Where Community and Spirit Meet®

CITY OF KIRKWOOD

COUNCIL ADOPTED
BUDGETS

FISCAL YEAR 2015/2016

COUNCIL ADOPTED CAPITAL BUDGETS
Five Year Capital Plans

FISCAL YEARS 2015/16 – 2019/20

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CITY OF KIRKWOOD
2015/2016 BUDGET - TABLE OF CONTENTS

	Page
Organization Chart	i
Section I - Budget Message	
Budget Message submitted by Russell B. Hawes, AICP	ii
Section II - Position Requests/ Changes and Reappropriations	
Sanitation Worker	xviii
Water Superintendent	xxiv
Reappropriations	
Section III - Budgets	
Budget Summaries	
Citywide - Fund Summary	1
General Fund - Department Summary	2
General Fund - Expenditure Summary	3
General Fund	
General Fund Revenues	5
General Fund Departments	
Train	9
Clerk/Council	13
Administration	19
MIS	27
Human Resources	33
Purchasing/Warehouse	41
Building Services	55
Finance	65
Court	75
Police	81
Fire	93
Street Division	109
Engineering	119
Building Commissioner	129
Recreation	139
Enterprise Funds	
Electric	155
Water	165
Sanitation	177
Internal Service Funds	
Worker's Compensation	191
Fleet Services	201
Medical Self-Insurance	219
Special Revenue Funds	
Police & Fire Pension	221
Sewer Lateral	223
Capital Improvement Funds	
Capital Improvement Fund	227
Park Sales Tax Improvement Fund	229
Section IV - Five Year Capital Improvement Plans	
Capital - General Government	
Summary	233
Administration/Train Station	234
MIS	235
Police	237
Fire	238
Engineering	244
Public Works, Infrastructure	245
Street	249
Building Commissioner	253
Purchasing	254
Building Services	255
Capital - Enterprise Funds	
Electric	258
Water	261
Sanitation	264
Fleet Services	266
Capital - Parks/Recreation	
Summary	268
Parks/Recreation	269
Section V - Finance Committee	
Finance Committee Ordinance	275
FY2016 Budget Calendar	277
Finance Committee Roster	280
Finance Committee Assignments	281
CFC Recommendations - 2015	282
CFC Recommendations - 2014	292
CFC Recommendations - 2013	302
CFC Minutes	
May 30, 2014	310
October 03, 2014	314
October 10, 2014	319
October 17, 2014	324
October 24, 2014	328
October 31, 2014	347
November 07, 2014	374
November 14, 2014	378
November 21, 2014	393
December 05, 2014	400
December 12, 2014	410
December 19, 2014	415

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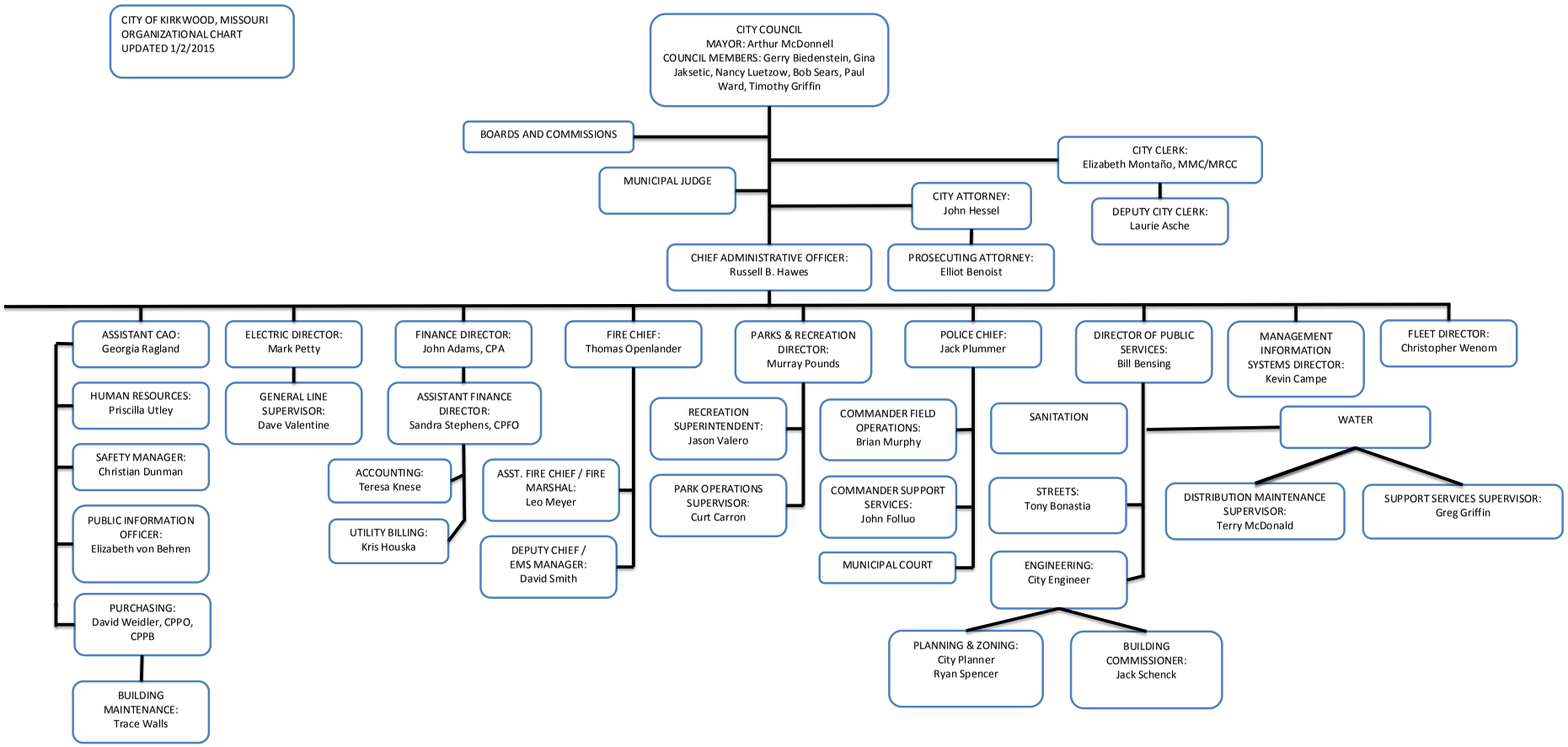
CITY OF KIRKWOOD, MISSOURI
ORGANIZATIONAL CHART
UPDATED 1/2/2015
CITY COUNCIL
MAYOR: Arthur McDonnell
COUNCIL MEMBERS: Gerry Biedenstein, Gina Jaksetic, Nancy Luetzow, Bob Sears, Paul Ward, Timothy Griffin
BOARDS AND COMMISSIONS
CITY CLERK: Elizabeth Montaño, MMC/MRCC
DEPUTY CITY CLERK: Laurie Asche
MUNICIPAL JUDGE
CITY ATTORNEY: John Hessel
PROSECUTING ATTORNEY: Elliot Benoist
CHIEF ADMINISTRATIVE OFFICER: Russell B. Hawes
ASSISTANT CAO: Georgia Ragland
HUMAN RESOURCES: Priscilla Utley
SAFETY MANAGER: Christian Dunman
PUBLIC INFORMATION OFFICER: Elizabeth von Behren
PURCHASING: David Weidler, CPPO, CPPB
BUILDING MAINTENANCE: Trace Walls
ELECTRIC DIRECTOR: Mark Petty
GENERAL LINE SUPERVISOR: Dave Valentine
FINANCE DIRECTOR: John Adams, CPA
ASSISTANT FINANCE DIRECTOR: Sandra Stephens, CPFO
ACCOUNTING: Teresa Knese
UTILITY BILLING: Kris Houska
FIRE CHIEF: Thomas Openlander
ASST. FIRE CHIEF / FIRE MARSHAL: Leo Meyer
DEPUTY CHIEF / EMS MANAGER: David Smith
PARKS & RECREATION DIRECTOR: Murray Pounds
RECREATION SUPERINTENDENT: Jason Valero
PARK OPERATIONS SUPERVISOR: Curt Carron
POLICE CHIEF: Jack Plummer
COMMANDER FIELD OPERATIONS: Brian Murphy
COMMANDER SUPPORT SERVICES: John Folluo
MUNICIPAL COURT
DIRECTOR OF PUBLIC SERVICES: Bill Bensing
SANITATION
STREETS: Tony Bonastia
ENGINEERING: City Engineer
PLANNING & ZONING: City Planner Ryan Spencer
BUILDING COMMISSIONER: Jack Schenck
WATER
DISTRIBUTION MAINTENANCE SUPERVISOR: Terry McDonald
SUPPORT SERVICES SUPERVISOR: Greg Griffin
MANAGEMENT INFORMATION SYSTEMS DIRECTOR: Kevin Campe
FLEET DIRECTOR: Christopher Wenom

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Section I
Budget Message

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Where Community and Spirit Meet•

FY 2015-2016 Budget Letter

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 2015-2016 operating budget for the City of Kirkwood. The budget is a carefully constructed plan for the operation of the City. This proposed budget is a balanced and workable outline for the expenditure of funds to continue the services that provide for the public safety, welfare, and quality of life for the citizens of Kirkwood.

The City is, at its heart, a services provider for our customers, the citizens. We are all dedicated to the highest quality public services. The citizens of Kirkwood are accustomed to, demand, and rightly expect exceptional services from their city. Police and Fire operations unfailingly meet the need. From Electric to Water to all levels of public services, the city continues to strive to provide the highest quality and value. In order to do this, we face many challenges. Operational costs have steadily increased due to unfunded mandates and inflationary pressures. We must identify where our limited City funding is most wisely invested. This year we will use a professionally-conducted comprehensive community survey to help set the course, indicate deficiencies, and to identify what our citizens believe needs improvement. This new survey, together with the comprehensive planning process, will allow the leaders of the City to make well informed decisions that will most benefit our citizens.

FINANCIAL OVERVIEW

In order to continue to deliver the high quality of life for our citizens, we must have strong stewardship of our finances. The City's finance staff monitors closely the day to day cash flow and budget expenditures of the City's operations. Our strong fund balance, at 36% of operating revenues, is one of the primary reasons the City of Kirkwood has been able to attain and keep the Aa2 bond rating. This is only one level from the highest rating possible. The strong investment grade bond rating has allowed the City broad access to the credit markets over the years and provided opportunity to borrow funds at the some of the lowest possible borrowing costs, which can save our citizens hundreds of thousands of dollars whenever new debt is issued. The strong fund balance also provides a reserve cushion for economic fluctuations and downturns. We must strive to maintain and to build upon our strong fund balance in the general fund.

It is helpful to track the recent past in in determining projections for the upcoming year's budget. The most recent audited actual revenue and expenditure figures for the City are for FY13 and FY14. General fund revenues totaled $19,700,637 in the fiscal year ended March 31, 2014, compared to $19,297,564 for the year ended March 31, 2013, a 2%

increase. Expenditures for the general fund, totaled $20,317,756 for FY14. This was an increase of $316,814 or 1.6% above the previous year. The unassigned general fund balance increased from $6,732,252 for FY13, to $7,276,151 for FY14, which is an 8% increase. As of March 31, 2014, unassigned general fund balance, as a percentage of expenditures is 35.8% compared to 34.2% in the prior year. The general fund balance reflects a dividend from the Electric enterprise fund. This transfer has contributed to the general fund balance growth each of the past two years. Similarly, the capital improvement fund reflects a dividend from the Water fund to support road improvements. The proposed FY16 budget anticipates and projects a continuance of these inter-fund distributions from the enterprise funds to supplement revenues in the general fund and capital improvement fund.

The overall increase in projected expenditures for FY16 over FY15 is concentrated in increased employee compensation and benefit costs, including a projected health and dental insurance rate increase of 1 percent and 7.5 percent, respectively and an addition of one percentage point of the City's contribution to the employee pension plan. Personnel costs remain approximately 72% of the total general fund budget. Our employees are what make the quality services happen. It is extremely important that the City's compensation packages remain competitive year to year. We strive to be both internally and externally equitable on overall compensation package, and have reached a point where employee turnover rate is manageable. It is far more costly to lose a good employee to another location, than to have gained the benefit of accumulated experiences and expertise by compensating at a competitive amount at the start. It is also important to continue along the course of a professionally-administered employment classification and compensation system in order to recruit and retain highly capable employees. As such, this proposed budget contains compensation adjustments commensurate with position and market, including a merit component.

A professional compensation and classification analysis was completed to assist us in determining the competitive equilibrium of compensation in our employee benefits package. We are proposing a one percentage point increase in the City's pension plan contribution to balance our employees' overall compensation and benefits package, and to keep it competitive in this market.

We continue to evaluate our business license tax for equitable application, and will be implementing a new compliance verification and monitoring system with this year's collections. We continue to evaluate the fee structures for services throughout the City to determine appropriate levels to recoup the costs of providing those specialized services. The purpose of the fees is to recover the cost of the service provided, and to protect the taxpayer at large from bearing the cost of providing a specialized service that directly benefits the recipient of the service. With ever increasing costs to maintain current levels of services, we must strengthen all revenue streams while limiting expenses to ensure the sustainable operation of the City. I have worked closely with the department heads to identify direct actions that will positively affect the bottom line.

City Council may act to place for the citizens' approval, a ballot measure to create a one-quarter cent fire services sales tax. Kirkwood is one of only two jurisdictions out of fourteen in St. Louis County with municipal fire service that have not enacted the fire sales tax. Citizen passage of this tax would allow us a dedicated means to provide the necessary support for our fire department, in order to deliver the best fire and emergency medical services. This tax would generate approximately $1.1 million in additional revenue to the general fund, and would not be pooled as other sales taxes are. This new tax is not certain, therefore we have not included it in this budget.

Overall, general fund revenue streams are steady with minimal growth. This budget projects a slight increase to total general fund revenue of 1.9% versus last year's budget. Expenses are projected to increase by 1.4% over last year's budget.

DEPARTMENTAL BUDGETS

The departments of the City are challenged each year to operate as efficiently and effectively as possible in delivering their services. All the department heads involved in preparation of this budget understand the fiscal constraints of the City, and continually review process and procedure in their departments. The proposed budget is lean and program driven. With personnel costs approximately 72% of all operating costs, we strive to maintain and improve services without adding people. I am proposing no new positions in the general fund departments, and one new position each in the Water and Sanitation enterprise funds that will assist their business operations, and better position them for success. The departments continue to implement new initiatives and programs to improve and enhance their service delivery.

ADMINISTRATION DEPARTMENT

The Administration Department has eight employees including the Chief Administrative Officer, Assistant CAO, Public Information Officer, Safety Director, Human Resources and staff of three. The Administration Department oversees citywide administrative functions, and this budget year will continue its focus on the review of internal and external policies to manage risk. The assistant CAO works diligently with the safety director to assess and minimize possible exposures, though strong policy, procedure and enforcement. With ongoing federal rule changes regarding health care and occupational safety, we must continually adjust and adapt. There is an emphasis on human resources and internal informational training to keep up to date with these federal and state law changes.

Personnel:

The City works year to year to keep its compensation and benefits comparable to those of the cities that have been deemed our comparator group except for our pension benefit. The city has taken strides to make improvements throughout its compensation and benefits package. This budget contains an adjustment to move the pension benefit from 6.5% to 7.5%. This will bring our pension plan in line with our comparator municipalities. The proposed budget also contains an across the board pay adjustment of 3% for regular employees, with a .5% merit pool.

The Memorandum of Understanding with the firefighters' union (IAFF) has expired, and at this time no negotiations are scheduled. The MOU for the electric workers union (IBEW) will expire this year. The electric director has concluded negotiations, and we expect a ratified agreement this year. Staff also plans to complete a periodic review of the City's general employment rules and regulations this year.

Medical Fund:
The city's wellness program is a long-term investment, as our organization moves to a culture of wellness. Participation in various aspects of the City's wellness program grew steadily this past fiscal year, and is expected to continue positive growth in FY16. The City recently entered into a contract with Patient Care as another tool to keep medical costs down and employees more engaged. Patient Care provides patient advocacy, case management, benefit information, and incentives for employees who take advantage of the service that compares costs and quality of health insurance providers. We continue to offer onsite biometric screening, and employees will be able to again meet certain wellness program criteria prior to 4/1/15 in order to qualify for next year's wellness incentive of a day off or its equivalent in cash.

We utilize the medical fund's fund balance for the wellness program. Over time, the investment in the wellness program will reduce the City's cost in providing health insurance by identifying individual health issues, and getting them treated. We work tirelessly to minimize risk and keep City insurance costs from increasing at market. Some adjustments were made to the plan design to reduce increases to our budgeted health insurance costs. Through these actions, budgeted health insurance costs are projected to increase just 1% this fiscal year.

Safety Division:
The city continues to have the best safety program in the state. Our first priority is to keep employees as safe and healthy as possible. We continue to work to keep the workers' compensation claims (number and severity) down through consistent strategies. The safety manager is continually involved in the review of the personnel rules and regulations.

Administration:
The city council has indicated that the quarter cent fire sales tax will be placed on the ballot in April 2015. Administration, particularly through the Public Information Officer will be involved in educating the public on how such a tax could be beneficial to the city and where the money will be used. The city also completed a citizen survey this year to help guide our decisions now and in the future. The survey's results will be helpful in the near-term and long-term. For the best long-term results the survey needs to be repeated. The city will need to determine if they would like such a survey on an annual, bi-annual, or other basis.

Capital Items:
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 57,000 Amtrak

passengers per year through a volunteer work force dedicated to preserving the rich tradition of rail transportation in this city. It also serves as a special event and banquet hall with rentals to private parties, the Chamber of Commerce, and others on a routine basis. The City acquired the station in 2003 in order to prevent its impending vacancy and possible eventual demolition by its former owners, the Union-Pacific Railroad. City Council recognized that this train station, located in the heart of Kirkwood, 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. Over the years since the City acquired the building, only basic operations and minor upkeep costs have been budgeted. Beyond a new fence installed last year, there has been minimal capital investment, and no long range plan for maintenance and functional improvements at the station.

We must nurture the City's investment in the building by providing for the necessary maintenance and restoration of the building. The immediate need is for a new roof. The capital budget includes $300,000 to replace the existing roof.

PURCHASING DEPARTMENT

This department will be undergoing a name change to the Procurement Department to better reflect the nature of its business. The new procurement ordinance, outlining policy and procedure for all procurement of goods and services at the City, is planned to be adopted concurrent with the adoption of the FY16 budget in March 2015. The department coordinates all bids, both formal and informal. The department also administers the City's Pro-Card program and recently updated the policy and internal controls.

Capital Items:

There are no capital items planned in the Purchasing Department's FY16 budget.

BUILDING SERVICES DEPARTMENT

Building services oversees all maintenance of City-owned buildings, as well as the Memorial Walkway and the Farmers Market. The department uses tightly scheduled preventive maintenance to mitigate unforeseen expenditures. Many of the larger projects such as replacement and installation of generators and HVAC systems are outsourced.

Capital Items:
Building Services plans to use FY16 capital funds as proposed:

Police Station Generator	$200,000
Salt Dome Building Upgrades	$ 50,000

CITY CLERK'S OFFICE

The City Clerk is the custodian of records for the City, and is a primary contact between the public and City Hall. It is a specialized office and does not usually have specific budget items that impact the public. For FY16, though, there are two initiatives that will improve document organizational and research capabilities, further transparency, and improve the level of service offered to the public.

Municipal Code Services:
The FY16 budget includes funding to enlist the services of a municipal code firm. Approval of this project will allow the City to hire a professional firm to review, update and provide services associated with code updates. The priority will be for the selected firm to meet with key department heads to review the current code and to assure compliance with state and federal statutes. This process will take approximately 12 to 18 months for completion. Once this has been completed the company selected would be responsible for updating the code when necessary and hosting the municipal code on their website. Hosting on their website will allow for easier access to information and better search capabilities.

LaserFiche Project:
This ongoing electronic document storage and retrieval project has been a multi-year endeavor, and should be completed during the FY16 fiscal year. Staff through all departments will receive training on how to maintain their records in digital format, and to use the system for quicker work processes. The operating budget includes an amount for the Deputy City Clerk to attend the annual Laserfiche Conference so she will have the tools necessary to move us forward with this project.

Mayor/Council:
The operational costs in this area are expected to remain relatively steady. With a fixed staff level, and adequate amounts for operating costs in the past, additional expenses may be added as the scope of the activities changes.

Capital Items:
There are no new capital items in the FY16 budget for the City Clerk's Office.

FINANCE DEPARTMENT

As a part of providing high-level financial/accounting customer service, the Finance Department is an integral part of the City's efforts to be transparent, timely, accurate, and efficient. The Finance Department is a lean operation that gets the most from its employees. Efficiency is served through cross-trained employees who are able to manage the windows for utility customers as well as handle internal transactions. The finance director and his assistant are integral to the preparation and implementation of the budget. There is minimal change in this department's budget from last fiscal year.

Capital Items:
There are no new capital items in the FY16 budget for the Finance Department.

MANAGEMENT INFORMATION SERVICES

The majority of the operating budget in the MIS Department is for maintenance and support of the existing applications and hardware. The department also has periodic upgrades to servers and other applications as needed included in the capital budget. The City is on a five-year upgrade path on its servers and most of the pc workstations. The

City has gone to more cloud-based environments and virtual servers to allow flexibility and growth resulting in less frequent hardware upgrades.

In these changing times with sophisticated cyber-attacks on networks throughout the country, the City of Kirkwood must ensure that our networks are secured against these threats. The proposed budget includes funding to conduct a systems vulnerability assessment.

Capital Items:
MIS plans to use FY16 capital funds as proposed:

Vulnerability Assessment	$15,000
Computer Upgrades	$15,000

FLEET

The Fleet Department oversees and maintains 241 vehicles and pieces of equipment. They maintain eight service bays with five technicians and one customer service assistant. There are minimal adjustments to Fleet's budget.

Fuel, however is a significant cost. In FY13 fuel expenditures approached the half-million dollar mark. This prompted a review of expenditures. Fleet now monitors the number of gallons purchased, type of fuel purchased and the annual mileage/hours by department. These figures allow us to analyze the overall fuel economy of the City's assets and trend for future purchases. The current fuel purchase program is a cooperative agreement through the State of Missouri. While this program has been competitively bid by the State, we feel all programs should be reviewed to ensure the City's desires are met. In FY 16 we will conduct a bid for the City's fuel card program.

Capital Items:
The Fleet Department proposes no new capital items in the FY16 budget.

POLICE DEPARTMENT

Law enforcement has always had difficulty keeping pace with technology and that will likely be the case in the future. Even private businesses may undervalue investment in security as a primary goal because it does not produce profits and can hurt the immediate bottom line in some cases. The City and its police are devoted to protecting the rights of all our citizens and limiting City liability. Vehicle and body cameras benefit both. In FY16 the police department plans to implement personal body cameras for all patrol officers. This with a start-up cost of $70,000 will be funded through the equitable sharing fund and possible grants, and not the general fund.

With heightened political and societal pressures regarding public safety services, all indications are that, at some point in the future, a number of law enforcement agencies will be consolidated. Being an accredited department might help keep us competitive when the number of agencies is reduced. We are currently ahead of the curve in our performance, but our police chief is concerned that not being accredited will hurt our chances to be one of the organizations left standing when the dust settles. The

proposed FY16 budget does not include funding for accreditation, however we may consider it in future years.

Dispatch:
The City of Kirkwood has been in discussions with neighboring jurisdictions regarding the public safety dispatch function. Kirkwood's dispatch center is state of the art, with highly trained personnel. It could serve other jurisdictions through a mutually beneficial contractual arrangement. We will continue to explore these opportunities in FY16.

Capital Items:
Kirkwood Police plans to use FY16 capital funds as proposed:
The police department will be obtaining three new patrol vehicles and two leased vehicles in FY16 to replace high-maintenance cost older models.

