



WHERE COMMUNITY AND SPIRIT MEET®

CITY OF KIRKWOOD

DRAFT OPERATING BUDGETS

FISCAL YEAR 2022/2023

DRAFT CAPITAL BUDGETS Five Year Capital Plans

FISCAL YEARS 2022/23 – 2026/27

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CITY OF KIRKWOOD, MISSOURI

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

David Weidler

Asst. Chief Administrative Officer

Fredrick Doss

Public Information Officer

DEPARTMENT HEADS

Sandra Stephens

Finance Director

Sara Foan-Oliver

Procurement Director

Kevin Campe

Information Systems Director

Brian Murphy

Police Chief

James Silvernail

Fire Chief

Mark Petty

Electric Director

Bill Bensing

Public Services Director

Jonathan Raiche

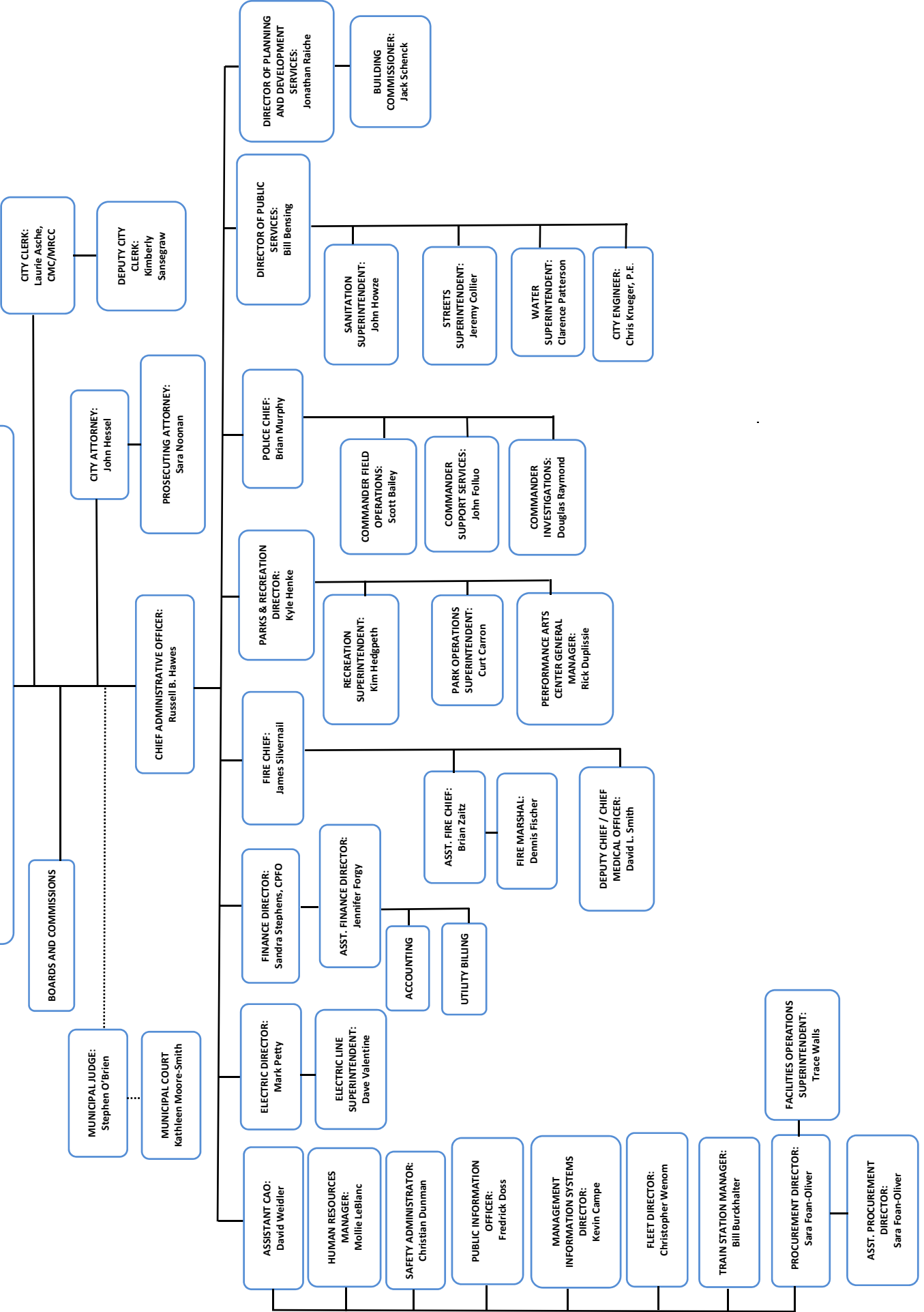
Planning and Development Director

Kyle Henke

Parks and Recreation Director

CITY OF KIRKWOOD, MISSOURI
ORGANIZATIONAL CHART
 Updated 12/31/2021

CITY COUNCIL
 MAYOR: Timothy Griffin
 Council Members: Maggie Duwe, Wallace Ward, Kara Wurtz, Bob Sears, Liz Gibbons and Mark Zimmer



Section I
Budget Message

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WHERE COMMUNITY AND SPIRIT MEET®

FY 2022-2023 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 2022-2023 (FY23) 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.

FY2021-2022 was a period of transition to a new normal from the sudden shock of the pandemic during FY2020-2021. The economic recovery took hold during the spring of 2021 and business in Kirkwood was jump-started through economic stimulus and a lessening of imposed restrictions. The City made decisions to operate as normally as possible. Employees returned to the office with strong safety protocols in place. The aquatic center returned to full capacity and high demand. And the Kirkwood Performing Arts Center was able to open to full capacity and large audiences in August. Businesses throughout town took advantage of pent-up demand and produced sales comparable to pre-pandemic levels. The recovery curve in Kirkwood was definitely more of a V than a U shape, which restored a number of revenue streams positive to the City's bottom line.

Kirkwood was successful in securing \$5.6 million in American Relief Plan Act (ARPA) funding through the federal government. These funds are planned to strengthen the City's pandemic and health response through a new enterprise resource program (ERP) and upgrades at police/fire/EMS dispatching. The ERP purchase originally planned for FY21 was suspended due to budget cuts necessitated by the pandemic. The conversion to a new ERP entails a complete switchover of our primary administrative and logistical business systems. Finance, utilities, work orders, permitting and HR functions will be integrated and upgraded to state of the art functionality. The investment in this \$2.3 million system will improve the City's ability to provide essential services to our citizens. \$1.7 million in funding is also planned to reinstate Parks and Recreation programs lost to the pandemic during FY21.

The City's growing dispatch operation will also benefit from the planned use of ARPA funding. The operation has outgrown its current location, with very tight quarters currently. \$1.6 million in ARPA funds are planned to be used to expand and improve the physical location of dispatch operations. The bulk of this expenditure is planned to

occur in late FY23 and extend into FY24. These improvements will create a much more professional and effective work environment for our highly trained and dedicated dispatch employees.

In 2015, City Council identified street condition as a primary concern, and have worked with City staff to address that need. The City placed a ballot initiative before the voters on November 2nd to create a city-wide Transportation Development District. Were it to pass, it would have added \$5 million in dedicated transportation revenue to address these needs. The proposition did not pass, and with no dedicated new revenues, the City will continue with its ongoing street restoration program. For FY23 the program will focus on City streets with a PCI rating below 50. The \$1.8 million budgeted for the restoration program will resurface approximately five miles of City streets. Bidding, and contract management processes are in place to have the resurfacing projects commence in the summer of 2022.

The City has also received federal grant funding for numerous transportation projects that will be in various stages of engineering and right of way acquisition in FY23. These projects include resurfacing North Kirkwood Road, South Geyer Road, West Essex, and Lindeman. The City is also participating through a MoDOT grant to add enhanced pedestrian accommodation in Phase 1 of MoDOT's Manchester Road rebuild through town. The enhancements include new sidewalks with a green strip separating pedestrians from the highway, safer intersection treatment and signal design, and pedestrian scale lighting.

The holistic Vision Zero process to minimize or eliminate traffic-related injuries got back underway in FY22 following a suspension of activities due to the pandemic. Multiple public meetings were held to gather input on ways to advance the key Vision Zero tenet of safety for all users of our transportation systems in Kirkwood. The Vision Zero action plan, to be completed early in FY23, will guide future transportation infrastructure decisions with safety and equity at the forefront.

The City will begin preliminary engineering and design next fiscal year on two major capital projects, the train station restoration and the renovation and reinvigoration of the Community Center. The train station project is a funding collaboration with the non-profit Historic Kirkwood Train Station Foundation. The Community Center project was funded in 2017 concurrent with the Kirkwood Performing Arts Center (KPAC) as a single project. Both of these long-planned projects are funded capital in FY23 and future years. Plans now are for construction to complete in FY25 for the Community Center, and FY26 for the train station.

Due to capacity restrictions and other unavoidable health directives in the year since its completion in July 2020, The Kirkwood Performing Arts Center had to remain virtually unused. KPAC eventually was opened to the public in mid-July 2021, with the first performance by Stages St. Louis on the Ross Family Theatre stage August 6th. Since that date, Performances of Kirkwood Theater Guild and Moonstone Theater have graced both the Ross Family Theatre and the Strauss Black Box Theatre, along with a number of non-

theatrical events. The future looks bright at the venue with more events scheduled for the coming year. To usher in FY23, next April will bring the load-in for *The Karate Kid – The Musical* for a Pre-Broadway run at the Kirkwood Performing Arts Center. This will enhance recognition and media coverage of Kirkwood’s state of the art new venue. This will begin KPAC’s first year of full operation. The multipurpose venue is already seeing increased interest from touring acts and concerts, to go along with its currently booked professional theater productions, galas, art shows, and weddings. The KPAC general manager and I will continue to work closely together to ensure that a diverse assortment of activities are booked this year and beyond.

The City Council and Parks Board partnered on a major riverbank stabilization project at Emmenegger Park during the past summer. The stabilization utilized concrete from the demolition of the nearby Interstate 44 bridge. This innovative approach, overseen by Recreation Director Kyle Henke, likely saved hundreds of thousands of dollars in materials sourcing and transportation costs. The collaboration between City and Parks resulted in the preservation of park land from the otherwise increasing erosion of the riverbank.

City Council and department heads worked to outline goals and strategies to update the City’s 5-year strategic plan. This began in the summer of 2021 with the Council and staff participating in a facilitated process to identify visions of the future direction of the City, and goals and strategies to get there. Council and staff focused particularly on sustainability of environment and workplace. A number of actions to advance these strategies are realized in the proposed budget. For example, electric vehicles have reached a point where they are cost-effective for City operations. Also, the proposed budget includes a major workplace enhancement, the conversion to the LAGERS retirement plan for civilian employees. The new 5-year strategic plan will be forthcoming for FY23 with full integration with budget and capital plans.

FINANCIAL OVERVIEW

The Kirkwood Finance Department prides itself on being a good steward of the City’s financial resources. The City’s strong General Fund balance is one of the primary reasons Kirkwood was able to attain the Aa2 bond rating from Moody’s on its limited debt. This strong investment grade bond rating allows us to borrow funds at the lowest possible borrowing costs, which saves our citizens hundreds of thousands of dollars when debt is issued. A strong cash balance also provides a reserve cushion for economic fluctuations and downturns. Conservative budgeting practices, modest valuation increases and increased sales tax revenues will continue the City’s trend of strong fiscal management. The department directors are to be commended for their diligence in finding efficiencies and reigning in costs. The City of Kirkwood has persevered through the economic uncertainties from the COVID-19 pandemic due to City Council’s commitment over the years to build up the General Fund fund balance and adopted a fund balance policy to provide long-term financial stability during times of uncertainty.

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 FY21 indicate the City posted a General Fund unrestricted cash surplus. The positive margin of \$1,102,000 increased the City's total General Fund unrestricted cash balance to \$11,018,000, representing 45% of revenues. The cash surplus is attributed to the receipt of St. Louis County CARES Municipal Relief Program funds offset by losses in recreation programs cancelled due to COVID 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 27% of fiscal 2021 General Fund revenues, followed by gross receipts taxes at 15%.

The 2022/2023 fiscal year budget accounts for the effect of new legislation, both internal to the City and external, in future expenses and revenues. The Wayfair bill, which became law last year, will decrease franchise revenue gross collection percentage rate by .5 percentage points each year through FY27 until the maximum percentage is 2.5%. The first increment dropping the rate from 5% to 4.5% occurs in FY23. 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 FY22, the General Fund 2022/2023 fiscal year budgeted revenues are projected to increase approximately 10%.

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 FY20 and FY21. General Fund revenues totaled \$24,276,000 in the fiscal year ended March 31, 2021, compared to \$24,356,000 for the year ended March 31, 2020, a decrease of less than 0.5%. Expenditures for the General Fund, totaled \$24,473,000 for FY21. This was a decrease of \$496,000 or 2% less than the previous year. As of March 31, 2021, unassigned General Fund balance, as a percentage of expenditures is steady with prior year at 37%. The City was able to add \$1,102,000 of its unrestricted cash on hand in the general fund for FY21. 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 FY23 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 sudden impact of the pandemic in FY21, where the City and the world had to adjust to the economic downturn, the City's overall revenue receipts were steady or growing. However, there continue to be diminishing revenues derived from cable and telecom line items. The growth of non-taxable video streaming services and the resultant "cord-cutting" continues to undercut the City's cable franchise revenue. Compounding

this is newly-passed state legislation as part of the Wayfair bill that will phase down franchise fees to a max of 2.5% from the current 5%. That loss, coupled with the continual decline of telecom taxes received by the City (revenues that are 44% of what they were nine years ago), has removed over \$1,000,000 of yearly revenue from Kirkwood's rolls. In the span of the next three years we project the combined total revenues from these two streams to be around \$400,000 compared to nearly \$2,000,000 less than ten years ago. Wayfair is expected to increase use tax revenue collections to some extent beginning in FY24 (its use tax collection implementation).

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.

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. During FY22, the Administration Department coordinated the process to develop a new strategic plan to replace the 2017 version. The City employed 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.

Also in FY22, the City conducted its bi-annual citizen satisfaction survey that measures the community's pulse by gauging citizen satisfaction with City services, quality of life, and policy initiatives. The survey results inform management with regard to prioritizations and actions on needs identified. The results were positive with the City exceeding national norms for citizen satisfaction in 30 of 35 areas including public safety, parks and recreation, utilities and sanitation.

Compensation and benefits for the dedicated employees who make the City run comprise more than 70% of the City budget. The FY23 budget includes merit and CPI adjustments

to employee compensation in April '22 (2.5%) and January '23 (1.5%) respectively. The proposed budget also includes an increase of 5.9% to employee health insurance, with no increase to employee dental insurance. Our worker's compensation insurance premium will see an increase of 10% in the FY23 budget.

Human Resources

Human Resources continues to be an operation focused on employee development, proactive recruiting, and compensation management. This past year the pandemic continued to impact the City's employees and work environment. In December 2020, the City contracted AAIM Employee Association to conduct an Employee Opinion and Engagement Survey. Human Resources facilitated the response to this survey throughout calendar year 2021. The response included:

- Focus group "listening" sessions where every employee had an opportunity to express concerns and ways to improve culture within the organization;
- Establishing a Quick Action Team to recommend policy changes to management; and
- Creation of an Employee Advisory Committee to monitor progress toward changes and provide an ongoing communications link between employees and management.

In order to provide additional growth opportunities, HR provided customer service training, quarterly supervisors meetings and a variety of soft skills courses through AAIM Employer Group's Live Online program. HR worked with a Rewards and Recognition team to provide a variety of activities through a weeklong Appreciation Event. This team will continue to evaluate reward and recognition programs to improve participation.

The City of Kirkwood has definitely seen the impact by 2021's "Great Resignation." Turnover is at an all-time high for the City and candidate pools for many vacancies are very lean. Because the City previously implemented an automated applicant tracking system which streamlined processing of the recruiting and staffing processes, HR has been able to keep up with the additional workload.

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:

The Administration Department plans to use FY23 capital funds as proposed:

Electric Mid-Size SUV	\$ 45,000
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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 City applied for and received a \$1.5 million grant from East-West Gateway Council of Governments that will provide a significant portion of the costs for a complete renovation/restoration of the property. The building restoration of the train station is planned begin in FY23 with design and preliminary engineering work to include structural, interior, and exterior elements. Construction drawings will follow in FY24, and construction is slated to begin in FY25. The City and the non-profit Historic Kirkwood Train Station Foundation are working together to make this project happen, with the bulk of the planned funding from grants and donations.

Capital Items:

The Train Station plans to use FY23 capital funds as proposed:

Design and Preliminary Engineering	\$ 146,485
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MANAGEMENT INFORMATION SERVICES

During the current fiscal year MIS procured a firm to conduct new aerial photography of the city for use with the City's Geographic Information System. The flyover should take place in February or March 2022 with deliverables sometime after August 2022. This will provide an up to date built-environment layer to integrate with our GIS.

The City's virtual desktop systems were extremely valuable over the past year and a half to allow employees to work from home when needed. With this technology we were able to pivot to the home/work hybrid model as necessary during the pandemic's initial onslaught. The existing hardware for the system that supports all of the virtual desktops is no longer supported and needs to be replaced with new hardware. We also plan to install a new server for current Central Square applications. We are asking to replace the existing storage area network with newer technology that, in the event of a ransomware infection, would enable us to recover more quickly than with existing hardware. This expenditure could be delayed another year if we need to, but it is something that will need to be done no later than 2023. We also plan to migrate the existing voice-mail system to a new system that is compatible with our updated phone system.

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 FY23 capital funds as proposed:

Computer Upgrades	\$ 15,000
Replace Voice Mail System	\$ 40,000
Virtual Desktop Servers	\$ 58,000
New Storage Array	\$ 92,000

PROCUREMENT DEPARTMENT

The Procurement Department was in a transitional phase in FY22 as filling the director position opening for the long term was the focus. The assistant director was elevated to director and we will be looking to find the next assistant for the department. Through it all, the department assisted all departments with proposals and bids on major projects such as the ERP and electric and road infrastructure contracts.

Capital Items:

There are no capital items in the FY23 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 FY23 Facilities budget reflects an increase in professional services due to a new custodial contract. The increase in professional services will allow a more tailored and dependable resource with a contracted part time employee through a staffing agency.

Facilities currently has two projects in the FY23 capital program to improve current facilities and lower current City expenses. The police department will be the focus as it has reached building capacity with its current design. The building is approximately 20,790 gross square feet, it was constructed in 1963 and renovated twice, once in 1970 and the second in 1992 where it received a substantial addition adding approximately 10,000 square feet to the buildings footprint. An assessment will be conducted of the existing building and site conditions to identify the physical conditions and like 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. The budget includes funding for assessment of the facility.

Capital Items:

Facilities Operations plans to use FY23 capital funds as proposed:

City Hall Council Chamber HVAC	\$206,000
½ Ton 4x4 Pickup Truck	\$ 32,500

CITY CLERK'S OFFICE

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

There will not be a General Municipal Election in April 2023. While the April 2022 General Municipal Election falls within FY23, expenses are paid during FY22. However, the City of Kirkwood must keep funds in this account for any possible ballot measures that may arise. The City of Kirkwood shares the expenses of ballots with other surrounding municipalities that have items on such ballot. Thus, the proposed funding in FY23 been decreased to \$30,000 from \$45,000 in FY22 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 attend the Missouri Municipal League's Annual and Legislative Conferences. Events of this type are expected to return to in-person in FY23. This account was decreased by \$3,000 in FY22 due to the majority of conferences being held virtually. Therefore, this account has been increased to \$15,000 to cover possible travel and training expenses.

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 FY23 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. The department endured some turnover during the past year, and we continue to evaluate adjustments to duties and staffing levels. Excellent customer service is achieved when staff members are trained, knowledgeable, and function as a team. Finance management is committed to training to improve and build up the finance team. The FY23 budget request includes two half-day training sessions for the entire Finance Department.

The Finance Department works to provide accurate and reliable information to all departments of the City. The City's rather outdated financial software will be replaced during FY23 with a new enterprise resource program (ERP). The current financial software lacks a true cross-departmental interfaced reporting capability. The City relies on a third party database that is inefficient and is a cumbersome tool to use and teach to others. The new ERP system will help to remove departmental silos and create a means for better data sharing. The Finance Department will dedicate all necessary resources together with Administration and MIS for the successful implementation of the ERP system including data conversion and migration.

In addition to the ERP system implementation, the Administration and Finance departments will be working together to develop information on city finances that is accessible and user friendly. The new ERP system will provide the technology to allow us to efficiently update reports, and create dashboards, graphs or interactive illustrations as needed, to provide real-time information through the City's website.

Capital Items:

There are no new capital items in the FY23 budget for the Finance Department.

FLEET SERVICES

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.

The maintenance agreements with the City of Rock Hill and Saline Valley Fire Protection District remain in place, as well as some on-call repairs from Brentwood Public Works, Clayton Fire, Frontenac Fire, Glendale Fire, Shrewsbury Fire and Webster Groves Fire Departments. These agreements are reviewed and renewed, when applicable, on an annual basis. The current agreements brought the City of Kirkwood record total revenue of \$82,308.18 in FY21 and \$34,566.69 for the first four months of FY22. KME Warranty repairs continue as both Glendale Fire Department and Shrewsbury Fire Department received new apparatus. The Shrewsbury Fire Department and Clayton Fire Department have expressed interest in completing an agreement as well. The feedback to this program has been extremely positive from both internal and external end users as Fleet Services continues to maintain a high vehicle-in-commission rating of over 99%.

In advancement of the 2022 strategic plan's goal of sustainability through investment of electric vehicles and infrastructure, Fleet Services has had an increased interest in Electric Vehicles (EV) for certain departmental vehicles such as replacements for gas-powered sedans and SUVs. The electrification of the auto industry continues rapidly, becoming more and more tenable for municipal fleet operations. The nature of municipal work where City vehicles are primarily used for short trips within the city, lends itself well to this switch. There is no need to budget for traditional fuel costs, and maintenance cost over five years is minimal. Despite higher initial cost per vehicle, lifecycle cost for the new electric vehicles is lower. The types of vehicles on the State of Missouri contract will increase next year, which include the Chevrolet Bolt, Ford Mustang E and F150 Lightning. Infrastructure improvements planned for City Hall in FY23 include four dedicated City vehicle charging stations just to the north of the Police Department. All of these factors combine to implement a review of all future vehicle purchases for the feasibility of electric vehicles.

Capital Items:

Fleet Services plans to use FY23 capital funds as proposed:

Facility Air Compressor	\$17,000
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POLICE DEPARTMENT

The department currently uses Global software for CAD. The software was purchased by the city approximately eleven years ago. Some of the functions of the software have become outdated and we are starting to experience technical difficulties. With the addition of several contracts for dispatch services the importance of replacement is clear. The new technology will be faster and provide technical advancements that we currently do not have. The City has identified funding through the Equitable Sharing Fund to support this improvement.

The addition of dispatching services to surrounding municipalities is a significant benefit to the police department as well as the city. It provides the police department the ability to work with surrounding agencies and share in procedures, knowledge and resources. It provides the city with additional revenue. Full staffing of dispatch operators has highlighted issues with the limited space in the Dispatch work area. The area, which is small and has reached its limits, will need to be expanded to accommodate current operations and any potential growth. We expect this to be accomplished in FY24 through federal ARPA funding.

Vehicle maintenance and replacement is one of the yearly concern for the department. Kirkwood Police Department continues to work closely with Fleet Services in determining the best practices regarding the purchase of vehicles and related equipment. With Fleet Services' guidance we are able to maximize the use of our fleet. Captain Folluo has worked to determine a new schedule for such purchases. With issues regarding supply line some of our purchase orders have been delayed and even canceled, which may require additional evaluation.

Because of increases in legal mandates, changes in the laws, and expectations regarding training for police officers in diverse subjects we continue to strive to obtain the best possible training available. Having obtained CALEA accreditation, the need for training is even greater. As Police considers ways to obtain the best training, they consider the need and the costs associated, which also include not only immediate monetary cost but also the cost of having the officer not doing his or her normal duties. As costs continue to rise the Police Department utilizes on-line classes, subscriptions and other web-related training. Two years ago an on-line provider, Police Academy One, was added. This benefitted the department as restrictions on gathering and travel with COVID limited in-person training opportunities.

Use of overtime had been a concern in previous years. Now the department is right sized for the workload and resources are deployed appropriately. Kirkwood Police continues to monitor overtime costs and use available resources to their full potential. For the past four years we have made a significant reduction in overtime costs. The department also receives reimbursement through federal programs and state traffic grants and programs. We have been, and continue to be, successful in applying for these types of grants and programs. Dispatch saw significant turnover in FY22, and now is under a more competitive step plan. Until new employees are hired and trained, overtime must be used to fill in the gaps to provide the required manpower. With regard to police officers, nationwide there has been an increase in individuals leaving the profession for various reasons. At Police, I am aware of several retirements that will occur in the next several years. Replacing individuals throughout the ranks will be more difficult as qualified applicants are becoming harder to find.

May 2019 Kirkwood Police received its CALEA accreditation. It took several years to achieve this accomplishment with majority of the work performed by Support Service Captain John Folluo with assistance from Doug Raymond, Captain. This past July our 2nd year CALEA compliance review was concluded. A CALEA Compliance Service Member remotely reviewed approximately 25% of our policies and proofs, and we are in full compliance. The same process will take place each of the next two years, and in year four we will also have an on-site review by CALEA Assessors. We were able to fill the part-time CALEA compliance officer position, and when her training is complete she will be a major asset in the CALEA process.

Capital Items:

Kirkwood Police plans to use FY23 capital funds as proposed:

Patrol Vehicles	\$138,000
Detective Vehicle	\$ 57,300
Leased Vehicles	\$ 9,000

FIRE DEPARTMENT

The Kirkwood Fire Department prides itself on delivering on its mission: “Saving Life and Property,” while working in a safe, effective and efficient manner. The department plans to strategically find new means for service delivery; not relying on status quo. The

fire department has numerous fleet assets that must be maintained and kept on a replacement schedule in order to minimize long term, excessive maintenance costs and obtain efficiency. To that end, the FY23 budget includes the purchase of a replacement ambulance. Also in support of this approach, the fire department is proposing the purchase of a mini-pumper. The purpose of procuring this vehicle is to accomplish two goals: to satisfy access issues within the City, and to reduce call volume and maintenance costs associated with the ladder truck. The mini-pumper vehicle will be used to supply fire protection to residential property located off South Ballas and West Adams Roads where steep inclines and low weight bridges make access with a full-size fire truck impossible. The addition of parking garages in residential multi-living complexes also require a smaller suppression apparatus. In addition, this vehicle would be utilized to respond to all non-structural calls for service, such as emergency medical alarms and miscellaneous fire responses from House 3. This procedural change, facilitated by the smaller response vehicle, is intended to increase life span of the ladder truck. The ladder truck is a well over million-dollar capital item, and the mini-pumper will allow us to substantially lower the cost per mile of that asset.

The Fire Department is dedicated to the safety of our members and to their continuous improvement as professionals. Its mission is executed through skillful administrators, firefighters, and paramedics. Supporting this effort requires both a commitment to continued improvement through training initiatives and through providing modern, state of the art equipment for safe service delivery. In order to support this philosophy, it is a high priority of fire administration to create a command structure that fits the needs of this organization, to alleviate both operational and management deficiencies.

The FY23 budget proposes a change to the command structure to better fit the expanding operations of the organization. This strategic initiative is to add a 24-hour shift commander, or Battalion Chief, to effectively manage each operational shift of the fire department. In creating this position, we are not adding new positions. Rather, the department is re-distributing personnel and better utilizing resources including the new mini-pumper response. This long contemplated adjustment to management staffing will better position the department for long-term success in light of the changing response environment, including the extraterritorial responses.

For FY23 the budget includes an increase to Licensing Pay. This represents contractual obligations, through the firefighter's Collective Bargaining Agreement, to employees. These expenditures are intended to maintain professional licensure and certification. The small capital line of Health and Exercise Equipment returns to FY21 levels in order to replace much needed exercise equipment within the fire stations. Health and fitness is a large component of the firefighting profession. Training is an essential function within the department and vital to effective service delivery. The training line item budget enhancements reflect improvements to operational training that maintain proficiency, ingenuity, and compliance to ISO parameters.

Capital Items:

The Fire Department plans to use FY23 capital funds as proposed:

Ambulance	\$335,000
Mini-Pumper	\$385,000
Lucas Chest Compressor Devices	\$ 75,000
Command Vehicle	\$ 43,000
Medic UTV and Trailer	\$ 40,000
Fire Hose Nozzle Replacement	\$ 25,000
Hose Replacement	\$ 14,350

PLANNING AND DEVELOPMENT SERVICES

In FY21 and FY22, the City began to transition the Planning Division’s budget into the Building Division’s accounts. This is reflected in the FY23 proposed budget, where many of the increases to the budget requests for the Building Division’s accounts are due to the fact that they are now the Planning & Development Services account which covers both Building and Planning Divisions. It is also worth noting that budgeted amounts for training and travel have been requested at pre-pandemic levels with the anticipation that staff will be able to resume training activities. Below are brief discussions on each Public Services Departments’ activities and budget requests that directly correspond to accomplishing the goals and objectives of the recently adopted comprehensive plan and the City Council’s strategic plan.

Planning Division

In FY21, the Planning Division was re-organized to include the Planning & Development Services Director, Planner II, and Planner I. The Planner I position was not filled in FY21 due to budget concerns related to the unknown effects of the pandemic. FY22 was the first year that the Planner I position was filled, and this full-time position is budgeted to continue in FY23. The proposed budget includes \$50,000 in the “Other Professional Services” line item for a housing study that is the result of this year’s City Council strategic planning session. This study will focus on assessing the City’s housing supply and demand with a focus on housing that would be attainable for households with various income levels.

In FY22, the Planning Division assumed a city vehicle from the Building Division that was replaced with a newer vehicle. The vehicle allows the Planning Division to conduct various site visits and inspections related to various development projects. This vehicle has reached the scoring criteria for replacement. In an effort to contribute to the City’s sustainability strategy, this replacement vehicle has been budgeted as an electric vehicle.

Building Division

For FY23, the Building Division budget includes equipment funding for the replacement of a countertop printer and also the purchase of four iPads with cases. These iPads are requested so the four building inspectors will be able to take full advantage of the mobile capabilities of the City’s anticipated new Enterprise Resource Planning system. This equipment will help modernize the department and provide efficiency with personnel resources by allowing the building inspection process to be more streamlined and

responsive. As an example, rather than taking hand-written inspection notes and converting them to typed notices at the end of the day, inspectors will be able to directly make their field-notes on the iPad and have those notes easily transferred into an inspection report.

The budget also includes funding to allow Building Division employees to continue to pursue professional training to maintain various certifications. Many of the opportunities in FY22 were limited due to the pandemic, but these opportunities are becoming more available and expected to return in FY23.

In FY22, the City conducted a feasibility study that engaged citizens in determining possible routes for Grant's Trail bikeway into downtown. An extension would drive economic activity into downtown from the thousands of users of the trail. The City will be applying for federal funding to support the installation of this project in late FY22.

Capital Items:

Planning and Development Services plans to use FY23 capital funds as proposed:

Compact SUV	\$ 29,000
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PUBLIC SERVICES DEPARTMENT

Engineering and Infrastructure

The Engineering Department is focusing on activities and budget requests that directly correspond to accomplishing the goals and objectives of the comprehensive plan and the City's strategic plan. The division continues with the sixth year of implementation of the Street Restoration Program in FY22, working to address the streets in the worst condition this year. When this 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. With work completed in FY22, and the first cycle through the City's five street maintenance districts, the City's PCI is now 74.10. The resurfacing projects throughout the city for FY23 will consist of complete reconstruction, asphalt milling and overlays, ultra-thin bonded asphalt wearing surfaces (UBAWS), and concrete slab replacement.

Engineering will also continue to manage several ongoing grant funded projects that will carry over into FY23 which include; Geyer Rd. Phase II, W. Essex Phase I, Lindeman Rd. Improvements, Kirkwood Rd. Phase I & II improvements, S. Clay Ave. Improvements and Manchester Rd. Phase II.

Engineering will continue the implementation of the Sidewalk Program. This program includes the repair of hazardous sidewalk reported by residents, implementation of the Kirkwood Pedestrian and Bicycle Plan and hazards identified in the ADA Transition Plan.

Capital Items:

Engineering/Infrastructure plans to use FY23 capital funds as proposed (Street Resurfacing includes federal and state grant funded projects):

Street Resurfacing	\$3,184,523
Clay Ave Bridge Renovation	\$ 350,000
Pavement Striping	\$ 250,000
Sidewalk Improvements	\$ 150,000
Downtown Parking Lots	\$ 150,000
Bridge Maintenance	\$ 50,000

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 Forestry FY23 budget is consistent with FY22 other than adjustments to compensation and benefits.

Capital Items:

There are no new capital items in the FY23 budget for the Forestry Division.

Sanitation

The City will be entering its seventh year of a 10-year agreement with the landfill operated by Waste Connections. This agreement also provides the City the ability to extend the agreement for two additional five year terms. Annually in November of each year, Waste Connections cost per ton increases, per contract, based on an industry index. In November 2020, the rate was \$38.27 per ton 1.08% over the previous year's rate. The FY23 budget has been increased by an estimated of 2.5% (\$39.23/ton).

This past year the Average Market Value (AMV) of single-stream recyclables ranged from \$20.87/ton to \$45.47/ton. There has been an upward trend in the AMV in the early part of FY22, if this trend continues the cost of processing recyclables will decrease. In addition, the market price for fiber/cardboard has been increasing which has offset processing cost by \$30,422 in FY21. If this trend continues recyclable processing cost will continue to drop. This past year the average price the City has been paying to process single stream recycling has been \$95.02/ton, down from \$100.69 from the previous 12 months. The FY23 budget projects recycling processing at an average price of \$90.00/ton.

During FY22 Sanitation introduced a new program, free Bulky Waste. This program was initiated in April 2021. The program allows residents to place bulky waste i.e. couches, washers at the street curb twice a year to be picked up free. There are two pick-ups per calendar year with nearly 4,000 requests in the initial calendar year of the program in 2021.

Capital Items:

The Sanitation Department plans to use FY23 capital funds as proposed:

Replacement Receptacles	\$ 20,000
2 Side Loaders	\$550,000
Skid Steer	\$ 45,000

Streets

The Street Division will continue to provide proactive preventative street maintenance in FY23. Streets will be making repairs in the west 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.

This year’s Street Division capital request is to replacement of the two (2) dump trucks and a back hoe. These pieces of equipment are not only used daily in the divisions operations, but are also integral during winter snow/ice events to keep City safe and passable.

Capital Items:

The Street Division plans to use FY23 capital funds as proposed:

Back Hoe	\$145,000
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Water

The Water Department continues working towards maintaining and upgrading the City’s water distribution system. A water rate increase of 3% is being proposed in the FY23 budget due to operational costs, debt service and the required transfer of funds out of the Water Fund to supplement the Capital Fund. An incremental improvement, the rate change does not fully balance Water Fund operations. In addition to the proposed rate increase the capital water main replacement program has been increased \$525,600 to pre-COVID funding levels. This will allow Water to work towards meeting the City’s Strategic Plan goal of replacing 1% of the distribution system annually.

Capital Items:

The Water Department plans to use FY23 capital funds as proposed:

Water Main Replacement	\$1,525,600
Operational Improvements	\$ 100,000
Leak Repair Program	\$ 100,000
Mini Excavator	\$ 80,000
Service Truck	\$ 50,000
Mid-Size SUV	\$ 45,000
Fire Hydrant Installations	\$ 10,000

RECREATION DEPARTMENT

The Recreation division was impacted as much or more than any other city department from the effects of the pandemic. Operating challenges were met head on by innovative approaches to both drive revenue and limit expenses. Department leadership outlined various means to continue operating through FY21 and reset during FY22.

– The ability to generate substantial revenue at Kirkwood Performing Arts Center (KPAC) was hindered due to a delayed opening. Professional performance groups could not perform per union rules. Capacity restrictions were lifted in May and we were able to open the building officially in July with the first Stages performances in early August. For FY22 and beyond it is clear that smaller-scale productions, rentals, weddings and creative use of space at the venue are the key to driving revenue beyond just the theatrical users. As the building geared up with bookings, there was a need to devote resources to a position that directly drives revenue to the building. The guest relations coordinator will focus effort on recruiting lucrative new event and wedding bookings. The position, filled in late FY22, is integral to establishing strong alternative revenue streams to support the financial success of the building.

All recreation operations rely on part time and seasonal workers, and the ability to pay competitive salaries is important. Not doing so compromises the ability to attract quality staff members. Part time salary account requests reflect the need to raise hourly salary rates to keep pace with the annual increase in the minimum wage.

The increase in minimum wage will also affect cost associated with contractual workers. Athletic game officials compete with other part time jobs that are more consistent in length of hours worked and working conditions where game officials are not being harassed by participants. The pool management contractor works against a national trend that makes it difficult to recruit lifeguards. We compete with fast food and retail operations who offer higher salaries. Further, finding part time help to assist with some programs that require a group setting has proven to be difficult.

The ice rink operation has weathered the pandemic changes well. For FY22, ice rental revenue is tracking with projections. However, looking to FY23 public skate sessions and skate lessons will be a challenge. Nearly 40% of the budgeted revenue for the ice rink typically comes from these two activities. Staying with us as a challenge from last year, two new ice arenas (with five indoor and one outdoor sheets) opened last year. Due to Covid-19 facility closures, there will need to be more time for data to be collected in order to predict whether these rinks will affect revenue generation.

The 2021 pool season was a great turnaround from the 2020 season. Revenues were comparable with pre-pandemic norms this past summer. Staff will continue to work with the Aquatic Advisory Committee to drive revenue with some adjustment to hours of operation. FY23 is budgeted for full pool operations.

In addition to the aforementioned programs, athletics and summer camp programs are showing high demand. With pickleball exploding in popularity, the tennis court next to the handball courts at Kirkwood Park is planned to be rebuilt and converted to four dedicated pickleball courts. Kirkwood recreation leaders are working hard to balance

financial accountability with program considerations, and will continue to innovate and work toward programs that matter and make a difference in the community.

Capital Items:

Recreation plans to use FY23 capital funds as proposed:

Pickleball Court Retrofit	\$300,000
Replace Rink Humidifiers	\$140,000
Community Center Tables, Chairs, Racks	\$ 75,000
Pool Repairs	\$ 45,000
Pool Painting (Competition Pool)	\$ 35,000
Rink Concession Repairs	\$ 17,000

KIRKWOOD ELECTRIC

Kirkwood Electric ended FY21 with a net-positive cash position in the midst of the pandemic. During this time period the department suspended its tree trimming operations, distribution system upgrades and LED lighting change outs. Kirkwood Electric continued its pandemic driven limited service measures during FY22 with the anticipation of returning to normal in the fall, in line with the school and junior college in person class sessions. The severe summer storm season of 2021 highlighted the need to return to normal pre-pandemic resource levels and address customer service communications during high volume periods. FY23 increases in expenditures for vegetation line clearance contractors and distribution system constructions crews will allow the department to restore its award winning distribution system reliability performance to pre-pandemic levels and prepare the department's distribution system for the future. A revamping of the department's phone system with an interactive voice response system has helped address storm service requests and normal business situations.

Throughout the pandemic the department had been forced to scale back resources to deal with health and fiscal issues. These times called for an innovative approach to getting things done and the future is no different. The restoration to pre-pandemic resource levels will return the department's performance to the level that meets its customer's expectations. FY23 will see Kirkwood Electric accelerate its system improvement plans while minimizing the financial impact on its customers. During FY23 the department plans to issue bonds for the financing of system improvements. Over the next three years, the department will upgrade the remaining circuits in its distribution system, upgrade the Sugar Creek Substation, and convert the remaining overhead street lighting network to utilize LED lights. The department's workforce plan will continue to replace line workers who will be retiring, and the department will continue to enhance its ability to communicate with its customers.

The utilization of a bond issuance will allow the department to take advantage of its strong financial position and obtain its strategic goals. Kirkwood Electric has, throughout its existence, demonstrated the ability to deliver low cost reliable electric service and will

continue to do so in the coming year with resource levels that are consistent with its award winning performance.

Capital Items:

Kirkwood Electric plans to use FY21 capital funds as proposed:

Distribution System – Service Extensions	\$3,095,350
Distribution System - Circuit Upgrades	\$ 862,500
Sugar Creek Substation	\$1,909,653
LED Street Lighting	\$ 736,000
Rolling Stock	\$ 410,000
Distribution Line Clearance	\$ 310,000

CONCLUSION

The proposed budget is an effective and workable financial plan for the operation of the City of Kirkwood in fiscal year 2023. 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 ever-changing protocols and procedures for the past two years. The City will again provide the services that contribute to the exceptional quality of life that our citizens expect and deserve.

I am blessed with a great staff of highly competent, professional, and diligent individuals who contributed to the budget document. Finance Director Sandy Stephens, Assistant Finance Director Jennifer Forgy and their staff track and compile the various aspects of the budget each year, with Jennifer overseeing the Citizens Finance Committee process this year. I appreciate both Sandy and Jennifer's detail-oriented approach and demonstrated financial acumen. This past year I welcomed a new Assistant CAO, David Weidler, who greatly assisted in the analysis of all the department submittals, and who prepared the administrative department budget. All the people who comprise Team Kirkwood are what allow the City of Kirkwood to be such a smooth functioning operation through these difficult times.

Respectfully,



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

Section II Reappropriations

Reappropriations are TBD January 2022

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Section III
Operating Budgets

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CITY OF KIRKWOOD, MISSOURI												
CASH BASIS BUDGET OF REVENUES, EXPENDITURES AND OTHER SOURCES/USES												
FISCAL YEAR 2022/2023 OPERATING BUDGET												
Descriptions	General Fund	Electric Fund	Water Fund	Sanitation Fund	Sewer Fund	Cap. Imp. Fund	Park Cap. Imp. Fund	Fleet Services Fund	Worker's Comp. Fund	Medical Self-Insurance	Police/Fire Pension	Total
Reserves	3,210,803	-	2,061,023	185,176	48,810	-	84,992	-	-	227,025	-	5,817,829
Operating Revenues	27,507,211	43,005,941	6,326,810	3,737,279	279,000	4,856,276	3,205,455	1,142,465	1,557,750	3,856,210	1,251,000	96,725,397
Transfers from:												
Electric	1,615,000					710,000						2,325,000
Water						710,000						710,000
Parks/Rec Sales Tax Fund	772,090					-						772,090
Sanitation						200,000						200,000
General Fund						380,289					529,305	909,594
Total Revenue/Other Sources	33,105,104	43,005,941	8,387,833	3,922,455	327,810	6,856,565	3,290,447	1,142,465	1,557,750	4,083,235	1,780,305	107,459,910
Operating Expenditures	32,133,780	36,625,905	7,677,833	3,722,455	327,810	6,141,297	1,943,357	1,127,340	1,337,270	4,083,235	1,780,305	96,900,587
Transfers to:												
Capital Improvement Fund	380,289	710,000	710,000	200,000								2,000,289
General Fund		1,615,000					772,090					2,387,090
Park Fund	61,730	12,000					575,000					648,730
Police/Fire Pension	529,305											529,305
Special Business District		15,000										15,000
Total Expenditures/Transfers	33,105,104	38,977,905	8,387,833	3,922,455	327,810	6,141,297	3,290,447	1,127,340	1,337,270	4,083,235	1,780,305	102,481,001
Revenues Over/(Under)												
Expenditures/Uses(Cash Basis)	-	4,028,036	-	-	-	715,268	-	15,125	220,480	-	-	4,978,909

City of Kirkwood, Missouri
General Fund Department Budget Comparison
FISCAL YEAR 2022/2023 OPERATING BUDGET
(Five Year Actual, Current FY Budget and Requested Budget)

Departments	Actual FY2016/2017	Actual FY2017/2018	Actual FY2018/2019	Actual FY2019/2020	Actual FY2020/2021	Current Budget FY2021/2022	Requested Budget FY2022/2023	Difference
Train Station	52,471	32,658	32,110	27,451	27,756	39,225	39,225	-
Clerk/Council	268,393	285,426	230,628	245,346	207,045	297,914	291,045	(6,869)
Administration ^(a)	1,303,931	4,636,565	1,647,331	1,594,138	1,359,779	2,444,946	5,536,549	3,091,603
MIS	838,537	836,552	782,178	843,115	815,690	917,825	965,171	47,346
Personnel	193,593	199,213	202,167	210,591	213,962	236,503	261,891	25,388
Procurement	405,100	393,643	415,417	443,853	467,809	497,135	503,362	6,227
Facilities Operations	477,191	494,642	493,964	532,745	561,726	568,076	597,021	28,945
Finance	421,278	424,903	442,759	457,435	440,702	467,828	494,125	26,297
Municipal Court	237,117	251,608	202,725	220,091	208,904	228,398	235,345	6,947
Police	7,299,099	7,743,596	8,094,850	8,383,206	8,495,433	9,183,858	9,402,089	218,231
Fire	5,744,177	5,792,856	6,035,806	6,617,828	6,634,357	6,935,979	7,311,490	375,511
Street	1,698,455	1,519,565	1,588,534	1,550,212	1,619,925	1,782,721	1,789,565	6,844
Engineering	658,895	729,177	718,644	791,794	721,112	614,716	639,143	24,427
Planning & Development ^(b)	737,829	668,473	732,598	701,173	749,405	1,071,350	1,211,184	139,834
Forestry ^(c)	-	254,413	299,892	401,426	509,029	663,318	592,466	(70,852)
Recreation ^(d)	2,142,927	2,177,929	2,240,084	2,325,724	1,677,520	3,127,647	3,235,433	107,786
Total	22,478,993	26,441,219	24,159,687	25,346,128	24,710,154	29,077,439	33,105,104	4,027,665

NOTES:

^(a)FY2018 budget request includes \$3,135,100 for police renovations, downtown study, and performing arts center; and FY2023 budget request includes \$3,019,051 for new city-wide ERP software and dispatch improvements funded by American Rescue Plan Act (ARPA) funds.

^(b)FY2021 formerly Building Commissioner.

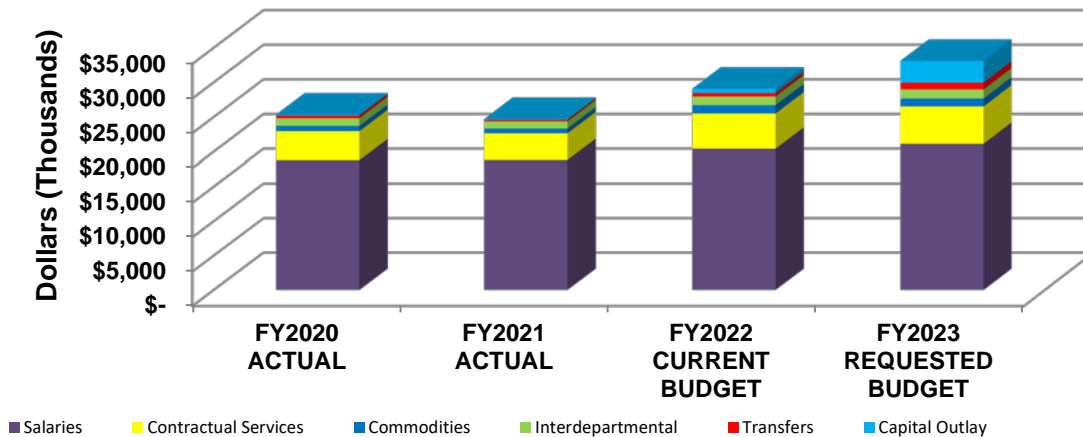
^(c)FY2018 the Forestry department was created.

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

**CITY OF KIRKWOOD, MISSOURI
GENERAL FUND EXPENDITURE OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	14,510,515	15,019,263	15,696,811	16,363,352
Part-time Salaries	303,503	225,944	419,119	432,637
Elected Officials	18,000	18,000	18,000	18,000
Temporary	130,037	25,072	162,113	213,216
Overtime	744,258	359,995	492,250	496,600
Licensing Pay	71,799	74,004	92,296	125,716
Clothing Allowance	8,640	8,100	9,360	9,360
Social Security	349,242	334,823	404,375	425,634
Medicare	81,965	80,503	97,093	101,309
Civilian Pension	323,980	328,865	408,054	596,467
Deferred Compensation	299,648	114,289	358,451	27,625
Subtotal Salaries	<u>16,841,587</u>	<u>16,588,858</u>	<u>18,157,922</u>	<u>18,809,916</u>
Other Benefits				
Health Insurance	1,806,831	2,105,109	2,156,968	2,216,486
Dental Insurance	93,275	67,358	83,659	77,565
Vision Insurance	5,548	13,798	16,267	15,651
Benefit Credit	2,803	-	-	-
Unemployment	-	10,630	-	-
Subtotal Other Benefits	<u>1,908,457</u>	<u>2,196,895</u>	<u>2,256,894</u>	<u>2,309,702</u>
Total Personnel Services	<u>18,750,044</u>	<u>18,785,753</u>	<u>20,414,816</u>	<u>21,119,618</u>
Contractual Services	4,195,525	3,848,334	5,084,090	5,394,844
Commodities	760,809	699,437	1,202,149	1,146,618
Capital Outlay	144,823	119,825	623,666	3,151,351
Interdepartmental Charges	1,117,047	1,020,705	1,265,043	1,321,349
Transfers to Other Funds	377,880	236,100	487,675	971,324
TOTAL GF EXPENDITURE BUDGET	<u>25,346,128</u>	<u>24,710,154</u>	<u>29,077,439</u>	<u>33,105,104</u>

**General Fund Expenditure
Budget Summary**



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CITY OF KIRKWOOD GENERAL FUND - REVENUES

Budget Changes							
<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase (Decrease)</u>	<u>Percent</u>	
1	101-0000-313-4000	Local Use Tax	\$700,000	\$800,000	\$ 100,000	14.29%	
	Narrative:	Budget request reflects the slow growth that has been trending over the past three years.					
2	101-0000-316-1020	Telephone/Communication	\$550,000	\$465,000	\$ (85,000)	-15.45%	
	Narrative:	Budget request reflects the continued decrease realized over the last ten years.					
3	101-0000-318-1010	Cable Franchise Fees	\$360,000	\$300,000	\$ (60,000)	-16.67%	
	Narrative:	Cable franchise fees have been trending down and with the passage of the Wayfair bill the franchise fees will be phased down to 2.5% of gross receipts over a five-year period.					
4	101-0000-331-2110	Federal/ARPA Funds	\$0	\$2,805,526	\$ 2,805,526	100.00%	
	Narrative:	Budget request is the second of two American Rescue Plan Act (ARPA) tranche payments. The first tranche was received 9/2021 and budget appropriation request will have the second reading on October 7, 2021.					
5	101-0000-342-1112	GEMT Program	\$80,000	\$175,000	\$ 95,000	118.75%	
	Narrative:	The Ground Emergency Medical Transportation (GEMT) program receipts have increased over the three years.					
6	101-0000-336-1030	Rock Hill/Glendale	\$180,097	\$254,800	\$ 74,703	41.48%	
	Narrative:	FY2023 budget request is for a full year of Kirkwood providing dispatch services to the City of Glendale. The agreement is effective January 1, 2021 through December 31, 2025.					
7	101-0000-336-1040	Oakland/Des Peres	\$247,941	\$355,842	\$ 107,901	43.52%	
	Narrative:	FY2023 budget request reflects a new agreement with Des Peres to provide police, emergency medical service (EMS), and fire dispatching services effective April 1, 2021. Police dispatching was not part of the old agreement.					

CITY OF KIRKWOOD GENERAL FUND - REVENUES

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase (Decrease)</u>	<u>Percent</u>
8	101-0000-361-1000	Investments	\$100,000	\$30,000	\$ (70,000)	-70.00%
<p>Narrative: Investment income remains at an all time low. Budget request reflects current trends.</p>						
9	101-0000-391-1005	Transfers from Other Funds	\$1,150,000	\$772,090	\$ (377,910)	-32.86%

Narrative: Budget reduction anticipates a modest recovery in recreation programs and the use of ARPA funds to allow the reinstatement of recreation programs cancelled due to COVID-19.

CITY OF KIRKWOOD

RECREATION - REVENUES

Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase (Decrease)</u>	<u>Percent</u>
1	101-0000-371-13-00	Daily Admissions	\$ 180,000	\$ 80,000	\$ (100,000)	-55.56%
	Narrative:	Anticipation of indoor ice rink activities remaining affected by covid-19.				
2	101-0000-371-25-00	Dashboard Advertising	\$ 19,216	\$ 7,500	\$ (11,716)	-60.97%
	Narrative:	Current budget reflects a private donation. Budget request in line with previous years.				
3	101-0000-371-40-00	Program Registration	\$ 125,000	\$ 72,000	\$ (53,000)	-42.40%
	Narrative:	Decrease based on fewer lessons offered. Expense line associated with this line item is also lower.				
4	101-0000-372-12-00	Lessons	\$ 35,000	\$ 45,000	\$ 10,000	28.57%
	Narrative:	Increase in Swim Lesson fees associated with increase on expense side related to payroll increases.				
5	101-0000-372-15-00	Season Pass	\$ 118,000	\$ 162,000	\$ 44,000	37.29%
	Narrative:	Expected increase as all other operating expenses increase.				
6	101-0000-372-16-00	Swim Team	\$ 16,000	\$ 24,500	\$ 8,500	53.13%
	Narrative:	Increase in Revenue based on an increase in fees.				
7	101-0000-372-40-00	Program Registration	\$ 20,000	\$ 25,500	\$ 5,500	27.50%
	Narrative:	Increase based on current revenue projections and history.				
8	101-0000-373-40-00	Program Registration	\$ 200,000	\$ 251,050	\$ 51,050	25.53%
	Narrative:	Increase based on additional camps and additional time added to before and after care. Expenses also reflect an increase.				
9	101-0000-374-40-00	Program Registration	\$ 300,000	\$ 340,300	\$ 40,300	13.43%
	Narrative:	Increase in some program fees but mainly senior trips. Expense account also reflects and increase.				
10	101-0000-375-40-00	Program Registration	\$ 25,000	\$ 58,200	\$ 33,200	132.80%
	Narrative:	Increase in demand for tennis programing reflected in this account.				

CITY OF KIRKWOOD

RECREATION - REVENUES

Budget Changes

<u>Item</u>	<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase (Decrease)</u>	<u>Percent</u>
11	101-0000-376-10-00	Booth Rental	\$35,000	\$40,000	\$ 5,000	14.29%
	Narrative:	An increase in Booth rental fees.				
12	101-0000-378-10-00	PAC Rent	\$148,500	\$207,200	\$ 58,700	39.53%
	Narrative:	Increased based on higher understanding of current and future schedules.				
13	101-378-30-00	PAC Facility Use Fees	\$58,800	\$92,800	\$ 34,000	57.82%
	Narrative:	Increased based on knowledge of current and future schedule.				
14	101-0000-378-40-00	PAC Programs	\$86,250	\$51,250	\$ (35,000)	-40.58%
	Narrative:	Youth theater is no longer taking place at the KPAC.				
15	101-0000-378-50-00	PAC Labor Reimbursement	\$17,500	\$13,000	\$ (4,500)	-25.71%
	Narrative:	Lower than expected amount collected represented in previous years.				
16	101-0000-378-60-00	PAC Sponsorship/Grants	\$50,000	\$5,000	\$ (45,000)	-90.00%
	Narrative:	Lowered based on access and staff time available to apply for grants.				

CITY OF KIRKWOOD

FISCAL YEAR 2022/2023 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-0000-311.10-00	Property Taxes	2,500,368	2,495,847	2,700,000	2,737,800	37,800	1.40%
101-0000-311.10-05	PILOT	32,103	24,168	30,000	28,000	(2,000)	-6.67%
101-0000-313.10-00	One Cent Sales Tax	3,500,106	3,596,590	3,300,000	3,500,000	200,000	6.06%
101-0000-313.30-00	1/4 Cent Operating Tax	1,115,847	1,124,161	1,050,000	1,100,000	50,000	4.76%
101-0000-313.35-00	Fire Prevention Sales Tax	1,307,400	1,310,179	1,200,000	1,300,000	100,000	8.33%
101-0000-313.40-00	1-1/4 Cent Local Use Tax	618,347	853,886	700,000	800,000	100,000	14.29%
101-0000-314.10-00	Tobacco Products	59,847	53,122	55,000	50,000	(5,000)	-9.09%
101-0000-316.10-10	Natural Gas	870,642	853,970	900,000	850,000	(50,000)	-5.56%
101-0000-316.10-20	Telephone/Communication	636,996	548,629	550,000	465,000	(85,000)	-15.45%
101-0000-316.10-30	Electric	489,353	471,528	500,000	470,000	(30,000)	-6.00%
101-0000-316.10-40	Water	32,977	37,167	37,500	40,000	2,500	6.67%
101-0000-316.20-10	Kirkwood Utilities	2,040,894	2,018,120	2,100,000	2,010,000	(90,000)	-4.29%
101-0000-318.10-10	Cable	389,700	363,630	360,000	300,000	(60,000)	-16.67%
101-0000-335.10-10	Fuel Sales Tax	751,034	684,373	700,000	685,000	(15,000)	-2.14%
101-0000-335.10-20	Vehicles Sales tax	256,277	266,212	240,000	250,000	10,000	4.17%
101-0000-335.10-30	Vehicles Fee	125,187	128,676	118,000	125,000	7,000	5.93%
101-0000-338.10-00	County Road & Bridge	925,709	809,251	900,000	850,000	(50,000)	-5.56%
101-0000-338.20-00	County Public Safety	1,504,736	1,416,718	1,425,000	1,450,000	25,000	1.75%
	Tax Revenue	17,157,523	17,056,227	16,865,500	17,010,800	145,300	0.86%
101-0000-321.10-00	Business Licenses	766,128	760,307	740,000	740,000	-	0.00%
101-0000-321.20-00	Liquor Licenses	29,325	22,225	28,000	25,000	(3,000)	-10.71%
101-0000-321.30-20	Auto Fees	140,228	143,160	138,000	140,000	2,000	1.45%
101-0000-322.10-10	Contractor's Licenses	54,124	54,712	53,000	54,000	1,000	1.89%
101-0000-322.20-10	Building Permits	591,469	562,123	600,000	575,000	(25,000)	-4.17%
101-0000-322.20-14	Electrical Permits	23,610	25,779	24,000	24,000	-	0.00%
101-0000-322.20-16	Plumbing Permits	49,833	52,647	49,000	49,000	-	0.00%
101-0000-322.20-18	Mechanical Permits	35,028	37,025	30,000	30,000	-	0.00%
101-0000-322.20-20	Excavation Permits	23,100	25,000	22,000	23,000	1,000	4.55%
101-0000-322.20-22	Fence Permits	11,541	12,672	11,000	11,000	-	0.00%
101-0000-322.20-24	Sign Permits	4,022	1,673	2,400	2,500	100	4.17%
101-0000-322.20-30	Driveway Permits	6,720	6,576	6,800	6,800	-	0.00%
101-0000-322.20-32	Grading Permits	450	600	450	250	(200)	100.00%
101-0000-322.30-10	Parking Lot Permits	41,147	19,570	24,000	20,000	(4,000)	-16.67%
101-0000-351.20-00	Court fines	222,746	131,290	175,000	175,000	-	0.00%
	Licenses, Permits, Fines and Fees	1,999,471	1,855,359	1,903,650	1,875,550	(28,100)	-1.48%
101-0000-331.00-00	Grants	97,597	70,026	65,000	65,000	-	0.00%
101-0000-331.20-20	Disaster Assistance Program	-	27,188	-	-	-	-
101-0000-331.21-10	Federal/ARPA Funds	-	-	-	2,805,526	2,805,526	100.00%

CITY OF KIRKWOOD

FISCAL YEAR 2022/2023 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-0000-331.22-10	St Louis County / CARES	-	1,893,953	-	-	-	
101-0000-342.11-12	GEMT Program	92,873	77,934	80,000	175,000	95,000	118.75%
101-0000-336.10-20	Kirkwood School District	347,461	350,601	365,650	365,650	-	0.00%
101-0000-336.10-30	Rock Hill/Glendale	38,733	93,775	180,097	254,800	74,703	41.48%
101-0000-336.10-40	Oakland/Des Peres	232,184	237,144	247,941	355,842	107,901	43.52%
Intergovernmental		808,848	2,750,621	938,688	4,021,818	3,083,130	328.45%
101-0000-361.10-00	Investments	280,274	10,672	100,000	30,000	(70,000)	-70.00%
101-0000-361.60-00	Credit Card Rebates	15,791	12,117	15,000	15,000	-	0.00%
Investment Income		296,065	22,789	115,000	45,000	(70,000)	-60.87%
101-0000-322.20-12	Minimum Housing Inspection	87,080	83,646	87,000	87,000	-	0.00%
101-0000-322.20-34	Planning & Zoning Fees	140,113	97,719	130,000	110,000	(20,000)	-15.38%
101-0000-342.11-11	Ambulance Fees	1,135,025	959,574	1,200,000	1,200,000	-	0.00%
101-0000-370.20-00	Concession	3,298	1,172	3,000	3,000	-	0.00%
101-0000-370.30-00	Rent	178,123	61,731	185,000	185,000	-	0.00%
101-0000-370.50-00	Overtime Reimbursement	560	(80)	500	500	-	0.00%
101-0000-371.10-00	Ice Rink Rentals	466,213	342,517	465,000	470,000	5,000	1.08%
101-0000-371.13-00	Daily Admissions	188,429	20,750	180,000	80,000	(100,000)	-55.56%
101-0000-371.14-00	Skate Sharpening	611	95	500	1,000	500	100.00%
101-0000-371.20-00	Concessions & Vending	10,581	1,380	4,000	6,300	2,300	57.50%
101-0000-371.21-00	Party Room	2,700	(120)	2,700	4,950	2,250	83.33%
101-0000-371.25-00	Dashboard/Advert.	7,865	15,465	19,216	7,500	(11,716)	-60.97%
101-0000-371.40-00	Program Registration	152,310	18,913	125,000	72,000	(53,000)	-42.40%
101-0000-372.10-00	Rentals	4,078	19,572	4,500	8,000	3,500	77.78%
101-0000-372.12-00	Lessons	37,343	7,793	35,000	45,000	10,000	28.57%
101-0000-372.13-00	Daily Admission	149,495	42,919	150,000	180,000	30,000	20.00%
101-0000-372.15-00	Season Passes	118,343	44,740	118,000	162,000	44,000	37.29%
101-0000-372.16-00	Swim Team	23,183	-	16,000	24,500	8,500	53.13%
101-0000-372.20-00	Concessions & Vending	3,013	807	2,000	4,000	2,000	100.00%
101-0000-372.40-00	Program Registration	24,277	14,868	20,000	25,500	5,500	27.50%
101-0000-373.40-00	Program Registration	211,033	7,395	200,000	251,050	51,050	25.53%
101-0000-374.40-00	Program Registration	302,803	49,637	300,000	340,300	40,300	13.43%
101-0000-374.60-00	Sponsorship	100	-	500	2,400	1,900	380.00%
101-0000-375.13-00	Daily Fees	6,487	10,753	6,500	6,500	-	0.00%
101-0000-375.15-00	Season Passes	11,140	6,485	9,500	9,500	-	0.00%
101-0000-375.40-00	Program Registration	22,140	15,157	25,000	58,200	33,200	132.80%
101-0000-376.10-00	Booth Rental	45,160	(9,375)	35,000	40,000	5,000	14.29%
101-0000-376.40-00	Program Registration	1,580	(1,250)	2,500	2,000	(500)	-20.00%
101-0000-376.50-00	Donations	28,160	2,825	30,000	30,000	-	0.00%

General Fund Revenues

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-0000-378.10-00	PAC Rent	-	30,800	148,500	207,200	58,700	39.53%
101-0000-378.20-00	PAC Concessions	-	-	28,000	28,000	-	0.00%
101-0000-378.30-00	PAC Facility Use Fees	-	500	58,800	92,800	34,000	57.82%
101-0000-378.40-00	PAC Programs	-	-	86,250	51,250	(35,000)	-40.58%
101-0000-378.50-00	PAC Labor Reimbursement	-	500	17,500	13,000	(4,500)	-25.71%
101-0000-378.60-00	PAC Sponsorship/Grants	-	10,000	50,000	5,000	(45,000)	-90.00%
	Charges for Services	3,361,243	1,856,888	3,745,466	3,813,450	67,984	1.82%
101-0000-340.10-30	Bad Debt Recovered	17,872	17,142	10,000	10,000	-	0.00%
101-0000-340.19-50	Weed cutting/Cleanup	3,809	31,641	4,000	5,000	1,000	25.00%
101-0000-341.10-00	Svcs NSF checks	1,361	729	1,500	1,500	-	0.00%
101-0000-342.10-00	Fire Department Copies	404	24	500	250	(250)	100.00%
101-0000-342.40-00	Fire Department Programs	1,185	5,548	-	1,000	1,000	100.00%
101-0000-343.10-00	Police Department Copies	7,656	4,172	6,000	5,000	(1,000)	-16.67%
101-0000-351.25-00	Live Scan	3,330	1,716	3,500	2,500	(1,000)	-28.57%
101-0000-351.30-00	CVC Kirkwood	430	318	-	200	200	100.00%
101-0000-351.40-00	Police training	5,529	3,662	5,000	7,500	2,500	50.00%
101-0000-363.20-00	Facility Rental	14,375	5,000	14,000	14,000	-	0.00%
101-0000-377.50-00	Fireworks Donations	11,182	2,500	15,000	15,000	-	0.00%
101-0000-380.10-00	Miscellaneous	30,809	21,936	30,000	30,000	-	0.00%
101-0000-380.10-05	Over/Short	(538)	(112)	-	-	-	0.00%
101-0000-380.10-15	Tower Lease Rental	143,841	148,033	143,000	156,947	13,947	9.75%
101-0000-381.10-00	Boards/Commission	350	-	-	-	-	0.00%
101-0000-391.30-10	Administrative Fees	491,696	491,696	491,696	491,696	-	0.00%
	Other Revenue	733,291	734,005	724,196	740,593	16,397	2.26%
	Total General Fund Revenue Before Other Financing Sources	24,356,441	24,275,889	24,292,500	27,507,211	3,214,711	13.23%
101-0000-391.10-05	Transfer from Other Funds	283,043	381,917	1,150,000	772,090	(377,910)	-32.86%
101-0000-391.10-10	Transfer from Electric	1,000,000	1,000,000	1,615,000	1,615,000	-	0.00%
101-0000-392.20-00	Insurance Proceeds	187	-	-	-	-	0.00%
	Other Financing Sources	1,283,230	1,381,917	2,765,000	2,387,090	(377,910)	-13.67%
	TOTAL REVENUES AND OTHER FINANCING SOURCES	25,639,671	25,657,806	27,057,500	29,894,301	2,836,801	10.48%

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Train Station

Mission Statement

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

Staffing

The Train Station is staffed by 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 FY2020/21 volunteers contributed 1,044 hours due to covid-19 related shut downs and operating protocols at the train station.

Passengers/Visitors				
FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020	FY2020/2021
128,762	103,108	95,234	80,639	15,933

The popularity of the train station as a rental venue is shown below. During FY2020/21 rentals were unavailable due to the covid-19 pandemic.

Station Rentals				
FY2016/2017	FY2017/2018	FY2018/2019	FY2019/2020	FY2020/2021
54	56	40	58	0

Improvements

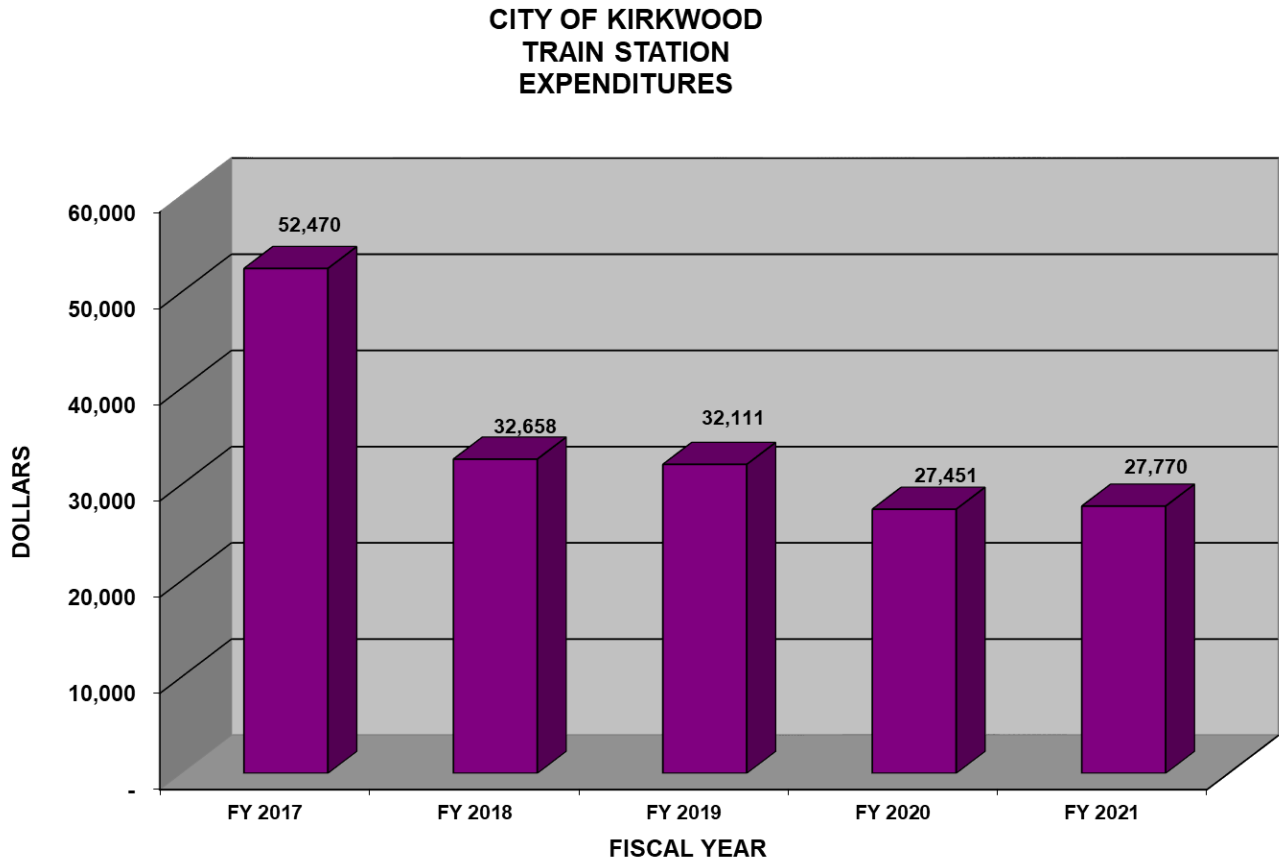
A major physical restoration of the train station is planned to be underway within the next three years. These capital improvements are currently estimated at \$4,600,000. The Historic Kirkwood Train Station Foundation (HKTSF), a 501c3 foundation, was created independently of city government for the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

Train Station

train station improvements. The HKTsf is now raising funds for this purpose and currently has raised \$2,268,367 through donations and grants.

Expenditures

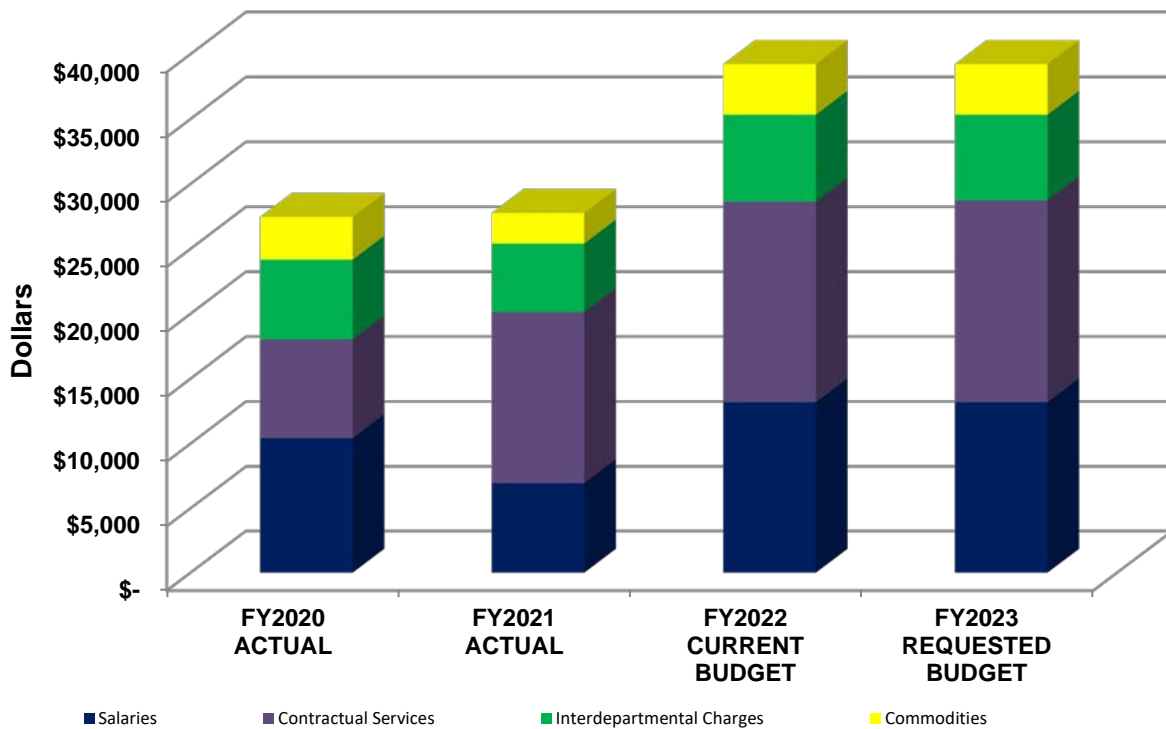
The train station budget is primarily composed of expenditures for the part-time Station Manager and on expenses related to the maintenance and operation of the station. The Station Manager has proven adept at obtaining grant funding for maintenance and improvement of the station from MoDOT, East West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



**CITY OF KIRKWOOD, MISSOURI
 TRAIN STATION OPERATING BUDGET SUMMARY
 FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Part-time Salaries	9,671	6,457	12,247	12,247
Social Security	603	401	759	759
Medicare	141	93	179	179
Total Personnel Services	10,415	6,951	13,185	13,185
Contractual Services	7,598	13,171	15,440	15,540
Commodities	3,289	2,356	3,900	3,900
Interdepartmental Charges	6,149	5,278	6,700	6,600
TOTAL TRAIN BUDGET	27,451	27,756	39,225	39,225

Train Budget Summary



CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1100-418.11-02	Salary Part Time	9,671	6,457	12,247	12,247	-	0.00%
101-1100-418.22-01	Social Security Taxes	603	401	759	759	-	0.00%
101-1100-418.22-02	Medicare Contributions	141	93	179	179	-	0.00%
101-1100-418.31-10	Other Professional Svcs	486	-	1,700	1,700	-	0.00%
101-1100-418.32-04	Ofc/Administration	540	908	540	540	-	0.00%
101-1100-418.42-02	Custodial	990	1,256	1,200	1,200	-	0.00%
101-1100-418.43-05	Alarm system maintenance	417	833	750	850	100	13.33%
101-1100-418.43-12	Building & Grounds	2,634	8,027	8,000	8,000	-	0.00%
101-1100-418.53-01	Telephone	2,531	2,147	3,000	3,000	-	0.00%
101-1100-418.58-02	Travel Other	-	-	250	250	-	0.00%
101-1100-418.61-01	Office supplies	297	192	400	400	-	0.00%
101-1100-418.61-08	Janitorial supplies	428	-	600	600	-	0.00%
101-1100-418.61-11	Food	276	7	400	400	-	0.00%
101-1100-418.62-03	Gas	2,288	2,157	2,500	2,500	-	0.00%
101-1100-418.68-01	Office, Furniture & Eqpt	-	-	-	-	-	-
101-1100-418.80-20	Electric Charges	4,501	3,663	4,700	4,700	-	0.00%
101-1100-418.80-40	Water Usage Charges	748	715	1,100	1,000	(100)	-9.09%
101-1100-418.80-50	Sanitation Charges	900	900	900	900	-	0.00%
TRAIN STATION		27,451	27,756	39,225	39,225	-	0.00%

Train Station

City Clerk's Office

Mission Statement

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

Staffing

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

Function

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

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

Goals Accomplished

The main goal of the City Clerk's Office is to provide a safe secure atmosphere where customers can feel comfortable bringing concerns directly to the City. This goal meets expectations with the number of citizens who come to the City Clerk's Office to advise of their concerns. On average the City Clerk and Deputy City Clerk assist more than 1,200

City Clerk's Office

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.

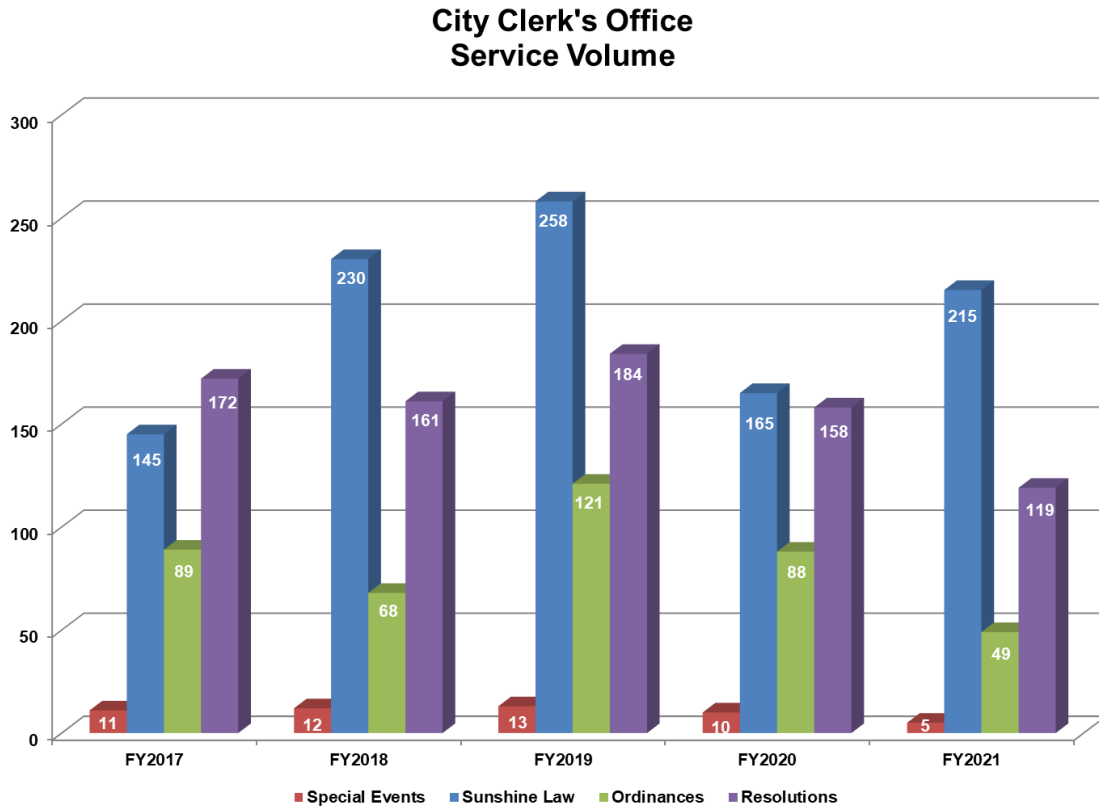
The City Clerk follows proposed state legislation through the Missouri Municipal League and St. Louis County Municipal League and works with legislators to ensure that any proposed legislation does not have a negative impact on the Kirkwood community.

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

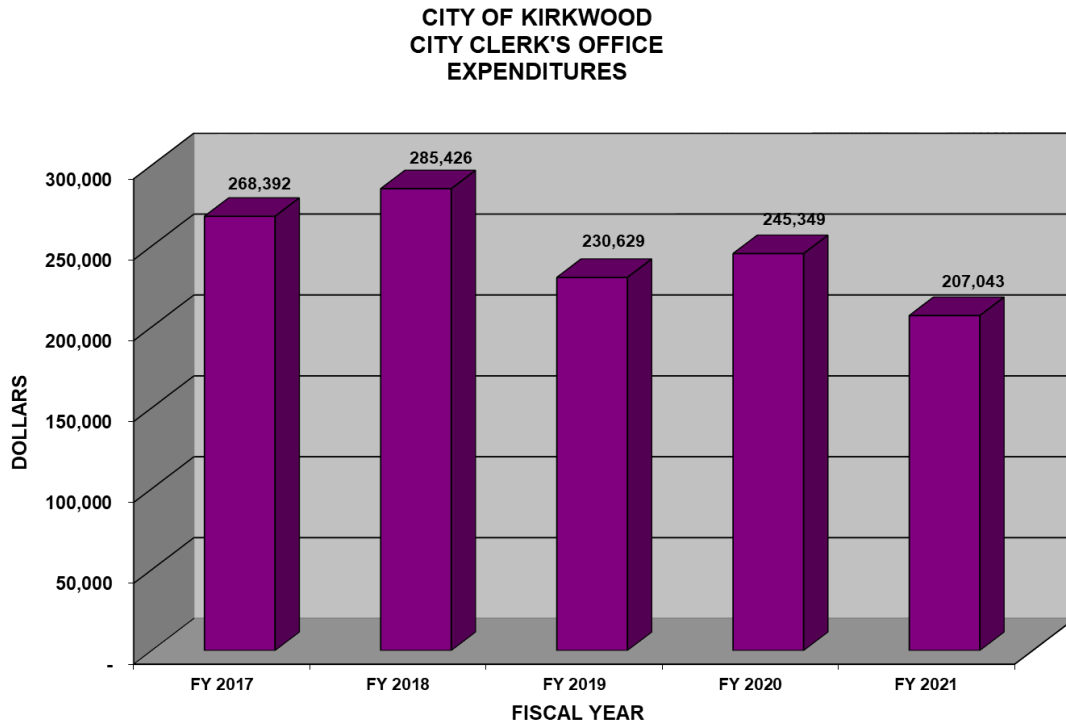
The City Clerk is dedicated to succession planning and provides constant training and mentoring to the Deputy City Clerk on all aspects of the City Clerk's functions and responsibilities. It is essential that this department is able to operate in its full capacity in the absence of the City Clerk.

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



City Clerk's Office

Expenditures

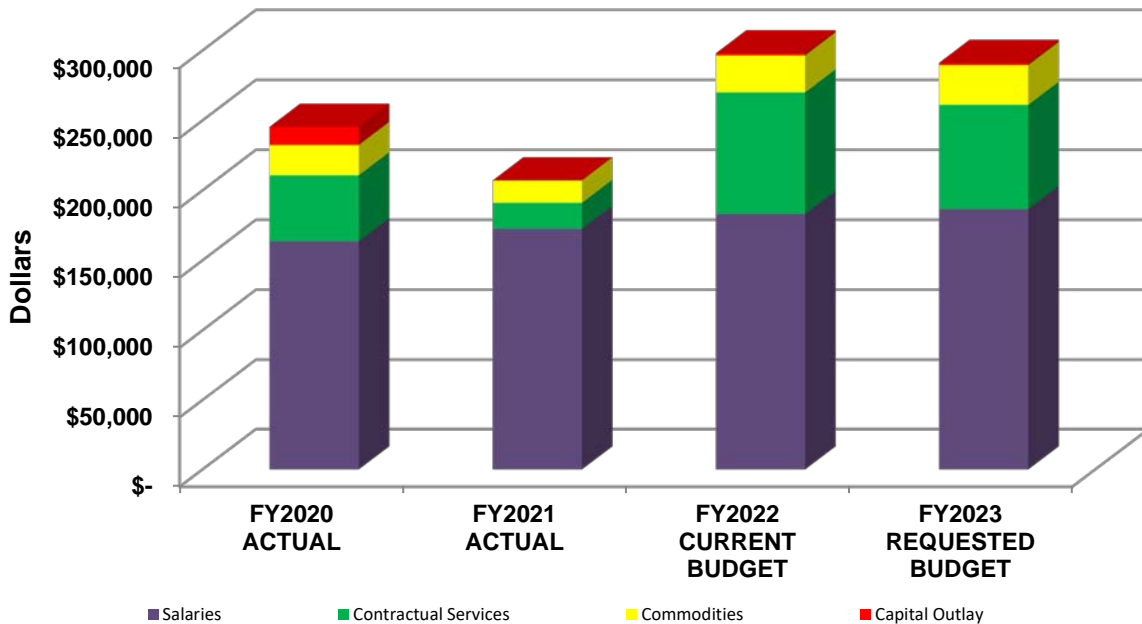


The City Clerk's Budget includes all related expenditures for the Mayor and City Council, City Clerk, and Deputy City Clerk.

**CITY OF KIRKWOOD, MISSOURI
CITY CLERK OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	110,958	116,479	119,328	126,670
Elected Officials	18,000	18,000	18,000	18,000
Overtime	1,119	55	3,200	3,200
Social Security	8,042	8,277	8,480	9,075
Medicare	1,880	1,936	2,048	2,125
Civilian Pension	7,001	7,286	7,965	11,920
Deferred Compensation	2,241	640	3,374	-
Subtotal Salaries	<u>149,241</u>	<u>152,673</u>	<u>162,395</u>	<u>170,990</u>
Other Benefits				
Health Insurance	13,251	18,891	19,584	14,530
Dental Insurance	771	703	845	795
Vision Insurance	82	155	170	170
Benefit Credit	142	-	-	-
Subtotal Other Benefits	<u>14,246</u>	<u>19,749</u>	<u>20,599</u>	<u>15,495</u>
Total Personnel Services	<u>163,487</u>	<u>172,422</u>	<u>182,994</u>	<u>186,485</u>
Contractual Services	47,195	18,591	86,920	74,560
Commodities	21,691	16,032	26,500	28,500
Capital Outlay	12,973	-	1,500	1,500
TOTAL CITY CLERK BUDGET	<u>245,346</u>	<u>207,045</u>	<u>297,914</u>	<u>291,045</u>

City Clerk Budget Summary



CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1101-411.11-01	Salary Full Time	110,958	116,479	119,328	126,670	7,342	6.15%		
101-1101-411.11-03	Salary Elected Officials	18,000	18,000	18,000	18,000	-	0.00%		
101-1101-411.11-05	Overtime	1,119	55	3,200	3,200	-	0.00%		
101-1101-411.21-01	Health Insurance	13,251	18,891	19,584	14,530	(5,054)	-25.81%		
101-1101-411.21-03	Dental Insurance	771	703	845	795	(50)	-5.92%		
101-1101-411.21-04	Vision Insurance	82	155	170	170	-	0.00%		
101-1101-411.21-05	Benefit Credit	142	-	-	-	-	-		
101-1101-411.22-01	Social Security Taxes	8,042	8,277	8,480	9,075	595	7.02%		
101-1101-411.22-02	Medicare Contributions	1,880	1,936	2,048	2,125	77	3.76%		
101-1101-411.23-02	Civilian Pension	7,001	7,286	7,965	11,920	3,955	49.65%		
101-1101-411.23-04	Deferred Comp	2,241	640	3,374	-	(3,374)	-100.00%		
101-1101-411.31-09	Training	276	1,648	2,000	2,500	500	25.00%		
101-1101-411.31-10	Other Professional Svcs	6,576	4,968	15,000	15,000	-	0.00%		
101-1101-411.43-06	Equipment	-	2,920	5,500	5,500	-	0.00%		
101-1101-411.52-11	Work. Comp. Premium	4,913	3,822	1,420	1,560	140	9.86%		
101-1101-411.53-01	Telephone	3,330	983	1,500	-	(1,500)	-100.00%		
101-1101-411.54-02	Legal ads	4,470	3,995	4,000	4,500	500	12.50%		
101-1101-411.55-09	Other Printing	368	205	500	500	-	0.00%		
101-1101-411.58-01	Travel Executive	8,214	50	12,000	15,000	3,000	25.00%		
101-1101-411.59-01	Election Expense	19,048	-	45,000	30,000	(15,000)	-33.33%		
101-1101-411.61-01	Office supplies	1,922	1,975	2,000	3,000	1,000	50.00%		
101-1101-411.61-11	Food	5,906	580	7,000	7,500	500	7.14%		
101-1101-411.64-01	Dues	13,743	13,477	16,500	17,000	500	3.03%		
101-1101-411.68-01	Office, Furniture & Eqpt,	12,973	-	1,500	1,500	-	0.00%		
101-1101-411.69-05	Service Awards	120	-	1,000	1,000	-	0.00%		
CLERK/COUNCIL		245,346	207,045	297,914	291,045	(6,869)	-2.31%		

Clerk/Council

Administration

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

Staffing

The Administration Department consists of the Chief Administrative Officer, Assistant Chief Administrative Officer, 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

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

Administrative Associate

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

Communications 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

Chief Administrative Officer (CAO)

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

June 2017 Strategic Plan

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

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

CORE VALUES

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

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

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

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

Involvement: We involve our citizens in local government activities.

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

Integrity: We foster the highest ethical standards.

