\*) \$3.63/Mo./Residence
    - Webster (Included in Base Rate) \$0
    - Net: \$3.63/Mo./Residence
    - **Annual Cost (\$3.63 X 9,244 X 12) \$402, 668/Year**
      - \* Number of Kirkwood Sanitation Service Residents
      - \* \$402,990 Represents lawn bag actual annual revenue
      - \* Could be another \$14K annual savings for plastic bags
  - **Current sanitation funding could be re-deployed to other City funding demands.** In FY17, \$1.7M was invested in assets net of related debt with an additional \$1M unrestricted. Historical operating deficits have reduced the fund by nearly 55% since 2010. FY18 fund balance is expected to decline another 14% to \$860K then grow to \$1.36M by FY20. **Profitability will be restored FY18** via increased sanitation rates 4/1/17, elimination of sanitation budget capital improvement funding (City Wide ERP), lease financing of bins over 5 years and delayed major asset acquisitions.
  - City is considering additional sanitation service price points for labor efficiencies to pilot FY18/19. \$415K debt goes away 6/18 but will net \$200K considering cart automation. Solid waste roll carts to be deployed beginning 2018 along with training program.
- **CFC recommends strong consideration of an outsourcing sanitation solution prior to an \$800K roll cart capital investment in the next fiscal year.** Validate outsourcing solution with neighboring communities providing like services. Cost/Benefit analysis including rate analysis, pension costs, worker comp costs and opportunity to re-deploy assets to other City priorities would be considered. City would maintain administrative services and focus on re-deployment of sanitation human capital.

- **CFC agrees** that Sanitation must remain self-sustaining and cost to our citizens should be at or below neighboring communities for similar sanitation services.
- **CFC recommends** an analysis of potential sanitation contract risk to the City for Fred Weber Company at Peerless Park currently charging the City \$37/ton. There is a dispute going forward due to the City's decision to leave commercial business. Cost is currently \$270K/yr representing approximately 70% of our landfill cost.
- **CFC agrees** to continue recycling depository at a minimal loss. Search for added grant opportunities and perform citizen training to increase quality and revenue for recycled tonnage. Currently, the average loss is \$18K/yr.

### **FUND BALANCES**

**Maintain CFC recommended fund balances to minimize economic downturn risk to City while maintaining service quality and delivery. Continued strong fund balance management is critical to maintaining our current AA2 bond rating for the City.** The general fund is currently strong with a 46% fund balance. The effect of changes in operations of the Sanitation Department on its fund balance and Police & Fire Pension Fund will bear close scrutiny going forward.

- **CFC recommends** moving to an annual review of recommended fund targets.
- **CFC recommends** continued focus on general fund balance targeting 55% top end goal within next 3 years.
- **CFC recommends** maintaining sewer lateral fund at the current funding level. Adjustments and re-deploying funding should occur only if annual sewer replacement needs including maintenance is achieved. Existing cold weather may create additional fund demands compared to prior years.
- **CFC agrees** the debt service fund be maintained in accordance with Missouri Law and equivalent to 1 year principal and interest payments.
- **CFC recommends** maintaining a Capital Improvement Fund for Parks/Storm Water sufficient to meet requirements of any debt issue from fund.
- **CFC recommends** a fund balance equal to 1 year operating expense for all City business entities: Electric, Water and Sanitation.
- **CFC recommends** incorporating budget cycle departmental discussions going forward focused on citywide individual fund performance trending and forecast to CFC recommendations, departmental impact, revenue source risk analysis (best case, likely case and worse case) and quarterly performance analysis.
- **CFC recommends** continued transfers from City business units including Electric, Water and Sanitation to assist in funding Governmental activities. In 2017, this funding represented 7.3% of total Government activities with 10% in 2016. Sanitation was suspended this year to assist in balancing the budget.

- **CFC recommends** deep analysis of funding sources to expand upon existing funding sources including sales tax, property tax, grants, service delivery and private funding. (See Appendix)

## **RECREATION: PERFORMING ARTS AND RECREATION CENTER**

Move to construction phase of new Performing Arts Center and utilize Master Plan to help guide redevelopment of surrounding areas. Performing Arts and Recreation Center budget is expected to be \$30M with Performing Arts \$17-\$20M including black box theater. Community Center represents the balance budgeted.

- **Financing: Establish and monitor individual funding and debt repayment requirements.**
  - The city issued \$24.4M of tax-exempt bonds to finance the Performing Arts and Recreation Centers as of 12/31/17. The Performing Arts Center is expected to cost \$17-\$20M with an opening date of Oct 2019 and groundbreaking in May 2018.
  - 20 year agreement with Stages & Kirkwood Theater Guild (Stages at \$2M/Kirkwood Theater Guild at \$.5M)
  - Park and Recreation Department continues to look for opportunities to partner with public or private entities beneficial to both parties.
- **CFC recommends** close monitoring of funding and debt repayment requirements for the Performing Arts Center and Recreation Center Improvements projects. The Recreation Center is rated as high quality of life item according to the last community survey.
- **CFC recommends** rate increases for recreation camp and ice rink services
  - Ice Rink from \$200 Prime/\$140 non-prime to \$220 prime/\$160 non-prime with \$10 discount for merit groups (Kirkwood Hockey Association and Gateway Speed Skating)
  - Camp from \$2.67 to \$3.00/ resident
- **CFC agrees** with continuing Glendale and Oakland as Aquatic Center partners sharing in losses and gains with the City.
- **CFC agrees** with budget recovery approach (modified budget) and targets established moving to activity based costing for each recreation fund source. Overall goal is an 80% minimum recovery rate. (90% in 2016).

## **INFRASTRUCTURE: STREET REPAIRS/REPLACEMENT, WATER AND ELECTRIC**

As in years past, the Committee is pleased with the ongoing commitment to fund replacement and improvement projects for City road, water and electric infrastructure. Funding infrastructure projects through Federal and State grant aid is valued and should continue to be sought-after for large projects. It is commendable that the street signal project is 80% funded by an air emissions grant opportunity from the State. Most notably, however, the last community survey indicated that road replacement was the top priority of the citizens for the City to address.