Patrol Vehicles	$110,000
Leased Vehicles	$ 19,500

FIRE DEPARTMENT

The investment in a high-quality Fire Department work force, whose sworn duty is to protect the lives and property the of the community, are a primary priority of the City and a large factor in the quality of life in Kirkwood and Oakland. The fire department is nothing without quality employees. Nearly 90% of the FD operating budget is committed to personnel and benefits. They developed and have adhered to a step compensation plan that has been successful in limiting turnover among firefighters/paramedics.

A firefighter, paramedic , rescue or hazardous material technician, is barely more than a well-intentioned community member without the proper training, education, and equipment. The fire department is more accurately described as an all-hazards emergency response agency. In every emergency that challenges our community the fire department is there. The mission continues to expand and includes every manner of man-made or natural disaster response and mitigation. Proper training, education, personal protective and response equipment is essential to accomplish what the community expects of their fire department responders. This proposed budget provides for appropriate funding for training, educating, and equipping our emergency responders.

Capital Items
The Fire Department plans to use FYI 6 capital funds as proposed:

Breathing Apparatus Facemask Replacement	$ 16,000
Multi-Gas Meters	$ 12,000
Ambulance	$255,000
Large Diameter Fire Hoses	$ 15,000

The Fire Department will be obtaining one new ambulance to replace the 2001 model, which will be used as a reserve vehicle.

PUBLIC SERVICES DEPARTMENT

The Public Services Department was created in April 2014 by placing Sanitation, Water, and Streets with Engineering/Planning/Building. This allows constant communication on new development projects, and better coordination among City infrastructure projects. These entities are now divisions within the Public Services Department. The divisions are led by their own directors or superintendents. As such, the Public Services Director oversees two of the City's enterprise funds, Water and Sanitation.

Engineering/Planning:
The Engineering Division has a very large archive of paper documents relating to public works projects, planning and zoning files. Storage of these documents has been an increasing issue with the limited amount of space within the department's office area. Staff has been in the process of scanning standard sized documents, but has been unable to dedicate enough time to these scanning efforts. In the FY15 budget, the Administration Department used a temp to complete a similar scanning effort. This year's engineering budget includes similar funding for temporary assistance in small and large format scanning.

The City has also set aside $50,000 in funding to support the year-long comprehensive planning process for EnVision Kirkwood 2035. The process will include a high level of citizen engagement. The City will employ consultants during the development of the plan.

Engineering/Planning Division plans to use FY16 capital funds as proposed:

Engineering Technician (existing position)	$71,435
Automobile (City Engineer)	$15,000

Infrastructure Improvements:
Street resurfacing is a top priority for the City. We have implemented in an in-depth street pavement quality rating system to assist in identifying street resurfacing priority order. This analysis, combined with the scheduling of water main replacement and Metropolitan Sewer District sanitary and storm sewer repair and replacement will give the City of Kirkwood its best long-term bang for the buck on street infrastructure improvements.

Infrastructure use of FY16 capital funds is as proposed:

Concrete Street Resurfacing	$775,000
Asphalt Street Resurfacing	$375,000
50/50 Sidewalk Program	$ 25,000

Concrete Streets Programmed for FY16:

Woodell
Rollingwood
Meadowridge – East
Meadowridge - West
Mendelsohn

Huntwood
Old Big Bend
Clark

Asphalt Streets Programmed for FY16
W. Monroe, Geyer to Van Buren
Van Buren, dead end to Argonne
W. Madison, Geyer to Hanison
W. Argonne, Geyer to Clay
W. Jefferson, Geyer to Van Buren
W. Washington, Geyer to Clay
S. Harrison, Jefferson to Essex
Pleasant Court, off Washington
Way, Van Buren to Clay

Streets Division:
The City is also taking a proactive approach to extending the useful life of City streets. This budget includes funding to initiate focused training on basic street preventive maintenance. MoDOT offers a training program known as "Road Scholar." The level one certification requires nine onsite 4-hour training sessions. These sessions include the basics of asphalt, crack-filling, and other preventive maintenance techniques. This coming year the City will be placing a greater focus on roadway preventive maintenance.

Streets Division plans to use FY16 capital funds as proposed:

One ton Pick-up with Dump Bed	$ 58,500
Refurbish Three Dump Trucks	$120,000
Skid Steer	$ 37,000
Walk Behind Mower	$ 8,012

Building Commissioner:
Over the past 18 months the Building Commissioner's demand for inspections has been increasing as has the wait time to schedule them. Traditionally, the department has been able to respond to inspection requests in one to two days. Now, with the increase in new housing and other associated renovation construction, inspections are requiring a 4-5 day lead time. A 4-5 day wait is not exorbitant for inspections, but it is about the limit for quality customer service. If we continue to see increased construction activity in the city, we may have to consider adding additional inspections personnel to address this need.

With a new emphasis on code enforcement at the police department, an increasing number of derelict structures are being identified. There is increased funding of an additional $30,000 for demolition of these structures in the proposed budget.

There are no capital items planned in the Building Commissioner's FY16 budget.

Sanitation Division:

Sanitation continues to prepare for the conversion of commercial solid waste collections and commercial recycling to City service. Rates were adjusted in the current fiscal year to fully support the Sanitation Division's operations, and in anticipation of the new commercial service. In at least the interim transitional stage, there most likely will be some level of outsourcing for the commercial waste collection. The City is to have the full program in place by April 2016. In any case the City's successful recycling program will be expanded to businesses. We will be opening the recycling transfer facility in Spring 2015. This will greatly improve efficiency of transport and handling for recyclables. The budget includes a new truck operator position to accommodate the new commercial recyclables service.

Capital Items:
Sanitation Division plans to use FY16 capital funds as proposed:

LaBrie Side Loader	$185,000
Rear Load Dumpsters	$300,000
30 Yard Roll-Off Containers	$ 50,000

Water Division:
April 2014 the Water Director position was eliminated and incorporated into the new position of Public Services Director. Even though a director level position is no longer required, a daily supervisory authority needs to be instituted. This proposed position of Water Superintendent would be on the same level of responsibility as the Street Director and/or Sanitation Director ($76,974 Salary, Benefits, and Expenses).

In addition to the superintendent position, the Water Distribution Technician would be upgraded to a GIS Coordinator for the Water Division. GIS is becoming a major operational tool in the Water Department and a more focused effort needs to be placed on the data and mapping in order to fulfill the department's needs and to maximize the return on heightened infrastructure investment.

The Water Division continues to improve not only operational efficiency, but also cost effective business decision modeling. In FY15, Water completed a Master Plan of the City's distribution system. This work included the development of a hydraulic model. This model can now be utilized in conjunction with the City's GIS to develop better maintenance processes and proactive Capital Planning. The following projects are planned for implementation in this year's budget:

Uni-Directional Flushing Program (UDF) -This is a new technique recommended in MoDNR's recent inspection of the City's operations. UDF allows for a more efficient method of flushing city water mains. This method reduces water loss during flushing and increases scouring velocity for better removal of sediments from the system. $37,000 has been included in this year's budget to develop a UDF program.

InfoMaster -This is a GIS based water management and capital planning software. This software allows the interaction of the City's current investment in the GIS and hydraulic model. This also allows for asset collection, pipe condition assessment, pipe failure assessment, pipe prioritization and financial modeling for capital planning. $35,000 has been slated in the $100,000 capital budget line item for operational improvements.

Capital Items:
Water Division plans to use FY16 capital funds as proposed:

Fire Hydrant Installations	$ 10,000
Water Main Replacement	$1,093,750
Operational Improvements	$ 100,000
Pick-Up Truck with Service Body	$ 27,000

RECREATION DEPARTMENT

The Recreation Department continues to show growth in all sports and in Community Center participation and is expected to continue that trend in FY16. Utilization of non-aquatic Kirkwood Park amenities is projected to increase this year as well, but not require any major capital or increase in personnel. The operational budget remains largely unchanged from the current year. The capital budget is funded through a dedicated parks/stormwater sales tax.

There are major capital projects issues that need to be addressed immediately. Severe problems with leaks in Aquatic Center pools continue to plague the operation. Not only does the problem raise issues operationally, but costs are increased as well. Costs for water have risen over 25% in the last 4 years, and costs for electric are higher as the leaking water has to be pumped out of the filter room where it tends to settle. Chemical costs are higher, and the pump room has been flooded on at least one occasion, resulting in the need to rebuild pumps and motors costing thousands of dollars.

For FY16, the amount included for pool repairs has been increased from $30,000 to $50,000. Even this increased amount may not be enough to cover repairs. An exploration of the problem is underway but we will learn more when the contractor begins the work.

The future of the existing Community Center continues to be an overarching issue, primarily in the capital budget. Capital repairs and replacements to the existing building have been included in the budget but are constantly subject to review and consideration before being initiated. Mitigating factors in such considerations include what portion of the building is involved, and the possibility of the structure changing in the future, the issues that are manifested by the problem, and the cost of such repairs or replacements.

In the meantime, the Community Center feasibility study process moves forward. The recommendations that come forth will chart the course of recreation and community uses there for the next fifty years. More than adequate funds have been designated in the capital budget to carry out the initial steps of the study, but some additional funds may be

required in the later stages of the study. The eventual project is expected to be large enough that bond or other financing will be considered.

Capital Items:
Recreation plans to use FY16 capital funds as proposed:

Greentree Park Prairie Development	$375,000
Pool Painting (Leisure and Family Pools)	$ 30,000
Pool Repairs	$ 50,000
Ice Resurfacer	$115,000
ID Card Printer System	$ 8,000

KIRKWOOD ELECTRIC

A restructuring of the purchase power portfolio in 2008 enabled the department to begin to rebuild the electric fund. The City's commitment to diverse power sourcing has allowed the utility to operate with year-end positive margins for three consecutive years. Kirkwood Electric's power purchase agreements include both fixed and market rate components. This minimizes risk, while allowing us to take advantage of the current low market pricing. We have been able to strengthen the financial position of the utility through sound management decisions. The electric fund balance is now over $16 million. This is approximately 75% of the longstanding goal of one year's operating expenditures. It is important that the electric fund balance continue to grow, and that the utility have the necessary revenues to support that growth, and its operational and capital needs.

Kirkwood Electric purchases its power from various sources. As such, it is subject to market conditions as any utility. Ameren Missouri, which provides electricity to a portion of the city, has a ten percent rate increase pending before the Missouri Public Service Commission. The same economic pressures and federal mandates that drove Ameren to consider a rate increase affect our electric operations. During FY16 we will need to consider an increase to Kirkwood Electric rates to support our operation and capital improvements as well.

The department is in a position to return its focus to its infrastructure, complete some circuit and substation upgrades, and realize the service improvements and reliability benefits associated with the upgrades. In FY15, the City's electric utility began the process of upgrading circuits in northeast Kirkwood. The tree trimming, pole replacements, and transformer upgrades will help to keep the power on for customers, improve overall energy efficiency, and help keep rates at competitive and affordable levels.

The Alfred substation has been at the forefront of the utility's capital investment for years. In FY12, Kirkwood Electric purchased new transformers and switchgear to upgrade the Alfred substation. In FY15, designs were completed to energize the substation. During FY16 the new equipment will be incorporated into the distribution system to deliver power to our customers. When we're able to put this new substation into service our customers will enjoy the reliability and financial benefits from having a

new, state of the art substation delivering power over new upgraded circuits. Improvements so far to the Alfred substation have totaled $641,740. Completing this substation project makes our service improvements in the area tangible to our customers.

FY16 will see the removal of multiple utility poles along Quan Avenue, directly in front of Tillman Elementary School. The City was able to broker an agreement where Kirkwood Electric, Ameren, and the Kirkwood School District will share in the expense of relocating the service line. What started out as a $2.5 million larger scope project some years ago will now only cost the City's electric utility approximately $74,000. All parties agree with the merits of the project and now the shared expense scenario makes the project affordable. The School district also will be redesigning traffic flow with physical improvements at Tillman. This project is expected to be complete by the beginning of the 2015-16 school year.

Kirkwood Electric's strong partnership with the community requires substation facilities that operate efficiently while having the right aesthetics for their locations. Our new Aberdeen substation is a model that should be duplicated throughout the city. The Essex substation lacks the appropriate privacy fencing, landscaping, and grading for a facility at the heavily traversed corner of Essex & Geyer. In FY15 a design was completed for the beautification for the substation. Work is expected to begin to that effect early in FY16.

Kirkwood Electric is an enterprise fund of the City, and as such, is operated similar to a business. In recognition that it in so many respects a business, funds are distributed annually to the General Fund as a dividend. For FY 16, as in recent past years, the City is budgeting for a $1,000,000 dividend. This supports general fund operations and has allowed the City to add to the general fund balance. It also strengthens the City's financial position overall, and minimizes the interest paid by the City on bond debt. Each year, the dividend is based, in part, on the financial strength of Kirkwood Electric. So far we have been able to maintain a pay-as-you-go approach to capital investment in the electric utility. We continue to monitor the appropriateness of issuing debt versus our current approach. The budget for FY16 includes $2.4 million of capital, which is typical of the planned yearly pay-as-you-go investment for the foreseeable future.

Capital Items:
Kirkwood Electric plans to use FYl6 capital funds as proposed:

Distribution System (Circuit Upgrades)	$800,000
Distribution System (Alfred Substation)	$650,000
Distribution System (Essex Substation)	$200,000
Automated Meter Reading	$525,000
Quan Service Line Relocation	$ 75,000

CONCLUSION

The City's budget is comprised of multiple pieces that fit together like a jigsaw puzzle. The proposed budget is conservative, lean, effective, and workable. The department heads of this city know their business well, and are keenly aware of the overarching goal

to deliver services of the highest standard to the citizens of Kirkwood in an efficient and effective manner. There remain funding challenges, particularly in the General Fund, that will be a concern each budget cycle for years to come. Through strong fiscal stewardship we have been able to contribute positively to the City's unreserved fund balance each of the past two years, despite budgeting for use of reserves for each of those years. While the proposed FY16 budget again indicates use of reserves to balance overall revenues and expenses, it is a lesser amount than budgeted for in each of the past two budget years.

In order for Kirkwood to prosper in the long term we must be open to innovative approaches to revenue generation. The City is now proactively working with people and firms considering investing in our community. Successful results from this new initiative will be realized through a stronger tax base and increased sales and business tax revenues. New business also strengthen the City's economy overall and build a gravitas for other businesses to locate in Kirkwood. Occupancy in our commercial corridors is still not where it needs to be. As we build toward 95-100% commercial occupancy we will observe growth in sales tax revenues that will strengthen a primary revenue stream.

The City would benefit from the passage of the Fire Sales Tax that will be placed before the voters in April 2015. That dedicated funding source will shore up Fire and EMS funding allowing the General Fund to bear, for years to come, the ever-escalating cost of providing needed services to our citizens. If the Fire Sales Tax were not to pass in April, we will have to consider those costs and possibly consider adjusting the property tax to the level approved by voters in Prop C.

There are additions to the work force in this budget, but they are solely in the enterprise funds and there are no new employees considered for the General Fund.

Department	Count	Salary and Benefits	Other Expenses
Water	1	$ 75,774	$ 1,200
Sanitation	1	$ 52,715	$ 400
Total		$128,489	$ 1,600

We made cost cutting efforts where we could with this budget. With no change to the plan design, health insurance was projected to increase 6% in its base cost over last year. We adjusted the plan design to lessen that increase. The proposed budget reflects an increase of only 1% due primarily to raising the plan deductible in both the high and low options for coverage.

As we complete the 2015-2016 Budget process, we look to you to for direction in moving the City into the future. Budget analysis began with a meeting of the department heads and City Council to discuss items for budget consideration at a planning retreat in July. Since then, finance and administration staff has been working with the leaders of the

various departments to develop programmatic budgets to guide the delivery of services to our citizens. I commend all involved in the development of this budget on their professional approach to this task. This financial plan for implementing programs to provide for the common good of the citizens of Kirkwood, combined with the efforts throughout the City of Kirkwood government to identify and track quantifiable measures of effectiveness, will see us through the next fiscal year with a positive operational and financial outlook.

Respectfully,

Russell B. Hawes, AICP
Chief Administrative Officer

Section II
Position Requests/Changes and Reappropriations

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Department of Public Services
INTEROFFICE MEMORANDUM

TO: **Russell Hawes, Chief Administrative Officer**
Georgia Ragland, Asst. Chief Administrative Officer
John Adams, Finance Director

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

SUBJECT: **Sanitation Department Staffing Increase**

DATE: **October 8, 2014**

The Sanitation Department will continue to expand its solid waste and recycling services to multi-family and commercial business into FY16. It is currently estimated that nearly 800 commercial customers will be added to city services by April 2016. It is anticipated that a new full-time position will be needed as sanitation customers are transferred from private haulers to the City's sanitation services. The Department intends to provide a high level of service to our new commercial customers without dimensioning our level of service to our residential customers.

The department is requesting that an additional full-time Sanitation worker be added to the Sanitation Departments FY16 budget submittal. Attached is an updated job description and a worksheet that includes costs associated with this personnel request. The cost work sheet is broken down into two costs, one for a full year and the second for 6 months. Based on the rate of new commercial customers in the last half of FY15 the new position may not be needed at the beginning of FY16.

CITY OF KIRKWOOD, MISSOURI
PROPOSED SANITATION WORKER

Budget Amount - Full-time Sanitation Worker
Full Year
Fy 15-16 Expense

Pay Level - F Min.	32492
SS	2015
Medicare	471
Pension	2437
Deferred Comp	650
Health-Family	14125
Dental	446
Vision	80
Uniform	400
Total	53115

Additional FY 15-16 Funding Required $53,115

Budget Amount - Full-time Sanitation Worker
6 Months
Fy 15-16 Expense

Pay Level - F Min.	16246
SS	1007
Medicare	236
Pension	1218
Deferred Comp	325
Health-Family	14125
Dental	446
Vision	80
Uniform	400
Total	34083

Additional FY 15-16 Funding Required $34,083

JOB DESCRIPTION
City of Kirkwood

JOB TITLE:	Sanitation Worker	**JOB STATUS:**	Non-Exempt
DEPARTMENT:	Public Works	**PAY RANGE:**	F
REPORTS TO:	Director of Sanitation	**JOB LEVEL:**	Part/Full Time
DESCRIPTION DATE:	May 2014		

PRIMARY PURPOSE:

Collect and transport residential and commercial waste, refuse, and recycling. Driver is responsible for picking up solid waste, recycling and/or yard waste from street side, dumpsters, or back yards and deposits same in collection vehicle and for operating hydraulic system of refuse truck to compact refuse. Driver is also responsible for moving dumpsters to collection vehicle and for operating overhead winch to unload dumpsters. Driver will also explain to customers and make decisions regarding what constitutes acceptable solid waste, what constitutes yard waste, what is recyclable, what constitutes hazardous waste, and what waste is banned from landfill disposal under City of Kirkwood policy and State law.

SUPERVISION:

Under direct supervision of Director of Sanitation.

DESCRIPTION OF WORK:

A. ESSENTIAL FUNCTIONS

1. Picks up solid waste, recycling and/or yard waste from street side, dumpsters and back yards, and deposits waste in collection vehicle.

2. Operates hydraulic system of refuse truck to compact refuse and operates overhead winch to unload dumpsters.

3. Completes assigned and scheduled route in a safe manner on time and without assistance.

4. Checks assigned vehicle daily and reports problems regarding vehicle's operating condition before, during, and after assigned route.

5. Drives designated vehicle to designated disposal site, unloads, and returns directly to route.

6. Checks all operating fluid levels, cleans vehicle interior and refuels assigned vehicle at beginning and/or end of workday.

7. Works until all routes are complete including working overtime to complete daily work assignments. Works on designated holidays. May be required to work additional hours during heavy yard waste collection days.

8. Washes and cleans equipment, vehicles and properties including the use of power washers.

9. Ensures proper traffic control and safety procedures and devices are available and used for traffic control as needed during collection activities.

10. Reports any violations or infractions of Public Works or City policy to Director of Sanitation immediately.

11. Reports any unsafe work practices to Director of Sanitation immediately.

12. Properly uses, cleans and maintain tools, equipment and vehicles.

13. Makes decisions regarding what is acceptable solid waste.

14. Determines for purposes of collection what yard waste is, what hazardous waste is, and what waste is banned by State law or City policy from landfill disposal.

15. Wears and uses all safety devices required by City policy.

B. OTHER FUNCTIONS

1. Delivers and throws refuse bags to residents during bag delivery operations

2. Works as needed at recycling depository and operates equipment at depository

3. Washes equipment, including general housekeeping of equipment

4. Performs other duties assigned by Director of Sanitation

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED:

A. KNOWLEDGE

1. Knowledge of safe and proper solid waste handling practices

2. Knowledge of items banned from disposal in landfills

3. Knowledge of what constitutes hazardous waste and yard waste

4. Knowledge of safe and proper operation of all mechanical and hydraulic equipment on a refuse collection vehicle

5. Extensive knowledge of City of Kirkwood streets

6. Ability to pass a written route test

B. ABILITIES

1. Understand and follow written and oral instructions

2. Advise public in a courteous manner regarding the polices of the City concerning sanitation collection

3. Respectfully and courteously respond to inquiries from the public

4. Interact with fellow employees to accomplish assigned work

5. Drive trucks and equipment on streets, highways, parking lots and other confined areas

6. Drive trucks during extreme weather conditions

7. Drive trucks in reverse to load dumpsters.

8. Drive and operate vehicles with air brakes.

EXPERIENCE, EDUCATION, AND TRAINING

General experience with solid waste collection.

PHYSICAL REQUIREMENTS

1. Climb ladders, lift, bend, reach to ground and overhead, walk, kneel and squat.

2. Enter, exit, climb onto vehicles, trucks and equipment.

3. Push and pull 150 pounds.

4. Grip, hold, carry, and lift 65 pounds from floor to 58 inches above floor constantly.

5. Grip and lift 75 pounds from floor to 58 inches above floor occasionally.

6. Work in extreme hot and cold weather including during hours of darkness.

7. Drive and operate trucks and equipment including sitting and standing for a period of up to twelve hours.

LICENSING/CERTIFICATION

Valid Missouri Commercial Driver's License with an air brakes endorsement; Class B minimum, Class A preferred.

MISCELLANEOUS REQUIREMENTS

Individual to work a three-, four- or five-day work week. Must be available to work evenings, nights, holidays, and weekends. Full-time employees required to work a 40-hour work week with work scheduled in a four- or five-day work week. Part-time employees required to work an average of no more than 30 hours a week in their three, four, or five day work week.

WORKING CONDITIONS

Indoor and outdoor working environment. Outdoors subject to hazards from working in an environment of extreme weather conditions. Subject to hazards from working around large moving equipment. Exposure to hazardous material, chemical waste, toxic waste, moving mechanical equipment, household waste, commercial waste, construction materials, debris, dead animals, yard waste, dust and other allergens from rock, dirt, and leaves. Handles hazardous materials. Exposure to constant and extreme noise, strong odors, dust, pollen, fumes, and disease-carrying waste.

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

Department of Public Services
INTEROFFICE MEMORANDUM

TO: **Russell Hawes, Chief Administrative Officer**
Georgia Ragland, Asst. Chief Administrative Officer
John Adams, Finance Director

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

SUBJECT: **Water Department Staffing**

DATE: **October 8, 2014**

April 2014 the Water Director position was eliminated and incorporated into a new position of Public Services Director. This new position now has oversight of five departments that include Building Commissioner, Engineering/Planning, Sanitation, Streets and Water. Even though a director level position is no longer required, daily supervisory authority does need to be instituted. It is being proposed that the new potion to supervise the Water Department be on the same level of supervisory responsibility as the Street Director and Sanitation Director. All three of these positions have supervision over the daily activities of their respective departments. In addition, sanitation and water both operate as city enterprise funds.
The new position will be known as Water Superintendent.