STRATEGIC GOALS

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

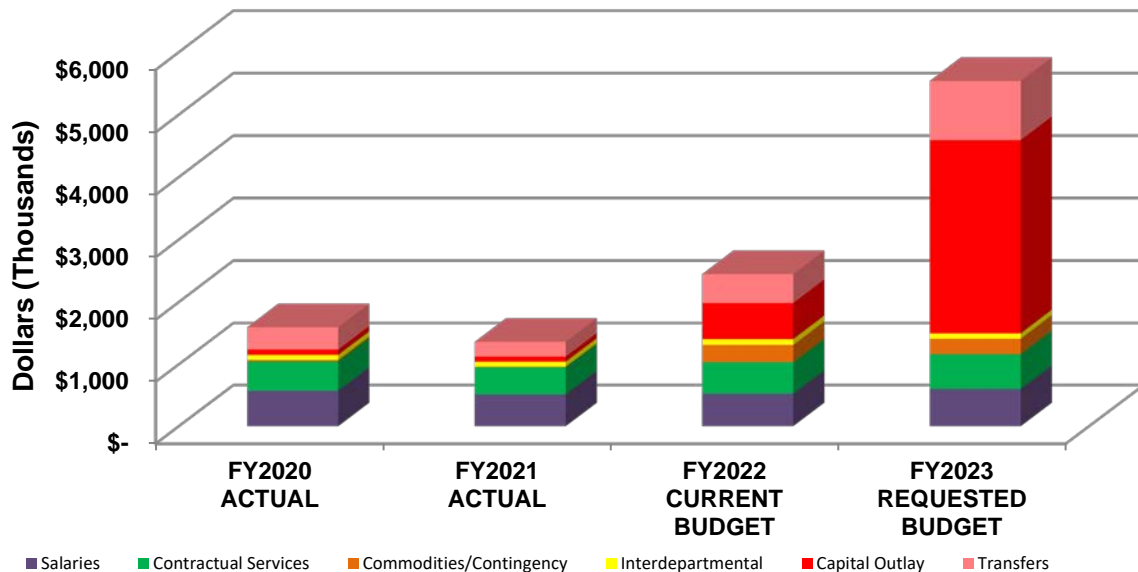
Administration

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

**CITY OF KIRKWOOD, MISSOURI
ADMINISTRATION OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	450,720	398,469	387,383	453,345
Temporary Salaries	5,774	-	-	5,000
Social Security	24,750	20,797	26,996	25,245
Medicare	6,881	6,137	6,316	6,750
Civilian Pension	29,601	24,855	25,180	42,645
Deferred Compensation	18,630	25,082	35,050	11,600
Subtotal Salaries	536,356	475,340	480,925	544,585
Other Benefits				
Health Insurance	33,000	36,000	39,373	53,050
Dental Insurance	1,956	1,054	2,000	1,585
Vision Insurance	156	157	340	340
Subtotal Other Benefits	35,112	37,211	41,713	54,975
Total Personnel Services	571,468	512,551	522,638	599,560
Contractual Services	474,217	437,075	508,425	563,421
Commodities/Contingency	23,868	10,836	279,600	248,250
Capital Outlay	87,816	82,968	578,250	3,094,351
Interdepartmental Charges	80,236	80,249	93,608	85,273
Transfers to Other Funds	356,533	236,100	462,425	945,694
TOTAL ADMINISTRATION BUDGET	1,594,138	1,359,779	2,444,946	5,536,549

Administration Budget Summary



CITY OF KIRKWOOD

ADMINISTRATION

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
10111024121101	Salary Full Time	\$387,383	\$ 453,345	\$ 65,962	17.03%
Narrative:	Reflective of salary changes due to reinstatement of Administrative Associate position.				
10111024121104	Salary Temporary	\$ -	\$ 5,000	\$ 5,000	100.00%
Narrative:	Reinstatement of pre-covid-19 temporary position to provide support to administrative team during ERP system transition.				
10111024122101	Health Insurance	\$ 39,373	\$ 53,050	\$ 13,677	34.74%
Narrative:	Increase reflective of actual employee elections as of August 2021.				
10111024122302	Civilian Pension	\$25,180	\$ 42,645	\$ 17,465	69.36%
Narrative:	Reflective of salary changes due to reinstatement of Administrative Associate position and the conversion to the LAGERS retirement plan for civilian employees.				
10111024122304	Deferred Comp	\$35,050	\$ 11,600	\$ (23,450)	-66.90%
Narrative:	Reflective of the conversion to the LAGERS retirement plan for civilian employees.				
10111014123101	Personnel Consultants	\$ 50,000	\$ 63,000	\$ 13,000	26.00%
Narrative:	Increase to support additional pay classification and position review due to the current hiring environment.				
10111024125801	Travel Executive	\$ 8,000	\$ 10,000	\$ 2,000	25.00%
Narrative:	Reinstatement of pre-covid-19 funding to support the return of in person meetings and conferences.				
10111024126111	Food	\$ 1,500	\$ 3,000	\$ 1,500	100.00%
Narrative:	Increase to support additional employee appreciation and training efforts.				

CITY OF KIRKWOOD
FISCAL YEAR 2022/2023 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1102-412.10-10	Transfer to Other Funds	356,533	236,100	462,425	945,694	483,269	104.51%
101-1102-412.11-01	Salary Full Time	450,720	398,469	387,383	453,345	65,962	17.03%
101-1102-412.11-04	Salary Temporary	5,774	-	-	5,000	5,000	100.00%
101-1102-412.21-01	Health Insurance	33,000	36,000	39,373	53,050	13,677	34.74%
101-1102-412.21-03	Dental Insurance	1,956	1,054	2,000	1,585	(415)	-20.75%
101-1102-412.21-04	Vision Insurance	156	157	340	340	-	0.00%
101-1102-412.22-01	Social Security Taxes	24,750	20,797	26,996	25,245	(1,751)	-6.49%
101-1102-412.22-02	Medicare Contributions	6,881	6,137	6,316	6,750	434	6.87%
101-1102-412.23-02	Civilian Pension	29,601	24,855	25,180	42,645	17,465	69.36%
101-1102-412.23-04	Deferred Comp	18,630	25,082	35,050	11,600	(23,450)	-66.90%
101-1102-412.31-01	Personnel consultants	45,117	40,647	50,000	63,000	13,000	26.00%
101-1102-412.31-03	Public Relations	419	-	1,500	1,500	-	0.00%
101-1102-412.31-06	Kirkwood Arts Commission	6,797	4,355	-	-	-	-
101-1102-412.31-07	Human Rights Commission	831	250	2,000	2,000	-	0.00%
101-1102-412.31-08	Urban Forestry Comm.	890	288	1,200	1,200	-	0.00%
101-1102-412.31-09	Training	3,588	473	8,000	8,000	-	0.00%
101-1102-412.31-10	Other Professional Svcs	32,491	67,002	60,000	96,000	36,000	60.00%
101-1102-412.32-01	Legal	245,418	214,427	250,000	250,000	-	0.00%
101-1102-412.32-04	Ofc/Administrative	0	3,444	3,000	3,000	-	0.00%
101-1102-412.42-06	Laundry, towels, etc	1,504	1,096	1,550	1,928	378	24.39%
101-1102-412.43-01	Office ept. maintenance	-	-	100	100	-	0.00%
101-1102-412.43-12	Building & Grounds	800	997	2,500	2,500	-	0.00%
101-1102-412.44-01	Parking lots	35,230	37,117	39,060	41,013	1,953	5.00%
101-1102-412.44-04	Copy Machines	2,995	2,432	3,100	3,100	-	0.00%
101-1102-412.52-02	General liability	22,920	23,679	25,775	27,100	1,325	5.14%
101-1102-412.52-11	Work. Comp. Premium	7,431	7,077	3,540	3,880	340	9.60%
101-1102-412.53-01	Telephone	1,642	1,793	2,400	2,400	-	0.00%
101-1102-412.53-02	Cellular Telephones	3,516	1,926	3,200	3,200	-	0.00%
101-1102-412.54-04	Advertising	29,756	15,117	26,500	26,500	-	0.00%
101-1102-412.55-09	Other Printing	18,907	14,357	14,000	14,000	-	0.00%
101-1102-412.58-01	Travel Executive	8,556	399	8,000	10,000	2,000	25.00%
101-1102-412.58-02	Travel Other	5,409	199	3,000	3,000	-	0.00%
101-1102-412.61-01	Office supplies	5,924	2,193	4,500	5,000	500	11.11%
101-1102-412.61-05	Postage	1,421	1,265	1,700	1,700	-	0.00%
101-1102-412.61-11	Food	1,694	1,673	1,500	3,000	1,500	100.00%
101-1102-412.61-12	Coffee services	2,104	193	1,400	1,900	500	35.71%
101-1102-412.61-13	Clothing	243	-	300	450	150	50.00%

Administration

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1102-412.64-01	Dues	6,422	4,069	6,800	6,800	-	0.00%		
101-1102-412.64-02	Publications	688	1,340	500	500	-	0.00%		
101-1102-412.66-26	Motor Fuel & Lubricants	61	-	300	300	-	0.00%		
101-1102-412.66-99	Other	716	-	400	400	-	0.00%		
101-1102-412.68-01	Office, Furniture & Equip.	3,216	3,054	1,200	2,000	800	66.67%		
101-1102-412.68-02	Machinery & Equipment	1,350	264	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	-	-	254,000	220,000	(34,000)	-13.39%		
101-1102-412.69-05	Service Awards	4,595	103	5,200	5,200	-	0.00%		
101-1102-412.70-02	Interest Expense	83,250	79,650	76,050	72,300	(3,750)	-4.93%		
101-1102-412.75-03	Building & Site Improv.	-	-	-	1,219,051	1,219,051	100.00%		
101-1102-412.75-05	Machinery & Equipment	-	-	500,000	1,800,000	1,300,000	100.00%		
101-1102-412.80-05	Fuel/Lubricants	1,962	1,194	1,715	2,143	428	24.96%		
101-1102-412.80-10	Fleet Services	1,508	3,124	10,893	2,130	(8,763)	-80.45%		
101-1102-412.80-20	Electric Charges	68,593	68,967	72,000	72,000	-	0.00%		
101-1102-412.80-40	Water Usage Charges	6,673	5,464	7,500	7,500	-	0.00%		
101-1102-412.80-50	Sanitation Charges	1,500	1,500	1,500	1,500	-	0.00%		
ADMINISTRATION		1,594,138	1,359,779	2,444,946	5,536,549	3,091,603	126.45%		

Administration

MIS Department

Mission Statement

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

Performance Measurements

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

Staffing

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

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

MIS Department

Network System

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

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

Telephone System and Maintenance Cost

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

MIS Department

Consulting Services/GIS Projects

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

Major Projects Completed

Only project that was approved at this time is the new Aerial for the GIS system.

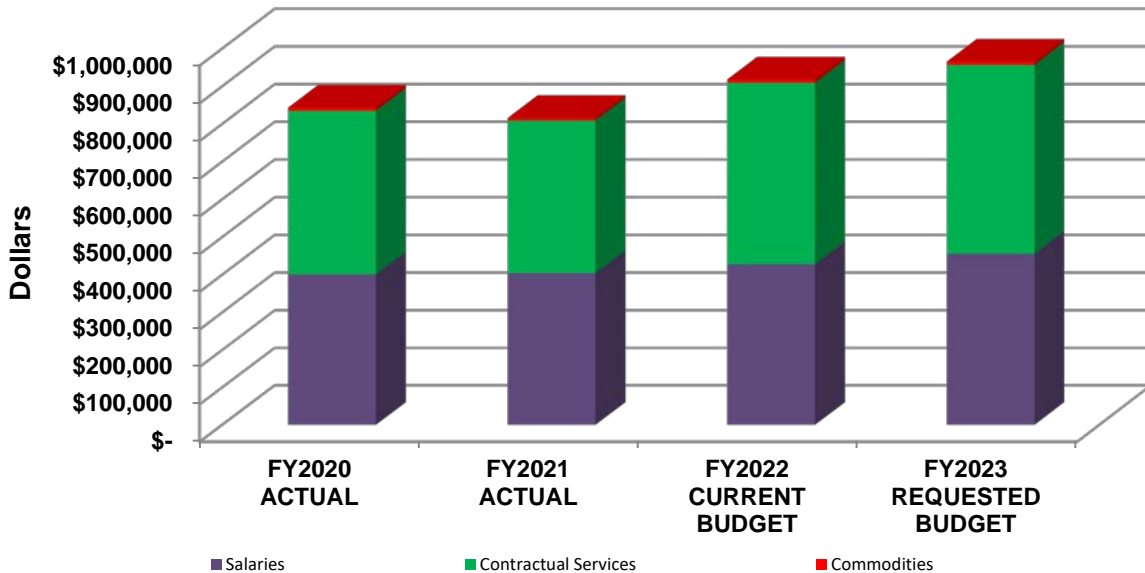
Upcoming Projects

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 also the servers that support the Virtual Desktop Infrastructure and storage.

**CITY OF KIRKWOOD, MISSOURI
MIS OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	310,244	318,576	328,100	342,561
Overtime	12,761	5,031	14,000	15,000
Social Security	20,289	20,061	21,410	22,335
Medicare	4,745	4,692	5,010	5,230
Civilian Pension	20,187	20,213	22,250	33,620
Deferred Compensation	5,411	1,480	6,850	-
Subtotal Salaries	373,637	370,053	397,620	418,746
Other Benefits				
Health Insurance	25,139	32,239	27,995	35,100
Dental Insurance	1,666	1,405	1,690	1,585
Vision Insurance	319	312	340	340
Benefit Credit	65	-	-	-
Subtotal Other Benefits	27,189	33,956	30,025	37,025
Total Personnel Services	400,826	404,009	427,645	455,771
Contractual Services	434,113	405,197	481,830	501,050
Commodities	8,176	6,484	8,350	8,350
TOTAL MIS BUDGET	843,115	815,690	917,825	965,171

MIS Budget Summary



CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1105-415.11-01	Salary Full Time	310,244	318,576	328,100	342,561	14,461	4.41%		
101-1105-415.11-05	Overtime	12,761	5,031	14,000	15,000	1,000	7.14%		
101-1105-415.21-01	Health Insurance	25,139	32,239	27,995	35,100	7,105	25.38%		
101-1105-415.21-03	Dental Insurance	1,666	1,405	1,690	1,585	(105)	-6.21%		
101-1105-415.21-04	Vision Insurance	319	312	340	340	-	0.00%		
101-1105-415.21-05	Benefit Credit	65	-	-	-	-	-		
101-1105-415.22-01	Social Security Taxes	20,289	20,061	21,410	22,335	925	4.32%		
101-1105-415.22-02	Medicare Contributions	4,745	4,692	5,010	5,230	220	4.39%		
101-1105-415.23-02	Civilian Pension	20,187	20,213	22,250	33,620	11,370	51.10%		
101-1105-415.23-04	Deferred Comp	5,411	1,480	6,850	0	(6,850)	-100.00%		
101-1105-415.31-05	Microfilming/Storage Svcs	6,340	6,107	5,500	6,000	500	9.09%		
101-1105-415.31-09	Training	13,520	917	18,350	18,350	-	0.00%		
101-1105-415.31-10	Other Professional Svcs	90,296	82,387	87,500	87,500	-	0.00%		
101-1105-415.43-04	Computer maintenance	73,725	50,755	75,800	79,800	4,000	5.28%		
101-1105-415.43-15	Software Maintenance	241,513	259,094	290,060	304,060	14,000	4.83%		
101-1105-415.52-11	Work. Comp. Premium	5,738	5,095	2,120	2,340	220	10.38%		
101-1105-415.53-01	Telephone	1,277	842	1,000	1,000	-	0.00%		
101-1105-415.58-01	Travel Executive	1,704	-	1,500	2,000	500	33.33%		
101-1105-415.61-01	Office supplies	2,965	2,881	3,000	3,000	-	0.00%		
101-1105-415.61-02	Computer supplies	5,066	3,575	5,000	5,000	-	0.00%		
101-1105-415.61-05	Postage	45	28	100	100	-	0.00%		
101-1105-415.64-01	Dues	100	-	250	250	-	0.00%		
MIS		843,115	815,690	917,825	965,171	47,346	5.16%		

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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:

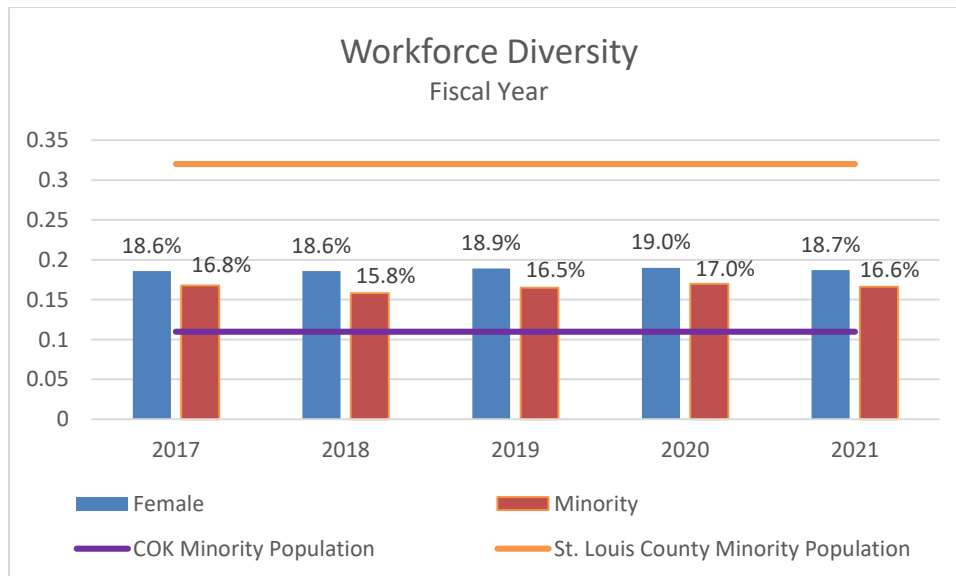
- Recruit an exceptional workforce.
- Foster an enjoyable work environment through fair administration of policies and benefits, and equal opportunity for training, development, and advancement.
- Encourage a safe and healthy working environment.
- Inspire employee engagement through employee development, 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 following Human Resources’ performance measures are designed to reflect progress toward the City’s strategic initiative, “Create an environment to attract and retain talented personnel”. These measure also show our department’s commitment to utilizing the City’s values, specifically, Responsiveness, Stewardship, Inclusiveness and Integrity as identified within the City’s strategic plan. The HR Department utilizes the following metrics to gage performance: Workforce Diversity, Turnover, Staffing, and Employee Engagement.

Workforce Diversity

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

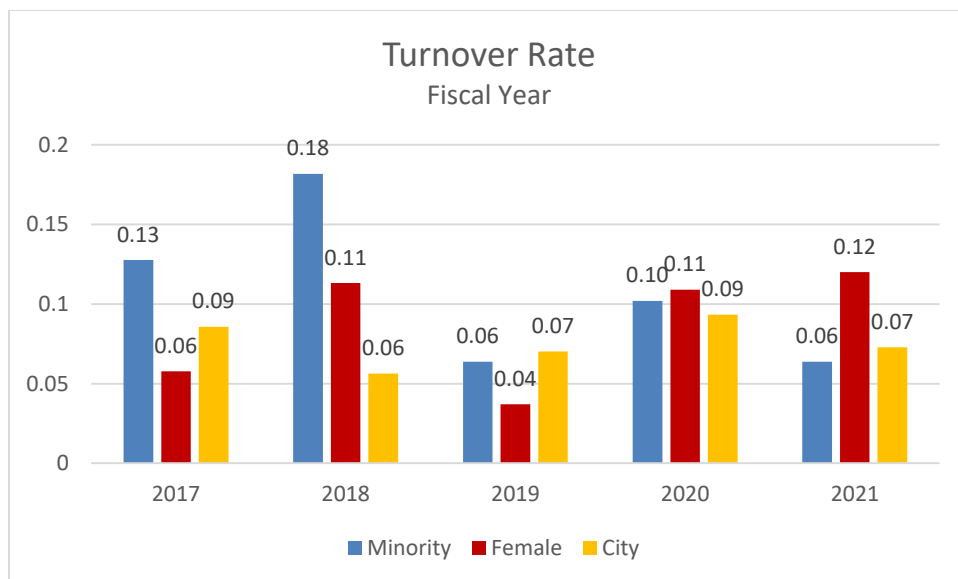


Human Resources Department

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

Turnover

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



Overall turnover for the City fell to 7% in Fiscal Year 2021, which is consistent with the level of turnover compared to previous years. During Fiscal Year 2021, of the 23 full time employees separating employment, seven employees retired from the City, fifteen resigned to seek other employment and one individual was discharged for cause. Currently, nearly 45% of the City's workforce is over the age of 50 and 15% is over the age of 60. This data, along with the current trend for the emerging

Human Resources Department

generations to change employers for advancement, indicates an expected trend toward higher turnover in the future.

Separation rates for minority employees continues to trend higher than the average. In order to improve the City's retention of minority employees and expand the diversity of our workforce, it is important that we foster a culture of respect for all, as well as, identify and address concerns civilly and promptly.

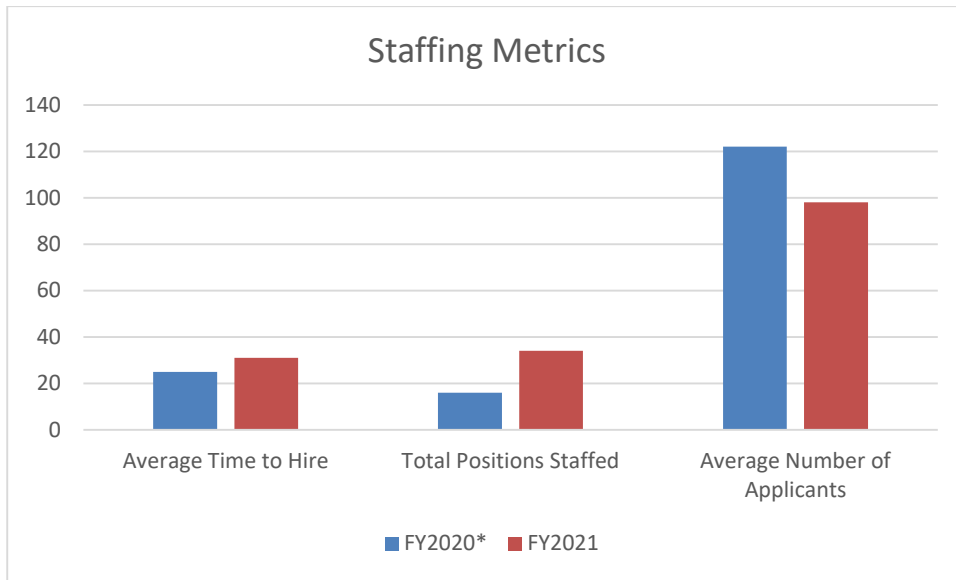
We have preliminary positive results from implementing new employee onboarding, which acclimates new employees to the organization in order to improve the employees experience with beginning a career with the City. This approach was initiated to address a concerning increase in employees separating from employment during their first year of employment. Only two employees left employment from the City during their first year of employment in calendar year 2020.

We have several areas of concerning turnover. The Finance Department and Building Commissioner's Office are small departments with considerable turnover during the past two years. This is likely impacted by the need to furlough employees in the summer of 2020. Those employees were required to seek employment opportunities, while collecting unemployment benefits. In Public Services, the Water Division has seen the highest turnover in recent years.

Staffing

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

Human Resources Department



*Data for Fiscal Year 2020 only includes November through March from the ATS.

During FY2021, the City issued a hiring freeze due to uncertain revenue projections as a result of the COVID-19 pandemic. Only critical public safety positions were staffed between April and November 2020. Because most summer activities hosted by the Recreation Division were cancelled in 2020, the City hired significantly fewer seasonal employees.

Human Resources brought 23 new employees on board during the fiscal year. These employees participated in new employee orientation and onboarding sessions remotely in order to keep our employees safe. In addition, six current employees were promoted through the competitive staffing process.

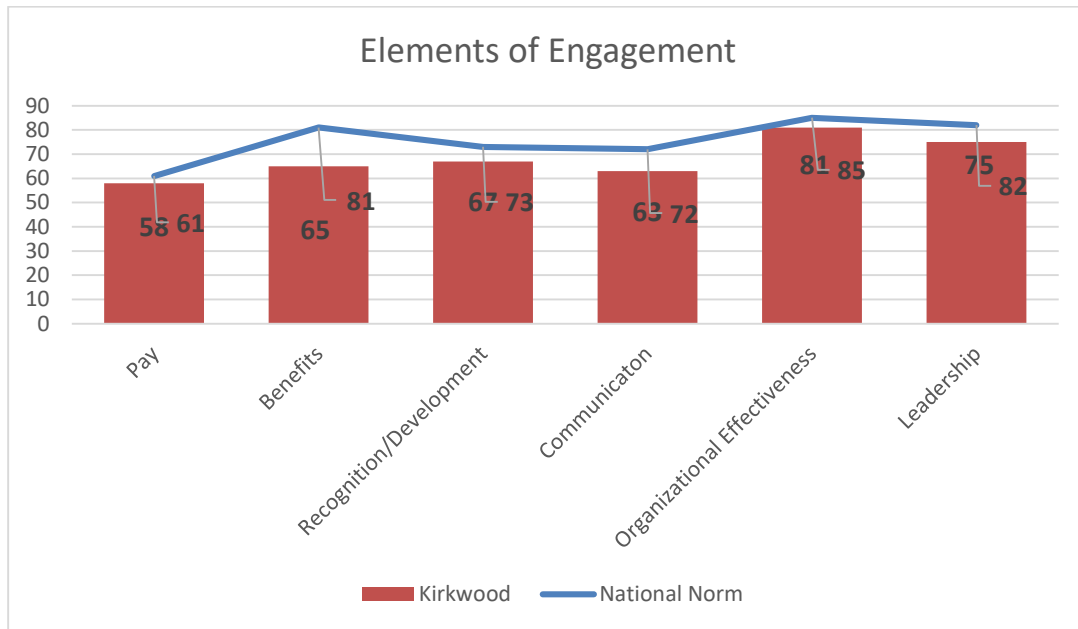
As we come out of the isolation of the pandemic, supervisors are beginning to feel the pressure of a very tight hiring market. We have not yet seen the impact significantly reflected in the FY2021 data. Despite Human Resources efforts to advertise positions in as many outlets as possible, the number of qualified candidates for position continues to fall short of supervisors' expectations.

Employee Engagement

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

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

Human Resources Department



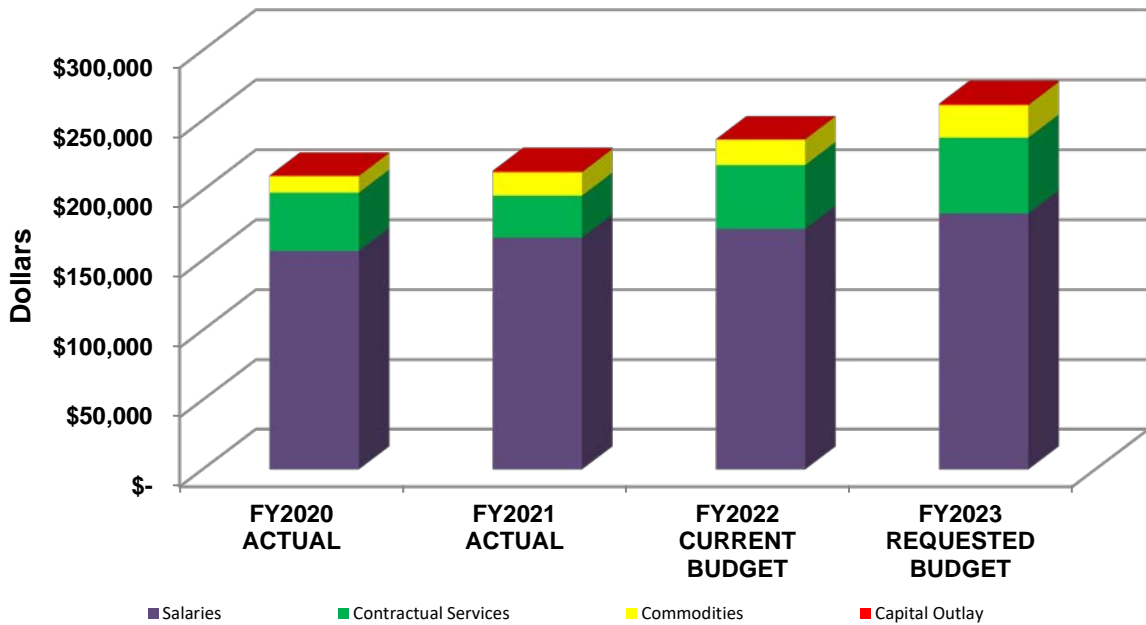
The survey results, as well as employee comments during the focus groups, reveal that opportunities for improvement exist throughout the organization. Strategies around communication, leadership development, technology as well as rewards and recognition are being developed and implemented in FY 2022.

Employee Development strategies implemented to date are a variety of live online training programs and quarterly meetings with supervisors designed to develop soft skills, share pertinent information and facilitate better communication.

**CITY OF KIRKWOOD, MISSOURI
HUMAN RESOURCES OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	121,836	125,650	128,118	140,390
Overtime	79	239	300	300
Social Security	7,244	7,317	7,600	8,340
Medicare	1,694	1,711	1,800	1,950
Civilian Pension	6,327	7,711	8,000	13,210
Deferred Compensation	1,689	668	2,500	-
Subtotal Salaries	138,869	143,296	148,318	164,190
Other Benefits				
Health Insurance	16,696	22,090	22,885	18,425
Dental Insurance	998	695	1,104	710
Vision Insurance	13	157	170	170
Benefit Credit	43	-	-	-
Subtotal Other Benefits	17,750	22,942	24,159	19,305
Total Personnel Services	156,619	166,238	172,477	183,495
Contractual Services	41,699	29,946	45,591	54,161
Commodities	11,879	16,747	18,235	23,235
Capital Outlay	394	1,031	200	1,000
TOTAL PERSONNEL BUDGET	210,591	213,962	236,503	261,891

Human Resources Budget Summary



CITY OF KIRKWOOD

HUMAN RESOURCES

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
10111084172101 Narrative:	Health Insurance Cost reduction due to spousal carve out.	\$22,885	\$ 18,425	\$ (4,460)	-19.49%
10111084173107 Narrative:	Medical Exams Turnover is create more drug screenings, physicals, psychological exams and criminal background checks.	\$16,500	\$ 19,050	\$ 2,550	15.45%
10111084173109 Narrative:	Training Increased focus on training due to Employee Survey Team recommendations.	\$3,000	\$ 6,000	\$ 3,000	100.00%
10111084175802 Narrative:	Travel other Increase in funding to support the return of in person meetings and conferences.	\$3,550	\$ 6,250	\$ 2,700	76.06%
10111084176905 Narrative:	Service Awards Increased budget to reflect additional employee recognition programs.	\$13,000	\$ 18,000	\$ 5,000	38.46%

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1108-417.11-01	Salary Full Time	121,836	125,650	128,118	140,390	12,272	9.58%		
101-1108-417.11-05	Overtime	79	239	300	300	-	0.00%		
101-1108-417.21-01	Health Insurance	16,696	22,090	22,885	18,425	(4,460)	-19.49%		
101-1108-417.21-03	Dental Insurance	998	695	1,104	710	(394)	-35.69%		
101-1108-417.21-04	Vision Insurance	13	157	170	170	-	0.00%		
101-1108-417.21-05	Benefit Credit	43	-	-	-	-	0.00%		
101-1108-417.22-01	Social Security Taxes	7,244	7,317	7,600	8,340	740	9.74%		
101-1108-417.22-02	Medicare Contributions	1,694	1,711	1,800	1,950	150	8.33%		
101-1108-417.23-02	Civilian Pension	6,327	7,711	8,000	13,210	5,210	65.13%		
101-1108-417.23-04	Deferred Comp	1,689	668	2,500	-	(2,500)	-100.00%		
101-1108-417.31-07	Medical Examinations	13,143	5,921	16,500	19,050	2,550	15.45%		
101-1108-417.31-09	Training	673	3,799	3,000	6,000	3,000	100.00%		
101-1108-417.32-01	Legal	14,107	12,082	15,000	15,000	-	0.00%		
101-1108-417.43-01	Office Equipment Maintenance	2,786	2,786	3,070	3,250	180	5.86%		
101-1108-417.52-11	Work. Comp. Premium	2,476	2,548	1,420	1,560	140	9.86%		
101-1108-417.53-01	Telephone	407	743	551	551	-	0.00%		
101-1108-417.54-01	Personnel recruitment	2,942	2,114	2,500	2,500	-	0.00%		
101-1108-417.58-02	Travel Other	5,165	(47)	3,550	6,250	2,700	76.06%		
101-1108-417.61-11	Food	-	-	1,200	1,200	-	100.00%		
101-1108-417.64-01	Dues	2,920	2,719	3,835	3,835	-	0.00%		
101-1108-417.66-99	Other	25	-	200	200	-	0.00%		
101-1108-417.68-01	Office, Furniture & Eqpt,	394	1,031	200	1,000	800	400.00%		
101-1108-417.69-05	Service Awards	8,934	14,028	13,000	18,000	5,000	38.46%		
HUMAN RESOURCES		210,591	213,962	236,503	261,891	25,388	10.73%		

Procurement Department

Mission Statement

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

Vision Statement

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

Core Values

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

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

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

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

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

Service – Proactively assist stakeholders to support the public.

Procurement Goals

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

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

Procurement Department

General Description

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

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

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

Procurement Department

Procurement Department Highlights

- Generated a measurable cost avoidance of \$629,034 achieved through bidding the appropriate markets, adhering to proper procurement procedures, and strategic sourcing
- Achieved a measurable cost savings of \$193,575 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

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

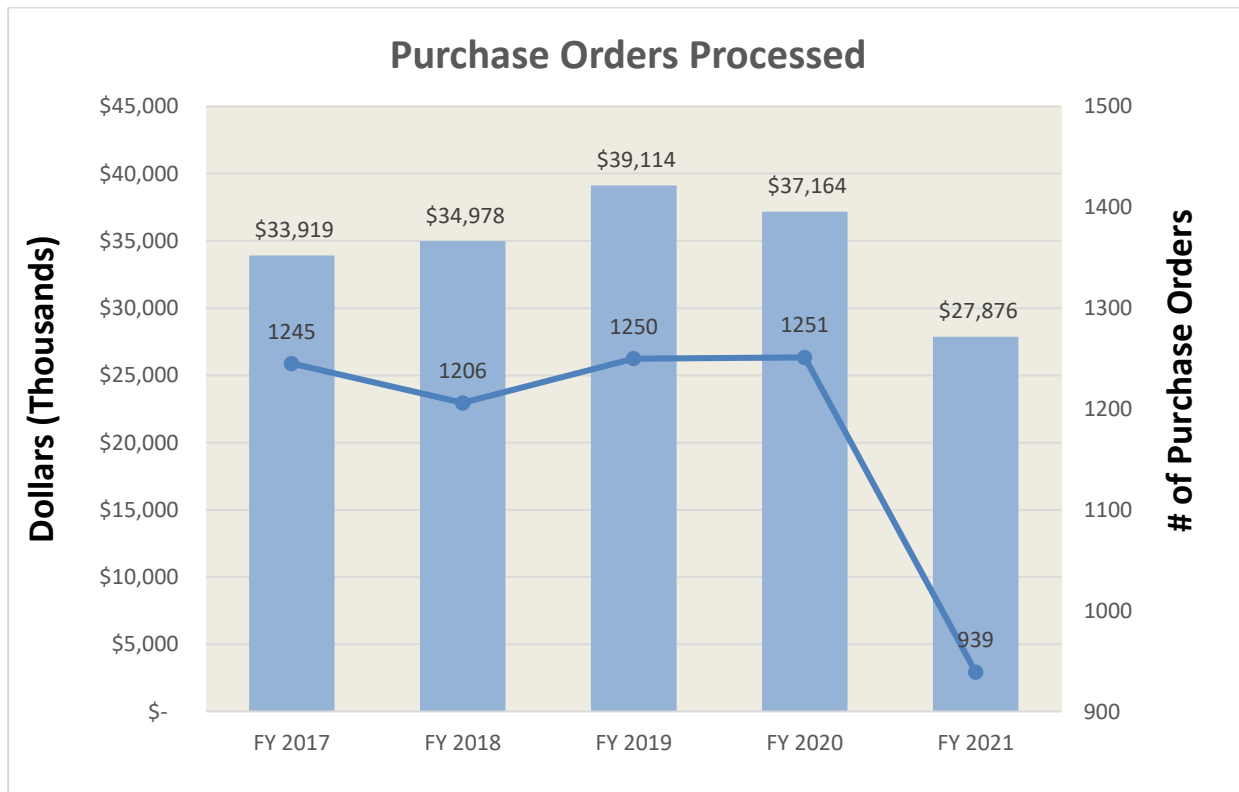
Procurement Department

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.

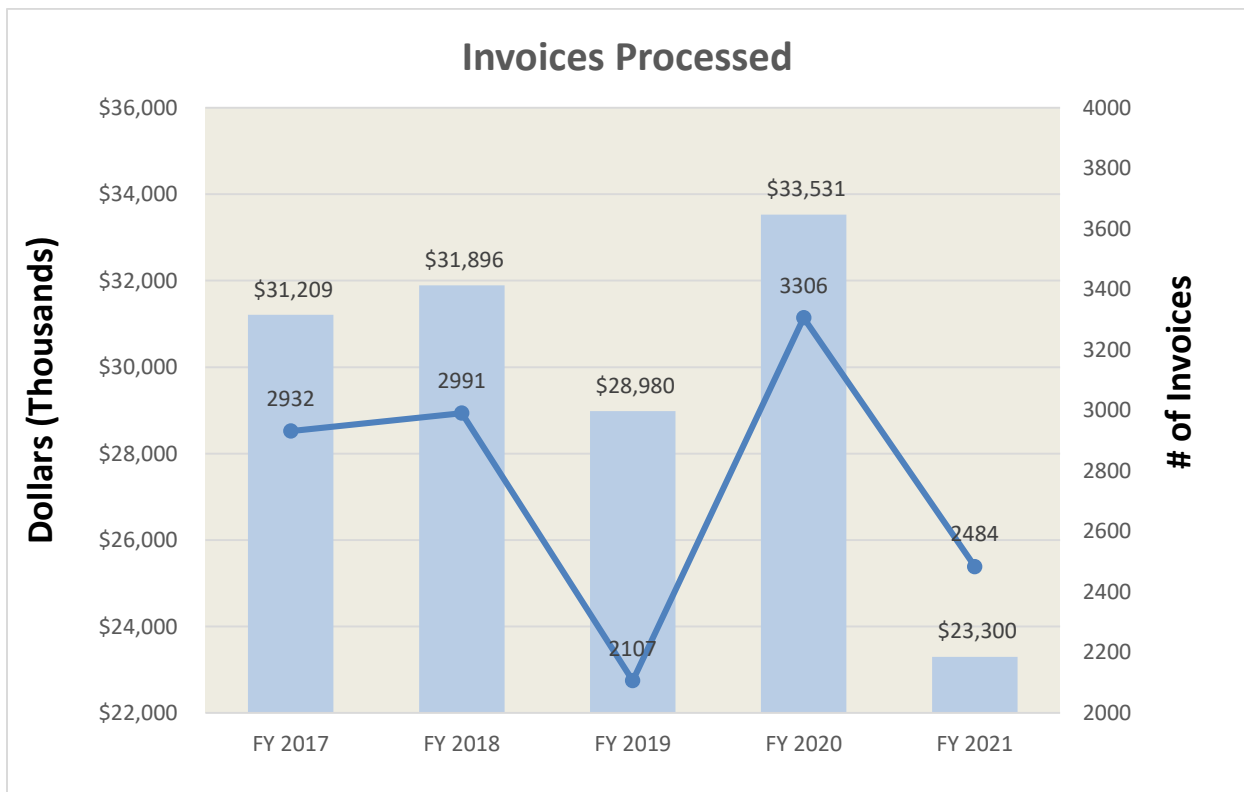
The volume of Purchase Orders and their value vary by fiscal year based on the needs of the City, the current budget, and the capital projects during the year.



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.



Procurement Department

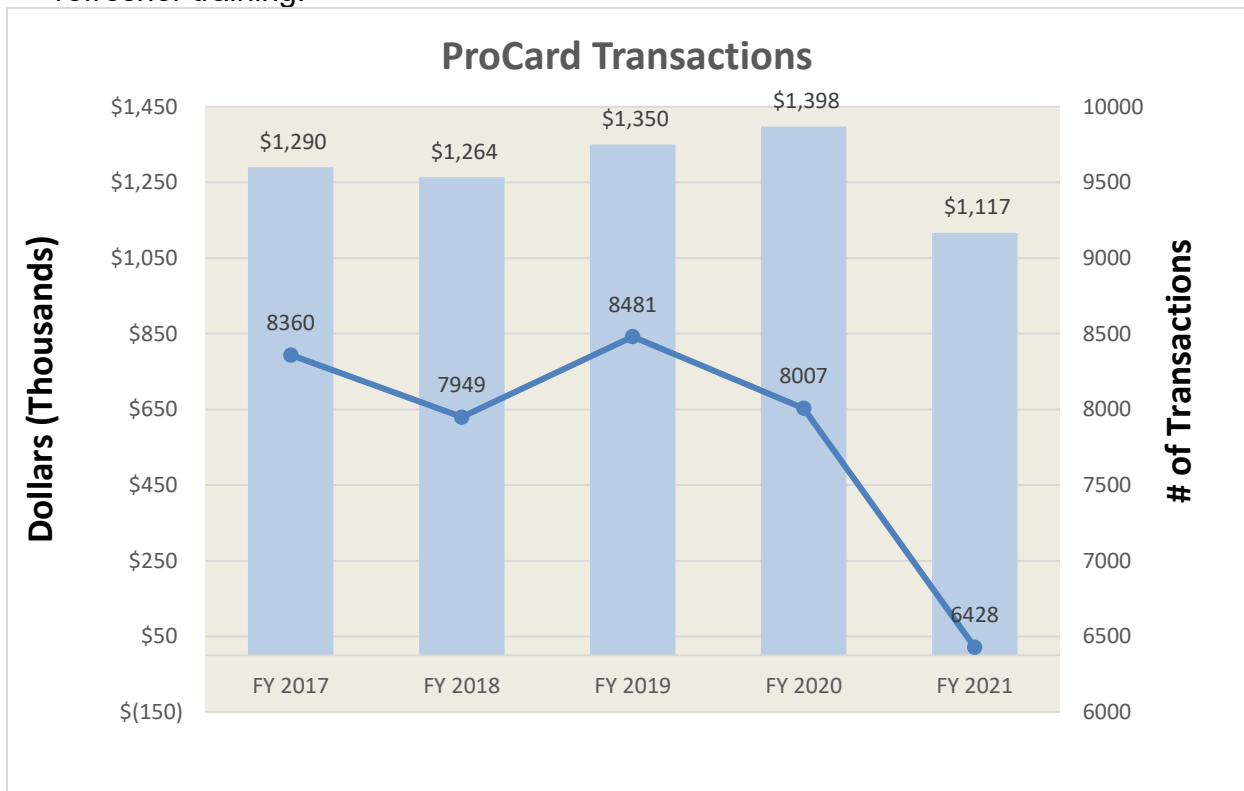
Procurement Card Administration (Procard)

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.



Procurement Department

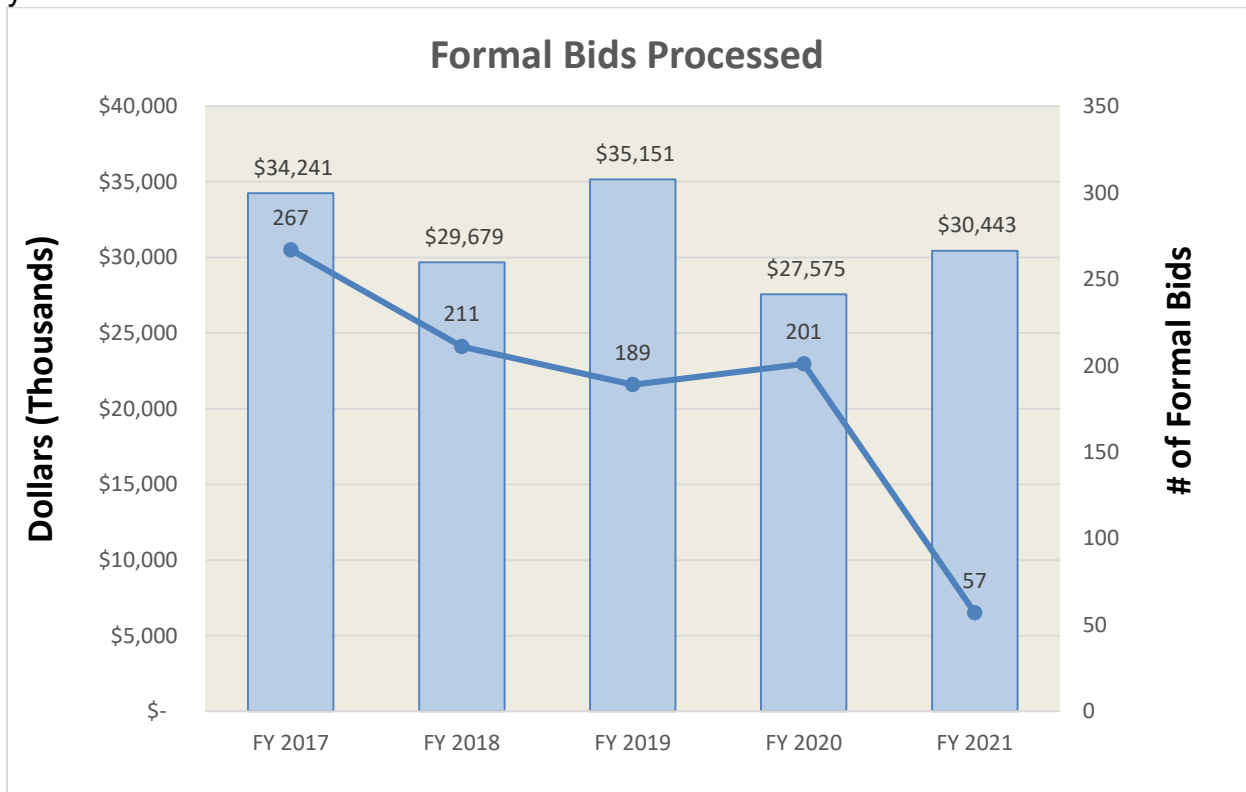
Formal Bids

Advertisement and Formal bids are required for all contractual obligations and purchases in excess of \$15,000

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.

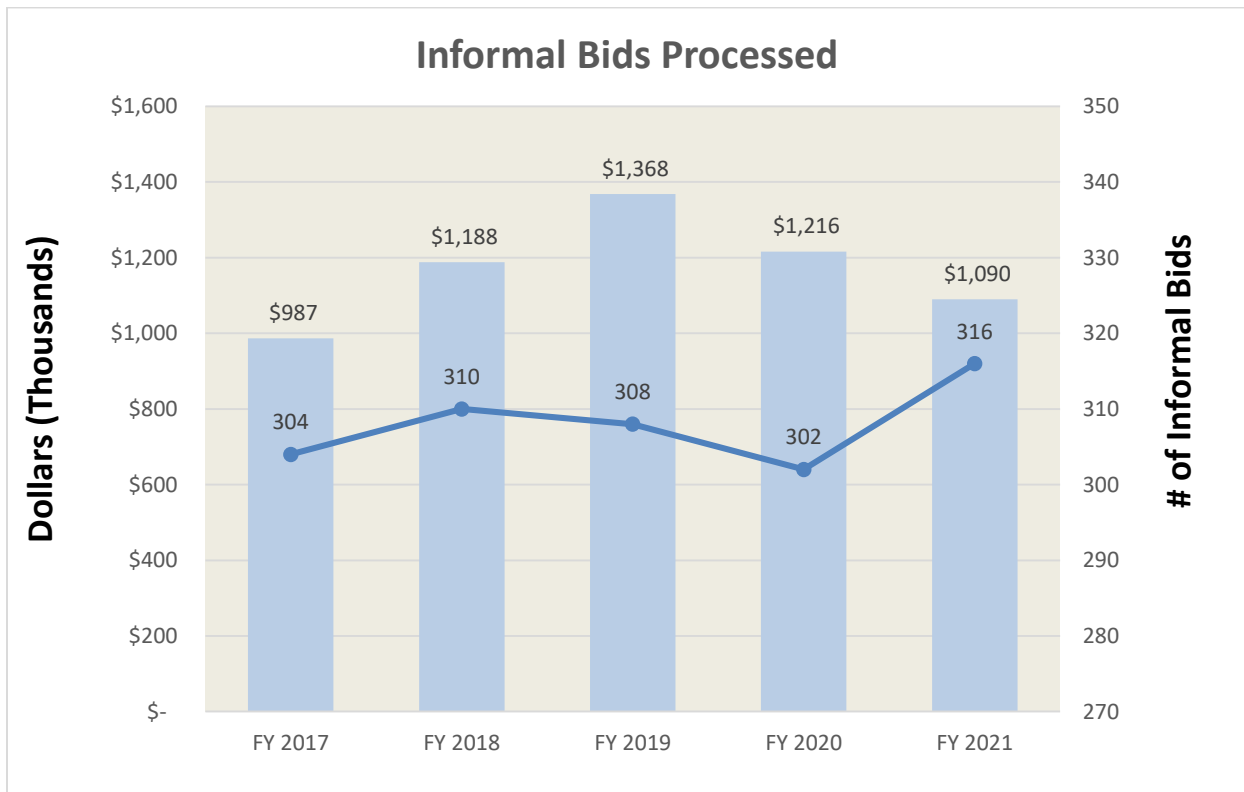


Procurement Department

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.

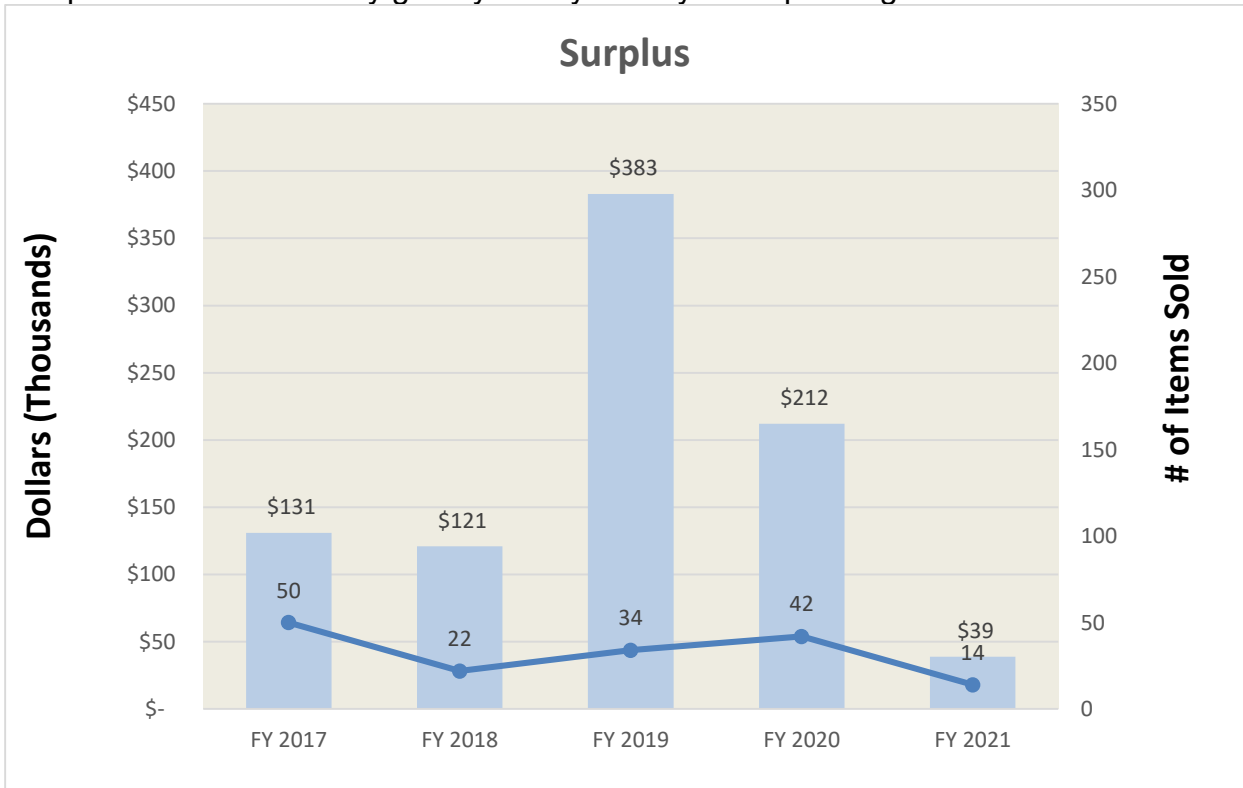


Procurement Department

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.



Rebates

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

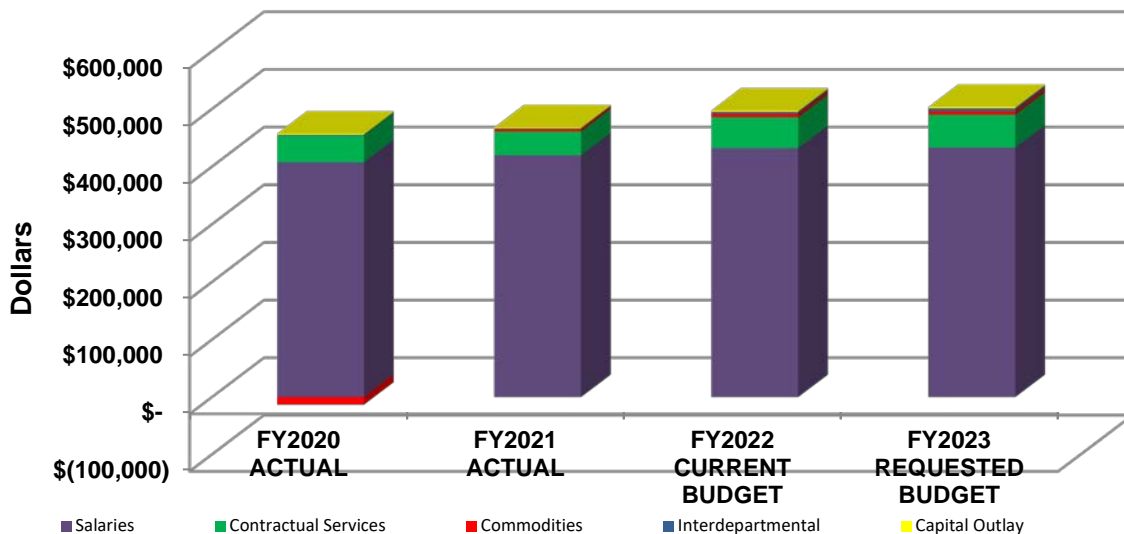
All rebate proceeds go directly in the General Fund.

- FY2017 \$6,790
- FY2018 \$6,885
- FY2019 \$14,751
- FY2020 \$15,790
- FY2021 \$12,117

**CITY OF KIRKWOOD, MISSOURI
PROCUREMENT/WAREHOUSE OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	286,032	295,391	302,519	307,130
Part-time Salaries	21,092	22,509	23,031	27,902
Overtime	702	1,296	2,000	3,500
Social Security	18,785	19,187	19,941	19,015
Medicare	4,392	4,487	4,665	4,450
Civilian Pension	19,223	19,943	20,958	28,895
Deferred Compensation	6,146	1,747	6,450	-
Subtotal Salaries	356,372	364,560	379,564	390,892
Other Benefits				
Health Insurance	48,828	53,270	50,028	39,850
Dental Insurance	2,265	1,533	1,905	1,585
Vision Insurance	113	275	419	385
Benefit Credit	65	-	-	-
Subtotal Other Benefits	51,271	55,078	52,352	41,820
Total Personnel Services	407,643	419,638	431,916	432,712
Contractual Services	45,599	41,325	53,660	57,180
Commodities	(13,068)	4,080	5,850	6,060
Capital Outlay	1,817	1,372	2,000	2,000
Interdepartmental Charges	1,862	1,394	3,709	5,410
TOTAL PURCHASING BUDGET	443,853	467,809	497,135	503,362

Procurement/Warehouse Budget Summary



CITY OF KIRKWOOD

PROCUREMENT / WAREHOUSE

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
10111124161102	Salary & Wages / Salary Part Time	\$23,031	\$ 27,902	\$ 4,871	21.15%
Narrative:	Funding increase to provide additional staff time for ERP implementation				
10111124161105	Salary & Wages / Overtime	\$2,000	\$ 3,500	\$ 1,500	75.00%
Narrative:	Funding increase to provide additional staff time for ERP implementation				
10111124163109	Official/Administrative / Training	\$9,000	\$ 5,000	\$ (4,000)	-44.44%
Narrative:	Funding decrease due to no employees receiving tuition reimbursement				
10111124165801	Travel / Travel Executive	\$1,500	\$ 3,500	\$ 2,000	133.33%
Narrative:	Funding increase due to travel returning to pre-covid levels				
10111124165802	Travel / Travel Other	\$2,000	\$ 4,000	\$ 2,000	100.00%
Narrative:	Funding increase due to travel returning to pre-covid levels				

CITY OF KIRKWOOD

FISCAL YEAR 2022/2023 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1112-416.11-01	Salary Full Time	249,204	257,435	263,880	266,780	2,900	1.10%
101-1112-416.11-02	Salary Part Time	21,092	22,509	23,031	27,902	4,871	21.15%
101-1112-416.11-05	Overtime	702	1,296	2,000	3,500	1,500	75.00%
101-1112-416.21-01	Health Insurance	41,567	45,350	41,784	34,000	(7,784)	-18.63%
101-1112-416.21-03	Dental Insurance	1,996	1,405	1,690	1,585	(105)	-6.21%
101-1112-416.21-04	Vision Insurance	110	236	340	340	-	0.00%
101-1112-416.21-05	Benefit Credit	65	-	-	-	-	-
101-1112-416.22-01	Social Security Taxes	16,539	16,902	17,592	16,535	(1,057)	-6.01%
101-1112-416.22-02	Medicare Contributions	3,867	3,953	4,115	3,870	(245)	-5.95%
101-1112-416.23-02	Civilian Pension	16,921	17,569	18,443	25,095	6,652	36.07%
101-1112-416.23-04	Deferred Comp	5,410	1,534	5,675	-	(5,675)	-100.00%
101-1112-416.31-09	Training	8,193	8,019	9,000	5,000	(4,000)	-44.44%
101-1112-416.31-10	Other Professional Svcs	1,885	2,764	15,750	15,750	-	0.00%
101-1112-416.32-01	Legal	887	761	1,000	1,500	500	50.00%
101-1112-416.44-04	Copy Machines	147	60	700	700	-	0.00%
101-1112-416.52-02	General liability	3,692	2,095	2,300	2,500	200	8.70%
101-1112-416.52-11	Work. Comp. Premium	10,518	10,616	1,420	3,890	2,470	173.94%
101-1112-416.53-01	Telephone	2,942	2,873	3,000	3,000	-	0.00%
101-1112-416.55-09	Other Printing	144	49	250	250	-	0.00%
101-1112-416.58-01	Travel Executive	1,639	-	1,500	3,500	2,000	133.33%
101-1112-416.58-02	Travel Other	2,579	-	2,000	4,000	2,000	100.00%
101-1112-416.61-01	Office supplies	1,995	1,888	2,000	2,060	60	3.00%
101-1112-416.61-05	Postage	41	19	150	100	(50)	-33.33%
101-1112-416.61-08	Janitorial supplies	453	75	500	500	-	0.00%
101-1112-416.61-11	Food	98	22	300	500	200	66.67%
101-1112-416.61-13	Clothing	478	500	500	500	-	0.00%
101-1112-416.64-01	Dues	830	1,028	1,000	1,000	-	0.00%
101-1112-416.64-02	Publications	0	0	500	500	-	0.00%
101-1112-416.68-01	Office, Furniture & Eqpt,	1,817	1,372	2,000	2,000	-	0.00%
101-1112-416.69-99	Inventory Adjustments	(17,650)	315	-	-	-	0.00%
101-1112-416.80-05	Fuel/Lubricants	214	150	350	131	(219)	-62.57%
101-1112-416.80-10	Fleet Services	885	634	1,971	2,925	954	48.40%
101-1113-416.11-01	Salary Full Time	36,828	37,956	38,639	40,350	1,711	4.43%
101-1113-416.21-01	Health Insurance	7,261	7,920	8,244	5,850	(2,394)	-29.04%
101-1113-416.21-03	Dental Insurance	269	128	215	-	(215)	-100.00%
101-1113-416.21-04	Vision Insurance	3	39	79	45	(34)	100.00%

Procurement/Warehouse

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-11113-416.22-01	Social Security Taxes	2,246	2,285	2,349	2,480	131	5.58%		
101-11113-416.22-02	Medicare Contributions	525	534	550	580	30	5.45%		
101-11113-416.23-02	Civilian Pension	2,302	2,374	2,515	3,800	1,285	51.09%		
101-11113-416.23-04	Deferred Comp	736	213	775	-	(775)	-100.00%		
101-11113-416.31-09	Training	-	-	1,000	1,000	-	0.00%		
101-11113-416.31-10	Other Professional Svcs	11,332	9,768	11,700	11,700	-	0.00%		
101-11113-416.52-11	Work. Comp. Premium	1,641	4,320	3,540	3,890	350	9.89%		
101-11113-416.58-02	Travel Other	-	-	500	500	-	0.00%		
101-11113-416.66-07	Safety equipment	123	-	300	300	-	0.00%		
101-11113-416.66-99	Other	564	233	600	600	-	0.00%		
101-11113-416.80-05	Fuel/Lubricants	129	27	180	182	2	1.11%		
101-11113-416.80-10	Fleet Services	634	583	1,208	2,172	964	79.80%		
PROCUREMENT/WAREHOUSE		443,853	467,809	497,135	503,362	6,227	1.25%		

City of Kirkwood Facilities Operations

Mission Statement

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

General Description

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

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

Facilities Operations actively maintains 25 buildings and properties, totaling over 300,000 square feet, valued at nearly \$60 million. These buildings, with their history and functionality, help create, enhance, and improve the City's brand image. Therefore, it is imperative that all buildings be well-maintained and it is Facilities Operations responsibility to ensure that proper maintenance, repair, and system replacements are performed on these buildings and Memorial Walkway, Bisso Park, Ken Connor Park, Hummel Park, the Farmers Market, and Farmers Market Greenway in a timely, efficient and fiscally responsible manner, while safeguarding the City's significant investment in facilities.

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

Staffing & Equipment

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

City of Kirkwood Facilities Operations

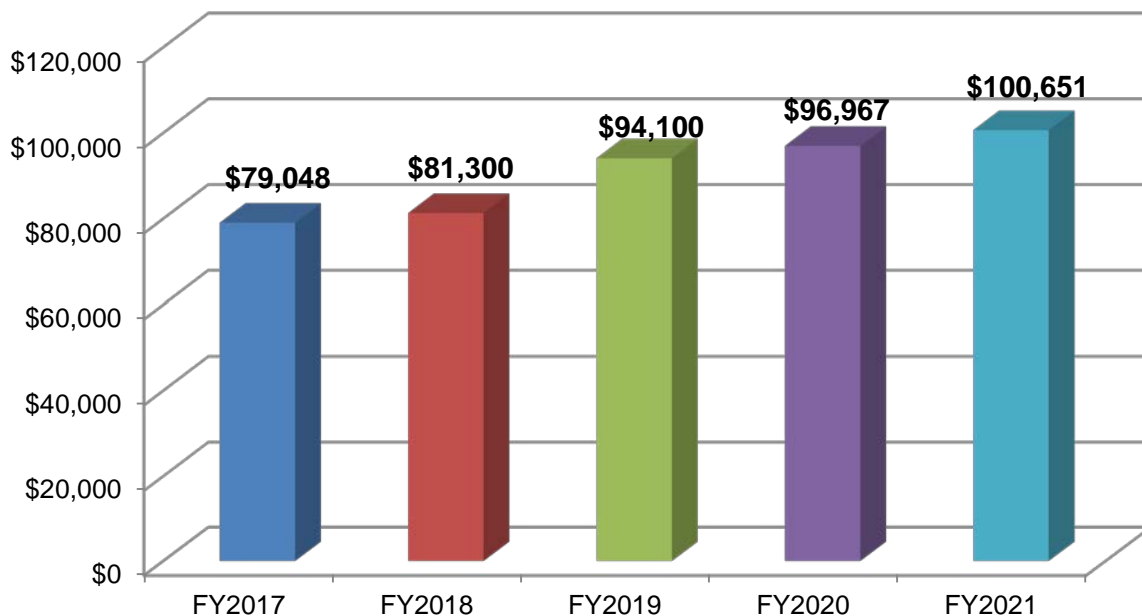
Facilities Operations utilizes the following equipment to assist with their current duties:

<u>Quantity</u>	<u>Equipment Type</u>	<u>Year</u>	<u>Equipment</u>
1	SUV	2020	Ford Explorer
1	Truck	2008	Chevy 2500 Silverado
1	Truck	2008	Chevy 1500 Silverado
1	Truck	2009	Chevy 1500 Silverado
1	ATV	2009	Polaris 500 Sportsmen
1	ATV	2021	CanAm 650 Outlander

Contracted Services

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

Service Contracts



City Buildings and Grounds

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

City of Kirkwood Facilities Operations

FACILITIES OPERATIONS - CITY OF KIRKWOOD BUILDINGS AND GROUNDS

BUILDING/ PROPERTY NUMBER	NAME	LOCATION	YEAR BUILT	ROOF AREA SQUARE FEET	FLOOR AREA SQUARE FEET
1	Bisso Park	111 Mall Fountain	1985	0	3,800
2	City Hall	139 S. Kirkwood	1941/ 1992	8,256	25,000
3	Farmers Market Enclosed Building Shelter	150 E. Argonne	1976 1976 1976	530 4,000	530 4,000
4	Fire House No. 1	137 W. Argonne	2005	7392	10,535
5	Fire House No. 2	11804 Big Bend	1929 2003	10,300	19,846
6	Fire House No. 3	1321 W. Essex	2004	7,680	10,890
7	Gazebo	100 E. Argonne	1976	260	260
8	Hummel Park		1988		2,500
9	Ken Connor Park	100 N. Kirkwood Rd	1992		7,100
10	Memorial Walkway	139 S. Kirkwood Rd.	2010	0	34,000
11	Police Building	137 W. Madison	1963/ 1970/ 1992	10,395	20,790
12	Police Rifle Range	Rifle Range Rd.	1960	4,130	3,630
13	Public Works Facility Street/Sanitation/Storage Common Area Building	345 S. Fillmore	1992	20,880 5,700	18,000 5,463
14	Vehicle/Building			14,930	18,840
15	Maintenance including Mezzanine			10,150 8,920	10,000 9,050
16	Covered Storage			181	7,900
17	Purchasing/Utilities	212 S. Taylor Ave.	1969/ 1971/ 1974	13,000 0	13,040 2,500
18	Mezzanine				
19	Recycle Center	350 S. Taylor Ave.	1992	3647	3647
20	SBD Building	130 E. Jefferson	1970	920	2376
21	Sidewalks	Various			3.2 Miles
22	Train Station	100 W. Argonne	1893	3,726	3,000
23	Transfer Station	336 S. Taylor Ave.	2013	2,716	2,716
24	Water Maintenance Shop and Storage Building	351 S. Fillmore	1992	7,690	6,600
25	Water Treatment Plant	2020 Marshall	1923	1,120	11,530

City of Kirkwood Facilities Operations

Facilities Operations Expense

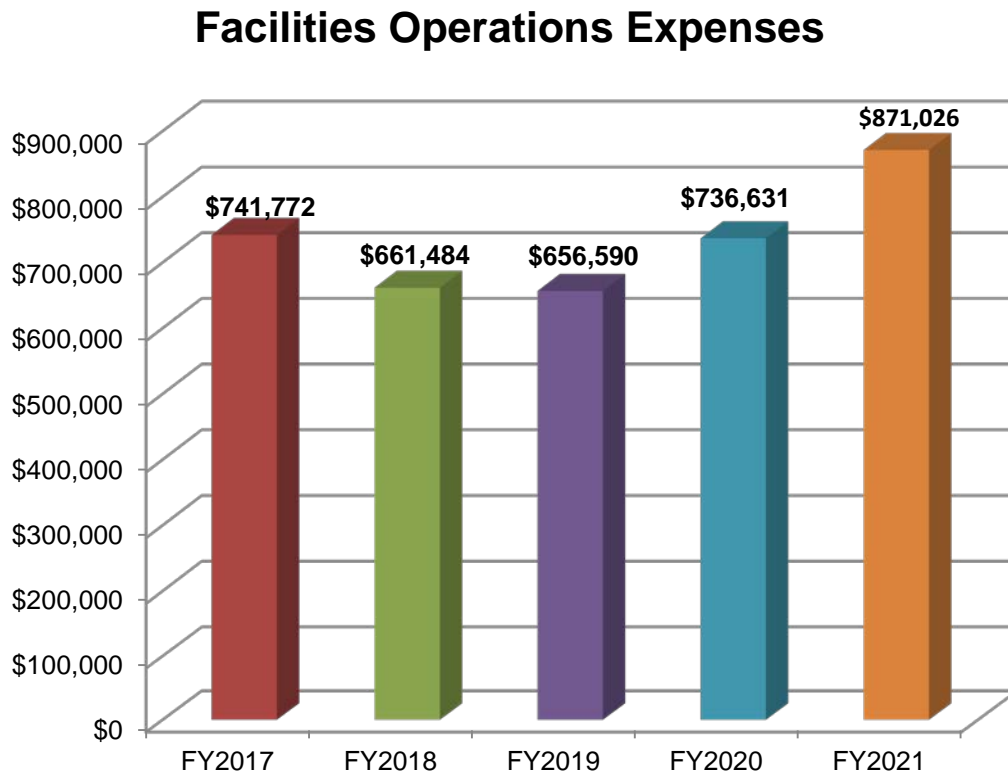
The following chart tracks total maintenance and repair expenses, including strategic capital plan projects, over the last five years. The City's buildings are generally older and require more planned maintenance. Since 2007, Facilities Operations has planned, budgeted and executed capital and non-capital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

Capital projects completed include: Upgrade City Hall Security Camera/DVR System, Firehouse #2 Concrete Driveway, Police Dispatch HVAC RTU Replacement, Firehouse #2 Deck Replacement, Police Security Systems DVR Upgrade, Farmers Market Asphalt Overlay and Farmers Market New Signage.

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 FY2017 through FY2021 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.



City of Kirkwood Facilities Operations

Facilities Operations Project Management

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

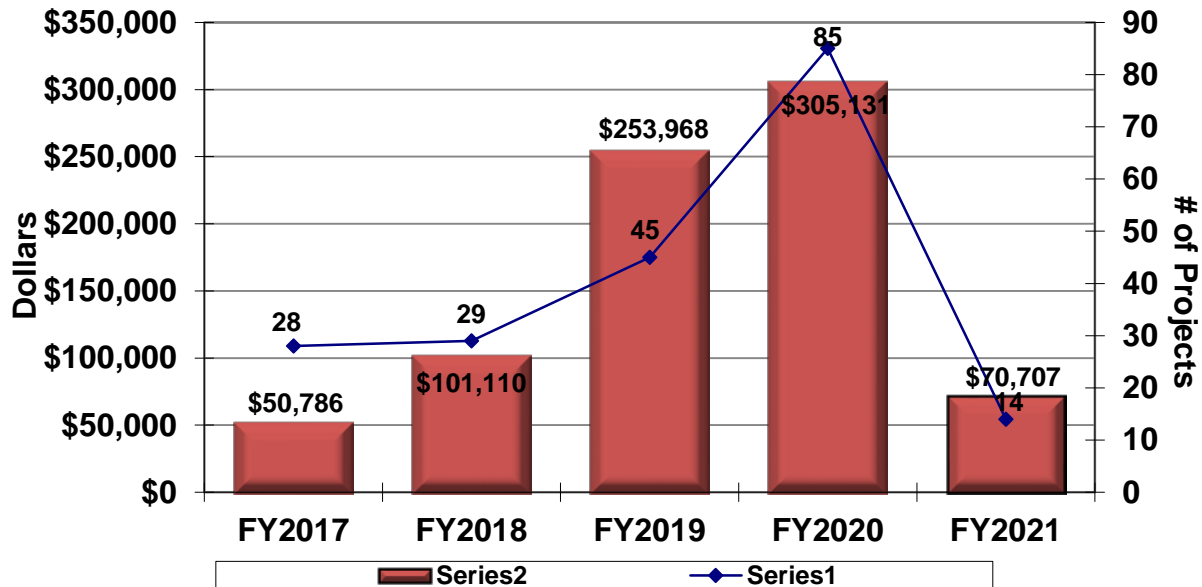
Projects managed in FY2021 were:

- Upgrade City Hall Security Camera/DVR System \$ 83,000
- Firehouse #2 Concrete Driveway \$ 40,898
- Police Dispatch HVAC RTU Replacement \$ 20,324
- Firehouse #2 Deck Replacement \$ 19,897
- Police Security Systems DVR Upgrade \$ 22,287
- Farmers Market Asphalt Overlay \$ 27,338
- Farmers Market New Signage \$13,427

FY2021 Projected Savings \$26,283 - \$39,424

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. Covid heavily effected FY2021 due to building closures and limited access for contractors.

Assisted Projects



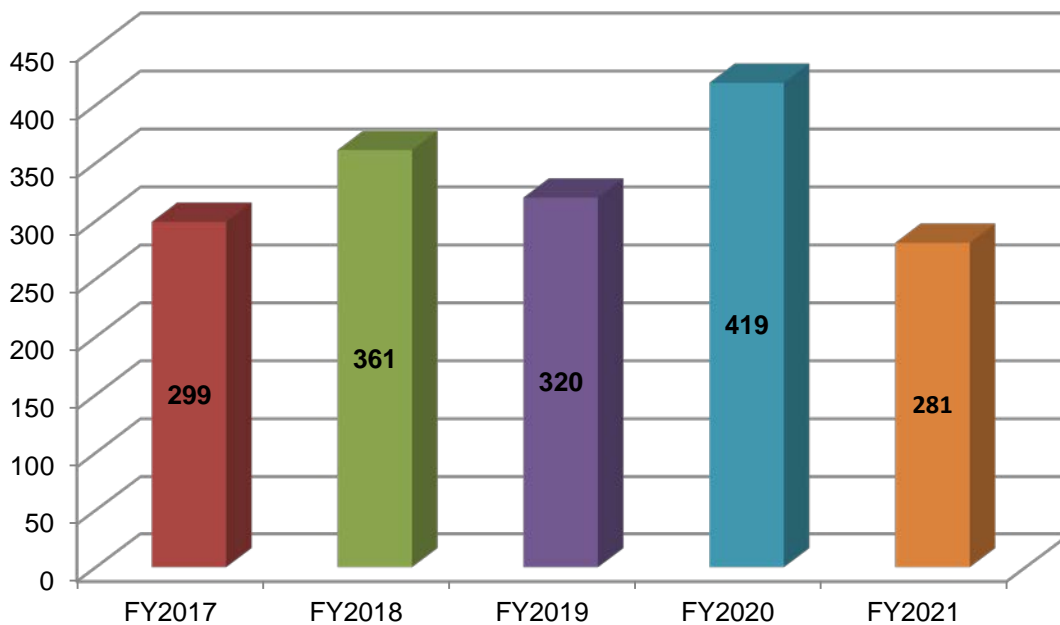
City of Kirkwood Facilities Operations

Outsourced Jobs

The chart below shows outsourced jobs managed by Facilities Operations.

Outsourced jobs augment the services and the available capacity of Facilities Operations. The quantity of outsourced jobs decreased in FY2021 substantially due to COVID facility closures. Access to city facilities during this time were limited to critical and safety repairs required by specialized trades.

Outsourced Jobs



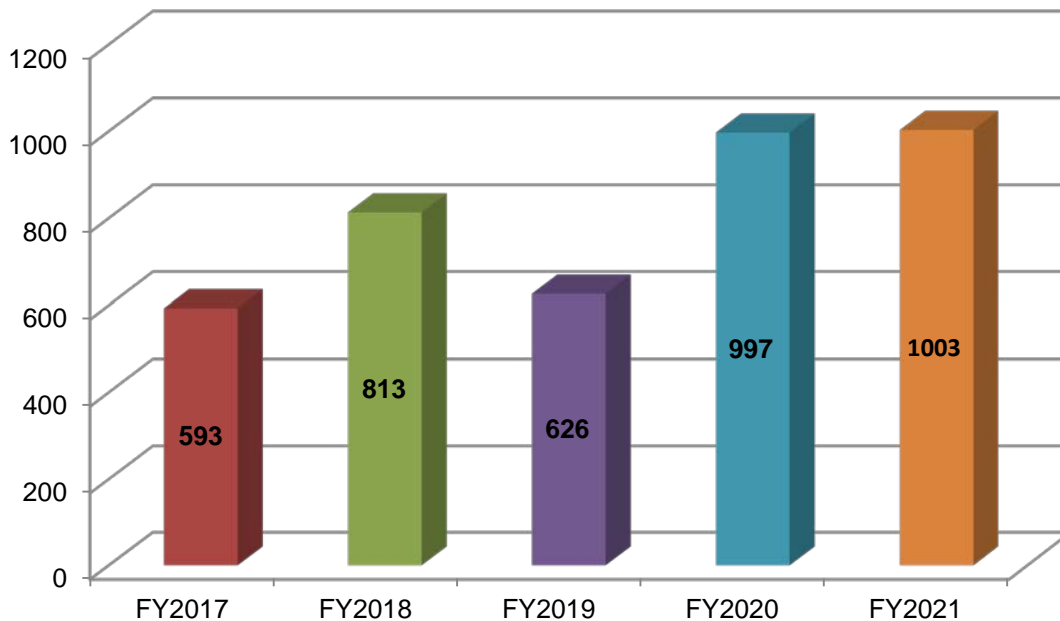
City of Kirkwood Facilities Operations

Work Orders

The chart below shows work orders completed by Facilities Operations.

Work orders enable critical, safety, and preventative maintenance repairs to be properly scheduled, managed, and executed. Fiscal year 2021 depicts a slight increase in work order load over the previous year due to facility closures and limited contractor access. A large percentage of the work orders were due to sanitization of city buildings in response to Covid. As the current maintenance staff's workload has increased, the ability for Facilities Operations to take on additional work has reduced. In the future the City may have to increase Maintenance Technician staffing levels in order to continually increase services rendered, subsequently increasing response time and reducing outsourced work.

Work Orders Completed

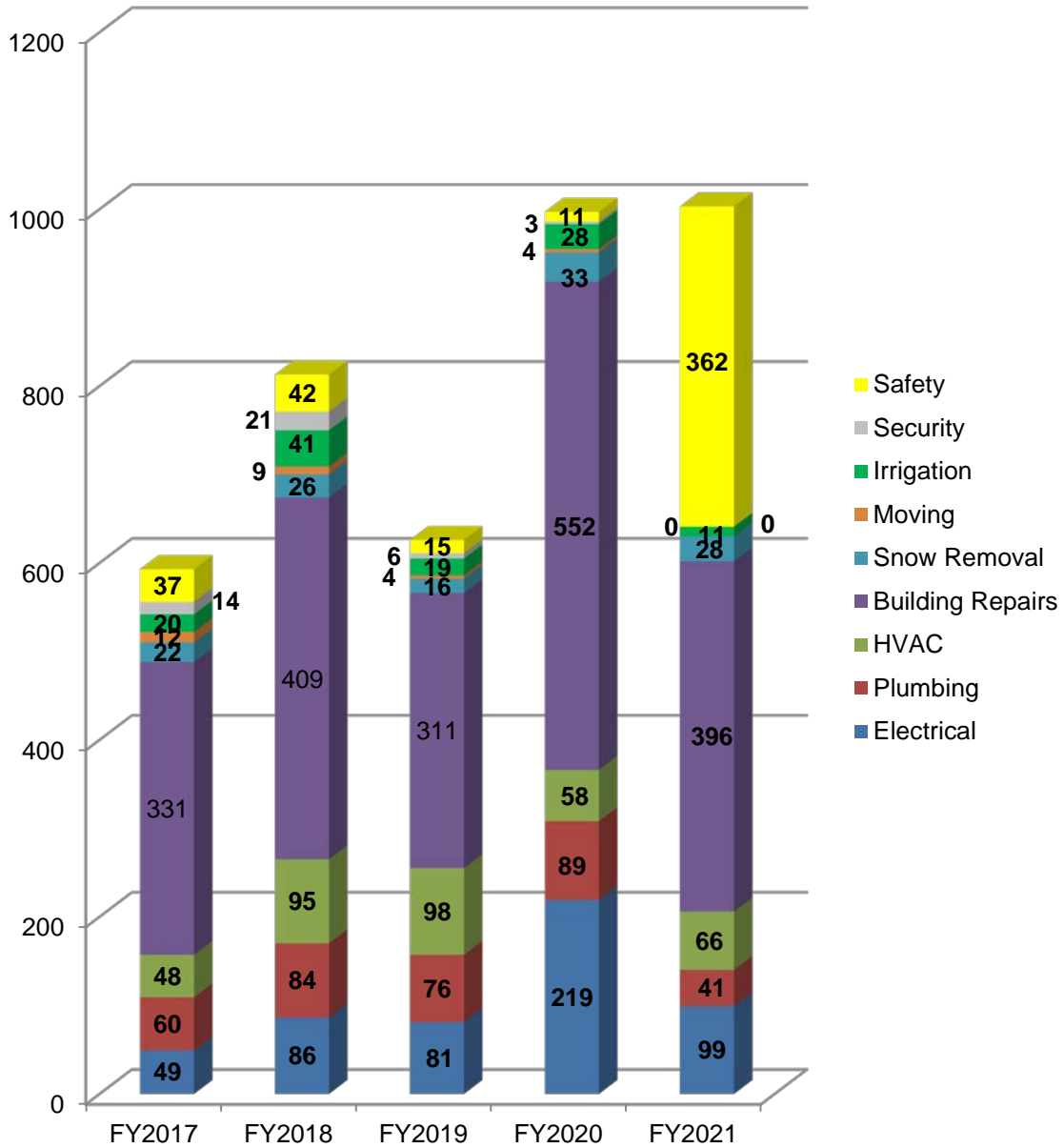


City of Kirkwood Facilities Operations

Work Orders by Type

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

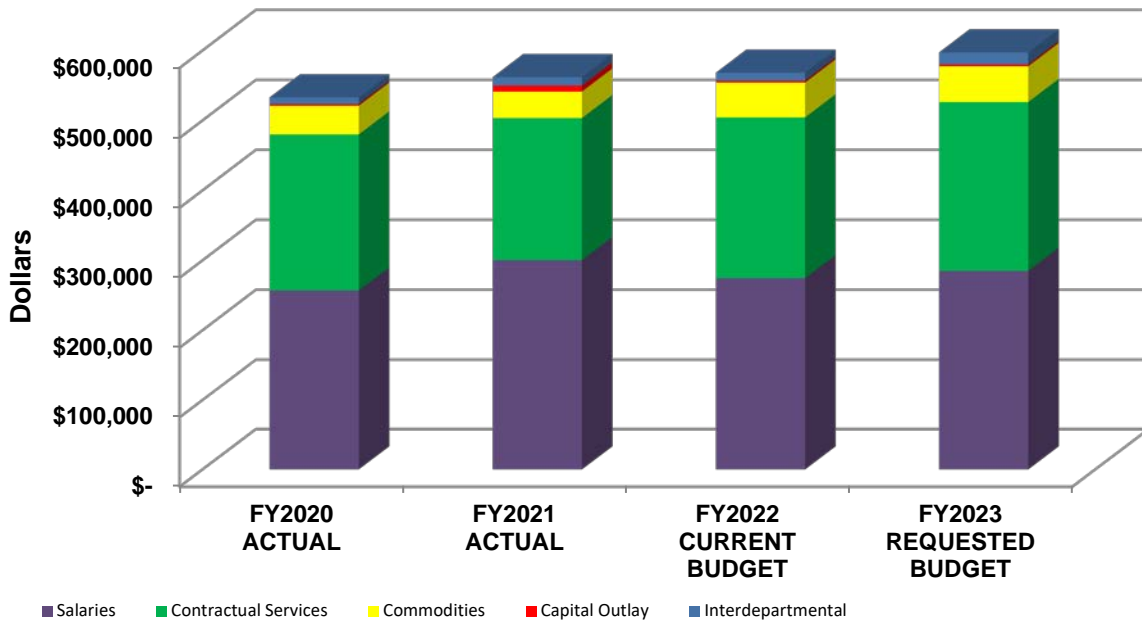
Job Type Performed



**CITY OF KIRKWOOD, MISSOURI
FACILITIES OPERATIONS OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	193,890	225,328	196,268	204,810
Overtime	5,989	1,856	9,000	9,000
Social Security	12,471	13,874	12,700	13,240
Medicare	2,917	3,245	2,975	3,100
Civilian Pension	11,181	14,139	13,350	20,105
Deferred Compensation	3,473	1,021	4,110	-
Subtotal Salaries	229,921	259,463	238,403	250,255
Other Benefits				
Health Insurance	25,514	38,905	34,225	33,140
Dental Insurance	1,381	1,564	1,500	1,190
Vision Insurance	56	256	300	300
Benefit Credit	7	-	-	-
Subtotal Other Benefits	26,958	40,725	36,025	34,630
Total Personnel Services	256,879	300,188	274,428	284,885
Contractual Services	222,995	203,113	229,819	241,370
Commodities	41,011	37,760	49,760	51,071
Capital Outlay	2,328	8,686	2,500	2,500
Interdepartmental Charges	9,532	11,979	11,569	17,195
TOTAL BLDG SERVICES BUDGET	532,745	561,726	568,076	597,021

Facilities Operations Budget Summary



CITY OF KIRKWOOD

FACILITIES OPERATIONS

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
10117044294202	Cleaning Services / Custodial	\$11,800	\$ 19,500	\$ 7,700	65.25%

Narrative:

Funding increase to move from outsourced cleaning to a contracted temporary position.

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1704-429.11-01	Salary Full Time	193,890	225,328	196,268	204,810	8,542	4.35%		
101-1704-429.11-05	Overtime	5,989	1,856	9,000	9,000	-	0.00%		
101-1704-429.21-01	Health Insurance	25,514	38,905	34,225	33,140	(1,085)	-3.17%		
101-1704-429.21-03	Dental Insurance	1,381	1,564	1,500	1,190	(310)	-20.67%		
101-1704-429.21-04	Vision Insurance	56	256	300	300	-	0.00%		
101-1704-429.21-05	Benefit Credit	7	-	-	-	-	0.00%		
101-1704-429.22-01	Social Security Taxes	12,471	13,874	12,700	13,240	540	4.25%		
101-1704-429.22-02	Medicare Contributions	2,917	3,245	2,975	3,100	125	4.20%		
101-1704-429.23-02	Civilian Pension	11,181	14,139	13,350	20,105	6,755	50.60%		
101-1704-429.23-04	Deferred Comp	3,473	1,021	4,110	-	(4,110)	-100.00%		
101-1704-429.31-09	Training	2,230	-	4,000	4,000	-	0.00%		
101-1704-429.31-10	Other Professional Svcs	77,032	67,215	78,785	81,148	2,363	3.00%		
101-1704-429.42-02	Custodial	9,433	6,074	11,800	19,500	7,700	65.25%		
101-1704-429.43-05	Alarm system maintenance	12,435	14,977	12,360	12,730	370	2.99%		
101-1704-429.43-12	Building & Grounds	96,568	91,938	95,614	98,482	2,868	3.00%		
101-1704-429.52-02	General liability	5,432	6,284	7,030	7,400	370	5.26%		
101-1704-429.52-11	Work. Comp. Premium	15,841	14,154	17,690	15,570	(2,120)	-11.98%		
101-1704-429.53-01	Telephone	4,024	2,471	2,540	2,540	-	0.00%		
101-1704-429.61-01	Office supplies	119	49	150	150	-	0.00%		
101-1704-429.61-08	Janitorial supplies	2,901	3,033	4,000	4,000	-	0.00%		
101-1704-429.61-13	Clothing	612	355	700	700	-	0.00%		
101-1704-429.61-15	Buildings & Grounds	36,322	34,170	43,710	45,021	1,311	3.00%		
101-1704-429.66-07	Safety equipment	558	153	600	600	-	0.00%		
101-1704-429.66-08	Small tools	499	-	600	600	-	0.00%		
101-1704-429.68-02	Machinery & Equipment	2,328	8,686	2,500	2,500	-	0.00%		
101-1704-429.80-05	Fuel/Lubricants	2,415	1,732	2,160	2,616	456	21.11%		
101-1704-429.80-10	Fleet Services	6,133	9,263	8,159	13,329	5,170	63.37%		
101-1704-429.80-50	Sanitation Charges	984	984	1,250	1,250	-	0.00%		
FACILITIES OPERATIONS		532,745	561,726	568,076	597,021	28,945	5.10%		

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Finance Department

Mission Statement

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

Performance Measurements

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

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

Finance Staffing

<u>FY 2002</u>		<u>FY 2021</u>	
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>	<u>Total Finance Staff</u>	<u>4</u>	<u>Total Finance Staff</u>

Finance Department

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

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

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

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

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

Finance Service Levels

	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Business licenses issued	965	1,126	1,039	985	890
Liquor licenses issued	57	58	60	56	55
AP-Checks	3,941	2,539	2,444	2,283	2,295
AP-Electronic fund transfers(EFT) ¹	2,795	2,652	3,698	3,056	2,069

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

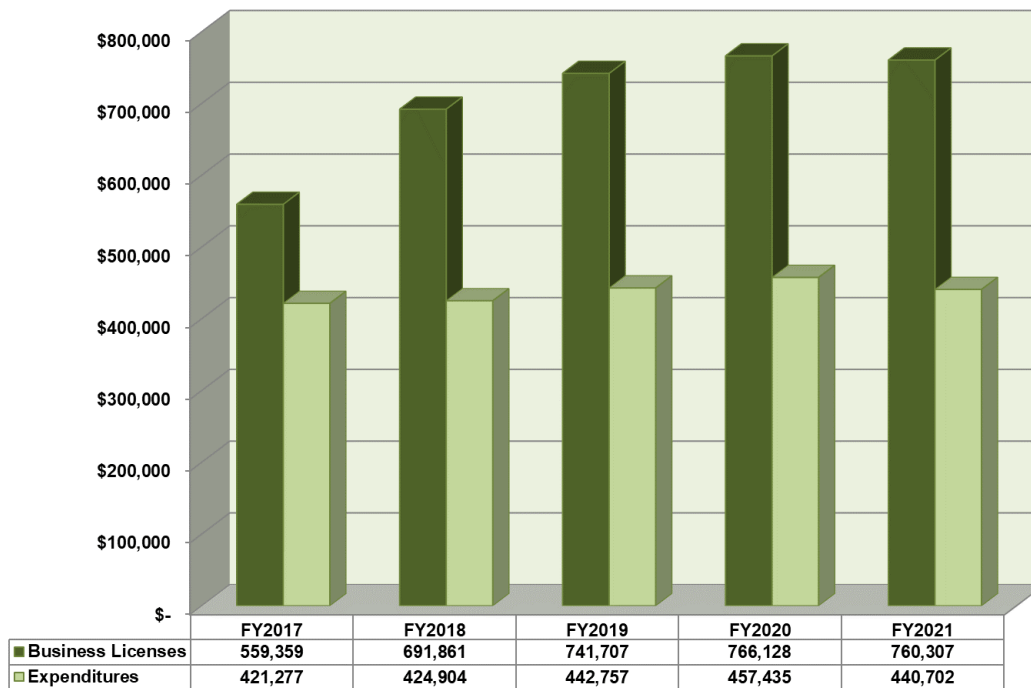
Finance Department Highlights

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

Finance Department

- The Finance Department coordinates all liquor license applications and renewal processing with the police, fire, and building commissioner offices. New applications are then submitted to council for approval. In December 2017, the City began receiving the Kirkwood Commons development business license revenue that was previously pledged to service the debt payments on the public improvement revenue notes, a special limited obligation of the City, which matured on November 30, 2017. This resulted in the 24% increase in business license revenue in FY2018 compared to FY2017. Business license revenue decreased less than 1% in FY2021 compared to FY2020.