- **CFC recommends** revitalizing the efforts put forth to improve the streets as the over all cost was estimated at \$41M (2015), but the city is currently spending \$2-\$3M annually.
  - **CFC recommends** that the city explore the option through voter referendum authorizing \$40M in General Obligation debt but only issuing say \$5M at a time as needed. This will give the city more flexibility on how and when they use authorized funds. This is the same concept call Shelf Registration that is used by publically traded companies.

Water and Electric infrastructure improvement has been a long-standing goal of the Public Works Department. Significant progress in modernization of water main, pump station, circuit and sub-station replacement has been achieved or progressing according to the capital plan.

- **CFC was pleased** to learn that the Swan Pump Station, completion of Area 4 & 5 circuits followed by Sugar Creek sub-station were included in capital funding for the next fiscal year.
- **CFC recommends** a stronger emphasis placed on the volume of unaccounted water to execute an outside consultant's prioritization plan for recovering unbillable water loss to the City when devising future strategy for infrastructure improvement.
- **CFC reiterates** continued emphasis on providing exceptional service for rates that are at or below neighboring communities, American Water, and Ameren for like services as future development is considered for roadway, water, and electric infrastructure initiatives. Fund balance management is critical in support of interdepartmental funding needs within the City.
- **CFC recommends** Electric fund review due to funding recommendations impacted by the community center loan, added city transfers offset by ½ cent rate increase each the past two fiscal years. Leadership believes with current efficiencies in place, can get to 85% of annual operating expense or \$17-\$20M range consistent with prior year expense.
- **CFC recommends** strong monitoring of purchased power cost including potential alternate sources including renewable, natural gas and nuclear sources.

## **OTHER**

- **CFC supports** benchmarking with other like cities for each of our operating departments to compare operations and service statistics for “best in class” operations.
- **CFC agrees** with finalizing Digital Retention Police for Laser Fische technology.
- **CFC recommends** communications and/or actions on key CFC recommendations be delivered to the CFC committee during the January 2018 through August 2018 timeframe to be up to speed and offer any recommendations prior to the next budget cycle meetings.
- **CFC recommends** incorporating Return on Investment statistics throughout departmental analysis to ensure best utilization of deployed capital where it makes sense. For example, for every dollar of expense, the department returns X dollars.
- **CFC recommends** investigating key funding sources including service rate changes that have been in place over an extended period of time to mitigate any potential spikes of increases going to citizens in the future.
- **CFC recommends** formal succession planning as key to smoothing out operations in the event a key employee leaves the City. City should consider succession planning in the next budget cycle.

## CONCLUSION

In closing, the Committee believes the City efficiently prioritizes and manages its financial matters in a very responsible manner resulting in an appropriate provision of services to the citizens of Kirkwood. The City should always be prepared for market forces, economic events and circumstances that may negatively affect it’s financial health, particularly, the risk of declining sales tax revenues and risks associated with bringing tax increases to the voters. Budget pressures and competing demands for new and existing revenue sources will require deep management of all City fund balances to continue providing strong public safety and high quality competitively priced services the citizens of Kirkwood expect. The Committee appreciates your consideration of recommendations mentioned above and welcomes any questions you have regarding the contents of this document.

## **APPENDIX**

### **Revenue Sources 2017**

▪ Property Tax:	\$4.740M (\$4.5-\$4.8M Since 2010)
▪ Sales Tax:	\$11.007M (Up from \$9M 2010)
▪ Other Tax:	\$6.988M (Static \$7M since 2010)
▪ Transfers (Business)	\$1.845M (\$1M-\$2.5M 2016)

### **Fund Balance 2017**

▪ Capital:	\$3,613M
▪ Debt Service:	\$1,870M
▪ Law Enforcement:	\$.282M
▪ Park Operations*	\$1,512M
▪ Police & Fire Pension	\$1,437M
▪ Sewer Lateral	\$.673M
▪ Special Business District	\$.211M
▪ Unrestricted	\$35,928M

\* \$.13/\$100 for maintenance personnel and small capital projects controlled by the Park Board. ½ cent sales tax and recreation sales tax funds recreation for administrative personnel, community center, rink, aquatic center, programs, tennis courts, green tree and 4<sup>th</sup> of July

### **REVENUE SOURCE (CONTINUATION, EXPANSION, NEW)**

- **Investigate Internet Sales Tax** from State of Missouri
- **Investigate Use Tax Opportunities**
- **Grants:**

- **Police:**
  - DEA grants to partially support 2 officers (\$35K)
  - Hazardous Moving Grant (MoDOT - \$11K)
  - Occupant Protection Grant (MoDOT - \$10K)
  - BluPrint Grant (St. Louis Region - \$7.5K)
  - Holiday DWI Grant (Safety Center Warrensburg - \$600)
  - Ballistic Vest Grant (DOJ - \$5K)
  -
- **Public Works:**
  - CMAQ 5502 (605) - \$3.974M (80% of \$5.068 Project – Traffic Signal)
  - TAP 5502 (607) - \$.403M (80% of \$.504M Project)
  - STP 5502 (608) - \$.970M (80% of \$1.213M Project)
  - TEAP 5502 (609) - \$8K (80% of \$10K Project)
  - Volkswagen Settlement – Kirkwood Electric is part of a group of utilities (Ameren, Municipal Utilities, Coops) that has requested the State us a portion of the settlement dollars to fund electric vehicle charging stations.
- **Expanded Revenue From Service Delivery**
  - Ambulance Fee Increase – Current FY is \$1M. Increase could add \$250K/year
  - Police and Fire Neighboring Dispatch and Protection – Current FY: Police \$760,663 and Fire \$1,009,220
  - Recreation: Current FY: Parks \$58,383/ Recreation \$2,077,456
  - Building Commissioner: Current FY: \$971K
  - Engineering: Current FY: \$133K
  - General Government and Finance : Current FY: \$1,995, 537 ( Motor Vehicle licenses and fees, Business Licenses, Liquor Licenses, Fines and Court Costs, Parking Lot Permits, Glendale and Oakland contribution)
  - Aquatic Center Partners (Currently have Glendale and Oakland to share gains and losses)
- **Historic Railroad Train Station**
  - Amtrak Platform and Safety Project - \$1.2M
  - Storm Water Drainage – MSD & Amtrak Funding
  - Private Donations – Building Restoration
- **Efficiency Opportunity**
  - Electric LED lighting project - \$500K/yr
- **Performing Arts and Recreation Center**
  - Ticket Fees
  - Naming Rights
  - Donor Recognition – Bricks, etc