Attached is an updated job description and a worksheet that includes costs associated with this personnel request. In the FY 16 budget the salary and benefits for the Public Services Director is now allocated over three departments Engineering, Sanitation and Water. With this allocation personnel cost has been reduced allowing for the creation of the Water Superintendent with minimal impact on the budget when compared to FY 15.

CITY OF KIRKWOOD, MISSOURI
PROPOSED WATER SUPERINTENDENT

Budget Amount - Full-time Water Superintendent

Fy 15-16 Expense

Pay Level - F Min.	52175
SS	3235
Medicare	757
Pension	3913
Deferred Comp	1044
Health-Family	14125
Dental	446
Vision	80
Phone	1200
Total	76974

Additional FY 15-16 Funding Required $76,974

JOB DESCRIPTION
CITY OF KIRKWOOD
DEPARTMENT OF PUBLIC SERVICES

JOB TITLE: Water Superintendent **JOB LEVEL:** Full Time

JOB STATUS: Exempt **PAY RANGE:** M

DEPARTMENT: Public Services – Water Department

REPORTS TO: Director of Public Services

DESCRIPTION DATE: September 2014

PRIMARY PURPOSE: The position is responsible for planning, directing and coordinating the daily activities of the Water Department.

SUPERVISION: Under direct supervision of the Public Services Director and provides direction to two supervisors and approximately 15 employees.

DESCRIPTION OF WORK:

A. ESSENTIAL FUNCTIONS

1. Plans, organizes, directs, controls and coordinates the programs and activities of the department.

2. Prioritizes and schedules projects including water main installation projects and equipment replacement/renovation.

3. Plans and prioritizes future requirements based on changing governmental regulations and standards for water quality, demand trends, and existing deficiencies in the distribution system.

4. Develops and administers departmental budget.

5. Establishes and updates operational procedures, safety policies and specifications for the installation of water main, service lines, and meters.

6. Reviews, changes and approves/disapproves plan for water main, fire hydrant and service line installation for subdivision and major construction projects.

7. Estimates annual water demand by analyzing historical patterns of water usage, long range forecasts and anticipated construction starts.

8. Works with consultants and contractors, who are conducting studies or performing construction work designed to develop, expand or repair the City's water system, by reviewing plans and proposals for technical soundness and feasibility and by monitoring contract performance.

9. Maintains the Department's technical files.

10. Reviews and forwards written reports to the Department of Natural Resources.

B. OTHER FUNCTIONS

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED:

A. KNOWLEDGE

1. Comprehensive knowledge of the principles and practices used in the treatment, storage and distribution of water.

2. Comprehensive knowledge of all federal and state regulations, and the statutory and occupational standards applicable to the treatment of water intended for public consumption.

3. Comprehensive knowledge of the construction, maintenance and repair of water distribution and pumping systems.

4. Ability to plan, organize, direct, control and coordinate the work of the department.

5. Ability to prepare and administer a budget.

6. Ability to read, interpret and comment on proposed and finalized federal and state regulations regarding water treatment and quality.

7. Ability to develop specifications for products and services, and evaluate bids.

8. Ability to read and interpret subdivision and construction project plans.

9. Ability to analyze water transmission and distribution problems and to recommend, direct or take corrective action.

10. Ability to communicate effectively and tactfully, both orally and in writing.

11. Ability to interact effectively with elected officials, state regulatory persons, other department heads and the general public.

B. ABILITIES

1. Follow oral and written instructions; deal effectively and courteously with associates, property owners, and the general public; communicate effectively verbally and in writing; read and understand written information.

2. Read and interpret plans, specifications, and regulations.

3. Write effective, clearly understood letters and notices using Microsoft Word.

4. Maintain accurate records, reports and files.

5. Enter data into computer system.

6. Ability to promote a favorable image while interacting with the public and others under stressful conditions.

C. EXPERIENCE, EDUCATION, AND TRAINING

Five years' experience in potable water distribution system management and construction. Missouri DS-III certification for public drinking water distribution systems. B.S. in Civil Engineering and/or Missouri registered professional engineer preferred. Training and education may be substituted for experience on an equal time basis.

D. PHYSICAL REQUIREMENTS

Perform bending, squatting, walking, climbing (stairs and ladders), kneeling, crawling, and reaching both to ground level and overhead; and must be able to move about the inspection premises to inspect for violations in all seasons. Properly perform office duties and problem solve. Safely operate City vehicles.

E. LICENSING/CERTIFICATION

Valid Missouri motor vehicle operator's license.

F. MISCELLANEOUS REQUIREMENTS

40 hours a week between Monday through Friday and as necessary for emergency operations and attendance at evening meetings.

WORKING CONDITIONS

Both indoor office environment and outdoor working environment. Outdoor working environment includes exposure to a variety of extreme weather conditions and subject to hazardous conditions such as entering active construction sites.

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

Section III
Draft Budgets

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CITY OF KIRKWOOD, MISSOURI

CASH BASIS BUDGET OF REVENUES, EXPENDITURES AND OTHER SOURCES/USES

FISCAL YEAR 2015/2016 OPERATING BUDGET

Descriptions	General Fund	Electric Fund	Water Fund	Sanitation Fund	Sewer Fund	Debt Service Fund	Cap. Imp. Fund	Park Sales Tax Fund	Fleet Services Fund	Works's Comp. Fund	Medical Self-Insurance	Police/Fire Pension
Reserves	1,325,561	298,538	659,258	1,167,081	-	113,356	276,694	-	4,542	220,574	-	557,487
Operating Revenues	19,476,120	22,761,322	5,369,871	2,718,866	275,000	464,560	2,160,200	2,446,280	971,264	869,157	2,985,805	917,960
Transfers from:												
Electric	1,000,000						210,000					
Water							210,000					
Parks/Rec Sales Tax Fund	300,000											
Sanitation							100,000					
General Fund												
Total Revenue/Other Sources	22,101,681	23,059,860	6,029,129	3,885,947	275,000	577,916	2,956,894	2,446,280	975,806	1,089,731	2,985,805	1,475,447
Operating Expenditures	22,101,681	21,849,860	5,819,129	3,785,947	169,033	577,916	2,956,894	1,599,223	975,806	1,089,731	2,848,580	1,475,447
Transfers to:												
Capital Improvement Fund		210,000	210,000	100,000								
General Fund		1,000,000						300,000				
Park Fund								500,000				
Total Expenditures/Transfers	22,101,681	23,059,860	6,029,129	3,885,947	169,033	577,916	2,956,894	2,399,223	975,806	1,089,731	2,848,580	1,475,447
Revenues Over/(Under) Expenditures/Uses(Cash Basis)	-	-	-	-	105,967	-	-	47,057	-	-	137,225	-

City of Kirkwood, Missouri

General Fund Department Budget Comparison

FISCAL YEAR 2015/2016 OPERATING BUDGET

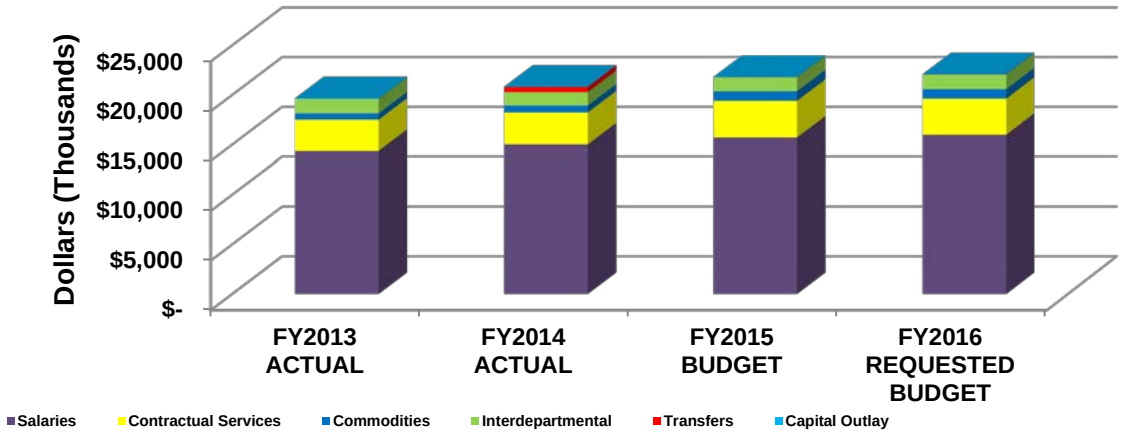
(Five Year Actual, Current FY Budget and Requested Budget)

Departments	Actual FY2009/2010	Actual FY2010/2011	Actual FY2011/2012	Actual FY2012/2013	Actual FY2013/2014	Current Budget FY2014/2015	Requested Budget FY2015/2016	Difference
Train Station	34,392	34,987	29,334	31,065	59,193	45,483	50,267	4,784
Clerk/Council	230,816	217,406	218,394	224,398	241,287	278,838	281,796	2,958
Administration	1,744,696	1,648,719	2,816,971	1,177,920	1,727,834	1,458,777	1,424,115	(34,662)
MIS	742,643	772,587	835,731	770,256	805,692	901,180	891,323	(9,857)
Personnel	173,828	178,622	185,442	182,287	188,998	200,481	202,152	1,671
Purchasing	337,610	352,360	368,232	381,965	350,103	443,993	428,218	(15,775)
Building Maintenance	338,404	381,080	401,363	430,097	453,574	476,834	483,658	6,824
Finance	354,606	341,008	350,487	380,020	393,095	419,558	434,614	15,056
Municipal Court	205,748	206,207	225,748	228,173	229,065	259,331	267,161	7,830
Police	5,907,183	6,306,529	6,457,885	6,620,382	6,897,530	7,319,905	7,406,735	86,830
Fire	4,742,596	4,770,912	4,812,100	4,816,298	4,958,969	5,186,808	5,221,855	35,047
Street	1,458,548	1,466,423	1,531,135	1,448,800	1,482,172	1,562,901	1,619,863	56,962
Engineering	376,045	337,230	332,092	338,605	364,663	385,397	462,480	77,083
Building Commissioner	636,016	635,225	579,710	580,762	612,943	689,131	716,883	27,752
Recreation	1,919,631	1,993,181	2,031,879	2,058,678	2,076,753	2,195,056	2,210,561	15,505
Total	19,202,762	19,642,476	21,176,503	19,669,706	20,841,871	21,823,673	22,101,681	278,008

CITY OF KIRKWOOD, MISSOURI
GENERAL FUND EXPENDITURE OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	11,192,403	11,559,792	11,973,322	12,287,852
Part-time Salaries	326,707	337,066	347,981	327,713
Elected Officials	15,000	18,000	18,000	18,000
Temporary	97,500	100,089	122,960	112,428
Overtime	441,142	555,752	683,417	636,450
Licensing Pay	111,751	83,408	73,504	70,336
Clothing Allowance	7,740	8,100	9,360	9,360
Social Security	275,767	284,554	301,039	311,622
Medicare	65,065	67,499	70,414	72,904
Civilian Pension	276,093	272,201	301,339	296,852
Deferred Compensation	50,615	52,440	105,025	96,087
Subtotal Salaries	12,859,783	13,338,901	14,006,361	14,239,604
Other Benefits				
Health Insurance	1,410,738	1,592,399	1,601,621	1,645,216
Dental Insurance	77,001	78,012	82,636	88,874
Vision Insurance	13,591	13,899	16,126	15,626
Unemployment	6,374	-	10,200	7,500
Subtotal Other Benefits	1,507,704	1,684,310	1,710,583	1,757,216
Total Personnel Services	14,367,487	15,023,211	15,716,944	15,996,820
Contractual Services	3,140,080	3,211,358	3,694,608	3,623,663
Commodities	629,783	692,805	959,679	960,103
Capital Outlay	58,994	25,960	40,740	30,800
Interdepartmental Charges	1,472,108	1,364,424	1,401,794	1,470,995
Transfers to Other Funds	1,258	524,106	9,808	19,300
TOTAL GF EXPENDITURE BUDGET	19,669,710	20,841,864	21,823,573	22,101,681

General Fund Expenditure Budget Summary



General Fund Budget Summary by Category

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CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-0000-311.10-00	Property Taxes	2,044,549	2,098,564	2,035,000	2,098,000	63,000	3.10%
101-0000-311.10-05	PILOT	19,747	10,613	15,000	15,000	-	
101-0000-313.10-00	One Cent Sales Tax	3,158,939	3,238,937	3,125,000	3,150,000	25,000	0.80%
101-0000-313.30-00	1/4 Cent Operating Tax	883,427	920,605	880,000	885,000	5,000	0.57%
101-0000-313.40-00	1-1/4 Cent Local Use Tax	330,356	333,506	300,000	330,000	30,000	10.00%
101-0000-314.10-00	Tobacco Products	74,772	73,250	70,000	70,000	-	0.00%
101-0000-316.10-10	Natural Gas	945,008	1,032,060	1,000,000	1,000,000	-	0.00%
101-0000-316.10-20	Telephone/Communication	1,399,391	1,371,690	1,325,000	1,350,000	25,000	1.89%
101-0000-316.10-25	Communications Protested	23,516	31,500	-	-	-	
101-0000-316.10-30	Electric	510,459	513,197	500,000	500,000	-	0.00%
101-0000-316.10-40	Water	18,480	20,285	18,000	18,000	-	0.00%
101-0000-316.20-10	Kirkwood Utilities	2,055,007	2,126,781	1,925,000	2,000,000	75,000	3.90%
101-0000-318.10-10	Cable	435,251	439,097	420,000	435,000	15,000	3.57%
101-0000-335.10-10	Fuel Sales Tax	695,979	700,006	695,000	695,000	-	0.00%
101-0000-335.10-20	Vehicles Sales tax	171,407	193,550	165,000	170,000	5,000	3.03%
101-0000-335.10-30	Vehicles Fee	116,406	114,730	115,000	115,000	-	0.00%
101-0000-338.10-00	County Road & Bridge	746,093	747,752	720,000	740,000	20,000	2.78%
Tax Revenue		**13,628,787**	**13,966,123**	**13,308,000**	**13,571,000**	**263,000**	**1.98%**
101-0000-321.10-00	Business Licenses	532,427	500,815	515,000	515,000	-	0.00%
101-0000-321.20-00	Liquor Licenses	32,045	27,060	28,000	28,000	-	0.00%
101-0000-321.30-20	Auto Fees	134,058	135,461	130,000	132,000	2,000	1.54%
101-0000-322.10-10	Contractor's Licenses	47,166	48,412	47,000	49,640	2,640	5.62%
101-0000-322.20-10	Building Permits	363,784	428,174	400,000	425,000	25,000	6.25%
101-0000-322.20-14	Electrical Permits	15,978	21,282	14,000	21,538	7,538	53.84%
101-0000-322.20-16	Plumbing Permits	41,580	43,167	35,000	47,614	12,614	36.04%
101-0000-322.20-18	Mechanical Permits	17,920	19,318	17,000	21,556	4,556	26.80%
101-0000-322.20-20	Excavation Permits	17,796	23,000	17,000	21,100	4,100	24.12%
101-0000-322.20-22	Fence Permits	8,352	9,984	8,000	8,212	212	2.65%
101-0000-322.20-24	Sign Permits	4,325	2,945	4,000	4,490	490	12.25%
101-0000-322.20-30	Driveway Permits	5,376	7,056	5,000	8,928	3,928	78.56%
101-0000-322.20-32	Grading Permits	600	450	-	-	-	
101-0000-322.30-10	Parking Lot Permits	18,348	21,517	18,000	18,000	-	0.00%
101-0000-351.20-00	Court fines	627,122	592,972	625,000	625,000	-	0.00%
Licenses, Permits, Fines and Fees		**1,866,877**	**1,881,613**	**1,863,000**	**1,926,078**	**63,078**	**3.39%**
101-0000-331.00-00	Grants	84,573	69,470	60,000	59,000	(1,000)	-1.67%
101-0000-331.20-20	Disaster Assistance Program	-	-	-	-	-	
101-0000-336.10-20	Kirkwood School District	169,198	238,099	325,521	325,521	-	0.00%
101-0000-336.10-30	Rock Hill	35,000	43,750	35,000	35,875	875	2.50%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-0000-336.10-40	Oakland		153,014	138,239	153,000	153,000	-	0.00%
Intergovernmental			**441,785**	**489,558**	**573,521**	**573,396**	**(125)**	**-0.02%**
101-0000-361.10-00	Investments		42,834	13,182	40,000	20,000	(20,000)	-50.00%
101-0000-361.60-00	Credit Card Rebates		6,326	6,440	0	0	-	
Investment Income			**49,160**	**19,622**	**40,000**	**20,000**	**(20,000)**	**-50.00%**
101-0000-322.20-12	Minimum Housing Inspection		84,785	90,949	83,000	83,000	-	0.00%
101-0000-322.20-34	Planning & Zoning Fees		84,645	99,699	75,000	80,000	5,000	6.67%
101-0000-342.11-10	Ambulance Fees		744,649	790,153	750,000	850,000	100,000	13.33%
101-0000-370.20-00	Concession		1,372	1,234	1,300	1,300	-	0.00%
101-0000-370.30-00	Rent		170,458	162,271	170,000	170,000	-	0.00%
101-0000-370.50-00	Overtime Reimbursement		683	575	750	700	(50)	-6.67%
101-0000-371.10-00	Ice Rink Rentals		353,944	355,677	350,000	355,000	5,000	1.43%
101-0000-371.13-00	Daily Admissions		183,029	190,246	175,000	180,000	5,000	2.86%
101-0000-371.14-00	Skate Sharpening		879	797	800	800	-	0.00%
101-0000-371.20-00	Concessions & Vending		7,579	11,656	10,000	10,000	-	0.00%
101-0000-371.21-00	Party Room		3,390	3,255	3,150	3,150	-	0.00%
101-0000-371.25-00	Dasherboard/Advert.		5,250	7,125	5,000	6,000	1,000	20.00%
101-0000-371.40-00	Program Registration		102,741	118,048	110,000	111,500	1,500	1.36%
101-0000-372.10-00	Rentals		9,644	7,199	7,500	7,500	-	0.00%
101-0000-372.12-00	Lessons		33,523	31,604	31,000	31,500	500	1.61%
101-0000-372.13-00	Daily Admission		178,485	156,503	175,000	175,000	-	0.00%
101-0000-372.15-00	Season Passes		160,986	144,455	166,000	150,000	(16,000)	-9.64%
101-0000-372.16-00	Swim Team		24,683	23,736	24,000	24,000	-	0.00%
101-0000-372.20-00	Concessions & Vending		7,277	5,192	7,000	5,000	(2,000)	-28.57%
101-0000-372.40-00	Program Registration		23,907	20,003	21,200	21,200	-	0.00%
101-0000-373.40-00	Program Registration		127,532	151,197	130,000	140,000	10,000	7.69%
101-0000-374.40-00	Program Registration		285,595	247,756	275,000	265,000	(10,000)	-3.64%
101-0000-374.60-00	Sponsorship		3,144	3,864	2,500	3,000	500	20.00%
101-0000-375.13-00	Daily Fees		4,225	6,173	4,700	5,400	700	14.89%
101-0000-375.15-00	Season Passes		8,300	7,910	8,000	8,800	800	10.00%
101-0000-375.40-00	Program Registration		14,202	22,498	25,000	25,000	-	0.00%
101-0000-376.10-00	Booth Rental		30,313	31,285	31,875	32,500	625	1.96%
101-0000-376.40-00	Program Registration		4,451	4,434	3,700	5,000	1,300	35.14%
101-0000-376.50-00	Donations		23,260	22,700	22,000	24,500	2,500	11.36%
Charges for Services			**2,682,931**	**2,725,194**	**2,668,475**	**2,774,850**	**106,375**	**3.99%**
101-0000-340.10-30	Bad Debt Recovered		5,227	4,840	4,000	4,000	-	0.00%
101-0000-340.19-50	Weed cutting/Cleanup		2,330	15,789	2,500	2,500	-	
101-0000-341.10-00	Svcs NSF checks		2,334	1,884	2,100	2,100	-	0.00%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-0000-342.10-00	Fire Department Copies		102	225	-	-	-	
101-0000-342.40-00	Fire Department Programs		2,562	1,003	-	-	-	
101-0000-343.10-00	Police Department Copies		6,401	5,564	6,000	6,000	-	0.00%
101-0000-344.10-10	Consulting/Computer Service		2,940	1,925	-	-	-	
101-0000-351.25-00	Live Scan		7,002	6,282	6,500	6,500	-	0.00%
101-0000-351.30-00	CVC Kirkwood		2,376	617	-	-	-	
101-0000-351.40-00	Police training		11,560	10,376	-	-	-	
101-0000-363.20-00	Facility Rental		19,917	16,764	18,000	18,000	-	0.00%
101-0000-365.30-00	Other Revenue		3,050	13,470	2,845	-	(2,845)	-100.00%
101-0000-377.50-00	Fireworks Donations		18,100	15,560	18,150	15,000	(3,150)	-17.36%
101-0000-380.10-00	Miscellaneous		53,797	40,430	65,000	65,000	-	0.00%
101-0000-380.10-05	Over/Short		(193)	(7,894)	-	-	-	
101-0000-381.10-00	Boards/Commission		325	0	45	-	(45)	-100.00%
101-0000-391.30-10	Administrative Fees		490,196	491,696	491,696	491,696	-	0.00%
Other Revenue			**628,026**	**618,531**	**616,836**	**610,796**	**(6,040)**	**-0.98%**
Total General Fund Revenue Before Other Financing Sources			**19,297,566**	**19,700,641**	**19,069,832**	**19,476,120**	**406,288**	**2.13%**
101-0000-391.10-05	Transfer from Other Funds		307,000	272,000	300,000	300,000	-	0.00%
TEXT		**TEXT AMT**						
TRANSFER FROM PARKS/RECREATION SALES TAX FUND								
101-0000-391.10-10	Transfer from Electric		1,000,000	920,000	1,000,000	1,000,000	-	0.00%
101-0000-392.10-00	Sale of Fixed Assets		25	25	-	-	-	
101-0000-392.20-00	Insurance Proceeds		2,593	-	-	-	-	
Other Financing Sources			**1,309,618**	**1,192,025**	**1,300,000**	**1,300,000**	**-**	**0.00%**
TOTAL REVENUES AND OTHER FINANCING SOURCES			20,607,184	20,892,666	20,369,832	20,776,120	406,288	1.99%

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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 volunteers that are coordinated by one part-time Volunteer Coordinator.

Function

The volunteers open the station a half hour prior to the scheduled arrival of an Amtrak train and greet and assist passengers. Art and photography exhibits in the station change monthly. The station is also 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.

Passengers/Visitors				
FY2006/2007	FY2007/2008	FY2008/2009	FY2009/2010	FY2010/2011
58,735	71,462	80,762	86,555	106,735

The popularity of the train station as a rental venue has grown significantly.