**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 nineteen fiscal years. The Fiscal Year 2021 Comprehensive Annual Financial Report will be submitted for the GFOA's consideration for the Certificate of Achievement for Excellence in Financial Reporting by September 30, 2021.

Finance Department

- The Finance Department has prepared the Comprehensive Annual Financial Report in-house for the last fifteen years. The City of Kirkwood is one of the few local governments that prepare their own financial statements. The FY21 Comprehensive Annual Financial Report received a clean audit opinion.
- A key role of the Finance Department as a member of the City of Kirkwood's management team is to work with the Citizens Finance Committee and all departments in creating the citywide budget for the Chief Administrative Officer to present to council.
- In accordance with auditing standard (SAS112), Communicating Internal Control Related Matters, the Finance Department will work closely with the City's audit committee in preparing and reviewing the city's documentation of internal controls. This includes documenting risk assessments, internal control procedures, and how the internal control procedures will be monitored and evaluated.
- Financial staff continues professional development by active participation in professional associations such as the Government Finance Officers Association (GFOA) and training activities.
- In order to reduce accounts payable processing costs and increase operational efficiencies, the Finance Department continues to promote electronic funds transfers (EFT) vendor payments.

Utility Customer Accounting Staffing

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

1	Office Manager
<u>2</u>	Customer Service Associates
<u>3</u>	Total Utility Customer Accounting Staff

Finance Department

Utility Customer Accounting Service Levels

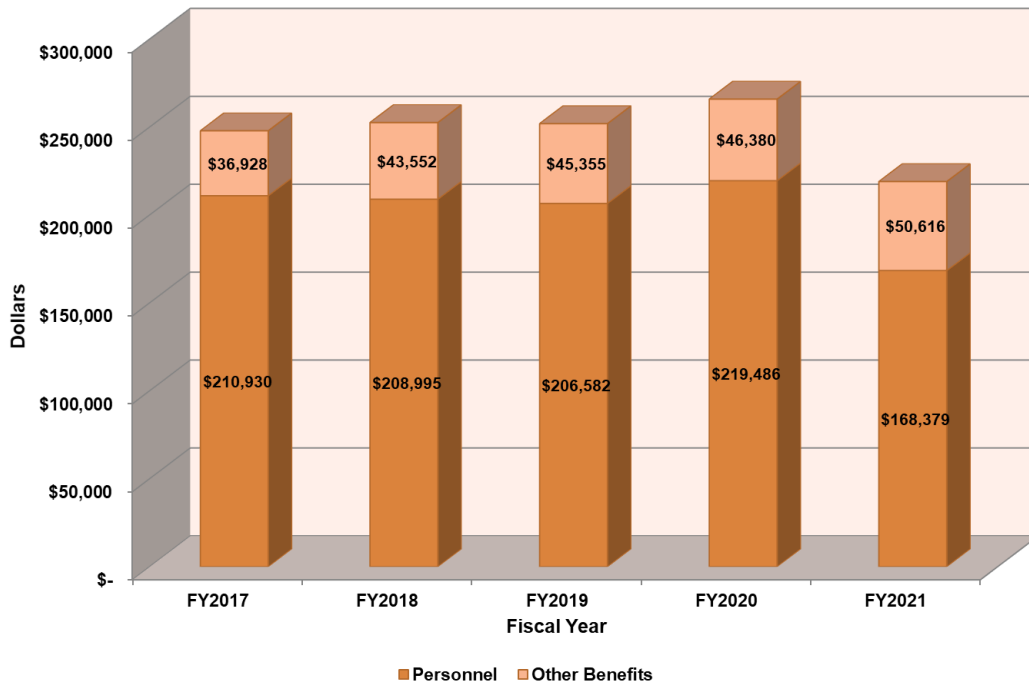
	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
Utility bills generated	159,803	159,177	159,504	159,365	147,969
Payments received:					
Face-to-face	19,167	21,912	16,122	15,924	14,373
Mail	86,706	88,427	80,618	75,821	75,611
Customer Bank Drafts	22,226	22,797	22,942	23,271	23,741
On-line ¹	24,859	27,855	32,205	37,599	44,070

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

Utility Customer Accounting Highlights

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

**UTILITY CUSTOMER ACCOUNTING
Personnel and Other Benefit Expenses**



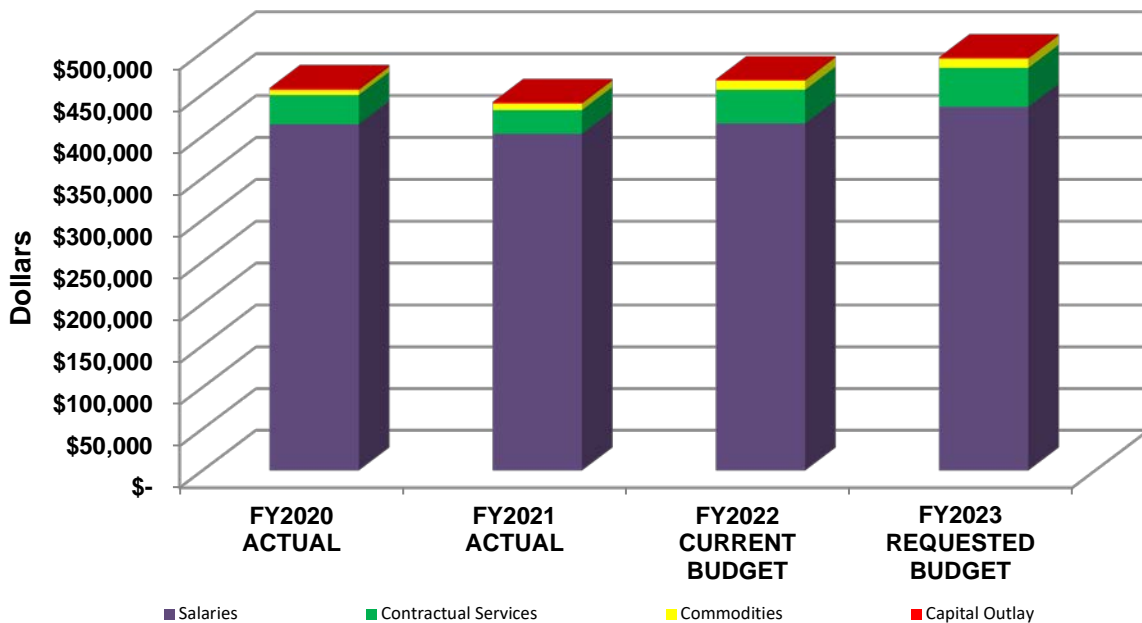
Finance Department

- The utility customer accounting staff participates in training activities and is continually focusing on quality customer service for all telephone and personal contact with all customers/citizens.
- In May 2010, on-line utility customer account access was implemented. The on-line utility customer account access allows all utility customers to view their account information, access consumption and billing history, view bills, and pay utility accounts on-line. The on-line utility customer account access continues to be successful with 44,070 payments (\$7,813,323) received in FY2021. This is an increase in usage of 17% from FY2020.

**CITY OF KIRKWOOD, MISSOURI
FINANCE OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	334,681	316,730	322,755	325,065
Overtime	2,645	130	1,000	2,000
Social Security	18,794	20,357	19,500	19,795
Medicare	4,398	4,761	4,600	4,635
Civilian Pension	18,296	18,065	21,045	30,580
Deferred Compensation	5,544	1,733	6,480	16,025
Subtotal Salaries	384,358	361,776	375,380	398,100
Other Benefits				
Health Insurance	27,919	39,325	37,728	34,730
Dental Insurance	1,864	1,405	1,690	1,585
Vision Insurance	51	315	340	340
Subtotal Other Benefits	29,834	41,045	39,758	36,655
Total Personnel Services	414,192	402,821	415,138	434,755
Contractual Services	34,821	28,234	40,190	46,670
Commodities	6,118	7,825	11,000	11,200
Capital Outlay	2,304	1,822	1,500	1,500
TOTAL FINANCE BUDGET	457,435	440,702	467,828	494,125

Finance Budget Summary



CITY OF KIRKWOOD

FINANCE

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
10111154131105	Overtime	\$ 1,000	\$ 2,000	\$ 1,000	100.00%
Narrative:	Increase is anticipated to be necessary to assist with implementation of new ERP system.				
10111154132302	Civilian Pension	\$ 21,045	\$ 30,580	\$ 9,535	45.31%
Narrative:	Conversion to the LAGERS retirement plan for civilian employees.				
10111154132304	Deferred Comp	\$ 6,480	\$ 16,025	\$ 9,545	147.30%
Narrative:	Increase related to 25% sick leave buy out for eligible retiring employees which is contributed the employee's deferred compensation account.				
10111154133109	Training	\$ 4,000	\$ 5,000	\$ 1,000	25.00%
Narrative:	Focus on providing more training opportunities to the Finance team members.				
10111154133110	Other Professional Services	\$ 8,000	\$ 10,000	\$ 2,000	25.00%
Narrative:	Anticipate the need for outside consultants, as necessary, due to staff retirements and ERP project.				
10111154134301	Office Equipment Maintenance	\$ 5,000	\$ 6,500	\$ 1,500	30.00%
Narrative:	Increase for maintenance on third party software providers (Sage and CCH) used for fixed assets tracking and reporting respectively. Once the new ERP system is in place these third-party software providers will be phased out.				
10111154135211	Workers Compensation Premium	\$ 3,540	\$ 4,670	\$ 1,130	31.92%
Narrative:	Workers Compensation (WC) Premiums are budgeted with a 10% increase city-wide. WC allocations are weighted based on calculated premiums (classification rate adjusted by experience mod) and five-year claim history.				

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1115-413.11-01	Salary Full Time	334,681	316,730	322,755	325,065	2,310	0.72%		
101-1115-413.11-05	Overtime	2,645	130	1,000	2,000	1,000	100.00%		
101-1115-413.21-01	Health Insurance	27,919	39,325	37,728	34,730	(2,998)	-7.95%		
101-1115-413.21-03	Dental Insurance	1,864	1,405	1,690	1,585	(105)	-6.21%		
101-1115-413.21-04	Vision Insurance	51	315	340	340	-	0.00%		
101-1115-413.22-01	Social Security Taxes	18,794	20,357	19,500	19,795	295	1.51%		
101-1115-413.22-02	Medicare Contributions	4,398	4,761	4,600	4,635	35	0.76%		
101-1115-413.23-02	Civilian Pension	18,296	18,065	21,045	30,580	9,535	45.31%		
101-1115-413.23-04	Deferred Comp	5,544	1,733	6,480	16,025	9,545	147.30%		
101-1115-413.31-09	Training	3,692	2,563	4,000	5,000	1,000	25.00%		
101-1115-413.31-10	Other Professional Svcs	7,866	5,851	8,000	10,000	2,000	25.00%		
101-1115-413.32-01	Legal	2,587	2,218	2,600	1,500	(1,100)	-42.31%		
101-1115-413.32-02	Audit	1,000	5,000	8,500	10,000	1,500	17.65%		
101-1115-413.43-01	Office ept. maintenance	4,734	2,500	5,000	6,500	1,500	30.00%		
101-1115-413.52-02	General liability	3,168	2,095	2,300	2,500	200	8.70%		
101-1115-413.52-11	Work. Comp. Premium	6,759	7,077	3,540	4,670	1,130	31.92%		
101-1115-413.53-01	Telephone	1,078	481	2,000	2,000	-	0.00%		
101-1115-413.55-01	Financial related pubs	357	449	1,000	1,000	-	0.00%		
101-1115-413.58-01	Travel Executive	1,048	-	1,000	1,000	-	0.00%		
101-1115-413.58-02	Travel Other	2,532	-	2,250	2,500	250	11.11%		
101-1115-413.61-01	Office supplies	1,809	3,091	3,000	3,200	200	6.67%		
101-1115-413.61-05	Postage	2,903	3,868	5,000	5,000	-	0.00%		
101-1115-413.61-11	Food	492	191	750	750	-	0.00%		
101-1115-413.64-01	Dues	675	400	1,000	1,000	-	0.00%		
101-1115-413.64-02	Publications	239	275	750	750	-	0.00%		
101-1115-413.66-99	Other	-	-	500	500	-	0.00%		
101-1115-413.68-01	Office, Furniture & Eqpt,	2,304	1,822	1,500	1,500	-	0.00%		
FINANCE		457,435	440,702	467,828	494,125	26,297	5.62%		

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Municipal Court

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

Description

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

Staffing

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

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

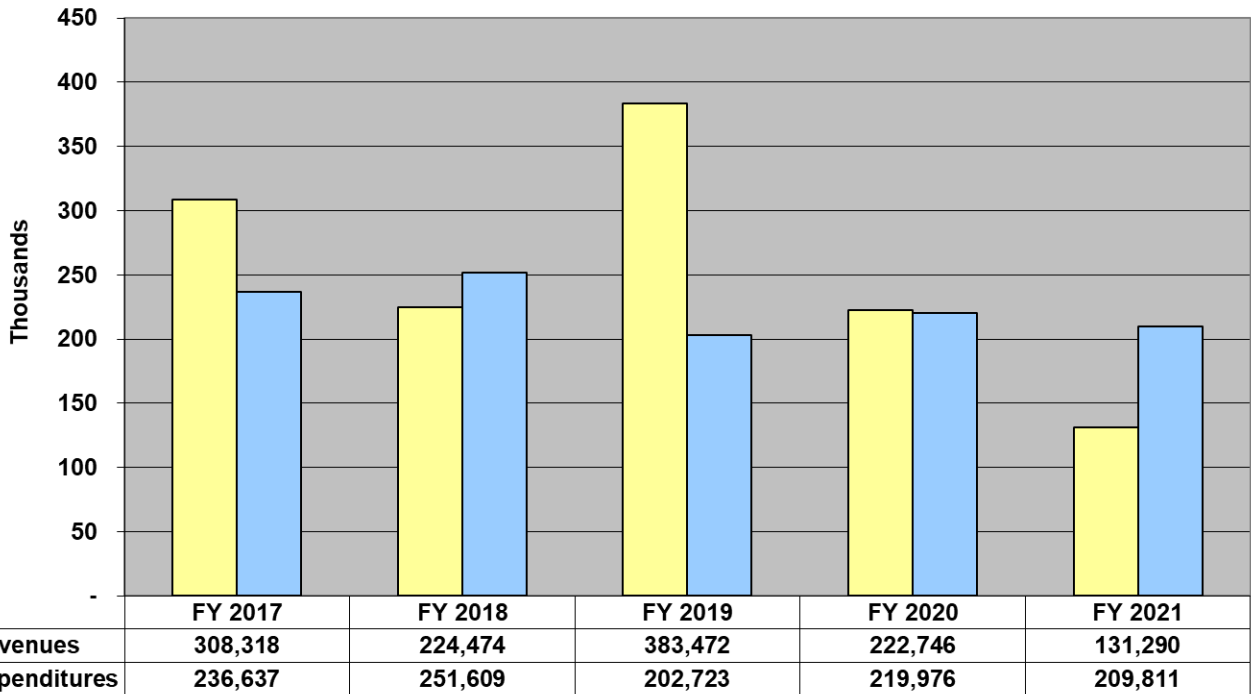
Service Levels

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Fines Collected	\$280,040	\$202,321	\$339,522	\$199,804	\$119,396
Court Costs Collected	\$ 56,607	\$ 45,348	\$ 67,676	\$ 55,886	\$ 30,461
Total Fines and Court Costs Collected	<u>\$336,647</u>	<u>\$247,669</u>	<u>\$407,198</u>	<u>\$255,690</u>	<u>\$149,857</u>
Total New Cases	4,824	3,675	3,678	3,142	769

Municipal Court

Department Highlights

CITY OF KIRKWOOD MUNICIPAL COURT Revenue and Expenditures



- Municipal Court revenues for FY 2021 decreased 41% from FY2020, while expenditures increased 4.6% compared to FY2020.
- Revenues over expenditures for FY2021 produced a deficit of \$78,521. FY2021 is the second fiscal year since FY2018 that the City has subsidized the municipal court division.
- All Municipal Court personnel are Certified Court Administrators per the Missouri Association of Court Administrator (MACA).
- The Municipal Court operates within parameters established by Missouri legislation governing court operation, and strives to remain consistent with other St. Louis County municipal courts to deliver fair and equitable justice.

Municipal Court

- 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 2021

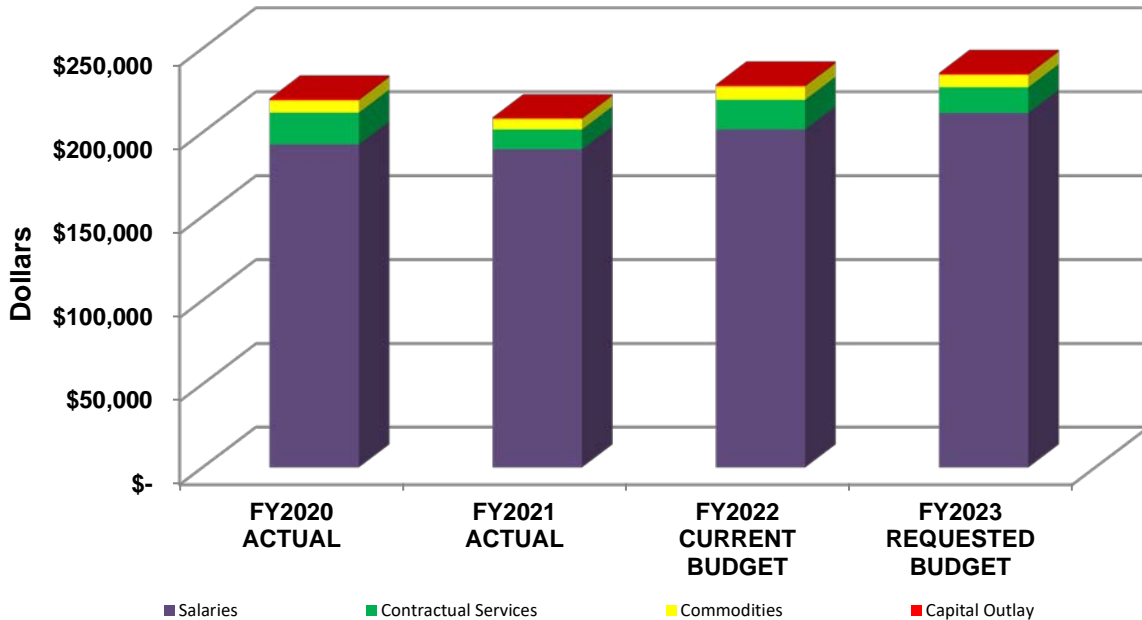
Total court fines and costs (traffic cases).....	\$ 45,032
Total general operating revenue of the city.....	<u>15,940,543</u>
 Court fines and costs as a percentage of total general operating revenue of the city.....	 <u>0.003%</u>

- 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.
- 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 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	128,195	126,223	129,897	137,015
Part-time Salaries	17,986	17,937	17,800	17,800
Overtime	14,500	13,125	16,900	16,900
Social Security	9,833	9,341	10,125	10,260
Medicare	2,299	2,185	2,370	2,405
Civilian Pension	7,089	8,691	9,545	14,460
Deferred Compensation	2,285	755	2,940	-
Subtotal Salaries	<u>182,187</u>	<u>178,257</u>	<u>189,577</u>	<u>198,840</u>
Other Benefits				
Health Insurance	9,489	10,795	11,136	11,700
Dental Insurance	1,053	703	845	795
Vision Insurance	47	157	170	170
Subtotal Other Benefits	<u>10,589</u>	<u>11,655</u>	<u>12,151</u>	<u>12,665</u>
Total Personnel Services	<u>192,776</u>	<u>189,912</u>	<u>201,728</u>	<u>211,505</u>
Contractual Services	18,964	11,818	17,670	15,390
Commodities	7,365	6,346	8,000	7,450
Capital Outlay	986	828	1,000	1,000
TOTAL COURT BUDGET	<u>220,091</u>	<u>208,904</u>	<u>228,398</u>	<u>235,345</u>

Municipal Court Budget Summary



CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1116-413.11-01	Salary Full Time	128,195	126,223	129,897	137,015	7,118	5.48%
101-1116-413.11-02	Salary Part Time	17,986	17,937	17,800	17,800	-	0.00%
101-1116-413.11-05	Overtime	14,500	13,125	16,900	16,900	-	0.00%
101-1116-413.21-01	Health Insurance	9,489	10,795	11,136	11,700	564	5.06%
101-1116-413.21-03	Dental Insurance	1,053	703	845	795	(50)	-5.92%
101-1116-413.21-04	Vision Insurance	47	157	170	170	-	0.00%
101-1116-413.22-01	Social Security Taxes	9,833	9,341	10,125	10,260	135	1.33%
101-1116-413.22-02	Medicare Contributions	2,299	2,185	2,370	2,405	35	1.48%
101-1116-413.23-02	Civilian Pension	7,089	8,691	9,545	14,460	4,915	51.49%
101-1116-413.23-04	Deferred Comp	2,285	755	2,940	-	(2,940)	-100.00%
101-1116-413.31-09	Training	1,882	300	2,500	2,500	-	0.00%
101-1116-413.31-10	Other Professional Svcs	2,079	1,564	2,500	2,500	-	0.00%
101-1116-413.32-01	Legal	3,250	2,781	2,500	3,000	500	20.00%
101-1116-413.44-03	Criminal information syst	8,179	5,093	6,000	3,000	(3,000)	-50.00%
101-1116-413.52-11	Work. Comp. Premium	1,461	1,840	2,120	2,340	220	100.00%
101-1116-413.53-01	Telephone	364	240	300	300	-	0.00%
101-1116-413.58-02	Travel Other	1,749	-	1,750	1,750	-	0.00%
101-1116-413.61-01	Office supplies	5,896	4,088	6,500	6,000	(500)	-7.69%
101-1116-413.61-05	Postage	1,019	1,933	1,200	1,200	-	0.00%
101-1116-413.61-13	Clothing	250	125	-	-	-	-
101-1116-413.64-01	Dues	200	200	250	250	-	0.00%
101-1116-413.64-02	Publications	-	-	50	-	(50)	-100.00%
101-1116-413.68-02	Machinery & Equipment	986	828	1,000	1,000	-	0.00%
COURT		220,091	208,904	228,398	235,345	6,947	3.04%

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Police Department

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

STAFFING

The Kirkwood Police Department consists of 61 commissioned police officers, 22 full-time civilians, with an additional 11 part time civilian positions. The organizational structure of the Department is listed below:

- 1 Police Chief
- 3 Captains (Field Operations, Detectives and Support Services)
- 4 Lieutenants (1 Records/Communications, , 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 Administrative Assistant
- 13 Dispatchers
 - 2 Lead Dispatchers
 - 8 Dispatcher Positions, Part Time
 - 2 Code Enforcement Positions
 - 2 Clerks: One Police Records Clerk and one Police/Prosecutor Clerk.
 - 2 Parking Control Positions, Part Time
 - 1 City Hall Security Officer
 - 1 Systems Administrator
 - 1 Grant Administrator/CALEA Accreditation Assistant, Part Time

Police Department

Police Volunteers consists of:

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

By design, Police Explorers may only participate in the program until they are 21 years old, so several of our Explorers have aged out of the program. Recruitment efforts are being undertaken as this document is being written.

STAFFING ALLOCATION/SCHEDULING

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

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

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

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

SOCIAL MEDIA

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

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

Police Department

DISPATCHING

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

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

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

During FY2021, Kirkwood dispatched the Kirkwood Fire Department to over 4,000 Fire and EMS calls, and the Des Peres Fire Department to over 1,100 Fire and EMS calls. These are in addition to the over 22,000 calls for service for the Kirkwood Police Department. Dispatch services for Glendale and Warson Woods did not commence until the latter part of 2020, so a full year of call data is not yet available. Dispatch services for Des Peres Police did not commence until April 2021, so data will be included in next year's budget narrative.

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

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

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

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

EQUIPMENT

Police vehicles and the equipment to operate the dispatch center and jail constitute the most expensive items utilized by the Department. Listed on the following page are the vehicles assigned to the Department. The Department has been aggressive in analyzing the fleet each year and we work closely with the Fleet Director to maximize this process. When considering replacement of police vehicles, condition, maintenance costs, mileage and resale value are examined, and purchasing decisions are made after consideration of functionality, vehicle safety and costs. We are committed to providing savings to the City and citizens, while maintaining the ability to provide quality service. Most Capital Equipment purchases during FY2021 were deferred because of the COVID Pandemic. The present PD fleet consists of the following:

- 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 Safety 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

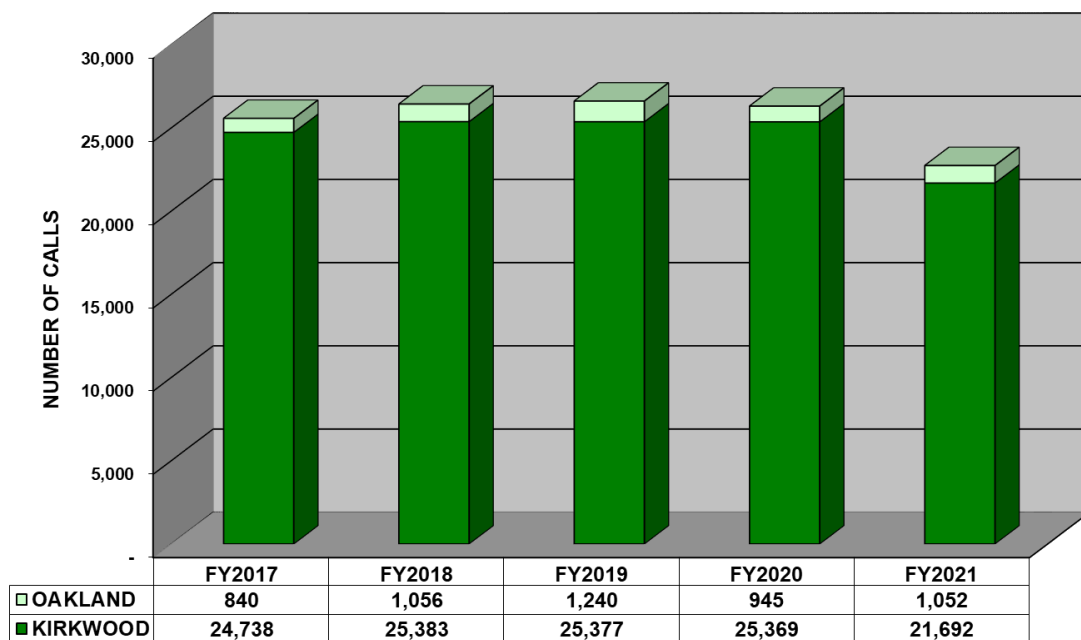
Police Department

- 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.

CALLS FOR SERVICE

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

CALLS FOR SERVICE BY CITY



The COVID pandemic saw a drop in calls for service for Kirkwood. Traffic problems were fewer and many businesses were closed for long period of time. It is expected that calls for service will return to or near previous levels.

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

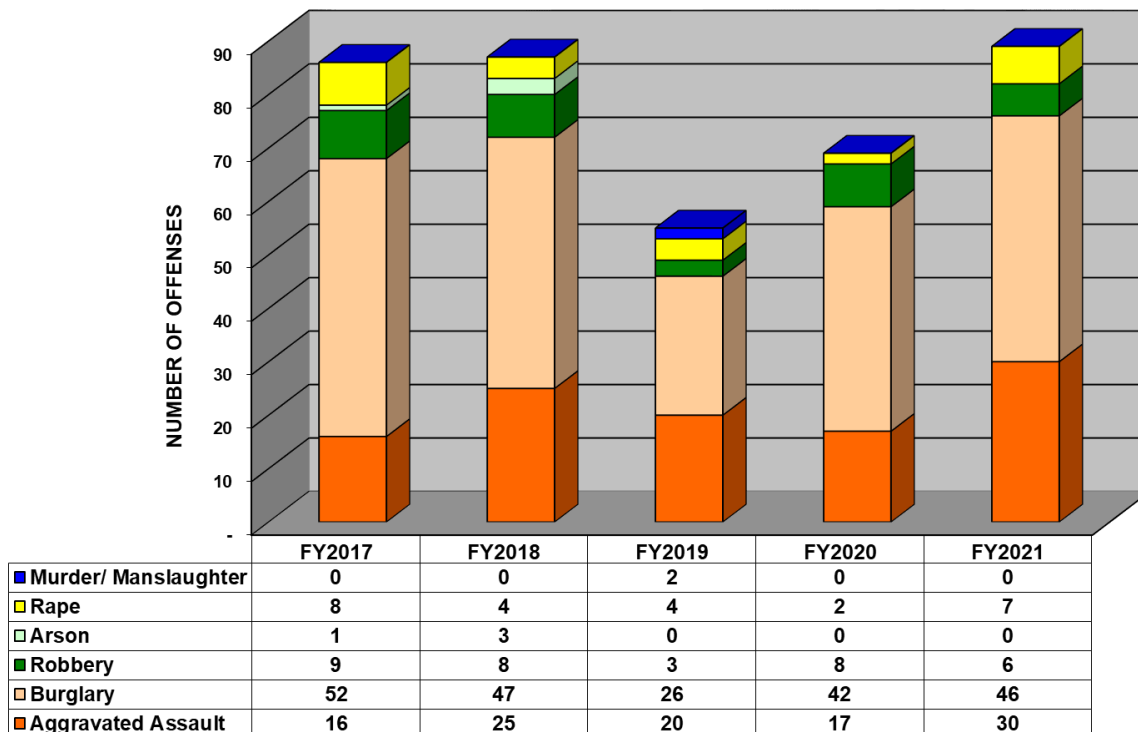
OAKLAND PATROLS

FY2017	955
FY2018	938
FY2019	715
FY2020	628
FY2021	523

As stated above, officers also conducted dedicated traffic enforcement in Oakland, and in FY2021 this task was completed 182 times by Traffic Safety Officers. The frequency of this activity was affected by the COVID pandemic.

UNIFORM CRIME REPORTING

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



Police Department

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

KIRKWOOD POLICE DEPARTMENT MISCELLANEOUS CALLS FOR SERVICE

<u>DESCRIPTION</u>	<u>FY2016/17</u>	<u>FY2017/18</u>	<u>FY2018/19</u>	<u>FY2019/20</u>	<u>FY2020/21</u>
Disturbances	451	451	401	393	312
Alarms (non-fire)	1,195	1,1283	1,097	1,201	961
Assist Fire Department	2,748	2,912	3,170	3,383	3182
Suspicious Person/Activity	985	820	767	868	620
Check the Welfare	598	549	580	599	586
Advisement of Rights	690	1,014	1,047	1,002	1,005
Panhandler	44	60	109	365	116
911 Hangup	1,023	1,137	1,387	1,463	1,814
911 Misdial	1,121	1,025	1,057	1,087	1,123

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 FY2021, 1,643 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 and 2021 the Department participated in remote policy and proof inspections by CALEA Compliance Service Members, as a part of a four-year cycle for re-accreditation. The Department continues to diligently work toward re-accreditation as we work through year three of the process. During FY2020/21, a new part-time position was created to administer grants and to assist the CALEA accreditation manager with ensuring compliance and obtaining proofs.

Police Department

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. During FY2021/22, overtime expenses in Dispatch have so far been considerably higher than in previous years, as added responsibilities outpaced the ability to hire and train new employees. It is expected these increases of overtime will be temporary.

Police Department

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
FY2020-21	\$98,662	\$21,587	\$38,787	\$38,288

COMMUNITY SURVEY AND THE POLICE DEPARTMENT

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

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

In the spring of 2021 the City of Kirkwood contracted with the ETC Institute to conduct a “City of Kirkwood Community Survey” of 882 residents, which resulted in a survey offering 95% confidence in an error rate of +/- 3.3%. Questions were asked of residents about services from many departments, including the Police Department.

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

Overall Quality of Police Protection

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

How Quickly Police Respond to Emergencies

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

Overall Feeling of Safety in the City

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

Enforcement of Local Traffic Laws

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

Police Department

Visibility of Police in Neighborhoods

Kirkwood 62%, National Average 62%. Same

Visibility of Police in Retail Areas

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

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

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

All three of the areas listed are valid concerns from citizens. The first two involve visibility, which is very difficult to measure and is an area we always want to improve upon. Visible patrols occur when officers are not handling calls or are busy with some other activity (follow up investigations, traffic stops, etc). Fortunately, the Kirkwood Police Department 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 creation of the TSU was made possible without the need to hire additional officers, when we restructured the Patrol Division into four platoons working 12 hour schedules. The TSU was formed primarily to help the Department address citizen traffic complaints, focus on traffic safety concerns and handle auto accidents. The TSU consists of three uniformed officers and one sergeant. Overall traffic enforcement was lower for the entire agency during the COVID pandemic, but so far during FY 2021/22, the easing of the pandemic has caused a return to more normal operations, which should have a positive effect on traffic enforcement efforts.

The TSU is tasked daily not only with traffic enforcement efforts in Kirkwood and Oakland, they also handle the majority of traffic accidents when they are on duty. The TSU's focus helps keep Patrol officers available for needs elsewhere, and allows more discretionary time for activities as described above. It is not known whether the increased enforcement efforts (both warnings and citations) have had an overall effect on traffic accidents, but it is worth noting that in a five-year snapshot below of accident investigations handled by the Kirkwood Police Department, the total was highest during FY2016/17, before the creation of the TSU, then decreased during FY2017/18 and remained very steady until FY2020/21, when they declined sharply because of the COVID pandemic (808 investigated):

Police Department

<u>FY2016/17</u>	<u>FY2017/18</u>	<u>FY2018/19</u>	<u>FY2019/20</u>	<u>FY2020/21</u>
1,273	1,179	1,162	1,147	808

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

A second look at the accident investigation above, as maintained by the Missouri LETS reporting system, shows that the three TSU officers and their sergeant accounted for 450 of the 808 accident investigations in FY2020/21. That amounts to 56% 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.

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.

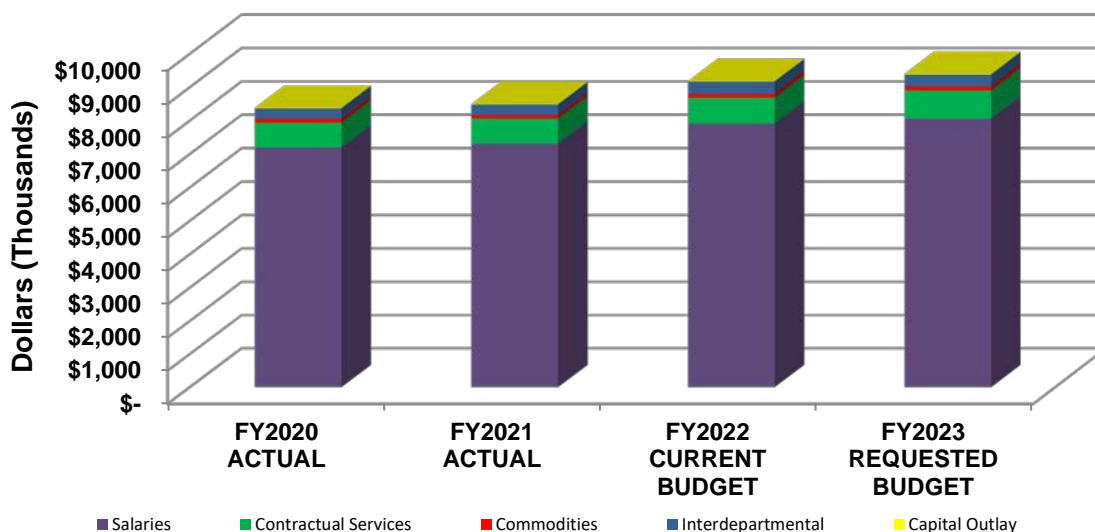
There are close to sixty police departments in St. Louis County providing a wide spectrum of services. Each department is molded by the type and quality of service a city desires to provide for its citizens, current financial situation, crime patterns, traffic patterns, parking needs, demographics, geography 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 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	5,893,299	6,045,541	6,306,494	6,482,703
Part-time Salaries	83,419	100,692	154,948	174,150
Overtime	157,449	98,662	175,350	179,200
Clothing Allowance	8,640	8,100	9,360	9,360
Social Security	67,538	65,773	84,476	98,445
Medicare	14,946	16,241	21,616	23,040
Civilian Pension	64,513	64,613	97,705	128,825
Deferred Compensation	123,209	35,101	135,612	-
Subtotal Salaries	6,413,013	6,434,723	6,985,561	7,095,723
Other Benefits				
Health Insurance	738,196	841,585	885,343	922,346
Dental Insurance	38,022	26,611	33,004	30,625
Vision Insurance	2,179	5,372	6,520	5,822
Benefit Credit	560	-	-	-
Subtotal Other Benefits	778,957	873,568	924,867	958,793
Total Personnel Services	7,191,970	7,308,291	7,910,428	8,054,516
Contractual Services	748,023	753,858	776,633	852,083
Commodities	112,049	104,125	116,550	119,950
Capital Outlay	14,111	10,114	10,500	21,500
Interdepartmental Charges	317,053	319,045	369,747	354,040
TOTAL POLICE BUDGET	8,383,206	8,495,433	9,183,858	9,402,089

Police Budget Summary



CITY OF KIRKWOOD

POLICE

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
10112014213110	Other Professional Services	\$ 64,124	\$ 95,274	\$ 31,150	48.58%
Narrative:	\$20,610 was moved from Capital to Operating for the annual cost of TASERS, which are paid to Axon, which is also the body worn camera vendor. After consulting with Finance it was thought best to have both in the same account. Additional increases are from body worn camera enhancement costs.				
10112014216802	Machinery and Equipment, Small Capital	\$ 10,500	\$ 21,500	\$ 11,000	104.76%
Narrative:	This increase is largely due to the need to purchase a new copier for the police department. The repair technician has advised that parts are becoming difficult to source. This adds \$6,500 to the requested amount. The additional increase is attributable to the replacement of two MDT laptops in patrol vehicles.				
10112044211101	Salary Full Time	\$ 1,050,871	\$ 1,313,251	\$ 262,380	24.97%
Narrative:	Positions of Dispatcher and Lead Dispatcher are being removed from the civilian pay classification and into the newly created step program. This was necessary to assist the City in competing with local dispatch operations.				
10112044211105	Overtime	\$ 45,600	\$ 60,000	\$ 14,400	31.58%
Narrative:	Overtime expenditures in FY2022 have risen sharply because of the addition of new contract cities and a shortage of dispatchers. Efforts are under way to fill vacancies and train new personnel, but budgeted amounts should reflect potential need based on this year.				
10112044214302	Radio Equipment Maintenance	\$ 8,414	\$ 11,164	\$ 2,750	32.68%
Narrative:	It is anticipated that more batteries may have to be purchased, and the warranty period for the radio equipment has passed.				
10112044214403	Criminal Justice Information Systems	\$ 133,300	\$ 146,900	\$ 13,600	10.20%
Narrative:	This increase is based on current monthly charges from REJIS, and the bill from REJIS for annual Global software maintenance, which has increased to \$45,000.				
10112044215301	Telephones	\$ 11,600	\$ 15,800	\$ 4,200	36.21%
Narrative:	During FY 2022, the Police Department added three administrative backup lines from AT&T, so when the City's main phone carrier goes out of service, we will still have incoming admin phones in Dispatch.				

CITY OF KIRKWOOD

POLICE

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
10112044218005	Fuel/Lubricants	\$ 71,751	\$ 90,435	\$ 18,684	26.04%
10112024218010	FLEET Services	\$ 208,520	\$ 175,045	\$ (33,475)	16.05%

Narrative: Fleet determines this amount based on projected use and fuel costs.

Narrative: Fleet determines this amount, based in part on previous costs.

Accounts listed on this sheet have requested increases or decreases of more than 10%, where the amount of change exceeded \$1,000. Full time salary and benefits excluded.

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1201-421.11-01	Salary Full Time	451,406	429,095	485,861	488,730	2,869	0.59%		
101-1201-421.11-05	Overtime	7,828	2,780	8,800	9,500	700	7.95%		
101-1201-421.21-01	Health Insurance	56,504	69,300	62,053	63,721	1,668	2.69%		
101-1201-421.21-03	Dental Insurance	2,711	1,761	2,600	2,346	(254)	-9.77%		
101-1201-421.21-04	Vision Insurance	271	390	510	468	(42)	-8.24%		
101-1201-421.21-05	Benefit Credit	14	-	-	-	-	-		
101-1201-421.22-01	Social Security Taxes	10,694	8,432	11,390	11,215	(175)	-1.54%		
101-1201-421.22-02	Medicare Contributions	2,511	1,972	2,664	2,625	(39)	-1.46%		
101-1201-421.23-02	Civilian Pension	10,694	8,385	11,941	17,530	5,589	46.81%		
101-1201-421.23-04	Deferred Comp	14,307	5,486	9,894	-	(9,894)	-100.00%		
101-1201-421.31-07	Medical Examinations	21,136	22,183	32,500	32,500	-	0.00%		
101-1201-421.31-10	Other Professional Svcs	69,086	71,323	64,124	95,274	31,150	48.58%		
101-1201-421.32-01	Legal	49,914	42,734	42,500	42,500	-	0.00%		
101-1201-421.44-02	Rentals/Building Office Space	3,000	-	-	-	-	0.00%		
101-1201-421.52-02	General liability	105,425	90,776	97,130	100,000	2,870	2.95%		
101-1201-421.52-11	Work. Comp. Premium	214,218	237,080	233,540	249,120	15,580	6.67%		
101-1201-421.55-09	Other Printing	2,275	690	3,500	3,000	(500)	-14.29%		
101-1201-421.58-01	Travel Executive	1,468	-	1,400	1,400	-	0.00%		
101-1201-421.58-02	Travel Other	10,276	5,063	10,200	11,200	1,000	9.80%		
101-1201-421.61-11	Food	901	387	1,300	1,300	-	0.00%		
101-1201-421.61-13	Clothing	19,251	20,093	16,000	17,500	1,500	9.38%		
101-1201-421.62-03	Gas	1,003	752	1,900	1,900	-	0.00%		
101-1201-421.64-01	Dues	6,214	3,448	6,870	6,870	-	0.00%		
101-1201-421.64-02	Publications	246	-	500	500	-	0.00%		
101-1201-421.66-20	Grant Funds	7,750	12,295	12,000	13,000	1,000	8.33%		
101-1201-421.66-23	Community Services	3,269	1,053	5,000	5,000	-	0.00%		
101-1201-421.66-99	Other	1,848	23	3,250	3,250	-	0.00%		
101-1201-421.68-02	Machinery & Equipment	14,111	10,114	10,500	21,500	11,000	104.76%		
101-1201-421.80-20	Electric Charges	74,514	75,723	82,176	82,176	-	0.00%		
101-1201-421.80-40	Water Usage Charges	3,611	4,952	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	1,415,172	1,439,007	1,547,458	1,456,290	(91,168)	-5.89%		
101-1202-421.11-05	Overtime	54,987	41,340	60,000	56,500	(3,500)	-5.83%		
101-1202-421.11-10	Clothing Allowance	8,640	8,100	9,360	9,360	-	0.00%		
101-1202-421.21-01	Health Insurance	173,768	195,600	213,371	216,574	3,203	1.50%		
101-1202-421.21-03	Dental Insurance	8,752	6,219	7,300	7,429	129	1.77%		
101-1202-421.21-04	Vision Insurance	321	1,245	1,500	1,416	(84)	100.00%		
101-1202-421.21-05	Benefit Credit	225	-	-	-	-	0.00%		

Police

**CITY OF KIRKWOOD
FISCAL YEAR 2022/2023 OPERATING BUDGET**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1202-421.23-04	Deferred Comp	29,200	8,105	33,150	-	(33,150)	-100.00%
101-1202-421.31-10	Other Professional Svcs	-	10,065	10,770	10,770	-	0.00%
101-1202-421.61-06	Film & processing	499	819	1,500	1,500	-	0.00%
101-1202-421.66-21	Law enforcement	9,380	5,531	5,030	5,030	-	0.00%
101-1203-421.11-01	Salary Full Time	2,632,263	2,768,702	2,759,991	2,793,512	33,521	1.21%
101-1203-421.11-05	Overtime	46,639	15,148	46,900	38,100	(8,800)	-18.76%
101-1203-421.21-01	Health Insurance	352,769	400,440	415,784	412,856	(2,928)	-0.70%
101-1203-421.21-03	Dental Insurance	16,580	11,491	14,000	12,512	(1,488)	-10.63%
101-1203-421.21-04	Vision Insurance	719	2,174	2,800	2,364	(436)	-15.57%
101-1203-421.21-05	Benefit Credit	206	-	-	-	-	0.00%
101-1203-421.23-04	Deferred Comp	47,551	14,008	56,838	-	(56,838)	-100.00%
101-1203-421.66-21	Law enforcement	44,970	48,315	45,500	46,600	1,100	2.42%
101-1204-421.11-01	Salary Full Time	950,082	950,318	1,050,871	1,313,251	262,380	24.97%
101-1204-421.11-02	Salary Part Time	83,419	100,692	154,948	174,150	19,202	12.39%
101-1204-421.11-05	Overtime	33,910	27,039	45,600	60,000	14,400	31.58%
101-1204-421.21-01	Health Insurance	113,755	126,700	142,175	174,636	32,461	22.83%
101-1204-421.21-03	Dental Insurance	7,281	5,111	6,000	6,080	80	1.33%
101-1204-421.21-04	Vision Insurance	443	1,094	1,200	1,103	(97)	-8.08%
101-1204-421.21-05	Benefit Credit	115	-	-	-	-	0.00%
101-1204-421.22-01	Social Security Taxes	50,514	51,108	66,322	80,555	14,233	21.46%
101-1204-421.22-02	Medicare Contributions	11,814	11,952	17,370	18,850	1,480	8.52%
101-1204-421.23-02	Civilian Pension	47,026	49,282	78,229	100,250	22,021	28.15%
101-1204-421.23-04	Deferred Comp	23,420	4,947	26,002	-	(26,002)	-100.00%
101-1204-421.31-08	Tuition Reimbursement	9,859	5,144	10,000	11,000	1,000	10.00%
101-1204-421.31-09	Training	57,365	69,324	61,075	64,875	3,800	6.22%
101-1204-421.42-10	Vehicles	772	80	1,600	1,600	-	0.00%
101-1204-421.43-02	Radio eqpt. maintenance	5,224	15,577	8,414	11,164	2,750	32.68%
101-1204-421.43-06	Equipment	19,964	28,866	23,680	23,680	-	0.00%
101-1204-421.43-08	Rifle range maintenance	6,294	439	8,000	8,000	-	0.00%
101-1204-421.44-03	Criminal information syst	140,244	127,903	133,300	146,900	13,600	10.20%
101-1204-421.44-04	Copy Machines	604	525	600	600	-	0.00%
101-1204-421.53-01	Telephone	12,420	9,389	11,600	15,800	4,200	36.21%
101-1204-421.53-02	Cellular Telephones	12,679	10,479	13,000	13,000	-	0.00%
101-1204-421.61-01	Office supplies	13,045	9,742	14,500	14,500	-	0.00%
101-1204-421.61-05	Postage	2,013	984	2,200	2,000	(200)	-9.09%
101-1204-421.61-11	Food	460	83	1,000	1,000	-	0.00%
101-1204-421.80-05	Fuel/Lubricants	71,162	54,846	71,751	90,435	18,684	26.04%
101-1204-421.80-10	Fleet Services	166,266	182,024	208,520	174,129	(34,391)	-16.49%

Police

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1205-421.11-01	Salary Full Time	107,625	110,731	113,818	116,630	2,812	2.47%		
101-1205-421.11-05	Overtime	1,121	383	2,100	2,100	-	0.00%		
101-1205-421.21-01	Health Insurance	17,244	18,891	19,584	20,564	980	5.00%		
101-1205-421.21-03	Dental Insurance	920	703	1,104	782	(322)	-29.17%		
101-1205-421.21-04	Vision Insurance	99	157	170	158	(12)	-7.06%		
101-1205-421.22-01	Social Security Taxes	6,330	6,233	6,764	6,675	(89)	-1.32%		
101-1205-421.22-02	Medicare Contributions	1,480	1,458	1,582	1,565	(17)	-1.07%		
101-1205-421.23-02	Civilian Pension	6,793	6,946	7,535	11,045	3,510	46.58%		
101-1205-421.23-04	Deferred Comp	2,175	601	2,319	-	(2,319)	-100.00%		
101-1205-421.31-06	Derelict Structures	1,572	1,292	1,500	1,500	-	0.00%		
101-1205-421.31-10	Other Professional Svcs	3,384	3,496	4,700	4,700	-	0.00%		
101-1205-421.43-12	Building & Grounds	480	1,190	3,100	3,100	-	0.00%		
101-1205-421.53-01	Telephone	364	240	400	400	-	0.00%		
101-1205-421.69-08	Write-off Bad Debt	1,200	600	-	-	-	0.00%		
101-1206-421.11-01	Salary Full Time	336,751	347,688	348,495	314,290	(34,205)	-9.82%		
101-1206-421.11-05	Overtime	12,964	11,972	11,950	13,000	1,050	8.79%		
101-1206-421.21-01	Health Insurance	24,156	30,654	32,376	33,995	1,619	5.00%		
101-1206-421.21-03	Dental Insurance	1,778	1,326	2,000	1,476	(524)	-26.20%		
101-1206-421.21-04	Vision Insurance	326	312	340	313	(27)	-7.94%		
101-1206-421.23-04	Deferred Comp	6,556	1,954	7,409	-	(7,409)	-100.00%		
POLICE DEPARTMENT		8,383,206	8,495,433	9,183,858	9,402,089	218,231	2.38%		

Police

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City of Kirkwood Fire Department

Mission and Vision Statements

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



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

City of Kirkwood Fire Department

Effectiveness - The Kirkwood Fire Department is effective in its mission to save life and property. Time is a critical factor with most calls for emergency service and will have a direct impact on the outcome of the incident. One measure of effectiveness is response time. It is imperative that a Fire Department unit arrive on the emergency scene quickly to control and stabilize the incident in order to minimize pain and suffering, improve patient outcomes, and stop the loss of life or property due to fire or other natural or manmade threats. Fire suppression, rescue, and emergency medical services (EMS) all require a timely response. With three fire stations strategically located in Kirkwood, our goal is to have the first unit on the scene within five minutes or less. In fiscal year from April 1, 2020 to March 31, 2021, the fire department achieved an average response time to all emergencies in Kirkwood and Oakland of 5 minutes 48 seconds. The statistics below indicate the fire department's effectiveness for the FY2020-21 period:

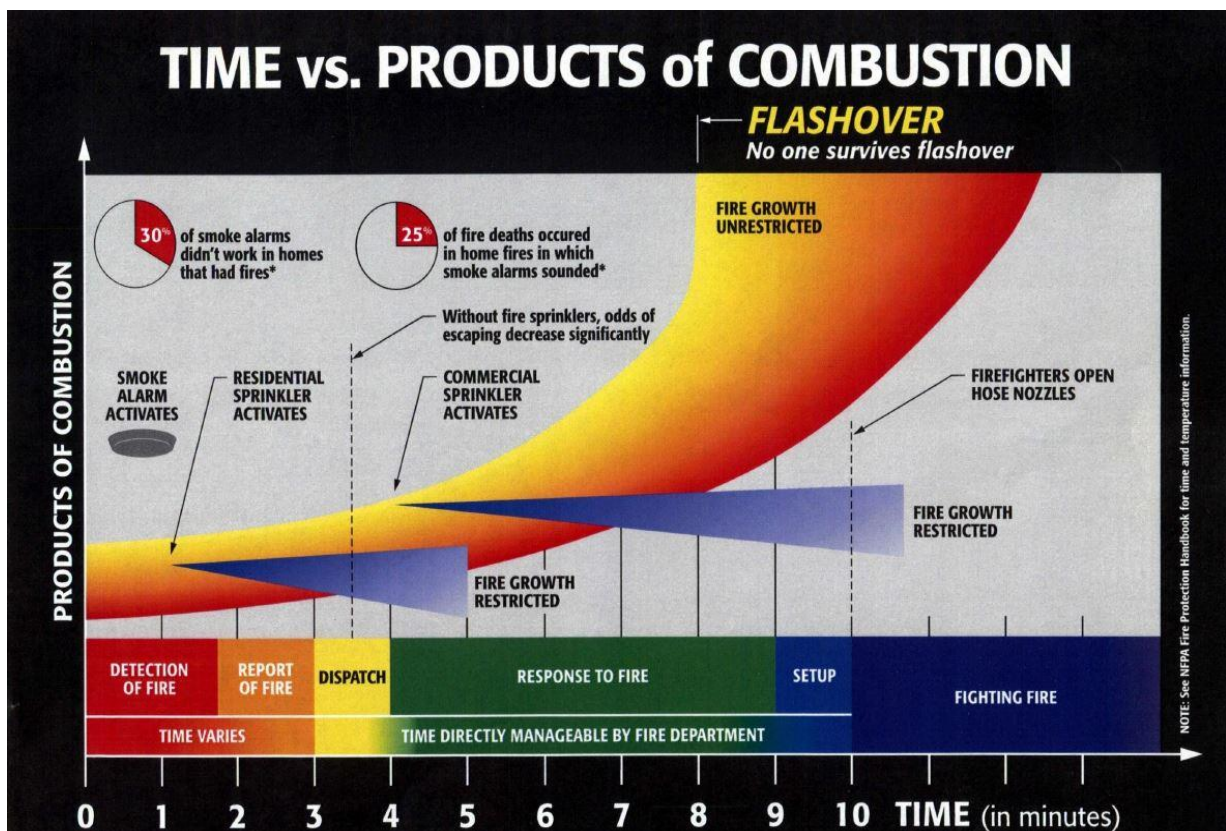
Estimated value of property/contents at risk: \$ 9,815,200

Percentage of property saved: 83.29%

Estimated value of property lost: \$1,639,761

Total fire injuries – 0

Total fire fatalities – 0



City of Kirkwood Fire Department

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

Fire Suppression Service – Rapid Response Equals Low Property Loss -

The fire department provides excellent response time with three strategically located fire stations. As the graphic above illustrates, firefighters can prevent flashover and major fire damage with a response time of less than eight minutes. The fire department's average response time is 5 minutes 48 seconds.

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

Fiscal Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Number of Fires	57	54	61	56	51
Property Value Saved	\$2,983,100	\$1,620,511	\$58,716,700	\$11,852,200	\$8,175,439
Property Value Lost	85,010	102,511	2,781,100	651,202	1,639,761
Percentage Saved	97.2%	93.68%	95.47%	94.75%	83.29%

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 2020/21, the Fire Department responded to 51 fires threatening with approximately \$8.18 million in property value and saved over 83.29% 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, 2020 to March 31, 2021:

- Total emergency calls for service – 4,584
- Total apparatus (fire truck or ambulance) responses – 8,103
- Average number emergency calls per day – 12.55
- Average apparatus responses per day – 22.22
- Total hours on incident response – 10,414

City of Kirkwood Fire Department

Total hours on training – 12,755
Total fire inspections completed – 120 (*down due to COVID restrictions*)
Total feet of fire hose tested – 22,250
Total hydrants tested - 600
Total child car safety seats checked and installed –6 (*COVID restrictions*)

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

City of Kirkwood Fire Department

REPRESENTATIVE TASKS NECESSARY AT A MODERATE RISK STRUCTURE FIRE

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

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

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

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

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

City of Kirkwood Fire Department

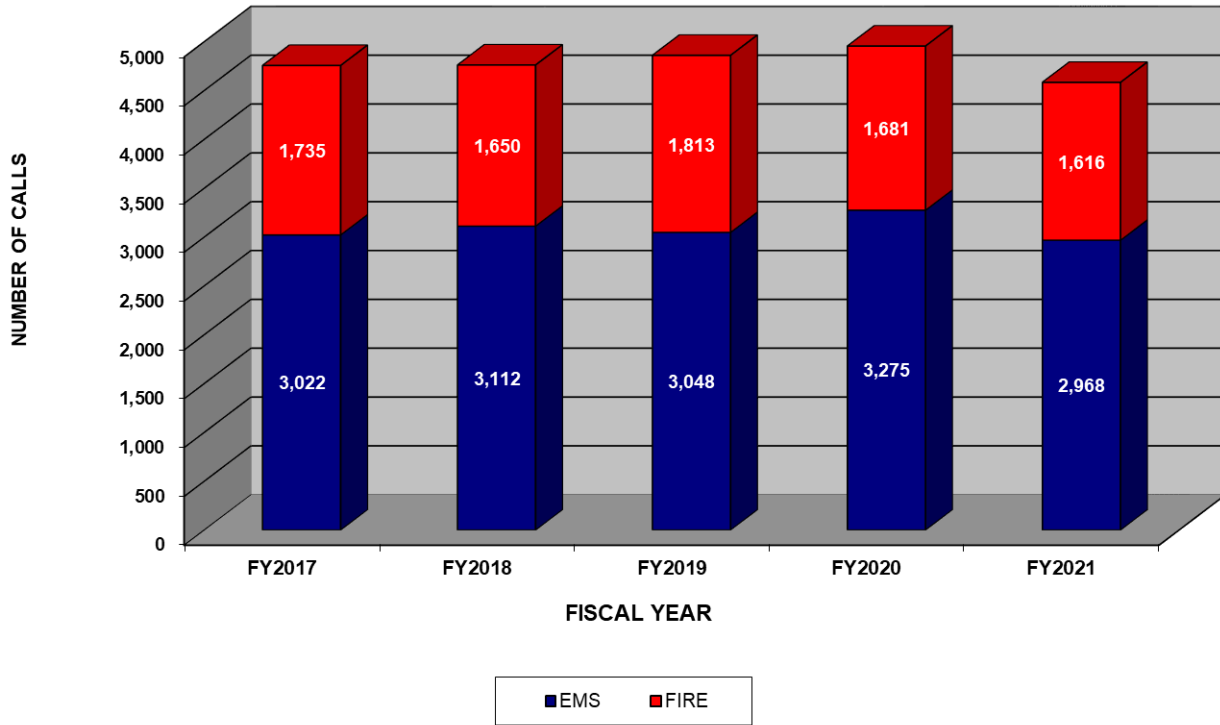
patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2018.

- 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.

City of Kirkwood Fire Department

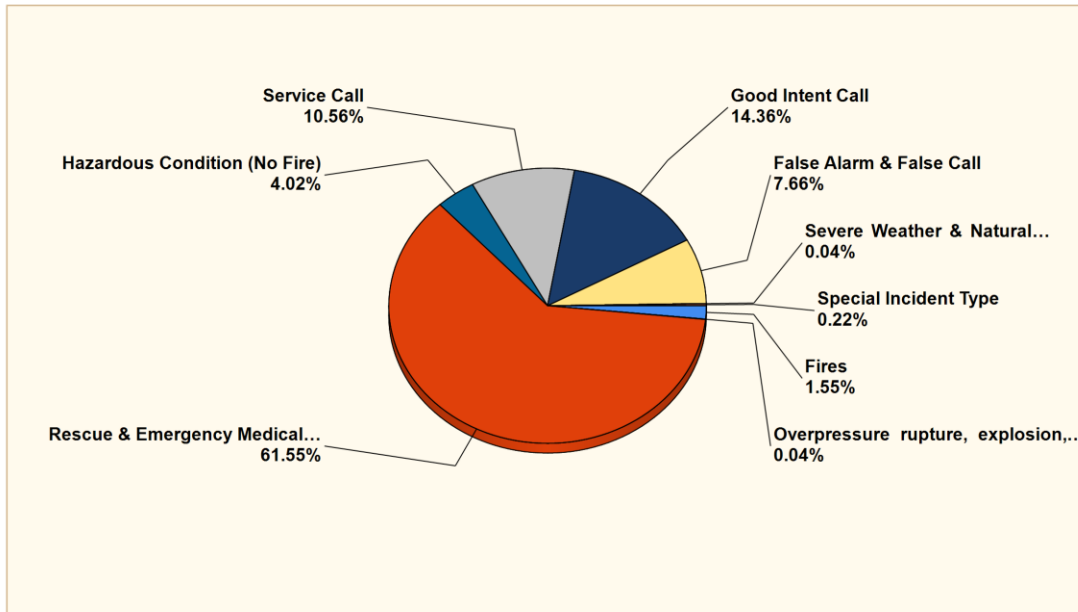
KIRKWOOD FIRE DEPARTMENT NUMBER OF CALLS BY TYPE



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

City of Kirkwood Fire Department

Kirkwood Fire Department Call by Category

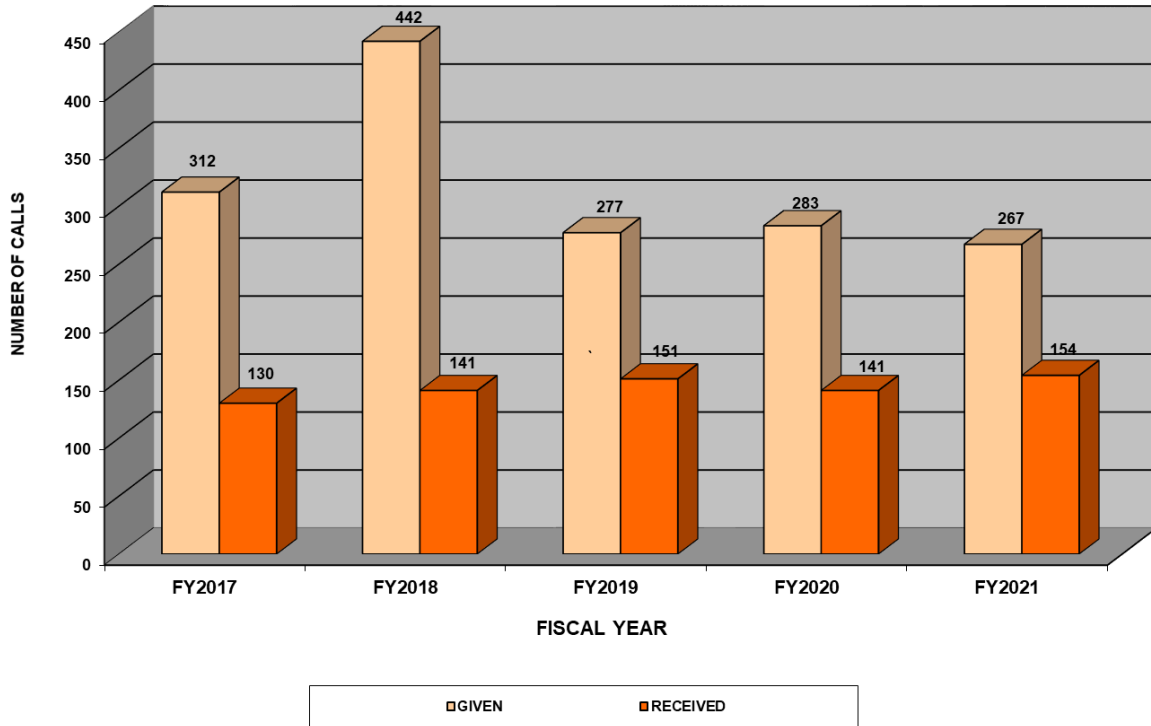


Overlapping Calls - Emergency calls (911) by their very nature cannot be scheduled and occur at any time. At times multiple emergency calls can stress the operations of any Fire Department. The fire mutual aid system in St. Louis County is designed to assist fire departments to provide coverage when they have greater than ordinary demand for fire and emergency medical services. During the FY20-21 reporting period there were 1853 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 40.8%

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 267 times and received mutual aid assistance 154 times.

City of Kirkwood Fire Department

CITY OF KIRKWOOD FIRE DEPARTMENT MUTUAL AID GIVEN AND RECEIVED

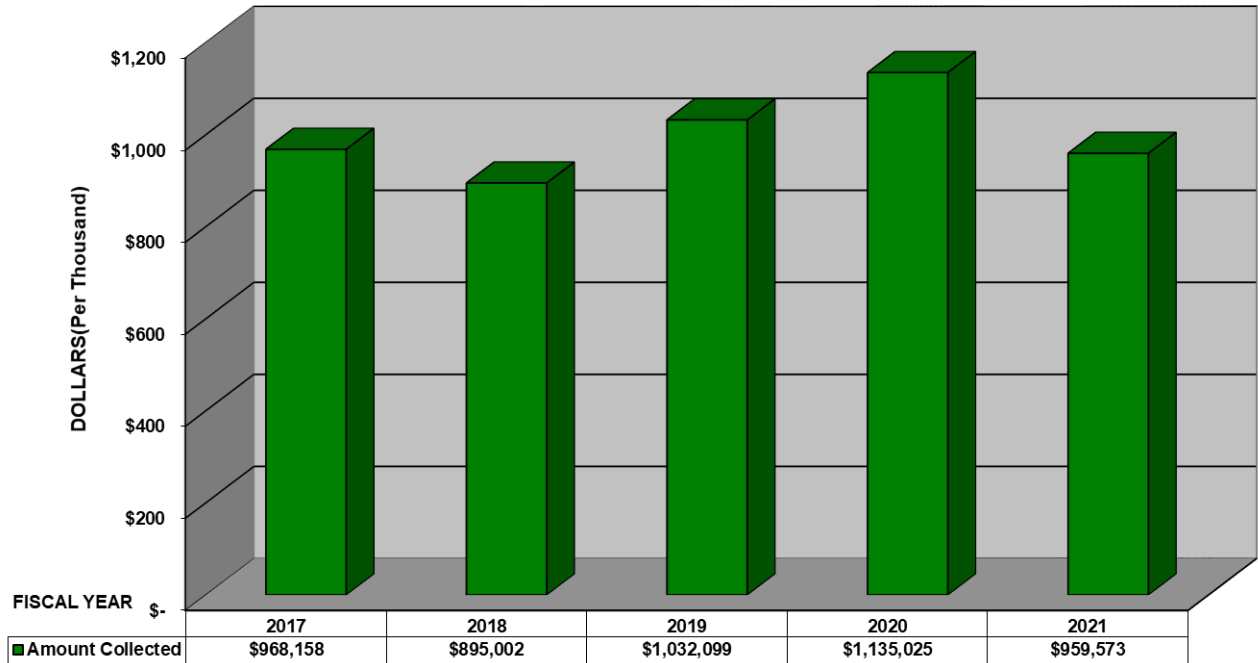


Ambulance Service – On June 1, 2003, the Fire Department added ambulance transportation to the list of services it provides to the citizens of Kirkwood and Oakland. The addition of ambulance service allows Kirkwood to control the quality of this vital component of public safety. Ambulance transport is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

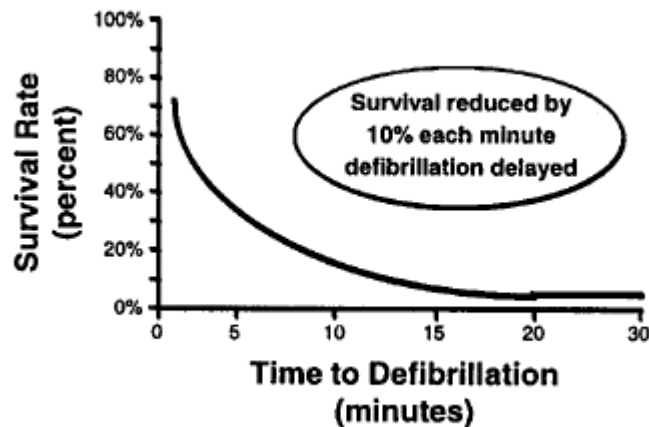
Ambulance fee receipts for Fiscal Year 2020-21 were \$959,573.77 based on financial information provided by the Kirkwood Finance Department. Since the inception fire based ambulance service in June 2003, through March 31, 2020, the ambulance service has resulted in \$12,982,133 in service fees collected 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. *It should be noted that revenue decreased overall by 10% in FY 20-21 due to COVID and a 3% decrease in transports.*

City of Kirkwood Fire Department

CITY OF KIRKWOOD FIRE DEPARTMENT AMBULANCE COLLECTIONS



Ambulance Service – Good Response Times -The Fire Department provides rapid response times and quality on-scene care for our patients. There are two important time benchmarks for Ambulance response: the “Chain of Survival” standard developed by the American Heart Association, and the “Golden Hour” for trauma patient survival established in Pre-Hospital Trauma Life Support.



The chain of survival states that basic life support (CPR with defibrillation) should be available to the victim of a cardiac arrest within 4 minutes of the event, and

City of Kirkwood Fire Department

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 23 “sudden death” cardiac arrests between April 1, 2020 and March 31, 2021. 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 56.5% return of spontaneous circulation (ROSC) clinical save percentage where resuscitation efforts were initiated. A CARES Summary REPORT indicates a national clinical save ROSC rate of 27.1%.

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.

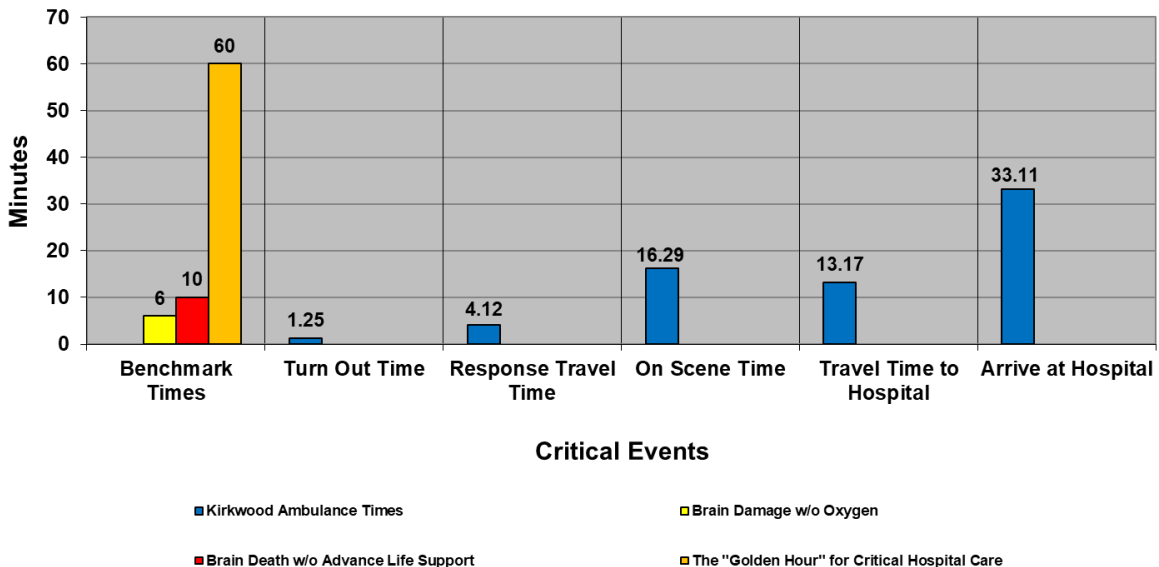
The Fire Department has very good ambulance response times. The average response time for a Kirkwood Fire Department Ambulance is 5 min: 38 seconds (add the first two times) as shown in the chart and graph below. Ambulances are often dispatched to a call when returning from the hospital, resulting in 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 33 min: 11 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 52 minutes and 56 seconds.

City of Kirkwood Fire Department

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

Turn Out Time	Response Travel Time	On Scene Time	Travel Time to Hospital	Arrive at Hospital
1min:25sec	4min:12sec	16min:29sec	13min:17sec	33min:11sec

ELAPSED TIME - AMBULANCE DISPATCH TO ARRIVAL AT HOSPITAL



During this period of time, the Fire Department responded to 2968 calls for emergency medical care, and transported 1961 of those patients to area hospitals. This equates to a transport rate of 66.07% of all calls for emergency medical care. The remaining patients refuse transportation after paramedic personnel render initial on-scene care, or refuse care entirely when paramedics arrive on the scene.

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

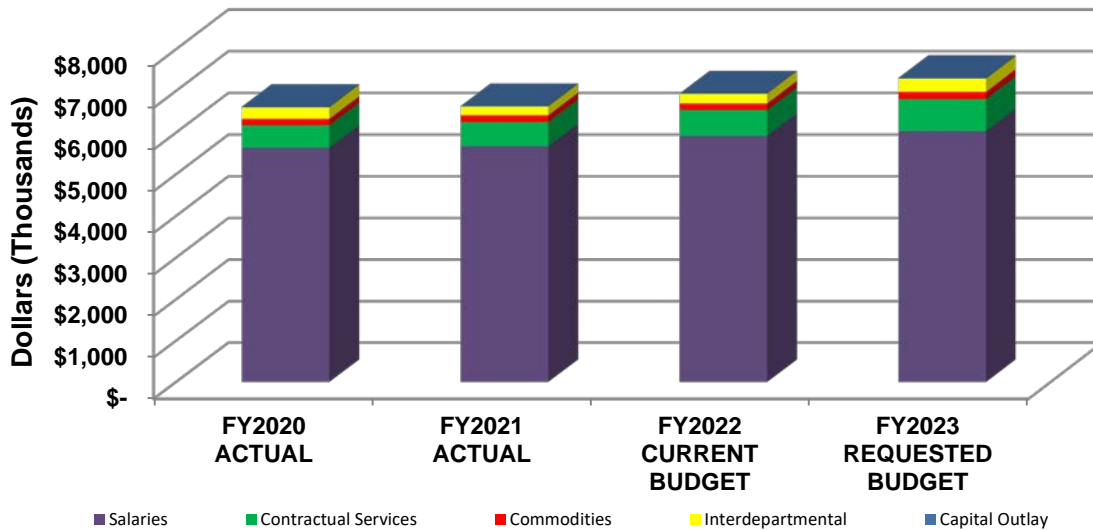
City of Kirkwood Fire Department

The current agreement for ambulance transport for Glendale stipulates a “response time” benchmark of the first arriving definitive care unit to be on scene 75% of the time within 9 minutes. This benchmark is currently being exceeded by the rate of 96%. The total number of EMS incidents in Glendale during the time period of 1/1/21 through 3/31/21 was 45. The “average rolling response time” was 5:47. The transport rate was 96%, compared to a national average of 70%.

**CITY OF KIRKWOOD, MISSOURI
FIRE OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	4,396,402	4,751,576	4,846,309	5,016,585
Overtime	536,145	216,905	250,100	250,100
Licensing Pay	71,799	74,004	92,296	125,716
Social Security	3,482	3,629	3,556	3,380
Medicare	814	850	832	795
Civilian Pension	3,505	3,640	3,641	5,290
Deferred Compensation	91,939	26,590	103,934	-
Subtotal Salaries	<u>5,104,086</u>	<u>5,077,194</u>	<u>5,300,668</u>	<u>5,401,866</u>
Other Benefits				
Health Insurance	504,320	571,684	594,553	607,070
Dental Insurance	25,560	19,227	21,041	21,700
Vision Insurance	1,431	4,053	4,079	4,620
Benefit Credit	1,496	-	-	-
Subtotal Other Benefits	<u>532,807</u>	<u>594,964</u>	<u>619,673</u>	<u>633,390</u>
Total Personnel Services	<u>5,636,893</u>	<u>5,672,158</u>	<u>5,920,341</u>	<u>6,035,256</u>
Contractual Services	542,078	582,979	623,600	770,001
Commodities	148,486	158,100	153,230	169,575
Capital Outlay	13,555	7,626	4,000	18,500
Interdepartmental Charges	276,816	213,494	234,808	318,158
TOTAL FIRE BUDGET	<u>6,617,828</u>	<u>6,634,357</u>	<u>6,935,979</u>	<u>7,311,490</u>

Fire Budget Summary



CITY OF KIRKWOOD

FIRE DEPARTMENT

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
101-1301-422-31-10	Other Professional Svcs	\$ 148,000	\$ 195,031	\$ 47,031	31.78%
Narrative: This increase reflects increased expectations in ambulance billing and GEMT fees.					
101-1301-422-43-12	Buildings & Grounds	\$ 9,000	\$ 10,600	\$ 1,600	17.78%
Narrative: This increase reflects additional projected costs associated with building maintenance.					
101-1301-422-52-11	Work Comp. Premium	\$ 247,700	\$ 326,970	\$ 79,270	32.00%
Narrative: This increase reflects an increase to the worker's compensation premium.					
101-1301-422-58-02	Travel Other	\$ 3,800	\$ 6,000	\$ 2,200	57.89%
Narrative: This increase reflects restoring this account to pre-COVID levels.					
101-1301-422-64-02	Publications	\$ 3,600	\$ 4,465	\$ 865	24.03%
Narrative: This increase reflects the anticipated costs associated with upgrading codes .					
101-1301-422-68-01	Office Furniture & Equipment	\$ 2,000	\$ 10,000	\$ 8,000	400.00%
Narrative: This increase reflects restoring this account to pre-COVID in order to acquire delayed furniture replacement.					
101-1301-422-68-03	Health/Exercise	\$ 2,000	\$ 8,500	\$ 6,500	325.00%
Narrative: This increase reflects restoring this account to pre-COVID in order to acquire delayed equipment replacement.					
101-1301-422-80-05	Fuel/Lubricants	\$ 49,204	\$ 58,806	\$ 9,602	19.51%
Narrative: This increase reflects an expected increase in fuel prices.					
101-1301-422-80-10	Fleet Services	\$ 119,236	\$ 199,984	\$ 80,748	67.72%
Narrative: This increase reflects an increase in fleet service usage due to an aging fleet.					

CITY OF KIRKWOOD FIRE DEPARTMENT

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
101-1302-422-11-09	Licensing Pay	\$ 92,296	\$ 122,548	\$ 30,252	32.78%
Narrative: This increase reflects the fluctuating yearly licensing fees, which are contractual by the labor CBA.					
101-1302-422-43-06	Equipment	\$ 26,000	\$ 30,900	\$ 4,900	18.85%
Narrative: This increase reflects an extra set of PPE for anticipated retirements and equipment for 1539.					
101-1302-422-66-07	Safety Equipment	\$ 72,200	\$ 87,700	\$ 15,500	21.47%

Narrative: This increase reflects demands for additional equipment due to increased calls due to new contracts.

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1301-422.11-01	Salary Full Time	465,230	524,521	534,438	547,750	13,312	2.49%		
101-1301-422.11-05	Overtime	-	23	100	100	-	0.00%		
101-1301-422.11-09	Licensing Pay	1,584	3,168	-	3,168	3,168	100.00%		
101-1301-422.21-01	Health Insurance	30,822	38,650	39,491	41,485	1,994	5.05%		
101-1301-422.21-03	Dental Insurance	2,346	1,757	1,913	1,980	67	3.50%		
101-1301-422.21-04	Vision Insurance	158	391	391	420	29	7.42%		
101-1301-422.22-01	Social Security Taxes	3,482	3,629	3,556	3,380	(176)	-4.95%		
101-1301-422.22-02	Medicare Contributions	814	850	832	795	(37)	-4.45%		
101-1301-422.23-02	Civilian Pension	3,505	3,640	3,641	5,290	1,649	45.29%		
101-1301-422.23-04	Deferred Comp	8,214	2,897	10,692	-	(10,692)	-100.00%		
101-1301-422.31-07	Medical Examinations	17,800	17,590	25,750	25,750	-	0.00%		
101-1301-422.31-09	Training	35,746	37,715	40,000	43,800	3,800	9.50%		
101-1301-422.31-10	Other Professional Svcs	148,940	145,693	148,000	195,031	47,031	31.78%		
101-1301-422.32-01	Legal	7,354	1,523	1,900	3,000	1,100	57.89%		
101-1301-422.43-06	Equipment	225	2,248	1,000	1,000	-	0.00%		
101-1301-422.43-12	Building & Grounds	8,966	7,811	9,000	10,600	1,600	17.78%		
101-1301-422.52-02	General liability	59,702	62,844	70,300	74,000	3,700	5.26%		
101-1301-422.52-11	Work. Comp. Premium	191,234	233,541	247,700	326,970	79,270	32.00%		
101-1301-422.53-01	Telephone	8,030	5,107	4,500	5,200	700	15.56%		
101-1301-422.55-09	Other Printing	534	337	1,000	500	(500)	-50.00%		
101-1301-422.58-01	Travel Executive	1,732	648	1,700	2,000	300	17.65%		
101-1301-422.58-02	Travel Other	3,256	(534)	3,800	6,000	2,200	57.89%		
101-1301-422.61-01	Office supplies	2,560	2,790	3,800	3,800	-	0.00%		
101-1301-422.61-05	Postage	275	49	150	100	(50)	-33.33%		
101-1301-422.61-08	Janitorial supplies	5,027	6,173	6,000	6,100	100	1.67%		
101-1301-422.62-03	Gas	6,499	6,315	6,600	6,600	-	0.00%		
101-1301-422.64-01	Membership Dues	3,380	6,056	6,305	6,285	(20)	-0.32%		
101-1301-422.64-02	Publications	790	1,974	3,600	4,465	865	24.03%		
101-1301-422.66-08	Small tools	885	437	1,000	1,000	-	0.00%		
101-1301-422.68-01	Office Furniture and Equipment	8,065	1,416	2,000	10,000	8,000	400.00%		
101-1301-422.68-03	Health/Exercise	5,490	6,210	2,000	8,500	6,500	325.00%		
101-1301-422.80-05	Fuel/Lubricants	49,649	36,930	49,204	58,806	9,602	19.51%		
101-1301-422.80-10	Fleet Services	172,359	121,465	119,236	199,984	80,748	67.72%		
101-1301-422.80-20	Electric Charges	46,521	46,105	57,000	50,000	(7,000)	-12.28%		
101-1301-422.80-40	Water Usage Charges	5,119	5,826	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	3,931,172	4,227,055	4,311,871	4,468,835	156,964	3.64%		
101-1302-422.11-05	Overtime	536,145	216,882	250,000	250,000	-	0.00%		

Fire

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-1302-422.11-09	Licensing Pay	70,215	70,836	92,296	122,548	30,252	32.78%
101-1302-422.21-01	Health Insurance	473,498	533,034	555,062	565,585	10,523	1.90%
101-1302-422.21-03	Dental Insurance	23,214	17,470	19,128	19,720	592	3.09%
101-1302-422.21-04	Vision Insurance	1,273	3,662	3,688	4,200	512	13.88%
101-1302-422.21-05	Benefit Credit	1,496	-	-	-	-	0.00%
101-1302-422.23-04	Deferred Comp	83,725	23,693	93,242	-	(93,242)	-100.00%
101-1302-422.31-10	Other Professional Svcs	20,744	23,841	21,200	23,500	2,300	10.85%
101-1302-422.42-06	Laundry, towels, etc	-	-	150	150	-	0.00%
101-1302-422.43-02	Radio eqpt. maintenance	20,946	22,963	21,600	21,600	-	0.00%
101-1302-422.43-06	Equipment	16,869	21,652	26,000	30,900	4,900	18.85%
101-1302-422.61-06	Film & processing	-	-	50	-	(50)	-100.00%
101-1302-422.61-11	Food	868	422	975	975	-	0.00%
101-1302-422.61-13	Clothing	42,727	35,651	43,250	43,250	-	0.00%
101-1302-422.66-07	Safety equipment	79,622	91,042	72,200	87,700	15,500	21.47%
101-1302-422.66-08	Small tools	423	1,138	1,500	1,500	-	0.00%
101-1302-422.66-23	Community Services	5,430	6,053	7,800	7,800	-	0.00%
FIRE DEPARTMENT		6,617,828	6,634,357	6,935,979	7,311,490	375,511	5.41%

Public Services - Street Division

Mission Statement

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

General Description

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

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

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

Public Services - Street Division

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

Staffing

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

POSITION	FY17	FY18	FY19	FY20	FY21
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	1.00
Street Maintenance Worker	6.00	6.00	6.00	6.00	6.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL	13.00	13.00	13.00	13.00	13.00

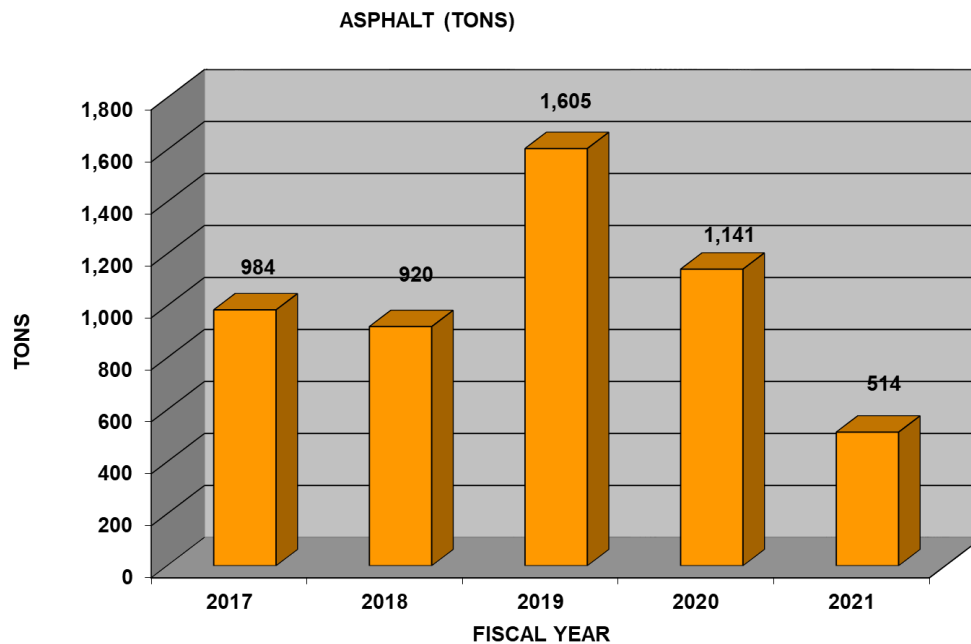
The Street Division has been utilizing only one seasonal employee during the summer months for ground maintenance, sign replacements, and general construction labor.

Public Services - Street Division

Street Maintenance

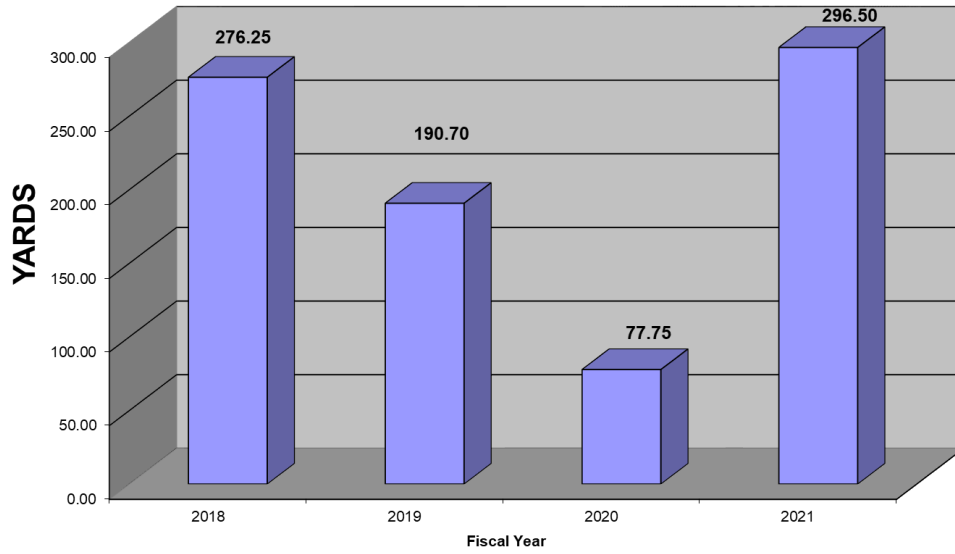
Major street maintenance, asphalt overlay, and concrete street replacement are included in the capital budget. This work is performed by contract with contract management and inspections performed by the Engineering Division.