**City of Kirkwood  
Citizens Finance Committee Minutes  
Friday, January 10, 2020 7:00 a.m.  
Kirkwood City Hall  
139 S. Kirkwood Road  
Kirkwood, MO 63122**

**Committee Members in Attendance:** Barb Feiner, Gil Kleinknecht, Brian Dentinger, Kelly Mulholland, Hunter Martiniere, Sandy Washington and Matt Biere

**Committee Members Absent:** Larry Watson

**Staff Liaison:** Sandy Stephens

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**Approval of Minutes**

Motion was made by Kelly Mullholland and seconded by Brian Dentinger to approve the minutes of the January 3, 2020 meeting. All in favor, motion carried.

**Citizen Comments**

None

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**Round Table Discussion**

The committee discussed the format and details of their recommendations in preparation for their presentation to City Council.

Georgia will provide the date the current property tax rate for the Police and Fire Pension went into effect.

A discussion was held regarding the \$1.8M annual spending to maintain the streets.

The time frame for the PAC to be self-sustaining was discussed.

The \$40,000 fee Kirkwood receives from Oakland in addition to their annual fee was identified as ambulance fees.

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Meeting adjourned at 7:40 AM

Council Work Session: Thursday, January 16, 2020 at 5:30





**City of Kirkwood  
Citizens Finance Committee Minutes (Amended)  
Friday, September 11, 2020 7:00 a.m.  
Kirkwood City Hall  
139 S. Kirkwood Road  
Kirkwood, MO 63122**

**Committee Members in Attendance:** Barb Feiner, Kelly Mullholland, Gil Kleinknecht, Al Rheinacker, James Mori, Hunter Martiniere, Larry Watson, and Matt Biere

**Committee Members Absent:** none

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

Introductions were made and the two newest members were welcomed into the committee.

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**Approval of Minutes**

Motion was made by Larry Watson and seconded by Matt Biere to approve the minutes of the January 10, 2020 meeting. All in favor, motion carried.

**Citizen Comments**

None

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Laurie Asche – City Clerk

Laurie provided information regarding the Sunshine Law, City Charter, Conflict of Interest, and Robert's Rules of Order.

The Sunshine Law is the open reference law in the state of Missouri in regards to records, agendas, minutes, and emails.

Laurie explained the Sunshine Law handout that she provided regarding the requirements and expectations for the Citizens Finance Committee to be compliant with the law.

Gil submitted a question prior to the first committee meeting asking if the meeting of two members with a department head qualifies as a sub-committee. City Attorney John Hessel has advised that since the meeting is to gather information rather than to make recommendations, it is not considered a sub-committee meeting and no additional action is required to be able to hold these meetings.

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Sandy Stephens – Finance Director

Sandy provided an overview and explained the layout of the latest Quarterly Financial Report for the City.

The 1% City Sales Tax has declined 1% through August but the mix of businesses in Kirkwood has helped shield the City from the effects of COVID19.

The Use Tax has increased even without Missouri passing the Wayfair bill. However, if Wayfair did pass the city would receive more.

Sandy will provide the committee with a list of cuts from the budget that are due to COVID19.

The committee has requested the Board responses to last year's recommendations be resent.

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Meeting adjourned at 8:04 AM

The next meeting will be held via Zoom on Friday, September 18, 2020



**City of Kirkwood  
Citizens Finance Committee  
Amended Minutes  
Friday, September 18, 2020 7:00 a.m.  
Via Zoom**

**Committee Members in Attendance:** Barb Feiner, Kelly Mullholland, Gil Kleinknecht, Al Rheinacker, James Mori, Larry Watson, and Matt Biere

**Committee Members Absent:** Hunter Martiniere

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Amendments were requested for the minutes of the September 11, 2020 meeting. A motion to approve will be revisited in the next meeting.

**Citizen Comments**

None

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Mayor Tim Griffin & Russ Hawes, CAO

Russ and Mayor Griffin addressed the Citizen Finance Committee recommendations dated January 16, 2020 and discussed the comments from the Board in regards to the recommendations.

**Budget**

The \$1.5M expense for a new ERP has been deferred due to COVID-19 and has been removed from the budget for FY21 and FY22. Overall, \$2.8M has been cut from the current budget and some capital items have been deferred. Russ mentioned that the zero-based budgeting approach is being used until the uncertainty has cleared. Travel budgets for all departments have been minimized. A hiring freeze has been implemented.

**Revenue**

The city is currently receiving \$4M in gross receipts tax. Participation in a telecommunications class action lawsuit is taking place to help resolve the decline in revenue but the case is very slow moving. The city continues to do a good job finding and submitting grants and has recently applied for two. The Glendale agreement was signed in August for dispatch and ambulance services. A contract for services to Des Peres is still continuing. Both are five-year contracts. A formula was used to determine the contract terms

for each city. Currently we receive roughly \$100,000 for the ambulance services.

#### Code Enforcement

There are no plans at this time to move code enforcement to the planning and development department.

#### Fire

An additional position was filled for shift C that should decrease overtime in this department.

#### Sidewalks/Streets funding

There is tight money in the Capital Improvement fund. The intention is to continue with the 5-year plan. Streets have been a major cause of concern by citizens and Council is in discussions on how to address these issues. A list of current street projects can be found in the Engineering section of the city webpage.

#### Performing Arts Center

Public tours are available upon request. The goal for the PAC is that it will be completely self-sustaining within the first couple of years. One of the committee members praised the new Performing Arts Center GM, Rick Duplissie, for his enthusiasm and knowledge about the PAC.

#### Community Center

Council and staff have discussed future plans for the Community Center. It has been decided there will not be a work out facility in the future plans.

#### Aquatic Center

Improvements to the pool infrastructure continue

#### Electric

The electric department continues to operate well. Electric will be pulling back on it's capital over the next few years. The fund balance has been depleted significantly to finish up a few major projects. Now that the large projects are complete, the focus will be to increase the fund balance again.