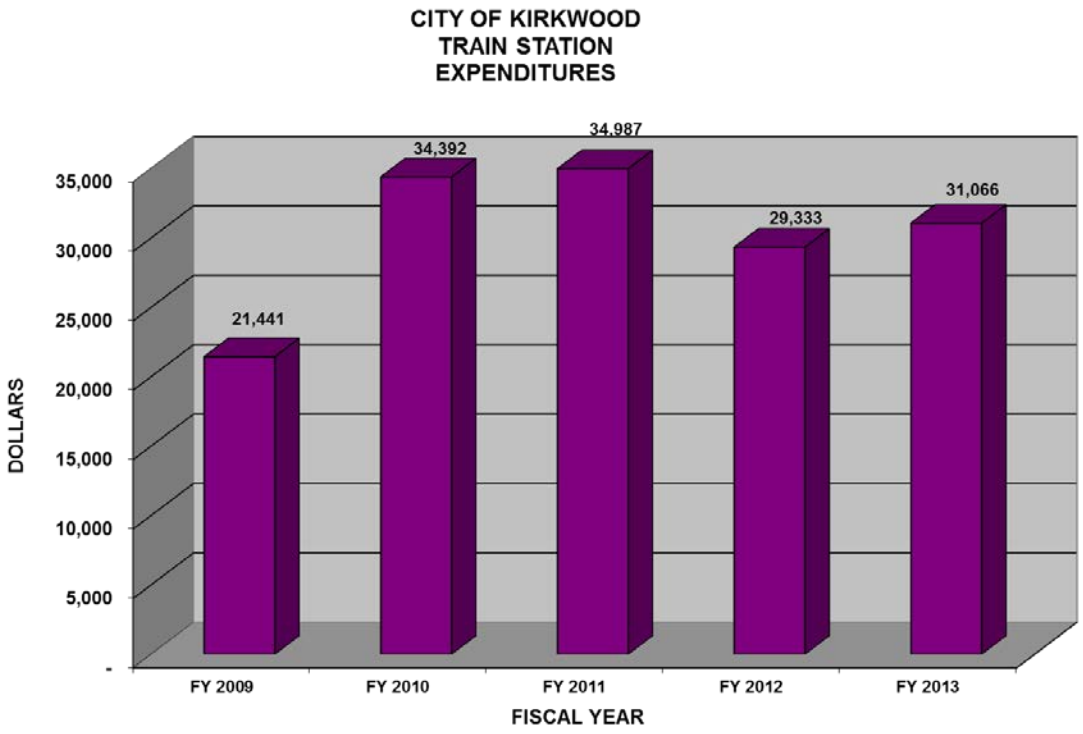
Train Station Rentals			
FY07/08	FY08/09	FY09/10	FY10/11
42	60	96	112

Expenditures

The train station budget is primarily composed of expenditures for the part-time Volunteer Coordinator and on expenses related to the maintenance and operation of the station. Growth in the number of hours for the Volunteer Coordinator is a result of the increased popularity in station rentals, which generate revenue that goes into the

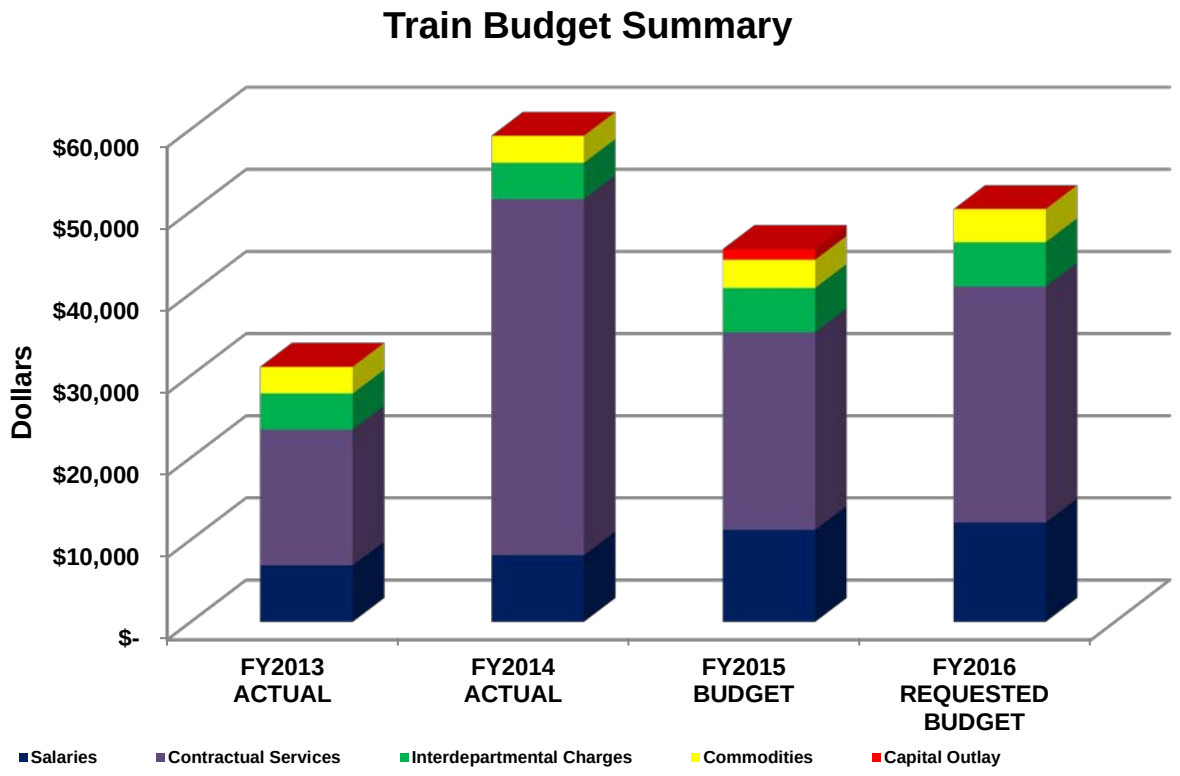
Train Station

General Fund. The Volunteer Coordinator 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 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Part-time Salaries	6,380	7,528	10,416	11,232
Social Security	396	467	648	697
Medicare	92	109	152	163
Total Personnel Services	6,868	8,104	11,216	12,092
Contractual Services	16,554	43,380	24,067	28,750
Commodities	3,258	3,294	3,425	4,025
Capital Outlay	-	-	1,290	-
Interdepartmental Charges	4,385	4,415	5,385	5,400
TOTAL TRAIN BUDGET	31,065	59,193	45,383	50,267



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1100-418.11-02	Salary Part Time		6,380	7,528	10,416	11,232	816	7.83%
TEXT								
FOR 620 HOURS								
101-1100-418.22-01	Social Security Taxes		396	467	648	697	49	7.56%
101-1100-418.22-02	Medicare Contributions		92	109	152	163	11	7.24%
101-1100-418.31-10	Other Professional Svcs		1,074	1,135	1,300	1,300	-	0.00%
TEXT								
VOLUNTEER RECOGNITION DINNER(2)								
101-1100-418.32-04	Ofc/Administration		-	43	-	-	-	
101-1100-418.42-02	Custodial		5,400	5,400	7,200	8,900	1,700	23.61%
101-1100-418.43-05	Alarm system maintenance		617	704	750	750	-	0.00%
101-1100-418.43-12	Building & Grounds		8,167	34,018	13,017	15,000	1,983	15.23%
101-1100-418.53-01	Telephone		1,296	2,080	1,800	2,300	500	27.78%
101-1100-418.58-02	Travel		-	-	100	500	400	100.00%
101-1100-418.61-01	Office supplies		292	522	275	275	-	0.00%
101-1100-418.61-08	Janitorial supplies		749	234	700	900	200	28.57%
101-1100-418.61-11	Food		-	-	50	250	200	100.00%
101-1100-418.62-03	Gas		2,217	2,538	2,400	2,600	200	8.33%
101-1100-418.68-01	Office, Furniture & Eqpt		-	-	1,290	-	(1,290)	-100.00%
101-1100-418.80-20	Electric Charges		3,058	3,113	4,060	4,000	(60)	-1.48%
101-1100-418.80-40	Water Usage Charges		427	402	425	500	75	17.65%
101-1100-418.80-50	Sanitation Charges		900	900	900	900	-	0.00%
TRAIN STATION			31,065	59,193	45,483	50,267	4,784	10.52%

City of Kirkwood 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 it was recommended this last fiscal year that a Special Event application fee of $500 be obtained for walks and runs taking place in Kirkwood. This type of activity continues to increase and the fee is paid for the amount of staff time to review and assist with the planning of such events. Revenues have decreased with regard to the sale of Zoning and Building Codes since this information is readily available through the City's website. Some revenue is still generated through records that are provided under the provisions of the Missouri Sunshine Law.

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.

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 1,400 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.

The City continues to use Ipads for the distribution of the City Council Meeting Packets. This greatly reduces the amount of paper and provides an opportunity for residents to view the complete meeting packet on the City's website. The process is very simple with the packet being scanned and the council receiving an email that the information is ready to be synced. The same process is used for Work Session Agendas and meeting packets.

The legislation request process that uses the email system to submit the request form through the approving departments and to the Chief Administrative Officer for final approval prior to placement on the agenda for Council consideration is more efficient and significantly reduces the amount of paper used. The City Clerk continues to draft the majority of legislation for Council consideration and works closely with Department Heads and the City Attorney to assure the issue is appropriately addressed.

The City Clerk's Office provides assistance to departments with guidance on retaining and preserving records in accordance with the State Records Retention Manual and the City's Record Retention and Preservation Policy. This assures that the city is in compliance with state law and also provides that historical information is retained. One of the main responsibilities of the Deputy City Clerk is Records Management.

The Laserfiche record management software has been installed in the following departments: Administration, Building Commissioner's Office, City Clerk's Office, Court Clerk's Office, Engineering, Finance, Fire, Parks and Recreation and Purchasing. The City Clerk, Deputy City Clerk, and MIS Director continue to work with the vendor on the Digital Record Management System and the City Council approved a software upgrade to allow better use of the system and more users. The software is being used for digital record management and retention. The City Clerk and Deputy City Clerk provide assistance to the various City departments to ensure that the software is being used to its fullest extent.

Using the Laserfiche system provides a secure manner in which to retain and maintain public records. There are several departments that only have paper copies as permanent 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. With the computer system being backed up daily there is also assurance that records saved in the Laserfiche system will be safe and kept off site.

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

The City 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

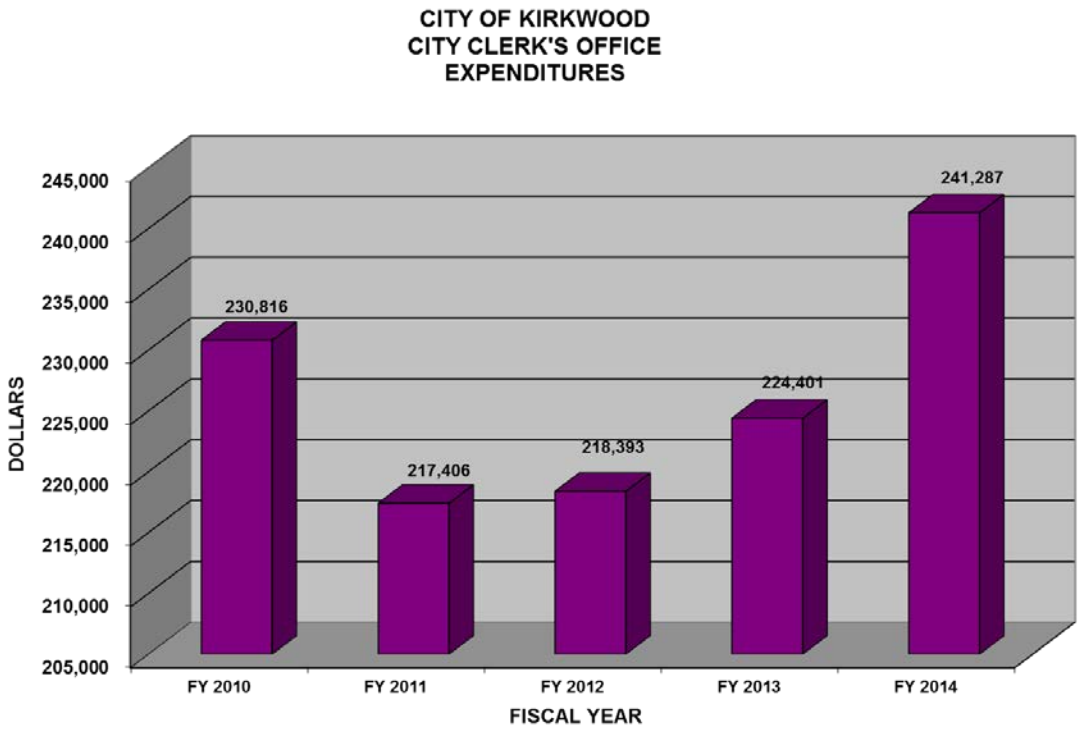
place through the State Legislature. All Sunshine Law requests are directed to the City Clerk as the City's Custodian of Records. The Deputy City Clerk has been assigned the responsibility of working with the various departments and responding to the majority of the Sunshine Law requests. The proper 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. The Deputy City Clerk has been trained in most aspects and legal requirements of the City Clerk's Office to assure compliance in the absence of the City Clerk.

Expenditures

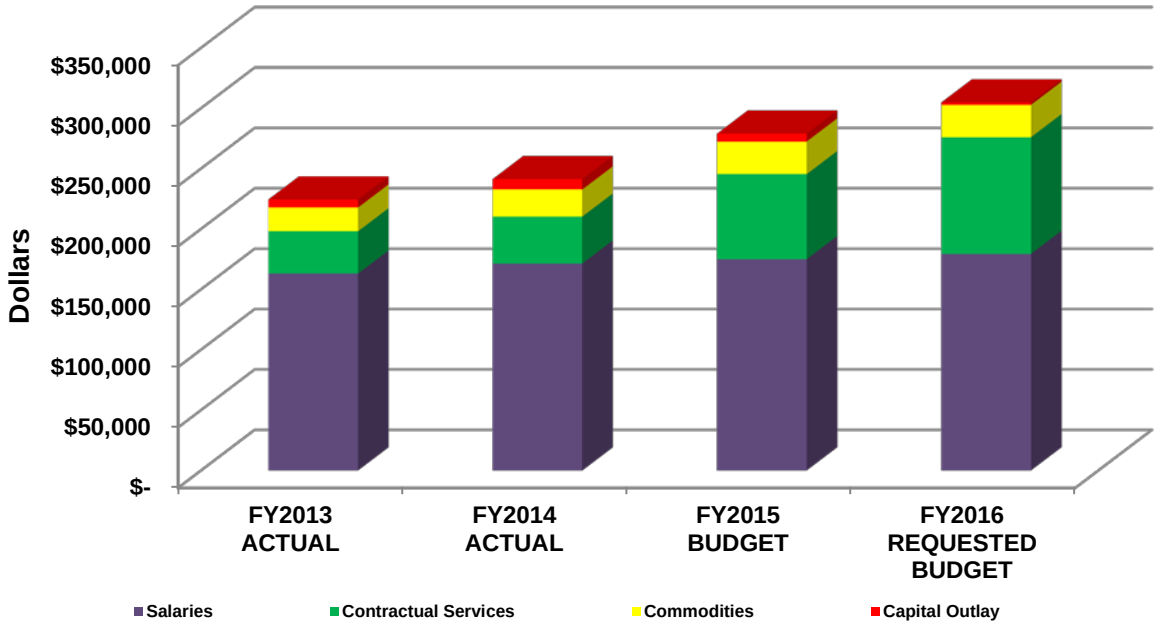
The City Clerk's Budget includes all related expenditures for the Mayor and City Council, City Clerk, and Deputy City Clerk.



CITY OF KIRKWOOD, MISSOURI
CITY CLERK OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	116,211	119,113	120,808	124,432
Elected Officials	15,000	18,000	18,000	18,000
Overtime	1,543	2,087	2,000	2,000
Social Security	8,117	8,913	8,730	8,993
Medicare	1,898	2,085	2,042	2,103
Civilian Pension	7,654	7,570	7,983	8,222
Deferred Compensation	520	565	2,456	2,490
Subtotal Salaries	150,943	158,333	162,019	166,240
Other Benefits				
Health Insurance	10,975	11,973	11,814	11,932
Dental Insurance	892	892	925	994
Vision Insurance	160	161	170	170
Subtotal Other Benefits	12,027	13,026	12,909	13,096
Total Personnel Services	162,970	171,359	174,928	179,336
Contractual Services	35,083	38,889	70,410	96,595
Commodities	19,656	22,434	27,000	26,800
Capital Outlay	6,692	8,607	6,500	2,000
TOTAL CITY CLERK BUDGET	224,401	241,289	278,838	304,731

City Clerk Budget Summary



CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1101-411.11-01	Salary Full Time		116,211	119,113	120,808	124,432	3,624	3.00%
TEXT								
CITY CLERK AND DEPUTY CITY CLERK								
101-1101-411.11-03	Salary Elected Officials		15,000	18,000	18,000	18,000	-	0.00%
TEXT								
MAYOR								
(6) COUNCILMEMBERS								
101-1101-411.11-05	Overtime		1,543	2,087	2,000	2,000	-	0.00%
101-1101-411.21-01	Health Insurance		10,975	11,973	11,814	11,932	118	1.00%
101-1101-411.21-03	Dental Insurance		892	892	925	994	69	7.46%
101-1101-411.21-04	Vision Insurance		160	161	170	170	-	0.00%
101-1101-411.22-01	Social Security Taxes		8,117	8,913	8,730	8,993	263	3.01%
101-1101-411.22-02	Medicare Contributions		1,898	2,085	2,042	2,103	61	2.99%
101-1101-411.23-02	Civilian Pension		7,654	7,570	7,983	8,222	239	2.99%
101-1101-411.23-04	Deferred Comp		520	565	2,456	2,490	34	1.38%
101-1101-411.31-09	Training		1,714	1,169	2,000	2,500	500	25.00%
101-1101-411.31-10	Other Professional Svcs		345	-	2,000	24,935	22,935	1146.75%
TEXT		**TEXT AMT**						
MUNICIPAL CODE SERVICES		22,935						
OTHER PROFESSIONAL SERVICES		2,000						
101-1101-411.52-11	Work. Comp. Premium		3,598	3,335	4,010	4,010	-	0.00%
101-1101-411.53-01	Telephone		2,203	4,340	6,000	5,000	(1,000)	-16.67%
101-1101-411.54-02	Legal ads		3,826	2,994	4,400	4,400	-	0.00%
101-1101-411.55-09	Other Printing		500	39	1,000	750	(250)	-25.00%
101-1101-411.58-01	Travel Executive		22,897	12,678	26,000	25,000	(1,000)	-3.85%
101-1101-411.59-01	Election Expense		-	14,334	25,000	30,000	5,000	20.00%
TEXT		**TEXT AMT**						
IT IS ANTICIPATED THERE WILL BE AN ELECTION IN APRIL 2015								
REGARDING A 1/4 CENT FIRE SALES TAX PROPOSITION AND THERE								
WILL BE AN ELECTION IN APRIL 2016 FOR MAYOR AND CITY COUNCIL.								
THE COST FOR ELECTIONS IS SHARED BY ALL THOSE ENTITIES THAT								
CONDUCT AN ELECTION. THE AMOUNT IS ESTIMTED AT $35,000								
BECAUSE IT IS UNKNOWN WHAT OTHER ISSUES WILL BE ON THE								
AUGUST 2015 BALLON AND WHAT THE COST SHARE WILL BE. THE								
OTHER AMOUNT INCLUDED IS FOR THE DEPOSIT REQUIRED PRIOR TO								
THE END OF THE FISCAL YEAR FOR THE APRIL 2016 ELECTION.								
101-1101-411.61-01	Office supplies		1,717	2,098	3,200	2,500	(700)	-21.88%
101-1101-411.61-11	Food		4,885	5,818	6,000	6,500	500	8.33%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1101-411.64-01	Dues		11,677	12,722	15,000	15,000	-	0.00%
101-1101-411.64-02	Publications		260	150	300	300	-	0.00%
101-1101-411.66-99	Other		945	1,466	1,500	1,500	-	0.00%
101-1101-411.68-01	Office, Furniture & Eqpt,		6,692	8,607	6,500	2,000	(4,500)	-69.23%
101-1101-411.69-05	Service Awards		172	180	1,000	1,000	-	0.00%
CLERK/COUNCIL			224,401	241,289	278,838	304,731	25,893	9.29%

City of Kirkwood Administration

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

Staffing

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

Functions

The Administration Department links the vision set out by the elected officials with the departments responsible for implementing that vision within the parameters of the city's code of ordinances and adopted budget. Communication with the council, the public, and staff is very important and is accomplished through the city's website, electronic newsletters, monthly WKT newsletter, and social media. Relationships are fostered with groups like the downtown special business district, service clubs, and the Chamber of Commerce.

City of Kirkwood Administration

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

Administrative Secretary

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

Provides secretarial support to the Police and Fire Pension Board, Civilian Employees Pension Board, Human Rights Commission and other boards/committees as needed – i.e. preparing agendas, meeting packets, composing minutes, etc.

Coordinates the Mission Possible Committee, the employee awards and recognition luncheon, the organization's United Way campaign and handles block party requests.

Takes reservations for renting the train station.

Writes articles for and helps coordinate the employee newsletter.

Public Information Officer (PIO)

Maintains ongoing communication with media contacts; developing relationships with local reporters and working with them to get the information they need to report on issues affecting the City of Kirkwood.

Approves, formats, and posts information on the web site.

Develops and maintains printed communication pieces that help citizens better understand their local government and the services provided. Authors the Eye on Kirkwood, a weekly e-newsletter, the city's blog, the monthly employee newsletter, and posts city news on Facebook and Twitter.

Assistant Chief Administrative Officer (ACAO)

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

Administers the city's various benefit programs for employees.

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

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

City of Kirkwood Administration

Chief Administrative Officer (CAO)

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

2013-2017 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 one of the most livable communities in the United States; 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.

Family: We design services and facilities that enhance a family atmosphere.

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

Involvement: We involve our citizens in local government activities.

Respect: We value the contributions and needs of all members of our community.

Integrity: We foster the highest ethical standards.