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

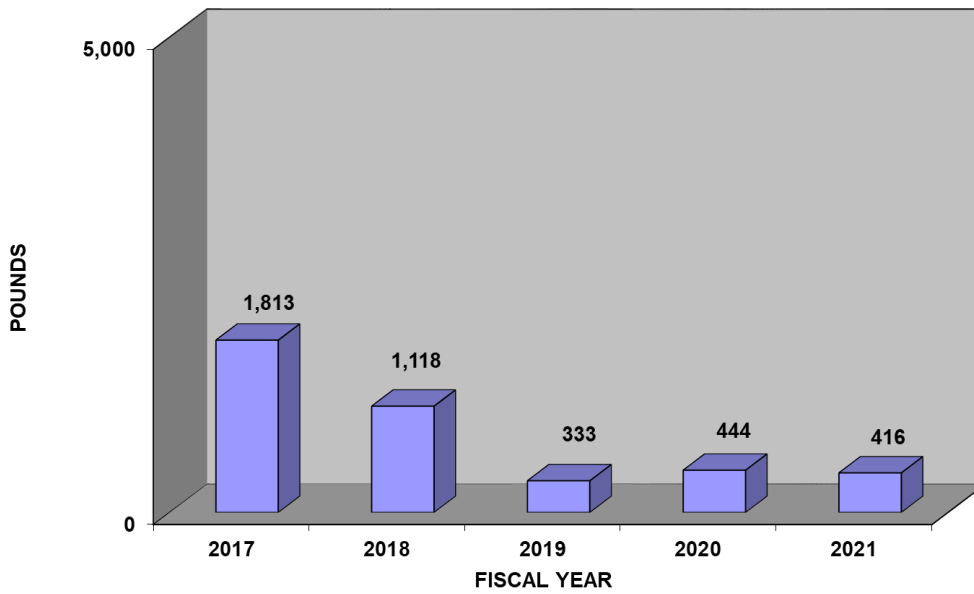


Public Services - Street Division

CONCRETE (YARDS)



HOT CRACK SEALING MATERIAL

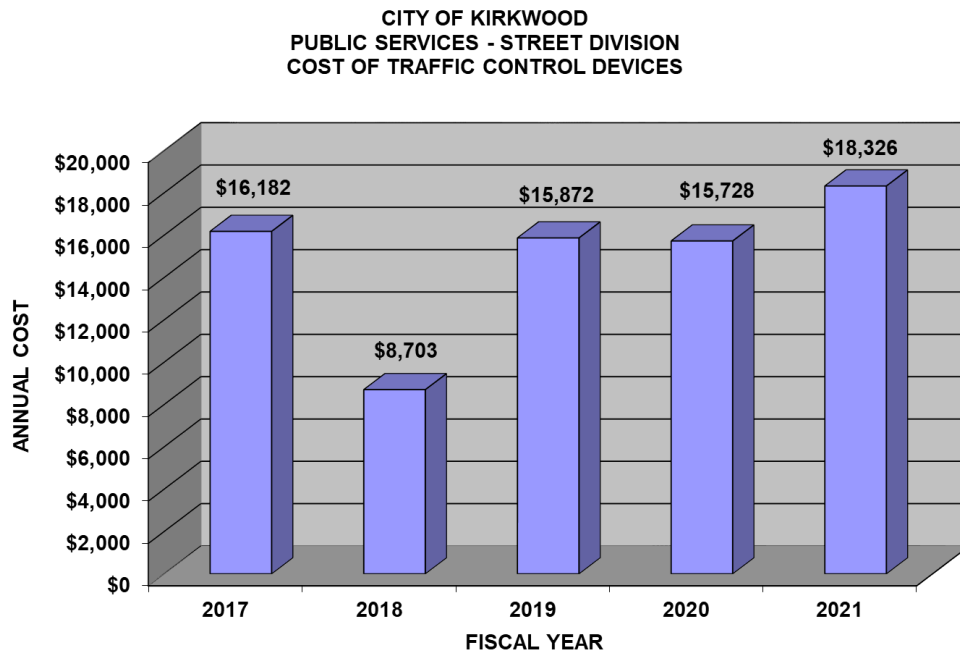


Public Services - Street Division

Traffic Control Devices

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

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



Public Services - Street Division

Snow/Ice Removal

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

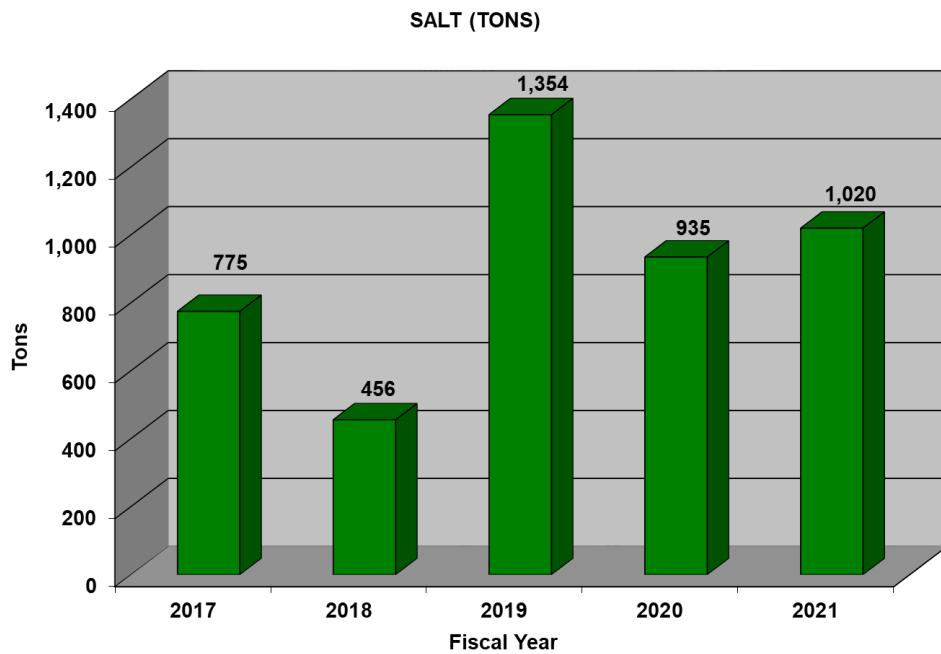
Snow/ice removal costs are not a factor of total snowfall. The controlling cost factors for clearing winter streets include the number of callouts, when the winter weather occurs (off duty hours, Saturdays, Sundays), temperature, and type/length of precipitation. The Building Maintenance Division is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

CITY OF KIRKWOOD PUBLIC SERVICES - STREET DIVISION WINTER STORM COSTS

Fiscal Year	Date of First Storm	Number of Call Outs	Snow (Inches)	Salt (Tons)	Labor Hours	Total Costs*
2012	12/27/11	4	6.50	919	469	\$77,068
2013	12/26/12	12	18.50	1,207	1,173	\$119,131
2014	12/05/13	13	38.40	3,008	2,031	\$288,266
2015	11/15/14	13	15.25	1,050	993	\$119,262
2016	01/09/16	7	15.00	819	660	\$81,056
2017	12/17/16	6	8.00	775	361	\$56,103
2018	12/23/17	10	3.20	456	478	\$58,562
2019	04/01/19	12	28.01	1,354	1,315	\$154,885
2020	11/11/19	8	12.00	935	1,165	\$147,797
2021	12/15/20	12	15.00	1020	1289	\$171,083

* Total costs include labor, equipment, and material.

Public Services - Street Division



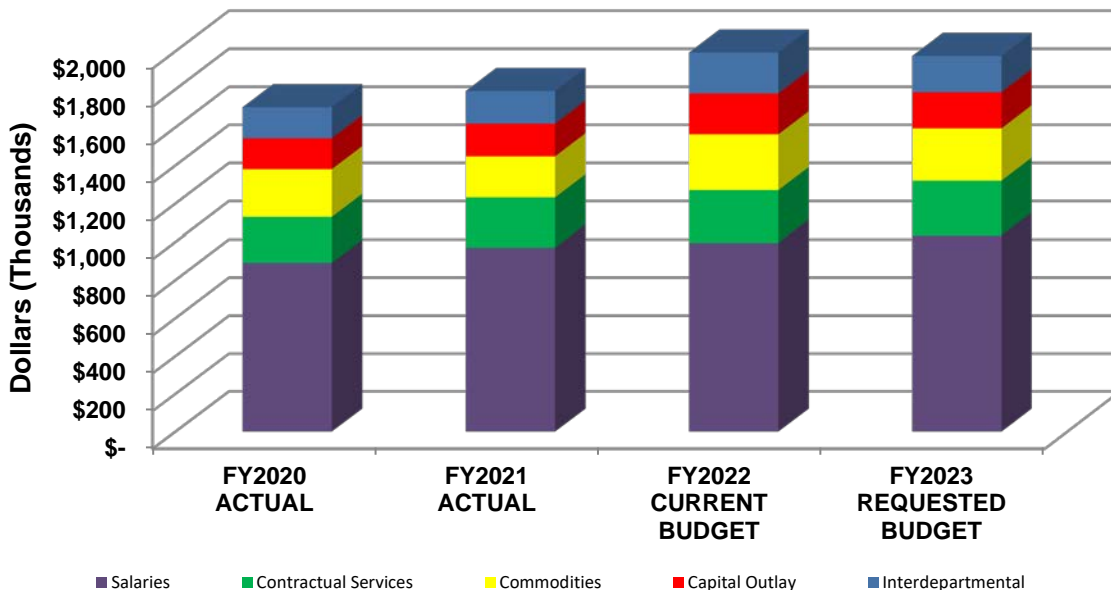
Street Sweeping

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

**CITY OF KIRKWOOD, MISSOURI
STREET OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	646,879	698,742	717,746	737,740
Temporary	-	-	-	11,520
Overtime	8,971	20,865	10,000	10,000
Social Security	39,466	42,900	45,605	44,705
Medicare	9,229	10,033	10,670	10,465
Civilian Pension	39,138	43,091	47,190	70,330
Deferred Compensation	12,491	4,138	14,520	-
Subtotal Salaries	756,174	819,769	845,731	884,760
Other Benefits				
Health Insurance	127,407	144,033	142,883	142,600
Dental Insurance	5,451	4,253	5,070	4,360
Vision Insurance	353	1,029	1,010	1,010
Benefit Credit	201	-	-	-
Unemployment	-	146	-	-
Subtotal Other Benefits	133,412	149,461	148,963	147,970
Total Personnel Services	889,586	969,230	994,694	1,032,730
Contractual Services	239,739	262,537	275,325	286,810
Commodities	250,421	215,454	292,750	274,750
Capital Outlay	7,919	1,054	5,000	5,000
Interdepartmental Charges	162,547	171,650	214,952	190,275
TOTAL STREET BUDGET	1,550,212	1,619,925	1,782,721	1,789,565

Street Budget Summary



CITY OF KIRKWOOD

STREET DEPARTMENT

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
101-1402-431.11-04	Salart Temporary	\$0	\$11,520	\$11,520	100.00%
Narrative: Reinstating temporary/seasonal position					
101-1402-431.42-06	Laundry, towels, etc	\$14,000	\$20,000	\$6,000	42.86%
Narrative: Historical usage (FY19 \$16,186; FY20 \$19,451; FY21 \$22,583) has increase due to cleaning and repairs to division uniforms.					
101-1402-431.52-11	Fule/Lubricants	\$34,937	\$43,171	\$8,234	23.57%
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.					
101-1402-431.80-10	Fleet Services	\$154,187	\$121,276	-\$32,911	-21.34%

Narrative: Decrease is based on calculations reported by the Director of Fleet Services. The product is created by multiplying the percentage of departmental utilization from the previous fiscal year to Fleet Services' requested fiscal year budget.

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1402-431.11-01	Salary Full Time	646,879	698,742	717,746	737,740	19,994	2.79%		
101-1402-431.11-04	Salary Temporary	-	-	-	11,520	11,520	100.00%		
101-1402-431.11-05	Overtime	8,971	20,865	10,000	10,000	-	0.00%		
101-1402-431.21-01	Health Insurance	127,407	144,033	142,883	142,600	(283)	-0.20%		
101-1402-431.21-03	Dental Insurance	5,451	4,253	5,070	4,360	(710)	-14.00%		
101-1402-431.21-04	Vision Insurance	353	1,029	1,010	1,010	-	0.00%		
101-1402-431.21-05	Benefit Credit	201	-	-	-	-	-		
101-1402-431.22-01	Social Security Taxes	39,466	42,900	45,605	44,705	(900)	-1.97%		
101-1402-431.22-02	Medicare Contributions	9,229	10,033	10,670	10,465	(205)	-1.92%		
101-1402-431.23-02	Civilian Pension	39,138	43,091	47,190	70,330	23,140	49.04%		
101-1402-431.23-04	Deferred Comp	12,491	4,138	14,520	-	(14,520)	-100.00%		
101-1402-431.29-04	Unemployment Comp.	-	146	-	-	-	-		
101-1402-431.31-09	Training	823	964	1,500	1,500	-	0.00%		
101-1402-431.31-10	Other Professional Svcs	3,201	3,235	3,800	4,500	700	18.42%		
101-1402-431.32-01	Legal	3,287	2,814	3,000	3,000	-	0.00%		
101-1402-431.42-06	Laundry, towels, etc	19,451	22,584	14,000	20,000	6,000	42.86%		
101-1402-431.42-09	Landfill fees	900	1,162	5,000	5,000	-	0.00%		
101-1402-431.43-06	Equipment	7	-	250	250	-	0.00%		
101-1402-431.43-12	Building & Grounds	7,200	1,706	7,500	7,500	-	0.00%		
101-1402-431.52-02	General liability	44,625	46,086	51,555	53,000	1,445	2.80%		
101-1402-431.52-11	Work. Comp. Premium	155,801	177,491	184,000	186,840	2,840	1.54%		
101-1402-431.53-01	Telephone	913	601	720	720	-	0.00%		
101-1402-431.53-02	Cellular Telephones	3,531	5,894	3,500	4,000	500	14.29%		
101-1402-431.58-01	Travel	-	-	300	300	-	0.00%		
101-1402-431.58-02	Travel Other	-	-	200	200	-	0.00%		
101-1402-431.61-01	Office supplies	2,767	1,569	3,000	3,000	-	0.00%		
101-1402-431.61-11	Food	2,237	2,241	2,500	2,500	-	0.00%		
101-1402-431.61-13	Clothing	1,212	1,285	1,600	1,600	-	0.00%		
101-1402-431.62-03	Gas	8,301	7,206	8,550	8,550	-	0.00%		
101-1402-431.64-01	Dues	550	61	100	100	-	0.00%		
101-1402-431.66-07	Safety equipment	5,995	5,792	6,000	6,000	-	0.00%		
101-1402-431.66-08	Small tools	2,704	2,170	3,000	3,000	-	0.00%		
101-1402-431.66-12	Salt & calcium chloride	90,589	86,957	120,000	100,000	(20,000)	-16.67%		
101-1402-431.66-26	Signs	15,290	18,058	23,000	25,000	2,000	8.70%		
101-1402-431.66-27	Street Maintenance	120,776	90,115	125,000	125,000	-	0.00%		
101-1402-431.68-02	Machinery & Equipment	7,919	1,054	5,000	5,000	-	0.00%		
101-1402-431.80-05	Fuel/Lubricants	33,699	24,809	34,937	43,171	8,234	23.57%		
101-1402-431.80-10	Fleet Services	105,864	125,237	154,187	121,276	(32,911)	-21.34%		

Street

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1402-431.80-20	Electric Charges	20,285	19,265	22,000	22,000	-	0.00%		
101-1402-431.80-40	Water Usage Charges	1,871	1,511	3,000	3,000	-	0.00%		
101-1402-431.80-50	Sanitation Charges	828	828	828	828	-	0.00%		
STREET		1,550,212	1,619,925	1,782,721	1,789,565	6,844	0.38%		

Street

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Public Services - Engineering/Forestry

Mission Statement

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

General Description

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

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

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

Public Services - Engineering/Forestry

inspection of right of way tree maintenance; continued maintenance of the City's street tree inventory; inspection of street tree pruning; development and administration of invasive pest management strategies; and review of tree protection plans for new construction.

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

Staffing – The Engineering/Planning Office has a staff of 5.33 full time employees. The positions of City Planner and Assistant City Planner were removed in FY21 as the Department of Planning and Development Services was removed from Engineering/Forestry. In FY19, the Engineering Technician was replaced with a Project Engineer.

POSITION	FY17	FY18	FY19	FY20	FY21
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	-
Assistant City Planner	1.00	1.00	1.00	1.00	-
City Forester	1.00	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	-	-	-
Project Engineer	-	-	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
TOTAL	7.33	7.33	7.33	7.33	5.33

Inspections of Public Improvements by Private Land Developers

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

Capital Projects (Public)

The Engineering Department is continuing the sixth year of implementation of the Street Restoration Program in 2021/FY22 focusing on pavement preservation principals. The FY23 capital budget reflects funds that will be used in the south street maintenance district. This district is bounded by Big Bend to the north and the City Limits to the east, west, and south. These projects will consist of asphalt milling and overlays, ultra-thin bonded asphalt wearing surfaces, microsurfacing and concrete slab replacement.

Public Services - Engineering/Forestry

Engineering will also be managing projects funded from grants received through EWGCG or MoDOT.. The First project is for repaving and pedestrian improvements on Geyer Rd., from Adams Ave. to Big Bend Ave. The second and third project are pedestrian and aesthetic enhancements to a planned MoDOT project to resurface Manchester Road. Phase 1 is east of Kirkwood Road and Phase 2 is west of Kirkwood Road. Phase 2 was awarded a 50/50 cost share program through MoDOT in FY20. Another federal aid project to reconstruct the pavement and sidewalks along W. Essex Ave between Kirkwood Road and Geyer Road has begun design in FY22. E. Essex is a joint project with the City of Glendale to add a sidewalk and paving from the East City Limits to Dickson. The Kirkwood Road project from Swan to Adams grant project includes new paving, curb ramps, new sidewalks and pedestrian enhancements including a pedestrian hybrid beacon near Washington Avenue. The Lindemann grant project includes new paving, curb ramps, pedestrian crossings with rectangular rapid flashing beacons. The Engineering Department also submitted a grant application and was awarded a grant for the Historic Kirkwood Train Station Restoration. In 2021, the city was awarded two additional grants on S Kirkwood Road and Clay Avenue. The Engineering Department will be diligent in the administration of these federally funded projects which may exceed \$27 million in project cost. The City has these received grants through East West Gateway Council of Governments and MoDOT for the design and construction of these projects covered under the MoDOT Cost Share, TAP, CMAQ and STP programs.

The Engineering Department will continue the implementation of the Sidewalk Program. This program includes repairs of hazardous sidewalk reported by residents and provides for implementation of the Kirkwood Pedestrian and Bicycle Plan. 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 include, concrete street reconstructions, contracted asphalt projects and several design projects.

Public Services - Engineering/Forestry

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

FISCAL YEAR	TOTAL COST	NUMBER OF PROJECTS
FY17*	\$3,643,214	11
FY18*	\$2,482,257	19
FY19*	\$2,018,014	22
FY 20*	\$2,454,071	14
FY 21*	\$2,951,182	9

* Does not include federal and state aid projects

Street Replacement and Preservation

The primary capital improvement work in the last six 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 FY21. 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 work completed through FY21 is 72.2. 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 74.1. The initial goal set in 2015 by the Engineering Department was to increase the average PCI to 70 by FY23, this goal has been met. The maintenance techniques used to maintain our streets will include a combination of ultrathin bonded asphalt wearing surface (UBAWS) overlays, mill & structural overlays, joint repairs, slab replacements and complete reconstruction.

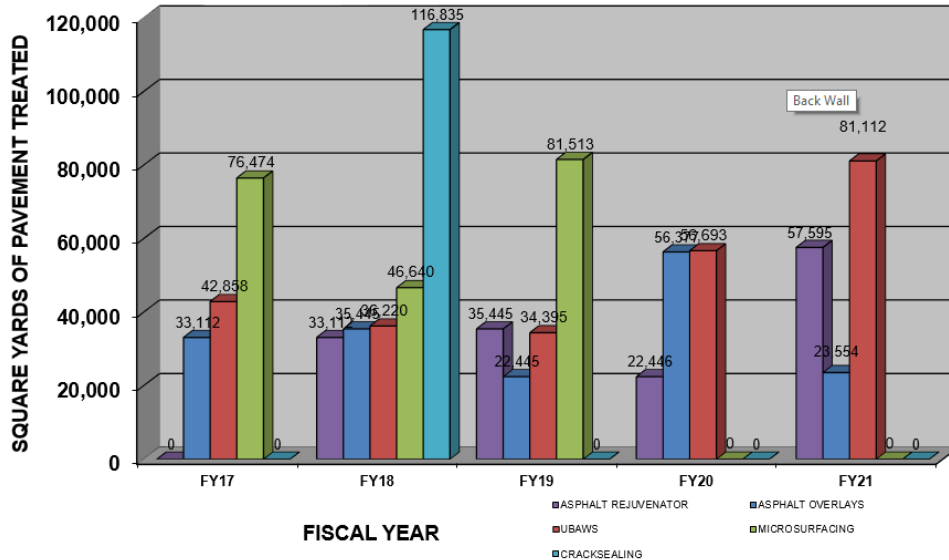
Public Services - Engineering/Forestry

CITY OF KIRKWOOD PUBLIC WORKS ENGINEERING ASPHALT STREET PRESERVATION

FISCAL YEAR	ASPHALT OVERLAYS			UBAWS			MICROSURFACING		
	COST	SQUARE YARDS	COST /SQ YD	COST	SQUARE YARDS	COST/SQ YD	COST	SQUARE YARDS	COST/SQ YD
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
FY21	\$370,240	23,554	\$15.72	\$92,004	81,112	\$12.23	\$0	0	\$0.00
TOTAL	\$2,754,391	170,933	\$16.11	\$2,330,748	251,278	\$9.28	\$838,390	204,627	\$4.10

FISCAL YEAR	ASPHALT REJUVENATOR			CRACKSEALING		
	COST	SQUARE YARDS	COST/SQ YD	COST	SQUARE YARDS	COST/SQ YD
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
FY21	\$52,867	57,595	\$0.92	\$0	0	\$0.00
TOTAL	\$126,916	148,598	\$0.85	\$35,324	116,835	\$0.30

CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING ASPHALT STREET PRESERVATION

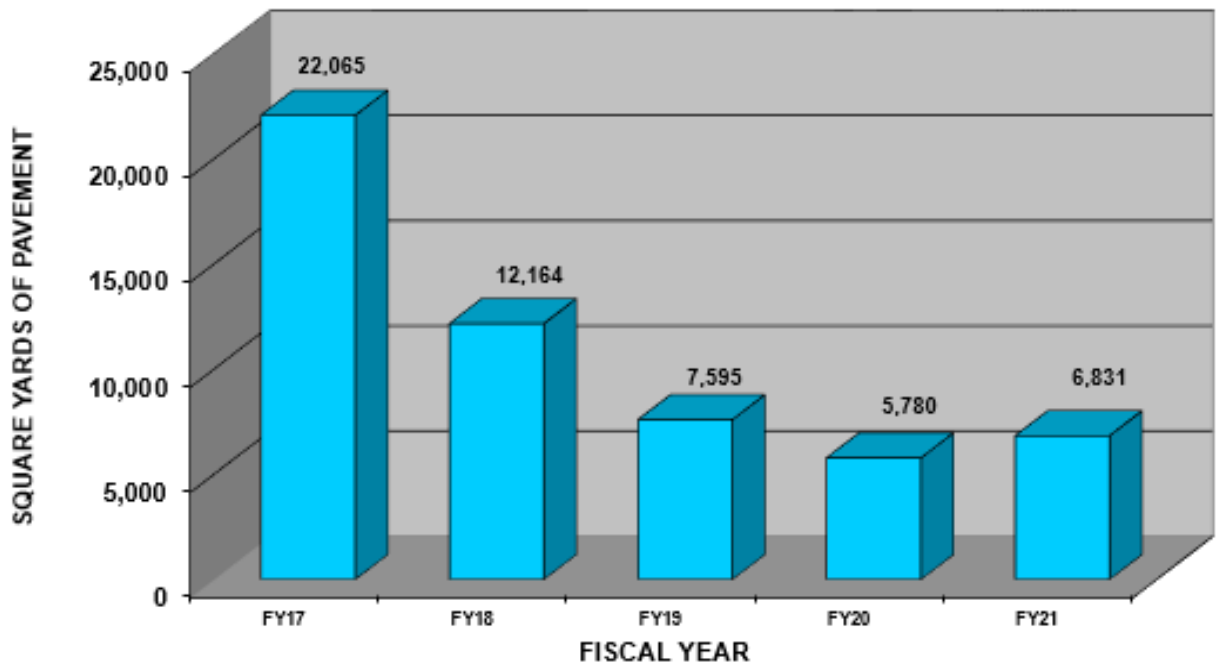


Public Services - Engineering/Forestry

CITY OF KIRKWOOD PUBLIC WORKS ENGINEERING CONCRETE STREET REPLACEMENT

FISCAL YEAR	COST	SQUARE YARDS	COST/SQ YD
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
FY21	\$418,411	6,831	\$61.26
TOTAL	\$4,021,800	54,435	\$73.88

CITY OF KIRKWOOD PUBLIC SERVICES ENGINEERING CONCRETE STREET RECONSTRUCTION



Public Services - Engineering/Forestry

Federal and State Aid Projects

The Engineering Department is also responsible for the management, administration and implementation of the grant projects according to federal and state regulations. The department continued managing ten (10) projects during FY21 including The Kirkwood Road Signal Optimization and Sidewalk projects which was applied for, and being funded from, the Electric Department, which was officially closed in FY21, Geyer Road Phase 1 and 2, Manchester Road Phase 1 and 2, the West Essex and East Essex Projects, N Kirkwood Road, and Lindemann Road.

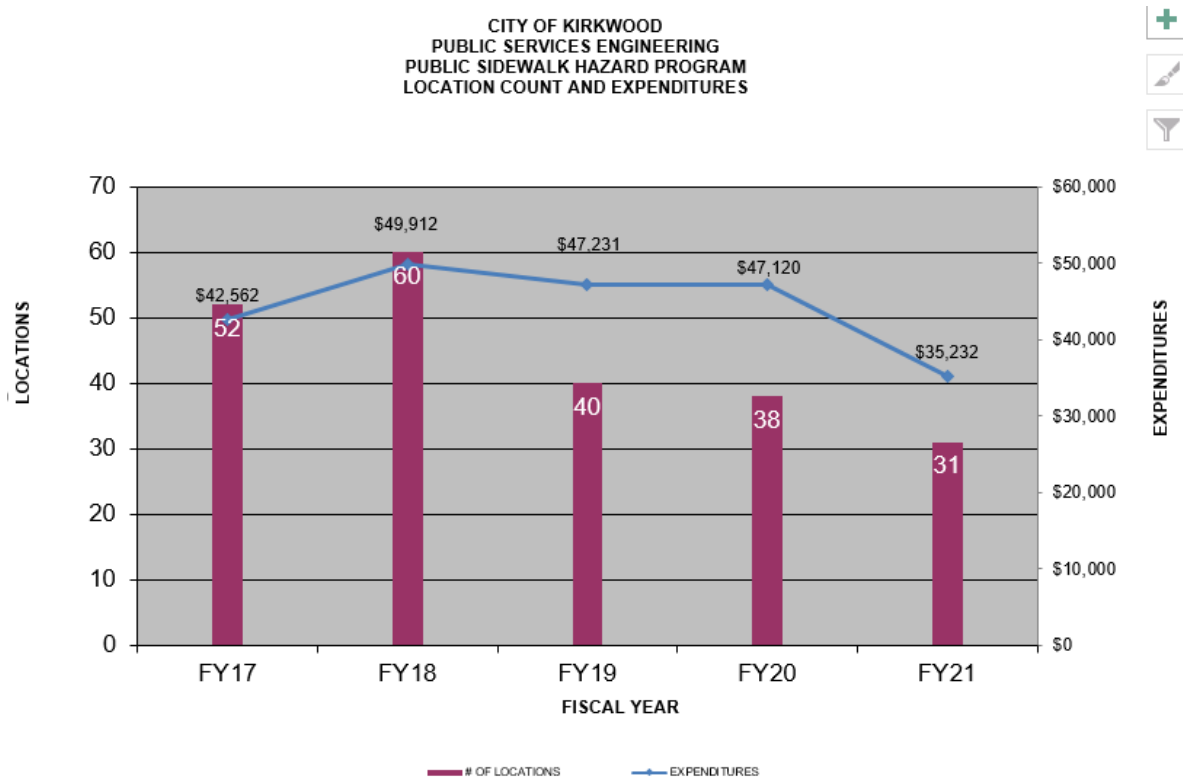
The Engineering Department continued applying for federal aid projects through MoDOT and East-West Gateway Council of Governments during FY21. The department submitted two (2) project applications, which included Pavement Preservation Projects on S Kirkwood Road from Monroe to the BNSF Railroad Tracks, and South Clay from Woodbine to Adams. East-West Gateway Council of Governments awarded both of these projects.

Project Name	Program	FY21 Phase	Federal Obligation	Kirkwood Obligation	Total Project Costs
Kirkwood Road Signals	CMAQ	Project Closeout	\$3,974,409	\$1,093,603	\$5,068,012
Kirkwood Road Sidewalks	TAP	Project Closeout	\$403,027	\$100,757	\$503,784
Geyer Road Resurfacing - Phase I	STP-S	Construction	\$970,462	\$242,615	\$1,213,077
Geyer Road Resurfacing-Phase 2	STP-S	Preliminary Engineering	\$1,139,635	\$640,811	\$1,780,446
W. Essex Ave. Reconstruction	STP-S	Preliminary Engineering	\$1,517,600	\$589,400	\$2,107,000
E. Essex Ave Improvements	STP-S	Preliminary Engineering	\$241,077	\$60,269	\$301,346
Manchester Road Enhancement Ph. 1	MODOT Cost Share	Final Engineering	\$822,675	\$1,668,119	\$2,490,794
Manchester Road Enhancement Ph. 2	MODOT Cost Share	Preliminary Engineering	\$1,275,667	\$1,275,667	\$2,551,334
N. Kirkwood Road Resurfacing	STP-S	RFQ	\$1,286,350	\$321,588	\$1,607,938
Lindeman Resurfacing	STP-S	RFQ	\$1,349,737	\$337,434	\$1,687,171
Train Station Restoration	TAP	Awarded	\$1,500,000	\$3,107,498	\$4,607,498
S Clay Resurfacing	STP-S	Awarded	\$1,538,528	\$384,633	\$1,923,161
S Kirkwood Road Resurfacing	STP-S	Awarded	<u>\$1,578,999</u>	<u>\$394,750</u>	<u>\$1,973,749</u>
Totals			\$17,598,166	\$10,217,144	\$27,815,310

Public Services - Engineering/Forestry

Sidewalk Improvement Program

The Engineering and Forestry Division manages the sidewalk hazard program. As Kirkwood has a large amount of large mature trees in the right of way that are adjacent to sidewalks, trip hazards do occur frequently with this scenario. Through the program, the City pays 100% of the costs to repair public sidewalks maintained by property owners with a hazardous condition. Prior to April 2018 or FY19, the City funded 50% of the sidewalk repair costs and the other 50% was the responsibility of the homeowner. For FY21, there were a total of 31 locations at a total cost of \$35,232. The Engineering Department also managed projects to install new sidewalks on Quan Avenue as part of the Quan Avenue Reconstruction Project, and the Geyer Road Phase 1 project to address all trip hazards in the project corridor.



Public Services - Engineering/Forestry

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.

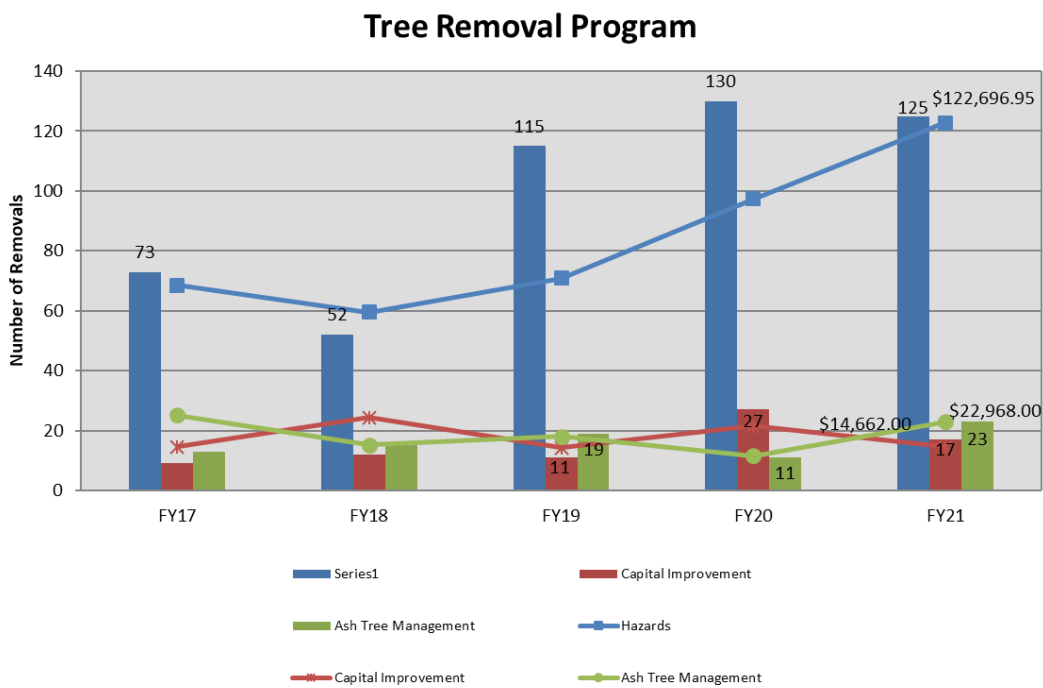
FY21 continues our managed removal and an annual pruning program with the City separated into eight management districts. In this 4th year of these programs, the benefits have continued to be abundant; specifically with the reduction of hazards and the reduction of storm debris from the trees. With the input and assessment from the Urban Forester, he strives to increase pruning to reduce the current program from an eight year cycle to a five year cycle. This will further reduce hazardous conditions with mature trees as well as reduce the time and care needed when the trees are maintained.

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

Public Services - Engineering/Forestry

Tree Removals

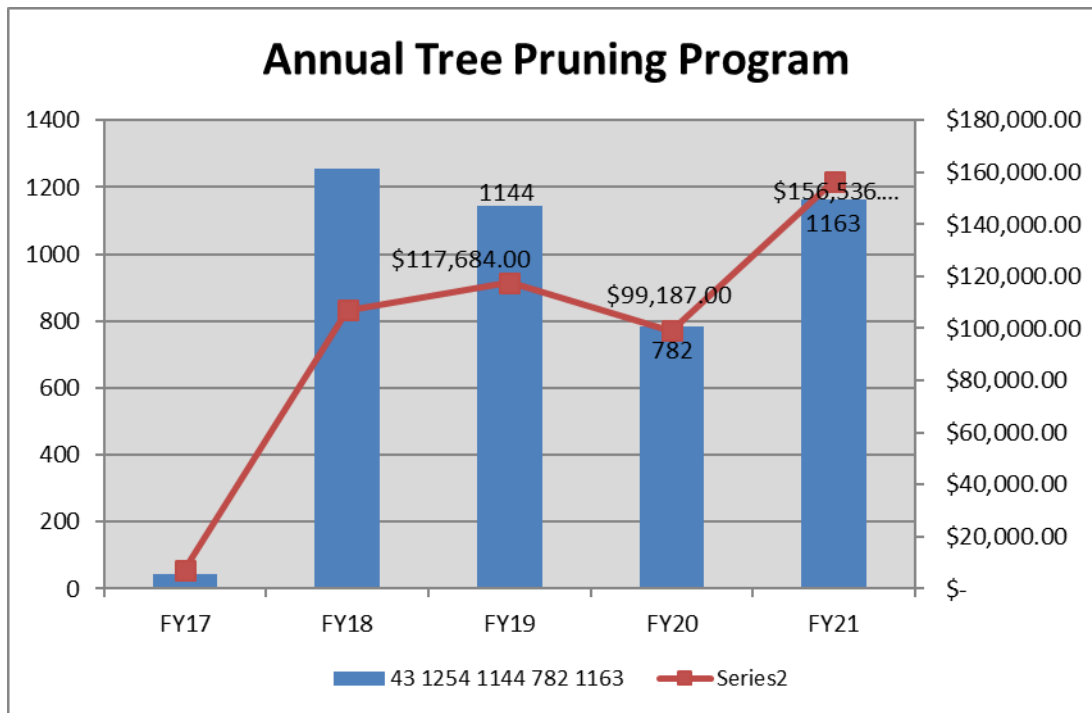
The Urban Forester inspects, manages, and prioritizes the removal of all trees within the City Rights of Ways. A total number of 165 trees, at a cost of \$160,326.95 were removed in FY21. Of these, 125 were designated hazardous, 17 were removed due to construction damage during capital improvement projects, and 23 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/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 FY21 we were required to complete Management Zone 4. In FY21 we pruned a total of 1,163 trees, completing Zone 4. 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

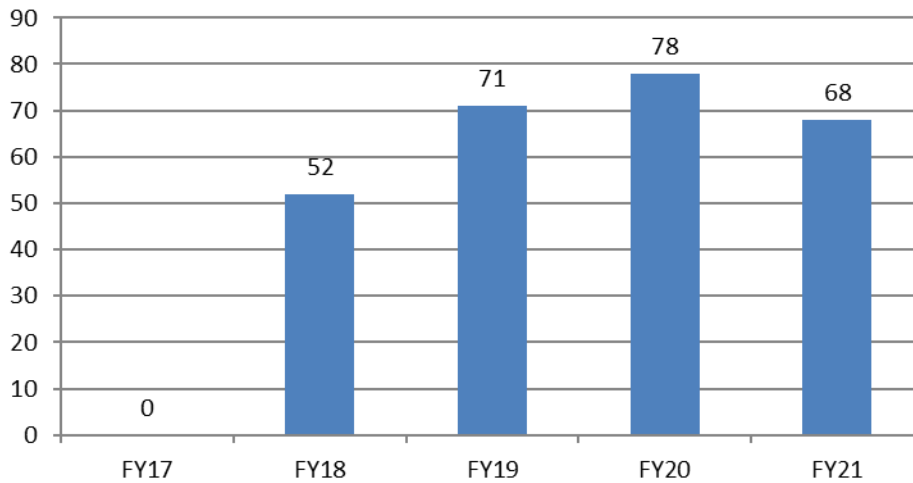
The Urban Forester administers and supervises the replanting effort of the public trees in the Rights of Way. These plantings are needed to maintain a stable urban forest as trees are removed. Coordination with volunteer groups is a pivotal part of this effort. The 50 Trees volunteer group has dedicated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

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

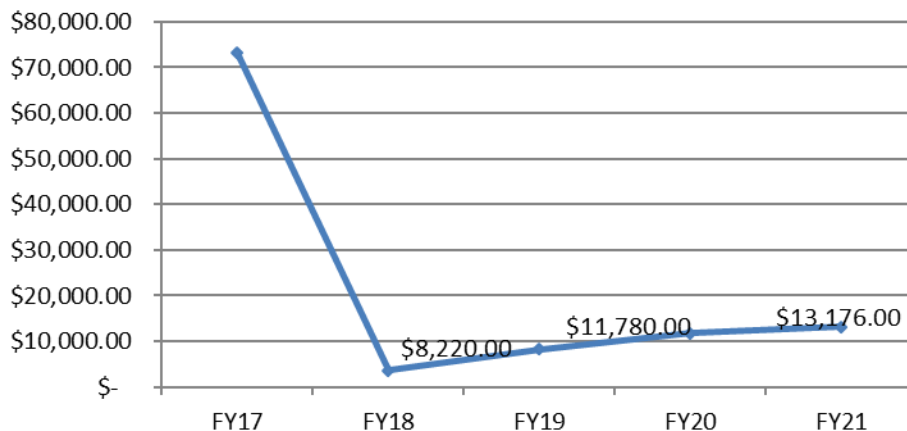
Total of Trees Planted in the City Right of Way



Storm Response and City Debris Clean-up

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

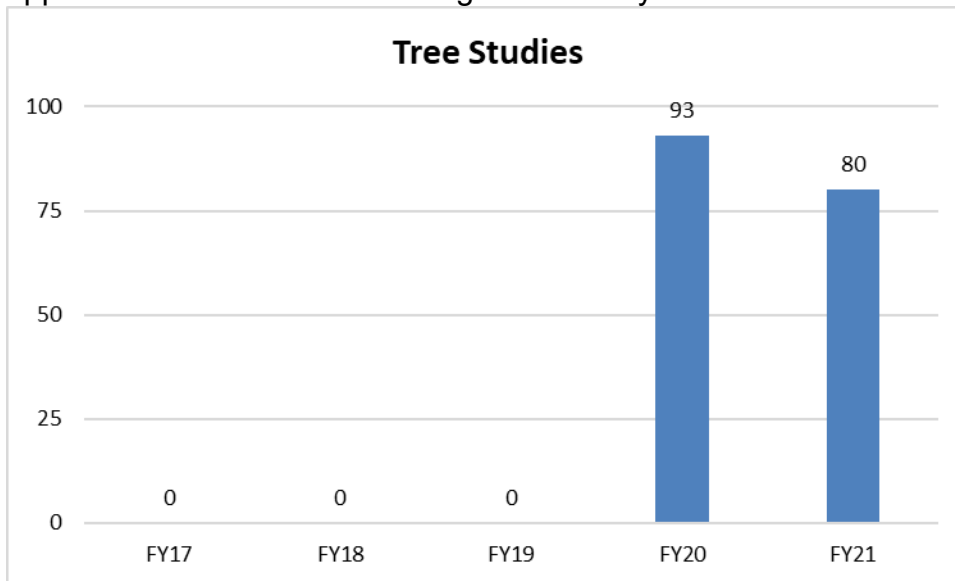
Storm Management Costs Associated with Storm Debris Cleanup



Public Services - Engineering/Forestry

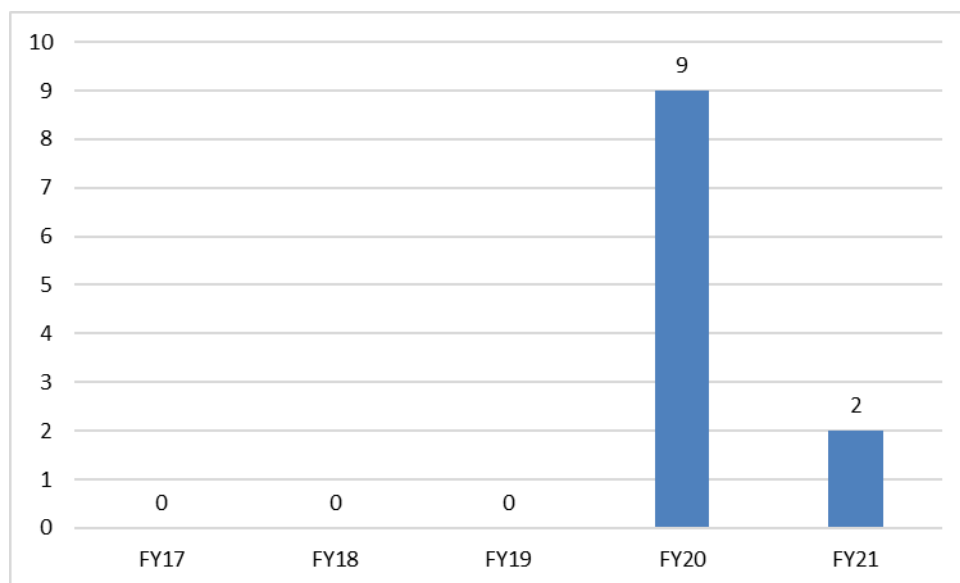
Tree Study Review

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

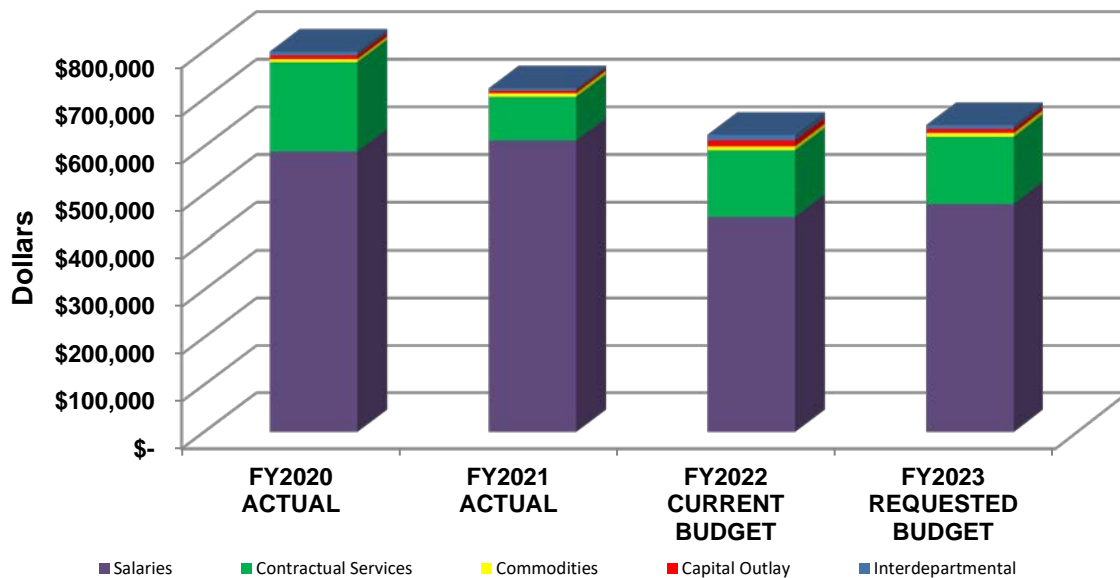
Under the Tree Ordinance that was adopted in FY19 it is required to apply for a Forestry Maintenance Permit when wanting to plant, prune, remove, or chemically treat a tree located in the City Right of Way. In FY20 there were a total of 9 permits that were submitted, all were approved.



**CITY OF KIRKWOOD, MISSOURI
ENGINEERING OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	469,377	476,171	351,374	364,840
Part-time Salaries	-	-	-	7,200
Overtime	12	614	500	500
Social Security	28,221	28,501	21,891	22,590
Medicare	6,646	6,728	5,120	5,320
Civilian Pension	22,625	28,323	22,950	34,370
Deferred Compensation	6,306	2,347	7,062	-
Subtotal Salaries	<u>533,187</u>	<u>542,684</u>	<u>408,897</u>	<u>434,820</u>
Other Benefits				
Health Insurance	53,283	67,557	39,839	41,915
Dental Insurance	2,536	1,681	2,400	1,715
Vision Insurance	81	374	450	370
Benefit Credit	23	-	-	-
Subtotal Other Benefits	<u>55,923</u>	<u>69,612</u>	<u>42,689</u>	<u>44,000</u>
Total Personnel Services	<u>589,110</u>	<u>612,296</u>	<u>451,586</u>	<u>478,820</u>
Contractual Services	187,834	91,781	140,260	141,391
Commodities	6,308	7,686	8,240	8,240
Capital Outlay	620	4,324	2,500	2,500
Interdepartmental Charges	7,922	5,025	12,130	8,192
TOTAL ENGINEERING BUDGET	<u>791,794</u>	<u>721,112</u>	<u>614,716</u>	<u>639,143</u>

Engineering Budget Summary



CITY OF KIRKWOOD

ENGINEERING DEPARTMENT

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
101-1701-423.31-10	Other Professional Services	\$ 105,010	\$ 5,000	\$ (100,010)	-95.24%
Narrative: No Planned Studies					
101-1701-423.32-03	Engineering	\$ 2,000	\$ 102,000	\$ 100,000	5000.00%

Narrative: Engineering project pavement inspections to update Micro Paver pavement management system

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1701-423.11-01	Salary Full Time	469,377	476,171	351,374	364,840	13,466	3.83%		
101-1701-423.11-02	Salary Part Time	-	-	-	7,200	7,200	100.00%		
101-1701-423.11-05	Overtime	12	614	500	500	-	0.00%		
101-1701-423.21-01	Health Insurance	53,283	67,557	39,839	41,915	2,076	5.21%		
101-1701-423.21-03	Dental Insurance	2,536	1,681	2,400	1,715	(685)	-28.54%		
101-1701-423.21-04	Vision Insurance	81	374	450	370	(80)	-17.78%		
101-1701-423.21-05	Benefit Credit	23	-	-	-	-			
101-1701-423.22-01	Social Security Taxes	28,221	28,501	21,891	22,590	699	3.19%		
101-1701-423.22-02	Medicare Contributions	6,646	6,728	5,120	5,320	200	3.91%		
101-1701-423.23-02	Civilian Pension	22,625	28,323	22,950	34,370	11,420	49.76%		
101-1701-423.23-04	Deferred Comp	6,306	2,347	7,062	-	(7,062)	-100.00%		
101-1701-423.31-09	Training	983	355	800	800	-	0.00%		
101-1701-423.31-10	Other Professional Svcs	125,481	29,202	105,010	5,000	(100,010)	-95.24%		
101-1701-423.32-01	Legal	3,520	3,012	4,000	4,000	-	0.00%		
101-1701-423.32-03	Engineering	31,491	33,520	2,000	102,000	100,000	5000.00%		
101-1701-423.43-02	Radio eqpt. maintenance	109	-	300	300	-	0.00%		
101-1701-423.44-04	Copy Machines	2,943	3,360	4,500	4,500	-	0.00%		
101-1701-423.52-02	General liability	3,088	2,095	2,300	2,500	200	8.70%		
101-1701-423.52-11	Work. Comp. Premium	11,273	14,862	14,150	12,460	(1,690)	-11.94%		
101-1701-423.53-01	Telephone	1,095	721	1,200	1,200	-	0.00%		
101-1701-423.53-02	Cellular Telephones	1,738	2,335	2,400	2,631	231	9.62%		
101-1701-423.55-09	Other Printing	333	858	600	600	-	0.00%		
101-1701-423.58-01	Travel Executive	4,162	1,461	1,000	3,400	2,400	240.00%		
101-1701-423.58-02	Travel Other	1,618	-	2,000	2,000	-	0.00%		
101-1701-423.61-01	Office supplies	2,701	3,325	3,500	3,500	-	0.00%		
101-1701-423.61-05	Postage	2,179	1,489	2,000	2,000	-	0.00%		
101-1701-423.61-13	Clothing	-	19	500	500	-	0.00%		
101-1701-423.64-01	Dues	1,421	2,853	1,640	1,640	-	0.00%		
101-1701-423.66-07	Safety equipment	7	-	500	500	-	0.00%		
101-1701-423.66-99	Other	-	-	100	100	-	0.00%		
101-1701-423.68-02	Machinery & Equipment	620	4,324	2,500	2,500	-	0.00%		
101-1701-423.80-05	Fuel/Lubricants	2,191	1,245	2,467	2,500	33	1.34%		
101-1701-423.80-10	Fleet Services	5,731	3,780	9,663	5,692	(3,971)	-41.09%		
ENGINEERING		791,794	721,112	614,716	639,143	24,427	3.97%		

Engineering

Planning & Development Services

Mission Statement

- To practice sound urban planning techniques and policies and offer quality development-related services
- To promote and encourage development within the City that aligns with the City's long-range vision
- To ensure that new construction, remodeling or repairs meet minimum standards as defined in the model building codes and zoning ordinances adopted by the City
- To maintain quality neighborhoods, 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 provide the City's Staff, Council, Boards, and Commissions with support and information as needed to facilitate planning and decision-making
- To assist and support in the historic preservation of properties in landmark neighborhoods and designated as individual landmarks by advocating for protecting, retaining, and enhancing designated historic properties.
- To consider every contact an opportunity to provide both education and excellent customer service to homeowners, residents, contractors, developers, and citizens of the City of Kirkwood

General Description

The Planning & Development Services Department consists of two divisions: planning and building. Having single management oversight of these two divisions on a daily basis streamlines development activities and provides a single point of contact for physical development and economic development.

The Building Division 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 Division is also responsible for administering the Sewer Lateral Program.

The Planning & Development Services Department provides staff liaison support to the (1) Board of Adjustment, which meets monthly to hear variances to the Zoning Code; (2) Architectural Review Board, which meets twice a month to review all new houses, and additions for residential areas, all new structures or alterations in multi-family and non-residential areas, and the review of sign permits; (3) Board of Building Appeals, which

Planning & Development Services

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

Staff support for these various boards/commissions includes processing and reviewing applications and plans; preparing packets for the members; publishing public notices; preparing public notices for public hearings; preparing agendas; attendance and presentations at meetings; maintaining all minutes and files; meeting with petitioners and the general public regarding proposed land developments; and coordinating activities with the public, other City departments, and other government agencies. This department also provides administration and enforcement of zoning conditions including maintenance of performance guarantees, for 24 projects in FY20, in the amount of \$3,289, 917.

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

Staffing

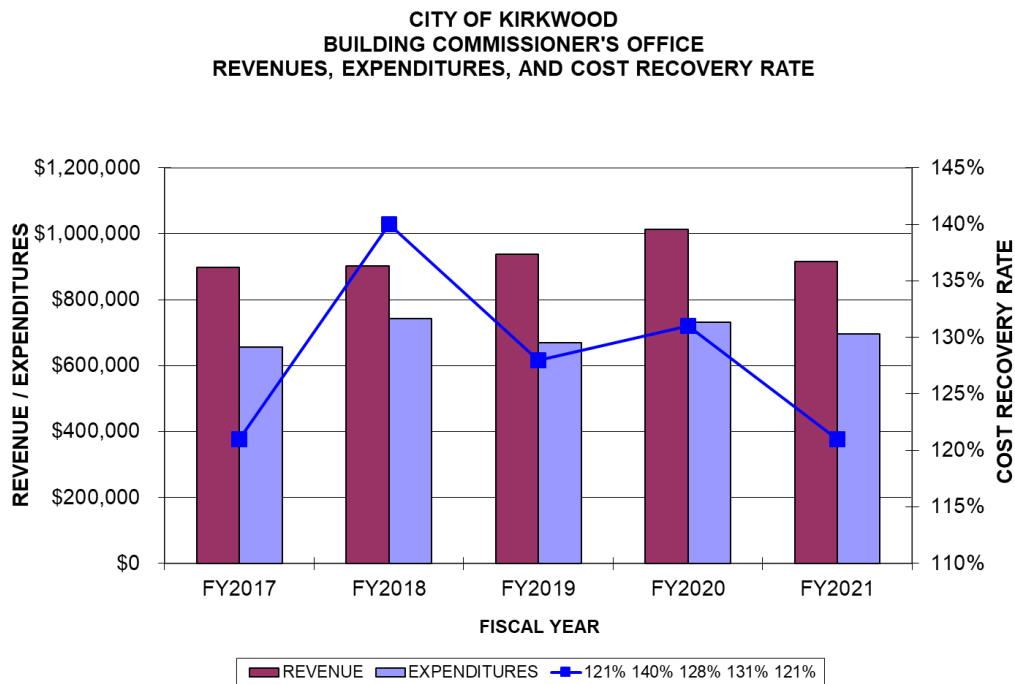
In FY 21, The Planning & Development Services Department had a staff of ten full-time employees and one part-time employee. In FY22, an additional planner position was added and will continue in FY23. The positions are listed below:

POSITION	FY17	FY18	FY19	FY20	FY21
Planning & Dev. Serv. Director	-	-	-	-	1.00
Building Commissioner	1.00	1.00	1.00	1.00	1.00
Plan Reviewer/ Insp. (Dep. Bldg. Com.)	1.00	1.00	1.00	1.0	1.00
Building Inspector	3.00	3.00	3.00	3.00	3.00
Part-time Building Inspector	0.50	-	0.50	0.50	0.50
Permit Clerk or Technician	3.00	3.00	3.00	3.00	3.00
Planner I (New in FY22)	-	-	-	-	-
Planner II (Previously in Engineering)	1.00	1.00	1.00	1.00	1.00
TOTAL	8.50	8.00	8.50	8.50	10.50

Planning & Development Services

Revenues and Expenditures

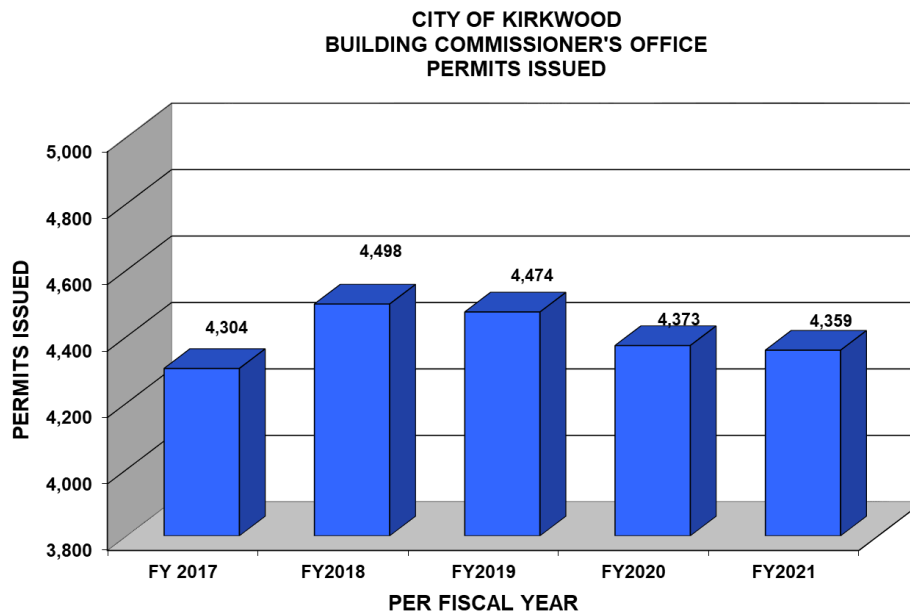
The Building Commissioner's operation has been above the revenue recovery amount of 75%, which is the national ICC standard. The City Council significantly increased permit fees in April, 2003, with the intent to cover 100% of the Building Commissioner's Office's expenses. In FY21, the Building Commissioner's Office's cost/revenue rate was 121.0%.



Planning & Development Services

Permits Issued

The Building Commissioner's Office issued 4,359 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.

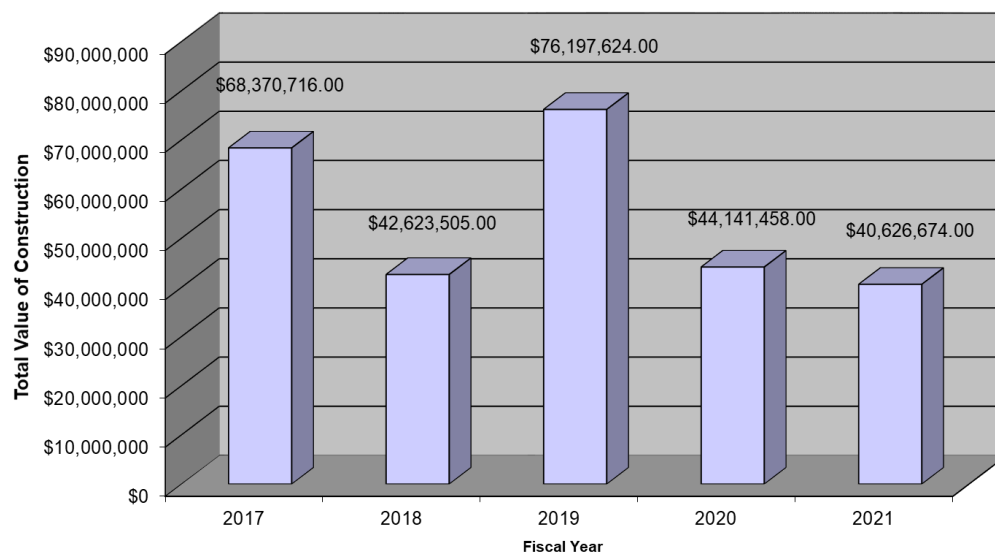


Planning & Development Services

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 66 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								
FISCAL YEAR	NEW RESIDENTIAL		NEW COMMERCIAL		TOTAL PERMITS FOR NEW PROJECTS	TOTAL VALUE OF NEW PROJECTS	TOTAL VALUE OF ADDITIONS	TOTAL VALUE OF CONSTRUCTION
	NUMBER OF NEW PERMITS	VALUE	NUMBER OF NEW PERMITS	VALUE				
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
2021	71	\$ 29,250,654.00	4	\$ 3,139,049.00	75	\$32,389,703.00	\$8,236,971.00	\$40,626,674.00

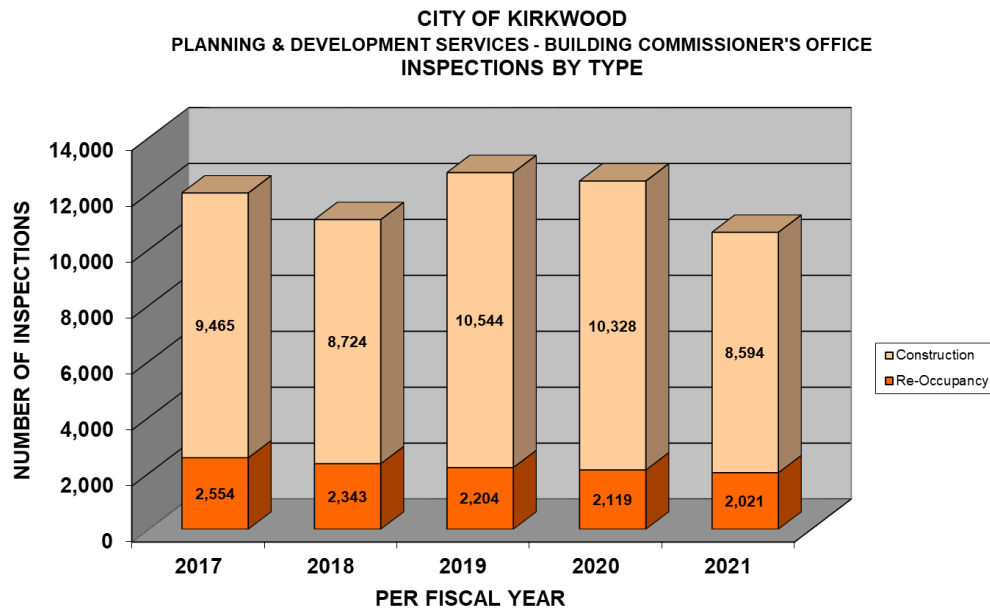
CITY OF KIRKWOOD
 PLANNING & DEVELOPMENT SERVICES - BUILDING COMMISSIONER'S OFFICE
 TOTAL VALUE OF BUILDING CONSTRUCTION



Planning & Development Services

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.



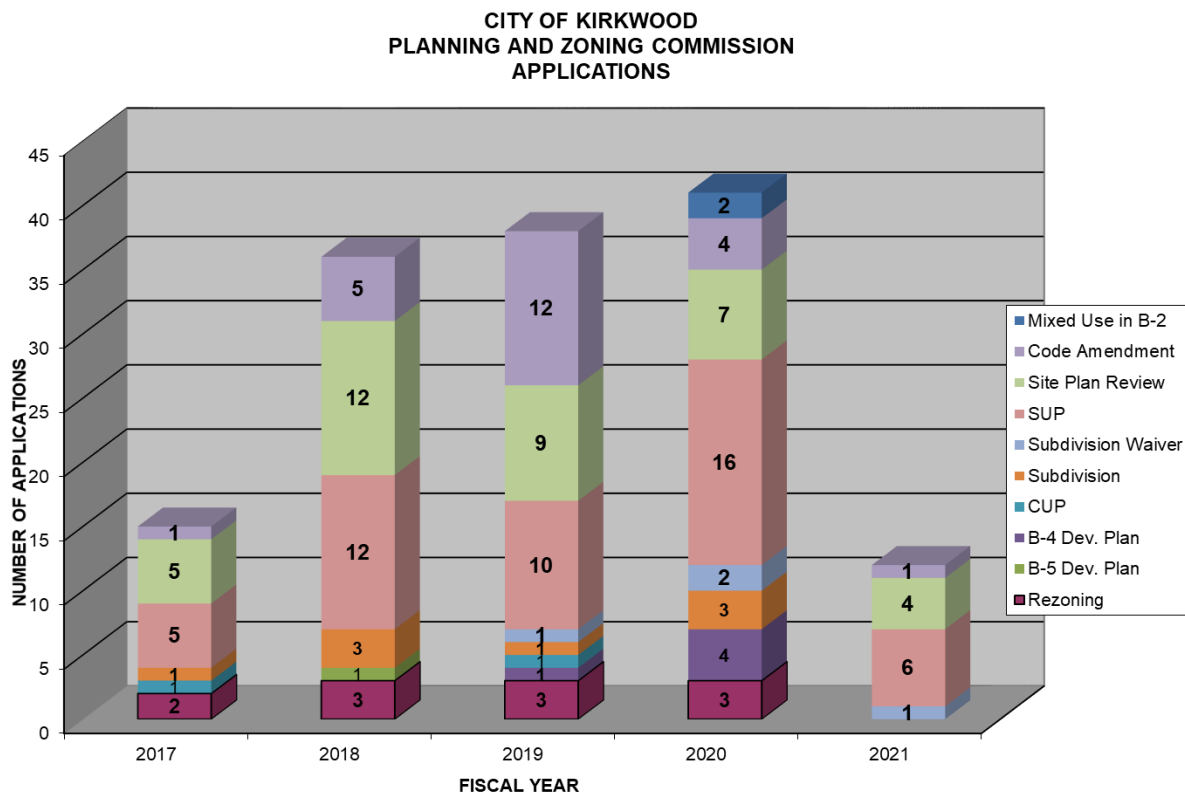
Planning and Zoning Activities

The City's current comprehensive plan, EnVision Kirkwood 2035, was adopted in September of 2017. As part of these new plans, planning personnel has begun implementing the goals and objectives through various code amendments. Multiple amendments to the Zoning Code, which were recommendations from the Downtown Master Plan & Parking Study, were adopted by the City Council in previous years 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 allowed the City to align the regulations with the various goals in these plans.

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 Commissioners and 3 City Councilmembers, met at least twice a month for six months to discuss and provide

Planning & Development Services

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 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 was postponed; however, the City Council ultimately adopted the revised development regulations in February of 2021. These new regulations will continue to be monitored to ensure that they have the desired effect of guiding development that aligns with the City’s vision.



Long Range Planning

In FY21, the Planning Division assisted the City Council’s Vision Zero Task Force in a joint effort with the Public Services Department. The contract for the Vision Zero Action Plan was budgeted in FY21 but was put on-hold due to the unknown budget ramifications of COVID-19. This Vision Zero Action Plan process was re-started with the beginning of

Planning & Development Services

FY22. The Planning Division has assumed project management for this project and will report on its progress and results in the FY22 performance measures.

Accomplishments and Achievements

- Continued implementation of the Downtown Master Plan & Parking Study by adopting many Zoning Code amendments that were recommendations from the study.
- Finalized adoption of 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.
- Continued to update the various webpages 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) as an Economic Development resource for property and business owners.
- Maintained Certified Local Government Status with State Historic Preservation Office.
- Both full-time planners on staff maintained AICP professional certification.

Planning & Development Services

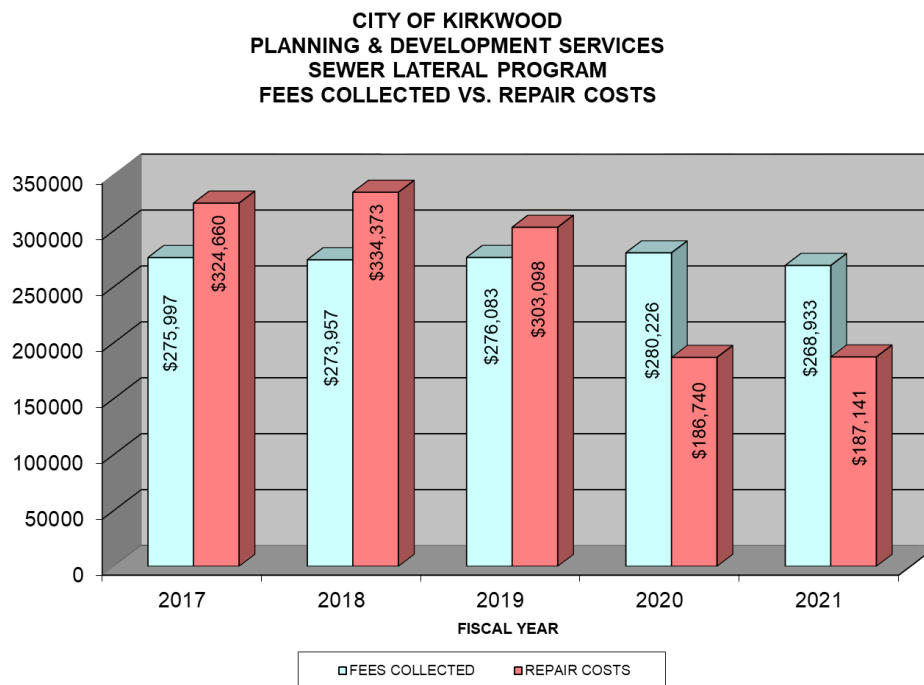
The following table shows a number of performance measures that indicate the amount of activity related to Planning and Zoning and the corresponding results.

Planning & Zoning Performance Measures	
<i>Demand</i>	<i>FY21</i>
Boundary/Consolidation Plats	12
Subdivision Plats	0
Site Plan Reviews	4
Special Use Permits	6
Rezoning Cases	0
CUP Cases	0
B-2 Mixed Use Cases	0
B-4 Cases	0
B-5 Cases	0
Zoning Code Amendments	1
Architectural Review Board Cases	214
Board of Adjustment Cases	24
<i>Workload</i>	<i>FY21</i>
Planning & Zoning Meetings	15
City Council Meetings	25
Landmarks Commission Meetings	11
Board of Adjustment Meetings	9
Site Condition Inspections	31
Zoning Verification Letters	12
Zoning Violation Inspections	18
<i>Results</i>	<i>FY21</i>
Avg. Case Timeline (Submittal to CC Action)	85 days
New Lots Platted	0
New Single Family Homes Permitted	66
Median Construction Value - New Home (\$)	399,331
Median Square Footage - New Home (sf)	2,746
New Commercial Structures Permitted	3

Planning & Development Services

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.

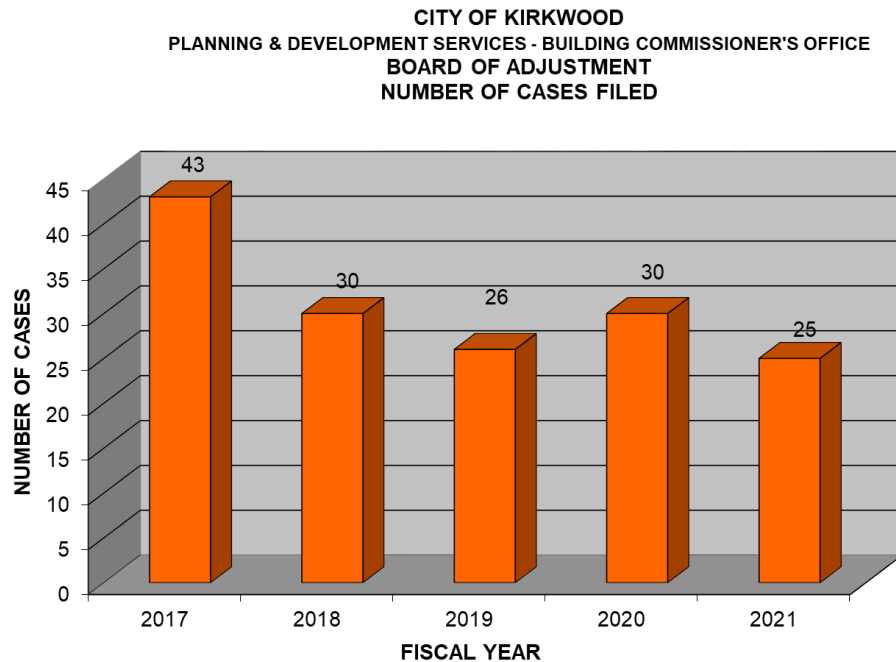


Citizen Boards and Commission Support

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

Planning & Development Services

have the required side yards because it was platted before the adoption of the current side yard regulations.



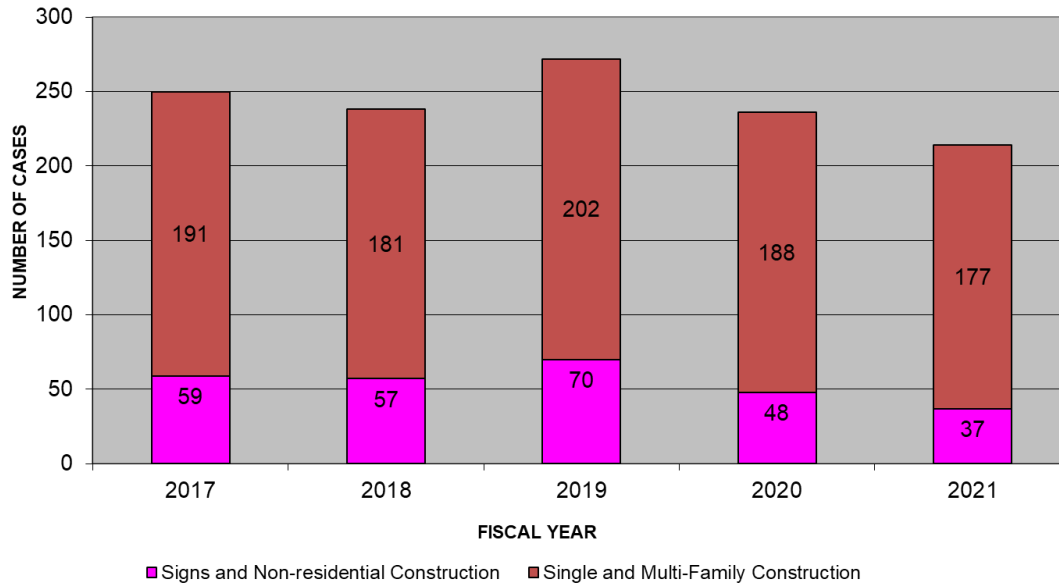
The Building Commissioner's Office also provides full staff support to the Architectural Review Board. The Board consists of five members appointed by the City Council. The Architectural Review Board reviews all new houses and additions for residential areas, all new structures or alterations in multi-family 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 & Development Services

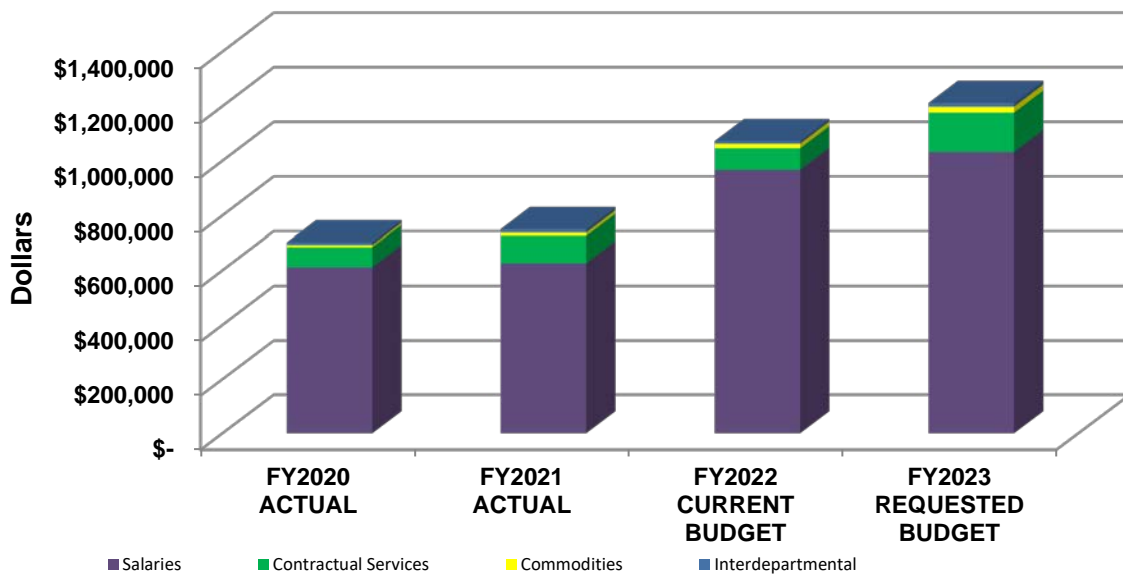
CITY OF KIRKWOOD
PLANNING & DEVELOPMENT SERVICES - BUILDING COMMISSIONER'S OFFICE
ARCHITECTURAL REVIEW BOARD
NUMBER OF CASES FILED



**CITY OF KIRKWOOD, MISSOURI
PLANNING & DEVELOPMENT OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	445,217	457,196	705,811	751,720
Part-time Salaries	17,843	21,272	40,759	40,170
Overtime	-	-	500	500
Social Security	28,284	28,692	46,287	48,240
Medicare	6,615	6,711	10,825	11,290
Civilian Pension	27,766	27,314	45,878	70,765
Deferred Compensation	8,882	2,189	14,116	-
Subtotal Salaries	<u>534,607</u>	<u>543,374</u>	<u>864,176</u>	<u>922,685</u>
Other Benefits				
Health Insurance	71,492	78,350	98,391	104,810
Dental Insurance	3,489	2,314	2,700	3,175
Vision Insurance	289	394	540	675
Benefit Credit	46	-	-	-
Unemployment Compensation	-	320	-	-
Subtotal Other Benefits	<u>75,316</u>	<u>81,378</u>	<u>101,631</u>	<u>108,660</u>
Total Personnel Services	<u>609,923</u>	<u>624,752</u>	<u>965,807</u>	<u>1,031,345</u>
Contractual Services	73,920	99,832	79,400	144,395
Commodities	7,714	12,457	16,635	21,600
Interdepartmental Charges	9,616	12,364	9,508	13,844
TOTAL PLANNING & DEV. BUDGET	<u>701,173</u>	<u>749,405</u>	<u>1,071,350</u>	<u>1,211,184</u>

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	101-1702-424.31-09	Training	\$2,500	\$ 7,000	\$ 4,500	180.00%
	Narrative:	Increase due to the reorganization of the Engineering/Building Office to Planning and Development Services. Training added for planners and reflecting FY20 actuals due to low amount in FY21 due to COVID.				
2	101-1702-424.31-10	Other Professional Services	\$19,000	\$ 75,000	\$ 56,000	294.74%
	Narrative:	Increase to include ongoing annual cost of Econ. Dev website (previously under Public Services) and for Attainable Housing Study				
3	101-1702-424.58-01	Travel	\$ 1,000	\$ 5,300	\$ 4,300	430.00%
	Narrative:	Increase due to the reorganization of the Engineering/Building Office to Planning and Development Services. Training added for planners and reflecting FY20 actuals due to low amount in FY21 due to COVID.				
4	101-1702-424.68-01	Office, Furniture & Eqpt	\$ -	\$ 5,000	\$ 5,000	100.00%
	Narrative:	Increase to cover cost of four iPads with cases and a new counter-top printer for the permit counter. iPads will be utilized by building inspectors with new ERP system.				
5	101-1702-424.80-05	Fuel/Lubricants	\$3,744	\$4,466	\$722	19.28%
	Narrative:	Increase is based on historical utilization analysis, anticipated fiscal year operations and cost projections outlined by the Energy Information Administration (EIA).				
6	101-1702-424.80-10	Fleet Services	\$5,764	\$9,428	\$3,664	63.57%
	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.				

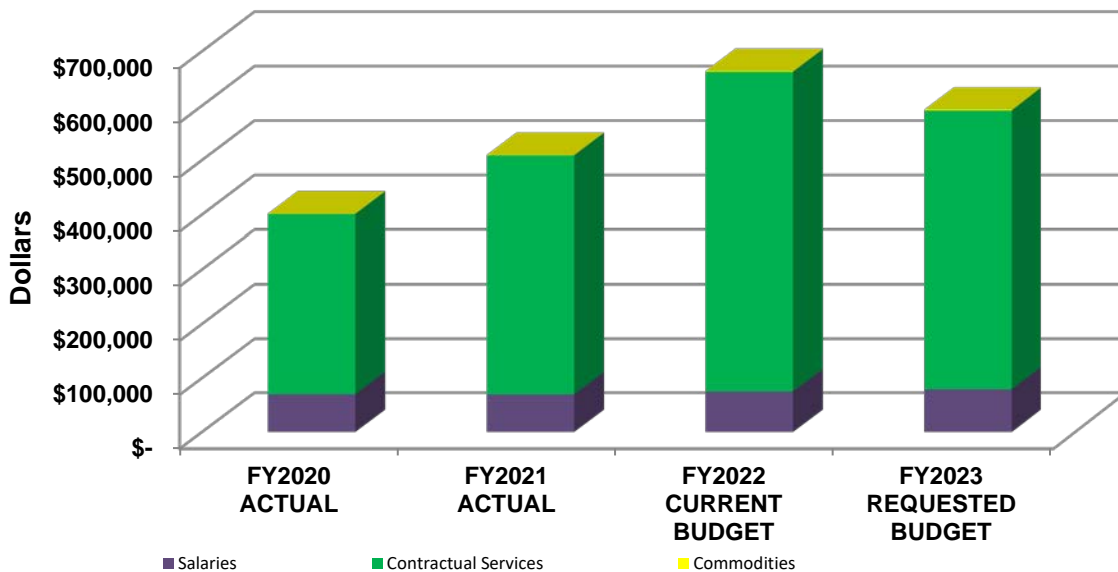
CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1702-424.11-01	Salary Full Time	445,217	457,196	705,811	751,720	45,909	6.50%		
101-1702-424.11-02	Salary Part Time	17,843	21,272	40,759	40,170	(589)	-1.45%		
101-1702-424.11-05	Overtime	-	-	500	500	-	0.00%		
101-1702-424.21-01	Health Insurance	71,492	78,350	98,391	104,810	6,419	6.52%		
101-1702-424.21-03	Dental Insurance	3,489	2,314	2,700	3,175	475	17.59%		
101-1702-424.21-04	Vision Insurance	289	394	540	675	135	25.00%		
101-1702-424.21-05	Benefit Credit	46	-	-	-	-	-		
101-1702-424.22-01	Social Security Taxes	28,284	28,692	46,287	48,240	1,953	4.22%		
101-1702-424.22-02	Medicare Contributions	6,615	6,711	10,825	11,290	465	4.30%		
101-1702-424.23-02	Civilian Pension	27,766	27,314	45,878	70,765	24,887	54.25%		
101-1702-424.23-04	Deferred Comp	8,882	2,189	14,116	-	(14,116)	-100.00%		
101-1702-424.29-04	Unemployment Comp	-	320	-	-	-	0.00%		
101-1702-424.31-05	Microfilming Services	2,222	3,079	3,500	3,500	-	0.00%		
101-1702-424.31-09	Training	4,650	331	2,500	7,000	4,500	180.00%		
101-1702-424.31-10	Other Professional Svcs	17,783	17,060	19,000	77,500	58,500	307.89%		
101-1702-424.32-01	Legal	22,206	19,154	22,000	22,000	-	0.00%		
101-1702-424.52-02	General liability	7,858	8,379	9,375	9,500	125	1.33%		
101-1702-424.52-11	Work. Comp. Premium	13,543	17,693	18,400	15,570	(2,830)	-15.38%		
101-1702-424.53-01	Telephone	1,095	721	1,000	1,000	-	0.00%		
101-1702-424.53-02	Cellular Telephones	1,506	1,510	1,625	1,625	-	0.00%		
101-1702-424.55-09	Other Printing	405	1,062	1,000	1,400	400	40.00%		
101-1702-424.58-01	Travel	2,652	1,198	1,000	5,300	4,300	430.00%		
101-1702-424.61-01	Office supplies	4,121	4,494	6,000	6,000	-	0.00%		
101-1702-424.61-05	Postage	1,921	2,220	4,000	4,000	-	0.00%		
101-1702-424.61-13	Clothing	614	771	2,000	2,500	500	25.00%		
101-1702-424.64-01	Dues	740	620	3,535	2,800	(735)	-20.79%		
101-1702-424.66-07	Safety equipment	318	392	700	900	200	28.57%		
101-1702-424.66-99	Other	-	43	400	400	-	0.00%		
101-1702-424.68-01	Office, Furniture & Eqpt,	-	3,917	-	5,000	5,000	100.00%		
101-1702-424.80-05	Fuel/Lubricants	3,776	2,421	3,744	4,466	722	19.28%		
101-1702-424.80-10	Fleet Services	5,840	9,943	5,764	9,378	3,614	62.70%		
PLANNING AND DEVELOPMENT		701,173	749,405	1,071,350	1,211,184	139,834	13.05%		

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**CITY OF KIRKWOOD, MISSOURI
FORESTRY OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	54,188	55,017	57,653	60,210
Overtime	732	-	1,000	1,000
Social Security	3,329	3,292	3,574	3,850
Medicare	778	770	836	905
Civilian Pension	3,433	3,499	3,747	5,757
Deferred Compensation	1,098	285	1,153	-
Subtotal Salaries	<u>63,558</u>	<u>62,863</u>	<u>67,963</u>	<u>71,722</u>
Other Benefits				
Health Insurance	5,715	6,245	6,397	6,730
Dental Insurance	518	331	450	400
Vision Insurance	38	75	84	84
Subtotal Other Benefits	<u>6,271</u>	<u>6,651</u>	<u>6,931</u>	<u>7,214</u>
Total Personnel Services	<u>69,829</u>	<u>69,514</u>	<u>74,894</u>	<u>78,936</u>
Contractual Services	331,135	439,070	587,024	512,130
Commodities	462	445	1,400	1,400
TOTAL BLDG COMM BUDGET	<u>401,426</u>	<u>509,029</u>	<u>663,318</u>	<u>592,466</u>

Forestry Budget Summary



CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-1705-423.11-01	Salary Full Time	54,188	55,017	57,653	60,210	2,557	4.44%		
101-1705-423.11-05	Overtime	732	-	1,000	1,000	-	0.00%		
101-1705-423.21-01	Health Insurance	5,715	6,245	6,397	6,730	333	5.21%		
101-1705-423.21-03	Dental Insurance	518	331	450	400	(50)	-11.11%		
101-1705-423.21-04	Vision Insurance	38	75	84	84	-	0.00%		
101-1705-423.22-01	Social Security Taxes	3,329	3,292	3,574	3,850	276	7.72%		
101-1705-423.22-02	Medicare Contributions	778	770	836	905	69	8.25%		
101-1705-423.23-02	Civilian Pension	3,433	3,499	3,747	5,757	2,010	53.64%		
101-1705-423.23-04	Deferred Comp	1,098	285	1,153	-	(1,153)	-100.00%		
101-1705-423.31-09	Training	48	90	500	500	-	0.00%		
101-1705-423.31-10	Other Professional Svcs	326,260	432,157	578,064	499,200	(78,864)	-13.64%		
101-1705-423.52-02	General liability	-	1,829	2,060	2,500	440	21.36%		
101-1705-423.52-11	Work. Comp. Premium	2,555	4,056	4,250	7,780	3,530	83.06%		
101-1705-423.53-02	Cellular Telephones	1,105	938	1,200	1,200	-	0.00%		
101-1705-423.55-09	Other Printing	-	-	250	250	-	0.00%		
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	260	445	500	500	-	0.00%		
101-1705-423.66-07	Safety equipment	200	-	500	500	-	0.00%		
FORESTRY		401,426	509,029	663,318	592,466	(70,852)	-10.68%		

Forestry

City of Kirkwood Recreation Division

The Recreation Division of the Parks and Recreation Department has identified the following performance measurement for the FY20-21 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 five primary recreation facilities: the performing arts center, community center, ice rink, racquet sports complex and aquatic center. Additionally, the division is responsible for all recreation programs, the Greentree Festival and the annual July 4th celebration. This responsibility includes 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 2020-21, the Recreation Division operated with a full time staff of 13 employees. While 50% of the director's salary was paid out of the Park Fund and theoretically, 50% of the position's work output is supposed to be devoted to park operations.

Full Time Staff

Director of Parks and Recreation
Superintendent of Recreation
Recreation Supervisors (2 positions)
Office Manager
Building Maintenance Worker
Ice Rink manager
Assistant Ice Rink Manager
Community Center Custodians (3 positions)
Ice Rink Maintenance Worker
Performing Arts Center General Manager

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

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

City of Kirkwood Recreation Division

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

	FY2018-19	FY19-20	FY 20-21
Administrative	13,140	14,732	12,966
Community Center	6,368	6,179	5,936
Rink	15,298	15,049	8,484
Aquatic Center*	3,704*	20,751*	11,871*
Day Camps	9,159	8,485	445
Tennis	1,022	1,062	1,032
KPAC	N/A	N/A	2753
	48,691*	66,258	43,487

*Includes hours for pool management company. FY19 not available due to closure of company prior to providing the figures. FY21 is lower due to half of the facility being open during covid closures.