#### Health Insurance

Last year was the first rate increase in four years. Per the CFC's recommendation to exclude or charge a premium for spousal coverage that are offered coverage through their employer, this change has been evaluated and the City has decided not to pursue at this time.

#### Worker's Comp

The City continues to monitor safety. Training, checklists and procedures have all been utilized to decrease injuries.

#### Additional comments

Fund balances continue to be monitored. The general fund balance is at about 30%.

Employee raises are unknown and may not happen until January 2022.

A committee member asked for advice on what to focus on during the meetings with the department heads. It was suggested to look at what improvements will really improve

services, customer interactions and things along those lines. Knowledge of the operation of a department is useful in understanding the funding and finances of the department was also mentioned.

Sandy Stephens will provide the committee budget drafts for the Fire Department and Sanitation.

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Motion was made by Kelly Mullholland and seconded by Matt Biere to adjourn. All in favor, motion carried.

The next meeting will be held via Zoom on Friday, September 25, 2020



**City of Kirkwood  
Citizens Finance Committee Minutes  
Amended Minutes  
Friday, September 25, 2020 7:00 a.m.  
Via Zoom**

**Committee Members in Attendance:** Barb Feiner, Kelly Mullholland, Gil Kleinknecht, Al Rheinacker, James Mori, Larry Watson, and Matt Biere, Hunter Martiniere

**Committee Members Absent:**

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Amendments were requested for the minutes of the September 18, 2020 meeting. A motion to approve will be revisited in the next meeting. Motion was made by Hunter Martiniere and seconded by Kelly Mullholland to approve the amended meeting minutes of the September 11, 2020 meeting

**Citizen Comments**

None

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Bill Bensing – Public Service Director, Public Works

Effective October 1, 2020 rate increases in Sanitation pick-up from \$20.50 a month to \$27.23, Yard waste bags from \$10.50 to \$12.27 and Yard waste stickers from \$1.75 each to \$2.00.

Landfill usage and costs increased possibly due to educational programs about contaminated recycling and the “Trash Talk” articles. Yard waste collected slightly decreased last fiscal year. Disposal costs remain the same.

Recycling tonnage down possibly due to the educational programs and articles.

Recycling expenses are up due to the October 2018 processing costs. Fiscal year 19/20 expenses for the depository and processing were \$325,822, up 25% from the previous year. Due to COVID-19 the price of cardboard is increasing. The revenue obtained from the cardboard recycling is credited to the city's monthly charges. (In a month the City could see anywhere from \$0.00 to \$3,500 in credit). As the value of recycling materials decrease the costs go up. Rate comparisons from comparable municipalities show that the City of Kirkwood is considerably higher.

The net Fund Balance pre-transfer should increase \$4k to \$5k in FY 21/22 due to the increase in Sanitation service charges and deferring capital purchases. Sanitation revenue projected to increase 32.83% with the increase of the Sanitation services. Sanitation expenses possibly projected to decrease slightly. This is due to one personnel position may not be filled and the efficiencies of the carts and trucks. Transfer to other funds requested for FY22 increases to \$200k for capital funding for Street infrastructure.

Capital expenditures for FY22 include a rear loader truck, a side loader truck, a trailer (for the new twice a year bulk pick-up), and a GPS routing (is expected to make routing more efficient, saving gas and time)

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#### Additional comments

The City of Kirkwood will continue to look at opportunities to reduce operating cost.

Discussion amongst committee members regarding previous years' recommendations for outsourcing Sanitation and same thoughts and concerns continue for the next fiscal year.

Draft budget books were delivered to committee members. Sandy gave a synopsis on the table of contents.

October 2<sup>nd</sup> meeting Mark Petty will be discussing the Electric Department.

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Motion was made by Al Rheinneckner and seconded by Hunter Martinieri to adjourn. All in favor, motion carried.

The next meeting will be held via Zoom on Friday, October 2, 2020 at 7:00 am.



**City of Kirkwood  
Citizens Finance Committee Minutes  
Revised 10/08/2020  
Friday, October 2, 2020 7:00 a.m.  
Via Zoom**

**Committee Members in Attendance:** Barb Feiner, Kelly Mullholland, Gil Kleinknecht, Al Rheinacker, James Mori, Larry Watson, and Matt Biere, Hunter Martinieri

**Committee Members Absent:**

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Amendments were requested for the minutes of the September 25, 2020 meeting. A motion to approve will be revisited in the next meeting. Motion was made by James Mori and seconded by Kelly Mullholland to approve the amended meeting minutes of the September 18, 2020 meeting

**Citizen Comments**

None

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Mark Petty – Electric Director

Mark Petty discussed the Electric revenues including metered sales and wholesale electric sales. Metered revenue dropped the past few months due to COVID-19 school and business closings. During March and April, 2020 the residential customer entity stayed consistent throughout the days. Although electric service billings are down by 3%, purchase power expenses are down 8%.

Electric expenses for Contractual Services will decrease significantly due to the elimination of tree-trimming services and suspended Capital expenses for COVID-19 safety. Negotiations with IBEW line-workers will begin in the upcoming months prior to the start of the new fiscal year. General estimate of salary increases is projected to be three-percent. The department is anticipating employee retirements within the next few years and will be adjusting personnel needs. The City has three years remaining on the summer block of purchase power at a flat rate. Discussed wind energy continuing to have positive results.



Capital expenses include Distribution system circuit upgrades which are two-thirds complete. The north-eastern part of the network has been completed, the Alfred substation is completed (substation can feed the entire City in the winter months), and the Sugar Creek network has been delayed.

Electric rates remain stable. The AMI (Advanced Metering Information) has been collecting data on the "time of use" rates including during the COVID19 pandemic.

The fund balance shows an increase in the net position. Spending less on capital expenses should increase the fund balance.

Current events include:

- Circuit upgrades
- Service extensions
- Workforce plan
- LED street lighting
- Rolling Stock

Long term:

- EV Charging Stations
- Time of Use Rates
- Sugar Creek Substation
- Energy Storage
- Wind Energy

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Additional comments

Committee member questioned if by suspending the tree-trimming will it cost the City more when the City resumes the trimming? Mark Petty stated that it would not necessarily cost more; however, when the tree trimming resumes the cost will be determined by prioritizing problem locations.