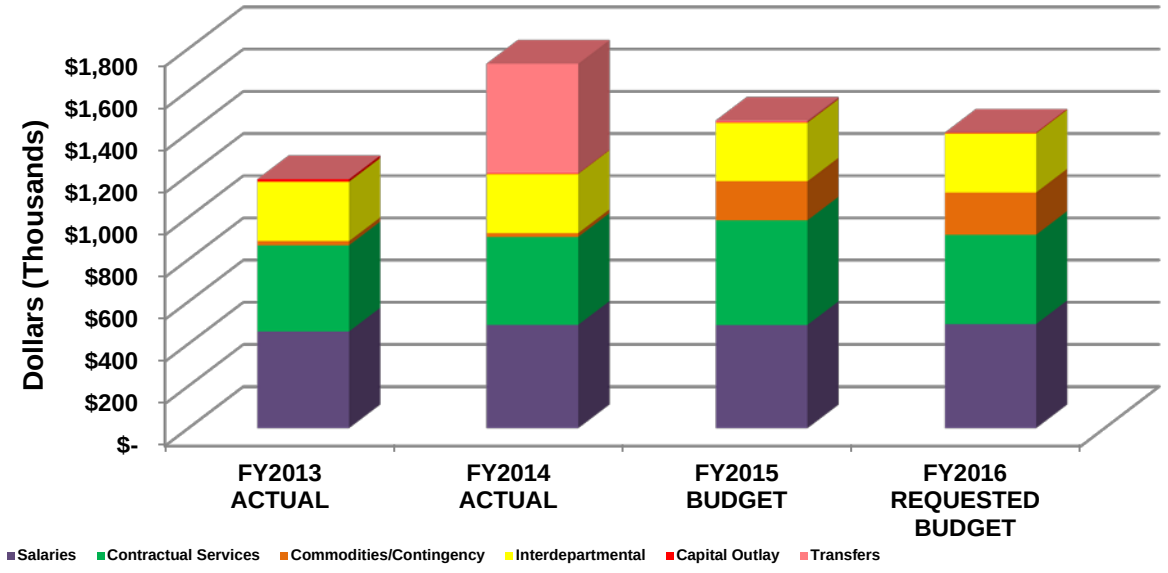
STRATEGIC GOALS

1. Enhance the quality of life of citizens
2. Strengthen relations between citizens and their government
3. Support business community
4. Improve public infrastructure
5. Provide adequate financial resources

CITY OF KIRKWOOD, MISSOURI
ADMINISTRATION OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	351,347	375,092	365,507	382,516
Temporary Salaries	-	2,347	10,800	-
Social Security	19,308	20,787	23,126	23,717
Medicare	5,374	5,756	5,409	5,547
Civilian Pension	22,838	23,487	24,245	24,865
Deferred Compensation	22,008	22,966	21,835	15,302
Subtotal Salaries	420,875	450,435	450,922	451,947
Other Benefits				
Health Insurance	35,973	38,105	37,272	39,331
Dental Insurance	1,316	1,279	1,340	1,919
Vision Insurance	309	303	410	335
Unemployment	-	-	-	-
Subtotal Other Benefits	37,598	39,687	39,022	41,585
Total Personnel Services	458,473	490,122	489,944	493,532
Contractual Services	408,580	416,891	495,688	423,404
Commodities/Contingency	19,836	18,323	185,147	200,660
Capital Outlay	11,982	1,468	3,200	3,200
Interdepartmental Charges	281,251	280,225	278,175	280,384
Transfers to Other Funds	-	520,800	6,623	-
TOTAL ADMINISTRATION BUDGET	1,180,122	1,727,829	1,458,777	1,401,180

Administration Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1102-412.10-10	Transfer to Other Funds		-	520,800	6,623	-	(6,623)	
101-1102-412.11-01	Salary Full Time		351,347	375,092	365,507	382,516	17,009	4.65%
101-1102-412.11-04	Salary Temporary		-	2,347	10,800	-	(10,800)	
101-1102-412.21-01	Health Insurance		35,973	38,105	37,272	39,331	2,059	5.52%
101-1102-412.21-03	Dental Insurance		1,316	1,279	1,340	1,919	579	43.21%
101-1102-412.21-04	Vision Insurance		309	303	410	335	(75)	-18.29%
101-1102-412.22-01	Social Security Taxes		19,308	20,787	23,126	23,717	591	2.56%
101-1102-412.22-02	Medicare Contributions		5,374	5,756	5,409	5,547	138	2.55%
101-1102-412.23-02	Civilian Pension		22,838	23,487	24,245	24,865	620	2.56%
101-1102-412.23-04	Deferred Comp		22,008	22,966	21,835	15,302	(6,533)	-29.92%
101-1102-412.29-04	Unemployment Comp.		-	-	-	-	-	
101-1102-412.31-01	Personnel consultants		44,438	60,801	62,069	47,835	(14,234)	-22.93%
TEXT		**TEXT AMT**						
CONSULTING RETAINER - GBS		25,800						
COMPENSATION CONSULTING		14,000						
EAP		8,035						
101-1102-412.31-02	Landmark Commission		540	-	-	-	-	100.00%
101-1102-412.31-03	Public Relations		1,851	796	2,000	1,500	(500)	-25.00%
101-1102-412.31-08	Urban Forestry Comm.		562	771	11,545	10,000	(1,545)	-13.38%
TEXT		**TEXT AMT**						
TRIM GRANT								
101-1102-412.31-09	Training		758	1,604	6,000	5,000	(1,000)	-16.67%
101-1102-412.31-10	Other Professional Svcs		20,393	30,410	48,720	4,280	(44,440)	-91.22%
TEXT		**TEXT AMT**						
VIVIDSITES WEBHOSTING		420						
WEB UPDATES		1,500						
CHARTER CABLE AND WIFI		2,360						
101-1102-412.32-01	Legal		212,414	187,591	219,250	210,000	(9,250)	-4.22%
101-1102-412.32-04	Ofc/Administrative		9,875	7,355	4,750	3,500	(1,250)	-26.32%
101-1102-412.42-06	Laundry, towels, etc		970	1,011	900	1,050	150	16.67%
101-1102-412.43-01	Office ept. maintenance		-	1,395	50	100	50	100.00%
101-1102-412.43-12	Building & Grounds		5,508	800	8,600	9,900	1,300	15.12%
101-1102-412.44-01	Parking lots		28,918	33,575	35,340	35,340	-	0.00%
TEXT		**TEXT AMT**						
CLAY/JEFFERSON		13,700						
KIRKWOOD PRESBYTERIAN WALKWAY		250						

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
JEFFERSON/ARGONNE/CONNOR		14,400						
PROVISION FOR LEASE ADJUSTMENTS		1,150						
ARGONNE (BRENNER)		5,840						
101-1102-412.44-04	Copy Machines		6,824	6,863	7,625	4,000	(3,625)	-47.54%
101-1102-412.52-02	General liability		22,200	24,083	25,320	25,320	-	0.00%
101-1102-412.52-11	Work. Comp. Premium		5,819	5,819	5,819	5,819	-	0.00%
101-1102-412.53-01	Telephone		6,761	8,396	9,000	10,000	1,000	11.11%
101-1102-412.53-02	Cellular Telephones		3,379	2,461	3,750	5,200	1,450	38.67%
101-1102-412.54-04	Advertising		17,365	18,833	19,500	20,610	1,110	5.69%
101-1102-412.54-05	Special Events		-	241	-	-	-	
101-1102-412.55-09	Other Printing		16,589	18,230	17,950	17,950	-	0.00%
TEXT		**TEXT AMT**						
NEW RESIDENT BROCHURE		1,500						
PRINTING FOR COMM REL		2,000						
PRINTING FOR ADMIN		150						
UTILITY INSERTS		14,300						
101-1102-412.58-01	Travel Executive		147	2,660	3,500	2,000	(1,500)	-42.86%
101-1102-412.58-02	Travel Other		3,269	3,196	4,000	4,000	-	0.00%
101-1102-412.61-01	Office supplies		5,845	7,108	6,500	6,500	-	0.00%
101-1102-412.61-05	Postage		1,868	1,631	2,000	2,000	-	0.00%
101-1102-412.61-11	Food		672	1,530	1,200	1,300	100	8.33%
101-1102-412.61-12	Coffee services		1,854	1,455	1,500	1,600	100	6.67%
101-1102-412.61-13	Clothing		-	467	700	700	-	0.00%
101-1102-412.64-01	Dues		4,528	4,381	4,920	4,545	(375)	-7.62%
101-1102-412.64-02	Publications		892	286	650	900	250	38.46%
101-1102-412.66-26	Motor Fuel & Lubricants		66	-	50	50	-	0.00%
101-1102-412.66-99	Other		104	909	750	500	(250)	-33.33%
101-1102-412.68-02	Machinery & Equipment		-	1,468	1,200	1,200	-	0.00%
101-1102-412.69-03	Mission Possible		-	-	3,000	3,000	-	0.00%
101-1102-412.69-04	Contingency		-	-	161,377	177,065	15,688	9.72%
101-1102-412.69-05	Service Awards		4,007	556	2,500	2,500	-	0.00%
101-1102-412.75-03	Building & Site Improv.		11,982	-	2,000	2,000	-	0.00%
101-1102-412.80-05	Fuel/Lubricants		1,990	1,548	1,895	2,204	309	16.31%
TEXT								
581 GALLONS X $3.46			2,010					
50 GALLONS X $3.87			194					

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1102-412.80-10	Vehicle Maintenance		7,711	4,009	2,045	1,680	(365)	-17.85%
101-1102-412.80-20	Electric Charges		62,855	67,989	66,735	69,000	2,265	3.39%
101-1102-412.80-30	Street Lighting		200,000	200,000	200,000	200,000	-	0.00%
101-1102-412.80-40	Water Usage Charges		4,991	5,179	6,000	6,000	-	0.00%
101-1102-412.80-50	Sanitation Charges		1,500	1,500	1,500	1,500	-	0.00%
ADMINISTRATION			1,180,122	1,727,829	1,458,777	1,401,180	(57,597)	-3.95%

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City of Kirkwood 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 for this FY2015 budget: 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 4.5 staff positions funded in the General Fund and the GIS Technician funded in the Water Fund. Listed below are these positions.

MIS Staff Funded in the General Fund		MIS Staff Funded in the Water Fund	
1	Director of MIS	1	GIS Technician
1	Technical Support Specialist		
1	IS Support Specialist		
1	GIS Technician		
1	PC Technician		
5	Total MIS Staff	1	Total MIS Staff

City of Kirkwood 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	Total Devices	CCs	Possibility more CCs	Network printers	Non-Net Printers	Total Printers
Fire	4	25	1	17	47	8	2	7	8	15
Police	38	15	0	2	55	2	10	11	14	25
Pworks	6	0	1	13	20	13	0	10	2	12
Recreation	10	1	1	21	33	9	0	5	2	7
Electric	8	6	0	1	15	1	0	2	6	8
Finance	9	1	2	0	12	0	0	4	4	8
MIS	7	3	1	5	16	1	0	3	0	3
Water	2	2	0	10	14	6	0	3	0	3
Admin	2	2	11	6	21	6	0	6	4	10
Training RM	2	0	0	6	8	0	6	0	1	1
Parks	1	0	0	4	5	4	0	1	1	2
SBD	1	2	0	0	3	0	0	0	1	1
Sanitation	0	0	0	4	4	2	0	1	0	1
Fleet	0	3	0	7	10	5	0	2	3	5
Purchasing	1	3	1	4	9	4	0	4	3	7
Court Clerk	2	1	0	0	3	0	2	1	1	2
Total Type	93	64	18	100	275	61	20	60	50	110

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.

Training Classes

The MIS Department offers training classes for city employees covering Excel, Word, Power Point, HTML, Intranet/Internet, PC Basics, Searching the Intranet, and Windows. These classes are approximately 2 hours in length and offered at various times throughout the year.

Consulting Services/GIS Projects

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

Major Projects Completed

Upgraded the SAN to allow for more storage for the Laserfiche project. Increased performance of all of the virtual desktops. Are in the process of moving data backup to the SAN to remove an older piece of equipment and reduce the amount of software and hardware expenditures for the backup system. Replaced the older AS/400 with a new one this year which will gives us at least another 5 years on this system if we stay with the Naviline solution.

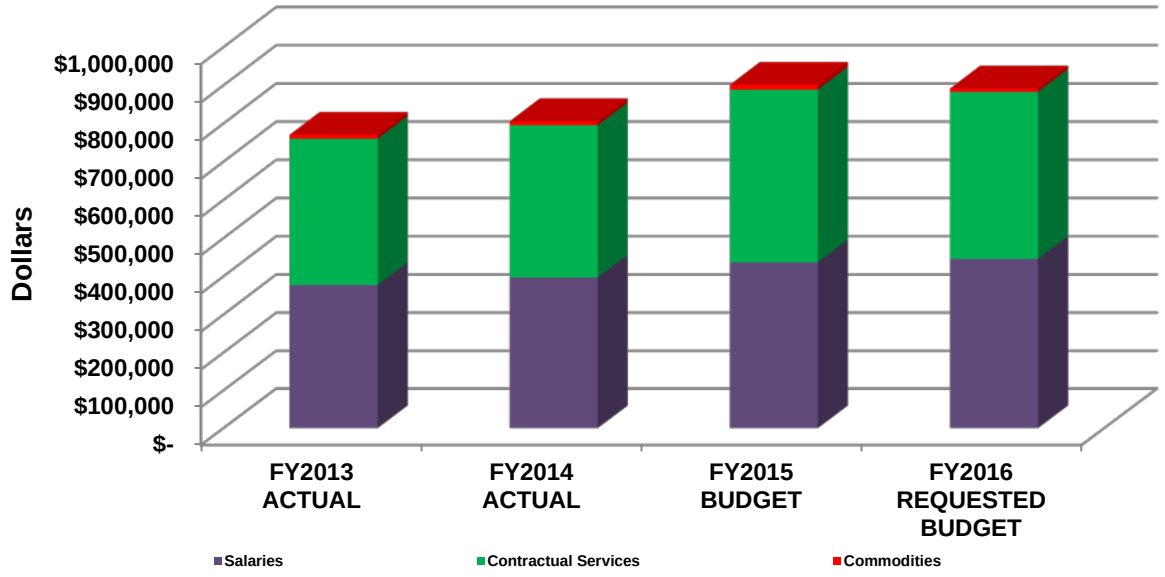
Upcoming Projects

Move to a new Voice Mail system. The current one is no longer supported and is restricting us from updating the software on the phone system. Vulnerability assessment on the network to identify and correct any issues that leave us susceptible to intrusion or breach. Will be looking at not only the computer network, but also SCADA and Facilities systems to make sure that they do not have any issues that would put the rest of the system at risk. .

CITY OF KIRKWOOD, MISSOURI
MIS OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	279,556	287,078	331,769	339,511
Part-time Salaries	10,256	22,182	-	-
Overtime	12,140	9,971	12,000	12,000
Social Security	18,448	19,413	21,314	21,816
Medicare	4,314	4,540	4,985	5,103
Civilian Pension	19,627	19,093	22,345	22,872
Deferred Compensation	2,240	2,212	6,875	6,791
Subtotal Salaries	346,581	364,489	399,288	408,093
Other Benefits				
Health Insurance	27,755	30,200	34,096	34,437
Dental Insurance	1,785	1,785	2,232	2,399
Vision Insurance	320	321	484	484
Subtotal Other Benefits	29,860	32,306	36,812	37,320
Total Personnel Services	376,441	396,795	436,100	445,413
Contractual Services	383,411	398,306	452,330	437,160
Commodities	10,404	10,593	12,750	8,750
TOTAL MIS BUDGET	770,256	805,694	901,180	891,323

MIS Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1105-415.11-01	Salary Full Time		279,556	287,078	331,769	339,511	7,742	2.33%
TEXT		**TEXT AMT**						
DIRECTOR OF MIS								
IS SUPPORT SPECIALIST								
TECHNICAL SUPPORT SPECIALIST								
GIS COORDINATOR								
101-1105-415.11-02	Salary Part Time		10,256	22,182	-	-	-	
TEXT		**TEXT AMT**						
PROGRAMMER (1/2 TIME)								
101-1105-415.11-05	Overtime		12,140	9,971	12,000	12,000	-	0.00%
101-1105-415.21-01	Health Insurance		27,755	30,200	34,096	34,437	341	1.00%
101-1105-415.21-03	Dental Insurance		1,785	1,785	2,232	2,399	167	7.48%
101-1105-415.21-04	Vision Insurance		320	321	484	484	-	0.00%
101-1105-415.22-01	Social Security Taxes		18,448	19,413	21,314	21,816	502	2.36%
101-1105-415.22-02	Medicare Contributions		4,314	4,540	4,985	5,103	118	2.37%
101-1105-415.23-02	Civilian Pension		19,627	19,093	22,345	22,872	527	2.36%
101-1105-415.23-04	Deferred Comp		2,240	2,212	6,875	6,791	(84)	-1.22%
101-1105-415.31-05	Microfilming/Storage Svcs		6,597	7,270	7,500	7,500	-	0.00%
101-1105-415.31-09	Training		9,865	10,549	14,150	15,750	1,600	11.31%
101-1105-415.31-10	Other Professional Svcs		61,416	61,759	67,000	63,000	(4,000)	-5.97%
101-1105-415.43-04	Computer maintenance		84,960	77,340	81,200	81,200	-	0.00%
101-1105-415.43-15	Software Maintenance		213,799	235,141	274,730	262,210	(12,520)	-4.56%
101-1105-415.44-06	Pagers		240	77	250	-	(250)	-100.00%
101-1105-415.52-11	Work. Comp. Premium		4,500	4,500	4,500	4,500	-	0.00%
101-1105-415.53-01	Telephone		778	791	1,000	1,000	-	0.00%
101-1105-415.58-01	Travel Executive		1,256	879	2,000	2,000	-	0.00%
101-1105-415.61-01	Office supplies		4,684	3,865	5,000	3,000	(2,000)	-40.00%
101-1105-415.61-02	Computer supplies		5,513	6,533	7,000	5,000	(2,000)	-28.57%
101-1105-415.61-05	Postage		12	-	500	500	-	0.00%
101-1105-415.64-01	Dues		195	195	250	250	-	0.00%
MIS			770,256	805,694	901,180	891,323	(9,857)	-1.09%

City of Kirkwood Human Resources Department

Mission Statement

The Human Resources Department (HR) strives to provide professional and quality customer service to the people we serve. The HR Department will do this by recruiting an exceptional work force, providing our internal and external customers with support that will foster fairness and equal opportunity for all and by being an internal resource for all city departments. The HR Department is committed to providing excellence in teamwork, administration and in handling the issues of our customers with confidentiality, respect and dignity.

The HR Department has identified the following performance measurements: staffing, severances, benefit costs, records retention, training and safety.

Staffing

The HR Department staff includes the Human Resources Manager (HR) and an Administrative Secretary. It is the responsibility of the HR Manager to initiate and oversee the city's personnel recruitment efforts, ensure legal compliance with employment laws, assist department heads and managers with resolving problems that affect work and administer employee benefits.

Hiring picked up due to employee retirements, current employees finding other positions and involuntary terminations. Applicant response to job openings is very good with quality applicants coming from across the country.

Asst. Director of Purchasing	-	82 applicants
Dispatcher f/t	-	104 applicants
Dispatcher p/t	-	26 applicants
Buyer/Supply Mgmt Analyst	-	84 applicants
Code Enforcement Officer	-	7 applicants
Sanitation Worker	-	51 applicants
Electric Meter Reader	-	94 applicants

Training

The HR Manager conducts new hire orientations for all new employees and with the Public Information Officer new employee customer service training. Training will be held over two days for 29 new hires in November 2014. The Employee Assistance provider, Personal Assistance Services (PAS) held Eating on the Run for the Sanitation workers and Healthy Grocery Shopping and Cooking for the Fire House personnel. PAS also provides additional training as needed. This year the Water Department received Respect at Work for their employees. The

HR Manager provides training to individual departments as requested on Sexual Harassment, customer service and Violence in the Workplace. Training is provided on the various Personnel Rules and Regulations including sick leave, Family Medical Leave, emergency leave and tuition reimbursement. Information sessions on city benefits like medical and dental insurance and the city's pension and deferred compensation plans are provided as needed. Vanguard, the administrator for the city's pension plans and deferred compensation plan, also holds free training sessions throughout the year on subjects like "Taking Control of Your Financial Life" and "Getting Ready to Retire".

Severances

Severances include employee resignations, retirements, death, disability and involuntary terminations as a result of disciplinary actions.

THE CITY OF KIRKWOOD
HUMAN RESOURCES DEPARTMENT
SEVERANCES BY DEPARTMENT

DEPARTMENT	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
Street		2	2		1	5
Police*	4	5	7	6	6	28
Sanitation	4	3	1	1	8	17
Recreation		1	1			2
Finance	1			1		2
Water				3	2	5
Fire**		6	3	2	2	13
Electric	1	2	2	2	2	9
Parks					1	1
Fleet Services	1	1	1			3
PW-Engineering				1		1
Administration					1	1
PW-Bldg Comm		2	1	1		4
Purchasing					2	2
Human Resources						0
MIS				1		1
Building Maint.						0
TOTAL	11	22	18	18	25	94

* Police includes Officers and Admin staff.
** Fire includes Admin and non-Admin staff.

THE CITY OF KIRKWOOD
HUMAN RESOURCES DEPARTMENT
NEW HIRES BY DEPARTMENT

DEPARTMENT	FY2010	FY2011	FY2012	FY2013	FY2014	TOTAL
Police*	7	3	8	5	4	27
Street					1	1
Sanitation	3		1	1	5	10
Recreation		1				1
Fire	1	3	3	2		9
Electric	1		2	2	2	7
Police/Court**	1				2	3
Water		2		3	2	7
Fleet Services	1		1			2
PW-Bldg Comm			2	1		3
PW-Engineering				1		1
Admin						0
Parks	1		2		2	5
Purchasing	1				1	0
Bldg Maint						0
MIS				1		1
Human Resources						0
Finance				1		1
TOTAL	16	9	19	17	19	78

* Police total includes Officers and Dispatchers.
** Two Court employees moved to Police Dept FY 10
*** Fire includes Admin and non-Admin staff

Benefit Costs

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

Average Cost Per Person
Expended by City on Health Insurance

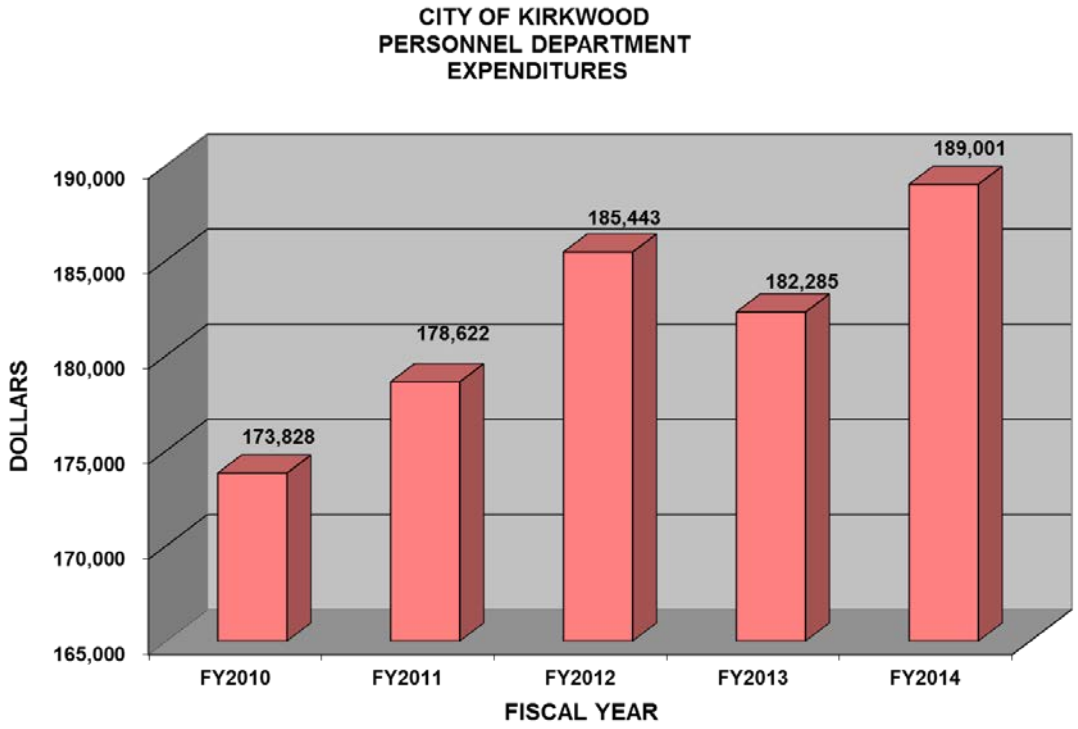
FY2009	FY2010	FY2011	FY2012
$7,614	$7,988	$8,187	$8,298

Records Retention

Records retention is an important ongoing program. Four years ago, many older records were preserved on microfilm including seasonal records that were more than 20 years old and records of former full-time and part-time employees that were more than 40 years old. The Human Resources Department continues on a regular basis to sort out older records per the State of Missouri Records Retention Schedule. The Human Resources Department will also work with the City Clerk's office to move former employee files to digital records management.

Expenditures

Over the last five-year period the Human Resources Department's expenditures have shown increases due to salary increases and recruitment costs. The chart below shows the Human Resources Department's five-year history for expenditures.



Safety

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

Job specific physical capacity testing through the Work Center covers all labor-intensive positions. For example: Firefighter/Paramedic, Sanitation Worker, Electric Lineman and Meter Reader, Recreation Custodian, Water Distribution Worker and Police Officer. This testing is required for all new hires and on a return to work basis following lost time for injury or significant illnesses.