Revenue Generated Per Hour Worked

	FY2018-19	FY19-20	FY 20-21
Community Center	\$28.38	\$28.57	\$10.58*
Rink	\$54.96	\$55.07	\$47.03*
Aquatic Center*		\$17.33	\$11.01*
Day Camps	\$20.98	\$24.87	\$16.62*
Tennis	\$41.31	\$37.45	\$31.42
KPAC	N/A	N/A	\$15.18

*Includes hours for pool management company. FY19 not available due to closure of company prior to providing the figures. FY21 is lower due to half of the facility being open during covid closures.

Recovery Rates

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

City of Kirkwood Recreation Division

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

Kirkwood Parks and Recreation Department has 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 typically ranges 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. Conversely, the lowest financial performance occurred in FY20-21 with a low recovery rate of 43%. Covid-19 closures severely affected operations and will continue to have negative effects on cost recovery for years to come.

Influencing Factors

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

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

Cost Center	FY 2017 Percent of Expenses Recovered	FY 2018 Percent of Expenses Recovered	FY 2019 Percent of Expenses Recovered	FY 2020 Percent of Expenses Recovered	FY 2021 Percent of Expenses Recovered	FY 2022 Proposed Budget Percent of Expenses Recovered
Administrative	0%	0%	0%	0%	0%	0%
Community Center ¹	57%	55%	55%	55%	29%	55%
Ice Rink ³	143%	135%	160%	148%	98%	142%
Aquatic Center ²	99%	97%	93%	79%	44%	82%
Day Camps	146%	137%	137%	146%	90%	121%
Recreation Programs	209%	189%	193%	207%	125%	182%
Tennis Complex	188%	160%	193%	175%	189%	183%
Greentree Festival	115%	107%	127%	117%	-90%	117%
July 4 th Event PAC ⁵	67%	65%	76%	52%	0%	52%
	24%					81%
Overall Recovery Rate⁴	90%	88%	92%	87%	43%	84%

Influencing Factors

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

²Weather, Covid & facility closures are contributing factor when considering the last five fiscal year performances.

City of Kirkwood Recreation Division

³Rink revenues and use were negatively impacted in FY21 by COVID closures.

⁴The overall recovery rate depicted in FY21 indicates the lowest recovery rate in recent history.

Market Research Pricing Strategy

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

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

Parks Department Ball Field Rental	Without Lights Resident	Without Lights NonResident	With Lights Resident	With Lights Nonresident	Prepared for Use	Notes
Webster Groves	\$10	\$10	\$20			
Sunset Hills	\$20	\$20	\$40		\$20 for bases and lines.	
Crestwood	\$10	\$14				
Fenton	\$18	\$23.50	\$38	\$48.50		
Affton	\$15	\$15	\$30			
Creve Coeur	\$8	\$12				
Des Peres	\$15	\$25				\$300/\$500 Season Permit
Chesterfield	\$14	\$17			\$15 per game.	
Field A	\$20	\$24	\$40	\$44	\$15 per game.	
Field B	\$30	\$37	\$50	\$57	\$15 per game.	
Field C	\$50	\$65	\$70	\$85	\$15 per game.	
Richmond Heights/Maplewood	\$15	\$25	\$30	\$50		
Shrewsbury	\$15	\$15				
Bridgeton (Non BMAC)	\$15	\$20				
Brentwood (before 6pm)	\$10	\$20			\$25/day	
Brentwood (After 6pm)	\$30	\$40			\$25/day	
Ellisville	\$9	\$10				No refunds period.
Maryland Heights	\$20	\$30				\$10 per day fee
Wentzville	\$15		\$30			\$35
O'fallon	\$15	\$20	\$30	\$35		

City of Kirkwood Recreation Division

Parks Department/Company Softball	League Cost	Games Per League		Notes
Sports Monster Clayton Single	\$649	6	Plus SE Tournament	
Sports Monster Clayton DH	\$699	8	Plus SE Tournament	
Webster Groves Men's	\$515	12	Plus SE Tournament	
Webster Groves Coed	\$415	9	Plus SE Tournament	
Lake St Louis Coed	\$460	12	Plus SE Tournament	
Lake St Louis Coed	\$440	12	Plus SE Tournament	
Brentwood DH	\$829	20	Plus SE Tournament	
Brentwood Single	\$439	10	Plus SE Tournament	
St. Charles Parks Men's	\$460	12		Fall League
St. Charles Parks Coed	\$440	12		Fall League
Fenton	\$585	12		
YMCA	\$320	9		
Kirkwood				
	\$6,251	134		
	/	/		
	12	12		
Average	\$520.92	11.16666667		
Kirkwood Current Price	\$513	12		

Parks Department/Company Volleyball	League Cost	Matches Per League		Notes
Stratman Sports	\$270	8	matches	
Sports Monster	\$324	6	matches+ Tournament	
Brentwood	\$189	10	Games	
Premier Athletics	\$330	14	Games	Sand Volleyball
Des Peres	\$210	9	Games	
South County YMCA	\$190	10	Matches	
Kirkwood			matches+ Tournament	
	\$1,513	57		
	/	/		
	6	6		
Average	\$252.17	9.5	\$26.54	
Kirkwood Current Price	\$185	8		

Satisfaction Rates

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

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

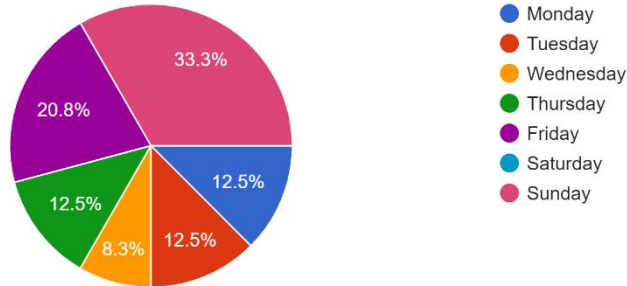
The Department uses a variety of methods in gathering surveys. One of the most common are electronic surveys administrated through Constant Contact, or

City of Kirkwood Recreation Division

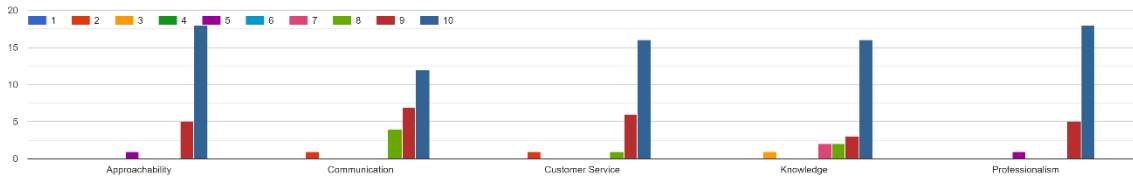
Survey Monkey or in the the case of the following results, Google Forms. The information below shows survey results from the 2021 Slow-Pitch Softball Season.

Which night did you participate in?

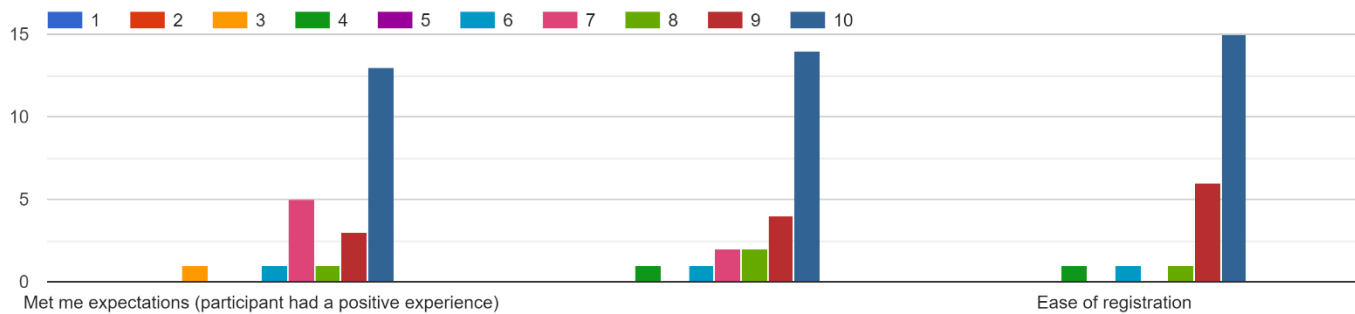
24 responses



Please, rate your satisfaction with the league administration on the following? (1 being not at all satisfied and 10 being highly satisfied)



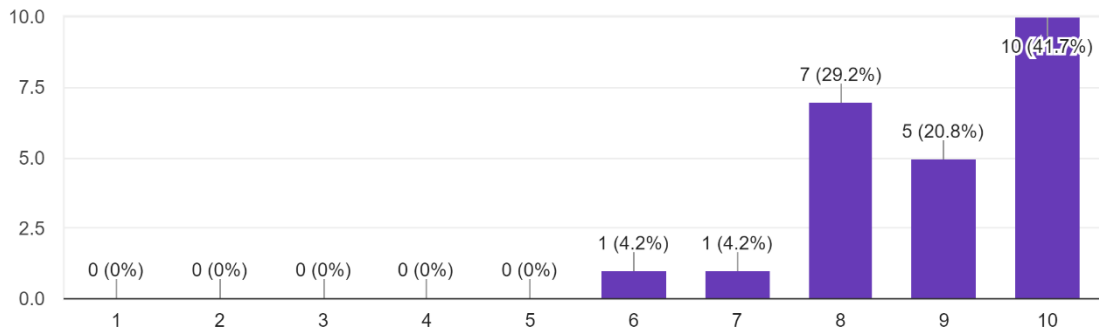
Please, rate your satisfaction with the league on the following? (1 being not at all satisfied and 10 being highly satisfied)



City of Kirkwood Recreation Division

What is your overall satisfaction with this league?

24 responses



Department Vehicles

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

The other vehicle associated with the Recreation Division is 2009 Dodge Caravan minivan. It is driven by full time Recreation Division staff members for a variety of purposes. This vehicle will be replaced by the end of 2021.

RECREATION DIVISION PROGRAM BUDGET ANALYSIS

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

- Administration (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

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- 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 programs. The expectation is that programs operated within this cost center will, at a minimum, return their direct costs plus 25%.
 - Racquet Sports Center (2007) – expenses include cost for seasonal staff and contract staff that supervise the center and conduct related programs such as lessons, leagues and tournaments. Revenue is generated by daily and season passes, and fees for participation in facility related programs.
 - Greentree Festival (2008) – expenses include overtime costs for staffing the festival, entertainment and material and supplies to support the event. Revenue is generated through booth fees, participation fees and sponsorships.
 - July 4th Fireworks (2009) – Expenses include overtime for park staff, fireworks, entertainment and event supplies. Revenue is derived from sponsorships.
 - 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:

City of Kirkwood Recreation Division

- A valuation of each cost center, based on the value to the community and the operation of the recreation division. A scale of 1 – 4 is being used, with 1 having the lowest value and 4 the highest. The valuation is based on staff input and discussion, and considers a number of factors, including financial performance, resident participation or usage, need within the community for such services, tradition of activities.
- Average recovery rate and net dollars for each cost center for the last five completed fiscal years (2017-2021).
- A target recovery and net dollar rate for each cost center based on those historical figures and other considerations such as recovery policy for the individual cost center.
- Modified budget amounts, recovery rates and net dollars for each cost center for the current budget based on an attempt to assess what are mostly personnel costs housed in the administrative cost center to the other cost centers. This distribution of time and personnel cost is based on estimates from staff as to how much of their time is used within the various cost centers.

In the lists below, the following definitions would apply:

- **Five Year Recovery Rate** is defined as the five year average of revenue divided by expenses.
- **Five Year Net Dollars** is the five year average of each cost center's revenue minus expenses. Negative amounts are shown in parentheses.
- **Current Target Recovery Rate** is revenue divided by expenses and is a consideration in budget preparation. In some cases, the target number is set by policy (the aquatic center for example), and in others by historical performance, and serves as a guide when developing the budget for the upcoming year
- **Current Target Net Dollars** is a calculation of revenue minus expenses. The target amount is developed through historical performance and is set a guide during the budget process.
- **FY 22-23 Budget Recovery Rate** is revenue divided by expenses as projected in the proposed budget for the upcoming fiscal year.
- **FY 22-23 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)

City of Kirkwood Recreation Division

Current Target Recovery Rate – 0%
Current Target Net Dollars – (\$575,000)
FY22-23 Budget Recovery Rate –0%
FY22-23 Net Dollars – (\$578,639)

Community Center (101-2002)

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

Five Year Recovery Rate – 51%
Five Year Net Dollars – (\$142,984)
Current Target Recovery Rate – 55%
Current Target Net Dollars – (\$140,000)
FY22-23 Budget Recovery Rate -53%
FY22-23 Net Dollars -(\$164,744)

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 – 134%
Five Year Net Dollars – \$189,048
Current Target Recovery Rate – 135%
Current Target Net Dollars – \$225,000
FY22-23 Budget Recovery Rate – 120%
FY22-23 Net Dollars - \$115,217

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 – 83 %
Five Year Net Dollars – (\$60,790)
Current Target Recovery Rate –100%
Current Target Net Dollars – \$0
FY22-23 Budget Recovery Rate – 82%
FY-22-23 Net Dollars – (\$101,859)

Day Camp (1005)

City of Kirkwood Recreation Division

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

Five Year Recovery Rate – 131%
Five Year Net Dollars – \$44,819
Current Target Recovery Rate –125%
Current Target Net Dollars – \$40,000
FY22-23 Budget Recovery Rate -108%
FY22-23 Net Dollars -\$18,359

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 – 186%
Five Year Net Dollars – \$123,416
Current Target Recovery Rate –180%
Current Target Net Dollars – \$125,000
FY22-23 Budget Recovery Rate -117%
FY22-23 Net Dollars - \$40,983

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 – 181%
Five Year Net Dollars – \$18,646
Current Target Recovery Rate –175%
Current Target Net Dollars – \$20,000
FY22-23 Budget Recovery Rate – 136%
FY22-23 Net Dollars – \$19,595

City of Kirkwood Recreation Division

Greentree Festival (101-2008)

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

Five Year Recovery Rate – 80%
Five Year Net Dollars – \$5,402
Current Target Recovery Rate –100%
Current Target Net Dollars – \$0
FY22-23 Budget Recovery Rate – 104%
FY-22-23 Net Dollars - \$2,975

July 4th Fireworks (101-2009)

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

Five Year Recovery Rate – 48%
Five Year Net Dollars – \$(7,594)
Current Target Recovery Rate –100%
Current Target Net Dollars – \$0
FY22-23 Budget Recovery Rate – 44%
FY22-23 Budget Net Dollars – \$(19,350)

Performing Arts Center (101-2010)

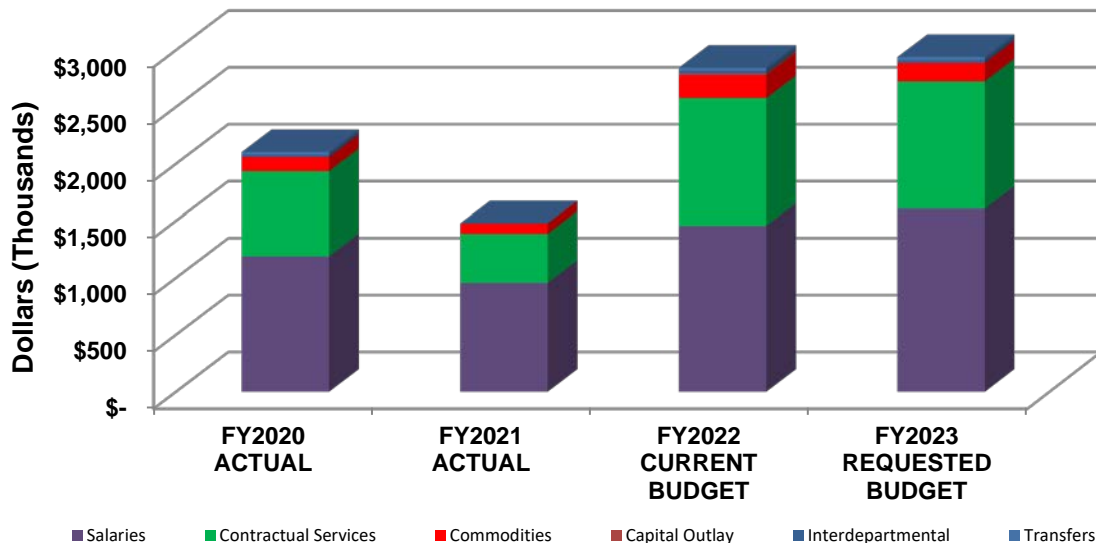
Value = 4 – The new Performing Arts Center is ranked similarly high as the community center. In addition, the usage and the tradition of theater in Kirkwood are factors that result in a higher value. The PAC will serve as the hub of performing and visual arts in Kirkwood and will be considered a regional 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)
FY22-23 Budget Recovery Rate – 61%
FY22-23 Budget Net Dollars – \$(245,135)

**CITY OF KIRKWOOD, MISSOURI
RECREATION OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	668,597	612,174	797,056	912,568
Part-time Salaries	153,492	57,077	170,334	153,168
Temporary	124,263	25,072	162,113	196,696
Overtime	3,154	1,217	8,400	5,400
Social Security	58,111	42,424	71,475	76,360
Medicare	13,590	9,923	17,231	18,670
Civilian Pension	44,095	37,482	58,650	85,695
Deferred Compensation	10,304	10,513	14,300	-
Subtotal Salaries	1,075,606	795,882	1,299,559	1,448,557
Other Benefits				
Health Insurance	106,582	144,140	146,608	150,490
Dental Insurance	5,745	3,879	7,415	5,760
Vision Insurance	340	717	1,335	855
Benefit Credit	155	-	-	-
Subtotal Other Benefits	112,822	158,900	155,358	157,105
Total Personnel Services	1,188,428	954,782	1,454,917	1,605,662
Contractual Services	745,595	429,807	1,122,303	1,118,692
Commodities	125,040	92,704	202,149	163,087
Capital Outlay	-	-	14,716	-
Interdepartmental Charges	245,314	200,227	308,312	322,362
Transfers to Other Funds	21,347	-	25,250	25,630
TOTAL RECREATION BUDGET	2,325,724	1,677,520	3,127,647	3,235,433

Recreation Budget Summary



CITY OF KIRKWOOD

RECREATION - EXPENSES

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase (Decrease)</u>	<u>Percent</u>
101-2001-451-52-11	Work Comp Premium	\$ 60,160	\$ 46,710	\$ (13,450)	-22.36%
Narrative:	A change in the way allocations are calculated by finance resulted in a lower amount.				
101-2003-451-11-02	Salary Part Time - Ice Rink	\$108,138	\$82,120	\$ (26,018)	-24.06%
Narrative:	A decrease in public skating hours on a weekly basis reduces the number of staff required to operate.				
101-2003-451-31-10	Other Professional Services	\$18,853	\$24,072	\$ 5,219	27.68%
Narrative:	This represents an increase with the ice rink contractual staff hourly rate that has not been increased for more than 10 years. Competitive pay is required to maintain quality staff.				
101-2004-451-11-04	Salary Temporary - Aquatics	\$46,432	\$51,705	\$ 5,273	11.36%
Narrative:	An increase in minimum wage and an additional swim team position resulted in the increase.				
101-2004-451-80-40	Water Usage Charges	\$26,000	\$32,000	\$ 6,000	23.08%
Narrative:	A persistent leak in any given pool requires the use of more water.				
101-2005-451-11-04	Salary Temporary - Camp	\$108,331	\$136,766	\$ 28,435	26.25%
Narrative:	The addition of before and after care hours, increased minimum wage along with new specialty camps increases the cost. Additional revenue is expected and accounted for on the revenue side.				
101-2005-451-31-10	Other Professional Services	\$19,700	\$13,500	\$ (6,200)	-31.47%
Narrative:	Reduced based on fewer camps relying on contracted services.				
101-2006-451-31-11	Trips	\$2,000	\$17,640	\$ 15,640	782.00%
Narrative:	In an effort to increase revenue, recreation staff will plan and market additional senior trips in an effort to increase the department offerings for this set of target market.				
101-2007-451--31-10	Other Professional Services	\$17,000	\$41,000	\$ 24,000	141.18%
Narrative:	Increased demand for Tennis Programs increases the amount required to pay Vetta. Revenue increase is reflected in budget.				

CITY OF KIRKWOOD

RECREATION - EXPENSES

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase (Decrease)</u>	<u>Percent</u>
101-2008-451-31-10	Other Professional Services	\$12,350	\$15,450	\$ 3,100	25.10%
Narrative:	Increases are expected for contracted services such as bands, sound, transportation, sanitary requirements and recycling.				
101-2009-451-31-10	Other Professional Services	\$26,050	\$29,650	\$ 3,600	13.82%
Narrative:	Cost of Fireworks is expected to increase by a minimum of 10%				
The following accounts represent the Kirkwood Performing Art Center. The larger account variances occur as more accurate financial information is acquired each year the KPAC operates.					
101-2010-451-11-01	Salary Full Time	\$140,495	\$239,893	\$ 99,398	70.75%
Narrative:	Reclassification of General Manager along with the addition of a business manager position results in the increase. Guest Relations position was made full time.				
101-2010-451-11-02	Salary Part Time	\$16,700	\$14,120	\$ (2,580)	-15.45%
Narrative:	Guest Relations position was made full time.				
101-2010-451-31-10	Other Professional Services	\$91,250	\$137,200	\$ 45,950	50.36%
Narrative:	The addition of a contracted cleaning company to keep the facility at a minimum standard of cleanliness increased this line item.				
101-2010-451-32-10	Other	\$61,000	\$7,500	\$ (53,500)	-87.70%
Narrative:	This account represents advertising, credit card fees and software maintenance. A large reduction in advertising is represented with this decrease.				
101-2010-451-43-12	Buildings & Grounds	\$61,250	\$23,000	\$ (38,250)	-62.45%
Narrative:	Lower expected repairs.				
101-2010-451-52-02	General Liability	\$9,100	\$14,500	\$ 5,400	59.34%
Narrative:	Lowered to be in line with other recreation facility costs.				

CITY OF KIRKWOOD

RECREATION - EXPENSES

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase (Decrease)</u>	<u>Percent</u>
101-2010-451-55-09	Other Printing	\$15,000	\$2,000	\$ (13,000)	-86.67%
Narrative:	Printing is not occurring on the level originally expected.				
101-2010-451-61-08	Janitorial Supplies	\$7,500	\$3,000	\$ (4,500)	-60.00%
Narrative:	The contracted cleaning company supplies their own product. City stock is used for paper products from this account.				
101-2010-451-61-15	Building & Grounds	\$10,000	\$5,500	\$ (4,500)	-45.00%
Narrative:	Fewer items are required for building maintenance than expected.				
101-2010-451-61-99	Other	\$17,000	\$700	\$ (16,300)	-95.88%
Narrative:	Reduced knowing youth theater expenses will not be coming from this account.				
101-2010-451-66-19	Recreation Supplies	\$5,000	\$1,000	\$ (4,000)	-80.00%
Narrative:	No Youth theater in the space reduced the need for expenses in this account. Other items will still be required for smaller productions.				
101-2010-451-80-40	Water Usage Charges	\$5,000	\$11,500	\$ 6,500	130.00%
Narrative:	FY2023 request is an estimate without support of historical trends. An error in setting the original water meter in the KPAC facility caused water charges to be higher than normal The error was discovered and corrected 9/2021.				
101-2010-451-80-50	Sanitation Charges	\$3,000	\$5,232	\$ 2,232	74.40%
Narrative:	Increased to be more in line with other recreation facility sanitation costs.				

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2001-451.11-01	Salary Full Time	308,977	247,346	295,810	302,570	6,760	2.29%		
101-2001-451.11-02	Salary Part Time	38,369	20,950	45,496	45,296	(200)	-0.44%		
101-2001-451.11-05	Overtime	1,177	337	800	500	(300)	-37.50%		
101-2001-451.21-01	Health Insurance	44,911	53,080	45,634	46,880	1,246	2.73%		
101-2001-451.21-03	Dental Insurance	2,196	1,494	2,300	1,910	(390)	-16.96%		
101-2001-451.21-04	Vision Insurance	195	328	410	410	-	0.00%		
101-2001-451.21-05	Benefit Credit	146	-	-	-	-	0.00%		
101-2001-451.22-01	Social Security Taxes	21,156	16,418	21,400	21,160	(240)	-1.12%		
101-2001-451.22-02	Medicare Contributions	4,948	3,840	5,010	4,955	(55)	-1.10%		
101-2001-451.23-02	Civilian Pension	19,418	15,633	23,100	29,080	5,980	25.89%		
101-2001-451.23-04	Deferred Comp	5,571	9,137	5,950	-	(5,950)	-100.00%		
101-2001-451.31-09	Training	95	-	200	300	100	50.00%		
101-2001-451.31-10	Other Professional Svcs	22,271	20,717	22,320	24,270	1,950	8.74%		
101-2001-451.32-01	Legal	3,618	3,078	3,100	3,000	(100)	-3.23%		
101-2001-451.43-02	Radio eqpt. maintenance	139	-	320	300	(20)	-6.25%		
101-2001-451.44-04	Copy Machines	2,493	556	1,900	3,000	1,100	57.89%		
101-2001-451.52-02	General liability	7,344	17,750	16,480	17,000	520	3.16%		
101-2001-451.52-11	Work. Comp. Premium	27,079	59,435	60,160	46,710	(13,450)	-22.36%		
101-2001-451.53-01	Telephone	8,977	6,198	8,580	8,100	(480)	-5.59%		
101-2001-451.58-01	Travel	1,726	-	2,370	2,175	(195)	-8.23%		
101-2001-451.61-01	Office supplies	3,477	3,595	3,570	3,670	100	2.80%		
101-2001-451.61-05	Postage	6,680	224	7,000	7,200	200	2.86%		
101-2001-451.61-11	Food	762	-	650	650	-	0.00%		
101-2001-451.64-01	Dues	1,300	650	1,350	1,350	-	0.00%		
101-2001-451.68-02	Machinery & Equipment	-	-	14,716	-	(14,716)	-100.00%		
101-2001-451.80-05	Fuel/Lubricants	512	241	800	850	50	6.25%		
101-2001-451.80-10	Fleet Services	3,864	4,454	4,036	2,129	(1,907)	-47.25%		
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	158,542	117,751	161,766	162,415	649	0.40%		
101-2002-451.11-05	Overtime	1,570	775	2,000	2,000	-	0.00%		
101-2002-451.21-01	Health Insurance	23,372	18,793	26,483	27,810	1,327	5.01%		
101-2002-451.21-03	Dental Insurance	1,811	910	1,700	1,390	(310)	-18.24%		
101-2002-451.21-04	Vision Insurance	79	144	300	-	(300)	-100.00%		
101-2002-451.22-01	Social Security Taxes	9,704	7,182	10,080	10,080	-	0.00%		
101-2002-451.22-02	Medicare Contributions	2,269	1,680	2,860	2,380	(480)	-16.78%		
101-2002-451.23-02	Civilian Pension	10,020	7,409	10,650	14,905	4,255	39.95%		
101-2002-451.23-04	Deferred Comp	953	262	1,500	-	(1,500)	-100.00%		
101-2002-451.43-05	Alarm Maintenance	1,247	1,444	1,300	1,200	(100)	-7.69%		

Recreation

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2002-451.43-06	Equipment	464	-	400	400	-	0.00%		
101-2002-451.43-12	Building & Grounds	30,898	8,341	27,200	25,900	(1,300)	-4.78%		
101-2002-451.61-08	Janitorial supplies	7,804	3,678	7,700	5,300	(2,400)	-31.17%		
101-2002-451.61-13	Clothing	696	-	650	950	300	46.15%		
101-2002-451.61-14	Machinery & Equipment	663	865	600	600	-	0.00%		
101-2002-451.61-15	Buildings & Grounds	6,498	4,822	8,000	7,000	(1,000)	-12.50%		
101-2002-451.61-99	Other	1,206	-	1,750	1,700	(50)	-2.86%		
101-2002-451.62-03	Gas	6,739	6,990	7,650	7,600	(50)	-0.65%		
101-2002-451.66-08	Small tools	206	-	300	300	-	0.00%		
101-2002-451.80-20	Electric Charges	61,053	32,743	64,000	64,000	-	0.00%		
101-2002-451.80-40	Water Usage Charges	525	525	650	600	(50)	-7.69%		
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	176,797	176,061	187,040	195,375	8,335	4.46%		
101-2003-451.11-02	Salary Part Time	115,123	31,180	108,138	82,120	(26,018)	-24.06%		
101-2003-451.11-05	Overtime	374	86	2,500	2,500	-	0.00%		
101-2003-451.21-01	Health Insurance	35,274	38,637	40,056	42,060	2,004	5.00%		
101-2003-451.21-03	Dental Insurance	1,582	1,086	1,625	1,190	(435)	-26.77%		
101-2003-451.21-04	Vision Insurance	44	157	255	170	(85)	-33.33%		
101-2003-451.22-01	Social Security Taxes	18,064	12,625	18,900	17,170	(1,730)	-9.15%		
101-2003-451.22-02	Medicare Contributions	4,224	2,953	4,420	4,020	(400)	-9.05%		
101-2003-451.23-02	Civilian Pension	13,926	11,355	14,600	18,380	3,780	25.89%		
101-2003-451.23-04	Deferred Comp	3,546	749	3,800	-	(3,800)	-100.00%		
101-2003-451.31-10	Other Professional Svcs	20,947	4,115	18,853	24,072	5,219	27.68%		
101-2003-451.32-10	Other	8,904	2,699	8,852	8,500	(352)	-3.98%		
101-2003-451.43-06	Equipment	28,022	25,908	31,125	31,725	600	1.93%		
101-2003-451.43-12	Building & Grounds	2,602	3,500	3,000	3,000	-	0.00%		
101-2003-451.52-03	Participant Liability	-	-	50	-	(50)	-100.00%		
101-2003-451.61-01	Office supplies	545	361	500	400	(100)	-20.00%		
101-2003-451.61-08	Janitorial supplies	2,274	2,018	2,380	2,380	-	0.00%		
101-2003-451.61-13	Clothing	227	-	500	500	-	0.00%		
101-2003-451.61-14	Machinery & Equipment	13,427	2,174	13,400	12,600	(800)	-5.97%		
101-2003-451.61-15	Buildings & Grounds	6,764	4,929	6,400	6,200	(200)	-3.13%		
101-2003-451.61-99	Other	888	36	1,700	800	(900)	-52.94%		
101-2003-451.62-03	Gas	7,877	7,060	8,500	8,852	352	4.14%		
101-2003-451.64-01	Dues	183	-	300	300	-	0.00%		
101-2003-451.66-08	Small tools	39	244	300	300	-	0.00%		
101-2003-451.66-19	Recreation supplies	3,713	-	5,400	3,250	(2,150)	-39.81%		
101-2003-451.80-20	Electric Charges	97,361	75,617	99,000	99,000	-	0.00%		

Recreation

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2003-451.80-40	Water Usage Charges	5,096	3,990	5,665	5,390	(275)	-4.85%		
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	1,687	-	1,550	1,530	(20)	-1.29%		
101-2004-451.11-01	Salary Full Time	11,674	5,573	11,945	12,315	370	3.10%		
101-2004-451.11-04	Salary Temporary	40,901	16,726	46,432	51,705	5,273	11.36%		
101-2004-451.11-05	Overtime	33	19	100	100	-	0.00%		
101-2004-451.21-01	Health Insurance	1,943	2,130	2,347	1,895	(452)	-19.26%		
101-2004-451.21-03	Dental Insurance	92	38	100	80	(20)	-20.00%		
101-2004-451.21-04	Vision Insurance	8	9	20	20	-	0.00%		
101-2004-451.21-05	Benefit Credit	9	-	-	-	-	0.00%		
101-2004-451.22-01	Social Security Taxes	3,237	1,384	3,650	3,955	305	8.36%		
101-2004-451.22-02	Medicare Contributions	757	324	855	930	75	8.77%		
101-2004-451.23-02	Civilian Pension	731	352	800	1,160	360	45.00%		
101-2004-451.23-04	Deferred Comp	234	29	240	-	(240)	-100.00%		
101-2004-451.31-10	Other Professional Svcs	282,633	193,900	337,385	360,745	23,360	6.92%		
101-2004-451.32-02	Audit	1,500	1,500	1,500	2,000	500	33.33%		
101-2004-451.32-10	Other	7,086	(717)	7,100	8,400	1,300	18.31%		
101-2004-451.43-06	Equipment	11,575	1,054	10,000	6,400	(3,600)	-36.00%		
101-2004-451.43-12	Building & Grounds	10,564	7,716	11,500	10,910	(590)	-5.13%		
101-2004-451.52-02	General liability	8,244	9,427	10,550	9,200	(1,350)	-12.80%		
101-2004-451.55-09	Other Printing	75	-	175	175	-	0.00%		
101-2004-451.61-01	Office supplies	1,804	335	1,400	800	(600)	-42.86%		
101-2004-451.61-08	Janitorial supplies	1,817	2,016	2,200	2,200	-	0.00%		
101-2004-451.61-13	Clothing	200	98	200	400	200	100.00%		
101-2004-451.61-14	Machinery & Equipment	996	1,206	1,000	1,000	-	0.00%		
101-2004-451.61-15	Buildings & Grounds	4,181	4,540	4,700	4,700	-	0.00%		
101-2004-451.61-99	Other	2,399	14	4,000	3,825	(175)	-4.38%		
101-2004-451.64-01	Dues	1,417	432	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	37,471	18,439	41,565	41,565	-	0.00%		
101-2004-451.80-40	Water Usage Charges	18,336	25,937	26,000	32,000	6,000	23.08%		
101-2004-451.80-50	Sanitation Charges	1,764	1,764	1,764	1,764	-	0.00%		
101-2004-451.80-60	Admin., Cirk. & Acct.	2,500	2,500	2,500	2,500	-	0.00%		
101-2005-451.11-04	Salary Temporary	78,257	3,532	108,331	136,766	28,435	26.25%		
101-2005-451.22-01	Social Security Taxes	4,852	218	6,720	8,500	1,780	26.49%		
101-2005-451.22-02	Medicare Contributions	1,135	51	1,571	2,000	429	27.31%		
101-2005-451.31-10	Other Professional Svcs	19,347	-	19,700	13,500	(6,200)	-31.47%		
101-2005-451.32-10	Other	33,389	4,339	33,900	33,100	(800)	-2.36%		

Recreation

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
101-2005-451.61-11	Food	1,780	-	1,600	1,250	(350)	-21.88%		
101-2005-451.66-19	Recreation supplies	6,092	38	6,775	6,425	(350)	-5.17%		
101-2006-451.10-10	Transfer to Other Funds	1,200	-	1,200	1,200	-	0.00%		
101-2006-451.11-02	Salary Part Time	-	-	-	11,632	11,632	100.00%		
101-2006-451.22-01	Social Security Taxes	-	-	-	725	725	100.00%		
101-2006-451.22-02	Medicare Contributions	-	-	-	170	170	100.00%		
101-2006-451.31-10	Other Professional Svcs	109,374	29,182	120,868	122,315	1,447	1.20%		
101-2006-451.31-11	Trips	1,958	-	2,000	16,640	14,640	732.00%		
101-2006-451.32-10	Other	2,369	1,530	3,350	3,200	(150)	-4.48%		
101-2006-451.55-09	Other Printing	8,662	241	8,490	6,900	(1,590)	-18.73%		
101-2006-451.61-11	Food	1,793	702	2,960	3,325	365	12.33%		
101-2006-451.61-15	Buildings & Grounds	5,478	-	6,060	6,060	-	0.00%		
101-2006-451.66-19	Recreation supplies	15,629	7,991	21,604	23,200	1,596	7.39%		
101-2007-451.11-04	Salary Temporary	5,105	4,814	7,350	8,225	875	11.90%		
101-2007-451.22-01	Social Security Taxes	316	271	475	510	35	7.37%		
101-2007-451.22-02	Medicare Contributions	74	63	115	120	5	4.35%		
101-2007-451.31-10	Other Professional Svcs	14,799	11,550	17,000	41,000	24,000	141.18%		
101-2007-451.61-13	Clothing	150	-	150	400	250	166.67%		
101-2007-451.61-15	Buildings & Grounds	1,389	27	1,200	1,200	-	0.00%		
101-2007-451.61-99	Other	926	425	1,700	2,600	900	52.94%		
101-2007-451.64-01	Dues	-	-	50	50	-	0.00%		
101-2007-451.66-19	Recreation supplies	-	-	400	500	100	25.00%		
101-2008-451.10-10	Transfer to Other Funds	17,436	-	18,000	18,600	600	3.33%		
101-2008-451.31-10	Other Professional Svcs	11,327	889	12,350	15,450	3,100	25.10%		
101-2008-451.32-10	Other	28,157	6,850	27,925	28,325	400	1.43%		
101-2008-451.61-11	Food	870	-	700	700	-	0.00%		
101-2008-451.61-99	Other	1,171	-	700	700	-	0.00%		
101-2008-451.66-19	Recreation supplies	3,991	889	3,850	3,850	-	0.00%		
101-2008-451.66-23	Community Services	915	-	1,400	1,400	-	0.00%		
101-2009-451.10-10	Transfer to Other Funds	1,024	-	4,500	4,300	(200)	-4.44%		
101-2009-451.31-10	Other Professional Svcs	25,212	-	26,050	29,650	3,600	13.82%		
101-2009-451.61-11	Food	15	-	250	250	-	0.00%		
101-2009-451.66-19	Recreation supplies	46	-	150	150	-	0.00%		
101-2010-451.11-01	Salary Full Time	12,607	65,443	140,495	239,893	99,398	70.75%		
101-2010-451.11-02	Salary Part Time	-	4,947	16,700	14,120	(2,580)	-15.45%		
101-2010-451.11-05	Overtime	-	-	3,000	300	(2,700)	-90.00%		
101-2010-451.21-01	Health Insurance	1,082	31,500	32,088	31,845	(243)	-0.76%		
101-2010-451.21-02	Dental Insurance	64	351	1,690	1,190	(500)	-29.59%		

Recreation

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
101-2010-451.21-04	Vision Insurance	14	79	350	255	(95)	-27.14%
101-2010-451.22-01	Social Security Taxes	782	4,326	10,250	14,985	4,735	46.20%
101-2010-451.22-02	Medicare Contributions	183	1,012	2,400	3,540	1,140	47.50%
101-2010-451.23-02	Civilian Pension	-	2,733	9,500	22,000	12,500	131.58%
101-2010-451.23-04	Deferred Comp	-	336	2,810	-	(2,810)	-100.00%
101-2010-451.31-06	Kirkwood Arts Commission	-	-	16,000	16,000	-	100.00%
101-2010-451.31-10	Other Professional Svcs	-	2,075	91,250	137,200	45,950	50.36%
101-2010-451.32-01	Legal	-	26	4,000	1,500	(2,500)	-62.50%
101-2010-451.32-02	Audit	-	-	1,500	2,000	500	100.00%
101-2010-451.32-10	Other	2,498	10	61,000	7,500	(53,500)	-87.70%
101-2010-451.43-05	Alarm Maintenance	-	26	1,500	500	(1,000)	-66.67%
101-2010-451.43-06	Equipment	-	2,897	2,000	3,100	1,100	55.00%
101-2010-451.43-12	Building & Grounds	-	2,932	61,250	23,000	(38,250)	-62.45%
101-2010-451.52-02	General liability	-	93	9,100	14,500	5,400	59.34%
101-2010-451.53-01	Telephone	-	546	3,650	3,630	(20)	-0.55%
101-2010-451.55-09	Other Printing	-	-	15,000	2,200	(12,800)	-85.33%
101-2010-451.61-01	Office supplies	-	3,070	1,000	700	(300)	-30.00%
101-2010-451.61-05	Postage	-	10	2,000	500	(1,500)	-75.00%
101-2010-451.61-08	Janitorial supplies	-	3,547	7,500	3,000	(4,500)	-60.00%
101-2010-451.61-13	Clothing	-	-	200	750	550	275.00%
101-2010-451.61-14	Machinery & Equipment	-	5,080	5,000	3,000	(2,000)	-40.00%
101-2010-451.61-15	Building & Grounds	-	14,354	10,000	5,500	(4,500)	-45.00%
101-2010-451.61-99	Other	-	1,914	17,000	700	(16,300)	-95.88%
101-2010-451.62-03	Gas	-	8,352	8,000	9,000	1,000	12.50%
101-2010-451.66-08	Small tools	-	-	3,000	250	(2,750)	-91.67%
101-2010-451.66-19	Recreation supplies	-	18	5,000	1,000	(4,000)	-80.00%
101-2010-451.80-20	Electric Charges	-	6,088	37,500	39,000	1,500	4.00%
101-2010-451.80-40	Water Usage Charges	-	11,097	5,000	11,500	6,500	130.00%
101-2010-451.80-50	Sanitation Charges	-	-	3,000	5,232	2,232	74.40%
RECREATION		2,325,724	1,677,520	3,127,647	3,235,433	107,786	3.45%

Recreation

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CITY OF KIRKWOOD						
FISCAL YEAR 2022/2023 OPERATING BUDGET						
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	% VARIANCE
501-0000-331.20-80	Grants	3,179,933	131,989	-	-	-
	Intergovernmental Revenue	3,179,933	131,989	-	-	-
501-0000-340.10-10	Metered Sales revenue	20,777,462	19,951,192	21,642,141	21,642,141	0.00%
501-0000-340.10-30	Bad Debt Recovered	4,186	5,199	1,800	1,800	0.00%
501-0000-340.11-00	Other Electric charges	10,027	32,598	14,000	14,000	0.00%
501-0000-340.11-10	Services Calls revenue	6,820	10,230	6,000	6,000	0.00%
501-0000-340.11-40	Misc. Charges	30,258	22,554	40,000	40,000	0.00%
501-0000-340.11-50	Wholesale Electric sales	4,509,649	4,175,017	5,200,000	5,200,000	0.00%
	Charges for Services	25,338,402	24,196,790	26,903,941	26,903,941	0.00%
501-0000-361.10-00	Investments	292,396	97,214	165,000	165,000	0.00%
501-0000-361.40-00	Interest & Penalties	108,309	70,344	100,000	100,000	0.00%
	Investment Income	400,705	167,558	265,000	265,000	0.00%
501-0000-380.10-00	Miscellaneous	3,309	6,648	27,000	27,000	0.00%
	WATER SHARE FOR METER READERS SALARIES					
	Other Revenue	3,309	6,648	27,000	27,000	0.00%
501-0000-391.40-20	Interdepartment/FundUsage	538,875	469,937	500,000	500,000	0.00%
	Interdepartmental Revenue	538,875	469,937	500,000	500,000	0.00%
	Total Revenue Before Other Financing Sources	29,461,224	24,972,922	27,695,941	27,695,941	0.00%
501-0000-392.10-00	Sale of Fixed Assets	10,659	-	10,000	10,000	0.00%
501-0000-392.20-00	Insurance Proceeds	6,591	649	-	-	-
501-0000-393.10-00	Bond Proceeds	-	-	-	15,300,000	100.00%
	Other Financing Sources	17,250	649	10,000	15,310,000	100.00%
	TOTAL REVENUE AND OTHER FINANCING SOURCES	29,478,474	24,973,571	27,705,941	43,005,941	55.22%

Electric Revenues

Electric Fund

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

Staffing

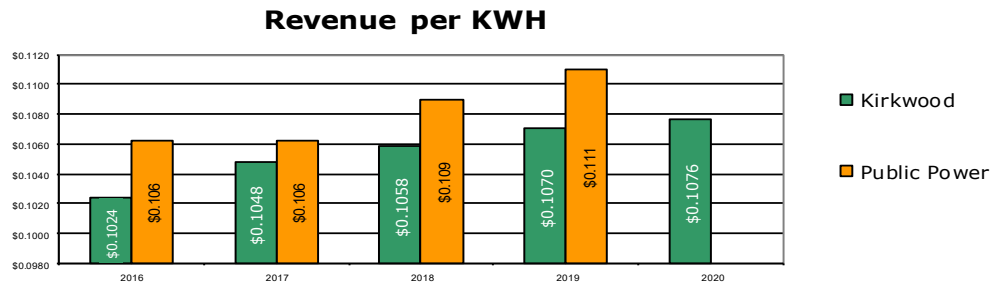
During this past fiscal year, the electric department maintained a staffing level of 20 5/6 employees. Listed below are the current positions maintained in the electric department:

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

Revenue per Kilowatt Hour

This ratio shows the average level of rates for a combination of the rate classes for municipal utilities. According to the American Public Power Association Kirkwood's 10.76¢ per kWh residential rate was lower than the 11.1¢ per kWh FY2019 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 10.76¢ per kWh is 34.4% lower than the 16.41¢ per kWh national average residential rate charged by investor owned utilities, is 10.4% less than the 12.01¢ per kWh average investor-owned residential rate in Missouri, and is 7.6% less than the 11.58¢ per kWh average publicly owned utility residential rate in Missouri.

Electric Fund



Debt to Total Assets

FY 2016	2016 APPA National Average	FY 2017	2017 APPA National Average	FY 2018	2018 APPA National Average	FY 2019	2019 APPA National Average	FY 2020
0.0258	0.331	0.0286	0.321	0.0286	0.331	0.0640	0.286	0.0640

Debt represented just over 28% of assets on average for municipal utilities in 2019. 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

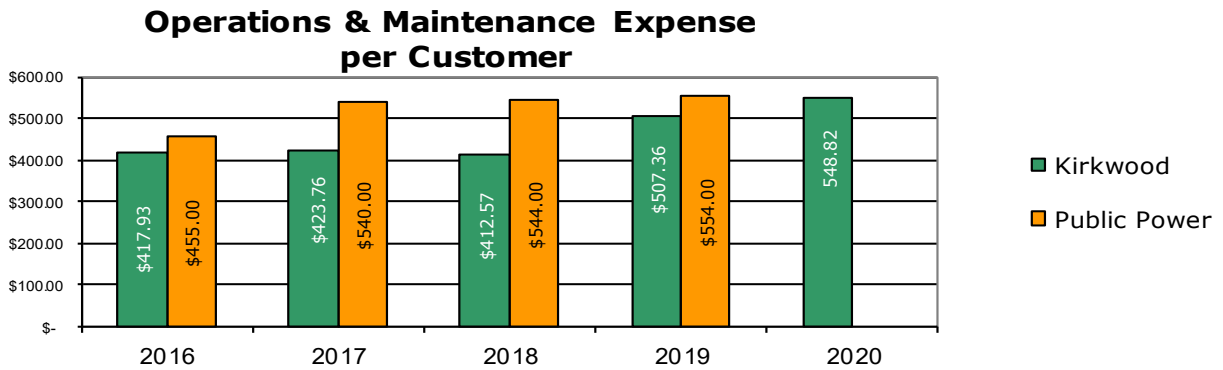
FY 2016	2016 APPA National Average	FY 2017	2017 APPA National Average	FY 2018	2018 APPA National Average	FY 2019	2019 APPA National Average	FY 2020
470	313	468	313	484	318	484	321	484

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

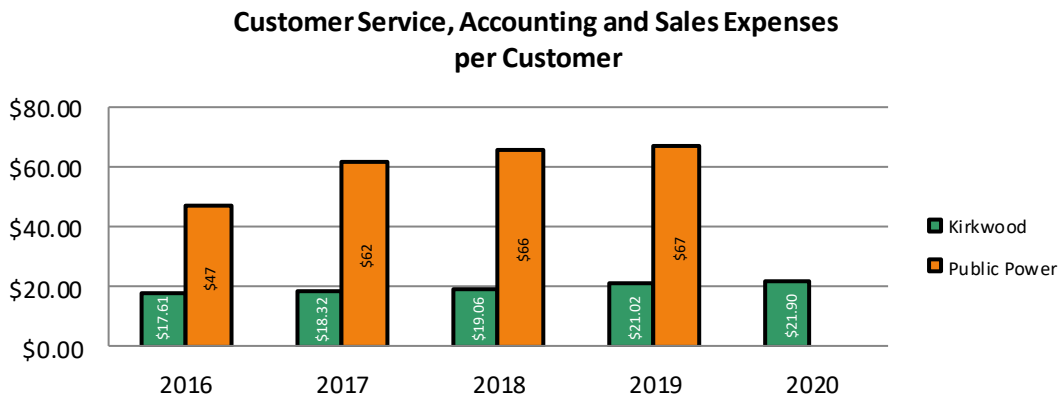
Operations and Maintenance Expense per Customer

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

System Load Factor

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

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

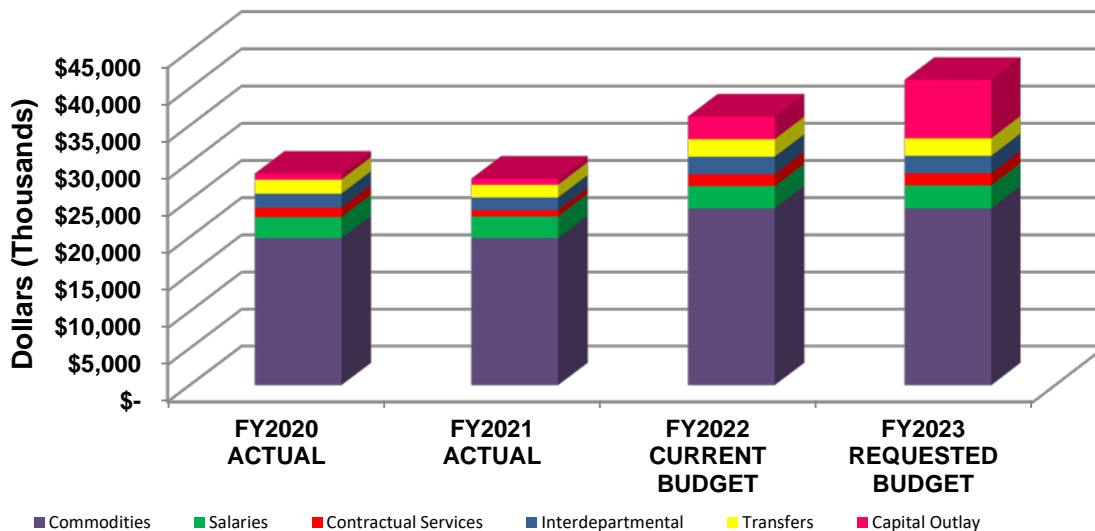
Return on Investment

The return on investment for a utility is the revenue the owners of the operation receive from the operation of the enterprise. Kirkwood Electric provides an annually fair and reasonable 5% gross revenue rate of return to the citizens of Kirkwood that is consistent with public service commission approved levels. Last year Kirkwood Electric contributed \$1.7 Million to the general fund and capital improvement fund. This year Kirkwood Electric is on pace to transfer at least another \$1.7 Million to the general fund. According to the American Public Power Association, the 2018 median contribution for public power systems was 5.4%. Similarly, the 2018 median payment in taxes and fees to state and local governments for investor owned utilities was 4.8%.

**CITY OF KIRKWOOD, MISSOURI
ELECTRIC OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	1,949,347	2,028,262	2,140,790	2,196,637
Temporary	-	-	5,000	5,000
Overtime	310,458	302,822	196,533	197,283
Social Security	132,363	134,283	144,846	143,407
Medicare	32,200	32,382	33,847	33,545
Civilian Pension	134,283	140,186	151,360	223,147
Deferred Compensation	39,370	10,846	46,574	-
Subtotal Salaries	<u>2,598,021</u>	<u>2,648,781</u>	<u>2,718,950</u>	<u>2,799,019</u>
Other Benefits				
Health Insurance	223,170	259,311	260,129	275,240
Dental Insurance	10,186	6,952	13,808	8,185
Vision Insurance	380	1,255	2,016	1,675
Benefit Credit	351	-	-	-
Unemployment Comp.	-	1,019	-	-
Subtotal Other Benefits	<u>234,087</u>	<u>268,537</u>	<u>275,953</u>	<u>285,100</u>
Total Personnel Services	<u>2,832,108</u>	<u>2,917,318</u>	<u>2,994,903</u>	<u>3,084,119</u>
Contractual Services	1,265,460	827,079	1,587,944	1,611,080
Commodities	19,849,386	19,849,369	23,849,069	23,848,919
Capital Outlay	821,268	828,508	3,054,335	7,867,301
Interdepartmental Charges	218,364	260,861	231,481	214,486
Transfers to Other Funds	1,874,688	1,710,000	2,352,000	2,352,000
TOTAL ELECTRIC BUDGET	<u>26,861,274</u>	<u>26,393,135</u>	<u>34,069,732</u>	<u>38,977,905</u>

Electric Budget Summary



CITY OF KIRKWOOD

Electric

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
50121114801101	Salary Full time - Distribution	\$ 1,547,011	\$ 1,593,422	\$ 46,411	3.00%
Narrative:	The increase is due to salary changes.				
50121134801101	Salary Full time - Customer Service	\$ 54,042	\$ 72,605	\$ 18,563	34.35%
Narrative:	The increase is due to salary changes and position restructuring.				
50121154807506	Rolling Stock	\$ 123,000	\$ 410,000	\$ 287,000	233.33%
Narrative:	The increase is associated with the purchase of 2 Backyard Excavators and a Bucket Truck.				
50121154807515	Distribution System Improvements	\$ 2,796,693	\$ 6,913,503	\$ 4,116,810	147.20%
Narrative:	The reduction results from dollars saved on the Quan Traffic Signal Project.				

CITY OF KIRKWOOD

FISCAL YEAR 2022/2023 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
501-2110-480.11-01	Salary Full Time	417,607	430,131	539,737	530,610	(9,127)	-1.69%
501-2110-480.11-05	Overtime	746	-	5,600	5,600	-	0.00%
501-2110-480.21-01	Health Insurance	30,122	38,181	39,612	51,120	11,508	29.05%
501-2110-480.21-03	Dental Insurance	1,613	1,158	1,758	1,390	(368)	-20.93%
501-2110-480.21-04	Vision Insurance	63	197	299	300	1	0.33%
501-2110-480.21-05	Benefit Credit	82	-	-	-	-	0.00%
501-2110-480.22-01	Social Security Taxes	21,881	21,659	31,988	28,292	(3,696)	-11.55%
501-2110-480.22-02	Medicare Contributions	6,034	6,042	7,481	6,620	(861)	-11.51%
501-2110-480.23-02	Civilian Pension	25,620	26,146	33,535	50,432	16,897	50.39%
501-2110-480.23-04	Deferred Comp	8,321	2,335	10,319	-	(10,319)	-100.00%
501-2110-480.29-04	Unemployment Comp.	-	1,019	-	-	-	0.00%
501-2110-480.31-09	Training	33,446	15,598	106,350	106,350	-	0.00%
501-2110-480.31-10	Other Professional Svcs	37,536	104,923	109,000	109,000	-	0.00%
501-2110-480.32-01	Legal	25,675	21,913	21,794	21,000	(794)	-3.64%
501-2110-480.32-02	Audit	21,600	22,600	23,000	24,000	1,000	4.35%
501-2110-480.32-03	Engineering	110,718	177,134	183,000	183,000	-	0.00%
501-2110-480.43-01	Office ept. maintenance	4,772	4,003	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	2,200	515	3,000	3,000	-	0.00%
501-2110-480.43-15	Software Maintenance	64,632	66,639	99,000	99,000	-	0.00%
501-2110-480.52-02	General liability	37,899	41,896	46,800	49,000	2,200	4.70%
501-2110-480.52-11	Work. Comp. Premium	111,291	127,386	134,460	148,690	14,230	10.58%
501-2110-480.53-01	Telephone	9,563	6,815	9,290	9,290	-	0.00%
501-2110-480.53-02	Cellular Telephones	9,068	8,977	6,507	6,507	-	0.00%
501-2110-480.53-03	Pagers	4,697	4,536	5,469	5,469	-	0.00%
501-2110-480.54-01	Personnel recruitment	1,875	1,994	5,000	5,000	-	0.00%
501-2110-480.54-05	Special Events	51,542	16,513	47,000	47,000	-	0.00%
501-2110-480.58-01	Travel Executive	2,463	-	2,000	2,000	-	0.00%
501-2110-480.58-02	Travel Other	1,719	-	2,574	2,574	-	0.00%
501-2110-480.61-01	Office supplies	2,968	915	4,500	4,500	-	0.00%
501-2110-480.61-05	Postage	154	74	450	450	-	0.00%
501-2110-480.61-08	Janitorial supplies	-	16	750	750	-	0.00%
501-2110-480.61-11	Food	1,183	1,106	1,700	1,700	-	0.00%
501-2110-480.61-13	Clothing	-	-	4,000	4,000	-	0.00%
501-2110-480.62-03	Gas	2,138	2,106	2,129	2,129	-	0.00%
501-2110-480.64-01	Membership Dues	20,527	20,222	21,500	21,500	-	0.00%
501-2110-480.64-02	Publications	3,530	2,726	7,795	7,795	-	0.00%
501-2110-480.68-07	Electric Equip Rebate	12,740	1,800	19,116	19,116	-	0.00%

Electric Expenses

CITY OF KIRKWOOD

FISCAL YEAR 2022/2023 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
501-2110-480.69-04	Contingency	-	-	4,657	4,657	-	0.00%
501-2110-480.69-08	Write-off	31,834	18,781	14,500	14,500	-	0.00%
501-2110-480.69-99	Inventory Adjustments	39,603	8,609	-	-	-	0.00%
501-2110-480.80-05	Fuel/Lubricants	15,346	6,052	16,897	16,878	(19)	-0.11%
501-2110-480.80-10	Fleet Services	43,518	95,628	54,399	37,423	(16,976)	-31.21%
501-2110-480.80-40	Water Usage Charges	915	596	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	1,874,688	1,710,000	2,352,000	2,352,000	-	0.00%
501-2111-480.11-01	Salary Full Time	1,466,990	1,547,427	1,547,011	1,593,422	46,411	3.00%
501-2111-480.11-04	Salary Temporary	-	-	5,000	5,000	-	0.00%
501-2111-480.11-05	Overtime	309,666	302,753	190,183	190,183	-	0.00%
501-2111-480.21-01	Health Insurance	177,847	204,375	208,691	205,815	(2,876)	-1.38%
501-2111-480.21-03	Dental Insurance	7,842	5,414	11,600	6,255	(5,345)	-46.08%
501-2111-480.21-04	Vision Insurance	308	975	1,627	1,260	(367)	-22.56%
501-2111-480.21-05	Benefit Credit	269	-	-	-	-	0.00%
501-2111-480.22-01	Social Security Taxes	106,754	109,717	109,168	110,900	1,732	1.59%
501-2111-480.22-02	Medicare Contributions	25,294	25,660	25,531	25,935	404	1.58%
501-2111-480.23-02	Civilian Pension	104,636	111,327	114,125	165,880	51,755	45.35%
501-2111-480.23-04	Deferred Comp	29,847	8,329	35,115	-	(35,115)	-100.00%
501-2111-480.40-30	Street Lighting	25,485	23,895	42,000	42,000	-	0.00%
501-2111-480.42-03	Tree Trimming	564,726	36,005	581,700	581,700	-	0.00%
501-2111-480.43-02	Radio eqpt. maintenance	1,420	364	5,000	5,000	-	0.00%
501-2111-480.43-06	Equipment	-	-	10,000	10,000	-	0.00%
501-2111-480.61-13	Clothing	7,537	5,843	8,000	8,000	-	0.00%
501-2111-480.62-01	Electricity	18,599,275	19,586,289	22,549,744	22,549,744	-	0.00%
501-2111-480.62-04	Transmission	844,346	24,646	876,206	876,206	-	0.00%
501-2111-480.66-07	Safety equipment	10,663	4,405	12,000	12,000	-	0.00%
501-2111-480.66-08	Small tools	18,636	6,707	20,000	20,000	-	0.00%
501-2111-480.66-14	Meters & parts	14,510	107	18,988	18,988	-	0.00%
501-2111-480.66-30	Trans., poles, conductors	176,149	96,025	217,000	217,000	-	0.00%
501-2111-480.66-31	Substation equipment	28,136	25,435	30,000	30,000	-	0.00%
501-2111-480.66-32	Dusk-to-Dawn lighting	8,983	7,960	10,000	10,000	-	0.00%
501-2111-480.66-33	Traffic Signals	1,839	-	5,000	5,000	-	0.00%
501-2113-480.11-01	Salary Full Time	64,750	50,704	54,042	72,605	18,563	34.35%
501-2113-480.11-05	Overtime	46	69	750	1,500	750	100.00%
501-2113-480.21-01	Health Insurance	15,201	16,755	11,826	18,305	6,479	54.79%
501-2113-480.21-03	Dental Insurance	731	380	450	540	90	20.00%

Electric Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
501-2113-480.21-04	Vision Insurance	9	83	90	115	25	27.78%		
501-2113-480.22-01	Social Security Taxes	3,728	2,907	3,690	4,215	525	14.23%		
501-2113-480.22-02	Medicare Contributions	872	680	835	990	155	18.56%		
501-2113-480.23-02	Civilian Pension	4,027	2,713	3,700	6,835	3,135	84.73%		
501-2113-480.23-04	Deferred Comp	1,202	182	1,140	-	(1,140)	-100.00%		
501-2113-480.31-09	Training	644	-	1,000	1,500	500	50.00%		
501-2113-480.31-10	Other Professional Svcs	89,122	92,703	85,000	90,000	5,000	5.88%		
501-2113-480.43-01	Office ept. maintenance	3,367	2,670	2,500	3,500	1,000	40.00%		
501-2113-480.61-05	Postage	18,066	17,586	20,000	20,000	-	0.00%		
501-2113-480.61-13	Clothing	-	-	150	-	(150)	-100.00%		
501-2113-480.66-34	Utility Billing Supplies	19,309	19,811	20,000	20,000	-	0.00%		
501-2113-480.68-01	Office Furniture & Equip	-	995	1,200	1,500	300	25.00%		
501-2115-480.70-01	Principal	-	-	-	-	-	-		
501-2115-480.70-02	Interest	-	-	-	218,182	218,182	100.00%		
501-2115-480.70-03	Fiscal Agent Fees	-	-	-	5,000	5,000	100.00%		
501-2115-480.70-04	Issuance Costs	-	-	-	300,000	300,000	100.00%		
501-2115-480.75-05	Machinery & Equipment	4,972	-	88,052	-	(88,052)	-100.00%		
501-2115-480.75-06	Rolling Stock	-	-	123,000	410,000	287,000	233.33%		
501-2115-480.75-07	Feasibility Studies	-	-	26,274	-	(26,274)	-100.00%		
501-2115-480.75-15	Distribution System Impr.	156,537	44,035	2,796,693	6,913,503	4,116,810	147.20%		
501-2115-480.76-10	Depreciation Expense	647,019	781,678	-	-	-	0.00%		
TOTAL ELECTRIC EXPENSES		26,861,274	26,393,135	34,069,732	38,977,905	4,908,173	14.41%		

Electric Expenses

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
505-0000-340.10-05	Water Base Charge	1,550,413	1,595,997	1,458,652	1,502,279	43,627	2.99%
505-0000-340.10-10	Metered Sales revenue	2,426,600	2,737,401	2,572,503	2,582,510	10,007	0.39%
505-0000-340.10-15	Capital/Debt Service	600,960	642,613	636,498	644,967	8,469	1.33%
505-0000-340.15-15	Infrastructure Renewal	1,120,975	1,246,343	1,346,360	1,354,136	7,776	0.58%
505-0000-340.15-20	Fire hydrant service	(2)	5	-	-	-	0.00%
505-0000-340.15-30	Water taps	20,000	24,007	20,000	20,000	-	0.00%
505-0000-340.15-35	Unmetered Fire Protection	53,444	54,410	56,918	56,918	-	0.00%
505-0000-340.20-15	Meter Sales	54,625	59,876	50,000	50,000	-	0.00%
	Charges for Services	5,827,015	6,360,652	6,140,931	6,210,810	69,879	1.14%
505-0000-361.10-00	Investments	181,804	15,933	45,000	30,000	(15,000)	-33.33%
	Investment Income	181,804	15,933	45,000	30,000	(15,000)	-33.33%
505-0000-363.20-00	Facility Rental	26,000	26,000	26,000	26,000	-	0.00%
505-0000-380.10-00	Miscellaneous	4,100	5,895	13,000	10,000	(3,000)	-23.08%
	Other Revenue	30,100	31,895	39,000	36,000	(3,000)	-7.69%
505-0000-391.40-40	Interdepartment/Usage	34,233	42,186	50,000	50,000	-	0.00%
	Interdepartmental Revenue	34,233	42,186	50,000	50,000	-	0.00%
	Total Revenue Before Other Financing Sources	6,073,152	6,450,666	6,274,931	6,326,810	51,879	0.83%
505-0000-392.10-00	Sale of Fixed Assets	(84,065)	(29,827)	-	-	-	0.00%
505-0000-393.90-00	Federal Interest Subsidy	42,324	-	-	-	-	0.00%
	Other Financing Sources	(41,741)	(29,827)	-	-	-	0.00%
	TOTAL REVENUE AND OTHER FINANCING SOURCES	6,031,411	6,420,839	6,274,931	6,326,810	51,879	0.83%

Water Revenues

Water Fund

Mission Statement

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

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

A water rate increase of 3% is being proposed in the FY23 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 increased \$525,600 to allow for additional water main replacement. This increase in capital work will provide 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 FY23 budget requests.

	Current	Proposed	Delta	% Change
3/4" Meter	12.83	13.21	0.38	2.96
Rate/CCF	2.9851	3.0747	0.0896	3.00
IRC	1.10	1.13	0.03	2.73
11 CCF User	57.77	59.46	1.69	2.93

Water Fund

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

Staffing

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

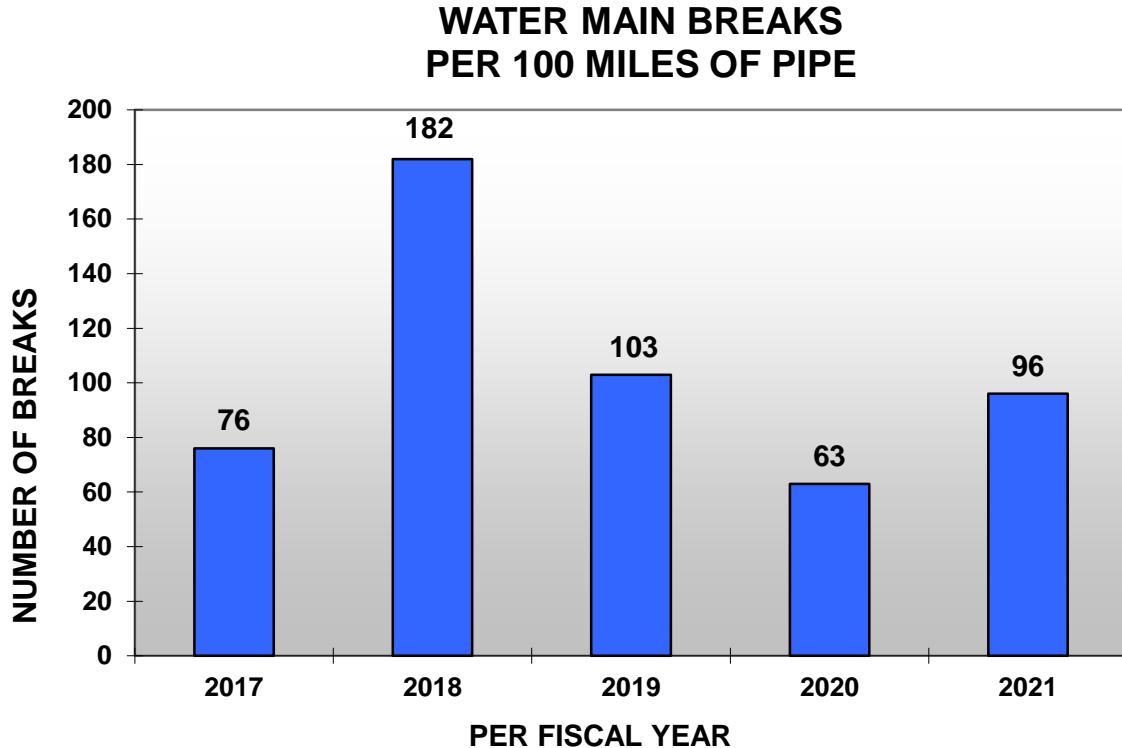
POSITION	FY17	FY18	FY19	FY20	FY21
Public Services Director	0.34	0.34	0.34	0.34	0.34
Water Superintendent	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Dist. System Engineer Tech.	1.00	1.00	1.00	1.00	1.00
Equipment Mechanic	4.00	4.00	4.00	4.00	4.00
Distribution System Worker	8.00	8.00	8.00	8.00	8.00
Assistant Mechanic	-	-	-	-	-
Distribution Lead	1.00	1.00	2.00	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
TOTAL	17.84	17.84	18.84	18.84	18.84

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

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

Water Fund

Water Main Breaks



The chart shown recaps the five-year history for water main breaks/leaks for Kirkwood expressed as annual number of breaks per 100 miles of pipe. Within our entire 135 mile system, we incurred 133 breaks/leaks in the 2021 fiscal year.

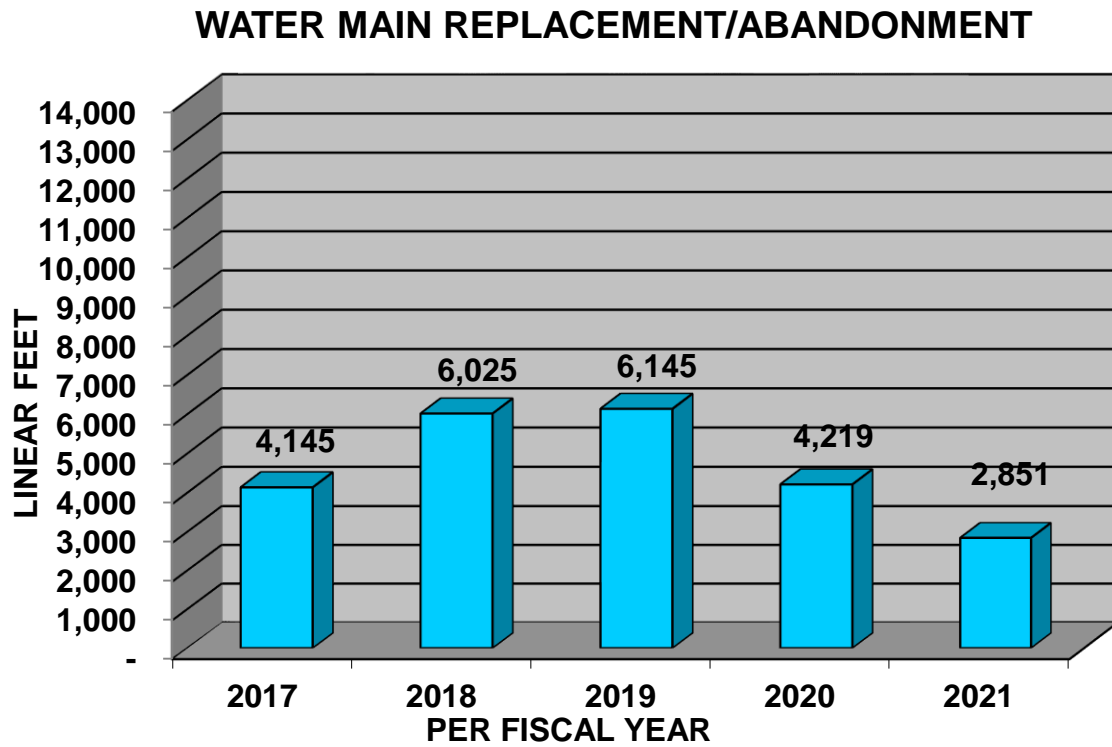
Water Main Replacement

Over the past fiscal year, 2,851 feet of water main was replaced one street which represents 0.40% of the distribution system. In the current fiscal year, we are scheduled to replace 4,387 feet of main (Grand Ave. 965' Geyer Rd. 2,550'; Craig Knob 872', 0.62%) 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 are eight-inch and twelve-inch diameter, and replaces largely two-inch, four-inch and six-inch diameter mains.

Over the past five years, we have replaced and/or abandoned an average of 4,677 feet of water main annually. This represents approximately 0.66% of the distribution system. Last year, 0.40% of the distribution system was replaced, while the national average for main replacement among water suppliers is 0.5%.

Water Fund



Water Fund

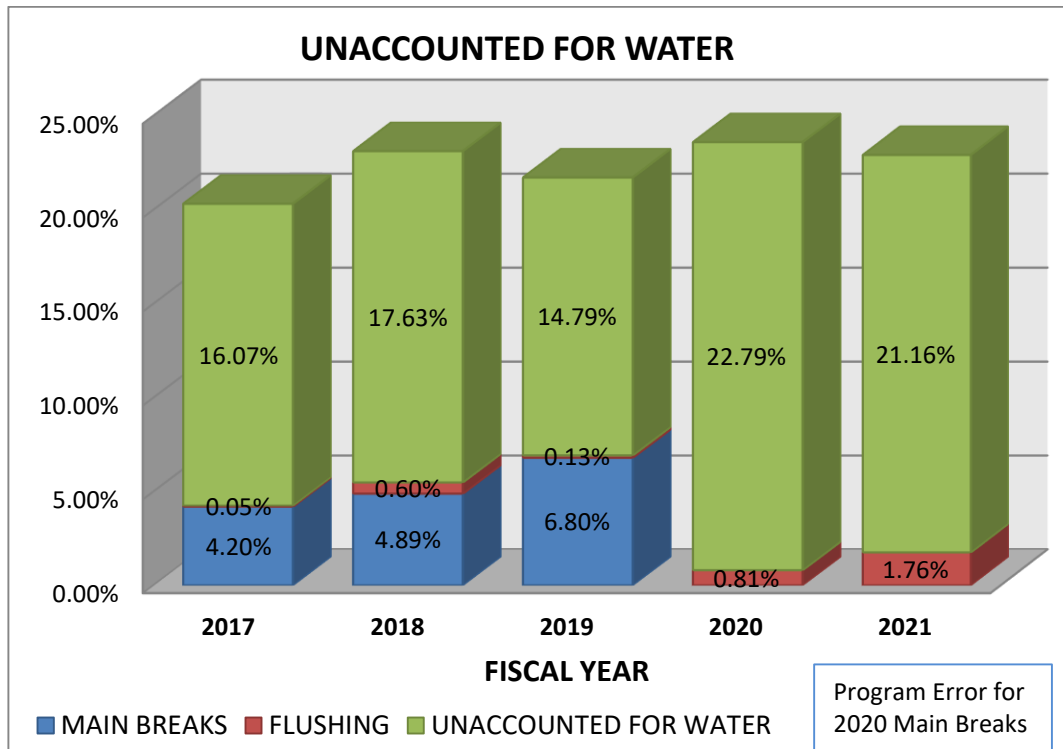
Unaccounted for Water

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

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

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

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



Water Fund

Calls for Service

The Water Department maintains a Work Order System to schedule and track the completion of service calls received from our customers. These calls can range from a concern about a wet spot in the back yard, meter errors, to Missouri One-Call requests. In FY14, the Water Department began recording work activity through the Work Order System which provides a clearer picture of the Water Department's assignments and allow us to focus and prioritize our workload.

TYPE OF CALLS	FY17 CALLS FOR SERVICE	FY18 CALLS FOR SERVICE	FY19 CALLS FOR SERVICE	FY20 CALLS FOR SERVICE	FY21 CALLS FOR SERVICE
Investigations	654	336	428	517	635
Meter Issues	47	194	263	183	104
Fire Hydrant Maintenance	76	85	81	59	65
Miscellaneous Locates	8	63	12	17	12
Tap Destroys	85	86	81	87	87
New Taps	94	90	92	86	98
Low Pressure Check	75	46	35	36	23
Water Quality	2	4	2	9	2
Mo-One Call Locates	7,010	7,089	6,753	6,609	0

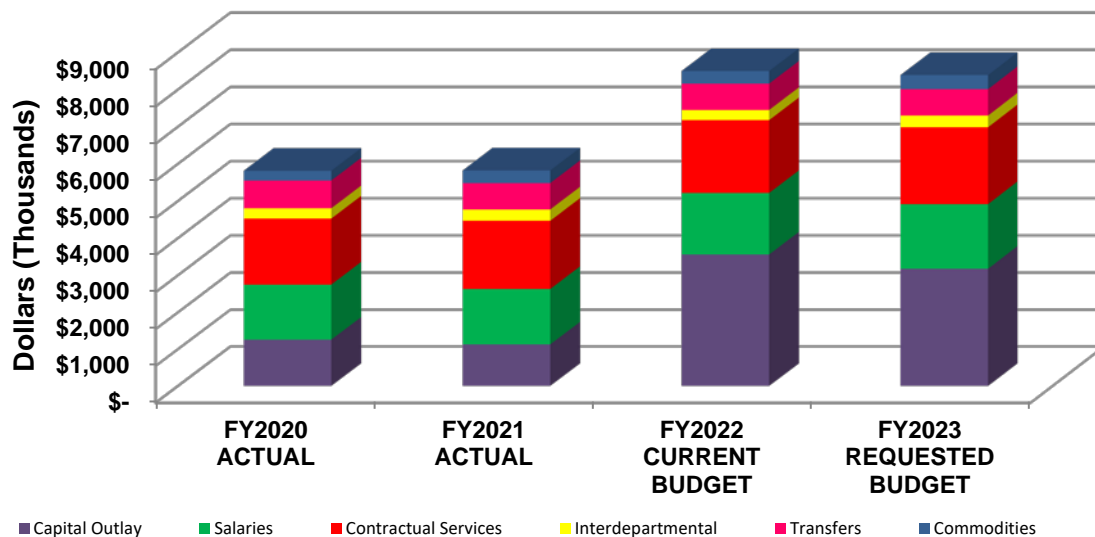
Water Pressure (in psi)

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

**CITY OF KIRKWOOD, MISSOURI
WATER OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	1,056,532	1,034,082	1,121,788	1,188,915
Temporary	-	-	4,800	6,000
Overtime	60,256	82,610	76,350	82,100
Social Security	67,088	66,093	74,602	77,115
Medicare	15,737	15,521	17,446	18,080
Civilian Pension	67,819	64,041	73,070	119,230
Deferred Compensation	15,616	4,013	22,487	-
Subtotal Salaries	1,283,048	1,266,360	1,390,543	1,491,440
Other Benefits				
Health Insurance	195,929	223,300	254,766	237,275
Dental Insurance	9,067	6,537	8,150	8,385
Vision Insurance	557	1,157	1,625	1,785
Benefit Credit	314	-	-	-
Unemployment	201	1,254	-	-
Subtotal Other Benefits	206,068	232,248	264,541	247,445
Total Personnel Services	1,489,116	1,498,608	1,655,084	1,738,885
Contractual Services	1,778,660	1,837,042	1,962,820	2,071,305
Commodities	262,583	340,258	338,635	379,454
Capital Outlay	1,257,517	1,129,310	3,557,794	3,174,084
Interdepartmental Charges	275,529	304,095	272,275	314,105
Transfers to Other Funds	747,284	710,000	710,000	710,000
TOTAL WATER BUDGET	5,810,689	5,819,313	8,496,608	8,387,833

Water Budget Summary



CITY OF KIRKWOOD

WATER DEPARTMENT

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
505-0000-340.10-05	Water Base Charge	\$ 1,458,652	\$ 1,502,279	\$ 43,627	2.99%
Narrative:	Increase Due to Budgeted Rate adjustment				
505-2210-481.52-11	Worker Comp. Premium	\$ 141,540	\$ 221,870	\$ 80,330	56.75%
Narrative:	Increase due to reallocation of premiums				
505-2213-481.11-01	Salary Full Time	\$ 52,452	\$ 71,115	\$ 18,663	35.58%
Narrative:	Filling a customer accounting staff open position. Position has been opened since June 2020.				
505-2214-481.66-13	Mains, pipes, fittings	\$ 125,000	\$ 150,000	\$ 25,000	20.00%
Narrative:	Increase due to increased main repairs				
505-2214-481.80-10	Fleet Services	\$ 64,460	\$ 98,102	\$ 33,642	52.19%
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.				
505-2215-481.75-05	Machinery & Equipment	\$ 91,000	\$ 80,000	\$ (11,000)	-12.09%
Narrative:	Decrease due to reduction in procurement of equipment				
505-2215-481.75-06	Rolling Stock	\$ 70,000	\$ 95,000	\$ 25,000	35.71%
Narrative:	Increase due to purchase of a skid steer				
505-2215-481.75-15	Distribution System Impr.	\$ 2,136,730	\$ 1,735,600	\$ (401,130)	-18.77%
Narrative:	Decrease due to projects completed from FY20 reappropriated funds.				

CITY OF KIRKWOOD

FISCAL YEAR 2022/2023 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
505-2210-481.11-01	Salary Full Time	196,396	203,142	205,231	216,825	11,594	5.65%
505-2210-481.11-05	Overtime	855	52	600	600	-	0.00%
505-2210-481.21-01	Health Insurance	17,502	19,150	19,875	20,525	650	3.27%
505-2210-481.21-03	Dental Insurance	1,334	998	1,200	1,125	(75)	-6.25%
505-2210-481.21-04	Vision Insurance	145	221	240	240	-	0.00%
505-2210-481.22-01	Social Security Taxes	12,101	12,166	12,694	13,315	621	4.89%
505-2210-481.22-02	Medicare Contributions	2,878	2,909	2,969	3,150	181	6.10%
505-2210-481.23-02	Civilian Pension	12,299	12,580	13,308	20,455	7,147	53.70%
505-2210-481.23-04	Deferred Comp	2,730	774	4,095	-	(4,095)	-100.00%
505-2210-481.29-04	Unemployment Comp.	201	1,254	-	-	-	0.00%
505-2210-481.31-09	Training	146	10	200	200	-	0.00%
505-2210-481.32-01	Legal	4,102	3,509	4,500	4,500	-	0.00%
505-2210-481.32-02	Audit	4,500	4,500	4,500	5,500	1,000	22.22%
505-2210-481.43-01	Office ept. maintenance	463	438	500	500	-	0.00%
505-2210-481.43-04	Computer maintenance	42,000	42,000	42,000	42,000	-	0.00%
505-2210-481.43-22	Property Damage/Non-Reimb	234	-	1,000	1,000	-	0.00%
505-2210-481.52-02	General liability	43,304	41,896	46,800	49,000	2,200	4.70%
505-2210-481.52-11	Work. Comp. Premium	61,846	99,078	141,540	221,870	80,330	56.75%
505-2210-481.53-01	Telephone	3,718	3,151	3,842	3,958	116	3.02%
505-2210-481.58-01	Travel Executive	1,242	-	1,500	2,000	500	33.33%
505-2210-481.61-01	Office supplies	1,493	2,374	2,000	2,200	200	10.00%
505-2210-481.61-05	Postage	667	167	500	500	-	0.00%
505-2210-481.64-01	Membership Dues	1,537	403	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	7,708	2,052	6,000	6,000	-	0.00%
505-2210-481.69-99	Inventory Adjustments	55,415	53,909	50,000	54,000	4,000	8.00%
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	747,284	710,000	710,000	710,000	-	0.00%
505-2213-481.11-01	Salary Full Time	62,848	49,204	52,452	71,115	18,663	35.58%
505-2213-481.11-05	Overtime	45	67	750	1,500	750	100.00%
505-2213-481.21-01	Health Insurance	14,754	16,250	11,477	17,770	6,293	54.83%
505-2213-481.21-03	Dental Insurance	710	369	450	525	75	16.67%
505-2213-481.21-04	Vision Insurance	9	80	110	115	5	4.55%
505-2213-481.22-01	Social Security Taxes	3,618	2,822	3,385	4,055	670	19.79%
505-2213-481.22-02	Medicare Contributions	846	660	790	950	160	20.25%
505-2213-481.23-02	Civilian Pension	3,908	2,634	3,595	6,580	2,985	83.03%
505-2213-481.23-04	Deferred Comp	1,167	177	1,110	-	(1,110)	-100.00%

Water Expenses

CITY OF KIRKWOOD

FISCAL YEAR 2022/2023 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
505-2213-481.31-09	Training	327	-	1,000	1,500	500	50.00%
505-2213-481.31-10	Other Professional Svc	72,634	81,831	75,000	80,000	5,000	6.67%
505-2213-481.43-01	Office ept. maintenance	3,367	2,575	3,500	4,000	500	14.29%
505-2213-481.61-05	Postage	18,056	17,590	20,000	25,000	5,000	25.00%
505-2213-481.61-13	Clothing	-	-	-	-	-	-
505-2213-481.66-34	Meter reading supplies	17,854	16,247	20,000	25,000	5,000	25.00%
505-2213-481.68-01	Office, Furniture & Eqpt,	-	994	1,000	1,500	500	50.00%
505-2214-481.11-01	Salary Full Time	797,288	781,736	864,105	900,975	36,870	4.27%
505-2214-481.11-04	Salary Temporary	-	-	4,800	6,000	1,200	25.00%
505-2214-481.11-05	Overtime	59,356	82,491	75,000	80,000	5,000	6.67%
505-2214-481.21-01	Health Insurance	163,673	187,900	223,414	198,980	(24,434)	-10.94%
505-2214-481.21-03	Dental Insurance	7,023	5,170	6,500	6,735	235	3.62%
505-2214-481.21-04	Vision Insurance	403	856	1,275	1,430	155	12.16%
505-2214-481.21-05	Benefit Credit	314	-	-	-	-	-
505-2214-481.22-01	Social Security Taxes	51,369	51,105	58,523	59,745	1,222	2.09%
505-2214-481.22-02	Medicare Contributions	12,013	11,952	13,687	13,980	293	2.14%
505-2214-481.23-02	Civilian Pension	51,612	48,827	56,167	92,195	36,028	64.14%
505-2214-481.23-04	Deferred Comp	11,719	3,062	17,282	-	(17,282)	-100.00%
505-2214-481.31-09	Training	1,724	3,217	2,000	2,000	-	0.00%
505-2214-481.32-10	Other	389,328	360,670	415,250	421,450	6,200	1.49%
505-2214-481.41-02	Purchased Water	1,122,804	1,170,461	1,147,986	1,155,643	7,657	0.67%
505-2214-481.43-01	Office ept. maintenance	35	276	1,000	1,000	-	0.00%
505-2214-481.43-02	Radio ept. maintenance	109	-	330	300	(30)	-9.09%
505-2214-481.43-06	Equipment	7,429	6,032	54,000	57,000	3,000	5.56%
505-2214-481.43-16	Laboratory Equipment	7,248	6,071	5,000	6,000	1,000	20.00%
505-2214-481.53-01	Telephone	12,100	11,327	11,372	11,884	512	4.50%
505-2214-481.61-08	Janitorial supplies	1,476	781	1,200	1,200	-	0.00%
505-2214-481.61-11	Food	1,023	695	3,000	3,000	-	0.00%
505-2214-481.61-13	Clothing	4,761	7,692	6,500	7,000	500	7.69%
505-2214-481.61-14	Machinery & Equipment	2,219	953	5,500	5,500	-	0.00%
505-2214-481.61-15	Buildings & Grounds	11,388	3,350	14,716	15,100	384	2.61%
505-2214-481.62-01	Electricity	7,248	7,559	7,807	8,042	235	3.01%
505-2214-481.62-03	Gas	5,170	4,943	5,670	5,670	-	0.00%
505-2214-481.66-07	Safety equipment	4,972	5,591	5,000	5,000	-	0.00%
505-2214-481.66-08	Small tools	3,841	4,559	4,000	4,500	500	12.50%
505-2214-481.66-13	Mains, pipes, fittings	84,885	166,863	125,000	150,000	25,000	20.00%
505-2214-481.66-14	Meters & parts	9,403	14,515	15,000	15,000	-	0.00%
505-2214-481.66-15	Water tap supplies	13,474	16,441	15,000	15,000	-	0.00%

Water Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
505-2214-481.66-35	Fire Hydrants/Repair/Maintenance	9,840	13,574	10,000	10,000	-	0.00%		
505-2214-481.80-05	Fuel/Lubricants	22,008	17,133	24,012	29,200	5,188	21.61%		
505-2214-481.80-10	Fleet Services	74,421	101,891	64,460	98,102	33,642	52.19%		
505-2214-481.80-20	Electric Charges	309	308	350	350	-	0.00%		
505-2214-481.80-25	Ele. Chg Pumping Sta.	65,186	71,262	70,000	73,000	3,000	4.29%		
505-2214-481.80-40	Water Charges	1,652	1,548	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,	-	-	-	-	-			
505-2215-481.68-02	Machinery & Equipment	16,524	-	20,400	20,400	-	0.00%		
505-2215-481.70-01	Principal	-	-	950,334	979,627	29,293	3.08%		
505-2215-481.70-02	Interest	389,553	281,095	284,330	259,957	(24,373)	-8.57%		
505-2215-481.70-03	Fiscal Agent's Fees	1,473	1,403	4,000	2,000	(2,000)	-50.00%		
505-2215-481.75-05	Machinery & Equipment	-	884	91,000	80,000	(11,000)	-12.09%		
505-2215-481.75-06	Rolling Stock	-	-	70,000	95,000	25,000	35.71%		
505-2215-481.75-15	Distribution System Impr.	12,460	52,692	2,136,730	1,735,600	(401,130)	-18.77%		
505-2215-481.76-10	Depreciation Expense	731,313	792,242	-	-	-			
TOTAL WATER FUND EXPENSES		5,810,689	5,819,313	8,496,608	8,387,833	(108,775)	-1.28%		

Water Expenses

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
509-0000-340.19-10	Refuse collections chgs	2,329,443	2,778,754	3,142,640	3,156,356	13,716	0.44%
509-0000-340.19-15	Dumpster/Charges	42,896	49,116	41,350	40,200	(1,150)	-2.78%
509-0000-340.19-20	Recycling revenue	629	1,766	-	-	-	0.00%
509-0000-340.19-30	Special Pick-up chgs	62,888	46,970	71,250	71,250	-	0.00%
509-0000-340.20-10	Lawn bag sales	365,107	462,680	429,289	429,289	-	0.00%
509-0000-340.20-20	Black Plastic bag sales	17,640	11,705	-	-	-	-
	Charges for Services	2,818,603	3,350,991	3,684,529	3,697,095	12,566	0.34%
509-0000-361.10-00	Investments	30,898	1,426	10,000	5,000	(5,000)	0.00%
	Investment Income	30,898	1,426	10,000	5,000	(5,000)	0.00%
509-0000-380.10-00	Miscellaneous	150	-	-	-	-	0.00%
	Other Revenue	150	-	-	-	-	0.00%
509-0000-391.40-50	Interdepartment Usage	35,184	35,184	38,462	35,184	(3,278)	-8.52%
	Interdepartmental Revenue	35,184	35,184	38,462	35,184	(3,278)	-8.52%
	Total Revenue Before Other Financing Sources	2,937,335	3,427,507	3,732,991	3,737,279	4,288	0.11%
509-0000-392.10-00	Sale of Fixed Assets	84,920	-	-	-	-	0.00%
	Other Financing Sources	84,920	-	-	-	-	0.00%
	TOTAL REVENUE AND OTHER FINANCING SOURCES	3,022,255	3,427,507	3,732,991	3,737,279	4,288	0.11%

Sanitation Revenues

Sanitation Fund

Mission Statement

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

General Description

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

The Sanitation Division's residential collection consists of (1) once weekly curbside recycling and refuse collection for approximately 9,244 customers using six routes with each route containing approximately 1,500 residences; (2) once weekly rear yard service to approximately 45 residences. (3) special pick up service of large items once-a-week. (4) once-per-week yard waste collection service; and (5) twice-a-year bulky pick up free 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 Missouri Recycling Association awarded the 2015 Best Government Program to the City's recycling program. The Depository operates 24 hours per day, seven days a week with two full-time employees.