The agenda for the meeting included a recap discussion regarding the September 25, 2020 meeting with Sanitation. Due to time restraints, that has been rescheduled for the October 16, 2020 meeting along with the department meetings prior to October 16, 2020.

October 9th meeting Chief James Silvernail will be discussing the Fire Department.

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Motion was made by Larry Watson and seconded by Hunter Martiniere to adjourn. All in favor, motion carried.

The next meeting will be held via Zoom on Friday, October 9, 2020 at 7:00 am.



**City of Kirkwood  
Citizens Finance Committee Minutes  
Friday, October 9, 2020 7:00 a.m.  
Kirkwood City Hall  
139 S. Kirkwood Road  
Kirkwood, MO 63122**

**Committee Members in Attendance:** Barb Feiner, Kelly Mullholland, Gil Kleinknecht, Al Rheinacker, James Mori, Hunter Martiniere, Larry Watson, and Matt Biere

**Committee Members Absent:** none

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Motion was made by Hunter Martiniere and seconded by Kelly Mullholland to approve the amended minutes of the September 25, 2020 meeting. All in favor, motion carried.

Motion was made by Larry Watson and seconded by Hunter Martiniere to approve the minutes of the October 2, 2020 meeting. All in favor, motion carried.

**Citizen Comments**

None

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Chief Jim Silvernail, Assistant Chief Brian Zaitz, Deputy Chief Dave Smith and Fire Marshal Dennis Fisher – Fire Department

**2019 CFC recommendations:**

- An additional firefighter was added to decrease overtime.
- A shorter hiring gap was implemented to decrease overtime.
- The mini pumper upgrade has been put on hold for at least five years.
- The Oakland contract has three years left before any changes can be made.
- Performance based budgeting has not been implemented yet.

The Fire department services the city from three firehouses, with 55 personnel, and receives around 5000 calls per year. Of the 5,000 calls, 66% pertain to EMS and 34% pertain to fires.

A question was asked regarding how COVID has affected the calls. Deputy Chief Smith stated that calls increased but transport decreased by 15%. Following the removal of the

shelter in place order transports have started to increase.

A question was asked regarding the 7.61% of false alarms and false calls. Fire Marshal Fisher stated the City does not currently charge for these situations and there are no consistent offenders at this time.

As of three years ago, patients are now billed for medications.

Fire Department expenses include:

- Personnel services – Some unexpected overtime will occur this year due to sick time from COVID precautions.
- Contractual services
- Commodities
- Capital outlay
- Interdepartmental charges

A new strategic plan to increase effectiveness and efficiency will be looked at next year.

The Fire department currently holds an ISO fire score of Class 3. The Fire department and Police department are working together to improve the earned credit for emergency communications. A substantial investment from the City would be needed to improve the earned credit for the water supply.

Future issues include:

- Capital asset plan analysis – The Fire department works with the Fleet department for recommendations as to when equipment should be replaced. Cost and salvage value are taken into consideration during replacement analysis.
- Ladder tower 1535 – A feasibility study will be done to determine financing options.
- Command structure – Battalion Chief level has been put on hold.
- Computer aided dispatch upgrade – Currently looking at different options. A new system would assist with decreasing travel time to emergencies and expanding dispatch.
- Future contracts/projects

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Motion was made by Matt Biere and seconded by Gil Kleinknecht to adjourn. All in favor, motion carried.

The next meeting will be held via Zoom on Friday, October 16, 2020



**City of Kirkwood  
Citizens Finance Committee Minutes  
Friday, October 16, 2020 7:00 a.m.  
Kirkwood City Hall  
139 S. Kirkwood Road  
Kirkwood, MO 63122**

**Committee Members in Attendance:** Barb Feiner, Kelly Mullholland, Gil Kleinknecht, Al Rheinacker, James Mori, Hunter Martiniere, Larry Watson, and Matt Biere

**Committee Members Absent:** none

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Motion was made by Larry Watson and seconded by Matt Biere to approve the amended minutes of the October 9, 2020 meeting. All in favor, motion carried.

**Citizen Comments**

None

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Sandy Stephens – Finance Department

General Fund revenue sources:

- Property taxes
- Sales taxes
- Gross receipts taxes
- Franchise fees
- Motor vehicle taxes
- County road & bridge
- County public safety (Prop P)
- Licenses & permits
- Intergovernmental – grants, medical transport program, school district, contracts with other cities
- Charges for services – ambulance fees, planning and zoning fees, housing inspections, and recreation fees
- Other revenues – miscellaneous, tower lease rental, administrative fees
- Other financing sources – interfund transfers and insurance proceeds

The fire protection, motor vehicle, county road and bridge, and public safety taxes are restricted.

COVID-19 Initial Observations:

- 1% and .25% local option taxes decreased
- .25% fire protection tax decreased
- St Louis Public Safety tax decreased
- Use tax increased
- Ambulance fees decreased
- Recreation revenues decreased

A discussion was held regarding whether the City receives the same amount in tax revenue for different scenarios. Research will need to be done to determine if the same amount of tax revenue is received when a purchase is made at a Kirkwood store versus the same store online. The City receives the same amount of tax revenue when and a purchase is made at a restaurant versus a grocery store. 3% of the 1% sales tax received comes from the Kirkwood Commons development, which is a pooled area.

The City of Kirkwood may receive money from the CARES Act. The City is still waiting to hear if the application has been accepted. If accepted, public safety is an acceptable use of funds. Fifty percent of the money would be remitted immediately upon completion of the funding agreement and fifty percent would be remitted after the appropriate paperwork has been provided by the city.

Capital Improvement Fund revenue sources:

- .5% Capital Improvement sales tax
- Grants
- Donations
- Interfund transfers
- Sale of assets

Park Capital Improvement Fund revenue sources:

- .5% Stormwater/Park sales tax
- Grants
- Donations
- Glendale/Oakland contribution to the aquatic center

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Motion was made by Larry Watson and seconded by Hunter Martiniere to adjourn. All in favor, motion carried.