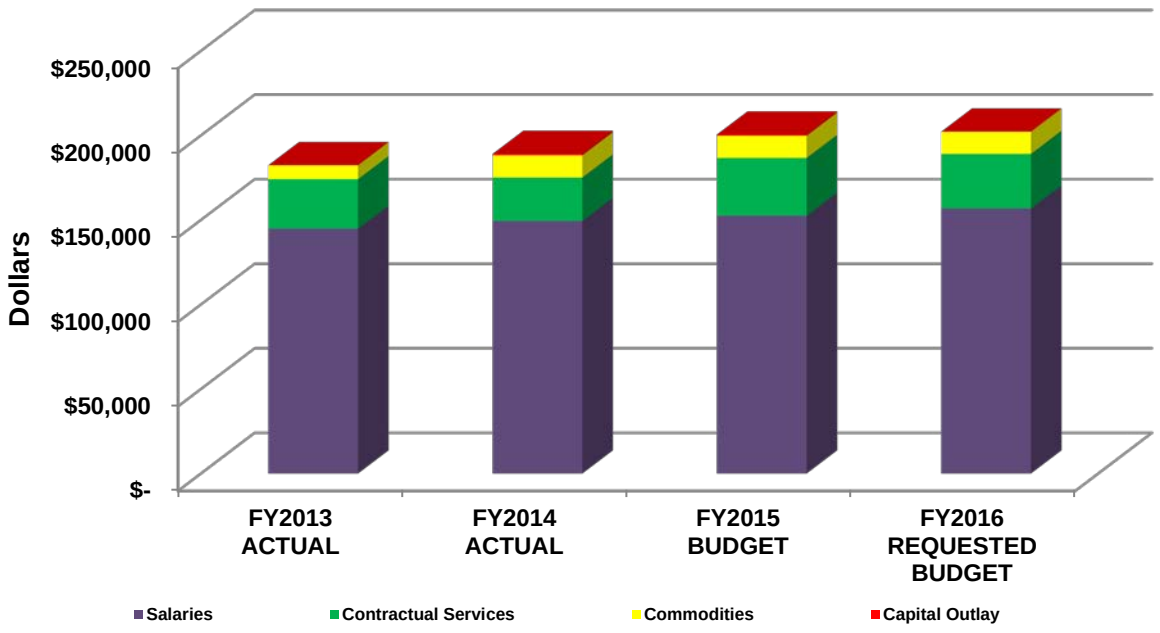
Special Events

The Human Resources Department plans the Employee Benefits and Wellness Fair on a bi-annual basis bringing in outside vendors and current benefit providers for employees and provides flu shots on an annual basis. This year the city hired a consultant from BJC to help with city wellness programs.

CITY OF KIRKWOOD, MISSOURI
PERSONNEL OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	112,510	115,627	117,489	121,014
Social Security	6,761	6,962	7,284	7,504
Medicare	1,581	1,628	1,704	1,755
Civilian Pension	7,313	7,228	7,637	7,866
Deferred Compensation	660	560	2,350	2,421
Subtotal Salaries	128,825	132,005	136,464	140,560
Other Benefits				
Health Insurance	14,836	16,209	14,829	14,977
Dental Insurance	892	892	895	962
Vision Insurance	160	161	190	190
Subtotal Other Benefits	15,888	17,262	15,914	16,129
Total Personnel Services	144,713	149,267	152,378	156,689
Contractual Services	29,381	25,782	34,253	32,313
Commodities	8,188	13,122	13,150	13,150
Capital Outlay	-	830	700	-
TOTAL PERSONNEL BUDGET	182,282	189,001	200,481	202,152

Personnel Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1108-417.11-01	Salary Full Time		112,510	115,627	117,489	121,014	3,525	3.00%
TEXT		**TEXT AMT**						
PERSONNEL DIRECTOR								
PERSONNEL SECRETARY								
101-1108-417.21-01	Health Insurance		14,836	16,209	14,829	14,977	148	1.00%
101-1108-417.21-03	Dental Insurance		892	892	895	962	67	7.49%
101-1108-417.21-04	Vision Insurance		160	161	190	190	-	0.00%
101-1108-417.22-01	Social Security Taxes		6,761	6,962	7,284	7,504	220	3.02%
101-1108-417.22-02	Medicare Contributions		1,581	1,628	1,704	1,755	51	2.99%
101-1108-417.23-02	Civilian Pension		7,313	7,228	7,637	7,866	229	3.00%
101-1108-417.23-04	Deferred Comp		660	560	2,350	2,421	71	3.02%
101-1108-417.31-07	Medical Examinations		11,650	9,845	12,000	12,000	-	0.00%
101-1108-417.31-09	Training		414	15	400	400	-	0.00%
101-1108-417.32-01	Legal		11,028	11,066	13,171	13,171	-	0.00%
101-1108-417.52-11	Work. Comp. Premium		1,942	1,942	1,942	1,942	-	0.00%
101-1108-417.53-01	Telephone		223	226	240	300	60	25.00%
101-1108-417.54-01	Personnel recruitment		4,124	2,688	6,000	4,000	(2,000)	-33.33%
101-1108-417.58-02	Travel Other		-	-	500	500	-	
101-1108-417.64-01	Dues		379	205	550	300	(250)	-45.45%
101-1108-417.64-02	Publications		-	-	250	-	(250)	-100.00%
101-1108-417.66-99	Other		239	77	350	350	-	0.00%
101-1108-417.68-01	Office, Furniture & Eqpt,		-	830	700	-	(700)	-100.00%
101-1108-417.69-05	Service Awards		7,570	12,840	12,000	12,500	500	4.17%
TEXT								
EMPLOYEE LUNCHEON								
PERSONNEL			182,282	189,001	200,481	202,152	1,671	0.83%

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City of Kirkwood Purchasing 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 law, federal law 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.

Purchasing Goals

The Purchasing 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 purchasing plan

City of Kirkwood Purchasing Department

General Description

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

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

- Strategic management, direct management and oversight of the Warehouse and Building Services Divisions
- 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 Purchasing, Warehouse and Building Maintenance
- 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

Purchasing Department Highlights

- Generated a measurable cost avoidance of $707,402 achieved through bidding the appropriate market, adhering to proper purchasing procedures, and strategic sourcing
- Achieved a measurable cost savings of $259,689 through negotiation, pricing retention, and other value added activities
- Generated and implemented the City's Master Purchasing Plan which effectively reduced scheduling conflicts while increasing interdepartmental collaboration and communication
- Generated, executed, and/or renewed 404 contracts ensuring compliance to the City's Purchasing Ordinance, providing risk assessment and protecting the City's liability with favorable terms
- Established various multi-year contracts to reduce operational impact, limit cost fluctuations, and minimize costly vendor switchover processes
- Analyzed vehicle/equipment capital requests and recommended different budget years for purchase

City of Kirkwood Purchasing Department

Performance Measurements

The Purchasing 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 Purchasing Department provides strategic planning and management for two (2) divisions (Warehouse and Building Services).

During the fiscal year the Purchasing Department increased its responsibility and services to the City. Through the restructuring of duties and processes, the Purchasing Department was able to increase workflow and encompass more responsibility and liability risk management. These changes were implemented to increase value added services and to ensure the continual view of the City's Purchasing Department as a market leading agency, for cities of a comparable composition.

The Purchasing Department is composed of:

1 Director of Purchasing
1 Assistant Director of Purchasing
1 Commodity Buyer/Inventory Supervisor
1 Buyer/Supply Management Analysis

Quantity	Equipment Type	Year	Equipment
1	Passenger Vehicle	2004	Chevy Impala

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

The Purchasing Department's Warehouse Division is composed of:

.5 Building Service's Supervisor (Warehouse)

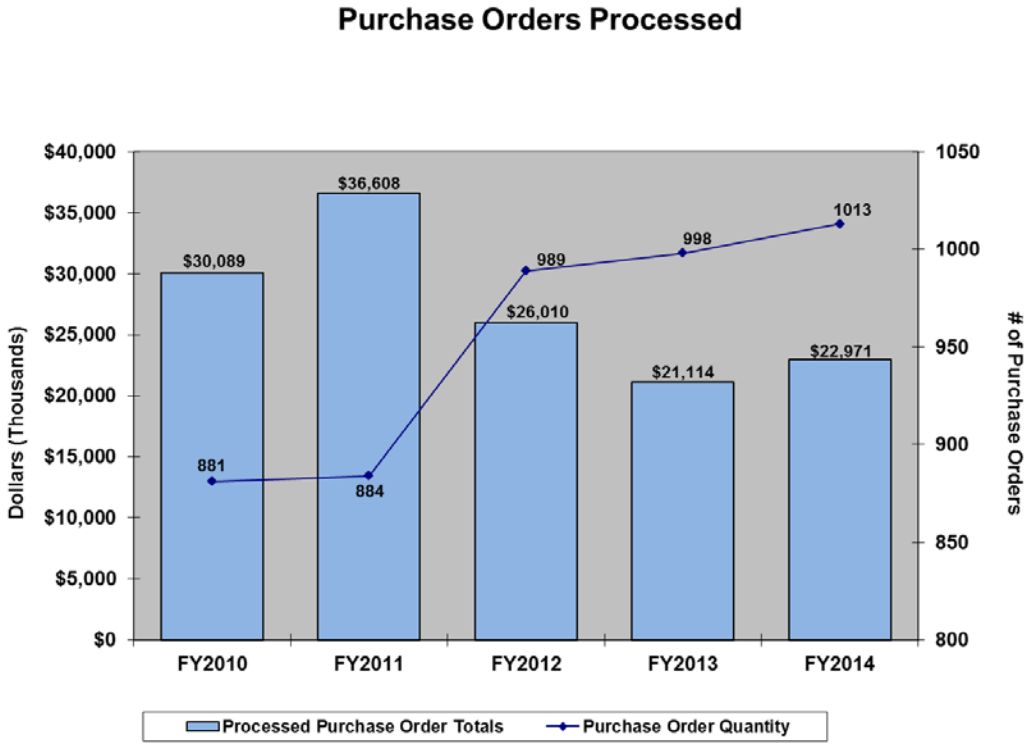
Quantity	Equipment Type	Year	Equipment
.5	Truck	2008	Chevy 2500 Silverado
1	Forklift	2012	Doosan

Purchase Orders

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

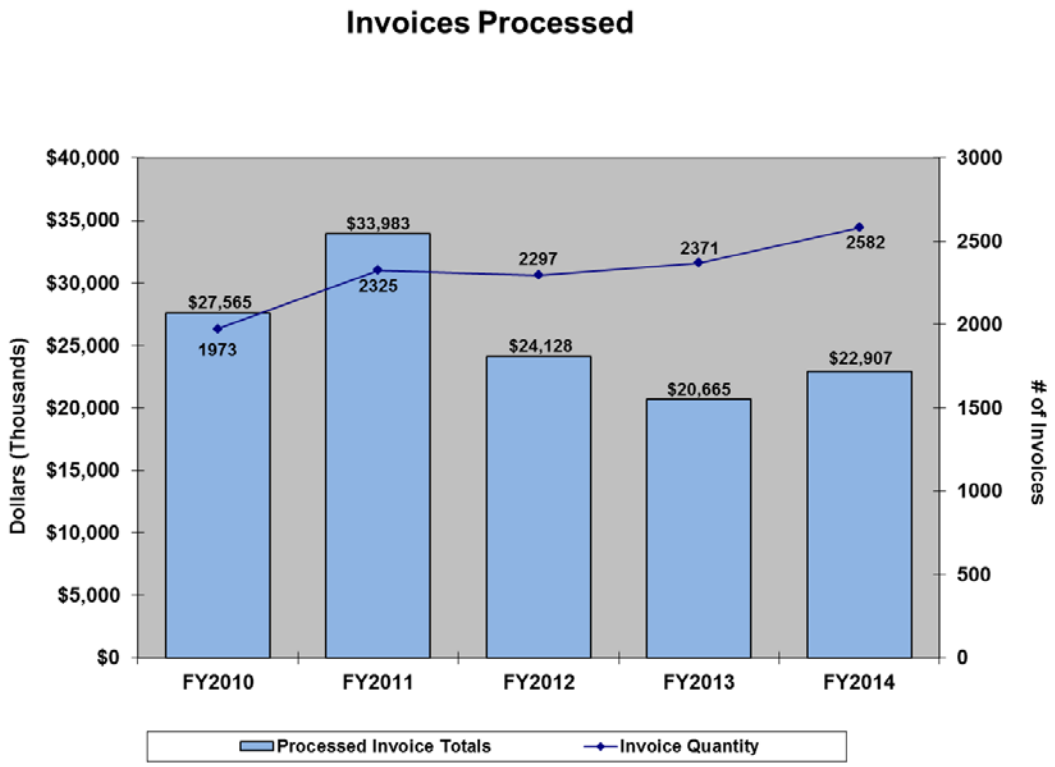
Only in instances of non-contractual services and low value products, are purchase orders forgone in favor of Procurement Card transactions, since the value and risk assessed in the procurement of these goods and services are low.

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



Invoices

The Purchasing 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. Purchasing is responsible and held accountable by state and federal agencies making it imperative that Purchasing review invoices and manage all procurements to limit legal and financial liability.



Procurement Card Administration (Procard)

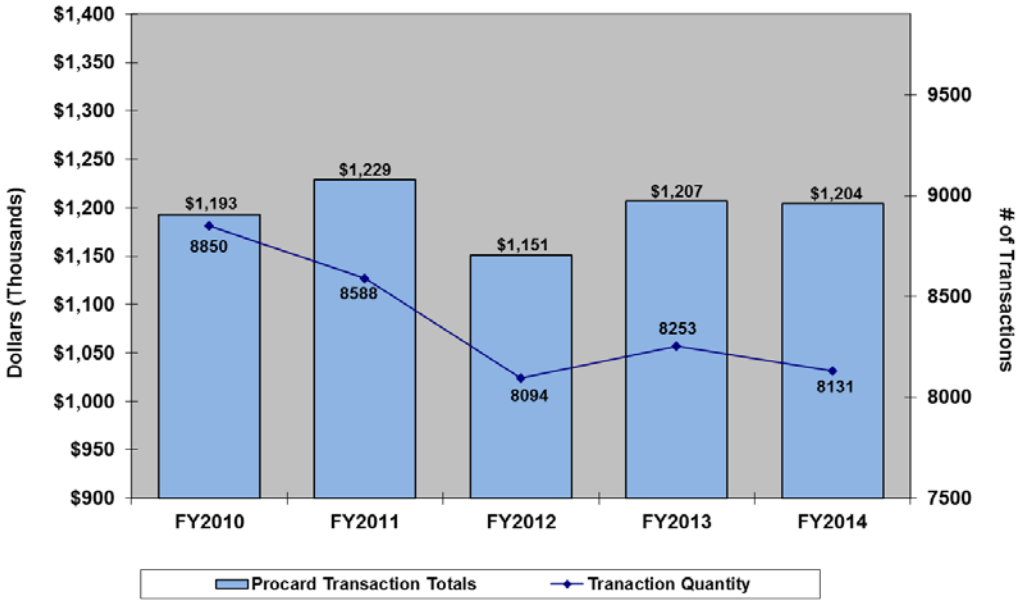
The Purchasing Department manages the Procard Program. The Procard Program streamlines and reduces the total cost of procurement and payment. Cost reduction is generated by forgoing purchase orders in favor of Procurement Card transactions for the procurement of products of low dollar and risk.

Our particular program offers 24x7 oversight, improves efficiencies and saves money by greatly reducing requisitions, purchase orders, check requisitions and checks issued.

The Purchasing 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 reeducated. We have issued 143 individual Procards. The average spend per transaction was $134.85 in FY2010, $143.13 in FY2011, $142.15 in FY2012, $146.28 in FY2013 and $148.06 in FY2014.

Procard Transactions



Formal Bids

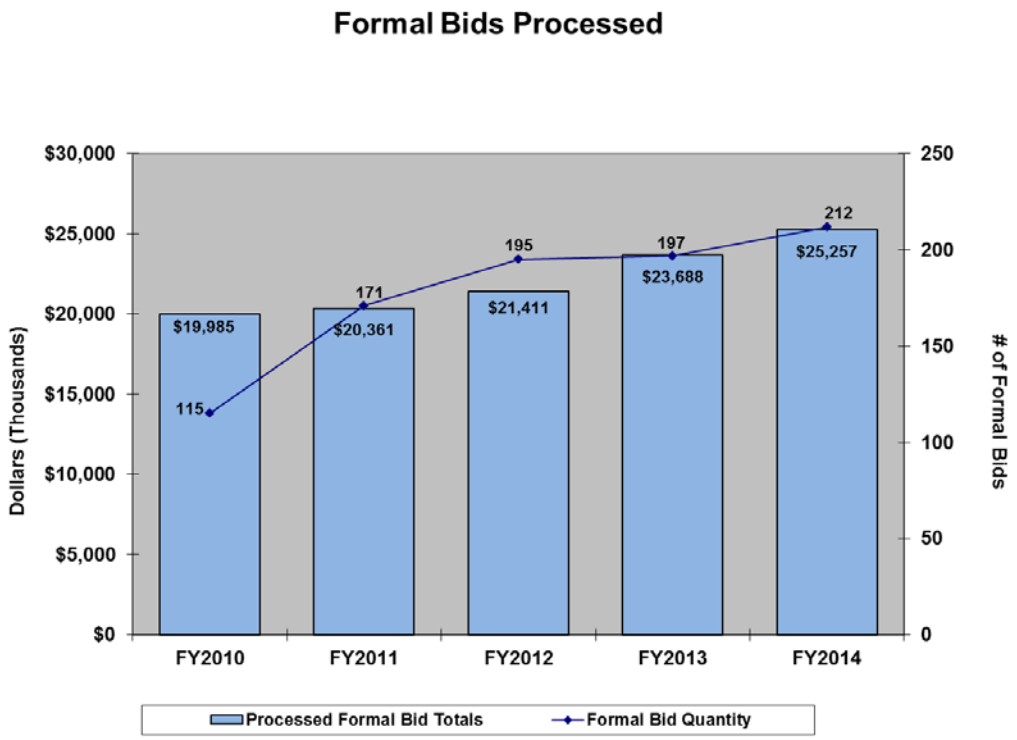
Advertisement and Formal bids are required for all contractual obligations and purchases equal to or in excess of $7,500.

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 ability of Purchasing to process these more complicated and time consuming forms of solicitation is directly related to the development of newly restructured duties of the Purchasing staff. The development of these processes has led to the increase 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 increases the volume of maintenance and negotiation duties for the Purchasing Department, allowing for increased effectiveness in the utilization of City personnel for all departments in their respective core functions.

Formal Bids may take anywhere from 21 days to 90 days; start to finish including Council approval of award.

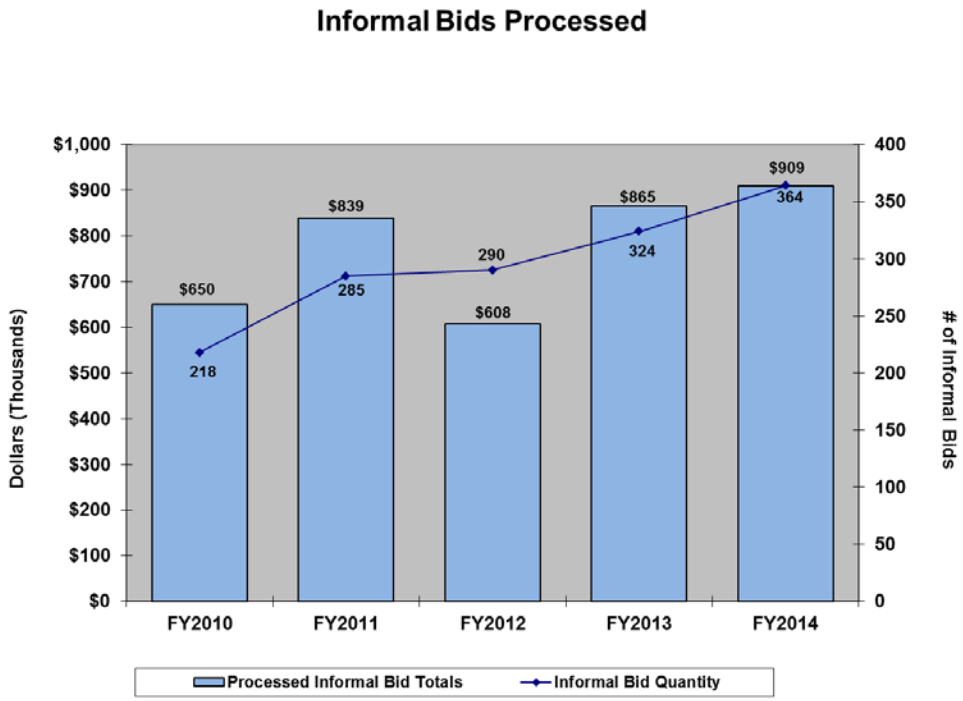
Formal bidding can vary greatly year to year, depending on the number and scope of City's projects. The current measures have increased in value and number reflecting the volume of Requests for Information, Requests for Qualifications, and Requests for Proposals.



Informal Bids

Informal bids are required for all purchases and contractual needs equal to or in excess of $1,500, but less than the $7,500 threshold requiring a formal bid process. The Purchasing Department established new templates that include standard salient conditions and formats allowing the informal bid process to be quicker, easier, and more efficient. The importance of the standardization is to require the proper regulatory terms for services and construction. Expediting this process has increased the volume of informal bids processed, compliance verification and risk management; while maintaining workflow volume.

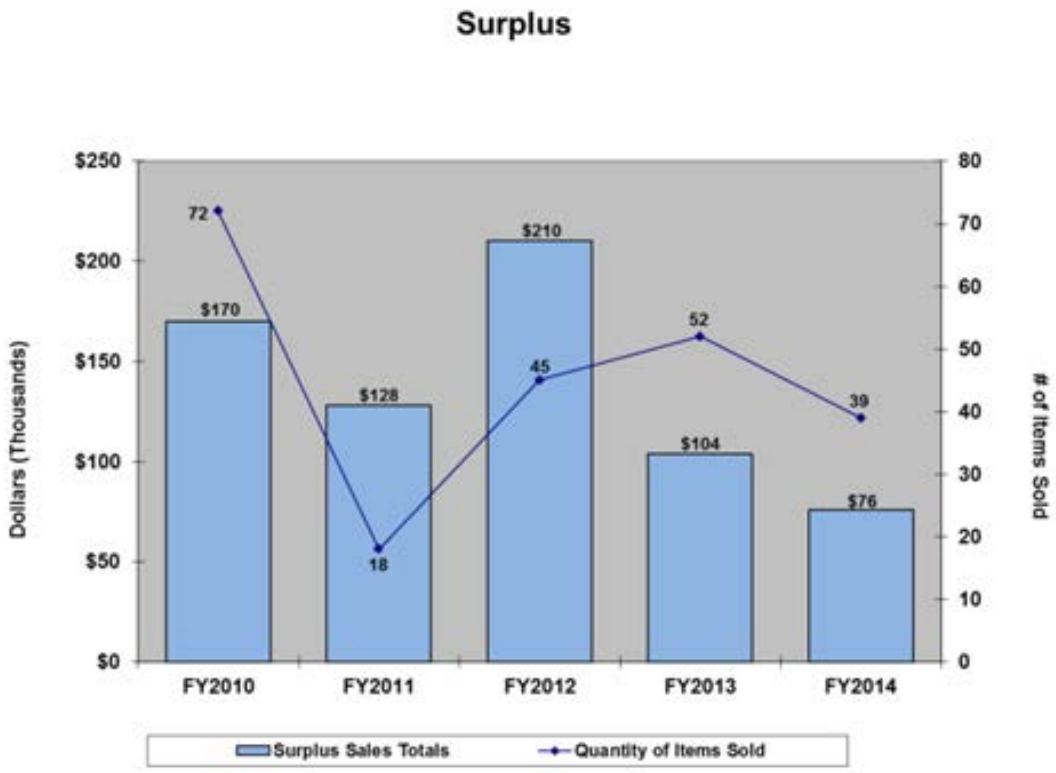
Informal bidding varies greatly year to year, depending on the number and scope of City's procurements. The current measures have increased in value and number reflecting the volume of Informal Bids that are able to be processed utilizing the updated templates.



Proceeds from Sale of Fixed Assets

Proceeds are received when Purchasing sells obsolete, unusable assets or goods, and scrap metal. Purchasing began using various web-based auctions in lieu of formally bidding, traditional auctions and trade-ins and is thus receiving a higher rate of return on surplus goods. Purchasing was in the forefront of utilizing web-based auctions in this area.