Curbside single-stream recycling program continues to be well received by our residents. The diversion rate for the City is at 42.28% (includes yard waste) as of March 31, 2021

The City will also be entering its 7th 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. April of 2021 per contract, Waste Connections per ton cost increased to \$38.27/ton. The FY23 budget increased by an estimated CPI of 2.5% (\$39.23/ton).

This past fiscal year recycling market prices ranged from \$20.87 to \$45.47 for the average market value of single-stream materials. Cardboard prices in FY21 continue to rise allowing an offset in landfill fees by \$30,442. This trend has continued into FY22.

Sanitation Fund

This past year the average price the City has been paying to process single stream recycling has been \$95.02 per ton, down from \$100.69 per ton from the previous 12-month period. The recycling market continues to improve with the FY23 budget forecasted on an average price of \$90.00 per ton.

October 1st, 2020 the City Council approved an increase in sanitation rates to offset 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 \$27.23/month		65 Gallon Garbage Cart 65 Gallon Recycling Cart \$46.82/month
95 Gallon Garbage Cart 65 Gallon Recycling Cart \$32.23/month		95 Gallon Garbage Cart 65 Gallon Recycling Cart \$51.82/month
Additional Cart \$15/month		Additional Cart \$15/month
SPECIAL RESIDENTIAL SERVICES:		
Yard Waste Bags	Yard Waste Stickers	Special Pick Ups
\$12.27/package of 5 bags	\$2.00/EA	\$25 Per Item or \$25 Per 2 Cu. Yds. for miscellaneous items.

Sanitation Fund

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	FY17	FY18	FY19	FY20	FY21
Director	.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	-	-	-	-
Recycling	1.75	1.75	2.00	2.00	2.00
Customer Service Representative	1.00	1.00	1.00	1.00	1.00
TOTAL	18.83	16.08	16.33	16.33	15.33

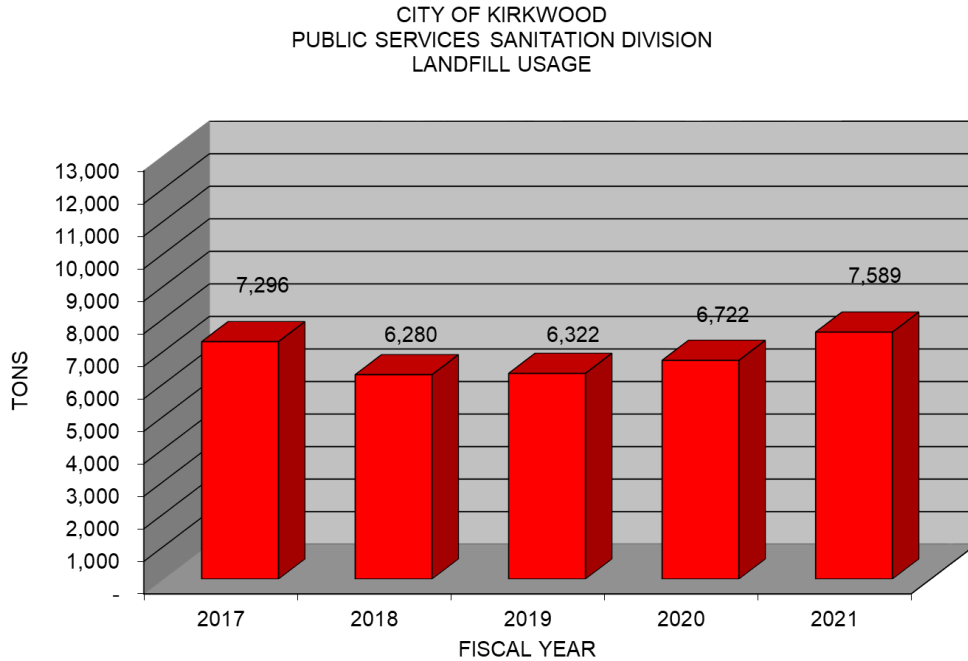
The Sanitation Department shares equally with the Electric and Water Departments the expenses for the positions listed below. These positions provide utility-billing services to the Water, Electric, and Sanitation Departments.

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

Sanitation Fund

Landfill Usage

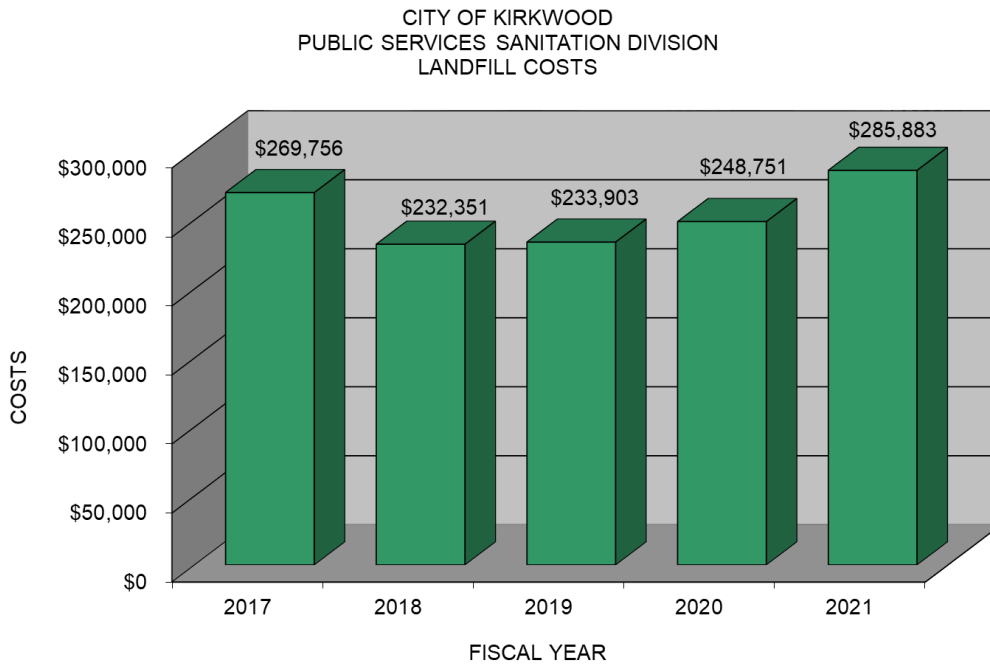
The amount of refuse in the Kirkwood solid waste stream shows a steady increase beginning in FY19. This increase is due to educational efforts to reduce contamination within our single-stream recycling.



Sanitation Fund

Landfill Costs

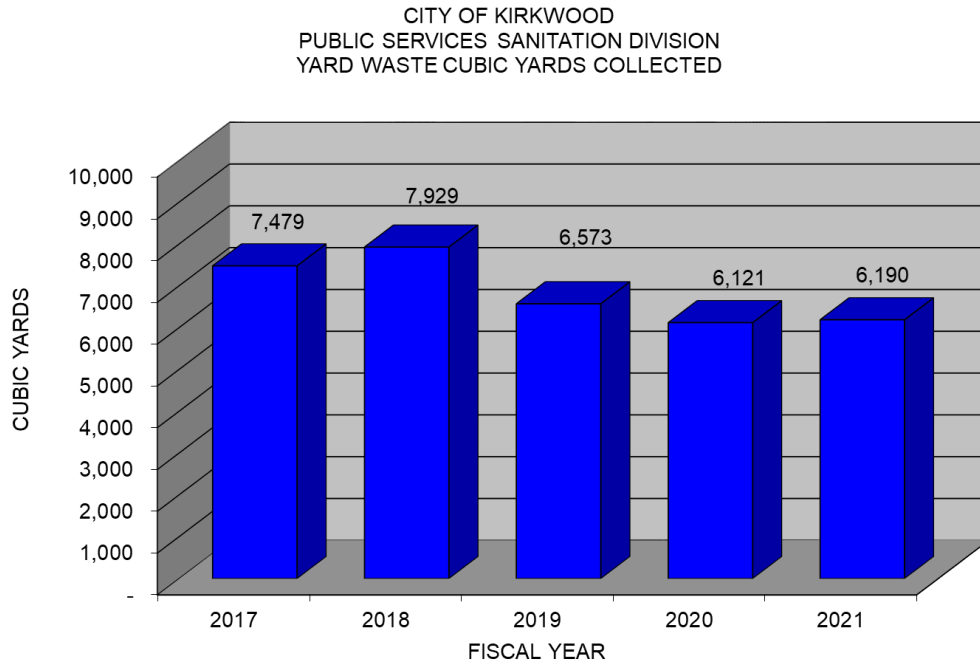
Landfill disposal costs per ton rate will increase in FY23 per contract. This increase is annual, based on the prior year's Consumers Price Index (CPI). The current contract with Waste Connection has an initial term of 10 years which expires in 2024. The City can continue this agreement for two additional five year terms if it is deemed financially sustainable.



Sanitation Fund

Yard Waste Collected

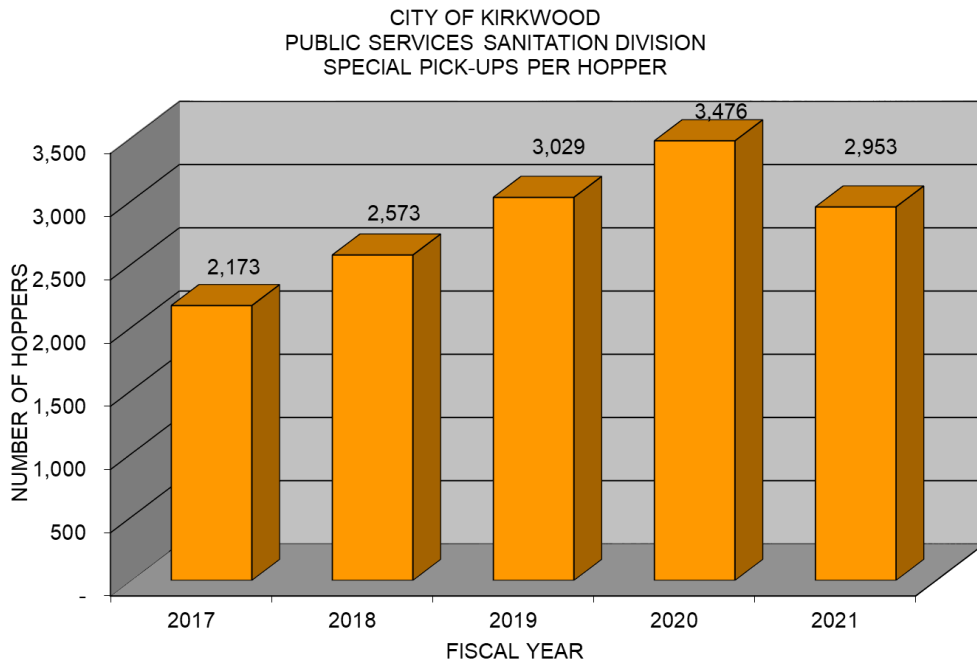
Disposal costs for yard waste had been very stable at \$8.50/cubic yard for several years. Although a new contract was entered into in FY22 with a new rate of \$8.75/cubic yard. Yard waste collection, while provided year round, the cubic yard volume is very seasonal and weather dependent. This often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



Sanitation Fund

Special Pick-ups

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



Sanitation Fund

Recycling

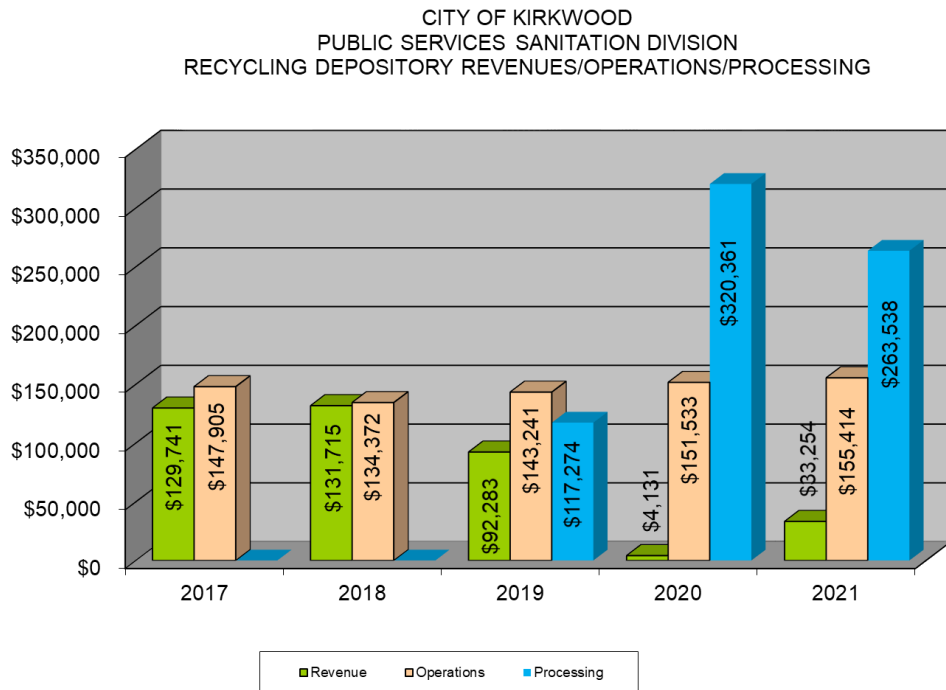
The Sanitation Division is responsible for the operation of the Recycling Depository. The Depository is open 24 hours a day, 7 days a week. This is one of the longest running recycling drop-off programs in the State of Missouri, serving a significantly larger region than the City of Kirkwood.

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

RECYCLING TONS					
MONTH	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
April	306.71	330.44	316.48	333.78	341.66
May	369.14	352.12	405.08	360.61	304.23
June	433.87	377.47	325.57	285.61	341.57
July	334.53	332.88	416.31	329.92	338.84
August	387.48	381.18	362.05	293.34	314.18
September	357.68	325.80	305.44	324.25	326.73
October	328.42	331.88	312.82	314.26	255.62
November	379.28	381.10	380.35	240.58	289.60
December	382.17	395.58	345.53	395.70	409.02
January	359.68	373.67	360.66	332.58	310.31
February	323.78	267.04	269.86	241.70	253.60
March	335.42	325.35	282.41	324.45	278.44
TOTALS	4,298.16	4,174.51	4,082.56	3,776.78	3,763.80

Sanitation Fund

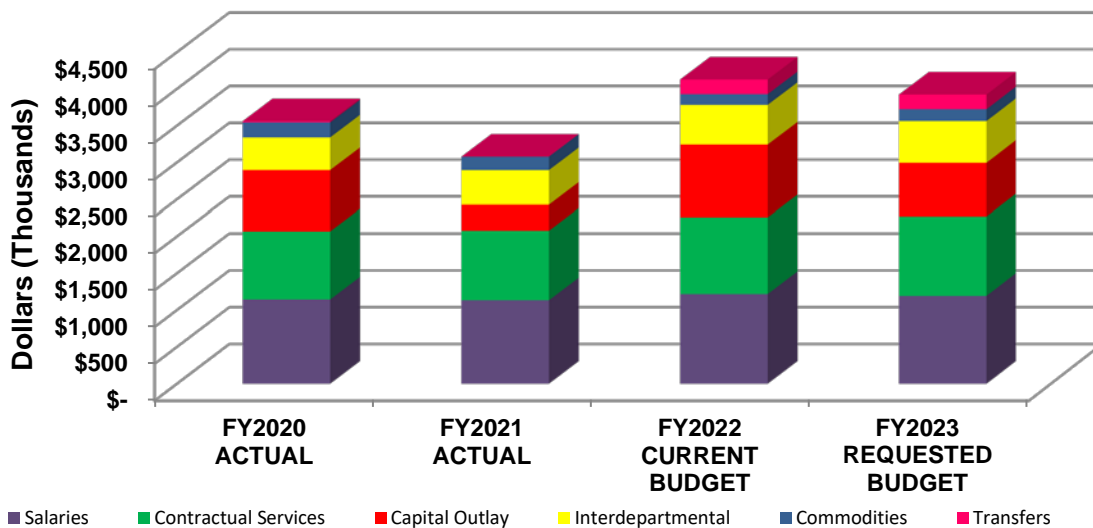
The Public Services Department maintains detailed records of the costs of operation of the Recycling Depository. In FY19, revenues started to decrease and operational cost began to increase, these changes were due to the crash of international recycling markets. FY20 and FY21 saw a slight increase in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



**CITY OF KIRKWOOD, MISSOURI
SANITATION OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	828,188	806,673	878,907	847,685
Part-time Salaries	-	-	-	-
Overtime	20,012	27,712	23,750	24,500
Social Security	52,311	50,812	55,896	53,400
Medicare	12,279	11,946	13,076	12,535
Civilian Pension	52,219	50,669	58,647	81,970
Deferred Compensation	13,884	8,113	18,049	-
Subtotal Salaries	978,893	955,925	1,048,325	1,020,090
Other Benefits				
Health Insurance	153,836	168,260	159,134	163,540
Dental Insurance	8,112	5,119	7,500	6,435
Vision Insurance	707	1,102	1,470	1,325
Benefit Credit	596	-	-	-
Unemployment	-	1,254	-	-
Subtotal Other Benefits	163,251	175,735	168,104	171,300
Total Personnel Services	1,142,144	1,131,660	1,216,429	1,191,390
Contractual Services	923,770	943,712	1,040,159	1,077,257
Commodities	204,518	183,031	145,600	160,600
Capital Outlay	830,134	351,249	986,550	726,145
Interdepartmental Charges	442,960	467,995	538,619	567,063
Transfers to Other Funds	16,507	-	200,000	200,000
TOTAL SANITATION BUDGET	3,560,033	3,077,647	4,127,357	3,922,455

Sanitation Budget Summary



CITY OF KIRKWOOD

SANITATION DEPARTMENT

Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase Decrease</u>	<u>Percent</u>
509-2310-482.11-01	Salary Full Time	\$744,037	\$708,010	-\$36,027	-4.84%
Narrative:	Due to automating solid waste collections one full time position was eliminated in FY21				
509-2310-482.31-10	Other Professional Serviced	\$40,000	\$63,000	\$23,000	57.50%
Narrative:	Increase due to Routing/GPS Saas				
509-2310-482.42-09	Landfill/Disposal fees	\$309,294	\$359,764	\$50,470	16.32%
Narrative:	Increase in solid waste dumping fee, yard waste dumping fees and tonnage collected.				
509-2310-482.66-37	Yard Bags	\$75,000	\$85,000	\$10,000	13.33%
Narrative:	Increase due to anticipated cost increase in bags and change in shipment delivery requirements				
509-2310-482.80-05	Fuel/Lubricants	\$112,435	\$129,850	\$17,415	15.49%
Narrative:	Increase is based on historical utilization analysis, anticipated fiscal year operations and cost projections outlined by the Energy Information Administration (EIA). Increase is also due to cost associated with the addition of two employees.				
509-2310-482.80-10	Fleet Services	\$336,447	\$352,693	\$16,246	4.83%
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.				
509-2315-481.75-05	Machinery & Equipment	\$35,000	\$65,500	\$30,500	87.14%
Narrative:	Increase due to the purchase of a Skid Steer				
509-2315-481.75-06	Rolling Stock	\$840,905	\$550,000	-\$290,905	-34.59%
Narrative:	Decrease is due to the reduction in the purchase of vehicles				

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2310-482.11-01	Salary Full Time	690,428	688,737	744,037	708,010	(36,027)	-4.84%		
509-2310-482.11-05	Overtime	16,763	23,915	20,000	20,000	-	0.00%		
509-2310-482.21-01	Health Insurance	122,840	133,195	140,577	121,725	(18,852)	-13.41%		
509-2310-482.21-03	Dental Insurance	6,378	4,463	6,500	5,115	(1,385)	-21.31%		
509-2310-482.21-04	Vision Insurance	654	878	1,290	1,040	(250)	-19.38%		
509-2310-482.21-05	Benefit Credit	596	-	-	-	-	-		
509-2310-482.22-01	Social Security Taxes	43,907	43,021	47,594	44,870	(2,724)	-5.72%		
509-2310-482.22-02	Medicare Contributions	10,314	10,124	11,131	10,535	(596)	-5.35%		
509-2310-482.23-02	Civilian Pension	43,409	43,321	49,897	68,465	18,568	37.21%		
509-2310-482.23-04	Deferred Comp	11,502	3,005	15,353	-	(15,353)	-100.00%		
509-2310-482.29-04	Unemployment Comp.	-	1,254	-	-	-	-		
509-2310-482.31-03	Public Relations	60	11,478	21,000	21,000	-	0.00%		
509-2310-482.31-09	Training	-	-	250	250	-	0.00%		
509-2310-482.31-10	Other Professional Svcs	9,156	3,785	40,000	63,000	23,000	57.50%		
509-2310-482.32-01	Legal	2,356	2,019	2,500	2,500	-	0.00%		
509-2310-482.32-02	Audit	3,000	2,000	2,000	3,000	1,000	50.00%		
509-2310-482.42-06	Laundry, towels, etc	-	-	250	250	-	0.00%		
509-2310-482.42-09	Landfill/Disposal fees	308,732	343,192	309,294	359,764	50,470	16.32%		
509-2310-482.43-01	Office ept. maintenance	200	250	300	300	-	0.00%		
509-2310-482.43-02	Radio eqpt. maintenance	109	-	300	300	-	0.00%		
509-2310-482.43-04	Computer maintenance	6,500	6,500	6,500	6,500	-	0.00%		
509-2310-482.43-06	Equipment	413	-	1,000	1,000	-	0.00%		
509-2310-482.52-02	General liability	37,561	41,896	46,800	49,000	2,200	4.70%		
509-2310-482.52-11	Work. Comp. Premium	205,327	237,080	193,915	155,700	(38,215)	-19.71%		
509-2310-482.53-01	Telephone	547	361	560	363	(197)	-35.18%		
509-2310-482.55-09	Other Printing	1,499	293	1,000	500	(500)	-50.00%		
509-2310-482.58-01	Travel Executive	-	-	500	500	-	0.00%		
509-2310-482.61-01	Office supplies	938	1,345	1,500	1,500	-	0.00%		
509-2310-482.61-08	Janitorial supplies	367	173	500	500	-	0.00%		
509-2310-482.61-13	Clothing	290	1,618	5,200	5,200	-	0.00%		
509-2310-482.66-07	Safety equipment	6,115	4,361	4,500	4,500	-	0.00%		
509-2310-482.66-08	Small tools	205	61	500	500	-	0.00%		
509-2310-482.66-36	Bags & Ties	78,145	115	-	-	-	0.00%		
509-2310-482.66-37	Yard Bags	69,831	79,261	75,000	85,000	10,000	13.33%		
509-2310-482.69-04	Contingency	-	-	10,000	10,000	-	0.00%		
509-2310-482.69-08	Write-off - Bad Debt	11,785	63,027	5,000	5,000	-	0.00%		
509-2310-482.69-99	Inventory Adjustments	21	(753)	2,000	2,000	-	0.00%		
509-2310-482.80-05	Fuel/Lubricants	97,673	76,334	112,435	129,850	17,415	15.49%		

Sanitation Expenses

CITY OF KIRKWOOD

FISCAL YEAR 2022/2023 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
509-2310-482.80-10	Fleet Services	263,890	308,694	336,447	352,693	16,246	4.83%
509-2310-482.80-20	Electric Charges	5,295	5,254	5,500	5,500	-	0.00%
509-2310-482.80-40	Water Usage Charges	510	412	500	500	-	0.00%
509-2310-482.80-60	Admin., Clrk, & Acct.	55,750	55,750	55,750	55,750	-	0.00%
509-2310-491.10-10	Transfer to Other Funds	16,507	-	200,000	200,000	-	0.00%
509-2312-482.11-01	Salary Full Time	74,915	68,735	82,418	68,560	(13,858)	-16.81%
509-2312-482.11-05	Overtime	3,204	3,730	3,000	3,000	-	0.00%
509-2312-482.21-01	Health Insurance	16,242	18,815	7,080	24,045	16,965	239.62%
509-2312-482.21-03	Dental Insurance	1,024	287	500	795	295	59.00%
509-2312-482.21-04	Vision Insurance	44	144	90	170	80	88.89%
509-2312-482.22-01	Social Security Taxes	4,786	4,970	4,917	4,350	(567)	-11.53%
509-2312-482.22-02	Medicare Contributions	1,119	1,162	1,150	1,020	(130)	-11.30%
509-2312-482.23-02	Civilian Pension	4,902	4,714	5,155	6,730	1,575	30.55%
509-2312-482.23-04	Deferred Comp	1,216	4,931	1,586	-	(1,586)	-100.00%
509-2312-482.31-10	Other Professional Svcs	-	335	500	500	-	0.00%
509-2312-482.42-09	Landfill/Disposal fees	320,361	263,538	387,000	387,000	-	0.00%
509-2312-482.52-02	General liability	4,091	4,190	4,690	5,000	310	6.61%
509-2312-482.52-11	Work. Comp. Premium	17,426	21,231	14,150	11,680	(2,470)	-17.46%
509-2312-482.53-01	Telephone	182	120	150	150	-	0.00%
509-2312-482.61-13	Clothing	27	63	600	600	-	0.00%
509-2312-482.66-07	Safety equipment	336	159	300	300	-	0.00%
509-2312-482.66-08	Small tools	1,410	105	500	500	-	0.00%
509-2312-482.66-36	Bags & Ties	766	172	-	-	-	-
509-2312-482.80-05	Fuel/Lubricants	2,873	1,734	3,752	4,500	748	19.94%
509-2312-482.80-10	Fleet Services	13,431	16,424	20,650	14,685	(5,965)	-28.89%
509-2312-482.80-20	Electric Charges	3,538	3,393	3,585	3,585	-	0.00%
509-2313-482.11-01	Salary Full Time	62,845	49,201	52,452	71,115	18,663	35.58%
509-2313-482.11-05	Overtime	45	67	750	1,500	750	100.00%
509-2313-482.21-01	Health Insurance	14,754	16,250	11,477	17,770	6,293	54.83%
509-2313-482.21-03	Dental Insurance	710	369	500	525	25	5.00%
509-2313-482.21-04	Vision Insurance	9	80	90	115	25	27.78%
509-2313-482.22-01	Social Security Taxes	3,618	2,821	3,385	4,180	795	23.49%
509-2313-482.22-02	Medicare Contributions	846	660	795	980	185	23.27%
509-2313-482.23-02	Civilian Pension	3,908	2,634	3,595	6,775	3,180	88.46%
509-2313-482.23-04	Deferred Comp	1,166	177	1,110	-	(1,110)	-100.00%
509-2313-482.31-09	Training	327	-	1,000	1,500	500	50.00%
509-2313-482.31-10	Other Professional Svcs	3,108	3,444	3,500	3,500	-	0.00%
509-2313-482.43-01	Office ept. maintenance	2,815	2,000	3,000	4,000	1,000	33.33%

Sanitation Expenses

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
509-2313-482.61-05	Postage	18,056	17,578	20,000	25,000	5,000	25.00%		
509-2313-482.66-34	Meter Reading Supplies	16,226	15,746	20,000	20,000	-	0.00%		
509-2313-482.68-01	Office, Furniture & Eqpt,	-	994	1,000	1,000	-	0.00%		
509-2315-482.70-04	Lease Payments	6,209	4,704	109,645	109,645	-	0.00%		
509-2315-482.75-05	Machinery & Equipment	521,276	22,456	35,000	65,500	30,500	87.14%		
509-2315-482.75-06	Rolling Stock	-	6,587	840,905	550,000	(290,905)	-34.59%		
509-2315-482.76-10	Depreciation Expense	302,649	316,508	-	-	-			
TOTAL SANITATION EXPENSES		3,560,033	3,077,647	4,127,357	3,922,455	(204,902)	-4.96%		

Sanitation Expenses

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CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
602-0000-361.10-00	Investments	9,829	252	2,000	750	(1,250)	-62.50%
Investment Income		9,829	252	2,000	750	(1,250)	-62.50%
602-0000-391.30-70	Services	1,162,978	1,415,415	1,415,415	1,557,000	141,585	10.00%
Interdepartmental Revenue		1,162,978	1,415,415	1,415,415	1,557,000	141,585	10.00%
TOTAL REVENUE AND OTHER FINANCING SOURCES		1,174,991	1,437,889	1,417,415	1,557,750	140,335	9.90%

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 2017		FY 2018		FY 2019		FY 2020		FY 2021	
	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident
Administration	0	0	0	0	0	1	1	1	1	0
Electric	1	0	2	0	1	0	1	0	1	0
Finance	2	0	0	0	0	1	1	0	1	0
Fire	5	2	6	0	9	0	3	0	8	1
Fleet Services	1	0	1	0	0	0	0	0	0	0
Parks	2	1	3	1	2	0	1	1	2	0
Police	7	2	7	3	7	2	4	2	4	2
Purchasing	0	0	0	0	0	0	0	0	0	0
PW - Bldg. Comm.	1	0	1	0	0	0	0	0	0	0
PW - Bldg. Maint.	0	0	0	0	0	0	0	0	0	0
PW - Engineering	1	0	0	0	0	0	0	0	0	0
PW - Street	1	0	1	0	2	1	0	0	0	0
Recreation	2	0	2	0	4	1	1	0	0	0
Sanitation	3	0	3	0	4	0	2	0	2	0
Water	6	1	6	2	6	1	0	0	1	1
Totals	32	6	32	6	35	7	14	4	20	4

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 2017 and ending with Fiscal Year 2021 (4/01/2016 – 3/31/2021), 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 31 claims, Police department with 29 claims, Water department with 18 claims, Sanitation department with 15 claims, and Parks department with 10 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
04/01/2016 TO 03/31/2021

Workers Compensation
% of number of claims (Frequency)
04/01/2016 - 03/31/2021

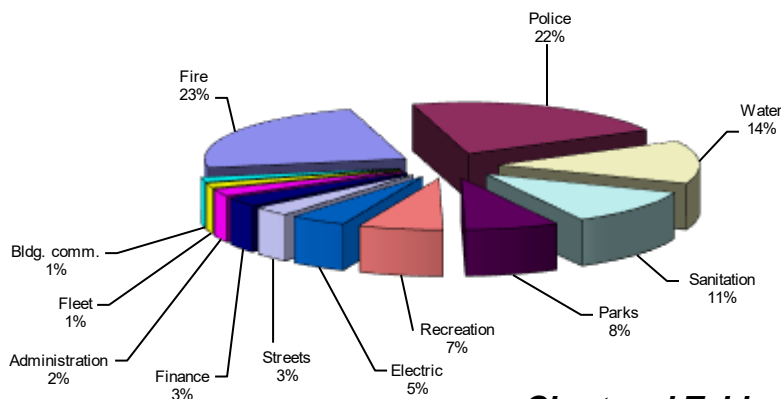


Chart and Table A

LOCATION	# CLAIMS
Fire	31
Police	29
Water	18
Sanitation	15
Parks	10
Recreation	9
Electric	6
Streets	4
Finance	4
Administration	3
Fleet	2
Bldg. comm.	2
Total	133

Workers Compensation Fund

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

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

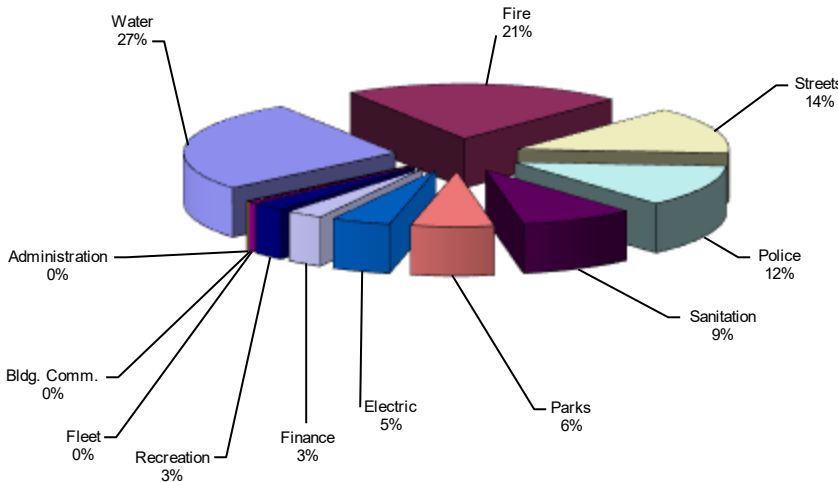
There can be a variety of costs associated with workers’ compensation claims that may be on going for long periods of time—one to two years, or sometimes longer. These costs may be compounded by inflation, frequency, and types of medical services provided, as well as legal and medical expenses, which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

The top five departments are Water \$752,941.18, Fire \$592,136.72, Street \$386,004.48, Police \$342,872.80 and Sanitation \$242,353.61.

Overall Analysis by Department: Severity

**Workers Compensation
% of Cost Incurred (Severity)
04/01/2016 - 03/31/2021**

**WORKERS COMPENSATION
DOLLARS COST INCURRED
04/01/2016 TO 03/31/2021**



LOCATION	CLAIMS \$
Water	752,941.18
Fire	592,136.72
Streets	386,004.48
Police	342,872.80
Sanitation	242,353.61
Parks	175,973.81
Electric	125,665.02
Finance	78,246.47
Recreation	71,636.87
Fleet	8,123.95
Bldg. Comm.	4,765.85
Administration	936.92
Total	2,781,657.68

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 18 claims and incurred cost of \$702,355.95

The second category is "Lifting" with 12 claims and incurred cost of \$137,712.88

The third category is "Fall/Slip/Trip" with 10 claims and incurred cost of \$194,949.05

The fourth category is "Fall/Slip on snow or ice" with 7 claims and incurred cost of \$200,688.98

The fifth category is "Cut/Puncture/Scrape" with 7 claims and incurred cost of \$4,637.16

City of Kirkwood
Workers Compensation
Top 5 Causes of Injury by Frequency and Incurred dollars
4/1/2016 - 3/31/2021

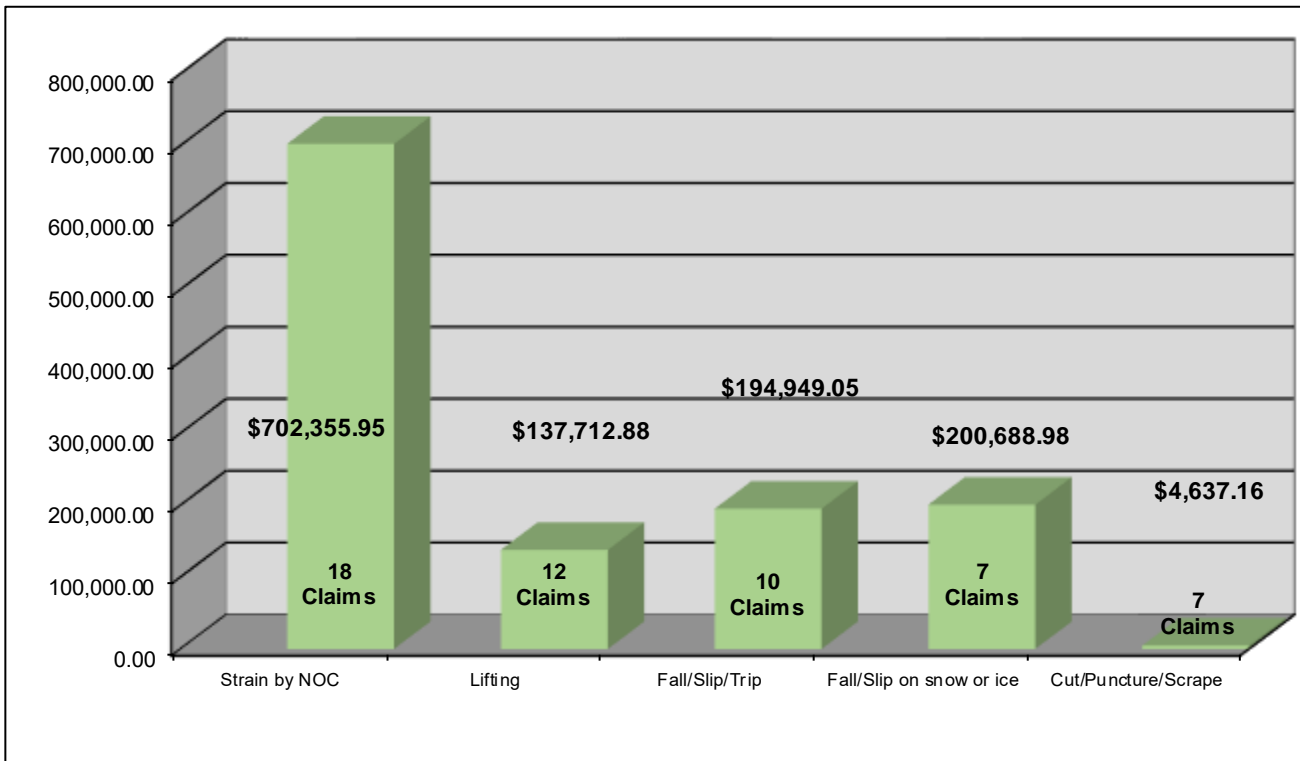


Chart C

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” with 18 claims and incurred dollars cost of \$702,355.95
2. “Lifting or Carrying” with 5 claims and incurred cost of \$517,582.98
3. “Pushing or Pulling” with 3 claims and incurred cost of \$234,140.78
4. “Fall/Slip on snow or ice” with 7 claims and incurred cost of \$200,688.98
5. “Fall/Slip/Trip” with 10 claims and incurred cost of \$194,949.05

City of Kirkwood
Workers Compensation
Top 5 Causes of Injury by Severity and Incurred dollars
4/1/2016 - 3/31/2021

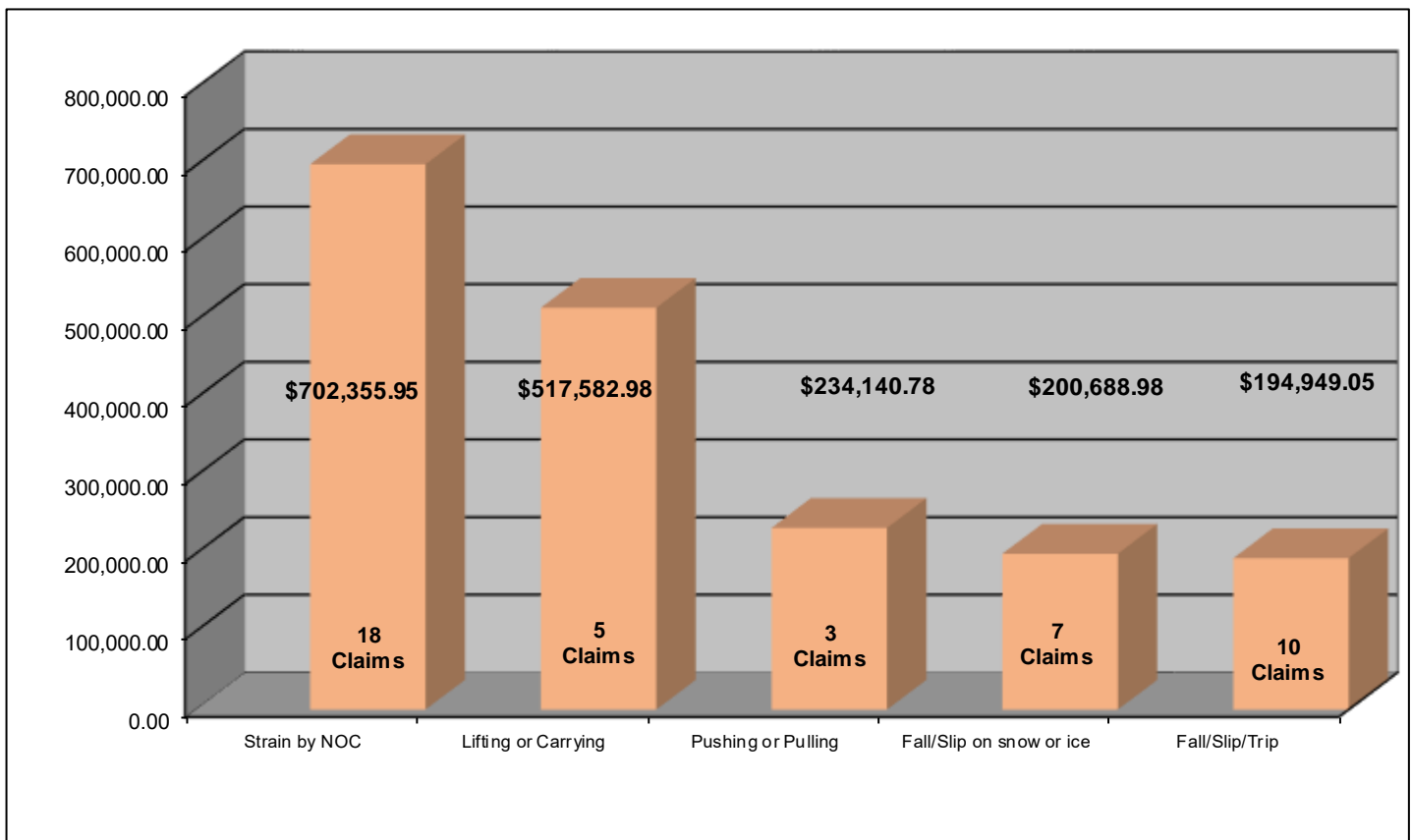


Chart D

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 1.20 as of 03/31/2021.

**City of Kirkwood
Workers Compensation
Experience Modification Rating as of 03/31/2021**

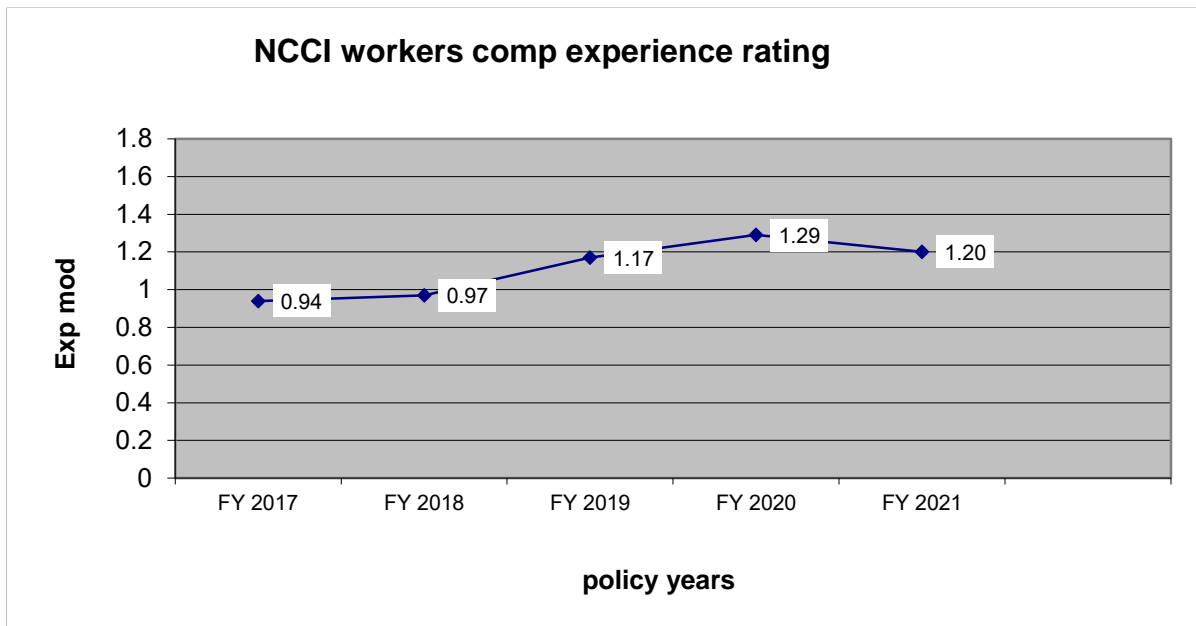


Chart E

Workers Compensation Fund

Controlling Costs:

Self Insurance: The City was granted provisional permission to self-insure as of 1 June 2006. The city became fully Self-Insured on 18 August 2008, (effective date 1 June 2006). From Policy Year 2017 through Policy Year 2021 the city has saved \$1,089,192.00 by being self-insured versus the conventional insurance premiums for Workers Compensation, Auto and General Liability programs.

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

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

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

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

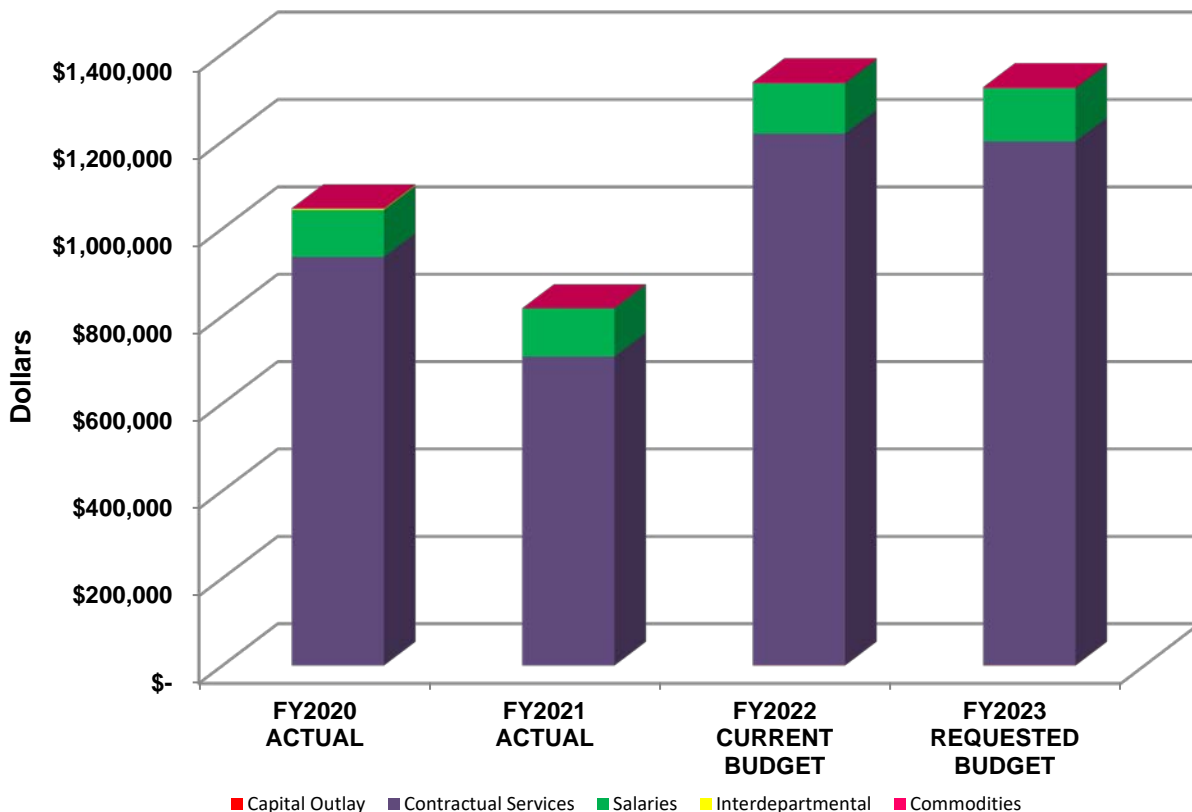
Risk Management: AJ Gallagher became our agent of record and provider of risk management services effective 6/1/06. They provide hands-on assistance with many city insurance programs, including loss control inspections and other areas of safety ensuring the highest rated insurance coverages. Meetings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

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

**CITY OF KIRKWOOD, MISSOURI
WORKERS COMPENSATION OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	80,030	82,214	85,010	88,775
Social Security	5,017	5,085	5,170	5,465
Medicare	1,173	1,190	1,210	1,280
Civilian Pension	5,068	5,196	5,390	8,355
Deferred Compensation	1,621	460	1,670	-
Subtotal Salaries	92,909	94,145	98,450	103,875
Other Benefits				
Health Insurance	14,521	15,905	16,488	17,315
Dental Insurance	538	351	425	400
Vision Insurance	7	79	85	85
Subtotal Other Benefits	15,066	16,335	16,998	17,800
Total Personnel Services	107,975	110,480	115,448	121,675
Contractual Services	935,076	707,183	1,216,940	1,199,440
Commodities	836	159	2,600	2,600
Capital Outlay	-	-	300	300
Interdepartmental Charges	12,002	11,641	13,853	13,255
Transfers to Other Funds	2,578	-	-	-
TOTAL WC BUDGET	1,058,467	829,463	1,349,141	1,337,270

Workers Compensation Budget Summary



CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
602-3111-442.10-10	Transfer to Other Funds	2,578	-	-	-	-			
602-3111-442.11-01	Salary Full Time	80,030	82,214	85,010	88,775	3,765	4.43%		
602-3111-442.21-01	Health Insurance	14,521	15,905	16,488	17,315	827	5.02%		
602-3111-442.21-02	Claims Expense	496,999	168,547	700,000	700,000	-	0.00%		
602-3111-442.21-03	Dental Insurance	538	351	425	400	(25)	-5.88%		
602-3111-442.21-04	Vision Insurance	7	79	85	85	-	0.00%		
602-3111-442.22-01	Social Security Taxes	5,017	5,085	5,170	5,465	295	5.71%		
602-3111-442.22-02	Medicare Contributions	1,173	1,190	1,210	1,280	70	5.79%		
602-3111-442.23-02	Civilian Pension	5,068	5,196	5,390	8,355	2,965	55.01%		
602-3111-442.23-04	Deferred Comp	1,621	460	1,670	-	(1,670)	-100.00%		
602-3111-442.31-07	Medical Examinations	5,346	7,447	8,500	11,000	2,500	29.41%		
602-3111-442.31-09	Training	8	-	2,000	2,000	-	0.00%		
602-3111-442.31-10	Other Professional Svcs	32,913	37,297	43,000	43,000	-	0.00%		
602-3111-442.52-11	Work. Comp. Premium	291,088	327,029	310,540	310,540	-	0.00%		
602-3111-442.53-01	Telephone	1,208	981	1,400	1,400	-	0.00%		
602-3111-442.58-02	Travel Other	833	-	1,500	1,500	-	0.00%		
602-3111-442.61-01	Office supplies	67	114	400	400	-	0.00%		
602-3111-442.61-11	Food	224	45	400	400	-	0.00%		
602-3111-442.64-01	Dues	35	-	300	300	-	0.00%		
602-3111-442.68-01	Office, Furniture & Eqpt,	-	-	300	300	-	0.00%		
602-3111-442.69-05	Service Awards	510	-	1,500	1,500	-	0.00%		
602-3111-442.80-05	Fuel/Lubricants	1,394	697	1,505	1,750	245	16.28%		
602-3111-442.80-10	Fleet Services	608	944	2,348	1,505	(843)	-35.90%		
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	106,681	165,882	150,000	130,000	(20,000)	-13.33%		
TOTAL WORKERS COMPENSATION EXPENSES		1,058,467	829,463	1,349,141	1,337,270	(11,871)	-0.88%		

Workers Compensation Expenses

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
608-0000-336.10-30	Rock Hill	51,149	82,308	20,000	35,000	15,000	75.00%
608-0000-341.30-30	Fleet Services	926,250	1,051,442	1,071,333	1,106,715	35,382	3.30%
608-0000-341.30-40	Sale of Lubricants	-	-	-	-	-	-
Charges for Services		977,399	1,133,750	1,091,333	1,141,715	50,382	4.62%
608-0000-361.10-00	Investments	5,926	177	2,500	750	(1,750)	-70.00%
Investment Income		5,926	177	2,500	750	(1,750)	-70.00%
608-0000-380.10-00	Miscellaneous	3,832	-	-	-	-	-
Other Revenue		3,832	-	-	-	-	-
Total Revenue Before Other Financing Sources		987,157	1,133,927	1,093,833	1,142,465	48,632	4.45%
608-0000-392.10-00	Sale of Fixed Assets	72	385	-	-	-	-
608-0000-392.20-00	Insurance Proceeds	863	-	-	-	-	-
Other Financing Sources		935	385	-	-	-	-
TOTAL REVENUE AND OTHER FINANCING SOURCES		988,092	1,134,312	1,093,833	1,142,465	48,632	4.45%

Fleet Services Revenues

Fleet Services

Mission Statement

Fleet Services strives to protect our citizens' investments by delivering safe, dependable and cost-effective units while providing support services that are receptive to the needs of our officials and employees.

General Description

The Fleet Services Department is responsible for maintaining and repairing 251 vehicles and heavy/light equipment. In addition to inventoried equipment, Fleet is accountable for completing the maintenance on various pieces of portable equipment. The range of vehicles/equipment begins with small items such as a chainsaw and progresses through vehicles as large as the Fire Department's 100' Aerial Ladder truck. Our hours of operation are from 7:00 AM until 3:30 PM, Monday through Friday with on-call emergency operations available twenty-four hours a day, seven days a week. Preventative maintenance, warranty management, licensing/title administration, record keeping, and assisting with Procurement's auctions and bids are also key services executed by Fleet.

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

Performance Measures

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

Staffing Levels

The Fleet Services Department is staffed as follows:

Title	FY17	FY18	FY19	FY20	FY21
Fleet Services Director	1.0	1.0	1.0	1.0	1.0
Administrative Associate	1.0	1.0	1.0	1.0	1.0
Fleet Service Technician(s)	5.0	5.0	5.0	5.0	5.0
TOTAL	7.0	7.0	7.0	7.0	7.0

Fleet Services

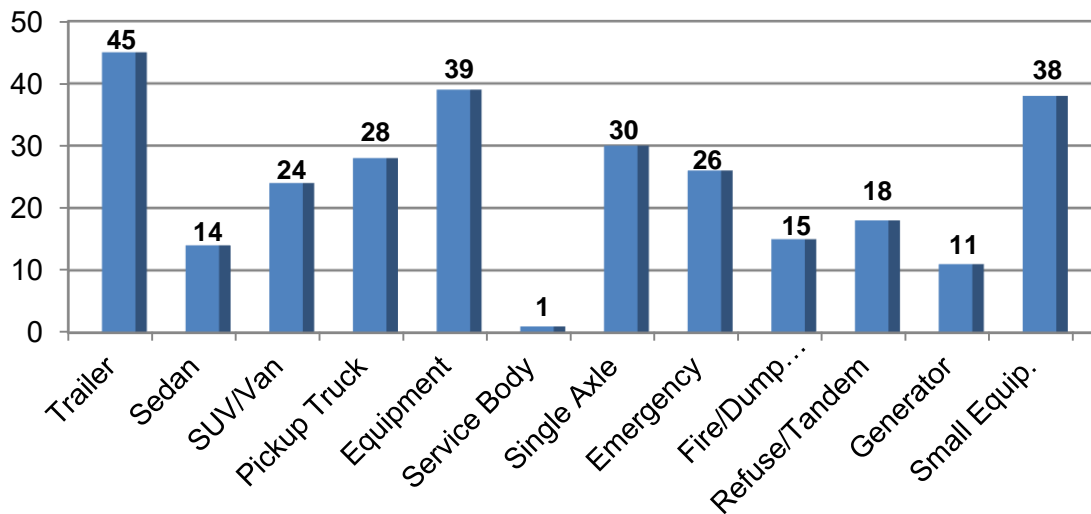
Staffing Levels (continued)

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

To calculate the technician requirement for the City of Kirkwood's assets, Fleet had to first assign a MRU to each vehicle and piece of equipment, as well as small equipment, within our asset inventory. The MRU is a classification used to analyze and compare the various types of vehicles/equipment that today's fleets encounter. The value assigned is set by weighting the asset's respective maintenance burdens against the sedan. For example, a Fire Truck has a MRU of 10 since the average reported maintenance hours are ten times higher than that of the sedan. The sedan's baseline is adjusted annually and reported as the "Direct Labor Hour's Equivalent". All of the assets and small equipment accounts are then totaled and establish the current City of Kirkwood's Overall MRU as 844.40.

The technician requirement is then calculated by totaling the assigned Maintenance Repair Units (MRU) of all assets, (844.40); multiplying the direct labor hour's equivalent (6.6071), multiplying by the fiscal year's percentage of in-house repairs (95.75%) and dividing the number of estimated annual labor hours per technician (1430). This calculation validates the requirement of 4.55 technicians to maintain our current fleet.

Asset Count Based on Maintenance Repair Units

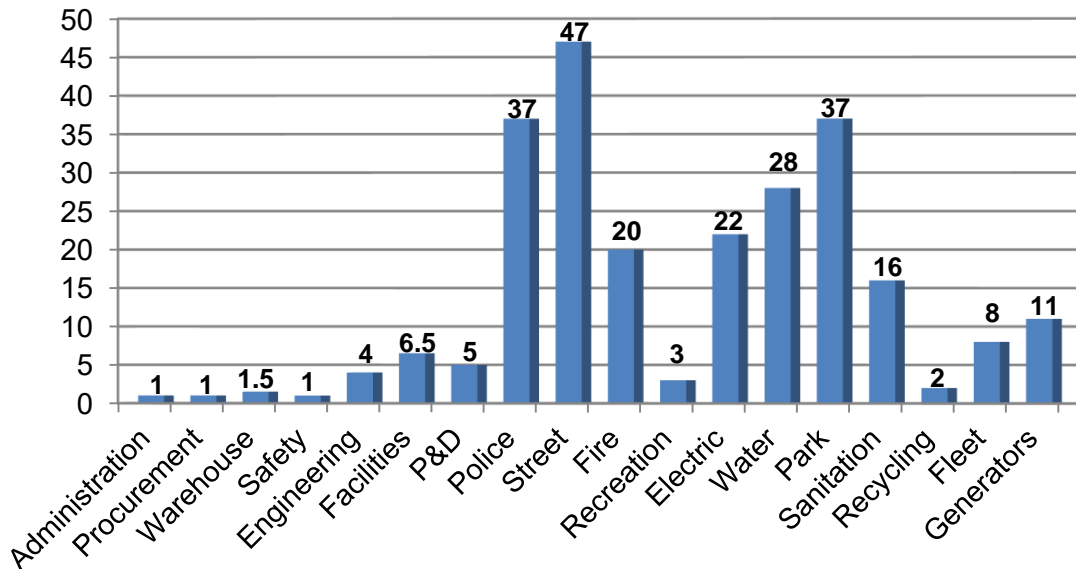


Fleet Services

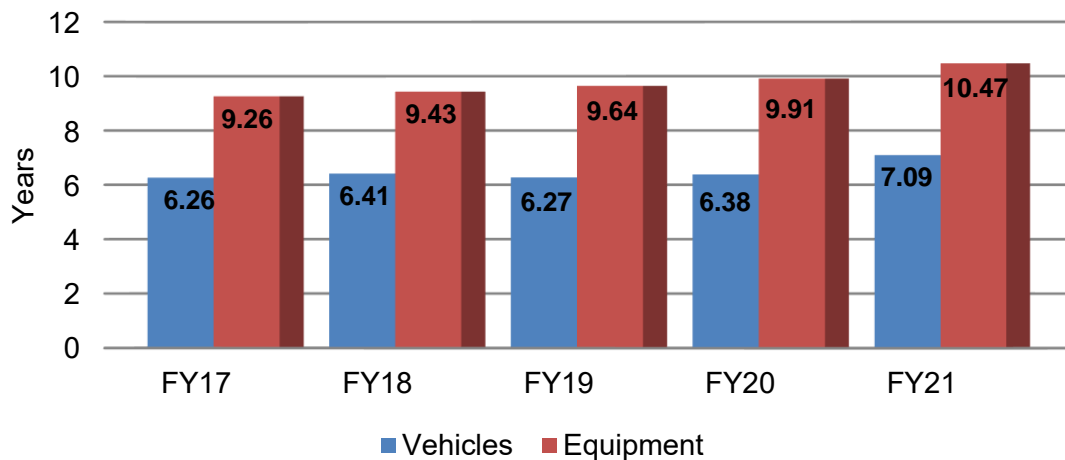
Vehicles and Equipment Inventory Level

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

Fleet Inventory by Department



Vehicle and Equipment Age by Fiscal Year

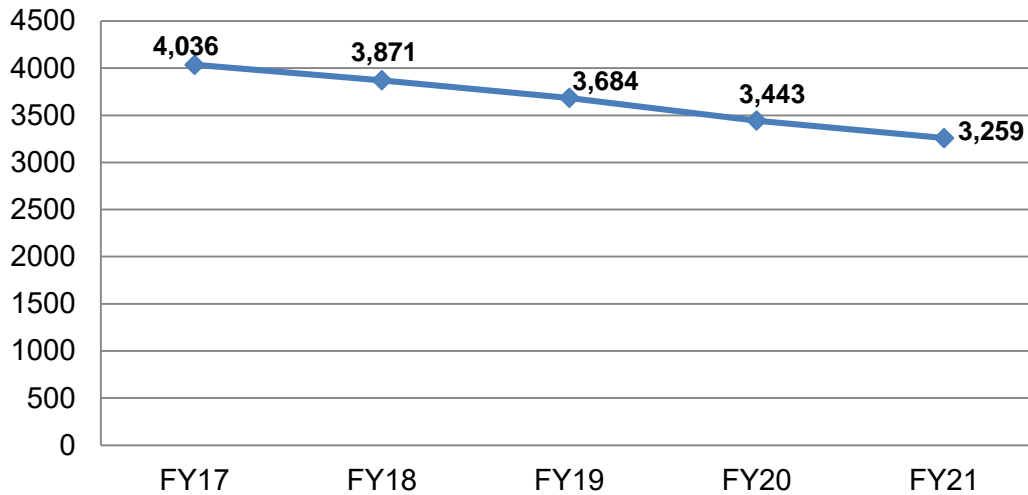


Fleet Services

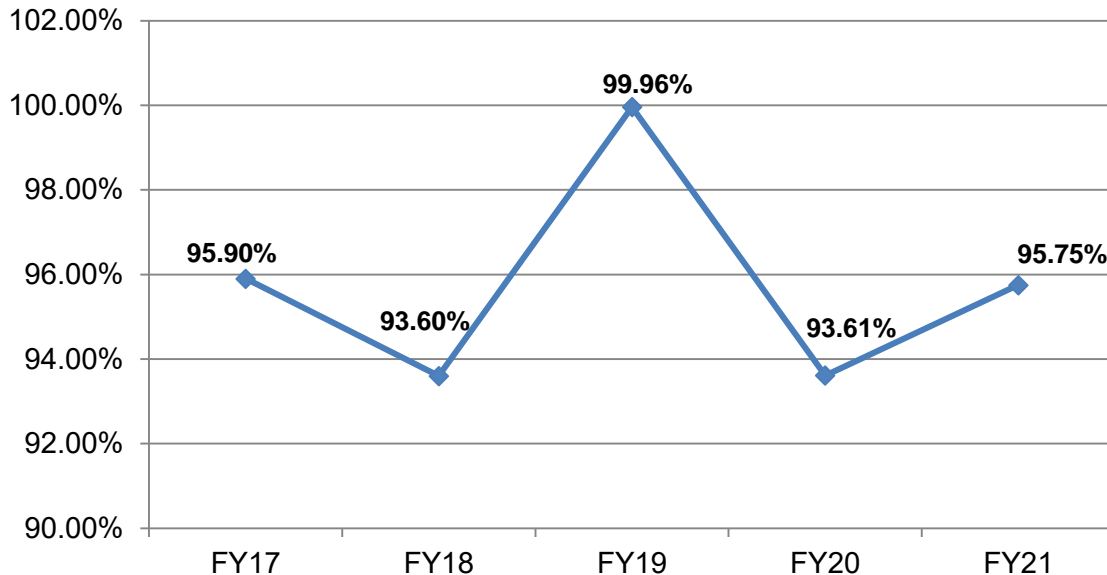
Work Orders

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

Fleet Work Orders by Fiscal Year



Percentage of In-House Repairs

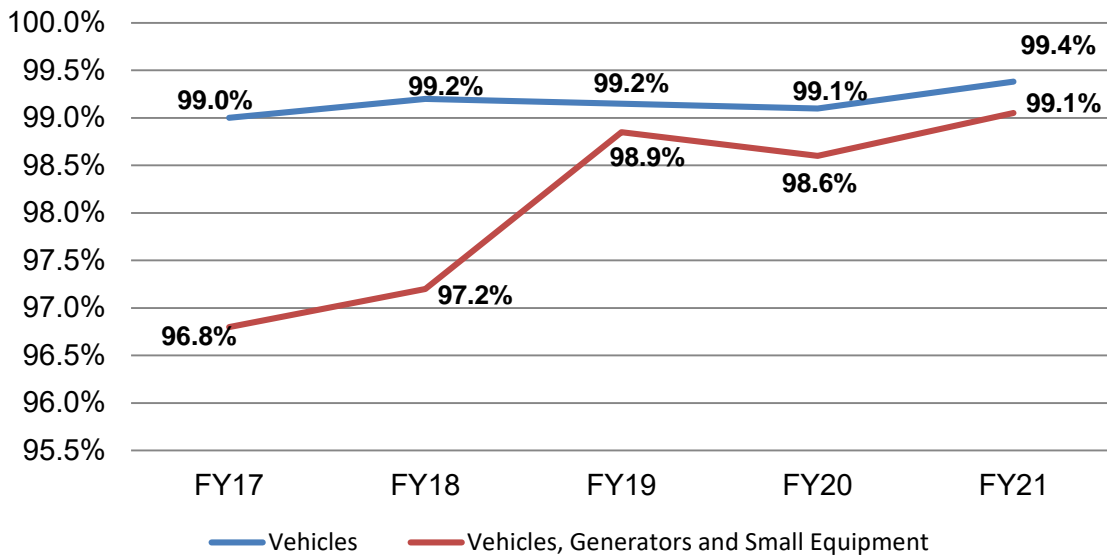


Fleet Services

Vehicle-In-Commission Rating

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

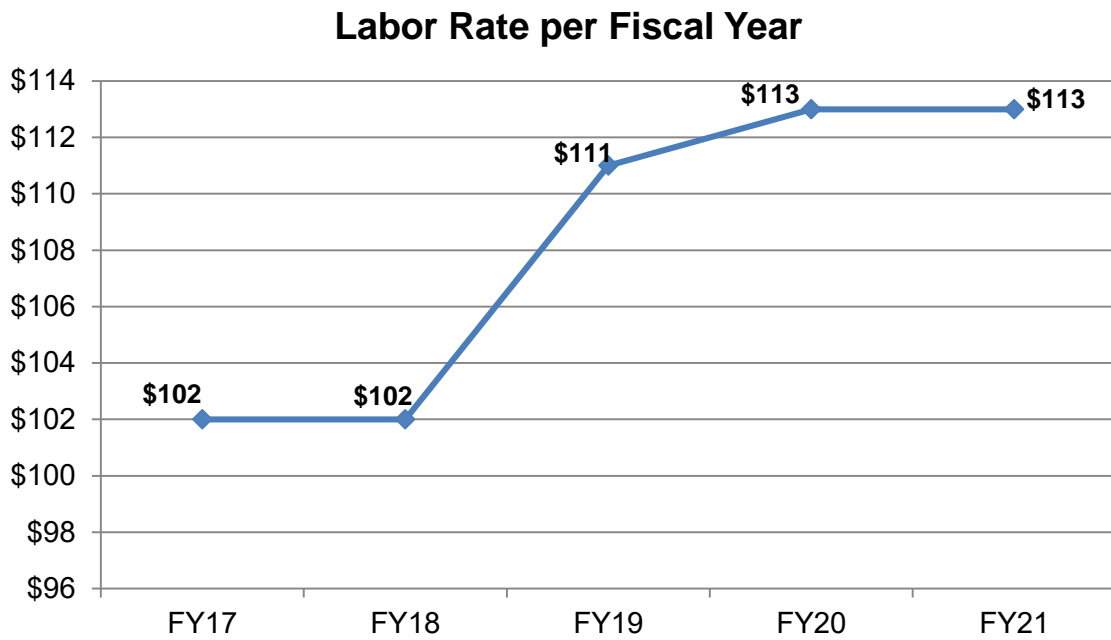
Vehicle-In-Commission Rate



Fleet Services

Labor Rate

To capture all costs associated with operating the Fleet Services Department, a rate structure was developed to support our cost charge-back, or labor rate, method. The labor rate represents our fully allocated costs for providing an hour's worth of maintenance and repair to end users. These rates can then be compared to other municipalities and the private sector, should the accounting methodology be consistent.

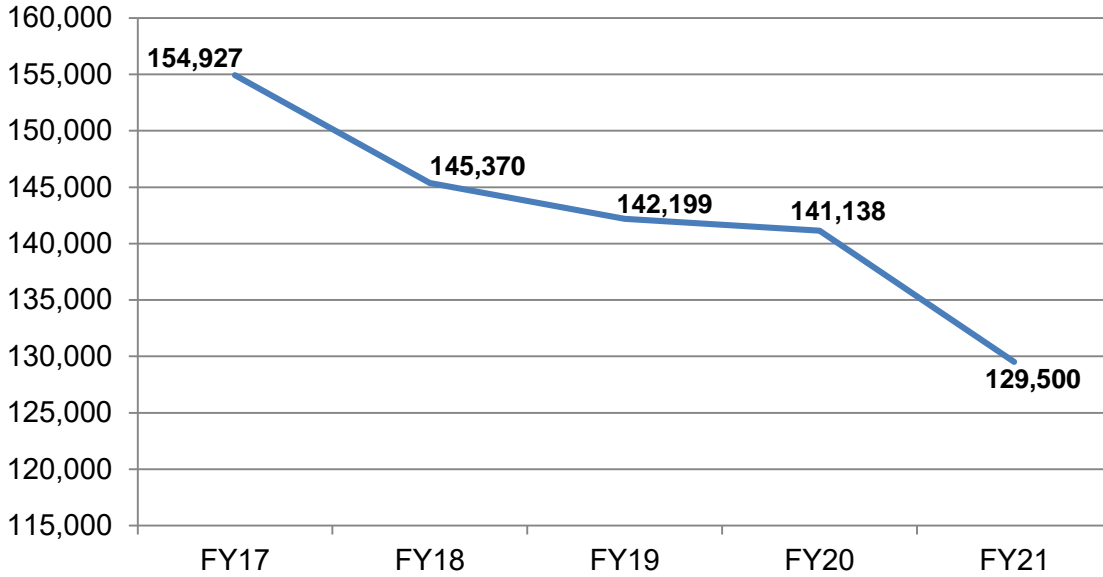


Fleet Services

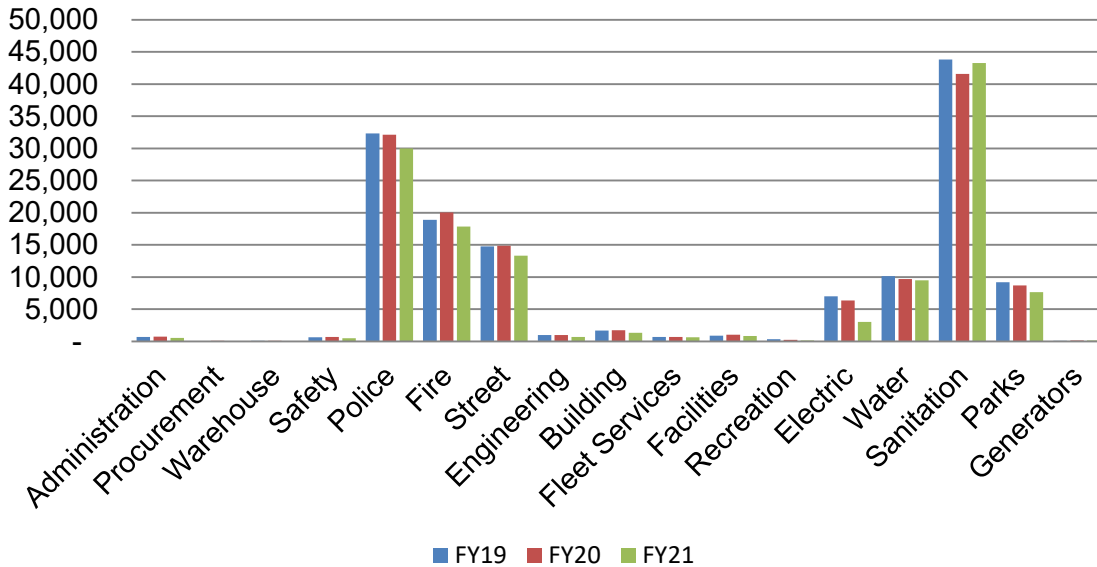
Fuel Utilization

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

Gallons Purchased by Fiscal Year



Department Gallons Purchased by Fiscal Year



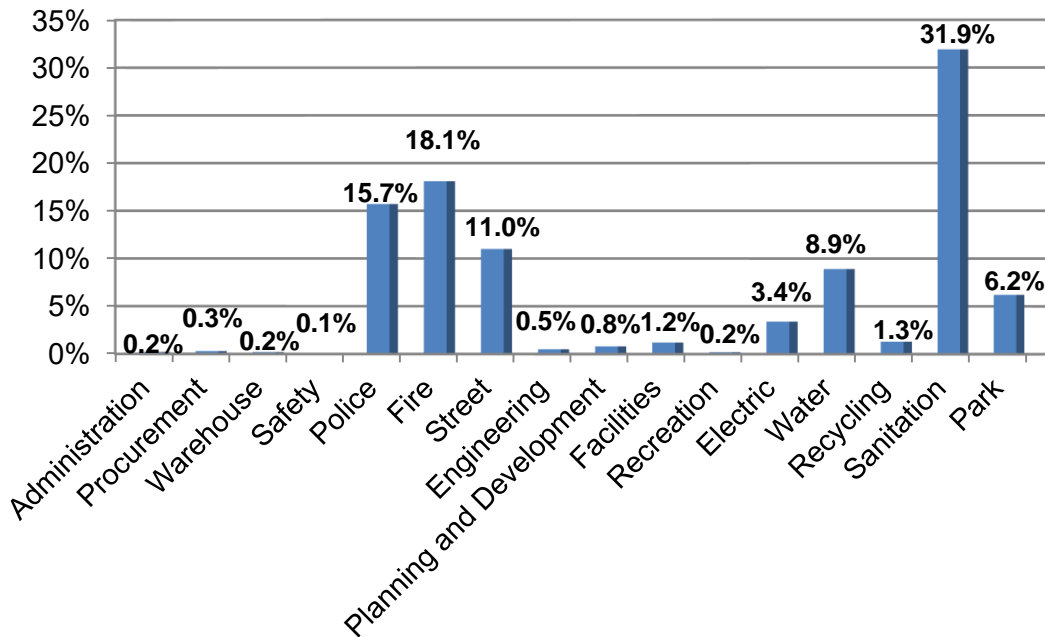
Fleet Services

Ownership Costs

The average ownership costs of operating the City's fleet of vehicles and equipment is \$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 FY21 percentage of labor hours per department, as reported in the Fleet Management Information System (FMIS).

Percentage of Chargeable Labor & Parts by Department



Fleet Services

Internal Charges and Revenue

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

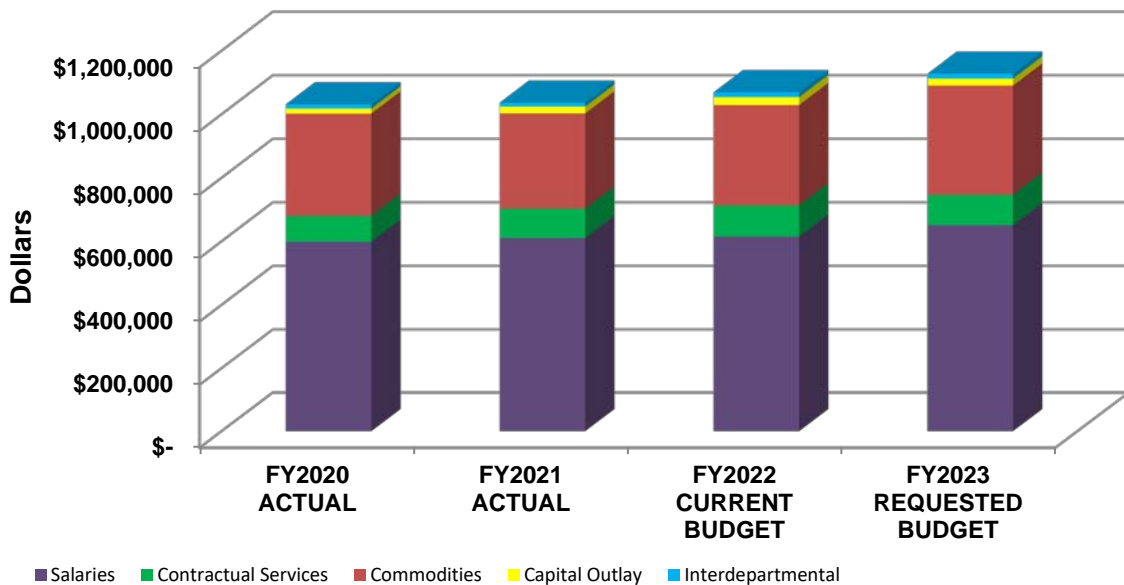
Fleet Services continues to offer its expertise to neighboring municipal fleets. The City of Rock Hill has increased the number of assets to include the Police Department and incorporated preventative maintenance. In some cases, these repairs are performed on assets under warranty and a reimbursement from the manufacturer is requested. The Fleet Services Department realized a revenue of \$82,308.18 for municipal as well as warranty repairs completed throughout FY21.

	<u>FY2018</u>	<u>FY2019</u>	<u>FY2020</u>	<u>FY2021</u>
Administration	\$1,646	\$2,632	\$1,668	\$3,421
Procurement	\$2,553	\$4,982	\$980	\$658
Safety		\$541	\$668	\$979
Warehouse	\$838	\$676	\$702	\$605
Engineering	\$3,239	\$7,603	\$6,349	\$3,992
Facilities Operations	\$3,483	\$8,755	\$6,795	\$9,609
Planning and Development	\$5,519	\$4,997	\$6,470	\$10,315
Police	\$219,627	\$172,772	\$184,216	\$188,824
Street	\$180,799	\$161,323	\$117,294	\$129,915
Fire	\$112,097	\$113,656	\$190,969	\$126,002
Recreation	\$4,343	\$974	\$4,281	\$4,621
Electric	\$58,167	\$76,229	\$48,218	\$99,200
Water	\$72,489	\$70,537	\$82,451	\$105,697
Parks	\$73,589	\$77,770	\$67,918	\$69,870
Sanitation	\$245,475	\$291,548	\$292,390	\$320,225
Recycling	\$25,779	\$20,115	\$14,881	\$17,037
Total Budgeted	\$1,009,643	\$1,015,110	\$1,026,250	\$1,051,442

**CITY OF KIRKWOOD, MISSOURI
FLEET SERVICES OPERATING BUDGET SUMMARY
FISCAL YEAR 2022/2023**

DESCRIPTION	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 CURRENT BUDGET	FY2023 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	454,064	455,999	461,228	489,240
Overtime	1,126	574	3,000	3,000
Social Security	27,801	28,418	28,782	30,175
Medicare	6,502	6,646	6,731	7,065
Civilian Pension	28,197	28,021	30,175	46,300
Deferred Compensation	8,940	7,649	9,225	-
Subtotal Salaries	<u>526,630</u>	<u>527,307</u>	<u>539,141</u>	<u>575,780</u>
Other Benefits				
Health Insurance	68,064	80,060	72,179	71,170
Dental Insurance	3,435	2,427	3,000	2,775
Vision Insurance	323	545	596	590
Benefit Credit	65	-	-	-
Subtotal Other Benefits	<u>71,887</u>	<u>83,032</u>	<u>75,775</u>	<u>74,535</u>
Total Personnel Services	<u>598,517</u>	<u>610,339</u>	<u>614,916</u>	<u>650,315</u>
Contractual Services	81,071	92,296	97,760	95,580
Commodities	322,160	299,721	316,050	344,170
Capital Outlay	16,077	21,520	25,000	22,000
Interdepartmental Charges	13,154	12,416	15,175	15,275
TOTAL FLEET BUDGET	<u>1,030,979</u>	<u>1,036,292</u>	<u>1,068,901</u>	<u>1,127,340</u>

Fleet Services Budget Summary



CITY OF KIRKWOOD FLEET SERVICES

FY23 Budget Changes

<u>Account Number</u>	<u>Description</u>	<u>Current Budget</u>	<u>Budget Request</u>	<u>Increase/ Decrease</u>	<u>Percent</u>
60817034296607	Operating Supplies / Safety Equipment	\$2,750	\$ 1,250	\$ (1,500)	-54.55%
Narrative:	Anticipated decrease based on historical data and current monthly expenditures.				
60817034296625	Operating Supplies / Vehicle Repair Parts	\$173,350	\$ 201,870	\$ 28,520	16.45%
Narrative:	Increase based on current increased cost for automotive commodities.				
60817034296626	Operating Supplies / Lubricants	\$12,500	\$ 14,000	\$ 1,500	12.00%
Narrative:	Increase based on current increased cost and volatility in lubricant market.				
60817034297505	Machinery and Equipment	\$20,000	\$ 17,000	\$ (3,000)	-15.00%
Narrative:	Decrease is based on the current cost of the capital being replace, Facility Air Compressor.				

CITY OF KIRKWOOD

FISCAL YEAR 2022/2023 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
608-1703-429.11-01	Salary Full Time	454,064	455,999	461,228	489,240	28,012	6.07%
608-1703-429.11-05	Overtime	1,126	574	3,000	3,000	-	0.00%
608-1703-429.21-01	Health Insurance	68,064	80,060	72,179	71,170	(1,009)	-1.40%
608-1703-429.21-03	Dental Insurance	3,435	2,427	3,000	2,775	(225)	-7.50%
608-1703-429.21-04	Vision Insurance	323	545	596	590	(6)	-1.01%
608-1703-429.21-05	Benefit Credit	65	-	-	-	-	-
608-1703-429.22-01	Social Security Taxes	27,801	28,418	28,782	30,175	1,393	4.84%
608-1703-429.22-02	Medicare Contributions	6,502	6,646	6,731	7,065	334	4.96%
608-1703-429.23-02	Civilian Pension	28,197	28,021	30,175	46,300	16,125	53.44%
608-1703-429.23-04	Deferred Comp	8,940	7,649	9,225	-	(9,225)	-100.00%
608-1703-429.31-09	Training	1,416	0	5,000	5,000	-	0.00%
608-1703-429.42-06	Laundry, towels, etc	2,339	2,272	2,500	2,675	175	7.00%
608-1703-429.43-01	Office ept. maintenance	322	374	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	5,563	3,379	4,500	4,500	-	0.00%
608-1703-429.52-02	General liability	10,729	12,569	13,750	14,500	750	5.45%
608-1703-429.52-11	Work. Comp. Premium	31,565	46,708	42,460	38,930	(3,530)	-8.31%
608-1703-429.53-01	Telephone	1,277	842	900	900	-	0.00%
608-1703-429.53-02	Cellular Telephones	1,054	573	600	825	225	37.50%
608-1703-429.58-01	Travel	867	-	1,800	1,800	-	0.00%
608-1703-429.59-02	Lien/Licensing Processing	939	579	750	950	200	26.67%
608-1703-429.61-01	Office supplies	470	381	600	500	(100)	-16.67%
608-1703-429.61-05	Postage	78	198	100	100	-	0.00%
608-1703-429.61-08	Janitorial supplies	83	41	150	100	(50)	-33.33%
608-1703-429.61-11	Food	150	-	400	150	(250)	-62.50%
608-1703-429.61-13	Clothing	575	288	750	750	-	0.00%
608-1703-429.62-03	Gas	3,514	3,189	3,500	3,500	-	0.00%
608-1703-429.64-01	Dues	399	499	700	700	-	0.00%
608-1703-429.64-02	Publications	2,658	2,670	2,750	2,750	-	0.00%
608-1703-429.66-07	Safety equipment	1,387	834	2,750	1,250	(1,500)	-54.55%
608-1703-429.66-08	Small tools	1,719	3,635	3,500	3,500	-	0.00%
608-1703-429.66-25	Vehicle Repair/Parts	204,746	208,164	173,350	201,870	28,520	16.45%
608-1703-429.66-26	Lubricants	16,465	13,466	12,500	14,000	1,500	12.00%
608-1703-429.66-27	Tires	61,505	48,700	65,000	65,000	-	0.00%
608-1703-429.66-28	Accidents	18,997	9,705	20,000	20,000	-	0.00%
608-1703-429.66-99	Other	9,414	7,951	10,000	10,000	-	0.00%
608-1703-429.68-01	Office, Furniture & Eqpt,	295	300	500	500	-	0.00%
608-1703-429.68-02	Machinery & Equipment	1,022	3,482	4,500	4,500	-	0.00%

Fleet Services Expenses

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
608-1703-429.69-04	Contingency	-	-	20,000	20,000	-	0.00%
608-1703-429.75-05	Machinery & Equipment	14,760	17,738	20,000	17,000	(3,000)	-15.00%
608-1703-429.80-05	Fuel/Lubricants	1,544	1,084	2,000	2,100	100	5.00%
608-1703-429.80-20	Electric Charges	10,590	10,508	12,000	12,000	-	0.00%
608-1703-429.80-40	Water Usage Charges	1,020	824	1,175	1,175	-	0.00%
TOTAL FLEET SERVICES EXPENSES		1,030,979	1,036,292	1,068,901	1,127,340	58,439	5.47%

Fleet Services Expenses

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
601-0000-341.50-00	Medical Insurance	3,090,858	3,481,614	3,450,000	3,658,710	208,710	6.05%
601-0000-341.50-10	COBRA	182,843	214,329	185,000	195,000	10,000	5.41%
	Charges for Services	3,273,701	3,695,943	3,635,000	3,853,710	218,710	6.02%
601-0000-361.10-00	Investment Interest	32,929	2,384	15,000	1,500	(13,500)	0.00%
	Interest	32,929	2,384	15,000	1,500	(13,500)	0.00%
601-0000-380.10-00	Miscellaneous Revenue	0	926	1,000	1,000	-	0.00%
	Other Revenues	-	926	1,000	1,000	-	0.00%
	Total Revenue Before Other Financing Sources	3,306,630	3,699,253	3,651,000	3,856,210	205,210	5.62%
	TOTAL REVENUE AND OTHER FINANCING SOURCES	3,306,630	3,699,253	3,651,000	3,856,210	205,210	5.62%

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
601-3110-441.21-02	Claims Expense	2,731,095	2,432,975	3,000,000	3,000,000	-	0.00%		
601-3110-441.31-10	Other Professional Svcs	103,000	107,259	101,406	106,735	5,329	5.26%		
601-3110-441.52-10	Medical Premium	972,769	832,347	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		3,825,981	3,374,081	4,077,906	4,083,235	5,329	0.13%		

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
204-0000-311.10-00	Property Taxes	1,296,015	1,130,488	1,228,000	1,250,000	22,000	1.79%		
Tax Revenue		1,296,015	1,130,488	1,228,000	1,250,000	22,000	1.79%		
204-0000-361.10-00	Investments	13,906	(630)	2,500	1,000	(1,500)	-60.00%		
Investment Income		13,906	(630)	2,500	1,000	(1,500)	-60.00%		
Total Revenue Before Other Financing Sources		1,309,921	1,129,858	1,230,500	1,251,000	20,500	1.67%		
204-0000-391.10-05	Transfer from Other Funds	200,000	200,000	236,825	529,305	292,480	123.50%		
Other Financing Sources		200,000	200,000	236,825	529,305	292,480	123.50%		
TOTAL REVENUE AND OTHER FINANCING SOURCES		1,509,921	1,329,858	1,467,325	1,780,305	312,980	21.33%		

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
204-1201-421.22-02	Medicare Contributions	4,204	4,277	4,500	4,300	(200)	-4.44%		
204-1201-421.23-01	Police & Fire Pension	36,188	37,729	39,000	46,290	7,290	18.69%		
204-1202-421.22-02	Medicare Contributions	21,225	21,087	24,250	22,855	(1,395)	-5.75%		
204-1202-421.23-01	Police & Fire Pension	193,192	187,211	210,650	247,910	37,260	17.69%		
204-1203-421.22-02	Medicare Contributions	37,968	39,029	40,000	41,830	1,830	4.58%		
204-1203-421.23-01	Police & Fire Pension	334,858	343,070	350,000	455,915	105,915	30.26%		
204-1204-421.22-02	Medicare Contributions	367	1,469	1,500	1,595	95	6.33%		
204-1204-421.23-01	Police & Fire Pension	35,282	28,582	31,000	38,545	7,545	24.34%		
204-1206-421.22-02	Medicare Contributions	3,614	3,667	5,400	4,565	(835)	0.00%		
204-1206-421.23-01	Police & Fire Pension	46,493	46,749	47,000	49,935	2,935	0.00%		
204-1301-422.22-02	Medicare Contributions	5,917	6,760	6,950	7,115	165	2.37%		
204-1301-422.23-01	Police & Fire Pension	52,404	60,222	60,575	76,620	16,045	26.49%		
204-1302-422.22-02	Medicare Contributions	65,385	64,270	67,000	66,110	(890)	-1.33%		
204-1302-422.23-01	Police & Fire Pension	574,117	560,666	579,500	716,720	137,220	23.68%		
TOTAL POLICE AND FIRE PROPERTY TAX PENSION EXPENDITURES		1,411,214	1,404,788	1,467,325	1,780,305	312,980	21.33%		

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
205-0000-352.10-00	Drug Forfeitures	138,581	81,539	-	-	-	
Drug Forfeitures		161,881	169,540	-	-	-	
205-0000-361.10-00	Investments	3,590	336	-	-	-	
Investment Income		3,590	336	-	-	-	
205-0000-380.10-00	Miscellaneous	-	-	-	-	-	
Miscellaneous Revenue		-	-	-	-	-	
TOTAL REVENUE AND OTHER FINANCING SOURCES		165,471	169,876	-	-	-	

Equitable Sharing Revenues

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
205-1201-429-10-10	Transfer to Other Funds	-	-	-	-	-	-		
205-1201-429-31-09	Training	4,170	-	12,000	-	(12,000)	-100.00%		
205-1201-429-31-10	Other Professional Svcs	5,335	8,795	-	-	-	-		
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	-	-	-	-	-	0.00%		
205-1201-429-75-05	Machinery & Equipment	63,123	56,469	36,061	-	(36,061)	-100.00%		
205-1201-429-75-06	Rolling Stock	-	-	-	-	-	-		
TOTAL EQUITABLE SHARING EXPENDITURES		72,628	65,264	48,061	-	(48,061)	-100.00%		

Equitable Sharing Expenditures

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
207-0000-353.10-00	Sewer Fees	286,513	268,933	275,000	275,000	-	0.00%
Sewer Fees		286,513	268,933	275,000	275,000	-	0.00%
207-0000-361.10-00	Investments	11,121	686	4,000	4,000	-	0.00%
Investment Income		11,121	686	4,000	4,000	-	0.00%
TOTAL REVENUE AND OTHER FINANCING SOURCES		297,634	269,619	279,000	279,000	-	0.00%

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
207-5701-410.10-10	Transfer to Other Funds	3,129	-	-	-	-	
207-5701-410.11-01	Salary Full Time	45,497	42,455	47,008	50,195	3,187	6.78%
207-5701-410.21-01	Health Insurance	7,747	8,450	10,116	12,030	1,914	18.92%
207-5701-410.21-03	Dental Insurance	475	306	300	395	95	31.67%
207-5701-410.21-04	Vision Insurance	41	65	60	85	25	41.67%
207-5701-410.21-05	Benefit Credit	23	-	-	-	-	
207-5701-410.22-01	Social Security Taxes	2,816	2,549	2,914	2,970	56	1.92%
207-5701-410.22-02	Medicare Contributions	659	597	682	700	18	2.64%
207-5701-410.23-02	Civilian Pension	2,842	2,643	3,056	4,725	1,669	54.61%
207-5701-410.23-04	Deferred Comp	910	186	940	0	(940)	-100.00%
207-5701-410.31-10	Other Professional Svcs	186,704	190,548	300,000	250,000	(50,000)	-16.67%
207-5701-413.52-11	Work. Comp. Premium	1,461	1,415	1,420	1,560	140	9.86%
207-5701-410.80-60	Admin., Clrk, & Acct.	5,150	5,150	51,500	5,150	(46,350)	-90.00%
TOTAL SEWER LATERAL EXPENDITURES		257,454	254,364	417,996	327,810	(90,186)	-21.58%

Sewer Lateral Expenditures

Section IV
Five-Year Capital Improvement Plans

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CITY OF KIRKWOOD

Five-Year Capital Plan

**Fiscal Years
2022/2023 - 2026/2027**

Fleet Services replacement program has evolved to include a "Replacement Point of 15" category. Each asset is assigned a Life Cycle and a Target Meter, when applicable, based on type of asset as well as past departmental utilization. Maintenance Costs, in addition to the aforementioned categories, are each assigned a value and evaluated on an annual basis. The data retrieved during the evaluation is converted to points within each category and are calculated to assist in forecasting the assets replacement schedule. Once these values add up to or exceed 15, it is said to be the optimal time for replacement.