The next meeting will be held at the Performing Arts Center on Friday, October 23, 2020



**City of Kirkwood  
Citizens Finance Committee Minutes  
Friday, October 23, 2020 7:00 a.m.  
City of Kirkwood  
Performing Arts Center  
210 E Monroe Avenue  
Kirkwood, MO 63122**

**Committee Members in Attendance:** Barb Feiner, Gil Kleinknecht, Al Rheinacker, James Mori, Hunter Martiniere, Larry Watson, and Matt Biere

**Committee Members Absent:** Kelly Mullholland

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Motion was made by Gil Kleinknecht and seconded by Hunter Martiniere to approve the minutes of the October 16, 2020 meeting. All in favor, motion carried.

**Citizen Comments**

None

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Kyle Henke – Parks and Recreation Department

**Revenues:**

- ½ Cent Parks & Recreation sales tax
- \$.13 cents per hundred in property tax
- interest income
- facility rental fees
- program fees and charges

**Expenses:**

- bond payment for PAC
- capital repairs
- projects
- acquisitions
- operations of park facilities
- personnel

COVID-19 has impacted the parks and recreation department with the limitation of large gatherings, facility closures, and recreation restrictions. Program closures happened very quickly and the ice rink was closed for 143 days. During the ice rink closure a major repair was required. New guidelines have allowed for reopening with adjustments made to procedures. Small performances are being held in the Performing Arts Center until an increase in capacity is allowed.

Revenue has drastically decreased this year due to the closures and restrictions but expenses have also decreased.

Adjustments may have to be made going forward by experimenting with ideas to see what works to generate revenue. Potential revenue sources going forward:

- increase in ice rink rentals
- Performing Art Center
- camps
- adult sports
- aquatic center

A suggestion was made to charge a higher fee at peak hours and a lower fee at off peak hours for some of the facilities or programs.

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Motion was made by Hunter Martiniere and seconded by Al Rheinnecker to adjourn. All in favor, motion carried.

The next meeting will be held via Zoom on Friday, October 30, 2020



**City of Kirkwood  
Citizens Finance Committee  
Amended Minutes  
Friday, October 30, 2020 7:00 a.m.  
Via Zoom**

**Committee Members in Attendance:** Barb Feiner, Gil Kleinknecht, Al Rheinacker, James Mori, Kelly Mullholland, Larry Watson, and Matt Biere

**Committee Members Absent:** Hunter Martiniere

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Motion was made by Gil Kleinknecht and seconded by Al Rheinacker to approve the minutes of the October 23, 2020 meeting. All in favor, motion carried.

**Citizen Comments**

None

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Bill Bensing – Water Department

The City of Kirkwood purchases water from American Water at a rate of \$.72 per ccf and distributes it throughout Kirkwood at a rate of \$2.89 per ccf.

The Water Department has a goal to replace 1% of the water mains each year. This percentage has yet to be achieved due to funding and selected projects.

Water main breaks, averaging 80-90 per year, can increase or decrease due to the weather.

Water loss is a combination of main breaks, flushing and an unaccounted for reason. Water loss was around 23% in 2020 and is consistent with the 20-25% loss each year for the past five years. The amount of water we buy from American Water minus the amount that is used determines the water loss. The loss due to main breaks is expected to stay consistent until all water mains have been replaced but can fluctuate slightly depending on the size of the break, the pressure of the line and how much time passed until it was fixed. The replacements of water mains will also decrease the unaccounted for water loss.

The Water Department currently does not have system capabilities to provide notifications



as to the exact location of a water main leak. The focus will continue to be on water main replacements rather than a system to locate leaks. Size, pressure and criticality are the factors to determine which mains will be replaced. Leaks are reported by citizens or determined by unusually wet areas within the city. Chasing water leaks is an ongoing issue.

The FY2021 budget for base charges should have been \$1.6M rather than \$1.4M and the FY2021 budget for metered sales should have been \$2.5M rather than \$3.2M. FY2022 revenue is projected at \$6.2M and expenses are projected at \$7.5M with the difference including transfers and the continuation of the capital program. A 3% rate increase has been proposed which is still less than American Water rates.

Some of the FY2021 Capital was deferred to FY2022 due to the global pandemic. The \$2.75M pump station construction project for FY2024 will be funded by the fund cash balance.

In the past two years, Water has added to their net position and is still a stable fund.

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Motion was made by Matt Biere and seconded by Al Rheinneckner to adjourn. All in favor, motion carried.

The next meeting will be held via Zoom on Friday, November 6, 2020



**City of Kirkwood  
Citizens Finance Committee  
Minutes  
Friday, November 6, 2020 7:00 a.m.  
Via Zoom**

**Committee Members in Attendance:** Barb Feiner, Gil Kleinknecht, Al Rheinacker, James Mori, Kelly Mullholland, Hunter Martiniere and Matt Biere

**Committee Members Absent:** Larry Watson

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Motion was made by Barb Feiner and seconded by Gil Kleinknecht to approve the minutes as amended of the October 30, 2020 meeting. All in favor, motion carried.

**Citizen Comments**

None

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Chief Brian Murphy – Police Department

86% of the Police Department's budget consists of personnel costs. Additional larger costs are interdepartmental charges and contract services. Interdepartmental charges include utility and fleet charges. Contractual services is 12% of the budget and a lot of these services are put out for bid. Other services such as legal, general liability and worker's comp are citywide charges and are allocated to the departments. There was a suggestion for the allocations to be looked at next year.

Three years ago a need to improve visibility throughout the city was recognized and the department specifically focused on traffic complaints and enforcement by creating a traffic safety unit. This freed up time for other officers to increase visibility.

The department was able to decrease overtime for officers by changing to twelve-hour shifts and handling sick and comp time differently than in the past.

Grants have been consistent and some overtime is reimbursed through grants. A grant facilitator position has been included in the budget and is in the approval stage.

Glendale/Warson Woods contract consists of Kirkwood dispatching for Glendale police and fire and Warson Woods fire and will begin at 6:00AM November 9,2020 instead of January 1, 2021. One full time and one part time dispatcher has been included in the budget to accommodate the Glendale/Warson Woods contract. The City of Kirkwood has also been contacted by other municipalities for possible contractual services. This is an opportunity for the Police Department to bring in revenue for the City of Kirkwood.