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



Rebates

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

All rebate proceeds go directly in the General Fund.

FY2010 $14,172.56

FY2011 $6,511.51

FY2012 $6,607.80

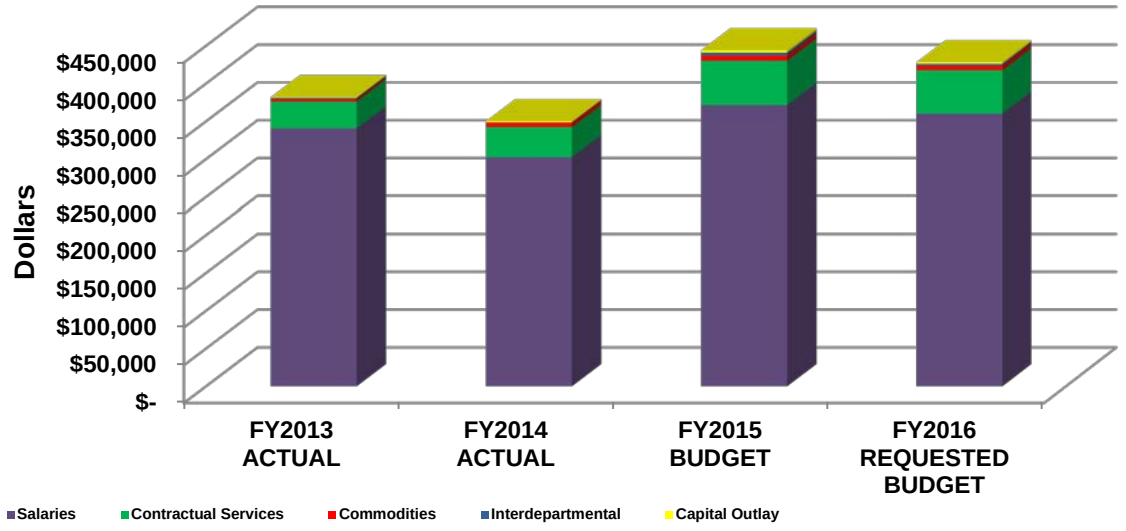
FY2013 $6,728.09

FY2014 $6,651.00

CITY OF KIRKWOOD, MISSOURI
PURCHASING/WAREHOUSE OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	268,187	233,959	272,549	262,477
Temporary	-	-	8,000	8,000
Overtime	1,927	2,689	3,000	3,000
Social Security	16,306	14,332	17,084	16,956
Medicare	3,814	3,352	3,996	3,965
Civilian Pension	17,558	13,854	17,911	17,221
Deferred Compensation	648	975	5,511	5,177
Subtotal Salaries	308,440	269,161	328,051	316,796
Other Benefits				
Health Insurance	29,784	31,360	40,156	40,628
Dental Insurance	2,005	1,629	2,670	2,349
Vision Insurance	360	293	503	415
Subtotal Other Benefits	32,149	33,282	43,329	43,392
Total Personnel Services	340,589	302,443	371,380	360,188
Contractual Services	35,569	40,011	58,911	57,446
Commodities	2,898	5,625	6,460	5,860
Capital Outlay	829	1,330	3,000	2,000
Interdepartmental Charges	2,081	698	4,242	2,724
TOTAL PURCHASING BUDGET	381,966	350,107	443,993	428,218

Purchasing/Warehouse Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1112-416.11-01	Salary Full Time		239,744	204,513	242,630	231,044	(11,586)	-4.78%
TEXT		TEXT AMT						
DIRECTOR OF PURCHASING, ASST DIRECTOR, COMMODITY								
BUYER, PURCHASING ASSISTANT								
101-1112-416.11-04	Salary Temporary		-	-	8,000	8,000	-	
TEXT		TEXT AMT						
ADDITION OF INTERN PROGRAM FOR HIGH VOLUME PERIODS								
101-1112-416.11-05	Overtime		1,927	2,689	3,000	3,000	-	0.00%
TEXT		TEXT AMT						
INCREASED WORK DUE TO HIGHER VOLUME OF OUTSOURCING								
AND STRICT COMPLIANCE REQUIREMENTS								
101-1112-416.21-01	Health Insurance		29,784	31,360	40,156	40,628	472	1.18%
101-1112-416.21-03	Dental Insurance		1,785	1,413	2,270	1,919	(351)	-15.46%
101-1112-416.21-04	Vision Insurance		320	254	423	335	(88)	-20.80%
101-1112-416.22-01	Social Security Taxes		14,532	12,495	15,229	15,007	(222)	-1.46%
101-1112-416.22-02	Medicare Contributions		3,399	2,922	3,562	3,510	(52)	-1.46%
101-1112-416.23-02	Civilian Pension		15,709	12,013	15,966	15,218	(748)	-4.68%
101-1112-416.23-04	Deferred Comp		520	843	4,913	4,560	(353)	-7.19%
101-1112-416.31-09	Training		6,580	2,020	5,000	5,000	-	0.00%
101-1112-416.31-10	Other Professional Svcs		4,875	14,045	15,500	15,000	(500)	-3.23%
101-1112-416.32-01	Legal		551	553	750	750	-	0.00%
101-1112-416.43-01	Office ept. maintenance		-	-	125	-	(125)	-100.00%
101-1112-416.44-04	Copy Machines		772	819	1,640	800	(840)	-51.22%
(SPLIT WITH WATER AND ELECTRIC DEPT)								
101-1112-416.52-02	General liability		3,917	3,888	4,195	4,195	-	0.00%
101-1112-416.52-11	Work. Comp. Premium		8,551	8,551	8,551	8,551	-	0.00%
101-1112-416.53-01	Telephone		3,177	3,476	3,000	3,000	-	0.00%
101-1112-416.55-09	Other Printing		98	235	250	250	-	0.00%
101-1112-416.58-01	Travel Executive		3,996	4,119	4,000	4,000	-	0.00%
101-1112-416.58-02	Travel Other		2,907	1,803	4,000	4,000	-	0.00%
101-1112-416.61-01	Office supplies		2,006	1,860	2,000	2,000	-	0.00%
101-1112-416.61-05	Postage		152	168	1,000	400	(600)	-60.00%
101-1112-416.61-08	Janitorial supplies		89	197	180	180	-	0.00%
101-1112-416.61-11	Food		28	100	50	50	-	0.00%
101-1112-416.61-13	Clothing		400	394	400	400	-	0.00%
101-1112-416.64-01	Dues		1,289	1,460	1,430	1,430	-	0.00%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1112-416.64-02	Publications		190	423	500	500	-	0.00%
101-1112-416.68-01	Office, Furniture & Eqpt,		829	1,330	3,000	2,000	(1,000)	-33.33%
101-1112-416.69-99	Inventory Adjustments		(1,901)	42	-	-	-	
101-1112-416.80-05	Fuel/Lubricants		884	-	674	674	-	
101-1112-416.80-10	Vehicle Maintenance		1,197	-	-	563	563	#DIV/0!
101-1113-416.11-01	Salary Full Time		28,443	29,446	29,919	31,433	1,514	5.06%
TEXT		TEXT AMT						
50% OF WAREHOUSE AND BUILDING SERVICES SUPERVISOR								
101-1113-416.21-03	Dental Insurance		220	216	400	430	30	7.50%
101-1113-416.21-04	Vision Insurance		40	39	80	80	-	0.00%
101-1113-416.22-01	Social Security Taxes		1,774	1,837	1,855	1,949	94	5.07%
101-1113-416.22-02	Medicare Contributions		415	430	434	455	21	4.84%
101-1113-416.23-02	Civilian Pension		1,849	1,841	1,945	2,003	58	2.98%
101-1113-416.23-04	Deferred Comp		128	132	598	617	19	3.18%
101-1113-416.31-09	Training		145	502	1,000	1,000	-	0.00%
101-1113-416.31-10	Other Professional Svcs		-	-	9,900	9,900	-	0.00%
101-1113-416.58-02	Travel Other		-	-	1,000	1,000	-	0.00%
101-1113-416.66-07	Safety equipment		82	280	300	300	-	0.00%
101-1113-416.66-99	Other		563	701	600	600	-	0.00%
101-1113-416.80-05	Fuel/Lubricants		-	293	950	950	-	
101-1113-416.80-10	Vehicle Maintenance		-	405	2,618	537	(2,081)	
PURCHASING			381,966	350,107	443,993	428,218	(15,775)	-3.55%

City of Kirkwood Building Services Division

Mission Statement

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

General Description

Building Services is responsible for maintaining and overseeing 23 City-owned buildings and properties, removing snow from 3.2 miles of City-owned sidewalks and overseeing the grounds of Memorial Walkway, Ken Connor Park and the Farmers Market.

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

Building Services actively maintains 23 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 Building Services responsibility to ensure proper maintenance, repair and system replacement is performed on these buildings and the Memorial Walkway in a timely, efficient and fiscally responsible manner, while safeguarding the City's significant investment in facilities.

Building Services 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 is critical.

Staffing & Equipment

Building Services is staffed with two maintenance workers (Lead Technician and Technician) and is managed by the Building Services Supervisor, who is also responsible for warehouse operations for the Purchasing Department, for a total of 2.5 employees.

City of Kirkwood Building Services Division

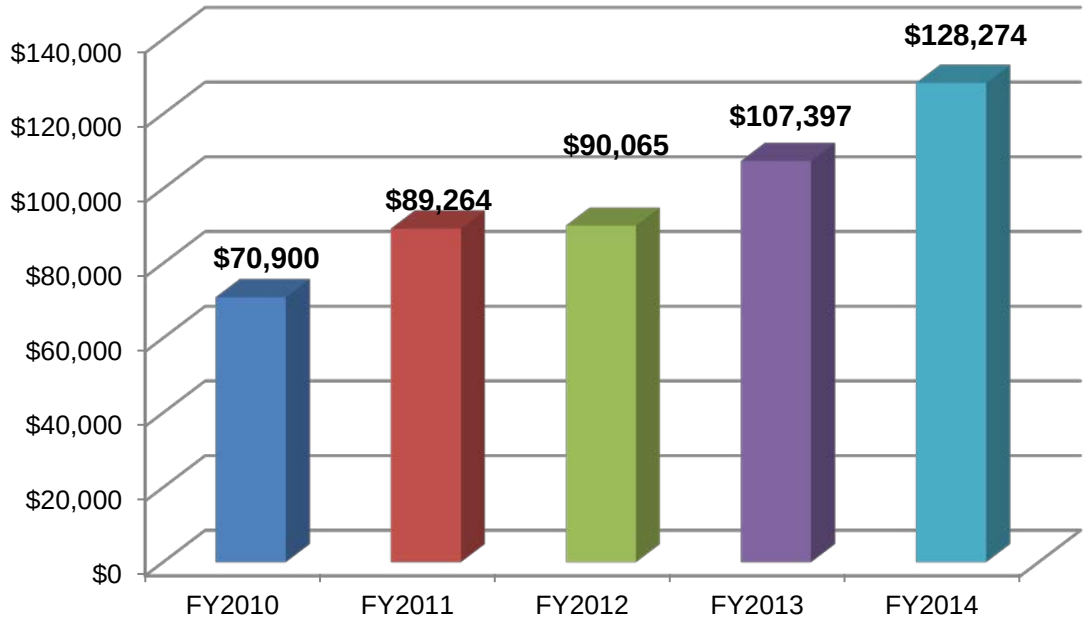
Building Services utilizes the following equipment to assist with their current duties:

Quantity	Equipment Type	Year	Equipment
.5	Truck	2008	Chevy 2500 Silverado
1	Truck	2008	Chevy 1500 Silverado
1	Truck	2009	Chevy 1500 Silverado
1	Scissor Lift	1995	Skyjack
1	ATV	2009	Polaris 500 Sportsmen
1	ATV	2012	Polaris 500 Sportsmen

Contracted Services

Due to staffing levels, compliance issues and needed specialized expertise, the division provides contracted services and management for services such as: janitorial maintenance (City Hall, Police Station, Public Works, Purchasing/Utilities building, Water Maintenance Building and Train Station), elevator maintenance, generator maintenance, security and fire alarm services, pest control, HVAC maintenance, overhead door maintenance, fire extinguisher testing and maintenance, backflow/irrigation inspection, testing and repairs, and lawn irrigation maintenance. The expansion of current contracts for service and preventative maintenance schedules led to increased service contracts over the past five years.

Service Contracts



City of Kirkwood Building Services Division

City Buildings

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

BUILDING SERVICES
CITY OF KIRKWOOD BUILDINGS

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

Building Services 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, Building Services 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.

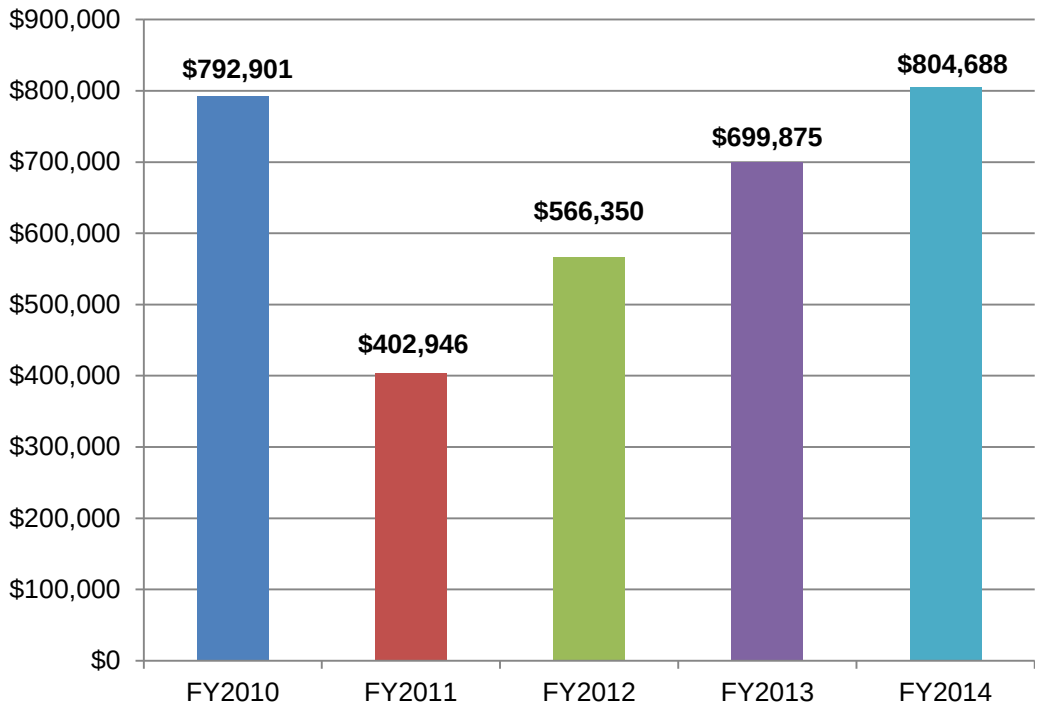
Capital projects completed include: Security System at 212 South Taylor Ave., HVAC Replacement at Public Works, 212 South Taylor Generator Replacement, New Roof Firehouse #3, and Firehouse #2 Interior Painting.

The increase in expense depicted in the following graph reflects the critical replacement needs of our buildings and the increased requirement for outsourcing.

We anticipate expenses to decline over time, as full repairs on systems are completed and preventative maintenance begins. This will result in reduced capital budget requests in upcoming years, since our operating budget will cover minor repairs and maintenance after the capital replacements are realized. This cycle will repeat, many years out, when new capital system replacements are required again.

*Building expenses include budget minus balance plus capital expenses.

Building Services Expenses

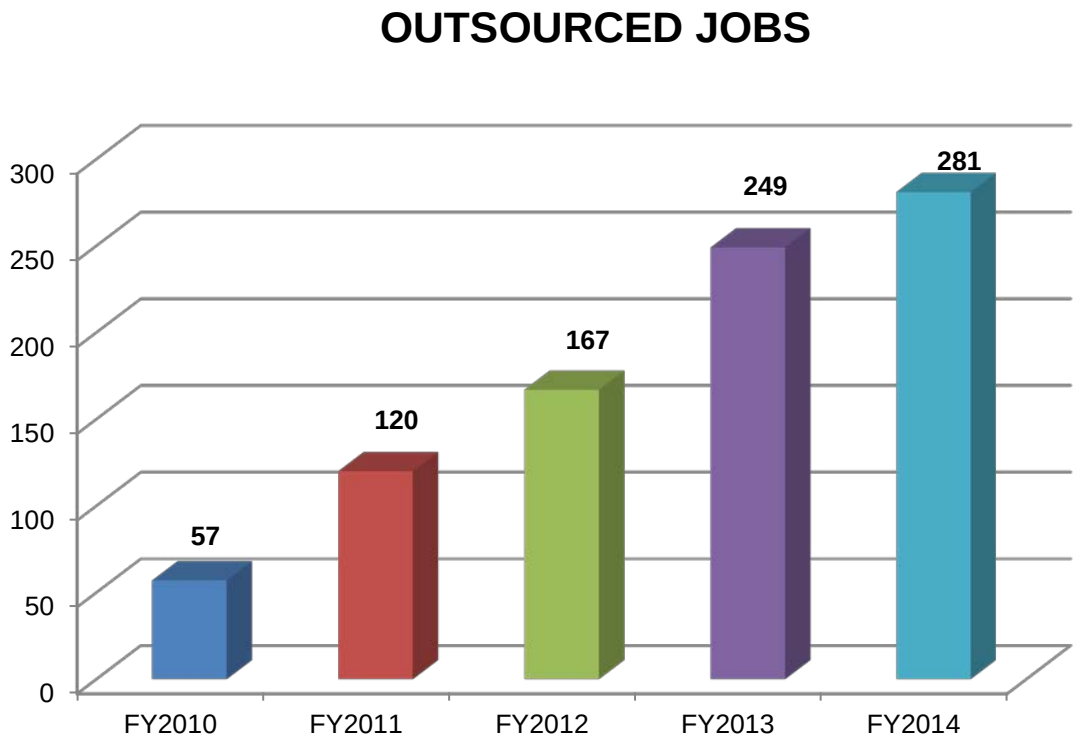


Building Services

Outsourced Jobs

The chart below shows outsourced jobs managed by Building Services.

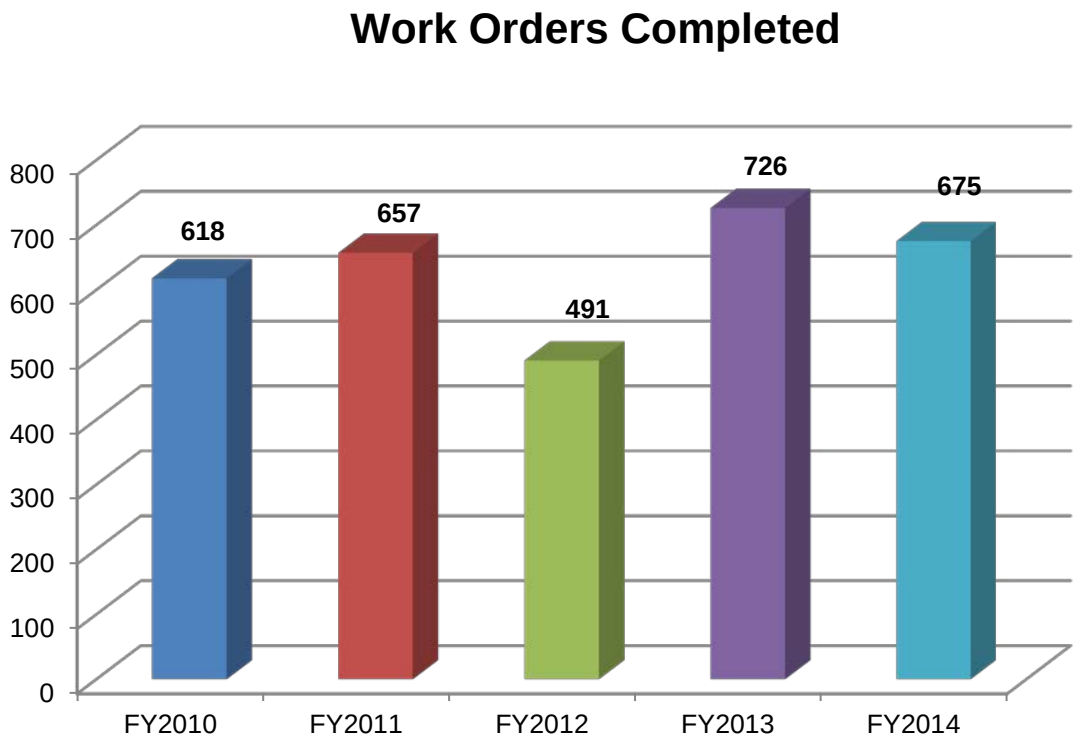
Outsourced jobs augment the services and the available capacity of Building Services. The quantity of outsourced jobs substantially increased over the past five years, as the Maintenance Technician work load has begun to reach a saturation point. These outsourced jobs allow for additional specialized expertise and overflow of required critical, safety, and preventative maintenance repairs.



Work Orders

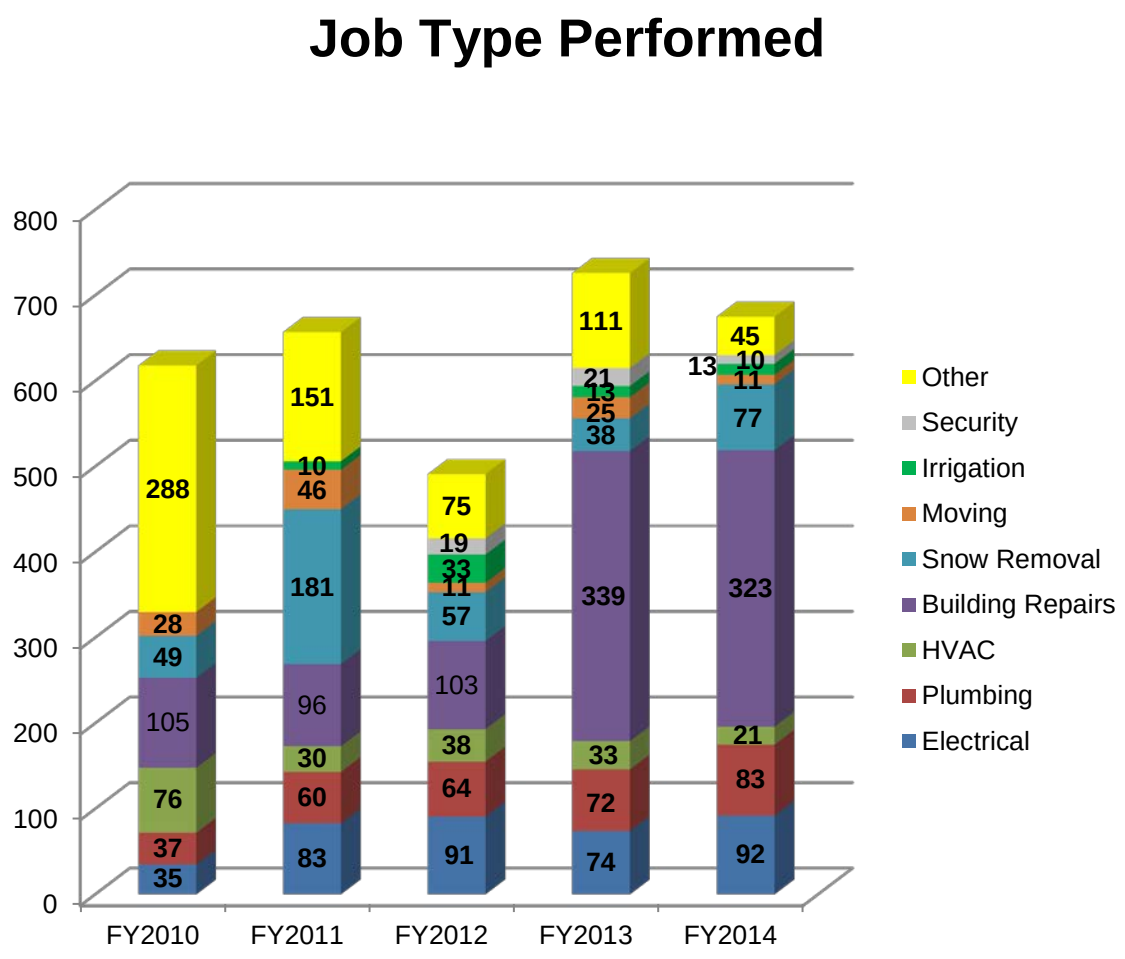
The chart below shows work orders completed by Building Services.