City of Kirkwood

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

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Revenues:					
Taxes	2,227,000	2,243,703	2,260,531	2,277,485	2,282,040
Interest on investments	15,000	15,230	15,460	15,690	15,930
Total revenues	2,242,000	2,258,933	2,275,991	2,293,175	2,297,970
Other financing sources:					
Streets Infrastructure Dividend (Electric, Water, Sanitation)	1,620,000	1,620,000	1,620,000	1,620,000	1,620,000
Grants - Police Department	7,200	7,200	7,200	7,200	7,200
Donations - Train Station			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 Ph. 2 Mill/Overlay Construction Testing - STP 5502(609)	339,635	800,000			
W Essex Reconstruction Right of Way - STP 5500(610)	213,600				
W Essex Reconstruction -Construction Material Testing	480,640	823,360			
E. Essex Avenue Improvements Right of Way STP-9901(653)	9,000				
E. Essex Avenue Improvements Construction Material Testing	208,629				
Lindeman Improvements Engineering Design					
Lindeman Improvements Right of Way	100,000				
Lindeman Improvements Construction Material Testing		576,789	576,789		
Kirkwood Rd. Improvements Ph. 1 Engineering Design STP-5502(611)					
Kirkwood Rd. Improvements Ph. 1 Right of Way	94,184				
Kirkwood Rd. Improvements Ph. 1 Construction Material Testing		327,338	763,789		
Kirkwood Rd. Improvements Ph. 2 Engineering Design STP-5502(6XX)	112,000				
Kirkwood Rd. Improvements Ph. 2 Right of Way		100,000			
Kirkwood Rd. Improvements Ph. 2 Construction Material Testing			564,679	800,000	
Clay Ave. Improvements Engineering Design	111,200				
Clay Ave. Improvements Right of Way		100,000			
Clay Ave. Improvements Construction Material Testing			545,532	781,749	
W. Essex Reconstruction Ph. 2 Engineering Design			123,120		
W. Essex Reconstruction Ph. 2 Right of Way				160,000	
W. Essex Reconstruction Ph. 2 Construction Material Testing					948,080
W. Woodbine Roundabout Engineering Design			129,600		
W. Woodbine Roundabout Right of Way				168,480	
W. Woodbine Roundabout Construction Material Testing					998,000
Capital Lease Proceeds - Fire	720,000	872,000	335,000		
Sale of Assets	75,000	100,000	100,000	100,000	100,000
Police Capital - Oakland	26,000	-	-	-	-
Police Capital - General Fund	157,800	239,400	205,600	169,000	228,450
Fire Capital - General Fund	222,489	438,600	646,000	613,300	373,025
Total other financing sources	4,614,565	6,004,687	9,000,121	4,419,729	4,274,755
Total Revenues and Other Financing	6,856,565	8,263,620	11,276,112	6,712,904	6,572,725

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

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Expenditures:					
Train Station	146,485	281,515	3,200,000	500,000	-
Administration	45,000	-	-	-	-
MIS	205,000	15,000	90,000	115,000	15,000
Police	230,300	294,800	244,000	187,800	228,450
Fire	942,489	1,310,600	981,000	613,300	373,025
Engineering	-	-	-	25,000	-
Public Works Infrastructure	4,134,523	5,991,744	6,833,585	4,812,786	4,882,600
Street Department	145,000	373,000	313,000	270,000	404,000
Planning & Development	29,000	-	31,000	-	-
Procurement	-	-	-	-	-
Facilities Operations	263,500	-	220,000	49,500	190,000
Total expenditures	6,141,297	8,266,659	11,912,585	6,573,386	6,093,075
Revenues and other financing sources over expenditures	715,268	(3,039)	(636,473)	139,518	479,650
Fund Balance:					
Beginning Balance	558,700	1,273,968	1,270,929	634,456	773,974
Ending Balance	1,273,968	1,270,929	634,456	773,974	1,253,624

TRAIN STATION

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
<u>Drainage Improvement:</u>					
Design and Construct New Catch Basin Inlets					
Engineer Berm and Flood Gate		67,000			
Construct Berm and Flood Gate			200,000		
<u>Building Restoration:</u>					
Design and Preliminary Engineering	146,485	214,515			
Modular Building			40,000		
Restoration Construction			2,960,000	300,000	
<u>Parking Improvements:</u>					
Design and Construction				200,000	
Annual Total	146,485	281,515	3,200,000	500,000	-

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

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.

FY2025/2026

Parking Improvements

Design and construction

ADMINISTRATION

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Mid-Size SUV	45,000				
Annual Total	45,000	-	-	-	-

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: 10.84

MANAGEMENT INFORMATION SYSTEMS (MIS)

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Upgrade Personal Computers	15,000	15,000	15,000	15,000	15,000
New I-Series for ERP					
New Aerial Photography					
Replace Voice Mail System - Deferred to FY23	40,000				
New Servers for Virtual Desktop Infrastructure	58,000				
New Storage Array	92,000				
Business Continuity Study - Deferred to FY25			40,000		
Vulnerability Assessment Cyber Security			35,000		
Upgrade Servers				100,000	
Total	205,000	15,000	90,000	115,000	15,000

Project Description

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.

New Servers for Virtual Desktop Infrastructure

The current servers are no longer supported for hardware or software maintenance. The new servers will allow us to not only up to date with hardware and software maintenance, they will also allow us to allocate more resources to each desktop for enhanced performance and prepare for future updates to the desktop operating systems.

MANAGEMENT INFORMATION SYSTEMS (MIS)

FY2022/2023 (continued)

New Storage Array

The existing storage array will be end-of-life soon. The new system allows us to increase our storage capacity to keep up with

FY2023/2024

Upgrade Personal Computers

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

FY2024/2025

Upgrade Personal Computers

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

Business Continuity Study

Hire a consultant to do an analysis of the city departments to create a plan for business continuity in case of a catastrophic failure of the IT infrastructure or complete destruction of the computer room. Disaster planning.

Vulnerability Assessment Cyber Security

Hire a consultant to do penetration testing and other methods to ensure the safety of the cities IT computer systems and networks. This should include the analysis of the Electric & Water SCADA systems as well.

FY2025/2026

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.

FY2026/2027

Upgrade Personal Computers

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

POLICE DEPARTMENT

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Patrol Vehicles-Deferred in FY21	138,000	230,000	189,000	146,500	150,800
Detective Vehicle-Deferred in FY21	57,300	29,500	30,400	31,400	32,350
Leased Vehicle	9,000	9,300	9,600	9,900	10,300
Police Motorcycle	26,000	26,000			
MDT Laptops			15,000		35,000
Annual Total	230,300	294,800	244,000	187,800	228,450

Project Description

POLICE VEHICLES

The Police Department continues to work closely with the Fleet Director in determining the optimal time to replace police vehicles, examining factors such as current condition, maintenance costs, mileage and resale value. The Fleet Services replacement program is a very important consideration during the replacement process, and is based on a point system maintained by Fleet. Vehicles with point totals exceeding replacement recommendation are listed as REP, meaning they are due for 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 equipment necessary to outfit vehicles, including emergency lighting system, siren, partition, weapon racks, mounting equipment, graphics, etc. Vehicle replacements scheduled for FY2020/21 were deferred, which has impacted the projected replacement of vehicles in the five year plan. Refer to Fleet for current vehicle point totals.

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

TABLE KEY	2022/23	PT	2023/24	PT	2024/25	PT	2025/26	PT	2026/27	PT
(xxxx) = Model Year	5943 (2015, P)	REP	5945 (2017, P)	REP	5920 (2019, P)	OK	5933 (2019, P)	OK	5900 (2015, C)	OK
P = Patrol Vehicle	5940 (2014, P)	REP	5941 (2014, P)	REP	5932 (2019, P)	OK	5937 (2019, P)	OK	5910 (2019, U)	OK
C = Canine Vehicle	5931 (2015, P)	REP	5942 (2017, P)	OK	5928 (2015, C)	OK	5904 (2017, U)	OK		
U = Unmarked Vehicle	5911 (2014, U)	REP	5947 (2017, P)	REP	5922 (2017, P)	OK				
PT= REP MEANS DUE FOR REPLACEMENT, PER FLEET	5902 (2012, U)	REP	5936 (2017, P)	REP	5903 (2015, U)	OK				
MC = Motorcycle	5905 (2006, MC)		5909 (2013, U)	OK						
			5907 (2006, MC) REP							

The replacement schedule for the final years should be considered incomplete because they may involve the replacement of vehicles not yet in service, or vehicles with undetermined lifecycles based on the factors described above. Analysis could affect the number needing to be replaced in those years. Anticipated annual increases are at 3% for planning purposes, and should be considered tentative.

POLICE DEPARTMENT

LEASED VEHICLE

The City leases one unmarked vehicle for undercover use by a detective detached to DEA. A grant administered by the Missouri State Highway Patrol reimburses the City for \$7,200 of the annual cost of this vehicle.

MDT LAPTOPS

MDT laptops are an integral part of marked police vehicles, and have been replaced on a schedule not exceeding five years, to avoid reliability issues, maintenance expenses and software obsolescence.

POLICE MOTORCYCLES

One of the two police motorcycles used by the traffic safety officers was involved in a crash in 2021 and was totaled. It was model year 2006 and would have been nearing replacement even without the accident damage. Money has been placed in the budget for the replacement of this motorcycle in FY2022/23, and for the second motorcycle (5907, also model year 2006) in FY2023/24. The Department's third motorcycle is considered historic and is not in need of replacement.

FIRE DEPARTMENT

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Command Vehicle	43,000	45,000		47,000	48,500
Medic UTV and Trailer	40,000				
Ambulance	335,000		335,000		
Mini-Pumper Replacement	385,000				
Lucas Devices	75,000				
Fire Hose Nozzle Replacement	25,000				
Hose Replacement	14,350				
Ruggedized Laptop Computers		68,500			
Rescue Pumper		872,000			
Hose Replacement			13,750		
Firefighter Protective Turnout Gear			200,000		
Ballistic Vests			10,400		
Thermal Imagers			95,000		
Cardiac Monitors/Defibrillators				238,000	
Acquisition Total	917,350	985,500	654,150	285,000	48,500

FIRE DEPARTMENT

Acquisition Lease Payments	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Fire Vehicle Lease Purchases (FY2023 - FY2025)					
Principal - 7 Years		270,000	280,000	290,000	295,000
Interest - 7 Years (TIC 1.91859748%)	25,139	55,100	46,850	38,300	29,525
Lease Total	25,139	325,100	326,850	328,300	324,525
Total (Acquisition + Lease Payments)	942,489	1,310,600	981,000	613,300	373,025

Project Description

FY2022/2023

Command Vehicle

Replace unit 1503, a 2011 Chevrolet Tahoe, as it is anticipated to exceed the replacement criteria of 15. Current score is 27.11
 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.

FIRE DEPARTMENT

FY2022/2023 (continued)

Medic UTV and Trailer

This is to replace the current 1589 UTV, year 1998. This UTV will support current operations and responses to include rescues in remote areas of both the city's and county's park systems, search and rescue operations, assist with fires in remote areas with limited access as well as serve as an agile vehicle for the numerous fairs and festivals to include but not limited to Cars & Guitars, Freedom Fest and Greentree Festival.

The UTV will be equipped with both a medical skid package suitable for transporting a patient in a rescue basket. In addition, the will have equipment for remote firefighting to include a water tank and pump.

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 20.00.

Mini-Pumper Replacement

Replace unit 1539, a 2002 Ford F450 Mini-Pumper, as it has exceeded the replacement criteria of 15. Current score: 19.45. The fire department operates a 1999 4-wheel drive Mini-Pumper that is not rated as a fire engine, specified by NFPA 1901. This project fulfills two goals: To satisfy access issues within the City and to reduce call volume and maintenance costs associated with Tower Ladder 1535. This vehicle is used to supply fire protection to residential property located off Ballas Road where steep inclines and low weight private bridges make access with a full size fire truck impossible. There are numerous other areas within Kirkwood where access with a full size fire truck is limited and the four-wheel drive capability of this fire truck is necessary. The addition of parking garages in residential multi-unit living complexes also require this smaller fire fighting vehicle. The truck will be 20 years old at the time of this project.

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 preventative maintenance and service contracts are no longer available for purchase after 7 years of service.

FIRE DEPARTMENT

FY2022/2023 (continued)

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 1507, a 2011 Chevrolet Tahoe, as it is anticipated to exceed the replacement criteria of 15. Current score is 17.83. 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.

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 23.65. 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 \$872,000.

FY2024/2025

Ambulance

Replace unit 1527. 1527 is a 2016 unit that currently serves as the front-line ambulance. This unit will be 9-10 years old and no longer suitable for emergency transport services. It is expected to exceed replacement criteria of 15.

FIRE DEPARTMENT

FY2024/2025 (continued)

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.

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

Command Vehicle

Replace unit 1506, a 2016 Ford Interceptor, and will be 10-11 years old at the time of replacement. 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.

FIRE DEPARTMENT

FY2025/2026 (continued)

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.

FY2026/2027

Command Vehicle

Replace unit 1501, a 2020 Chevrolet Tahoe, as it will be 6 years old at the time of replacement. 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.

PUBLIC SERVICES, ENGINEERING DIVISION

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
<u>Acquisition</u>					
Vehicle				25,000	
Annual Total	-	-	-	25,000	-

Project Description

FY2025/2026

Vehicle

Replace vehicle 5601, a 2016 Ford Escape, as it is anticipated to exceed the replacement criteria of 15. Current Score: 11.89.

PUBLIC SERVICES, INFRASTRUCTURE

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Street Restoration Program	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
Pavement Striping and Markings	250,000	250,000	275,000	275,000	300,000
Bridge Maintenance and Design	50,000	50,000	50,000	50,000	50,000
Downtown Parking Lots	150,000	150,000	150,000	150,000	150,000
Clay Ave. Bridge Renovations	350,000				
Longview Blvd. Sidewalk		350,000			
Geyer Rd. Phase 2 - STP-5502(609)					
Engineering Design					
Right-of-Way	160,000				
Construction/Material Testing	424,543	1,000,000			
W. Essex Ave. - STP-5500(610)					
Engineering Design					
Right-of-Way	267,000				
Construction/Material Testing		600,800	1,029,200		
E. Essex Ave. - STP-9901(653)					
Engineering Design					
Right-of-Way	11,250				
Construction/Material Testing		260,786			
Lindeman Improvements					
Engineering Design					
Right-of-Way	125,000				
Construction/Material Testing		720,986	720,985		

PUBLIC SERVICES, INFRASTRUCTURE

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Acquisition					
Kirkwood Rd. Phase I - STP-5502(611)					
Engineering Design					
Right-of-Way	117,730				
Construction/Material Testing		409,172	954,736		
Kirkwood Rd. Phase II - STP-5502(6XX)					
Engineering Design	140,000				
Right-of-Way		125,000			
Construction/Material Testing			705,849	1,000,000	
Clay Ave. Improvements					
Engineering Design	139,000				
Right-of-Way		125,000			
Construction/Material Testing			681,915	977,186	
W. Essex Reconstruction Phase 2					
Engineering Design			153,900		
Right-of-Way				200,000	
Construction/Material Testing					1,185,100
W. Woodbine Round About					
Engineering Design			162,000		
Right-of-Way				210,600	
Construction/Material Testing					1,247,500
Annual Total	4,134,523	5,991,744	6,833,585	4,812,786	4,882,600
Seeking 20/80 Grant Pending Approval					
Grant Funded 20/80					

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

Project Description

FY2022/2023

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.

PUBLIC SERVICES, INFRASTRUCTURE

FY2022/2023 (Continued)

Sidewalk Improvement Program

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

Pavement Striping and Markings

This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes etc. This does not include pavement markings that are replaced during the Street Restoration Program.

Bridge Maintenance and Design

The City owns and maintains 11 bridges throughout their transportation system, which are deteriorating and range in age from 20 - 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

Downtown Parking Lots

This project would include the milling off of the old surface, any base repairs, and a new surface with striping for the City Hall and Police Department parking lot.

Clay Ave. Bridge Rehabilitation

Over the past several years the Clay Ave. bridge has been showing signs of deterioration, specifically to the approach roads, sidewalks and the stacked modular block abutment walls. In May of 2019 the City temporarily closed the bridge due to reports of the stacked modular block wall appearing to be falling. This incident was investigated and an analysis indicated that the bridge was structurally sound, although maintenance work was needed to ensure the walls long term stability.

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.

E. Essex Ave. Improvements

The City submitted a joint grant application with the City of Glendale to reconstruct E. Essex Ave. These improvements will include new cur and gutters, asphalt pavement and sidewalks. These funds are Kirkwood's portion for engineering design services.

PUBLIC SERVICES, INFRASTRUCTURE

FY2022/2023 (Continued)

Lindeman Improvements

Right-of-Way - This work will consist of acquiring the needed easements and right-of-way to construct the improvements on Lindeman 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.

Kirkwood Rd. Improvements Phase II

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

Clay Ave. Improvements

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

FY2023/2024

Street Restoration Program

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

Sidewalk Improvement Program

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

Pavement Striping and Markings

This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes etc. This does not include pavement markings that are replaced during the Street Restoration Program.

PUBLIC SERVICES, INFRASTRUCTURE

FY2023/2024 (Continued)

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.

Longview Blvd. Sidewalk

In the City's Pedestrian and Bicycle Plan Longview Blvd. was identified as a gap in the recommended sidewalk network. Over the past several years staff has been working with residents in this area and are formulating an action plan. In FY22 plans are being developed for Longview with construction being proposed in the FY24 budget.

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.

E. Essex Ave. Improvements

The City submitted a joint grant application with the City of Glendale to reconstruct E. Essex Ave. These improvements will include new cur and gutters, asphalt pavement and sidewalks. These funds are Kirkwood's portion for engineering design services.

Lindeman Improvements

Construction/Testing - This work will consist of the construction phase to construct the improvements on Lindeman 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.

PUBLIC SERVICES, INFRASTRUCTURE

FY2023/2024 (Continued)

Kirkwood Rd. Improvements Phase I

Construction/Material Testing - This work will consist of the construction phase to construct the improvements on Kirkwood Rd. from Sawm 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. Improvements Phase II

Right-of-Way - This work will consist of acquiring right-of-way needed to rehabilitate Kirkwood Rd. from Monroe Ave. to Grand Ave. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City has received a 20/80 grant from the East West Gateway Council of Governments.

Clay Ave. Improvements

Right-of-Way - This work will consist of acquiring right-of-way to rehabilitate Clay Ave. from Adams Ave. to Woodbine Ave. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City has received a 20/80 grant from the East West Gateway Council of Governments.

FY2024/2025

Street Restoration Program

The West Street Maintenance area is scheduled for restoration which includes reconstructions, mill and overlays, seal coatings and base repairs. The West Maintenance area is bounded by Big Bend, west city limit, Adams Ave. and Geyer Rd.

Sidewalk Improvement Program

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

Pavement Striping and Markings

This program is to maintain and restore reflectivity to street pavement markings that include pedestrian crosswalks, bike lanes, centerlines, turn lanes etc. This does not include pavement markings that are replaced during the Street Restoration Program.

Bridge Maintenance and Design

The City owns and maintains 11 bridges throughout their transportation system, which are deteriorating and range in age from 20 - 70 years. In order to extend the serviceable life of these assets and provide a safe and efficient system, increased maintenance is planned that would include deck resurfacing, safety improvements, superstructure painting and stream bank erosion.

PUBLIC SERVICES, INFRASTRUCTURE

FY2024/2025 (Continued)

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.

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.

Lindeman Improvements

Construction/Material Testing - This work will consist of the construction phase to construct the improvements on Lindeman 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. Improvements Phase II

Construction/Testing - This work will consist of the construction phase to rehabilitate Kirkwood Rd. from Monroe Ave. to Grand Ave. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City has received a 20/80 grant from the East West Gateway Council of Governments.

Clay Ave, Improvements

Construction/Testing - This work will consist of the construction phase to rehabilitate Clay Ave. from Adams Ave. to Woodbine Ave. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City has received a 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

FY2025/2026

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.

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.

Kirkwood Rd. Improvements Phase II

Construction/Testing - This work will consist of the construction phase to rehabilitate Kirkwood Rd. from Monroe Ave. to Grand Ave. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City has received a 20/80 grant from the East West Gateway Council of Governments.

Clay Ave. Improvements

Construction/Testing - This work will consist of the construction phase to rehabilitate Clay Ave. from Adams Ave. to Woodbine Ave. These improvements will include resurfacing the roadway, ADA improvements, improving pedestrian crossings. The City has received a 20/80 grant from the East West Gateway Council of Governments.

W. Essex Reconstruction Phase II

Right-of-Way - This work will consist of acquiring right-of-way needed to reconstruct W. Essex from Geyer Rd. to Gabriel Dr.

PUBLIC SERVICES, INFRASTRUCTURE

FY2025/2026 (Continued)

W. Woodbine Round about

Right-of-Way - 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 acquiring needed right-of-way to reconstruct and reconfigure these intersections into roundabout. The City is seeking 20/80 grant from the East West Gateway Council of Governments.

FY 2026/2027

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

Construction/Testing - This work will consist of the construction phase 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.

PUBLIC SERVICES, INFRASTRUCTURE

FY 2026/2027 (Continued)

W. Woodbine Roundabout

Construction and Testing - This work will consist of 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>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Dump Truck		275,000	275,000		350,000
Back Hoe	145,000				
Trailers		18,000			36,000
Mini Excavator		80,000			
Pickup Truck			38,000		
Loader				185,000	
Pavement Drill				15,000	
Conveyor				10,000	
Mini Paver				60,000	
Planer					18,000
Annual Total	145,000	373,000	313,000	270,000	404,000

Project Description

FY2022/2023

Back Hoe

Replace unit 6129, a 2008 Backhoe, as it has exceeded the replacement criteria of 15. Current score: 23.50

FY2023/2024

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: 22.49 and 39.22 respectively. These vehicles are used in daily operations for hauling excavation spoils and materials, in addition to snow plowing.

PUBLIC SERVICES, STREET DIVISION

FY2023/2024 (continued)

Trailer

Replace unit 6159, a 2007 Cronkhite Trailer, as it has exceeded the replacement criteria of 15. Current score: 43.26.

Mini Excavator

This request is to add a mini excavator for the division. This piece of equipment's size allows Streets in the removal and replacement of curbing, sidewalks and street pavement in tight locations with minimal impact to adjacent property.

FY2024/2025

Dump Truck

Replace vehicle 6143 and 6188, a 2009 Ford F450 4x2 Dump and a 2008 Ford F750 dump, as they have exceeded the replacement criteria of 15. Current scores: 19.73 and 38.32 respectively. These vehicles are used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

Pickup Truck

Replace vehicle 6106, a 2014 F250 extended Pickup Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 13.59.

FY2025/2026

Loader

Replace vehicle 6130, a 2012 John Deere 544K, as it anticipated to exceed the replacement criteria of 15. Current score: 9.65.

Pavement Drill

Replace equipment 6166A, a 2017 E-Z slab drill , as it is anticipated to exceed the replacement criteria of 15. Current score: 7.03.

Conveyor

Replace equipment 6165A, a 2018 conveyor, as it is anticipated to exceed the replacement criteria of 15. Current score: 7.79

Mini Paver

Replace equipment 6184A, a 2018 mini paver, as it is anticipated to exceed the replacement criteria of 15. Current score: 5.13

PUBLIC SERVICES, STREET DIVISION

FY2026/2027

Dump Truck

Replace vehicles 6187 and 6189, 2008 Ford F750 Dumps, as they have exceeded the replacement criteria of 15. Current scores: 34.04 and 31.20 respectively. These vehicles are used in the daily operations for hauling excavation spoils and materials, in addition to snow plowing.

Trailer

Replace unit 6164 and 6193, are 2010 Cronkwhite 2800EA trailers, as they have exceeded the replacement criteria of 15. Current scores: 27.51 and 20.22 respectively

Planer

Replace unit 6186A, a 2016 Bobcat 18" Planer Attachment, as it is anticipated to exceed the replacement criteria of 15. Current score: 4.00. This unit is a skid steer attachment used in the preparation of asphalt and concrete street repairs.

PLANNING AND DEVELOPMENT

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
<u>Acquisition</u>					
Compact SUV	29,000		31,000		
Annual Total	29,000	-	31,000	-	-

Project Description

FY2022/2023

Compact SUV

Replace vehicle 5755, a 2011 Ford Fusion, as it has exceeded the replacement criteria of 15. Current score: 27.04.

FY2024/2025

Compact SUV

Replace vehicle 5700, a 2015 Ford Fusion, as it is anticipated to exceed the replacement criteria of 15. Current score: 9.25.

PROCUREMENT

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
<u>Acquisition</u>					
Annual Total	-	-	-	-	-

Project Description

FACILITIES OPERATIONS

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
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	263,500	-	220,000	49,500	190,000
<u>Project Description</u>					

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: 24.40
 The truck is heavily relied on for snow removal and day to day operations.

FACILITIES OPERATIONS

FY2022/2023 (Continued)

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 recommended that an assessment be conducted of the existing building and site conditions to identify the physical condition and life expectancy of the various building components. In addition, this study will assess if it is practical and/or feasible to renovate and expand the facility.

FY2024/2025

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.

FY2025/2026

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: 17.19. The truck is heavily relied on for snow removal and day to day operations.

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.

FACILITIES OPERATIONS

FY2026/2027

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.

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.

CITY OF KIRKWOOD

ENTERPRISE FUNDS

**Electric, Water, Sanitation, Fleet Services and
Workers Compensation**

Five-Year Capital Plan

**Fiscal Years
2022/2023 - 2026/2027**

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ELECTRIC FUND

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Distribution System - Circuit Upgrades	862,500	862,500	862,500		
Distribution System Service Extensions	3,095,350	1,170,350			
LED Street Lighting	736,000	736,000			
Electric Vehicles	410,000	260,000		370,000	
Distribution Line Services			250,000	250,000	250,000
Distribution Underground Boring Services			150,000	150,000	150,000
Distribution Line Clearance (Line Services Crew)	310,000	310,000	310,000	310,000	310,000
Sugar Creek Substation	1,909,653				
Distribution System - Leffingwell Substation Energy Storage				1,000,000	
Acquisition Total	7,323,503	3,338,850	1,572,500	2,080,000	710,000
<u>Debt Service Payments</u>					
Principal		605,000	615,000	630,000	640,000
Interest/Fiscal Agent Fees	218,182	426,523	416,609	406,180	395,225
Issuance Costs (Year of Issuance only)	300,000				
Debt Service Total	518,182	1,031,523	1,031,609	1,036,180	1,035,225
Annual Total	7,841,685	4,370,373	2,604,109	3,116,180	1,745,225

ELECTRIC FUND

Project Descriptions

FY2022/2023

Distribution System - Circuit Upgrades

In FY2022/2023 the department will continue to complete the upgrade of its remaining 11 circuits.

Distribution System Service Extensions

In FY2022/2023 the department will upgrade service extensions to match upgraded meter locations.

This project includes the installation of backup power systems to the KPAC, Ice Rink Neipher, Tillman Robinson, and Keyser schools.

LED Street Lighting

In FY2022/2023 the department will upgrade existing street lighting to LED lighting.

Electric Vehicles

Replace vehicle 8128 an 8129, a 2011 Altec Back Yard Digger Derrick and trailer, as it is anticipated they will exceed the replacement criteria of 15. Current scores: 12.36 and 11.43 respectively

Replace vehicle 8104, a 2011 F550 Boom Truck, as it has exceeded the replacement criteria of 15. Current score: 24.65.

Sugar Creek Substation

In FY23 the department will replace existing substation switchgear and transformers.

These dollars will be combined with previously budgeted funds.

FY2023/2024

Distribution System - Circuit Upgrades

In FY2023/2024 the department will complete the upgrade of its remaining 11 circuits.

Distribution System Service Extensions

In FY2023/2024 the department will upgrade service extensions to match upgraded meter locations.

LED Street Lighting

In FY2023/2024 the department will upgrade existing street lighting to LED lighting.

Electric Vehicles

Replace vehicle 8106, a 2011 Aerial Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 6.07.

ELECTRIC FUND

FY2024/2025

LED Street Lighting

In FY2024/2025 the department will upgrade existing street lighting to LED lighting.

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

LED Street Lighting

In FY2025/2026 the department will upgrade existing street lighting to LED lighting.

Electric Vehicles

Replace vehicle 8126, a 2015 Dump Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 11.30.

Replace vehicle 8105, a 2014 Crane Truck, as it is anticipated to exceed the replacement criteria of 15. Current score: 14.38.

Distribution Line Services

In FY2025/2026 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability.

Distribution Underground Boring Services

In FY2025/2026 the department will continue to utilize boring services to avoid utility conflicts during pole installations.

Distribution Line Clearance (Line Services Crew)

In FY2025/2026 the department will continue to utilize line clearance services in conjunction with line services installations.

Distribution System - Leffingwell Substation Energy Storage

In FY2025/FY2026 the Electric Department will upgrade the substation by adding energy storage to the site.

ELECTRIC FUND

FY2026/2027

Distribution Line Services

In FY2026/2027 the department will replace fully depreciated poles, wires, and transformers to maintain system reliability.

Distribution Underground Boring Services

In FY2026/2027 the department will continue to utilize boring services to avoid utility conflicts during pole installations.

Distribution Line Clearance (Line Services Crew)

In FY2026/2027 the department will continue to utilize line clearance services in conjunction with line services installations.

PUBLIC SERVICES, WATER FUND

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Fire Hydrant Installations	10,000	10,000	10,000	10,000	10,000
Water Main Replacement	1,525,600	1,525,600	1,525,600	1,525,600	1,525,600
Operational Improvements	100,000	100,000	100,000	100,000	100,000
Leak Repair Program	100,000	100,000	100,000	100,000	100,000
Dump Truck		70,000		70,000	
Mini Excavator	80,000				
Vehicle Replacement	45,000	25,000			
Service Truck	50,000		50,000		50,000
Park No. 1 Pump Station Replacement					
Engineering Design		280,000			
Construction/Inspection			2,750,000		
Arrow Board		18,000			
Backhoe				150,000	
Annual Total	1,910,600	2,128,600	4,535,600	1,955,600	1,785,600

Project Description

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.

PUBLIC SERVICES, WATER FUND

FY2022/2023 (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 2023/24.

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.

Mini Excavator

Replace vehicle 8506, a 2013 JCB Mini Excavator, as it has exceeded the replacement criteria of 15. Current score: 29.01.

Walk In Service Truck

Replace vehicle 8509, a 2004 Utility master, as it has exceeded the replacement criteria of 15. Current score: 17.24.

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: 12.57.

FY2023/2024

Fire Hydrant Installations

Payment to developers/contractors for the installation of public fire hydrants for their new developments.

PUBLIC SERVICES, WATER FUND

FY2023/2024 (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 2024/25.

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 8522, a 2009 Ford F550 with Dump Body, as it is anticipated to exceed the replacement criteria of 15. Current score: 19.03.

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: 17.33.

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.

PUBLIC SERVICES, WATER FUND

FY2024/2025 (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 2025/26.

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.

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: 14.97.

Arrow Board

Replace asset 8529, a 2009 Arrow Board, as it is has exceeded the replacement criteria of 15. Current Score: 15.78.

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.

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.

PUBLIC SERVICES, WATER FUND

FY2025/2026 (continued)

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: 9.72.

Backhoe

Replace 8570, a 2016 John Deere Backhoe, as it is anticipated to exceed the replacement criteria of 15. Current Score: 10.51.

FY2026/2027

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 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.

PUBLIC SERVICES, WATER FUND

Service Truck

Replace vehicle 8518, a 2017 Ford Utility Body, as it has exceeded the replacement criteria of 15. Current score: 7.19.

PUBLIC SERVICES, SANITATION FUND

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Replacement Roll Carts and Receptacles	20,000	20,000	20,000	20,000	20,000
Rear Loader - Deferred in FY21		215,000		215,000	220,000
Side Loader	550,000	275,000	275,000	275,000	275,000
Skid Steer	45,500		49,000		
Flat Bed			45,000		
Roll Off Truck				157,000	
Annual Total	615,500	510,000	389,000	667,000	515,000

Project Description

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.

Side Loader

Replace vehicle 8921 and 8929, a 2014 Side Loader Refuse Truck, as they have exceeded the replacement criteria of 15.
Current scores: 19.08 and 19.07 respectively.

Skid Steer

Replace vehicle 8980, a 2016 Bobcat S550, as it has exceeded the replacement criteria of 15.
Current score: 44.02.

PUBLIC SERVICES, SANITATION FUND

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.

Rear Loader

Replace vehicle 8932, a 2013 25YD Rear Loader Refuse Truck, as it has exceeded the replacement criteria of 15.
Current score: 21.63.

Side Loader

Replace vehicle 8928, 2014 Side Loader Refuse Trucks, as it has exceeded the replacement criteria of 15.
Current score: 20.13.

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: 18.19.

Skid Steer

Replace vehicle 8981, a 2014 Bobcat S550, as it has exceeded the replacement criteria of 15.
Current score: 24.96.

Flat Bed

Replace vehicle 8910, a 2008 Flat Bed Stake Body Truck, as it is anticipated to exceed the replacement criteria of 15.
Current score: 13.01.

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.

PUBLIC SERVICES, SANITATION FUND

FY2025/2026 (Continued)

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: 12.51.

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: 11.75.

Roll Off Truck

Replace vehicle 8940, a 2013 Roll Off Truck, as it has exceed the replacement criteria of 15.
Current score: 16.16.

FY2026/2027

Replacement Roll Carts and Receptacles

This will be for the purchase of recycling carts, trash carts and roll-off containers needed to maintain receptacles used in the daily activities of providing services.

Rear Loader

Replace vehicle 8912, a 2019 8YD Rear Loader Refuse Truck, as it is anticipated to exceed the replacement criteria of 15.
Current score: 4.36.

Side Loader

Replace vehicle 8926, a 2019 Peterbilt/New Way Sidewinder Refuse Truck, as it is anticipated to exceed the replacement criteria of 15. Current Score: 5.52.

FLEET SERVICES

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Facility Air Compressor	17,000				
Mid-Sized SUV		28,000			
	17,000	28,000	-	-	-

Project Description

FY2022/2023

Facility Air Compressor

Replace asset 6690, a 2009 Ingersoll Rand Air Compressor, as it has exceeded the replacement criteria of 15.

Current score: 19.61

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: 12.66

WORKERS COMPENSATION

<u>Acquisition</u>	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Compact SUV		28,000			
Total	-	28,000	-	-	-

Project Description

FY2023/2024

Compact SUV

Replace vehicle 5102, a 2017 Ford Escape SE, as it is anticipated to exceed the replacement criteria of 15.
Current score: 9.64

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CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
301-0000-313.20-00	1/2 Cent Sales Tax	2,223,436	2,229,384	2,184,000	2,227,000	43,000	1.97%
Tax Revenue		2,223,436	2,229,384	2,184,000	2,227,000	43,000	1.97%
301-0000-331.00-00	Grants	219,830	376,424	1,219,483	1,819,276	599,793	49.18%
Intergovernmental Revenue		219,830	376,424	1,219,483	1,819,276	599,793	49.18%
301-0000-361.10-00	Investments	65,326	14,185	35,000	15,000	(20,000)	-57.14%
301-0000-365.30-00	Other	16,000	-	-	-	-	0.00%
Investment Income		81,326	14,185	35,000	15,000	(20,000)	-57.14%
301-0000-380.10-00	Miscellaneous	4,971	7,205	-	-	-	0.00%
Other Revenue		4,971	7,205	-	-	-	0.00%
Total Revenue Before Other Financing Sources		2,529,563	2,627,198	3,438,483	4,061,276	622,793	18.11%
301-0000-391.10-05	Transfer from Other Funds	1,801,747	1,420,000	1,845,600	2,000,289	154,689	8.38%
301-0000-392.10-00	Sale of Fixed Assets	137,353	14,479	58,000	75,000	17,000	29.31%
301-0000-392.20-00	Insurance Proceeds	45,473	-	-	-	-	0.00%
301-0000-393.50-00	Capital Leases Proceeds	-	-	-	720,000	720,000	100.00%
Other Financing Sources		1,984,573	1,434,479	1,903,600	2,795,289	891,689	46.84%
TOTAL REVENUE AND OTHER FINANCING SOURCES		4,514,136	4,061,677	5,342,083	6,856,565	1,514,482	28.35%

CITY OF KIRKWOOD									
FISCAL YEAR 2022/2023 OPERATING BUDGET									
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE		
301-1100-600.75-03	Building & Site Improve.	28,367	-	-	146,485	146,485	100.00%		
301-1102-600.75-05	Machinery & Equipment	29,530	-	-	-	-			
301-1102-600.75-06	Rolling Stock	-	-	-	45,000	45,000	100.00%		
301-1105-600.75-05	Machinery & Equipment	72,871	9,088	118,000	205,000	87,000	73.73%		
301-1112-600.75-05	Machinery & Equipment	-	12,500	-	-	-			
301-1201-600.75-05	Machinery & Equipment	20,610	20,610	55,610	-	(55,610)	-100.00%		
301-1201-600.75-06	Rolling Stock	170,507	7,068	255,600	230,300	(25,300)	-9.90%		
301-1301-600.70-01	Principal	370,032	80,800	-	-	-	100.00%		
301-1301-600.70-02	Interest	-	343	-	25,139	25,139	100.00%		
301-1301-600.75-05	Machinery & Equipment	311,519	371,056	50,000	114,350	64,350	128.70%		
301-1301-600.75-06	Rolling Stock	37,694	40,231	-	803,000	803,000	100.00%		
301-1401-600.75-05	Machinery & Equipment	-	6,990	70,000	145,000	75,000	100.00%		
301-1401-600.75-06	Rolling Stock	392,653	-	320,000	-	(320,000)	-100.00%		
301-1401-600.75-12	Sidewalks	625,435	64,868	303,432	150,000	(153,432)	-50.57%		
301-1401-600.75-14	Streets	2,842,974	5,041,838	6,758,037	3,984,523	(2,773,514)	-41.04%		
301-1701-600.75-06	Rolling Stock	-	-	30,000	-	(30,000)	-100.00%		
301-1701-600.75-07	Feasibility Study	-	-	205,000	-	(205,000)	-100.00%		
301-1702-600.75-06	Rolling Stock	19,464	-	50,000	29,000	(21,000)	-42.00%		
301-1702-600.75-07	Feasibility Study	-	-	150,000	-	(150,000)	-100.00%		
301-1704-600.75-03	Building & Site Improve.	128,374	183,969	37,000	-	(37,000)	-100.00%		
301-1704-600.75-05	Machinery & Equipment	-	83,000	114,000	231,000	117,000	102.63%		
301-1704-600.75-06	Rolling Stock	-	30,923	32,500	32,500	-	0.00%		
TOTAL CAPITAL IMPROVEMENT FUND EXPENDITURES		5,050,030	5,953,284	8,549,179	6,141,297	(2,407,882)	-28.17%		

Capital Improvement Expenditures

CITY OF KIRKWOOD

PARKS/RECREATION

Five-Year Capital Plan

**Fiscal Years
2022/2023 - 2026/2027**

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City of Kirkwood - Five Year Park/Recreation Capital Plan

Projected Statement of Revenues, Expenditures and Changes in Fund Balance

	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Revenues:					
Taxes	2,626,000	2,632,565	2,639,146	2,645,744	2,652,359
Interest on investments	10,000	12,000	15,000	15,000	20,000
Total Operational Revenues	2,636,000	2,644,565	2,654,146	2,660,744	2,672,359
Other financing sources					
Grants	-	525,000		525,000	
Stages Donation	500,000	-	-	-	-
Glendale*	54,784	30,153	18,000	18,000	18,000
Oakland*	14,671	8,075	4,000	4,000	4,000
Total other financing sources	569,455	563,228	22,000	547,000	22,000
Total Revenues and Other Financing	3,205,455	3,207,793	2,676,146	3,207,744	2,694,359
Expenditures:					
Transfer to other funds	1,347,090	975,000	1,000,000	1,000,000	1,000,000
Legal/Audit/Fiscal Agent/Misc	12,500	12,250	12,250	12,250	12,250
INTEREST CC/PAC Bonds	798,857	783,257	761,857	739,657	716,457
CC/PAC Bonds**	520,000	535,000	555,000	580,000	605,000
Parks Recreation Capital Projects	612,000	590,000	130,000	1,885,000	120,000
Design Fees	-	-	-	-	-
Owner's Rep Services	-	-	-	-	-
Total Expenditures	3,290,447	2,895,507	2,459,107	4,216,907	2,453,707
Revenues and Other Financing Sources Over Expenditures	(84,992)	312,286	217,039	(1,009,163)	240,652
Cash Balance*					
Beginning of year	6,968,835	1,912,073	2,224,359	2,441,398	1,432,236
End of year	6,883,843	2,224,359	2,441,398	1,432,236	1,672,888
Dedicated for PAC/CC Project	(4,971,770)	-	-	-	-
Cash Balance-Unassigned	1,912,073	2,224,359	2,441,398	1,432,236	1,672,888
Construction Funding					
Cash With Trustees as of March 31					

Transfer to other funds FY22-23, \$575,000 to Park Fund, \$772,090 to General fund including Recreation and PAC
 Transfer to other funds FY23-24, \$575,000 to Park Fund, \$400,000 for Recreation and PAC repayment to General fund
 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 to other funds FY26-27, \$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	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
2022/23					
Pool Repairs	45,000				
Pool Painting	35,000				
Pool Concession Repairs	17,000				
Replace Rink Dehumidifiers	140,000				
Community Center Tables, Chairs and Racks	75,000				
Pickle Ball Courts	300,000				
2023/24					
Replace SCS Water Playground		525,000			
Pool Painting (Family/Plunge Pools)		30,000			
Pool Repairs		35,000			
2024/25					
Replace Interior Ice Arena Flooring			40,000		
Pool Repairs			40,000		
Pool Painting (Rockscape, Slide Tower)			50,000		
2025/26					
Acquisition	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26	Year 5 2026/27
Ice Rink Chiller Package Replacement				1,800,000	
Pool Repairs				40,000	
Pool Painting (Comp Pool)				45,000	
2026/27					
Pool Repairs					40,000
Pool Painting (Comp Pool)					45,000
Paint Rink Ceiling Trusses					20,000
Ice Arena Exterior Insulated Garage Door					15,000
Annual Total	612,000	590,000	130,000	1,885,000	120,000

PARKS/RECREATION CAPITAL

Project Description

FY2022-23

Pool Repairs (\$45,000)

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

Pool Painting (\$35,000)

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 Concession Stand Repairs (\$17,000)

Replace 22 year old walk in freezer components and replace Windows on Concession building

Replace Ice Rink Dehumidifiers (\$140,000)

Replace 20+ year old rink dehumidifiers that are critical for operation during summer months

Community Center Tables Chairs and Racks (\$75,000)

Replace a portion of 20+ year old deteriorating tables and chairs throughout facility

Pickleball Courts (\$300,000)

Renovate existing single court north of handball courts. Reconstruct single tennis court to include four pickleball courts south of handball court.

FY2023-24

Replace SCS Water Playground (\$525,000)

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 MFGCSLC grant.

Pool Painting (\$30,000)

The annual allocation for painting pools. Based on the rotation for painting pools that has been established the Kiddie and Slide Plunge Pools will be painted.

Pool Repairs (\$35,000)

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

FY2024-25

Ice Arena Flooring Replacement (\$40,000)

The skate resistant rubber flooring around the ice surface and areas leading to and in the locker rooms will eventually require replacement. If completed during the 2024-25 fiscal year the surface will be almost 26 years old.

PARKS/RECREATION CAPITAL

FY2024-25 (Continued)

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 (\$1,800,000)

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.

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.

FY2026-27

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.

Paint Rink Ceiling Trusses (\$20,000)

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.

Ice Arena Insulated Garage Door (\$15,000)

Exterior ice maker garage door has obsolete parts and will not be able to be repaired when it fails.

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
302-0000-313.20-00	1/2 Cent Sales Tax	2,615,807	2,622,804	2,474,500	2,626,000	151,500	6.12%
Tax Revenue		2,615,807	2,622,804	2,474,500	2,626,000	151,500	6.12%
302-0000-331.20-70	Grant(s)	-	525,000	-	-	-	
302-0000-336.10-80	City of Glendale	14,452	46,162	46,162	54,784	8,622	18.68%
302-0000-336.10-90	City of Oakland	3,870	12,250	12,251	14,671	2,420	19.75%
Intergovernmental Revenue		18,322	583,412	58,413	69,455	11,042	18.90%
302-0000-361.10-00	Investments	237,069	(162)	15,000	10,000	(5,000)	-33.33%
Investment Income		237,069	(162)	15,000	10,000	(5,000)	-33.33%
302-0000-365.30-02	Stages Donations - PAC	250,000	750,000	750,000	500,000	(250,000)	-33.33%
302-0000-365.30-03	KTG Donations - PAC	8,050	8,000	-	-	-	
Other Revenue		258,050	758,000	750,000	500,000	(250,000)	-33.33%
Total Revenue Before Other Financing Sources		3,129,248	3,964,054	3,297,913	3,205,455	(92,458)	-2.80%
302-0000-392.10-00	Sale of Fixed Assets	158	-	-	-	-	
Other Financing Sources		158	-	-	-	-	
TOTAL REVENUE AND OTHER FINANCING SOURCES		3,129,406	3,964,054	3,297,913	3,205,455	(92,458)	-2.80%

CITY OF KIRKWOOD							
FISCAL YEAR 2022/2023 OPERATING BUDGET							
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY20 TWO YEARS AGO ACTUAL	FY21 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2022/2023 DEPARTMENT REQUEST	\$ VARIANCE	% VARIANCE
302-2001-491.10-10	Transfer to Other Funds	852,554	865,557	1,725,000	1,347,090	(377,910)	-21.91%
302-2001-600.32-01	Legal	3,825	3,277	6,000	6,000	-	0.00%
302-2001-600.32-02	Audit	3,000	3,000	5,250	6,500	1,250	23.81%
302-2001-600.70-01	Principal	480,000	490,000	505,000	520,000	15,000	2.97%
302-2001-600.70-02	Interest	848,336	832,106	814,007	798,857	(15,150)	-1.86%
302-2001-600.70-03	Fiscal Agent's Fees	300	300	1,000	-	(1,000)	-100.00%
302-2001-600.75-03	Building & Site Improv.	15,115,707	6,611,739	1,942,776	397,000	(1,545,776)	-79.57%
302-2001-600.75-04	Park Improvements	35,450	-	-	-	-	-
302-2001-600.75-05	Machinery & Equipment	103,217	414,102	174,655	215,000	40,345	23.10%
302-2001-600.75-06	Rolling Stock	-	-	27,000	-	(27,000)	-100.00%
302-2001-600.75-07	Feasibility Studies	-	-	7,000	-	(7,000)	-100.00%
TOTAL PARK SALES TAX IMPROVEMENT FUND EXPENDITURES		17,442,389	9,220,081	5,207,688	3,290,447	(1,917,241)	-36.82%

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 2022/2023
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	10	CFC KICK OFF - ORIENTATION	Kelly Mulholland	Laurie Asche Jen Forgy
Friday	17	CFC KICK OFF CITY LEADERS	Kelly Mulholland	Mayor Tim Griffin Russ Hawes, CAO
Friday	24	Sanitation	Kelly Mulholland Randy Moore	Bill Bensing
	<u>OCTOBER</u>	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>
Friday	1	Procurement/Facilities/Open Discussion	Kelly Mulholland Matt Biere	Brian Mullady Sara Foan-Oliver
Friday	8	Recreation/ Performing Arts Center	Hunter Martiniere Matt Kersting	Kyle Henke
Friday	15	Revenue/Fund Balances/Planning & Development	Hunter Martiniere Kelly Mulholland	Jen Forgy Jonathan Raiche
Friday	22	Fire	Larry Watson Al Rheinacker	Jim Silvernail
Friday	29	Water	Randy Moore Barb Feiner	Bill Bensing
	<u>NOVEMBER</u>	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>
Friday	5	Police	Barb Feiner Matt Kersting	Brian Murphy
Friday	12	Engineering Streets	Matt Biere Al Rheinacker	Bill Bensing
Friday	19	Electric	Larry Watson Hunter Martiniere	Mark Petty
Thursday	25	THANKSGIVING HOLIDAY		
Friday	26	NO MEETING		
	<u>DECEMBER</u>	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>
Friday	3	Comp Planning Workers Comp Medical Claims	Matt Biere Al Rheinacker	David Weidler
Friday	10	CAO Budget Priorities	Kelly Mulholland	Russ Hawes
Friday	17	CFC Memorandum Finalization	All CFC	Kelly Mulholland
Friday	24	CHRISTMAS HOLIDAY		
Friday	31	NEW YEAR'S HOLIDAY		
	<u>JANUARY</u>	<u>TOPIC(S)</u>	<u>CFC LEAD</u>	<u>DISCUSSION LEADERS</u>
Friday	7	CFC Memorandum Finalization	All CFC	Kelly Mulholland
Friday	14	Optional Session if needed	All CFC	Kelly Mulholland
Thursday	20	CFC TO COUNCIL WORK SESSION (tentative)	Kelly Mulholland	Kelly Mulholland

CITY OF KIRKWOOD

CITIZENS FINANCE COMMITTEE MEMBERS

Kelly Mulholland, Chair

Matt Kersting

William Hunter Martiniere, Co-chair

Randy Moore

Matthew Biere

Al Rheinnecker

Barbara Feiner

Larry Watson

COUNCIL LIAISON

Wallace Ward

STAFF LIAISON

Sandy Stephens

Jennifer Forgy

CITIZENS FINANCE COMMITTEE RECOMMENDATION MEMORANDUM
FISCAL YEAR 2022 BUDGET CYCLE
CITY COUNCIL WORK SESSION
JANUARY 21, 2021

INTRODUCTION AND GENERAL RECOMMENDATIONS

The Citizens Finance Committee (“CFC”) has been meeting weekly since September to review departments’ proposed FY22 budgets as well as major fund balances and overall City sources of revenues. Due to the pandemic, all but one of our meetings have been held remotely over Zoom. We were able to meet once in person, masked and socially distanced, at the new Performing Arts Center where we discussed the budget for Recreation and toured the spectacular new facility. In addition to Recreation, the departments reviewed included Engineering/Planning/Streets, Water, Sanitation, Police, Fire, Electric and Administration (including Workers’ Compensation, Human Resources and Employment Benefits). While our approach was similar to that of prior years, we had to keep in mind that much of City operations were not business as usual.

The unprecedented COVID-19 pandemic became widespread in March just before the beginning of FY21, immediately following City approval of the FY21 budget. The City was faced with COVID economic uncertainties from business shutdowns to control spread of the virus. The impact to revenues and expenses associated with the shutdown and best employee safety protocols in delivering essential services to the City of Kirkwood, including Police, Fire, EMS, Electric and Water, continues to be a challenge.

The City immediately pulled together department leadership to determine critical services and identify expense savings and capital expenditure deferrals while maintaining a safe work environment. Thus, the City immediately executed departmental budgeted expense reductions, including furloughs and hiring freezes, and identified numerous capital expenditures that could be delayed into the next fiscal year until the City could better understand revenue impact from COVID. In total, \$2.8 million was suspended as non-essential spending from FY21 operating budgets, including capital expenditure deferrals, without impacting critical services to our citizens.

The CFC commends the City for the continued prompt, disciplined approach to protecting Kirkwood’s financial viability during the current fiscal year as the City learns more about the predictability of revenues and until economic stabilization is realized. The FY22 budget is conservative but does assume a return to a more “normal” environment with anticipated improvement in the economy and public health. The timing and level of improvement remain to be seen, so the City should continue the disciplined approach for expenses and capital expenditures into FY22.

Several new initiatives and some new positions that were originally planned and budgeted for FY21 have reasonably been deferred but are reinstated in the FY22 budget. As you will see in individual department reviews, the CFC still supports many of these initiatives and positions and is in favor of the investments when the revenue picture improves.

The CFC is concerned about the City's aging infrastructure. Most notable are the streets which the citizens continue to rank as their number one concern. The City is addressing the streets over time and next year will begin the second five-year plan to improve conditions. The FY22 capital budget anticipates that repairing and replacing streets will utilize 80% of the annual allocation for capital and even that is inadequate.

While streets are the biggest concern, aging infrastructure within the Water Department and Aquatic & Ice Center are also concerning. With so much capital dedicated to streets, this diminishes the amount available for other areas. This is compounded with capital investment deferrals from FY21. Capital investment is also required to generate or expedite savings from operational efficiencies in a timely fashion, provide data for rate/billing flexibility, and automating performance-based budgeting. An initiative that has dropped off the list of capital projects is ERP. We realize that significant expenditures cannot be made presently, but we urge the City to consider this investment in the near future, as initiatives in some City departments, such as "time of use" rates for Electric, dynamic pricing in Recreation and GPS for Fire, depend on or could be assisted with a new ERP system.

The total 5% Dividend Transfer from Electric, Water and Sanitation to the General Fund pays for a large portion of capital needs and should continue. Additional revenue sources for capital may need to be contemplated, including rate increases where appropriate within the Recreation and Fire Department. Ongoing legislation, including COVID relief for municipalities and potential taxation of internet sales and streaming services, could provide additional revenue sources for capital investment.

The CFC has recommendations throughout this document for potentially addressing the funding shortfalls. Suggestions for analysis include debt issuance, outsourcing, and even sale of assets and future cash flows. Ongoing cost/benefit analysis should continue in evaluating these recommendations. Some of these may be too aggressive or lacking in feasibility, but a holistic analysis could be beneficial. To assist with future recommendations, it would be helpful if ongoing actual to budget quarterly results could be shared with the CFC when available throughout the year.

The CFC extends our sincere thanks to department heads and staff who participated in the FY22 budget process. We appreciate their flexibility in meeting on Zoom or socially distanced at a large conference table. Each department head is dedicated and has deep knowledge and a sense of ownership of his/her area. During our meetings we found out that a few of the more senior department heads are planning retirement within the next few years. As the City begins succession and transition for replacement of these key leaders, the CFC stands ready to meet with them during onboarding and beyond to share our work, our charter and our history as well as our ongoing relationship with the City.

We especially want to thank Sandy Stephens, the City's Director of Finance, and her staff. Knowledge of City finances and departments and her relationship with department heads and their staff were very helpful to the CFC as we went through the budget process remotely. We look forward to next year when we can all meet again in person.

REVENUE AND FUND BALANCES

Observation: Revenue Risk. There continues to be uncertainty surrounding municipal revenues from COVID restrictions on businesses, especially municipalities that rely heavily on sales and use tax revenues. The City continues to aggressively review tax receipts from various sources and utilizes fund balances to mitigate downturns. The City's enterprise operations, including Electric, Water and Sanitation, represented 48.1% of total City revenues in FY21.

The remaining \$33.4 million governmental activity in FY21 revenue sources flow through the general fund. Nearly 95% of the City's governmental revenue comes from the following: sale & use taxes (60%), property taxes (14.3%) and service fees (20.2%). Nearly half of the service charges are generated from the Recreation and Fire Departments. While property taxes should be stable over the pandemic, sales & use taxes and service fees representing over 80% of revenue sources are significantly impacted and unpredictable. The City continues to experience significant revenue declines from existing cable franchise revenue due to service shifts to non-taxable streaming services and reduced telecom taxes, costing the City in total \$775,000/year. With increased online purchasing by citizens, the City also is missing out on increased municipal revenues not authorized for collection by the State of Missouri.

Newer revenue sources to fund Fire and Police activities from the Fire Prevention Sales Tax (1/4 cent from FY16) and County Public Safety Prop P (1/2 cent from FY18) are worth nearly \$2.8 million annually. There may be added assistance available to municipalities with changing administration at the Federal level. Enterprise operations of Electric, Water and Sanitation are in total expected to return a 5% dividend to the City's General Fund.

- 1. Recommendation.** The CFC supports continued monitoring of COVID impact to traditional City revenue sources and related impact to the General Fund cash reserves while continuing FY21 City critical service protocols into FY22 until revenues are predictable. The CFC also supports continuing the 5% dividend distributions from the enterprise operations to the general fund and capital improvement fund provided the enterprise cash fund balances do not fall below FY20 cash fund balance levels.
- 2. Recommendation.** The CFC supports continued monitoring of risks associated with State legislative actions regarding Missouri Utility Gross Receipts Tax, telecommunications revenue, cable franchise fees and collection of internet sales tax.

Observation: Service Fees. Excluding charges for electric, water and sanitation, service fees typically represented 20.2% of overall FY20 revenues primarily for ambulance fees, recreation fees and building permits. The pandemic has significantly impacted all three areas with the most significant impact on the Performing Arts Center, Aquatic Center and Ice Center recreation programs due to capacity and social distancing requirements. Despite no reduction in EMS calls, transport to hospitals significantly declined due to COVID, resulting in reduced ambulance revenue for the Fire Department. Challenges throughout FY21 will most likely continue into FY22 until capacity and social distancing requirements are lifted.

- 3. Recommendation.** The CFC supports a review of our current service fee levels for any opportunity for increased fees provided the fees are competitive with like services in our area. Opportunities may exist with non-transport ambulance fees, dynamic pricing ice rink fees, PAC non-ticket opportunities, etc.

Observation: Grants. The City continues to do a great job securing infrastructure and public safety grants. Federal and State grants typically cover 80% of major infrastructure improvement projects. Current fiscal year projects include phase 1 Geyer Road project (Adams to Manchester) for road resurfacing, sidewalk and ADA improvements. For FY22, a phase 1 Manchester Road project (Kirkwood Road to Glendale City limits) for road resurfacing, sidewalk and ADA improvements. Public safety grants are typically awarded via special initiatives for the Police Department.

- 4. Recommendation.** The CFC supports the City's continued monitoring of all available grants to share in the costs of infrastructure projects and the support of public safety.

Observation: Expanding City Service to Other Municipalities. The City has done a great job in expanding our services for a fee to other municipalities for police and fire protection, dispatch services, fleet services, administration/finance services and recreation facilities. With the addition of Glendale for police dispatch and EMS services, the City is getting economies of scale with a third dispatching unit.

- 5. Recommendation.** The CFC recommends continuing the initiative of exploring long-term contracts with surrounding communities provided the contracts reflect the value of services provided while maintaining the same or better service levels for the citizens of Kirkwood.

Observation: Fund Balances. Fund balances were established for the purpose of mitigating future risk to the City, augmenting the City's ability to maintain a strong bond rating with the rating agencies to reduce interest costs on debt issued. The City's enterprise operations (Electric, Water and Sanitation) also contribute to maintaining a strong bond rating.

The City's quick response to pandemic uncertainty with prudent spending and delayed capital expenditures in the near term while providing essential City services should preserve utilization of existing fund balances as a last resort. The General Fund is the largest City fund

second to the enterprise Electric Fund. At FY20, the General Fund unrestricted cash balance totaled 35% of general fund annual expenditures within the guidelines of 30-50% of annual operation expenditures. In the first quarter of FY21, the balance dipped to 26% of operational expenditures due to reduced revenues impacted by the pandemic.

The fund balance of the Police and Fire Pension Plan continues to decline as expenditures exceed the property taxes collected for the Fund. Amounts not covered by the property tax collections have been supplemented annually by the General Fund from the Fire Prevention Sales Tax and County Public Safety Prop P Tax. The property tax for Police & Fire Property Tax Pension Fund has held at the current rate since 1996. Council reversed the voluntary reduction in police and fire property tax which contributed approximately \$200,000 to the fund. Added \$200,000 of Prop P funds were transferred out of the General Fund to balance the Police and Fire Pension Plan Fund.

6. **Recommendation.** Funding out of existing fund balances from FY21 levels should be contemplated once all other funding avenues have been exhausted along with a plan to restore funding levels. Increased revenues may come from higher service fees, tax increases that would require voter approval, and/or new revenue sources.
7. **Recommendation.** The CFC supports closely monitoring all fund balances with prudent revenue and expense COVID protocols to mitigate any existing fund balance declines that may impact the City's existing bond rating and interest expense on outstanding bonds.
8. **Recommendation.** The CFC supports the City's exploration of additional revenue resources to support the Police and Fire pension fund and ensure all liabilities can be satisfied going forward, without a continuing impact on the General Fund. Such an additional revenue source could include an addition to property tax that would need to be approved by voters, which would bring stability to the Fund.
9. **Recommendation.** The CFC recommends that actual revenue and fund balance information be provided to the CFC as it becomes available on a quarterly basis throughout the fiscal year.

KIRKWOOD PUBLIC SERVICES

ENGINEERING/PLANNING/STREETS

Observation: Streets. The condition of streets continues to be a high priority for citizens. The current methodology for street replacement and maintenance has made progress and is in the final year of the 5-year plan. Added funds are needed to expedite street replacement and maintenance as the current \$1.8 million/year spending is not adequate. The City continues to benefit from

Federal and State Grants for major infrastructure projects including street improvement as stated in the revenue discussion in this document.

The City needs a new stream of cash flow for street improvements. We cannot continue to rely solely on the annual transfer from the General Fund funded by the 5% dividend from the Electric, Water and Sanitation Departments. Below are two potential options for the City to consider, including general obligation debt and the creation of a Transportation Department District (“TDD”). There is a lot of work that goes into both options, and both would require voter approval.

- **Option 1:** The City could issue General Obligation debt for the amount needed to repair the streets. This would be a large debt issuance of potentially around \$20-\$40 million. But this has some drawbacks. General Obligation debt requires voter approval because the principal and interest on the bonds is paid back by tax revenue pledged by the City, and pledged revenue could potentially come from a property tax increase.
- **Option 2:** The City could create a TDD. This option does not impose a direct tax on Kirkwood homeowners but still requires voter approval. The TDD may impose a sales tax in increments of 1/8 of 1% up to a maximum of 1% on all retail sales made within the TDD. This is essentially a sales tax on goods sold (excluding motor vehicles, trailers and boats), and those sales taxes collected would go strictly for road improvements in Kirkwood.

1. **Recommendation.** The CFC recommends that the City start exploring the option of creating a TDD the see if the potential impact would be better than issuing traditional General Obligation debt.
2. **Recommendation.** Consider including in the upcoming Kirkwood Community Survey questions regarding citizen satisfaction with existing street infrastructure.

WATER

Observation: Water Main Replacement. A few years ago the City established a goal to replace 1% of water mains annually which is 7,128 linear feet of main. While the City did get to .85% and .86% in FY18 and FY19, respectively, the replacements in FY20 were .59% and are budgeted at only .50% for FY21 and FY22.

1. **Recommendation.** While these budgeted replacement percentages are in line with the .50% national average, the CFC recommends that the City strive to work toward funding the 1% replacement goal in future budgets. The Water Department currently

transfers approximately \$700,000 annually to the General Fund in order to be used for street replacement, one of the City's highest priorities. The City is looking at options for funding streets and if a solution can be found for that, the current transfer of \$700,000 could instead be used to help the Water Department get closer to the goal amount for replacing the aging infrastructure. Another option that could be considered is to perform a cost benefit study of funding Park No. 1 Pump Station Replacement versus replacing and repairing mains and leaks.

Observation: Unaccounted Water. Unaccounted water, including main breaks, has averaged 22-23% over the past three years. While the annual cost to the City of lost water (approximately \$250,000) is less than finding and repairing leaks, the industry average and the Department of Natural Resources recommendation is 10% for unaccounted water. Per discussion with Bill Bensing, new leak sensor technology now exists that could help to identify leaks. Currently the City mainly relies on residents to see and report leaks but many do not reach the surface and are not reported in a timely manner. The cost to purchase the technology is approximately \$300,000.

- 2. Recommendation.** Evaluate the cost versus benefit of purchasing leak detection technology. Determine how much the City could save in annual unaccounted water costs and, therefore, how long it would take to recoup the cost of the software. It might make sense to "borrow" from reserves to finance the technology if sufficient savings can be realized and resources are available to complete identified unaccounted water projects.

Observation: Feasibility of City Selling Water Operation. The infrastructure, operation and administration needed to provide water to the citizens of Kirkwood requires significant capital and ongoing budgetary funding. Considering other needs, there are not sufficient resources to get the City where it should be in terms of keeping up with capital and operating requirements.

- 3. Recommendation.** Consider the feasibility of selling the Water Department. While it was a completely different situation, the city of Eureka recently sold their water operation to Missouri American so it has been done in the past. The City did evaluate the option of selling the water operation to Missouri American in 2000 but decided instead to purchase water from Missouri American and continue the distribution of water in-house. As it has been 21 years since this study, another look at the feasibility of sale may be warranted. A significant infusion of capital from the sale of assets and future operating revenue might be the answer to our street situation. Unlike Sanitation where the citizens recognize and like the service they receive from the dedicated department, it should not make a difference if the water coming out of the pipes comes from Kirkwood or from Missouri American so long as the price is competitive.

SANITATION

Observation: Rates. Due to the steep increase in the cost of recycling due to the global market collapse of the recycling market, in FY21, the City found itself in the position of paying more for recycling than it was paying for trash to be sent to the landfill. In addition, there was a need for additional capital purchases, mainly sanitation trucks. In response to this situation, the Kirkwood City Council determined to continue in-house sanitation services and adopted an approximate 30% rate increase plus future annual CPI adjustment, commencing October 1, 2020. The rate increase included increased fees for curbside service, yard-waste bags, and special pick-ups. With this rate increase, the financial position of the Sanitation Department now has stabilized for the foreseeable future, and the Sanitation Department has commenced funding an annual transfer of \$200,000 for non-sanitation needs.

Notably, the current contract for landfill waste collection expires in 2024. The contract includes the potential for two five-year renewals, thus extending the contract to 2034. The current rate paid for landfill waste collection is \$37.86/ton, with annual adjustments of 2.5-3% anticipated in future years. This rate generally is favorable compared to market rates.

The Sanitation Department also increased emphasis on education of citizens in FY21, including a grant-funded initiative with mailings to all residents and new online materials. This increased educational emphasis appears to have resulted in improved quality and reduced volume of recycled materials, thus reducing costs. Educational efforts and resultant cost-savings are expected to continue in the future.

- 1. Recommendation.** Monitor cost creep and seek to minimize the need for future rate increases, including avoiding annual CPI adjustments if possible. Continue to assess the impact of the annual transfer on the need to increase rates.
- 2. Recommendation.** Consider including in the Kirkwood Community Survey questions regarding citizen preferences 1) for in-house sanitation services versus contracting out these services and 2) for continued operation of the depository versus closure. It is recommended that these survey questions be presented along with explanatory information so citizens are able to provide informed answers.
- 3. Recommendation.** Continue to engage in robust educational efforts, ensuring citizens understand the cost impacts of their recycling choices. Continue to assess and quantify the impact of current educational efforts, the goal of which is to improve the quality of materials being recycled. Sanitation also should continue to seek grants in this area as available.
- 4. Recommendation:** Engage in a review of legal requirements regarding recycling. This review should provide a clear set of guidelines for how much flexibility the City has in the future to restructure its waste-collection program.

- 5. Recommendation.** Continue to explore innovative approaches to waste-collection to reduce the recycling shortfall within legal limits. For example, monitor developments with a possible waste-to-energy facility being considered for the St. Louis area in the future. Additionally, explore the possibility of dropping a material(s) from the recycled items list, for instance glass.

Observation: Operational Efficiencies. Sanitation continues to seek increased operational efficiencies. The adoption of the rolling cart system last year was anticipated to demonstrably reduce capital expenditures, labor costs, and workers' compensation claims. To date, those anticipated reductions are in the process of being assessed, although it appears reductions may be less than anticipated. Other capital investments are being considered to increase efficiency including the use of GPS and route optimization.

- 1. Recommendation.** Continue to monitor and quantify anticipated efficiencies from the adoption of the new rolling cart system.
- 2. Recommendation.** Continue to work toward a goal of route optimization, including the possible adoption of a GPS routing system, assuming such measures will result in cost-saving efficiency gains.

RECREATION

Observation: Ice Rink. The Kirkwood Ice Rink ("Ice Rink") continues to be a stable source of revenue for the Department. Over the last five years, the Ice Rink has consistently generated revenue well above its operational expenses, despite substantial changes to the ice availability in the region during that time. Through both ice-time shortages and surpluses, the Ice Rink's revenue has remained consistently around ~145% of its expenses. This suggests that the current ice rental rate may be set below the current market price and rink utilization may not be efficiently distributed to Kirkwood citizens. After a cursory review of several ice rinks in the region, the Ice Rink's rental rate is approximately 25% - 35% below the standard rental price for an hour sheet of ice. Although this rental rate seemingly assures the full utilization of the facility, it also attracts rental interest from beyond the metro area and, thus, may preclude residents or neighboring municipalities from full access.

- 1. Recommendation.** The CFC recommends exploring a rental rate increase for the Ice Rink to bring it closer to the market rate in the region. The increased revenue may be utilized for capital intensive projects within the Department.
- 2. Recommendation.** The CFC recommends exploring a dynamic pricing model for the Ice Rink rental rates (to the extent one exists) to assure the value of specific rental times are

priced at the current market rate. This model would encourage a more equitable distribution of the Ice Rink expenses by placing a higher expense on those who utilize the facility during prime hours.

Observation: Aquatic Center. Similar to other facilities under the Department’s purview, the Aquatic Center experienced a month-long closure due to COVID during the summer of 2020. This closure resulted in a significant loss of revenue (~\$160,000), but allowed the Department to complete many of its planned capital projects at the Aquatic Center. Nonetheless, the Aquatic Center remains the primary source of capital costs for the Recreation Department as it seeks to repair and restore the 20-year-old facility.

- 3. Recommendation.** The CFC continues to support the Recreation Department’s use of St. Louis County Municipal Parks & Recreation grant for the pool’s infrastructure improvements. Moreover, the CFC encourages the plan to increase admissions and memberships at the Aquatic Center.

Observation: Performing Arts Center. The Performing Art Center (“PAC”) has utilized ~ \$24.5 million of the \$26.5 million borrowed for the project (\$23.5 million bond issue plus \$3.0 million interdepartmental loan). Although the PAC is currently operational, capacity is severely limited due to the pandemic and, thus, revenue is not covering the operational expenses. This budgetary shortfall is exacerbated by the debt financing of ~\$1.3 million annually. Despite substantial cuts in operational expenses during the budgetary year, including furloughs of salaried employees, removal of part-time employees, and major reductions in the goods and services utilized (totaling ~\$500,000 in savings), the Recreation Department still expects a ~\$700,000 deficit at the end of the year. If realized, this deficit will draw the current capital fund balance to ~\$3.0 million. Assuming the Recreation Department continues to experience revenue challenges as a result of capacity restrictions surrounding COVID in the upcoming fiscal year, then the debt financing may create a greater deficit – without the options of furloughs or additional cost reductions from closed facilities as experienced in March 2020. This probable series of events could create a compounded deficit for the Recreation Department (*i.e.* \$1.2 million budget shortfall) and potentially draw the capital fund balance below \$2 million. Such a result would severely restrict future capital projects at the Aquatic Center and Ice Rink which utilize the fund balance for capital expenses.

- 4. Recommendation.** The CFC continues to encourage exploration of partnerships and collaborations with public and private organizations, as well as surrounding communities, to develop different revenue streams at the PAC. Although the CFC originally supported the City’s plan for the PAC to be self-sustaining within its first two years of operation (FY23), the events and circumstances surrounding the COVID pandemic have severely constrained that objective. As such, the CFC extends its timeline to account for the challenges of the previous year and now recommends self-sustainability of the PAC by FY24.

- 5. Recommendation.** The CFC recommends closely monitoring of the capital balance (Fund 302), along with projected revenue and expenses for the Recreation Department, throughout the fiscal year. As the unpredictability of COVID restrictions remain, the CFC recommends assessing all options to mitigate budgetary shortfalls within the Recreation Department.

ELECTRIC DEPARTMENT

Observation: Infrastructure Modernization Suspended. Past heavy capital investment in Electric Department infrastructure modernization efforts will increase operational efficiencies including upgrades to Alfred, Leffingwell, and Essex Van Buren substations plus circuits to improve automation, and reduce line loss and improve efficiency of delivering consistent electric service to our citizens. The last 11 circuits' service extensions and LED street lighting planned for FY21 have been deferred to FY22. Once implemented, the savings anticipated for these two projects is \$700,000/year including \$250,000 for remaining circuit upgrades, \$350,000 from previously upgraded circuits and \$100,000 for the LED project. The Electric Department is currently exploring ways of implementing portions of the upgrade to begin to realize these savings by utilizing their own staff versus contractual crews. Other projects placed on hold include vehicle replacement, ERP, and the work order system. The Sugar Creek Substation upgrade has been placed on hold indefinitely due to a high percentage of community coverage with recently upgraded substations. Charging stations and energy storage are potential projects in the long term but no capital investment is planned on the horizon.

- 1. Recommendation.** The CFC recommends moving forward with the remaining circuit and LED street lighting upgrades as soon as City COVID spending restrictions are lifted to realize the anticipated efficiency savings/year.
- 2. Recommendation.** The CFC recommends evaluation of near term financial impact of delayed capital investment.
- 3. Recommendation.** The CFC recommends quantifying savings gained after completion of efficiency projects to be clearly reflected in the budget going forward.
- 4. Recommendation.** The CFC recommends ongoing feasibility analysis of longer term modernization efficiency projects including ERP, the work order system, Leffingwell energy storage, expansion of charging stations, and the Sugar Creek Substation upgrade.

Observation: Cash Fund Balance at Historical Low. The cash balance at the end of the current fiscal first quarter ended at a historical low of \$6.6 million representing a 14% decline from FY20 and 27% decline from FY19. The Electric Department has continued to invest aggressively in

system upgrades, especially the past few years, but has done so at the expense of the cash fund balance. The Electric Department anticipates no further decline in the cash balance due to reduced planned capital investments once system-wide circuit upgrades are completed and favorable purchased power costs, including 2024 wind energy, to supply 25% of electric consumption. Support of other City services are expected to continue via transfers as they have in the past. Currently, the cash balance is anticipated to grow to \$7.7 million in FY21 and \$7.9 million in FY22.

5. **Recommendation.** The CFC recommends the Electric Department continue to closely monitor net cash position and improve cash position above current cash level via ongoing operating efficiencies and winding down of large capital modernization projects.

6. **Recommendation.** The CFC recommends a review of the \$3,000,000 loan to the Performing Arts Center impacted by COVID restrictions to determine future impact to recovery and cash balance.

Observation: Revenue and Expense Management. Residential utilization represents 86% of total Kirkwood utilization. Energy consumption throughout the day is at higher levels because more customers are utilizing energy as they work from home, which evens out loads throughout the day reducing consumption spikes that increases costs. Consumption spikes are harder to predict causing increased reserved energy purchases to cover potential spikes at higher costs. The pandemic impact on Kirkwood school and business utilization continues to place pressure on revenues. The decrease in school and business utilization have not been offset by increases in residential utilization. Through August, the Electric Department experienced a 3.3% reduction in revenue (\$8.9 million versus \$9.2 million) but that's been offset by an 8.7% reduction in purchase power expense (\$7.5 million vs \$8.2 million) due to load reductions in schools and businesses. As a member of MISO (Midcontinent Independent System Operator) marketplace, Kirkwood Electric purchases and sells power daily based upon internal utilization forecasts. The net amount of these transactions total \$7.0 million net of hourly purchases and sales through the MISO platform. MISO information is cross checked with the metering information and load forecasts Kirkwood Electric submits to MISO. Other than through MISO, Kirkwood Electric is not able to sell electricity beyond our current defined region of Kirkwood and would be required to get public service commission approval in Missouri to operate a distribution system in other areas.

Purchased Power represents over 70% of the Electric Department's budget annually. The purchased power portfolio continues to be well managed. The cost of the purchased power portfolio is expected to be stable and will be significantly reduced in future years with access to renewable energy, specifically wind power in 2024, provided positive legislation continues. The Electric Department has mitigated contract risk associated with power access for Kirkwood residents. The City's major long-term contract expires in 20 years, with the block purchase contract expiring in 2 years. Block contracts are typically 3 years in length, which protects Kirkwood Electric from summer peak hours saving 50% or more during those peak times per megawatt hour.

The Electric Department is currently focused on keeping consistent power for residents, businesses, and schools. All other activities have been placed on hold, including no streetlight repairs and tree trimming. Contract labor has been eliminated for safety. Existing labor is operating in rotations with a hiring freeze in place, although a line worker has left unexpectedly. Hiring an apprentice is underway to support current operations and a succession plan. The dividend to the City is in lieu of property taxes for poles, wires, etc. and includes assistance for street paving and water main construction.

7. **Recommendation.** The CFC recommends continued strong focus on system demand to minimize potential excess MISO daily purchases for anticipated peak demands and market risks from selling excess energy.
8. **Recommendation.** The CFC recommends a detailed review of the daily purchases and sales flowing through the MISO system to ensure the accuracy of settlements received from MISO. There is currently \$7.0 million net purchases and sales net flowing into the purchased power account.
9. **Recommendation.** The CFC recommends monitoring of the power portfolio mix and legislation to take advantage of increased use of less expensive renewable energy sources, specifically wind power to begin in 2024.
10. **Recommendation.** The CFC recommends analyzing the ongoing impact of delayed tree trimming with costs associated with potential future down lines from adverse weather conditions.
11. **Recommendation.** The CFC recommends a review of the block purchase contract that has a near term expiration for any potential savings and risk mitigation if any.
12. **Recommendation.** The CFC agrees with the strategy of contract labor utilization as a lower cost solution for tree trimming and engineering functions.
13. **Recommendation.** The CFC recommends the continued transfer of the annual dividend to the City and possible future financial support for larger community goals, provided the cash fund balance is not negatively impacted.

Observation: Residential Rates. The Electric Department does not expect to seek a rate increase in the near future. Currently Kirkwood Electric charges in the winter months are higher than Ameren's rates. Winter rates apply 8 months out of the year compared to 4 months for the summer rates. Using an average residential rate comparison for a household that utilizes 1000Kwh/month, the annual Ameren billing is \$1,260.08 compared to Kirkwood electric billing of \$1,272.36 which is less than a 1% billing difference. Ameren is currently requesting a rate increase due to COVID, smart metering, and energy efficiency. If successful, the Ameren rate will increase 2.5% annually for the next three years starting this spring.

Kirkwood Electric last increased rates in FY17 and FY18. Future rate increases are not anticipated at this time. However, there may be an opportunity to increase rates in the future should Ameren increase rates. This would allow Kirkwood Electric to accelerate remaining modernization initiatives and enhance the cash balance.

Time of use billing, when implemented, is expected to be revenue neutral, requiring billing software, which has been delayed due to COVID.

14. **Recommendation.** The CFC supports maintaining the current rate for Kirkwood Electric as long as Ameren rates are more competitive. If Ameren is allowed to increase rates an anticipated 2.5%/year, the Kirkwood Electric Department should consider increasing rates to expedite remaining efficiency modernization projects and to accelerate building the cash balance.
15. **Recommendation.** The CFC supports efforts following the pandemic to educate the community about the impact of the time-of-use on rates and explore the adoption of time-of-use rates in the future.

PUBLIC SAFETY

POLICE DEPARTMENT

Observation: Accreditation Manager. The January 2020 CFC report to the City Council included a recommendation approving a civilian part-time Accreditation Manager for the Kirkwood Police Department (“KPD”). However, due to the COVID pandemic, the City Council decided to defer implementation.

Based on the experience of other police departments accredited by the CALEA Commission, the need for a specific staff position (manager) devoted to ensuring compliance with the many standards is a necessity. For those police departments who fail to be reaccredited, it is usually due to lack of proof showing full compliance with the standards. A position devoted to ensuring compliance will allow the KPD to maintain an up-to-date set of police policies and procedures, as well as monthly, quarterly and annual performance reports necessary to build an efficient and effective police service. The reports required by CALEA standards will be an aid to future performance-based budgeting.

1. **Recommendation.** Upon the stabilization of revenues, the CFC recommends the hiring of a part-time Accreditation Manager to oversee the numerous tasks and reports necessary to renew certification of the standards. The KPD will receive a return on this investment, e.g., improved performance at all levels and results from civil lawsuits. The CFC also recommends the police grant duties should not interfere with the managing, reporting and complying with the accreditation tasks/requirements. Continued accreditation by CALEA should be the primary, if not the only duty of this part-time position.

Observation: Code Enforcement. The January 2020 CFC report included a recommendation that the Code Enforcement staff be transferred back to the newly reorganized Planning and Building Department. The City implemented a restructuring of the Planning and Building function on April 1, 2020.

2. **Recommendation.** The CFC recommends that the two-member Code Enforcement unit, including one vehicle, which is an important aspect of a complete planning and building function, be transferred back to the Director of Planning and Developmental Services.

Observation: Police Visibility. The 2018 Kirkwood Community Survey of 752 residents asked about their opinion of public safety services. The KPD received a low rating in the area of “visibility of police” (in both the neighborhoods and retail areas). The proposed FY22 budget document includes comments that the police department concurs that police “visibility” in Kirkwood is a valid concern and requires improvement. To improve visibility, the department states it has sufficient staffing levels to allow officers to increase visible patrols.

3. **Recommendation.** The CFC supports the proposed effort to improve police visibility using available assets. In addition, the Committee recommends the following high visibility police programs be considered. The use of Prop P funds may be appropriate to cover the minor implementation costs.
 - a. Marked police vehicles (that are not in use during a patrol shift) might be routinely parked during business hours in the city center (commercial/retail/restaurant area) as well as the Kirkwood Commons, especially during weekends and holidays. A marked unoccupied patrol vehicle parked in a highly visible parking space gives the public a sense of security. Likewise, it gives potential criminals the impression a local police officer is nearby! The number of available marked patrol vehicles can be increased by not trading-in high mileage vehicles when purchasing new patrol vehicles. This decision would allow additional locations each day for the placement.
 - b. The senior patrol commander may designate highly visible, but safe locations in Kirkwood where patrol officers conduct report writing and perform other administrative duties.
 - c. The proposed program to improve visibility may consider the times of the day and days of the week when the public will take notice of the effort to improve police visibility in the neighborhoods.
 - d. The next Kirkwood Community Survey might include a set of questions that would specifically measure the success of this effort to improve visibility in the neighborhoods and retail areas.

Observation: Community Service Officer. The Community Service Officer (“CSO”) has been providing the community with valuable notifications and updates about the activity of the KPD,

specifically through the use of social media avenues. Although the CSO performs many activities that inform the community, there were no performance data available to evaluate the cost/benefit aspects of this program. The current “Community Camera Program,” including the doorbell cameras, has become a valuable investigative aide in assisting detectives and officers in solving crimes and assisting with calls for service. The CFC understands the potential value of video and still cameras in the identification of suspects. The program also has a crime deterrent aspect.

4. Recommendation. The CFC recommends two budget-related improvements in the CSO program:

- a. The CSO should consider maintaining and reporting periodically the tasks performed to evaluate the cost/benefit of the various programs administered. A summary of this activity may be a part of the next KPD budget proposal.
- b. It is recommended the business video program, including the doorbell cameras, be expanded. The KPD should seek grant funds, funded by Prop P, to assist with the purchase and installation, specifically in high incident or strategic areas as designated by the department. The CSO might continue responsibility for managing, including potential expansion of the program.

Observation: Municipal Service Contracts. During the budget process, the CFC was advised the KPD is now supporting a contract with the City of Glendale and the City of Warson Woods to provide dispatch services for police and fire related calls for service. The contract also permits both police departments to use the Kirkwood jail to house/detain their prisoners. In order to handle this responsibility and additional workload of the proposed KPD budget, a part-time dispatcher was requested at an annual cost of \$25,000. It was learned one additional full-time plus a part-time dispatcher was required (1.5 positions).

5. Recommendation. To understand the recent initiatives expanding the number of police and fire service contracts with contiguous municipalities, the CFC recommends the following:

- a. The appropriate department/staff person brief the CFC members before the next budget cycle begins on the methodology/formula used to negotiate service contracts with other municipalities, e.g., Oakland, Glendale, Warson Woods, and Des Peres.
- b. The appropriate department head and Director of Finance be a part of each service contract negotiating team representing the City of Kirkwood.