A question was asked regarding linking citizen's outside cameras to the Police Department. Kirkwood currently has this type of program and it has grown due to officers sharing details of the program while canvassing neighborhoods as well as word of mouth within the community.

Code enforcement is under the Police Department. It was moved from the Planning and Building department years ago and there is no plan to move it back at this time.

A suggestion was made to place cameras at certain areas of the city. Chief Murphy stated there would be a cost of cameras/equipment and monitoring the recordings. He also mentioned that some citizens would be opposed to being watched in this manner.

There has not been any financial impact due to increased tensions or protesting over the past year. Manpower was shifted to handle these situations without incurring additional costs.

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Motion was made by Hunter Martiniere and seconded by Kelly Mullholland to adjourn. All in favor, motion carried.

The next meeting will be held via Zoom on Friday, November 13, 2020



**City of Kirkwood  
Citizens Finance Committee  
Minutes  
Friday, November 13, 2020 7:00 a.m.  
Via Zoom**

**Committee Members in Attendance:** Barb Feiner, Gil Kleinknecht, Larry Watson, James Mori, Kelly Mullholland, Hunter Martiniere, Al Rheinacker, and Matt Biere

**Committee Members Absent:** None

**Staff Liaison:** Jennifer Forgy

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Jennifer Forgy read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Motion was made by Hunter Martiniere and seconded by Larry Watson to approve the minutes of the November 6, 2020 meeting. All in favor, motion carried.

**Citizen Comments**

None

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Bill Bensing – Public Services, Engineering/Planning/Streets

The Engineering personnel services budget decreased significantly due to personnel being moved to a new Planning and Development Department. Contractual services also decreased significantly due to the cancelation of paver inspections, completion of the downtown streetscape, and some of the budget moving to the new Planning and Development Department. Interdepartmental charges fluctuate due to Fleet Service and Utility charges.

Planning and Development Department personnel services increased due to personnel being moved from Engineering. Interdepartmental charges fluctuate due to fleet service charges, utility charges, and restructuring of the Engineering/Planning and Development accounts. In FY2021 Planning was budgeted to add another Planner position, however with COVID it was decided to wait until FY2022.

Several Federal Aid Projects have been completed or awarded in FY2021 totaling \$12,980,639 in grant money, and two have been submitted totaling \$2,596,888 in potential grant money. The City is currently working on grant applications for Kirkwood Road Phase 2 and the repaving of Clay Avenue from Adams to Woodbine that are due February 2021. Budgeting for these Federal Aid Projects often run from fiscal year to fiscal year. In this case, the money is re-appropriated into the next fiscal year.

Capital Infrastructure includes:

- Street Restoration
- Sidewalk Improvements
- Pavement Striping and Markings
- Bridge Maintenance and Design
- Downtown Parking Lots
- Geyer Road Phase II Construction
- West Essex Reconstruction (Right-of Way)
- Manchester Road Phase II Construction
- East Essex Improvements (Right-of-Way/Construction)
- Argonne Pedestrian Improvements (Design)
- Lindemann Improvements (Design)
- Kirkwood Road Improvements Phase I (Design)

Pavement restoration is completing its' fifth year. Initial PCI (Pavement Condition Index) city wide was 63.8% with a goal of 70.0% within the five years. Currently the city-wide percent is at 72.2. Concrete street replacement has continually dropped over the last five years and focus has been directed to asphalt paving and street preservation. It was noted that the cost of one-mile of concrete paving costs the same as seven-miles of asphalt paving.

Sewer Lateral fund balance increased slightly over the past year. Lateral fees collected remained flat while total expenditures decreased. Increasing the fees collected from \$28 per household to the maximum \$52 per household would have to go before the voters. At this time the City of Kirkwood is not pursuing this option.

Street expenses requested in personnel services, contractual services, and commodities increased slightly. Interdepartmental charges fluctuate due to fleet service charges and utility charges. Capital requests for a grinder, dump truck, curb machine, and skid steer were deferred from FY2021.

Currently the street improvement budget is \$1.8M a year. Bill Bensing estimates that figure needs to be \$3M to \$4M annually to catch up and expand the program (curbs, sidewalks, etc.)

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Motion was made by Hunter Martiniere and seconded by Gil Kleinknecht to adjourn. All in favor, motion carried.

The next meeting will be held via Zoom on Friday, November 20, 2020



**City of Kirkwood  
Citizens Finance Committee  
Minutes Amended  
Friday, November 20, 2020 7:00 a.m.  
Via Zoom**

**Committee Members in Attendance:** Barb Feiner, Gil Kleinknecht, Larry Watson, James Mori, Kelly Mullholland, Hunter Martinieri, Al Rheinacker, and Matt Biere

**Committee Members Absent:** None

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Motion was made by Larry Watson and seconded by Gil Kleinknecht to approve the minutes of the November 13, 2020 meeting. All in favor, motion carried.

**Citizen Comments**

None

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**Department Recap**

The committee discussed the observations and recommendations for the Police and Fire Departments.

Police Department recommendations include:

- Accreditation Manager – this position is in the budget but put on hold due to COVID19
- Code Enforcement – move code enforcement from the Police Department to the Planning and Building Department
- Police Visibility – improve and increase police visibility throughout the City of Kirkwood
- Community Service Office – maintain performance data to evaluate the cost/benefit of different programs and expand the video program
- Municipal Service Contracts – provide the CFC members with the methodology/formulas used to determine contract terms and include the Police Chief as well as the Finance Department in the decisions regarding the contract terms

- Civilianization – replace the police lieutenant assigned to Communications/Records Unit with a qualified civilian supervisor. Also, evaluate certain sworn positions within the department as to whether they can be filled by a qualified civilian
- Contractual Services/Interdepartmental Charges – increase the department's understanding of what is included in the Contractual Services/Interdepartmental Charges and reevaluate the formulas used for allocating such services/charges

Fire Department recommendations include:

- Department Name Change – from “Kirkwood Fire Department” to “Kirkwood Fire & Rescue Department”
- Performance Based Budgeting – fully adopt performance based budgeting
- False Alarms – charging a fee for false alarms and false calls
- Emergency Service Fee – charge a fee for emergency calls within a contracted municipality for medical treatments performed without transport
- Ladder Tower 1535 – identify various financial options for acquiring a replacement
- Municipal Service Contracts – provide the CFC members with the methodology/formulas used to determine fees included in contract services as well as including the Fire Chief in contract terms
- Performance Data – expand the types of performance data collected

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Motion was made by Al Rheinneckner and seconded by Larry Watson to adjourn. All in favor, motion carried.