Observation: Civilian Utilization. The CFC noted during the review of the police budget that the personnel costs (salary and benefits) for a police officer position are higher than a professional staff (civilian) position. Currently, the KPD has a police lieutenant assigned to manage the Communications and Records Unit. This unit consists of only civilian personnel performing functions not requiring certification/mandatory training or authority to enforce the laws and ordinances and not requiring the performance of hazardous duties or having access to firearms or

non-lethal weapons. It is common for state and local law enforcement agencies to employ civilian managers.

6. Recommendation. The CFC recommends the following be considered concerning personnel administration and related costs:

- a. Consider doing a cost-benefit analysis to determine the feasibility of restructuring this Communications and Records Unit position to a civilian position.
- b. The KPD may want to consider contracting with a personnel consultant to examine other police officer positions within the department to determine if those positions could be performed effectively by a qualified civilian, including the use of part-time versus full-time civilian employees.

Observation: Contractual Services/Interdepartmental Charges. Two line items in the proposed budget, Contractual Services and Interdepartmental Charges, represent nearly \$1.2 million or 12.6% of the KPD proposed budget. Questions concerning these two budget categories were referred to the Finance Department. A better understanding of what is included in both line items may assist the KPD in identifying future costs savings.

7. Recommendation. It is recommended the KPD have a full understanding of the various costs included in the Contractual Services and Interdepartmental Charges when preparing the next proposed budget. This may allow for the reduction of some costs.

Observation: Performance Based Budgeting. The January 2020 CFC report to the City Council included a recommendation that the KPD receive clear direction when preparing the FY21 performance-based budget (“PBB”). For example, provide the following:

- a. A definition of PBB as it applies to the City of Kirkwood and the KPD
- b. The format to be used, versus the traditional line-item format
- c. The PBB Cost Centers to be utilized in contrast to line-item cost centers
- d. Technical assistance to include training

The KPD is willing to take advantage of PBB if it would improve performance and is the best use of revenue. It is the CFC’s understanding that implementation of this recommendation had to be delayed due to the impact of COVID.

8. Recommendation. The CFC recommends the KPD begin implementation of PBB when preparing the next police budget.

FIRE

Observation: Department Name Change. The title assigned to the Kirkwood Fire Department (KFD) does not reflect the services provided to the community. Only 1.5% of the 4,956 calls for service in FY20 involved a fire, but the department is officially titled the “Kirkwood Fire

Department.” The current official name was assigned in 1918 when the firefighters and equipment were devoted only to the suppression of fires. The current City of Kirkwood website, as well as the KFD uniform patch, has the department listed as Kirkwood Fire & Rescue.

1. **Recommendation.** CFC supports changing the official name to “Kirkwood Fire & Rescue Department.”

Observation: Performance Based Budgeting. The KFD has the fundamentals in place to fully implement Performance Based Budgeting (“PBB”), including the appropriate cost centers. This will permit the City administration, residents and business to see the value and costs of the fire and rescue services provided, as well as past and projected performance/workload metrics.

2. **Recommendation.** CFC supports full adoption of PBB after obtaining the necessary guidance (e.g., cost centers, timeline, formatting, PBB training, etc.)

Observation: False Alarms. False alarms and false calls for service represent nearly 8% of the KFD workload and continue to be a serious concern for the command staff and firefighters. For example, during the time the fire apparatus and/or EMS ambulance is responding to a false alarm, firefighters and EMS technicians will not be available to respond to a valid call for emergency services.

3. **Recommendation.** CFC supports adopting a City ordinance governing false alarm/false calls for fire or rescue/EMS services including the examination of how other municipalities are managing false alarms. For example,
 - a. Letter to resident for the first false alarm/false call
 - b. Service fee for second false alarm/false call to same address within a 12-month period.

Observation: Emergency Service Fee. Rescue and emergency medical service calls represent 65% (3,275) of the annual KFD workload, although 33% (1,000) of these service calls do not require transportation to the hospital or the person declines transportation. Therefore, the ambulance fee thus is not received by the City as revenue in support of the service. If the City adopted a \$150 service fee on ambulance non-transport, \$150,000 could be available to offset KFD costs of providing this service.

4. **Recommendation.** CFC supports the adoption of an ambulance service fee for emergency calls within a contract municipality when a person declines transportation even though recommended by the EMS technician and/or first aid is administered by the EMS.

Observation: Ladder Tower 1535. The CFC examined the need to replace the aging Ladder Tower Truck number 1535 in the FY26 budget year. The City Fleet Director uses an asset analysis that assigns “usefulness” life expectancy to every vehicle in the city. A point system is applied to every vehicle with any vehicle with a score of 15 or above should be replaced. Ladder 1535 currently has a rating of 21.45 points. The Chief believes replacement should occur in the FY26 budget year as Ladder 1535 will be 15 years old at that time. A delay beyond this date would

significantly increase maintenance costs and decreased resale value. Consideration could also be given to acquiring a mini-pumper to extend the life of Ladder 1535.

5. **Recommendation.** CFC supports beginning to investigate and identify various options to replace Ladder Tower 1535 in FY26. This would include an examination of the yearly maintenance and depreciation costs to retain Ladder 1535 as compared to the cost of a lease/purchase.

Observation: Municipal Service Contracts. During the budget process, the CFC was advised that the City is now supporting a contract with other municipalities to provide fire and EMS services.

6. **Recommendation.** To understand the recent initiatives expanding the number of fire and police service contracts with contiguous municipalities, the CFC recommends the following:
 - a. The appropriate department/staff person brief the CFC members before the next budget cycle begins on the methodology/formula used to negotiate service contracts with other municipalities, e.g., Oakland, Glendale, Warson Woods, and Des Peres.
 - b. The appropriate department head and Director of Finance be a part of each service contract negotiating team representing the City of Kirkwood.

Observation: Performance Data. The KFD does not specifically collect and report data or the costs associated with responding to calls for fire and/or EMS emergency ambulance service within the three contracted municipalities. It would be beneficial to know the number of calls, time out of service, and type of fire (residential, kitchen, grass, smoking related, etc.), and the number of hospital transports versus non-transports.

7. **Recommendation.** The CFC supports the collection of expanded performance data for fire and EMS services within each contracted municipality to better understand the cost/workload relationship as well as the methodology used to determine costs for future or renewed service contracts.

ADMINISTRATION/HR/WORKERS' COMPENSATION

Observation: Health Insurance and Employee Wellness. In FY21, faced with an increase in health insurance premiums after years of minimal increases, the City conducted an eligibility audit of its health insurance program. Based in part on the results of the audit, necessary cost-savings measures were adopted including adjustments to the costs of plan offerings and the elimination of coverage for spouses who have available coverage at their own employers. Also in its effort to control health-care costs, the City continues to offer a robust wellness program for employees through BJC with strong employee participation.

- 1. Recommendation.** In light of the goal of minimizing employee premiums while meeting health care costs to avoid a budget shortfall, the CFC agrees with the City's continued close monitoring of the utilization and costs of various plan offerings and its reductions in covered insureds.
- 2. Recommendation.** The CFC also agrees with the City's continued approach to improving the health and wellbeing of City employees while managing costs through strong safety and wellness initiatives.

Observation: Workers' Compensation. Workers' compensation expenses are primarily associated with the severity of injury (surgery required), not the frequency of injury. Although previously, expenses associated with Workers' Compensation claims had increased, in the past two calendar years, there has been considerable improvement. Fewer claims have been made overall, and costs have been well below expectations.

- 3. Recommendation.** Continue to emphasize education and training to reduce future claims.

Observation: Compensation. Due to COVID, adjustments to the pay ranges that were scheduled and budgeted for January, 2021 have been suspended. The deferred compensation match was also suspended effective April, 2020 but will resume January, 2021. The City will be meeting with its compensation consultant to discuss our pay ranges and cost of living compared to those of comparable cities. Maintaining regular salary increases is important for the City to remain competitive in the marketplace for hiring.

- 4. Recommendation.** Continue to monitor the COVID situation and approaches being taken by other municipalities with respect to employee compensation to react with further adjustments should circumstances warrant them.

Observation: Pension Fund Balances. The fund balance of the Police and Fire Pension Plan continues to decline as expenditures exceed the property taxes collected for the Fund. Amounts not covered by the property tax collections have been supplemented by the General Fund. The amount supplemented by the General Fund is expected to increase in FY22.

- 5. Recommendation.** The CFC supports the City’s exploration of additional revenue sources to support the Police and Fire pension and ensure that all liabilities can be satisfied going forward, without a continuing impact on the General Fund. Such an additional revenue source could include an addition to property tax that would need to be approved by voters, which would bring stability to the fund.

CONCLUSION

The City’s proposed FY22 budget is more conservative than budgets of prior years but still provides funding for essential services as well as some initiatives deferred from the current year. Due to the downturn and retrenchment caused by COVID, the current year’s budget was somewhat irrelevant for purposes of comparison with the FY22 budget, making some areas difficult to evaluate. In addition, we had only first quarter actual data to review so we have not seen the full effect of COVID on the City’s finances. However, the CFC thinks the budget is realistic and we are comfortable with it knowing that the City will ramp up expenditures and funding for capital projects only when the resources are available to do so.

The CFC appreciates City Council’s consideration of our recommendations and we are happy to answer questions regarding the contents of this document. We welcome the opportunity to discuss responses to our recommendations with the Mayor and City Administrative leadership late this spring.

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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.



**City of Kirkwood
Citizens Finance Committee
Minutes
Friday, January 15, 2021 7:00 a.m.
Via Zoom**

Committee Members in Attendance: Barb Feiner, Gil Kleinknecht, Kelly Mullholland, Al Rheinacker, Larry Watson, James Mori and Hunter Martiniere

Committee Members Absent: Matt Biere

Staff Liaison: Jennifer Forgy

Jennifer Forgy read the special announcement regarding electronic participation for meetings due to the current public health issues.

Approval of Minutes

Motion was made by Larry Watson and seconded by Al Rheinacker to approve the minutes of the January 8, 2021 meeting. All in favor, motion carried.

Citizen Comments

None

Discussion on the memo to Council

The following departments were discussed in preparation of finalizing the Citizens Finance Committee's memo to Council:

- Fund Balance - Members mentioned it may be beneficial for them to see fund balances throughout the year. Due to the unforeseen worldwide circumstances in 2020 interest rates may be affected for the next few years.
- Recreation- A discussion took place regarding the estimated date the Performing Arts Center should be self-sustaining.
- Sanitation – The contract for landfill waste collection and including sanitation questions in the biannual citizen survey were discussed.
- Water – Members discussed the feasibility of selling the Water Department and if selling enterprise funds would affect the City's bond ratings.

Kelly Mullholland will be the chairperson for next year's Citizens Finance Committee and has nominated Hunter Martiniere as vice-chairperson. All in favor, motion carried.

Motion was made by Larry Watson and seconded by Gil Kleinknecht to adjourn. All in favor, motion carried.

The work session to present to Council will be via Zoom on Thursday, January 21, 2021



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, September 10, 2021 7:00 a.m.
Via Zoom**

Committee Members in Attendance: Barb Feiner, Kelly Mullholland, Al Rheinneck, Hunter Martiniere, Larry Watson, Matt Biere, Matt Kersting, and Randy Moore.

Committee Members Absent: none

City Employees in Attendance: David Weidler, Laurie Asche

Staff Liaison: Sandy Stephens, Jennifer Forgy

Jennifer Forgy 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.

Approval of Minutes

Motion was made by Barb Feiner and seconded by Hunter Martiniere to approve the minutes of the January 15, 2021 meeting. All in favor, motion carried.

Citizen Comments

None

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

Barb Feiner pointed out that the meetings held between two members of the Finance Committee and the various department heads around the City do not count as sub-committees and minutes do not need to be taken.

Sandy Stephens – Finance Director

Sandy provided an overview and explained the latest Quarterly Financial Report for the City for FY2022.

Sandy will provide the Committee with the auditor's report as soon as that is completed. Sandy pointed out that the City was able to weather COVID successfully due to the CARES money it received. Without this, the City would have had to spend down the balance.

The cash balance is 42% of the City's budgeted expenditure. Total revenues increased by almost \$1.5 million. While this is good, Sandy emphasizes that we are slowly getting back to where we were pre-COVID and she remains cautiously optimistic. The City still needs to practice due diligence in what we are spending.

Hunter Martiniere asked how the current revenue streams compare to the FY 2019. Sandy stated she has not done those comparisons yet but will do so and get that information to the Committee.

KPAC revenues appear to be on track. Sandy stated the revenues last FY were minimal due to St. Louis County Health Restrictions. Sandy stated the revenues are starting to come in. There is a lot of potential with having the KPAC drawing people to Kirkwood which will increase spending in the City at large.

Matt Kersting asked if spending was anticipated to go back to Pre-COVID levels or if there were any efficiencies gained during the cutbacks due to COVID that will stay in effect moving into FY2021/2022. Sandy stated that departments seem to be more conservative moving forward because of efficiencies learned during the pandemic.

Hunter Martiniere mentioned that the revenue for the KPAC in the first quarter was around \$38,000. He questioned where the debt service comes from. Sandy stated the debt service comes out of the Park Improvement Fund. \$407,000 was paid in interest for the quarter. In December another payment will be paid. Sandy thinks KPAC should be self-sustaining in about 2 years with rent revenue and other revenue streams that will come into the City.

Chair Comments

Kelly asked the members when they meet with the various department heads to ask them if there were any lessons learned on how to run the departments more efficiently as a result of COVID.

In person meetings can be held for smaller groups at the comfort level of those involved. For the larger weekly meetings, Wallace reported that the City is following the County Health Guidelines and these meetings will remain on Zoom until further notice.

Kelly explained the process of meeting with each of the departments. The meetings entail reviewing the department's financial picture for the next year, discuss any new developments and follow up on old issues. Kelly suggest reviewing the CFC report from the prior year and taking it to the department level meetings would be helpful. The members will also provide the departments with recommendations and observations for the coming year. All of this information will be part of the January CFC report.

Kelly suggested the memos from each group be turned in two weeks after meeting with the departments. The memos should include all observations and recommendations for that department.

ADJOURNMENT

A motion was made by Larry Watson and seconded by Hunter Martiniere to adjourn the meeting. All in favor, motion carried.

Meeting adjourned at 8:14 AM

The next meeting will be held via Zoom on Friday, September 17, 2021



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, September 17, 2021 7:00 a.m.
Via Zoom**

Committee Members in Attendance: Barb Feiner, Kelly Mullholland, Al Rheinneck, Hunter Martiniere, Larry Watson, Matt Biere, Matt Kersting, and Randy Moore.

Committee Members Absent: none

City Employees in Attendance: Chief Administrative Officer Russ Hawes, Mayor Tim Griffin

Staff Liaison: Sandy Stephens, Jennifer Forgy

Jennifer Forgy read the special announcement regarding electronic participation for meetings due to the current public health issues.

Kelly Mullholland opened the meeting noting there were no citizens present at this meeting.

Approval of Minutes

Motion was made by Barb Feiner and seconded by Hunter Martiniere to approve the minutes of the September 10, 2021 meeting. All in favor, motion carried.

Citizen Comments

None

Tim Griffin, Mayor

The Mayor discussed the history of the Citizen's Finance Committee stating it was started to give citizens an opportunity to look more closely at the City's budget. This gives citizens more transparency in what and where the City is spending money on. The Mayor thanked the members for all the time they have dedicated to this process.

Russ Hawes, Chief Administrator

Russ is currently working on shaping the goals for the coming year, stating a lot of the priorities are shaped by Council through discussions with administration at the Strategic Planning Session in July. The City's Strategic Plan is updated every 5 years and this year the plan addresses the priorities of the City and the staff to move the City forward. Some of the goals and action items included in the Strategic Plan are: economic vitality for the City, improve governance and civic engagement, strengthen quality of life, and environmental stewardship. Russ talked about some of the action items under the goals including working on acquiring and retaining quality employees. The City is also looking to move to an electric fleet of vehicles where appropriate as an action plan under environmental stewardship.

The original budget and capital improvement programs were adjusted by close to \$2 million when COVID hit. This helped stabilize the City. Moving forward, the planning and operations of the City remains fiscally conservative and constrained. The items listed above will hopefully produce strong revenue or have a positive impact for the citizens.

The Mayor stated the Performing Arts Center is far exceeding expectations in attracting productions that will only aid in increasing sales in and around the area of Kirkwood. This will in turn help businesses and increase sales taxes which is beneficial to the City. The other item mentioned by the Mayor concerns the streets, with the Transportation Development Sales Tax on the Nov 2nd ballot. If this passes, this will give the City on going funding to make all the streets in Kirkwood safer, which is another positive for the residents.

Hunter Martiniere asked Russ if there were any over laps between what was discussed at the Strategic Planning sessions related to the budget. Hunter wants to make sure that during the meeting with department heads, the Committee members are on the same page with the new initiatives being worked on by the City. In addition to the initiatives cited above, Russ also mentioned the restoration of the Train Station has 2.3 million total monies raised in grants and donations for a 4.6 million project. The Foundation is still working on raising more funds, but the City has not identified where the rest of that money will come from to get the project done. This may have a budgetary impact for the City in FY 2024-2025. Vision Zero may have some expenses and this is part of the Strategic plan as well.

Barb Feiner asked if some of the Vision Zero implementation could be wrapped into the TDD because it relates to streets. Russ did think it was reasonable to have some of the funding from the TDD if it passes to use toward Vision Zero costs because of its relation to improving the streets and sidewalks.

Larry Watson asks about the things that will be done for efficiency sake moving forward, like purchasing the new electric cars, will the cost savings be reflected in the budget accordingly. Russ confirmed that the cost savings would be reflected in the budget year to year.

Russ stated another project the City will be taking on in the near future is a renovation/amplification of the Community Center. The meeting areas, offices, lobby and gym will be redesigned. The project right now is estimated at \$5-6 million. The old theater in the Rec Center will be improved. Areas of the ice rink will be included in the improvements. There are no plans to include a fitness center area in the renovation project.

Russ stated that fiscal and operational stability has been his focus since the beginning of COVID. The City has done a good job in being responsible with spending during this time. The City applied for and received ARPA funds from the government. Those funds will be used for purchasing a new ERP program. This will streamline the financial systems and work flow within the City. The computer aided dispatch system will also be upgraded with this money. This is a \$2.1 million investment. The City has already received \$2.8 million in ARPA funds and \$2.8 million will be coming next year. Kelly asked if the dispatch center would be relocated to a new space or have the current space redesigned. Russ stated there are different options being considered for this project. The City is in the beginning stages of planning and redesigning the dispatch center.

Randy Moore asked if some of the ARPA funding can be used to enhance the City's reserves. Russ stated this is not allowed, but the guidelines state the money can go to reinstate cancelled programs or services due to COVID. This loss was mainly in Recreation

and totaled \$900,000 - \$1.1 million. This amount will go to restarting recreation programs that were cancelled due to COVID. Al Rheinacker asked if the Committee could get a summary of the guidelines of what the ARPA funds can be used for. Russ said he will get that to the members.

Hunter Martiniere asked if the federal funding coming in can only be used for the previous year or can it be used to offset potential losses in the coming year. Russ stated almost all of the monies have already been identified for specific projects. Randy asked Russ to give a percentage of how he thought the City would fair coming out of COVID. Russ stated the City is doing better than expected financially. The revenue streams that were affected by COVID are virtually back to 2019 levels. Some areas have been severely impacted by COVID: the recreation center and KPAC were hit the hardest financially. Kelly asked about the Telecommunications budget line and Russ stated it is virtually going away. Telecommunications has been on a steady decline. Kelly asked about the Use Tax and Wayfair Tax. Russ confirmed the Use Tax is doing very well. Barb mentioned that the Wayfair Tax does not kick in for another 5 years.

ROUND TABLE

Al Rheinacker: Al did not feel there was sufficient follow up from Administration after the CFC report was presented to the Council and Administration. Kelly stated Russ did address the report in the January Council meeting fairly thoroughly. Russ went through each of the recommendations and responded to those in the January Council meeting. Al suggested and Barb concurred that it would be more beneficial for Russ to come to the CFC meeting at the beginning of the summer to address the recommendations to the members directly. Larry also stated it would be helpful to have a meeting with Russ to hear what recommendations the City will do and what they will not do and the reasons behind that. Larry thought this meeting should occur with Russ in February. Kelly suggested to go back to having a spring meeting to revisit the CFC's recommendations with Russ and review any progress that has been made.

Barb Fiener: Barb mentioned that it is obvious Russ and the Mayor want the CFC to stay "in their lane" and have the recommendations be more financial and not operational. Barb stated that some of the operational recommendations do affect finances and those should be fair game. Larry stated that if an operational recommendation directly affects finances it should be brought up in the report.

ADJOURNMENT

A motion was made by Larry Watson and seconded by Barb Feiner to adjourn the meeting. All in favor, motion carried.

Meeting adjourned at 8:25 AM

The next meeting will be held via Zoom on Friday, September 24, 2021



City of Kirkwood
Citizens Finance Committee Minutes (Amended)
Friday, September 24, 2021 7:00 a.m.
Via Zoom

Committee Members in Attendance: Barb Feiner, Kelly Mullholland, Hunter Martiniere, Larry Watson, Matt Biere, Matt Kersting, and Randy Moore.

Committee Members Absent: Al Rheinacker

City Employees in Attendance: Bill Bensing

Staff Liaison: Sandy Stephens, Jennifer Forgy

Jennifer Forgy read the special announcement regarding electronic participation for meetings due to the current public health issues.

Kelly Mullholland opened the meeting noting there were no citizens present at this meeting.

Approval of Minutes

Motion was made by Hunter Martiniere and seconded by Barb Feiner to approve the minutes of the September 17, 2021 meeting. All in favor, motion carried.

Citizen Comments

None

Sanitation Report

Kelly introduced Bill Bensing. Kelly and Randy met with Bill on September 10, 2021 to discuss the FY 22/23 budget. Due to the rate increase last year, the Sanitation Department is coming in with a balanced budget. There have been other initiatives in Sanitation that have helped increase efficiency and reduce costs such as the implementation of rolling carts and the use of the GPS routing system.

Bill Bensing is the Public Services Director overseeing Sanitation, Water, Engineering and Streets. Bill is reporting on Sanitation today.

Landfill usage and costs have increased over the years. The projected increase in costs related to Landfill usage will be \$39.23 per ton for the FY23.

Yard Waste has decreased over the years. The cost of yard waste has been \$8.50/ton for over 10 years but will increase to \$8.75/ton. The pay as you throw program pays for the yard waste pickup program. The cost of the stickers and the bags pays for the disposal pick up.

The recycling decreased in FY 20-21 due to the education program the City had with getting rid of contaminated recycling. The City saw a 7% reduction in recycling overall due to this program. Recycling Revenue vs. Costs, after the market crash the cost to the City to have to pay to have the recycling processed increased starting in 2019. Moving into FY23, the City expects to see a decrease in the operational costs of the Recycling center.

Rate Comparisons of municipalities in the area: Des Peres and Webster Groves both outsource their sanitation pickups allowing those costs to be lower. U. City, which has sanitation in house like Kirkwood, has a large industrial side that subsidizes a lot of the cost. This allows U. City to offer this service at a lower rate to residents. Bill is not recommending any rate increases for FY23. Bill would like to try and keep this rate stable for 2-3 years and watch what the industry and recycling industry does. Any monies made, Bill would like to build up the fund balance. Ideally Bill would like the fund balance to be at \$3 million, which would be the cost of a year's worth of service. Sandy confirmed that it is the City policy for Sanitation to try and maintain one year of operating expenses. \$200,000 is transferred out of the Sanitation Budget yearly to cover street damage from the trash trucks.

Sanitation revenues will be fairly flat moving into FY23. The expectation is to collect about the same amount in revenue as last year.

Sanitation expenses have gone down slightly. This was due to letting go of a full time employee that was directly related to automation. There was hope that a truck would be dropped as well, but that has not proven to be the case yet. A 5% decrease in total expenses is being predicted for FY23. The recycling savings will be reflected in a decrease in contractual services.

Sanitation Capital needed for FY23 includes \$20,000 for replacement of receptacles throughout the year, \$550,000 for two side loaders (trucks), and \$45,500 for the replacement of the skid loader at the recycling center.

New programs started in FY22 include the free bulky waste pickup twice a year, offering of an additional cart for \$15/month and the GPS Routing system. GPS will result in extra efficiency as it relates to call backs for residents who do not get their trash out in time for pickup. The GPS system will also be able to re-route trucks in a more efficient way. The GPS system will also improve communication between the office and the trucks. There is also an icon on the Sanitation website, Recollect. This has a waste wizard feature on it and a calendar feature will be added by the end of the year. This will have the capability to push out reminders to residents of when their trash pickup day is. The Department is working on a better on-line sign up system for the special waste pickups and bulky waste pickups.

Long Term items show the City is moving into the 7th year of the 10 year agreement for Solid Landfill Waste. The rate increase is due on April 1, 2022 and it has typically been 2-2 1/2% annually. Recycling rate increase happens in November and this increase is always 3%. The recycling market continues to improve. The Sanitation department is continually looking to reduce the operating costs in general by looking into the automated scheduling and GPS services.

Kelly asked about one of the recommendations of last year, having the Resident Survey ask more explicit questions about Sanitation. David Weidler confirmed there was a direct question on the survey about the Recycling Depository and its continued operation vs. closure. The rest of the questions remained the same in regards to Sanitation. Bill stated

running the depository in 2021 totaled \$155,000. The question regarding recycling was asking residents about usage. About 20% of residents utilized the depository once a month and about 80% used the depository about ½ that amount. The City decided to phrase the question toward utilization instead of asking if the depository should remain open or closed to avoid getting into more sentimental responses about recycling in general. Bill stated that recycling will never pay for itself and it is more of an environmental issue. This is just a cost the City will always have to incur due to laws in St. Louis County of offering a recycling service to residents.

ROUND TABLE

Kelly quickly went around the “room” and the members commented on how complete the presentation was for Sanitation. Barb, Hunter and Matt all commented on the “extra services” that seem expensive that Sanitation provides, like the call backs for residents who don’t get their trash out on time.

ADJOURNMENT

A motion was made by Barb Feiner and seconded by Hunter Martiniere to adjourn the meeting. All in favor, motion carried.

Meeting adjourned at 8:31 AM

The next meeting will be held via Zoom on Friday, October 1, 2021



City of Kirkwood
Citizens Finance Committee Minutes
Friday, October 1, 2021 7:00 a.m.
Via Zoom

Committee Members in Attendance: Kelly Mullholland, Al Rheinnecker, Hunter Martiniere, Larry Watson, Matt Biere, and Randy Moore.

Committee Members Absent: Barb Feiner, Matt Kersting

City Employees in Attendance: Brian Mullady, Procurement

Staff Liaison: Sandy Stephens, Jennifer Forgy

Jennifer Forgy read the special announcement regarding electronic participation for meetings due to the current public health issues.

Kelly Mullholland opened the meeting noting there were no citizens present at this meeting.

Approval of Minutes

Motion was made by Larry Watson and seconded by Randy Moore to approve the amended minutes of the September 24, 2021 meeting. All in favor, motion carried.

Citizen Comments

None

Procurement Report

Kelly Mullholland welcomes Brian Mullady, Sarah Foan-Oliver and Trace Walls from Procurement and Facilities. Matt Biere stated the last time the CFC met with these departments was in 2018. Matt reviewed some larger projects and staffing changes that have happened or will happen in the coming months/years.

Brian Mullady introduced himself as the Procurement Director who joined the City in April 2021. The main goal of the Procurement Department is to ensure the City is getting the best value for the cost of products and/or services. Facilities main focus is project management and security maintenance. The Warehouse is responsible for inventory management and product compliance as well as new product research. Brian reviewed the personnel changes that have occurred over the past year and the various national memberships and certificates held. David Weidler further explained the Public Purchasing Associations that the City participates in on a state wide and national level.

Brian reported the Department is working on new and updated training processes for staff. The City has moved to an electronic bidding and contract management system, IonWave, with an annual fee of \$12,000/year. The contract management system in the new ERP was

too basic for a lot of the bidding the City is required to do. A big part of project management is the bid and contract specification review to ensure that before the City goes out for bids the information is as accurate as possible.

Procurement has been heavily involved in reviewing what the best ERP system would be for the City. The City will purchase this new system using the ARPA funds from the federal government. The implementation of this system will be at least a 2 year project. The department will be presenting this to council in the very near future.

The new ERP will improve vendor and customer relations allowing the customer to log in and see things from their perspective with options for the vendor to see when they will be getting paid. This new system has better workflow processes enabling the department to move many manual tasks to be done electronically which will reduce processing times and redundancy. The new ERP system will have better data collection and record retention and better tracking of information that will only be beneficial to the City in its efforts to run more efficiently.

The number of formal bids, higher than \$15,000, saw a 72% reduction as spending was suspended for larger projects during COVID. There was a 5% increase on smaller spending projects. Purchase order and invoice volume were both down 25%. Moving into the new FY, things seem to be normalizing.

At the end of FY21, the warehouse had a total of \$341,932 of goods in the warehouse. Currently there are long lead times on necessary items and pricing on some items is very volatile. The volatile pricing and the delays in shipping could affect the cost avoidance and cost savings numbers. While Procurement was not spending as much on the larger projects, there was a lot of time spent on the complexity of research and purchasing items related to COVID in the last fiscal year.

Facilities Report:

Trace Walls presented the report on facilities and buildings. Facilities will be reviewing internal and outsourced services as internal staff reaches a saturation point. About 20% of taking care of the buildings and grounds is done by internal staff and 80% is outsourced. Capital expenses will be controlled as required repairs phase out and planned projects are scheduled. Facilities is focusing on providing internal project management of capital projects which saves the City about 10-15% of the contracted price.

Kelly asked Trace to discuss the project of replacing the roof on the Farmers Market. After facilities looked at the roof it was determined that the only issue was the mold that had collected over the years. Facilities had the roof washed. They will keep an eye on it from year to year to make sure it does not happen again. During COVID, all of the lightbulbs inside and outside of City Hall and the Police Department were replaced with LED bulbs. There will be savings on the electrical side as a result of this switch to LED bulbs.

The future capital for Facilities projects moving forward are the driveway replacement at Firehouse #3. This is where the ladder truck is kept and the weight of this truck moving in and out is deteriorating the driveway. The Police Department building will be assessed for life expectancy and site conditions. The study will also address the need to expand the facility. The building currently is at capacity with regard to rooms and offices. The assessment study and the design and build bids will go out in April 2022 to gather

recommendations on what is possible with the building. Finally Fleet is beginning to replace trucks that are currently aging and this will go on for the next three years. Randy asked if there have been assessment studies for all the City buildings and Trace stated there was one done in 2010. To date, all the recommendations listed in the 2010 study have been met. The most recent assessment done was an ADA study on the buildings. This is done every 6-7 years. Randy feels that a building wide assessment should be a recommendation from the CFC, considering the last one was completed in 2010. David noted that Trace has kept on top of many of the major facility repair costs, like HVAC systems and roofs, etc. on many of our buildings so he does not anticipate a lot of major repairs in the coming years. Kelly mentioned that a need for another assessment study might not be necessary because Facilities keeps on top of major repairs needed. The new ERP system may have a feature as well to track repairs and the need of upcoming repairs in the buildings around the City.

ROUND TABLE

Kelly mentioned that the draft budget is complete and Sandy can get everyone a paper copy. Kelly opens the “room” for the round table discussion asking the members if they have anything further they need to share. Randy asks for clarification on the recommendation process. Larry and Randy agree that a better process might be to log or note the recommendations during the departmental reports so that at the end, those recommendations are in writing and can be used when creating the bigger report produced by the CFC.

ADJOURNMENT

A motion was made by Randy Moore and seconded by Matt Biere to adjourn the meeting. All in favor, motion carried.

Meeting adjourned at 8:20 AM

The next meeting will be held via Zoom on Friday, October 8, 2021



City of Kirkwood
Citizens Finance Committee Minutes (Amended)
Friday, October 8, 2021 7:00 a.m.
Via Zoom

Committee Members in Attendance: Kelly Mullholland, Barb Feiner, Matt Kersting, Al Rheinnecker, Hunter Martiniere, Larry Watson, Matt Biere, and Randy Moore.

Committee Members Absent: none

City Employees in Attendance: Kyle Henke, Director of Parks and Recreation

Staff Liaison: Sandy Stephens, Jennifer Forgy

Jennifer Forgy read the special announcement regarding electronic participation for meetings due to the current public health issues.

Kelly Mullholland opened the meeting noting there were no citizens present at this meeting.

Approval of Minutes

Motion was made by Larry Watson and seconded by Matt Biere to approve the minutes of the October 1, 2021 meeting. All in favor, motion carried.

Citizen Comments

None

Parks and Recreation Report

Kelly welcomes Kyle Henke, the Director of Parks and Recreation. Matt Kersting and Hunter Martiniere met with Kyle. Hunter opened the discussions with comments regarding the Parks and Recreation Department being one of the most integral departments affected by COVID because it is a place where people gather. This Department dealt with a lot of the restrictions that are in place because of COVID. Hunter explained the main focus of the meeting with Parks and Rec was how the dips in the department's funds affect capital for the long haul.

The three main funding sources available to the Parks and Rec department are the ½ cent sales tax, the property taxes collected by St. Louis County and the fees and revenue generated by the Recreation Department. The ½ cent sales tax collected is used for Park Maintenance and Recreation. The fees and revenue from the Recreation Department have been severely affected by COVID. Kyle noted that the operating deficit for the KPAC is lumped into the Parks and Rec operating deficit as a whole. About \$300,000 of the deficit is funded by the 1/2 cent sales tax. The capital budget is driven by what is left over, after all expenses have been paid. This amount goes to the fund balance for planning.

Through 9/2021, the cumulative sales tax collected is \$1,431,003. In 2021 the amount was \$1,267,020 and in 2020 the amount was \$1,292,568.

In the early parts of 2020 the Parks and Rec Department was severely impacted due to restrictions as a result of COVID. There were limitations on gatherings, facility closures, re-opening the facility under new guidelines and learning to work within the restrictive guidelines to keep visitors and employees safe. Presently there is no restrictions on group sizes, all facilities are open and there is a mask mandate in place. Most of the programs can operate but the reliance is on the patrons comfort level and being in indoor spaces.

Kyle reviews the Recreation revenue from FY2016 through FY2022 showing revenue, expenses and net (deficit). The operating deficit is typically around the \$250,000 - \$300,000 mark. In FY2021, at the beginning of COVID, expenses were cut back as much as possible but the revenue was not coming in. This brought the deficit closer to \$1,000,000. FY2022 shows the operating budget more in line with what it has been in years past.

The revenue sources for the Department are the Community Center, Aquatic Center, programs, Greentree, Ice Rink, camps, tennis and 4th of July events. From FY2016-2020 everything was moving at a steady or increasing pace. FY2021 shows massive decline in all revenue sources from COVID. To date, the revenue sources have rebounded back to normal with an increase in revenue from the Aquatic Center making about \$470,000 in profit this year.

Hunter clarifies that the two biggest revenue generators for the Department, the Aquatic Center and the Ice Rink, are also the two biggest capital expenditures. Kyle stated that within the last 5 years the pool has been a large expenditure due to its age (22 years old) and that it is outside. The Ice Rink will have capital expenditures that are expected to be addressed in the future and this will be expensive. The revenue from the Ice Rink comes from hockey team rental and daily patron use. There will be a price increase for use during some of the "prime ice times" as a result of last year's recommendations from the CFC.

Moving into explaining the fund balance, Kyle presents graphs showing the fund balance as it relates to capital projects, transfers to other funds and changes in the fund balance over the next 5 years. Kyle states the Ice Rink will have a major capital expense in the coming years as the chillers will need to be replaced. This is projected to cost around \$1.8 million. R22, the Freon used to keep the ice frozen has been banned due to greenhouse gas emissions and the cost has gone up from \$1 a pound to \$50. The chillers will be replaced with something more environmentally friendly.

The graphs presented show three different scenarios: actual, major unexpected capital expenses and major unexpected capital expenses with major planned expense. The graphs show that if possible unexpected capital expenses should happen, the repair of the ice rink would need to be pushed off.

The Parks and Rec Department budgets around \$75,000 - \$80,000 per year for painting of the pool and other repairs. The Ice Rink also has yearly projects that are budgeted and that amount will vary depending on the project.

Randy asks if a pool cover would extend the life of the coating in the pool. Kyle stated pool coverings for commercial pools do not extend the life of the pool because of the size of the pools. The power outages have caused Freon to leak at the Ice Rink and Kyle is looking

into buying a generator to avoid this in the future. Wallace mentioned there is a delay on outfitting the Ice Rink with a generator until it is decided what the City will do about renovations to the Community Center as a whole.

Sandy stated that the desired balance in the Parks and Rec fund balance would be 25% of the capital improvement revenue, according to the recommendations of the CFC report. The fund is usually well above this amount. This is given the fact that the sales tax money that is generated stays consistent. If the sales tax money starts to go down for various reasons out of anyone's control, it could cause problems for the rest of the fund. Another issue would be if a major problem caused the pool or ice rink to close, as they are the biggest revenue generating venues in Parks and Rec, which would be a big hit to the budget as well. Kyle is looking at ways to generate more revenue with the things that are already in place to offset the deficit brought by the Recreation Department/COVID. Adding in the debt from the Kirkwood Performing Arts Center (KPAC) to the Parks and Rec budget is why this is even a bigger concern.

Even in the worst case scenario where capital projects and repairs are at the highest level, the fund balance is still able to maintain the 25% suggested by the CFC. Any KPAC repairs or capital expenditures will have to be added to the Parks and Rec departments' budget. The projected revenues with adding KPAC will stay at around 80% for a couple of years until KPAC starts paying for itself.

Randy asked about how long the chillers would be expected to last if they were not replaced in FY2026 as indicated. Kyle stated the experts think the chillers could last another 10 years and so planning this replacement out now is necessary. When it is time to replace the chillers, the Ice Rink could potentially be down for the whole season and would result in lost revenue. It is hard to guess what kind of revenue will be generated from KPAC because there are still so many restrictions that the City is still not able to use the facility to its fullest potential. It would not be a good idea to renovate the Community Center and the Ice Rink at the same time.

Randy asked about a facilities survey being done so that capital expenditures could be estimated out over the years. Kyle reported a survey was done on the Community Center about 7 years ago, but he thinks it is a necessary tool when planning for the long run.

Larry asked a question on the Infrastructure of the pool and what repairs have been made. Kyle reported a whole host of things have been repaired including pumps, motors, underground pipes, computer systems, chemical feeding systems, etc. A lot of the cost of these recent repairs were paid for through a grant from STL County. The Parks and Rec department applies for this grant from STL County every other year. The maximum amount of this grant is about \$525,000. This amount is built into the budget as a revenue source and appears in the budget for next year. Kyle will apply for the grant in hopes of replacing the aquatic playground in the kiddy pool. One of the concerns Kyle has with the pool is that nothing has ever been added in the 22 years it has been available to the citizens of Kirkwood. Also the general life span of a pool is 30-35 years, so the pool is getting closer to aging out.

Members of the CFC commend Kyle on all of his hard work and efforts during the past two years.

ROUND TABLE

Randy commented on the complexity of the Parks and Rec budget planning. He encourages the idea of getting some kind of facilities assessment done for planning purposes. Sandy said a facilities assessment would be paid for from the Park Improvement Fund. David Weidler agreed the department is due for a full facilities assessment but they have been taking care of some repair issues with regard to the pool. David guessed that the cost of this kind of assessment would be around \$30,000-\$60,000.

Hunter stated that he thinks the fund is fairly healthy. One thing to keep in mind would be if the revenue streams slow down or dip, the repairs and maintenance will not stop. This is something to keep an eye on. Hunter does feel the fund in general is very healthy but notes there are a lot of elements in play.

Matt Biere asked if the City of Glendale and Oakland have been approached about helping with the cost of major renovations or updates with the pool since both of those communities use the pool. Wallace points out that both of the cities have a fee agreement that they pay for use of the pool. This was established based on the overall operation costs of the pool. Randy asked if there was an escalation clause for the fee and Wallace stated he does not recall. Sandy stated that the cities are billed annually for maintenance. The fees collected go into the capital improvement funds for Parks and Rec. Hunter said that Glendale pays \$46,000 in fees and Oakland pays \$12,000 in fees. Randy suggests reviewing the terms of the agreements with Oakland and Glendale and possibly including that into the recommendations from CFC.

Matt Kersting stated that the improvements for the Community Center are estimated to cost \$4 million and this amount will be coming out of the Park Capital Improvement fund. The Park Capital Improvement fund balance is at about \$6 million right now.

ADJOURNMENT

A motion was made by Randy Moore and seconded by Matt Biere to adjourn the meeting. All in favor, motion carried.

Meeting adjourned at 8:20 AM

The next meeting will be held via Zoom on Friday, October 15, 2021



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, October 15, 2021 7:00 a.m.
Via Zoom**

Committee Members in Attendance: Kelly Mullholland, Barb Feiner, Matt Kersting, Al Rheinnecker, Hunter Martiniere, Larry Watson, and Randy Moore.

Committee Members Absent: Matt Biere

City Employees in Attendance: Jonathan Raiche, Planning and Development and Jennifer Forgy, Revenue Fund Balance

Staff Liaison: Sandy Stephens, Jennifer Forgy

Jennifer Forgy read the special announcement regarding electronic participation for meetings due to the current public health issues.

Kelly Mullholland opened the meeting noting there were no citizens present at this meeting.

Approval of Minutes

Larry noticed a possible typo in the minutes from the October 8th meeting. Kelly also noticed some changes that needed to be made. These changes will be made and the approval of the minutes is tabled until the next meeting.

Citizen Comments

None

Jonathan Raiche – Director Planning and Development Services

Hunter and Kelly both met with Jonathan Raiche. Kelly explained that this Department was originally under Bill Bensing’s purview but is now separate with Jonathan overseeing the Planning and Development Services Department (P&DS).

Jonathan was promoted into his new position as Planning and Development Director in April 2020. In FY21 Jonathan reported to Bill Bensing and for FY22 Jonathan reports to Russ Hawes. A planning position was added in FY22. There is a 79% increase in contractual services in the FY23 requested budget due to a planning housing study requested by Council which will be conducted in FY23. The 30% increase in commodities is a result of budgeting for the purchase of four iPads for the inspectors. This will allow the inspectors to use the new ERP system when they are out in the field. The 46% increase in interdepartmental charges is a result of fleet and fuel charges.

It was noted that with the increase in Planning and Development personnel services from FY21 to FY22 there was a decrease in the budget equal to a similar amount in the

Engineering Division.

P&DS Capital expenses includes one vehicle for the Department that would be used by all three planners for FY23 and another vehicle for FY25. The cost estimate is a bit higher due to the City wanting to replace the fleet with electric vehicles.

One of the revenue funds in the Department is the sewer lateral program. Currently the assessed fee is \$28 per residential property. This results in around \$270,000/year and with an average \$2,700 repair cost allows for 100 repairs. The fees collected can be increased up to \$50, but any increase would require a vote by the citizens. The fund balance is currently at \$500,000 and given the average cost of a repair, 185 additional repairs could be made if needed. The Department will keep an eye on this in the event that repairs cost more down the road, but currently this is a comfortable position. Hunter stated there is nothing that precludes a resident from tapping the fund twice if they have more than one break in the line.

The P&DS Department looks at the Cost Recovery Rate comparing revenues against expenditures. Jonathan said the Department does comparisons with other communities and is confident that the City's fees are comparable and reasonable to other communities in the surrounding area.

The number of permits issued over the years is roughly 4,000 with the highest amount in 2018 being almost 4,500. These numbers have stayed consistent over the past 5 years.

Jonathan reviewed a chart showing the total value of construction from permits. The chart separates the value between commercial and residential construction. FY17 and FY19 were big commercial construction years. FY19 showed about \$27 million in new construction, but \$25 million of that was for the KPAC.

The number of inspections remained fairly consistent over a 5 year period. Inspections are divided into re-occupancy and construction inspections. The re-occupancy inspections remain consistent from year to year. One construction permit can generate numerous inspections. The City employs three full time and one part time inspector.

Jennifer Forgy – Revenue Funds Review

Kelly introduced Jen stating that she and Hunter met with Sandy and Jen. The City has an array of revenue sources and the outlook for this year is positive. In the past, the CFC has made recommendations on what the level of the fund balances should be and that they should be reviewed on an annual basis.

The general fund is the chief operating fund of the City. The general fund revenue sources include: property tax, sales tax, gross receipt tax, franchise fees, motor vehicle tax (restricted fund used for street maintenance), county road and bridges (restricted fund used for maintenance and infrastructure) and county public safety (Prop P).

Additional revenue sources include licenses and permits, intergovernmental, charges for services, other revenues, and other financing sources. The contract fees for providing public safety services (police and fire dispatching, etc.) to Glendale, Des Peres, and Oakland fall into the intergovernmental revenue. The CARES money is also in the intergovernmental fund. A 5 year comparison show that most of the revenue line items remain fairly steady. The general sales tax continues to grow and COVID did not seem to

affect this growth. Wayfair tax has not been fully implemented and when it is the City will receive the money directly from the State. Some of the tradeoffs of Wayfair will be the reduction of franchise fees over a 5-year period with the final rate being at 2.5% and losing the shared utility agreement. The formula for distribution of Wayfair is related to the geographic sales tax. Kirkwood's current sales tax is 2.5%.

The ambulance fees did go down during COVID due to a decrease in patient transportation to the hospital. These fees are expected to rise in the future due to the increase in coverage area the City will be providing.

The cash balance is the money the City has on hand and the fund balance is the difference between the assets and liabilities in the governmental fund. A 5-year comparison of the cash balance vs. the fund balance shows a bit of a dip in 2018 due to the loan for the KPAC.

The City has five special revenue funds: the park fund, the special business district fund, the Police and Fire property tax pension fund, equitable sharing fund and the sewer lateral fund. The Police and Fire fund is funded by the property tax. In the current fiscal year, \$240,000 Prop P funds will be transferred to help stabilize the account. The sewer lateral fund is holding steady with the fees collected for this program. The capital improvement fund showed a dip in FY21 due to a project with MO Dot where the City was required to give a portion of the payment upfront. The parks capital improvement fund for FY21 is \$6.3 million. \$4.9 million of this is dedicated to improvements at the Community Center.

ROUND TABLE

Larry presented another way to think about the lateral sewer line program as it relates to how long a resident has owned the property. Larry would like to have a clear understanding of what the CARE and the ARPA dollars are and how they are used. The CFC would like to have a clear understanding of Wayfair when that comes.

Hunter asked where, in the graphs relating to the funds, is the amount made up for the losses in the Parks Department. Sandy clarifies that this amount is reflected in the "transfer to other funds" line.

Randy stated he is not sure where the percentages are coming from for fund balance targets, is there a formula that is used? Randy advocates for a clear survey on the City's assets, where they are in their service life, and what the costs of repairs will be down the road. By doing this, one can have a more reliable financial forecast moving forward. This would mean coming up with formulas that would tighten the fund ranges. Sandy suggested to reach out to Matt Biere as he was part of the original subcommittee that calculated the fund balances. Randy also asked about the transfers of money to other Departments and the impact on the fund balances. Randy would like to research the transfer of funds, if there are changes to the amount transferred year after year and how this affects the fund balance percentages. The transfer of funds are done for different reasons depending on the Department. Every transfer of funds serves different purposes across the board.

Matt Kersting spoke to the expansion of the dispatch services from the Police Department to other municipalities. He would like to get a better sense of what the revenue is associated with those contracts. This would help to get a better understanding of the net impact of providing these services compared to the revenue generated. Sandy mentioned this is

outlined in the statement of activities that is generated every year for the Departments.

Kelly suggested that when the report is drafted, under the observation portion there should be a separate section that outlines the COVID monies, where they went and what the impact was or will be.

Sandy makes a correction regarding the Water Fund in that they do not always operate at a loss. Last year the Water Department had a positive change of \$220,000 after transfers and this past year they had a positive change of \$601,000. The Water Department budgets on the cash basis while the financial statements are on the full accrual basis.

ADJOURNMENT

A motion was made by Barb Feiner and seconded by Hunter Martiniere to adjourn the meeting. All in favor, motion carried.

Meeting adjourned at 8:30 AM

The next meeting will be held via Zoom on Friday, October 22, 2021



City of Kirkwood
Citizens Finance Committee Minutes (Amended)
Friday, October 22, 2021 7:00 a.m.
Via Zoom

Committee Members in Attendance: Kelly Mullholland, Barb Feiner, Matt Kersting, Al Rheinacker, Hunter Martiniere, Larry Watson, Matt Biere.

Committee Members Absent: Randy Moore

City Employees in Attendance: Chief James Silvernail, Assistant Chief Brian Zaitz and Deputy Chief David Smith of the Fire Department

Staff Liaison: Sandy Stephens, Jennifer Forgy

Jennifer Forgy read the special announcement regarding electronic participation for meetings due to the current public health issues.

Kelly Mullholland opened the meeting noting there were no citizens present at this meeting.

Approval of Minutes

Motion was made by Larry Watson and seconded by Al Rheinacker to approve the amended minutes of the October 8, 2021 meeting. All in favor, motion carried.

Motion was made by Barb Feiner and seconded by Hunter Martiniere to approve the minutes of the October 15, 2021 meeting. All in favor, motion carried.

Citizen Comments

None

James Silvernail – Fire Department

Larry and Al met with the Fire Department. The Department provides services to Glendale and Kirkwood.

The Fire Department handles fire suppression and prevention. Other areas of responsibility include specialized rescue services, EMS Ambulance Transportation and hazardous material emergency response. The Department handles anything the City deems an emergency. All employees of the Fire Department are firefighter paramedics.

When responding to a structural fire, 2200 square foot home, the team consists of 17 fire fighters. This is a national standard. Even though Kirkwood is a three station Department, they rely on neighboring Fire Departments for support. The Department gives more mutual aid than they receive. This is due to the size of the Kirkwood Fire Department. Every Fire Department gives mutual aid to others when they can. There is no financial award to those Departments who give more aid than others. The level of mutual aid varies year to year.

The Department has three station houses strategically placed around Kirkwood. The fire houses operate in 3 shifts with 15 people on at a time. The Department has 3 ambulances, 2 engine trucks and 1 ladder truck. All vehicles are ALS (advanced life support) equipped. If at any time the staffing numbers fall below 15 the Department is required to utilize overtime. There are 55 total personnel.

The Department's overtime budget is \$250,000. Two years ago the Department spent over \$500,000 in overtime due to staffing shortages. One of the recommendations made by the CFC, reducing the hiring process down from 15 weeks to 5 weeks, has made a difference in keeping the overtime costs more in line with the budget. The addition of another firefighter has also helped in keeping overtime costs down. In hiring, the Department will start looking for new employees as soon as they are aware someone is leaving and will keep a running list of potential candidates to contact when needed. This has helped reduce the hiring process to 5 weeks. The Department has lost about 20% of their personnel in the last 5 years to other Fire Districts.

In 2020/2021, there were a total of 4,584 calls, 35% fire related and 65% EMS calls. This is not a typical year due to COVID so it is difficult to compare stats to this year. Of the total number of calls, about 7.9% are false alarms. The Chief feels this number is still pretty low and it is not worth charging the residents for these types of calls.

Personnel costs have increased 2.2% from FY2022 Budget to FY2023 Requested due to raises, benefits, etc. Contractual services have increased 23.4%. Contractual services include everything the Department has to pay for throughout the year: medical oxygen, memberships fees, etc. The fees to participate in the GEMT (Ground Emergency Medical Transport) program have increased 147% over this last year, and the return in revenue to the City has increased 157% from federally shared funds.

Contractual fees are expected to increase moving into next year. Commodities increased 11% due to building repairs and grounds maintenance. The capital outlay expense has increased 463% and this includes health and fitness equipment, office furniture, etc. A lot of these costs were delayed due to COVID. Inter-departmental changes increased 35.5%. The biggest factor was the Fleet services. Last year Fleet services was \$119,000 and this year it is \$201,000. The equipment is getting older requiring more maintenance costs. The Chief points out that while the Department is saving on the capital side that results in increased expenditures on the operational side.

The Department has a lot of upcoming capital needs. If the capital needs are not met, there will be more expenses in maintenance and repair. Two purchases of new vehicles were delayed due to COVID, one being an ambulance. An ambulance can cost over \$335,000. The Chief has requested a mini pumper in an effort to take mileage off the ladder truck. The replacement of the tower ladder will cost approximately \$1.6 million. This has not entered the capital yet, but will need to soon as it is starting to have a lot of maintenance issues. The Department hopes that the mini-pumper will take about 60% of the service off the tower ladder truck. Other expenditures include a rescue pumper next year and another ambulance. A question about purchasing show room model trucks as a cheaper option was asked. The Chief indicated show room models can't be customized to get the truck you want. Brian pointed out that the ladder truck has been out of service 75 days this year and has had maintenance repairs costing almost \$89,000 over the last three years.

The contract with the City of Glendale has been very successful. Kirkwood took over the

management of Glendale's fire house in exchange for \$67,000/yr. The other portion of the contract is the ambulance transport which translates into about 300 more calls a year. To date there have been 152 calls translating into \$170,234 billable fees. Taking out the contract allowances of \$55,000 brings the net charges down to \$115,000. Forecasting out for the remainder of the year, Deputy Chief Smith anticipates Kirkwood will receive \$141,000 from the contract with Glendale for EMS runs. This exceeds the original estimate of \$80,000 from the contract. The contract with Glendale also includes dispatch services (Warson Woods is included in dispatch) which amount to about \$83,000 annually. Capital improvements on the rolling stock is built into the price of the contract – it is taken into consideration.

Since 2003 Kirkwood has collected \$13 million in ambulance fees. This year the fees fell 15% due to COVID. 3.3% less people went to the hospital during COVID and this is what caused the decrease in revenue. The Department has also saved money in disposal supplies using the "just in time" ordering system. The Department also joined a purchasing co-op. The money saved from the co-op is used to pay for the narcotic monitoring system that is required by the DEA and State of Missouri. The Department was one of the first in the country to receive supplies from the Strategic National Stock Pile. This allowed the Department to build up supplies and use them through the COVID period until stock and delivery returned to normal.

CARES money can only be used for the delivery of care or coordination of care for things that are already in the budget. In 2020 the Department received \$24,000 in CARES money. \$16,900 of that amount was used for PPE and telecommunication demands.

Council has approved the purchase of the initial Attack Apparatus (mini-pumper) pursuant to the approval of the FY22/23 budget and the mini-pumper has been ordered. The ordering and delivery will take 20 months so the purchase price will be on next year's budget. The Department is constantly looking at the capital asset plan, the mini pumper will help keep costs down, the ladder tower does need to be replaced, the command structure continues to be analyzed and the new computer aided dispatch system that is part of the police budget but does touch the fire Department as well. COVID did not affect the Department in regards to personnel and maintaining the 15 person a shift.

ROUND TABLE

Kelly mentioned some administrative issues: Starting Nov 5th the meetings will be in person. Masks will have to be worn. Staying to the 8:15 ending time will be important when meeting in person. Kelly will start to circulate the master draft next week. As members are meeting with the Departments remember to look at recommendations from last year and get a sense of how COVID has impacted the departments or other efficiencies gained.

ADJOURNMENT

A motion was made by Larry Watson and seconded by Al Rheinneker to adjourn the meeting. All in favor, motion carried.

Meeting adjourned at 8:20 AM

The next meeting will be held via Zoom on Friday, October 29, 2021



City of Kirkwood
Citizens Finance Committee Minutes
Friday, October 29, 2021 7:00 a.m.
Via Zoom

Committee Members in Attendance: Kelly Mullholland, Barb Feiner, Matt Kersting, Larry Watson, Matt Biere, Randy Moore.

Committee Members Absent: Hunter Martiniere, Al Rheinacker

City Employees in Attendance: Bill Bensing, Water Department

Staff Liaison: Sandy Stephens, Jennifer Forgy

Jennifer Forgy read the special announcement regarding electronic participation for meetings due to the current public health issues.

Kelly Mullholland opened the meeting noting there were no citizens present at this meeting.

Approval of Minutes

Motion was made by Matt Biere and seconded by Barb Feiner to approve the amended minutes of the October 22, 2021 meeting subject to changing the fiscal years in regards to the increase in personnel costs of 2.2%. All in favor, motion carried.

Citizen Comments

None

Bill Bensing – Water Department

Randy and Barb met with Bill to discuss Water. Barb mentioned the Department still has some of the same issues it has had for a while, specifically the slow pace of water main replacements and not much improvement in unaccounted for water. FY2020 and FY2021 both showed a positive net result, both the FY2022 and FY2023 projected budgets both present a loss.

Bill started the presentation reviewing the water main replacements. In FY2022, the Water Department will have replaced 4,387 lineal feet. In FY2021, 2,800 linear feet were replaced. In FY2023, the Water Department is proposing to replace 4,058 linear feet. The Water Department is lagging in the goal of 1% but other things factor into this such as funding and availability of materials. Bill feels as long as the City reaches the industry average of .5%, the Department is doing well. Randy suggests taking an asset management approach to reaching these goals. If the Department does not stay ahead of the goal, then maintenance plays a role in operational expense with main breaks maintenance.

Water main breaks and leaks in FY2021 totaled 133, which is about 96 breaks per 100 mile of pipe. The Water Departments primary job is chasing leaks and water main breaks.

Unaccounted water has two aspects to it: apparent loss and real loss. Apparent loss is

shown on the accounting side and how the City is recording it and the real loss is from water main breaks, flushing, etc. The City always runs relatively high in real loss, 20-25% range. The financial loss from unaccounted water is \$271,000 annually. Bill plans to do an AWWA water audit next year. This will give a better idea of what the Department can improve on and see the difference between apparent and real loss more clearly. Randy stated that the percentage of unaccounted water in the City is on the high side of the industry standards. This is an indication of the age of the system within the City. The Department performed a thermography survey of the system several years ago and found a high number of smaller leaks throughout as opposed to a couple of substantial breaks or leaks.

In reviewing the Water budget, there is a 3% increase this year for the water rate. The revenue budget is fairly flat. The 3% increase in water rate brings in about \$100,000 of Water Revenue. Bill uses a three year rolling average when predicting the Water Revenue and anticipated water usage for the next year.

In operational expenses, the personnel services will only increase 1.81%. The total full-time employees is 18.34, with 15 employees solely assigned to the Water Department. Contractual services includes the purchase of the water and the repairs to the streets from the leaks and breaks. Commodities includes the daily operating costs for running the Department. A large portion of this is the cost to purchase pipe to repair breaks and leaks. Capital is down a little but fluctuates year to year based on how much of a project is carried over to the next year. Interdepartmental costs are up due to the cost of maintenance on vehicles and this changes every year. The operational budget shows a -2% change comparing FY2022 Budget and FY2023 Requested.

Water and streets try to coordinate their projects but it is very difficult. Street works faster than Water can. Sometimes coordination does work, but most often it is difficult to do. At \$1 million dollars, the Street Department can repair more miles of street than the water can in replacing water pipes. When projects are done together, the contractual expense can usually be reduced by about 20%.

Grants and things of that nature are not available to Water projects compared to other projects like street repair, etc. Most of the operational expense related to Water is solely on the Department. If there is an increase in operational costs, that amount directly affects the rates the customers pay. The City tries to keep rates in line with Missouri American Water. Water will likely not receive any relief funding the City received from the Federal Government related to pandemic.

The City has hired 120 Water to help in assessing the lead service line inventory. This study should be completed in about 6-8 months giving the City a better idea of where there are lead service lines and what the impact is on the system. Depending on how the City decides to address this lead service pipe issue, there may be funds or grants available from the Federal Government to help with this project. Even galvanized service lines are considered lead and the City has some of those in the system as well.

The Water capital plan shows last year the Department hit \$1 million in water main replacements. The number is going back up to \$1.5 million because that is the estimate on the replacement cost for the Orchard project. Operational improvements includes the water audit and the leak repair project, which is ongoing. Vehicle replacements include the addition of a mini excavator and a service truck replacement.

The Water Department's net position continues to go up with the purchase of assets. But, as the net position goes up with the purchasing of assets, the cash balance goes down. The cash balance was \$6.9 million in FY2018 and in FY2021 it went down to \$5.4 million. The cash balance is projected to go down about \$450,000 at the end of FY2022 and FY2023. This is a result of the transfer of funds to other departments and the capital. Over the last 10 years the Water Department has transferred almost \$5.1 million dollars to the Streets Department. Regardless of this transfer of funds, the Water Department is still seeing a decline in the cash balance over the years.

There is a 3% rate increase. Based on a standard household of 11 CCF, the proposed number for the residents will be \$59.46 and the rate for Missouri American Water will be \$58.56. Last year Missouri American Water made some rate adjustments and got rid of their infrastructure fee. For the first time in a long time the City rate will be \$.90 higher than Missouri American Water. Comparing the City's water distribution costs to Missouri American Water is not an ideal comparison as the City only pays for distribution and Missouri American Water pays for distribution and treatment. Randy mentioned this is why it is important to stay focused on what the City pays for water. Moving forward, Bill feels that these three percent increases will not be enough to keep up with the cost of running the Water Department and a larger rate increase will be needed. Matt Kersting mentioned that the bonds should be paid off in 7-8 years (Sandy confirmed bonds would be paid off between 2029 & 2030) and that would allow the Water Department to recoup \$1 million a year. Randy feels the Department may need to float additional bonds to keep up with the capital needs of the Department. The State revolving fund money, as it pertains to water needs, is not an option for Kirkwood and it is meant for the smaller rural communities that are strapped financially.

Bill stated the tanks and towers the Water Department has are on a 15 year maintenance cycle. While the tanks should be good for another 3 years, they will start to need maintenance work like painting and bringing the tanks up to industry standard which will be another expense hitting the budget down the road. By doing the asset evaluation it allows the Department to know the shelf life of the equipment and what repairs will be needed down the road, in turn helping to predict what the rate increases should be.

ROUND TABLE

Kelly mentioned some administrative issues: Starting Nov 5th the meetings will be in person. Masks must be worn. Sticking to the 8:15am ending time will be important when meeting in person. Kelly will continue to circulate the master draft as sections are added. As members are meeting with the Departments remember to look at recommendations from last year and get a sense of how COVID has impacted the departments or other efficiencies gained.

Randy inquired about whether the City has thought about a cybersecurity risk assessment.

ADJOURNMENT

A motion was made by Randy Moore and seconded by Barb Feiner to adjourn the meeting. All in favor, motion carried.

Meeting adjourned at 8:20 AM

The next meeting will be held at City Hall on Friday, November 5, 2021



**City of Kirkwood
Citizens Finance Committee Minutes (Amended)
Friday, November 5, 2021 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Kelly Mullholland, Barb Feiner, Matt Kersting, Al Rheinacker, Hunter Martiniere, Larry Watson, Matt Biere.

Committee Members Absent: Randy Moore

City Employees in Attendance: Chief Brian Murphy, Police Department

Staff Liaison: Sandy Stephens, Jennifer Forgy

Kelly Mullholland opened the meeting noting there were no citizens present at this meeting.

Approval of Minutes

Kelly points out the clarification from the minutes of the Fire Department have been corrected. A motion was made by Barb Feiner and seconded by Larry Watson to approve the minutes of the October 29, 2021 meeting. All in favor, motion carried.

Citizen Comments

None

Brian Murphy – Police Department

Barb Feiner and Matt Kersting met with Police Chief, Brian Murphy, to discuss the Police Department. Matt stated The Police Department employs 94 employees with an over \$9.5 million budget. A part-time employee has been hired to maintain and management the CALEA program and accreditation. The department manages dispatch for other municipalities. There have been some staffing allocations from a few years ago that have been implemented that has helped reduce overtime expenses. Compensation issues have resulted in higher turnover within the department.

Barb added that overtime is expected to be up this year in the area of the dispatchers. There is a shortage of dispatchers within the department.

Chief Murphy stated that the Police Department is a full service department, meaning everything from a simple property complaint to a full murder case is handled within the department. The Police Department consists of 94 employees, 61 are Police Officers, and there are two open positions due to retirement. Dispatch handles about 25,000 calls a year and the Police handles close to 50,000 contacts a year. The department usually only receives complaints in the single digits within a year. The department has a good group of officers, Kirkwood is a good place to work and the compensation is competitive compared to other municipalities. As other communities begin to increase their salary grades Kirkwood will be forced to increase theirs.

The Police Department has hired nine dispatchers within the past year, three added because of additional contracts. The others were replacements for ones that have left. Kirkwood loses dispatchers due to other municipalities having LAGERS, the pay is generally the same, and the dispatchers are required to do less because they only handle police calls. Kirkwood dispatchers handle police, fire and EMT calls and it is a lot more difficult. Kirkwood will not be taking on any more municipalities due to low staffing of dispatchers and the facility is not equipped to expand the dispatch area at this time. David Weidler stated the City is currently evaluating the pay scale and compensation for the dispatchers. The Electric Director has implemented some maps online to reduce the Electric calls through dispatch when there are storms. The lack of dispatchers does affect service according to the Chief because the department is unable to provide top quality service.

In regards to the Equitable Sharing Fund, this money cannot be used for pay increases. The Chief stated the money is getting more and more restrictive in what it can be used for. It is basically limited to equipment. For example, the drone was purchased with this money and is also used by the Electric Department. Oakland offers money above their contract payment to purchase needed equipment.

David Weidler stated the City is evaluating what the options are for expanding dispatch. There are currently four dispatch stations. The Chief has concerns about growing the dispatch center related to giving the residents quality service. As long as Kirkwood continues providing exceptional service consistent with its reputation, the Chief feels there is room for a lot of growth in the dispatch unit.

The part-time CALEA position is working out extremely well. The employee who took this position is a retired police officer and is well respected by officers in the department. State Law requires maintaining CALEA or another accreditation. This position also handles grants for the department. This position could morph into a full-time position but it would have to be justified and the department is not there yet. The Chief feels it is important to work to maintain CALEA, but if necessary, there are lesser accreditations that can be achieved.

The Chief talked about Flock cameras and their effectiveness. The City will be testing out the system and Lowe's has agreed to pay the subscription fee for one year and the first three cameras (\$8,200 value). It is a good tool to have. The decision to add more will depend on the success with this initial test.

A member of the committee asked about a succession plan in the Police Department. Chief Murphy has had numerous conversations with Russ Hawes regarding this subject. The Chief will continue the dialog with Russ regarding individuals he believes are qualified to lead the department when the time comes. Chief Murphy continues to instill cross training within the Police Department.

Round Table

A discussion was held regarding the future of the dispatch department and whether it should stay under the Police Department or a separate department should be created still under the management of the City.

Adjournment

A motion was made by Hunter Martiniere and seconded by Al Rheinnecker to adjourn the meeting. All in favor, motion carried.

Meeting adjourned at 8:25 AM

The next meeting will be held at City Hall on Friday, November 12th, 2021



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, November 12, 2021 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Kelly Mullholland, Barb Feiner, Matt Kersting, Al Rheinacker, Hunter Martiniere, Larry Watson, Matt Biere

Committee Members Absent: Randy Moore

City Employees in Attendance: Bill Bensing, Public Service Director

Staff Liaison: Sandy Stephens, Jennifer Forgy

Kelly Mullholland opened the meeting.

Approval of Minutes

Kelly noted some incorrect names listed in the first paragraph of the Nov. 5th meeting minutes. A motion was made by Barb Feiner and seconded by Larry Watson to approve the minutes of the November 5, 2021 meeting subject to those corrections. All in favor, motion carried.

Citizen Comments

None

Bill Bensing – Engineering and Streets

Matt Biere and Al Rheinacker met with Bill to discuss Engineering and Streets.

Engineering: The personnel services in the Engineering Department has increased 4% which is mostly due to the projected salary increase. FY2022 and FY2023 show the separation of the Planning and Zoning salaries being taken out of the Engineering budget. The separation of the Planning and Zoning Department from the Engineering Department was necessary to better address the needs of planning within the City of Kirkwood.

The contractual services, commodities and capital outlay show slight to no change for FY2023. The decrease in Interdepartmental Charges is due to vehicle maintenance from Fleet Services.

Bill discussed the Federal Aid Projects and the different stages for each project. The E. Essex Ave improvements project is a joint sidewalk project with the City of Glendale. The Train Station restoration project has picked a project manager that needs to be approved by the Council before the project will start. Supplementing the cost of the Train Station project includes a \$1.5 million dollar grant from the Federal Government as well as donations from the Train Station foundation. The total cost of the project is \$3,107,498.

Grants are awarded from a multitude of factors, one being street preservation. Because Kirkwood streets are in such poor condition, Kirkwood is able to get larger grants based on the preservation of the streets. Once the streets get better, Kirkwood will likely not qualify for Preservation Grants. Kirkwood also applies for Tap Grants and Active Transportation Grants for projects. The labor intensive part of grants is in the management of the grant which Kirkwood handles in-house. Bill stated that Kirkwood really only applies for larger public grants because of the needs of the projects. The grants are reimbursement grants, meaning Kirkwood pays upfront and then is reimbursed up to 80% by the grant.

The Capital Infrastructure programs remain standard from years past. One new project is the Clay Ave. Bridge renovations. There has not been any work on this bridge since it was constructed in 1988. All of the work will be maintenance in an effort to extend the life of the bridge. The \$1.8 million in the Street Restoration project is the cost to maintain the streets that don't qualify for grant money. If the TDD would have passed, the monies generated for the street restoration program would be closer to \$5.2 million. This amount would have more than paid for the projects that are done to maintain the streets on a yearly basis.

Bill and the committee members discussed the cost of asphalt vs. concrete. Kirkwood has steadily decreased concrete street replacement over the last 5 years and increased asphalt street preservation. In regards to pavement restoration, the PCI (pavement condition index) initially was rated 63.8. Through the work that has been done throughout the city, the current PCI for the city is 74.1. The goal is to increase the PCI and get to 100 for all the streets. A more realistic goal would be for the city to reach a PCI in the 80's. When a street is repaired, the PCI is 100 and starts depreciating immediately. After two years, the PCI is likely to have fallen at least 2 points if no work has been done year over year.

Streets: The Street Department is only set up to do small maintenance and patching projects. Personnel Services is down 1.25% due to some turnover in the department. Filling these positions is becoming harder and harder. Contractual services are increasing 4% and commodities is decreasing 6%. Capital outlay for FY2023 is the purchase of a back hoe. The department is not large enough to run a crew for asphalt work and a crew for concrete work. In FY2021, the asphalt work was low but the concrete work was high. When asphalt work is high, concrete work will be lower. This is determined by the work orders the department receives in a given year.

Forestry: All the forestry work is done contractually. Cory Meyer oversees all of the forestry work in the City of Kirkwood. Forestry just received a grant from the Missouri Department of Conservation to help move the Urban Forestry plan forward. The council will vote on the contract with Geo-Plant for \$79,000 to do a master plan for the City of Kirkwood. This plan will include redoing the tree inventory, a canopy study, and a review of the ordinances. The master plan will give Kirkwood goals and objectives to work towards over the next 5 years. The Electric Department does a lot of tree work as well throughout the year. Kirkwood is looking to centralize this tree work under Cory. Most of this work is contract management.

ROUND TABLE

Kelly mentioned that Sandy provided the committee with the 2nd Quarter Financial Report. Sandy asks everyone to have cautious optimism because we are really not out of the pandemic yet and there are supply shortages. Sandy noted that while right now the numbers for the City of Kirkwood look really good, we need to remain cautious. Kelly asked

the committee members to send any recommendations or observations to her in an effort to be proactive in gathering information to be added to the master document. The Sanitation recommendations report is almost done and Kelly is working on Planning and Development right now.

Larry asked now that the TDD has failed, what is next for streets? There are bond issues that can be presented but that too has to be approved by the voters.

Hunter commended Sandy on her write up of the financial report.

ADJOURNMENT

A motion was made by Larry Watson and seconded by Matt Biere to adjourn the meeting. All in favor, motion carried.

The Meeting adjourned at 8:25am

The next meeting will be held on Friday, November 19, 2021



**City of Kirkwood
Citizens Finance Committee Minutes (Amended)
Friday, November 19, 2021 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Barb Feiner, Matt Kersting, Al Rheinacker, Larry Watson, Matt Biere, Randy Moore

Committee Members Absent: Kelly Mullholland, Hunter Martiniere

City Employees in Attendance: Mark Petty, Electric Department

Staff Liaison: Sandy Stephens, Jennifer Forgy

Barb Feiner opened the meeting.

Approval of Minutes

The names from the November 5th meeting minutes have been corrected. A motion was made by Larry Watson and seconded by Al Rheinacker to approve the November 12th minutes. All in favor, motion carried.

Citizen Comments

None

Mark Petty - Electric

Larry Watson and Hunter Martiniere met with the Mark Petty to discuss the Electric Department. Larry provided the following summary: The Electric Department is a big supporter of the community and all the community events. Modernization projects that were delayed from COVID are back in the budget. The outage maps that are currently in place have decreased calls to Police Dispatch. The Electric Department constantly monitors the market to buy and sell energy. It also looks at alternative energy sources and what that might mean to the City moving forward. Staffing has been strong during COVID.

Mark stated that during COVID the Electric Department was able to cut back on spending. The School system did not have in-person learning which decreased the load on the electric system. One of the big expenses cut during COVID was tree trimming around electrical lines. The circuit upgrade capital program had to be suspended during COVID. The LED lighting program had to be suspended during COVID.

Currently all things are slowly getting back into place. There are two tree trimming crews out and the LED lighting program is underway. The upgrades were delayed because of COVID are now back on schedule. Because the tree crews are back and taking care of things, the Electric Department is ready for the next weather change in December, January and February.

With regard to the Electric Department revenue, there is not a lot of change. Meter sales are consistent. Wholesale Electric is what the City sells back into the grid from Prairie State. MISO is like the stock market for electricity. It includes Midwest states like Michigan, Ohio, Indiana as well as some southern states like Arkansas and Louisiana. The states who are part of MISO buy and sell together within that grid. This is where the Electric Department sells the Prairie State energy and where Kirkwood buys its energy. There are five other groupings similar to MISO throughout the country. Kirkwood does not buy or sell outside of MISO.

Expenses for the Electric Department are lining up similarly to the revenues. The expenses are getting back to the pre-COVID numbers. The big increase is the capital. The \$15.3 million in bond proceeds from the revenue side will be available for the capital projects. The transfers to other funds the Electric Department makes is what the Department pays in lieu of taxes. This is the payment for services provided by other Departments and the use of the City's property. This is standard and is generally about 5% of gross. When the Electric Department sponsors events within the City they are also reflected as a transfer. The decrease in contractual services between 2021 and 2022 was a result of COVID and now those contractors are working in the City again. All of the projects that were on hold due to COVID are now being worked on as reflected in the Electric capital over the next five years. The equipment for Sugar Creek Substation will be ordered and the Department will work on updating all the circuit upgrades in the City. The benefit of having a substation includes saving energy and reducing losses.

Mark and the Committee continued a discussion on the benefits of adding another substation within the City.

The bond is planned for April 2022 for 15 million. The bond will lower the annual capital expense, increase the cash balance growth and reduce the capital expense volatility for ratepayers and the rate structure. This will not reduce the transfer amount the City receives from the Electric Department. Ideally the net cash balance in the fund balance should be around \$8 million.

The City only has about 25% of the circuits to update. This modernization of the circuits will add 50 years to the circuit structure. If the City does not move toward modernization to grow assets, the City will end up spending money on maintenance of old systems. This modernization puts the City in a better position in the future.

Kirkwood is not in a position to buy the northwest quadrant of the City from Ameren. Ameren does not want to give away customers and the price to acquire this would be too much for the City to pay. The more territory Ameren holds, the easier it is to do rate increase with the Public Service Commission so they don't want to give away customers.

Mark and the committee held a discussion about rates, loss of power in Texas, gas and water shortages, and how Kirkwood is fairing.

A conversation about outage management systems and how the Department needs to improve communication with the customers took place. Mark stated the Department needs to do a better job answering the phones and getting messages out to the customer. There are a lot of outage system management upgrades that are being worked on. Mark stated the workforce plan is working and there is a very good mix in the Department between

experienced workers who know the work and can troubleshoot and younger workers who do construction.

Mark talked about the other areas the Electric Department gets involved in and around the State that are outside the scope of electricity (the STL Pipeline for example.) Kirkwood needs to know these things so they can protect the residents.

ROUND TABLE

Due to time limits there was no round table.

ADJOURNMENT

A motion was made by Matt Biere and seconded by Larry Watson to adjourn the meeting. All in favor, motion carried.

The Meeting adjourned at 8:30am

The next meeting will be held on Friday, December 3rd, 2021



**City of Kirkwood
Citizens Finance Committee Minutes
Friday, December 3, 2021 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Barb Feiner, Matt Kersting, Al Rheinnecker, Matt Biere, Kelly Mullholland

Committee Members Absent: Larry Watson, Randy Moore, Hunter Martiniere

City Employees in Attendance: ACAO David Weidler, HR Manager Molly LeBlanc

Staff Liaison: Sandy Stephens, Jennifer Forgy

Kelly Mullholland opened the meeting.

Approval of Minutes

Contingent on correcting a spelling error, a motion was made by Barb Feiner and seconded by Matt Biere to approve the minutes for the November 12, 2021 meeting. All in favor, motion carried.

Citizen Comments

None

David Weidler - Administration

Matt Biere and Al Rheinnecker met with David Weidler prior to this presentation. The City of Kirkwood is a Council-Manager form of government. The Council establishes the long range vision and policies of the City. The managers carry out the policies with an emphasis on effective, efficient and equitable service delivery. The head of the Administration Department is the Assistant Chief Administration Officer (ACAO) and oversees the Public Information Officer, Safety Manager, HR Manager, Train Station Manager/Volunteer Coordinator, Procurement Director, Fleet Director and MIS Director.

WORKERS' COMPENSATION: Christian Dunman oversees the daily operations for the Workers' Compensation Fund. The largest expense is claims. The City is self-insured. FY2021 had 20 injuries with a claims expense of \$470,493. Workers Comp premium rate has been flat as increases in losses have remained under the City's self-insured retention amount of \$750,000 per employee with a \$1 million aggregate limit. The year to date claims expense for the current FY2022 is \$196,294.

Historically, the largest number of injuries that occur are in Sanitation, Police, and Fire, but these departments are trending down in their number of injuries versus other departments. Christian works proactively when he can by looking at job sites and duties to evaluate ways employees can do the tasks safely. The goal is always zero injuries and doing jobs to minimize the severity of any potential injury that might occur. Each injury that does occur is

reviewed by the Safety Committee to determine how the injury happened and if it was preventable.

Two things implemented to reduce injuries have been the rolling carts for Sanitation and a stretching program before going out on shifts. This has helped reduce injuries. Kelly points out that injuries did go down to 2 injuries in 2020/2021 from 3-4 injuries before. When injuries occur, David clarified that the injury is reflected in the year it occurred. When looking at the injuries over a 5-year cumulative period, it allows the department to project the costs of the injuries barring any complications.

Last year was a light year for injuries and workers' compensation claims partly because of COVID. Many departments that were working staggered shifts and the City was not at full capacity. Sanitation, Police and Fire were running at full capacity during COVID but calls were down.

For the Calendar Year 2021 the expected number of injuries is 22 and the actual number of injuries through November is 18. In 2020, the number of injuries in this 10-month period was 12. In 2021, there have been five surgeries costing \$397,563. In 2020, there was one surgery costing \$151,055. December thru March are typically the worst months for injuries.

Barb asked if Workers Comp costs are allocated to departments from which the employee sustained the injury. Sandy explained the City is moving in the direction of allocating the Workers Comp costs to the departments but is a process that will take time. It could be devastating a department's budget by hitting them with these costs at one time. Moving forward there will be more transparency in what the departments actually incur as far as Workers Comp expenses. This will help leadership be more encouraging and promote safety with their employees.

It is not typical for a City to be self-insured and David will be running another cost analysis on this soon. The City employs legal counsel to review workers' comp claims to make sure there is no fraud, etc. When an incident occurs, the Supervisor is immediately informed and Christian arrives at the scene. If the incident involves a vehicle, the Supervisor takes the employee for a drug testing immediately. There is also an analysis of any violations to policy and procedures.

BENEFITS: Full time employees are provided with medical, dental and vision plans. The City pays for an employee assistance plan. Life insurance, AD&D and long-term disability insurance is free to employees but paid for by the pension plans.

The medical premiums collected in FY2021 were \$3,578,194 and the plan costs were \$3,285,523. This resulted in a positive funding of \$292,671. There was a rate increase for medical insurance last year and there will likely be one again this year because of increased medical costs. One reason for the positive funding in FY2021 is that most people were not going to the doctor except for an emergency. Moving into FY2022, people are doing more preventive medicine. In FY2022 up to 10/31/21, Premiums collected were \$2,003,194 and plan costs were \$2,224,214. The City has had two hospital stays recently as a result of COVID. Up until this last quarter there had been no hospital related COVID expenses.

The premium that is withheld from an employee's paycheck for health insurance is based on potential costs of the plan, as well as Anthem's costs to manage the plan. More often than not, the hits to the plan are a result of family members of the employees and not the employee. 48% of the City employees are over the age of 50. The City has a "fit for duty" assessment prior to an employee starting a physically demanding job. If an employee is

injured and the injury qualifies for Workers' Comp, there is also a "fit for duty" examine prior to the employee coming back to work. If the employee is injured and is out on FMLA, as long as the employee comes back to work within the 12 week period, the City cannot do a fit for duty assessment on the employee. Police and Fire employees are required to have an annual physical.

One thing that kept premiums down last year was the City did not cover spouses who could get health coverage at their own employer. This change affected 32 individuals. The premiums collected were lower, but hopefully the claims will be lower too.

The medical claim cost per employee per month is \$938.45. Eight claimants exceeded \$50K accounting for gross claims of \$1,014,575. This represented 30.9% of the plan costs. One claimant exceeded \$100K, accounting for 17.4% of plan costs.

Gallagher Marketplace was contracted by the City to build and administer an on-line portal for employees to use when selecting benefits. This expanded the number of medical, dental and vision plans that an employee can choose from. There are currently four plans employees can choose from.

The Wellness program ties into the medical benefits and workers' comp. The City contracts with BJC for a Wellness Coordinator who works 10 hours a week. This costs about \$40,000 a year. This is the ninth year for the Wellness Program. Employees can make individual appointments with the Wellness Coordinator for assistance with their personal health needs. Every year the City does a biometric screening for employees and over ½ of the employees participate in this program. BMI is the most prevalent health risk for the City. The incentive plan for the Wellness Program requires the employee to do a biometric screening, an annual physical and complete any three other activities such as flu shot, dental visit, eye or hearing exam, attending a financial program or participate in a wellness challenge. If the employee meets all the requirements, they receive a paid day off.

In reviewing the Administration's budget, the \$4 million capital outlay that is noted represents the ARPA funds that are coming in from the government to purchase the new ERP system.

ROUND TABLE

The meeting on Dec. 17 is dedicated solely for working on the final report. The summaries Kelly has received so far include Parks and Rec, Procurement, Planning and Development Services, Streets and Engineering, and Sanitation. Kelly still needs reports from Fire, Water, Police, Electric and Administration. Kelly would like to have the reports by December 10 so she can integrate them into the final report for review at the meeting on the December 17th.

Committee members reported on the progress of their individual department reports.

ADJOURNMENT

A motion was made by Matt Biere and seconded by Barb Feiner to adjourn the meeting. All in favor, motion carried.

The Meeting adjourned at 8:10am

The next meeting will be held on Friday, December 10th, 2021



**City of Kirkwood
Citizens Finance Committee Minutes (Amended)
Friday, December 10, 2021 7:00 a.m.
Kirkwood City Hall
139 S. Kirkwood Road
Kirkwood, MO 63122**

Committee Members in Attendance: Barb Feiner, Matt Kersting, Matt Biere, Kelly Mullholland, Hunter Martiniere, Larry Watson

Committee Members Absent: Al Rheinacker, Randy Moore

City Employees in Attendance: Russ Hawes, Chief Administrative Officer

Staff Liaison: Sandy Stephens, Jennifer Forgy

Kelly Mullholland opened the meeting.

Approval of Minutes

A motion was made by Larry Watson and seconded by Barb Feiner to approve the minutes of the December 3, 2021 meeting. All in favor, motion carried.

Citizen Comments

None

Russ Hawes – Administration

Russ produces a Budget Priorities report in October of every year. The report, given to the Council as well as the CFC, identifies the things Russ holds important to ensure the City's budget is maintaining transparency and accountability as well as forecasting items for the upcoming year.

The Strategic Planning session was held in July with the department heads and City Council to discuss goals, strategies, and how to move the City forward. The City Council put forth a TDD measure to the voters that would have greatly improved the City's ability to fund transportation projects and street improvements. This legislation failed by about 300+ votes. The streets and street improvements is still a big priority of the Council. The streets that have been repaired under the Street Restoration program are still in good shape. The City has about \$1.8 million. Russ stated that by adding to this amount the City has to take from somewhere else. The action plans to achieve the Council's strategies will be discussed over the next couple of months.

Innovation and Efficiency Initiatives: The City is purchasing a new ERP system that will allow the City to track the efficiency and effectiveness of programs. This new system will allow the City to track where every dollar is going and pull comparison reports for years prior. This new system will allow for a more integrated approach concerning the

Departments. The ERP system is a \$2.3 million investment. The City was able to obtain \$5 million in ARPA funding and part of this money will be used to purchase the new system. The integration process takes about a year and a half and there are plans to start this in January or February of next year. A project management company will take the lead on all the data migration. Each Department will be shepherded through the process.

Capital Improvement Program (CIP): A huge portion of the CIP is devoted to infrastructure and the City has been successful in obtaining grants. The City has been awarded, year after year, federal grants through East West Gateway. With these types of grants, the City pays for the project upfront and is reimbursed a percentage of the expenses through the grant. Kelly pointed out there is a point where a City can have too many grants and Russ concurred stating the City is reaching that point due to overlapping grants. The committee discussed fronting money for the grants and the reimbursement process. Russ stated that City has not missed out on an opportunity to get grants or federal funding since he has been here. Russ reported the City did apply for a National Endowment of the Arts Grant in connection with KPAC. That grant application was turned down because the venue has no history of arts programs. The hiring of a specific person to write grants was discussed. Russ does not feel at this point a grant writer is needed. The City has a very good record for being awarded grant money.

Upcoming Project: There is a big project in the Train Station coming up that will be funded through matching donations from the Train Station Foundation. The overall project will start within the next 6 months. The Train Station is working on raising \$2 million more. If this amount is not met, the City will need to determine how to make up the difference.

The other big project on the horizon is the community center. This project is part of the overall Performing Arts Center and Community Center project. About \$5 million is remaining from that project. This project is not as far along as the Train Station but preliminary designs will be drafted soon. Council is not in favor of adding a fitness component to the community center. This project is not a re-build of the building but more of a refresh/restoration. The Reim Theater will stay as it is. The lobby of the community center and the ice rink together will have more of a grand lobby feel.

The work on the Police Department and dispatch area will be started in FY24. This project will also be funded with ARPA funds. The scale of this project is not as large as the Train Station and the Community Center.

A question was posed on how inflation will affect the City in doing these projects. Russ stated this all could impact the timing of these projects. The greatest risk to revenue, in Russ's opinion, is the depletion of revenue streams. There was discussion around the Better Together initiative and St. Louis County municipalities working together. Russ mentions that Kirkwood is now handling the City of Glendale's ambulance service and Fire Department. This has been very positive for both Kirkwood and Glendale and was facilitated by the City of Kirkwood.

Kelly asked about other revenue streams being used since the TDD failed. Other department heads have also talked about succession planning and Kelly asked Russ to respond to that as well. Russ stated there are some funds available, for example in the Parks Fund there is an additional approved amount of property tax that has not been levied. The City also has the ability to raise the fire sales tax by another quarter percent. The fire sales tax would have to go to voters. There may be a need to go to the voters regarding the

property tax for the Police and Fire Pension fund at some point because it is not fully subsidized but City Council is not at this point yet.

St. Louis County municipalities are the only place in the state that cannot levy a transportation sales tax. Kirkwood has to think “outside the box” to work toward getting money for roads/street improvement.

Russ stated the City is always working on succession planning and what the implications of turnover or retirement are. When Georgia left the City, there was an opportunity to do cross over training and hire David in the position. David also has historical knowledge with the City. With the Electric Department, there is a consultant in place that could step in and handle Mark’s duties if necessary. This company knows all the ins and outs and the way the City purchases power. In virtually all of the departments, there is someone in line who would be able to take over the reins if something happened to the department head.

A discussion was held between Russ and the committee on the budget process and how best to proceed when considering the recommendations of the CFC into the budget planning. There is a question about augmenting staffing moving forward as well as attrition. Russ confirmed there has been a lot of discussion about this at the management level. KPAC is looking to possibly add more staff and convert a part time position to full time. KPAC needs to be fully staffed to take advantage of what the venue offers and drive revenue. At the City, Russ is not looking to build staff as he feels it is appropriately staffed. Russ feels that if a person was to leave an area the position would be closely reviewed to determine if it even needs to be replaced. Things change and with the new ERP system, workflow will be more efficient so it might be necessary to review staffing in some departments.

Kelly stated at the next meeting the Committee will start to put together the CFC final report.

ROUND TABLE

No comments

ADJOURNMENT

A motion was made by Barb Feiner and seconded by Hunter Martiniere to adjourn the meeting. All in favor, motion carried.

The Meeting adjourned at 8:24am

The next meeting will be held on Friday, December 17, 2021