The next meeting will be held via Zoom on Friday, December 4, 2020



**City of Kirkwood  
Citizens Finance Committee  
Minutes  
Friday, December 4, 2020 7:00 a.m.  
Via Zoom**

**Committee Members in Attendance:** Barb Feiner, Gil Kleinknecht, Kelly Mullholland, Al Rheinacker, and Matt Biere

**Committee Members Absent:** Larry Watson, James Mori, Hunter Martinieri

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Changes were requested for the minutes of the November 20, 2020 meeting. The changes will be made and presented to the committee for approval at the December 11, 2020 meeting.

**Citizen Comments**

None

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Georgia Ragland – Health Benefits and Worker's Compensation

The City of Kirkwood is self-insured.

Workers' Compensation claims were expected at \$632,027 this calendar year but are less than \$140,000 as of December 1, 2020. The savings of \$423,505 will stay in the Workers' Comp fund.

Health insurance premiums will increase next year by 4%. Claims exceeded premiums by 7% last year, resulting in a 10% increase in premiums for the current fiscal year. A health insurance audit was performed and ineligible dependents have been removed from the health insurance plan. A spousal carve out will be implemented in the next fiscal year which will save between 1% and 2%. Spouses make up 17% of our plan and incur 28% of the expenses. The City offers a robust Wellness program for employees. Since the City of Kirkwood includes utility departments, it is not eligible to join with other municipalities for group health coverage through SLAIT.



There will be a 2% increase with the new Delta Dental plan which includes a two year renewal term.

The City of Kirkwood will continue providing employees with an Employee Assistance Program (EAP) through Personal Assistance Services. The current cost of \$2.12 per employee per month will go down to \$1.75 pepm.

The city offers a civilian pension, Police and Fire pension, and deferred compensation through TIAA. Employees are automatically enrolled into the deferred compensation at 2% but do have the option to opt out. The deferred compensation match was suspended during the pandemic but will be reinstated January 1, 2021 as revenues have been better than expected throughout the pandemic. The Police and Fire pension is mostly funded by a dedicated property tax; however, \$200,000 was supplemented by the General Fund in 2020 and will require a \$236,000 supplement in FY21/22.

The City of Kirkwood intends to continue with the merit increase on April 1, 2021. Civilian employees will receive a percentage increase. Police and Fire employees are on a step plan and will move to the next step as usual during 2021. The uniformed employees who have reached the top tier in their step plan will receive a percentage increase similar to civilians. The Electric contract is due for renewal next fiscal year in FY21/22.

Georgia oversees the Fleet, MIS, HR, Procurement, Safety, and Administration departments. The Admin administrative assistant retired earlier this year and has not yet been replaced which has contributed to a decrease in Admin expenses.

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Motion was made by Al Rheinneck and seconded by Gil Kleinknecht to adjourn. All in favor, motion carried.

The next meeting will be held via Zoom on Friday, December 11, 2020



**City of Kirkwood  
Citizens Finance Committee  
Minutes  
Friday, December 11, 2020 7:00 a.m.  
Via Zoom**

**Committee Members in Attendance:** Barb Feiner, Gil Kleinknecht, Kelly Mullholland, Al Rheinacker, Larry Watson, James Mori, Hunter Martiniere and Matt Biere

**Committee Members Absent:** none

**Staff Liaison:** Sandy Stephens

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Sandy Stephens read the special announcement regarding electronic participation for meetings due to the current public health issues.

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**Approval of Minutes**

Motion was made by Gil Kleinknecht and seconded by Kelly Mullholland to approve the minutes of the November 20, 2020 meeting. All in favor, motion carried.

Motion was made by Kelly Mullholland and seconded by Larry Watson to approve the minutes of the December 4, 2020 meeting. All in favor, motion carried.

**Citizen Comments**

None

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Russ Hawes – Budget priorities

Russ provided his budget priority letter for fiscal year 2022 to the committee. In his letter, Russ listed the guiding principles that he will utilize in developing and reviewing the operational budget and capital improvement program. The guiding principles are:

- Ensure that the City's budgeting reflects 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.
- Cultivate innovation and efficiency initiatives to improve services and reduce costs, thereby demonstrating value and tangible results to our community.
- Implement the City's Capital Improvement Program to ensure appropriate levels of funding are directed to priority capital projects to directly impact quality of life of our citizens.

The fund balances have been built up in previous years in preparation for any unexpected situation that could cause financial uncertainty. COVID-19 has caused that uncertainty this year. Due to previous planning the finances for the City of Kirkwood look good. There is still uncertainty as to what is to come but the revenues only dropped 5% instead of the 20% that was anticipated when COVID-19 first appeared. A conservative approach is being taken to ensure the stability of the funds. The CARES ACT has also helped provide stability.

A discussion was held in regards to a possible Transportation Development District (TDD). The City is not allowed to advocate for this type of referendum and would rely on citizens to do the advocating. A TDD would then need to be passed by the voters.

The July rate increase has helped stabilize the Sanitation Fund.

Improvements need to be done at the Community Center and the priorities are under discussion.

The budget is still in the draft phase. Personnel accounts for 76% of the City's budget. When it is necessary to decrease personnel costs those cuts are made in the benefit side. Open positions are being reviewed on a case-by-case basis.

The mandated restrictions imposed this year have affected the Recreation Department. There continues to be a balance between required staff and provided programs to ensure the department is not running too thin and is still able to provide quality service to the citizens.

January salary increases will not happen in 2021 but the usual merit increase in April will occur. The City will continue to compensate employees appropriately without being exorbitant.

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Motion was made by Hunter Martinieri and seconded by Larry Watson to adjourn. All in favor, motion carried.

The next meeting will be held via Zoom on Friday, December 18, 2020