Work orders enable critical, safety, and preventative maintenance repairs to be properly scheduled, managed, and executed. The amount of work orders increased over all during the last five years, but has begun to show less variance in comparison to previous years due to the saturation of available staff time. As the current maintenance staff's workload has increased, the ability for Building Services 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 by Type

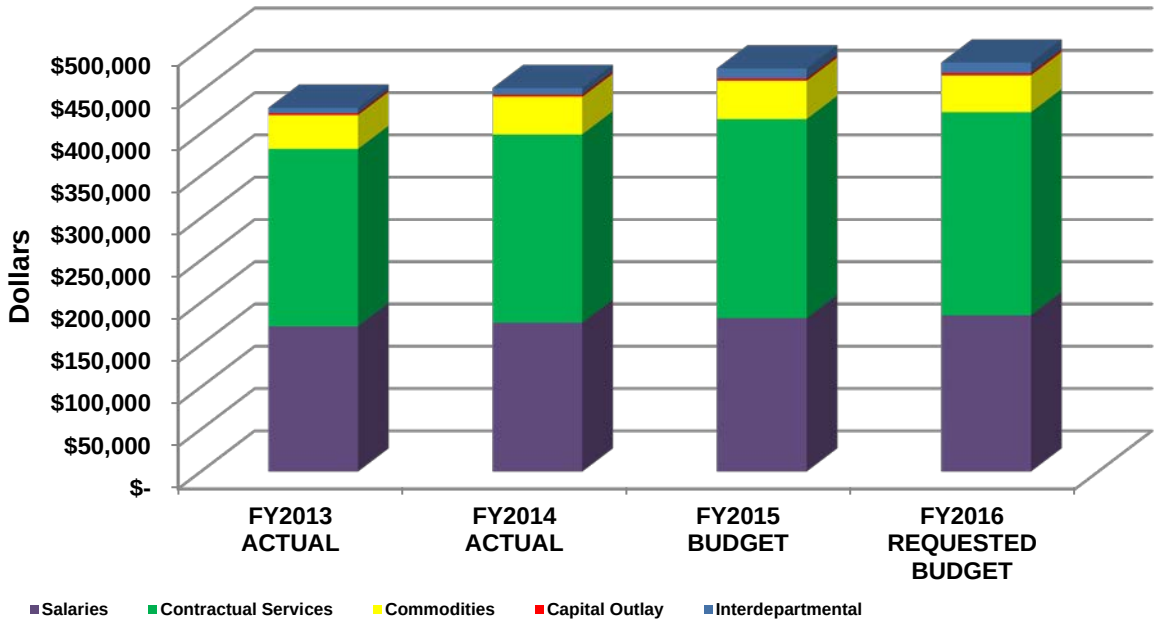
Work orders are designated by different types of categories listed below. The category titled “Other” includes carpentry, fabrication and painting. Building repairs reflect the additional in-house projects.



CITY OF KIRKWOOD, MISSOURI
BUILDING SERVICES OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	131,017	132,033	132,687	135,518
Overtime	4,803	6,515	9,000	9,000
Social Security	8,398	8,545	8,723	8,961
Medicare	1,964	1,998	2,040	2,096
Civilian Pension	8,828	8,647	9,145	9,394
Deferred Compensation	1,172	1,225	2,814	2,711
Subtotal Salaries	156,182	158,963	164,409	167,680
Other Benefits				
Health Insurance	14,314	15,567	15,479	15,634
Dental Insurance	1,118	1,123	1,152	1,238
Vision Insurance	201	202	209	209
Subtotal Other Benefits	15,633	16,892	16,840	17,081
Total Personnel Services	171,815	175,855	181,249	184,761
Contractual Services	209,742	223,014	235,621	240,208
Commodities	40,151	44,346	45,287	43,700
Capital Outlay	2,029	2,340	2,500	2,500
Interdepartmental Charges	6,362	8,015	12,177	12,489
TOTAL BLDG SERVICES BUDGET	430,099	453,570	476,834	483,658

Building Services Budget Summary



CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1704-429.11-01	Salary Full Time	131,017	132,033	132,687	135,518	2,831	2.13%
TEXT							
50% OF BUILDING SERVICES MANAGER SALARY							
1 LEAD TECHNICIAN, 1 TECHNICIAN,							
101-1704-429.11-05	Overtime	4,803	6,515	9,000	9,000	-	0.00%
TEXT							
SNOW REMOVAL CALLOUTS AND AFTER HOUR REQUIRED PROJECTS							
101-1704-429.21-01	Health Insurance	14,314	15,567	15,479	15,634	155	1.00%
101-1704-429.21-03	Dental Insurance	1,118	1,123	1,152	1,238	86	7.47%
101-1704-429.21-04	Vision Insurance	201	202	209	209	-	0.00%
101-1704-429.22-01	Social Security Taxes	8,398	8,545	8,723	8,961	238	2.73%
101-1704-429.22-02	Medicare Contributions	1,964	1,998	2,040	2,096	56	2.75%
101-1704-429.23-02	Civilian Pension	8,828	8,647	9,145	9,394	249	2.72%
101-1704-429.23-04	Deferred Comp	1,172	1,225	2,814	2,711	(103)	-3.66%
101-1704-429.31-09	Training	401	2,306	2,500	2,500	-	0.00%
101-1704-429.31-10	Other Professional Svcs	45,651	53,309	59,100	66,000	6,900	11.68%
101-1704-429.42-02	Custodial	51,239	55,618	56,400	59,000	2,600	4.61%
101-1704-429.43-05	Alarm system maintenance	10,158	14,772	10,500	10,500	-	0.00%
101-1704-429.43-12	Building & Grounds	83,527	78,515	87,913	83,000	(4,913)	-5.59%
101-1704-429.52-02	General liability	5,764	5,720	6,172	6,172	-	0.00%
101-1704-429.52-11	Work. Comp. Premium	10,736	10,736	10,736	10,736	-	0.00%
101-1704-429.53-01	Telephone	2,266	2,038	2,300	2,300	-	0.00%
101-1704-429.61-01	Office supplies	82	195	187	100	(87)	-46.52%
101-1704-429.61-08	Janitorial supplies	3,324	3,627	4,500	4,000	(500)	-11.11%
101-1704-429.61-13	Clothing	506	165	400	400	-	0.00%
101-1704-429.61-15	Buildings & Grounds	35,705	39,525	39,000	38,000	(1,000)	-2.56%
101-1704-429.66-07	Safety equipment	355	473	600	600	-	0.00%
101-1704-429.66-08	Small tools	179	361	600	600	-	0.00%
101-1704-429.68-02	Machinery & Equipment	2,029	2,340	2,500	2,500	-	0.00%
101-1704-429.80-05	Fuel/Lubricants	1,844	2,239	2,850	2,850	-	0.00%
101-1704-429.80-10	Vehicle Maintenance	3,606	4,864	8,272	8,539	267	3.23%
101-1704-429.80-50	Sanitation Charges	912	912	1,055	1,100	45	4.27%
BUILDING SERVICES		430,099	453,570	476,834	483,658	6,824	1.43%

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City of Kirkwood 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

	FY 2002		**FY 2014**
1	Director	1	Director
1	Assistant Director	1	Assistant Director
1	Accountant	1	Bookkeeper
1	Secretary		
1	Payroll/Accounts Payable Clerk	1	Payroll/Accounts Payable Clerk
5	Total Finance Staff	4	Total Finance Staff

City of Kirkwood Finance Department

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

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

[1]Maryland Heights does not have a fire department, electric, water or sanitation operations.
[2]Webster Groves does not have electric, water, or sanitation operations.
[3]Kirkwood added the City of Rock Hill's payroll, budgeting, accounting and financial reporting.

Finance Service Levels

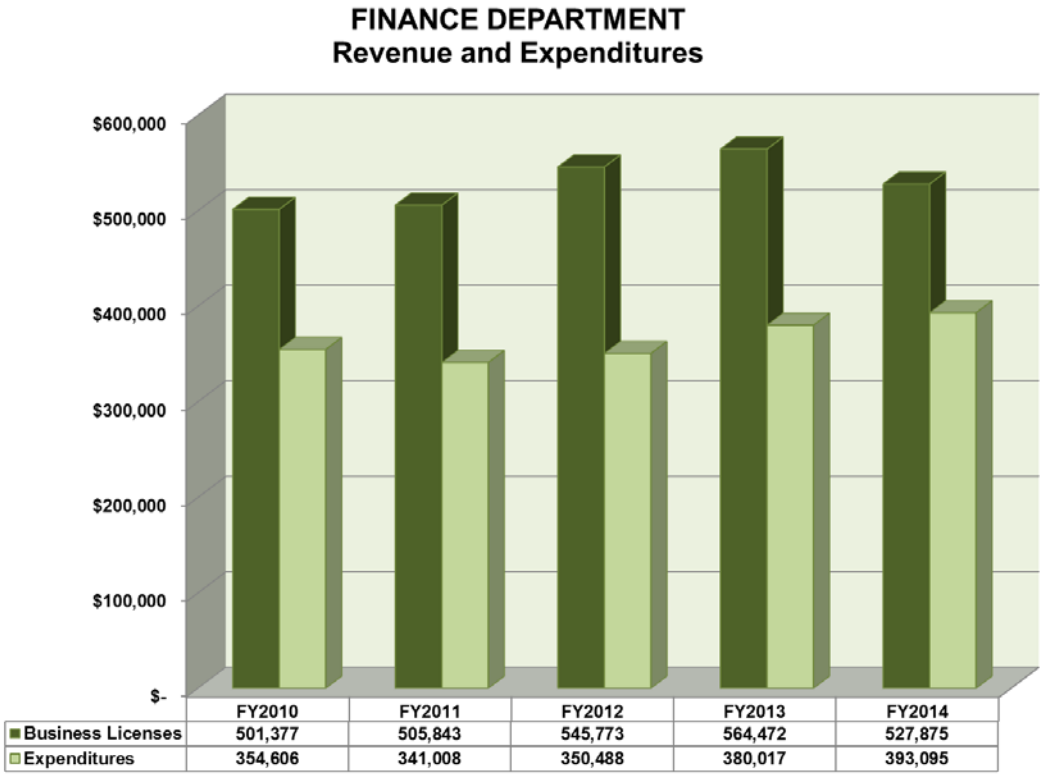
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Business licenses issued	993	1,026	1,002	1,043	987
Liquor licenses issued	59	70	54	67	59
AP-Checks	4,875	4,876	4,838	4,466	3,994
AP-Electronic fund transfers(EFT)[1]	497	600	571	536	963
AP-E-payables (Credit cards)[2]	---	---	7	338	250

[1]Fiscal Year 2010 the city implemented Electronic Fund Transfers to make vendor payments.
[2]Fiscal Year 2012 the city implemented E-payables (credit cards) to make vendor payments. Due to software modifications implementation of the program was delayed until February, 2012.

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.

- Liquor licenses are processed throughout the year and renewals on the anniversary date that the license was originally issued. The Finance Department coordinates all liquor license applications and renewals processing with the police, fire, and building commissioner offices. New applications are then submitted to council for approval.



- The Finance Department continues to works 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 ten fiscal years. The Fiscal Year 2014 Comprehensive Annual Financial Report (CAFR) will be submitted for the GFOA's consideration for the Certificate of Achievement for Excellence in Financial Reporting by September 30, 2014.

- The Finance Department has prepared the CAFR in-house for the last seven years. The City of Kirkwood is one of the few local governments that prepare their own financial statements. The FY14 CAFR received a clean audit opinion.

- A key role of the Finance Department as a member of the City of Kirkwood's management team is to work with the Citizens Finance Committee and all departments in creating the citywide budget for the Chief Administrative Officer to present to council.

- In accordance with auditing standard (SAS112), Communicating Internal Control Related Matters, the Finance Department will work closely with the City's audit committee in preparing and reviewing the city's documentation of internal controls. This includes documenting risk assessments, internal control procedures, and how the internal control procedures will be monitored and evaluated.

- Financial staff continues professional development by active participation in professional associations such as the Government Finance Officers Association (GFOA) and training activities.

- In order to reduce accounts payable processing costs and increase operational efficiencies, the Finance Department continues to promote electronic funds transfers (EFT) vendor payments.

Utility Customer Accounting Staffing

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

1	Office Manager
3	Customer Service Representatives
4	Total Utility Customer Accounting Staff

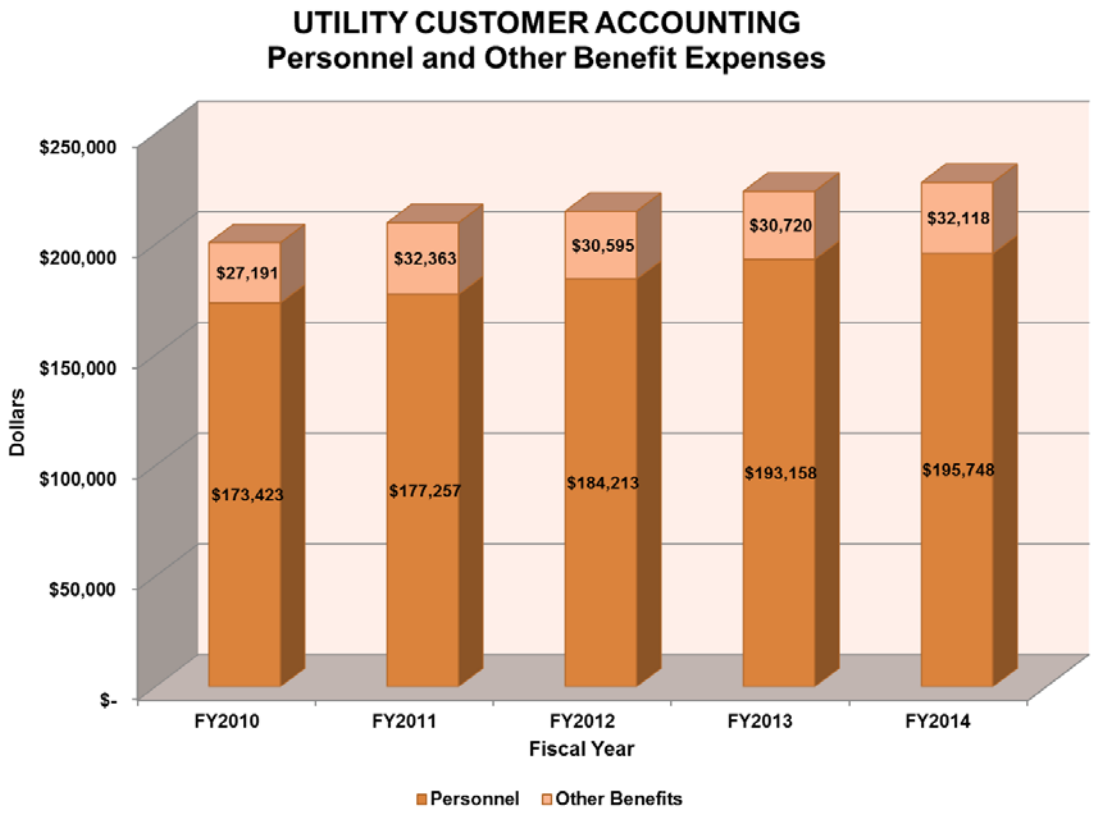
Utility Customer Accounting Service Levels

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Utility bills generated	161,822	159,361	159,174	159,290	159,015
Payments received:					
Face-to-face	27,721	21,246	22,619	21,122	21,483
Mail	110,885	106,338	102,890	98.747	95,617
Customer Bank Drafts	21,984	21,908	21,917	22,728	21,558
On-line[1]	---	5,757	10,183	13,478	16,197

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

Utility Customer Accounting Highlights

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



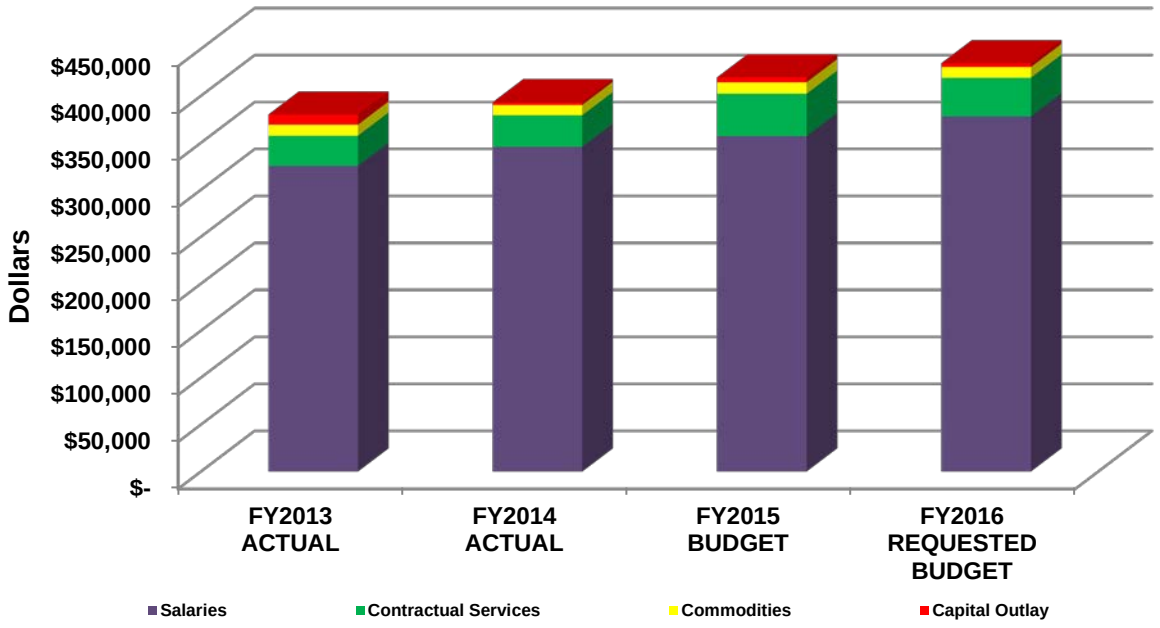
- The utility customer accounting staff participates in training activities and is continually focusing on quality customer service in all telephone and personal contact with all customers.

- 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 16,478 payments ($3,420,516) received in FY2014. This is an increase in usage of 20% from FY2013.

CITY OF KIRKWOOD, MISSOURI
FINANCE OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	266,461	281,760	282,651	291,131
Part-time Salaries	1,188	-	-	-
Overtime	320	-	500	500
Social Security	16,323	17,204	17,555	18,083
Medicare	3,818	4,024	4,106	4,229
Civilian Pension	16,255	17,632	18,405	18,957
Deferred Compensation	1,604	2,127	5,663	5,824
Subtotal Salaries	305,969	322,747	328,880	338,724
Other Benefits				
Health Insurance	17,439	20,736	25,986	37,064
Dental Insurance	1,669	1,762	1,785	1,919
Vision Insurance	296	317	321	321
Subtotal Other Benefits	19,404	22,815	28,092	39,304
Total Personnel Services	325,373	345,562	356,972	378,028
Contractual Services	32,201	33,783	45,186	41,186
Commodities	11,714	10,929	12,200	11,400
Capital Outlay	10,729	2,822	5,200	4,000
TOTAL FINANCE BUDGET	380,017	393,096	419,558	434,614

Finance Budget Summary



CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1115-413.11-01	Salary Full Time	266,461	281,760	282,651	291,131	8,480	3.00%
TEXT							
DIRECTOR OF FINANCE							
ASST. DIRECTOR OF FINANCE/Treasurer Rock Hill							
PAYROLL/ACCOUNT CLERK/Asst. City Treasurer Rock Hill							
JUNIOR ACCOUNTANT)							
101-1115-413.11-02	Part Time	1,188	-	-	-	-	
101-1115-413.11-05	Overtime	320	-	500	500	-	0.00%
101-1115-413.21-01	Health Insurance	17,439	20,736	25,986	37,064	11,078	42.63%
101-1115-413.21-03	Dental Insurance	1,669	1,762	1,785	1,919	134	7.51%
101-1115-413.21-04	Vision Insurance	296	317	321	321	-	0.00%
101-1115-413.22-01	Social Security Taxes	16,323	17,204	17,555	18,083	528	3.01%
101-1115-413.22-02	Medicare Contributions	3,818	4,024	4,106	4,229	123	3.00%
101-1115-413.23-02	Civilian Pension	16,255	17,632	18,405	18,957	552	3.00%
101-1115-413.23-04	Deferred Comp	1,604	2,127	5,663	5,824	161	2.84%
101-1115-413.31-09	Training	6,501	4,732	4,500	4,500	-	0.00%
101-1115-413.31-10	Other Professional Svcs	849	2,465	5,000	5,000	-	0.00%
TEXT							
INTERNAL CONTROLS							
DEBT SERVICE COMPLIANCE							
101-1115-413.32-01	Legal	2,206	2,213	2,196	2,196	-	0.00%
101-1115-413.32-02	Audit	1,900	-	12,000	8,000	(4,000)	-33.33%
101-1115-413.43-01	Office ept. maintenance	2,959	3,616	1,600	1,600	-	0.00%
101-1115-413.52-02	General liability	2,291	3,312	3,600	3,600	-	0.00%
101-1115-413.52-11	Work. Comp. Premium	5,290	5,290	5,290	5,290	-	0.00%
101-1115-413.53-01	Telephone	2,038	2,031	2,000	2,000	-	0.00%
101-1115-413.55-01	Financial related pubs	3,591	3,034	2,500	2,500	-	0.00%
101-1115-413.58-01	Travel Executive	1,896	1,747	2,000	2,000	-	0.00%
101-1115-413.58-02	Travel Other	2,680	5,343	4,500	4,500	-	0.00%
101-1115-413.61-01	Office supplies	3,043	2,775	3,300	2,500	(800)	-24.24%
101-1115-413.61-05	Postage	5,442	4,714	5,000	5,000	-	0.00%
101-1115-413.61-11	Food	994	864	1,000	1,000	-	0.00%
101-1115-413.61-13	Clothing	520	697	700	700	-	0.00%
101-1115-413.64-01	Dues	795	1,060	1,000	1,000	-	0.00%
101-1115-413.64-02	Publications	445	246	600	600	-	0.00%
101-1115-413.66-99	Other	475	573	600	600	-	0.00%
101-1115-413.68-01	Office, Furniture & Eqpt,	10,729	2,822	5,200	4,000	(1,200)	-23.08%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
FINANCE			380,017	393,096	419,558	434,614	15,056	3.59%

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City of Kirkwood Municipal Court

Mission Statement

To collect fines, sign and issue subpoenas, operate the Violations Bureau, and perform all other duties provided for by the Municipal Code, ordinance and state law. To prepare, maintain, and safeguard all records, reports, and documents relating to Court activities in the required manner and within time frames established by law.

Description

The Municipal Court consists of the court clerk and assistant court clerk. Municipal court sessions are held four times a month, with the municipal judge, the prosecuting attorney, court clerk, and assistant court clerk. The court clerk is responsible for the daily operations of the Municipal Court, including processing all city ordinance violations and traffic code violations, recording dispositions, and collecting fines and court costs as well as the operation of the REJIS computer data system. In addition, the court clerk reports traffic convictions to the Missouri Department of Revenue as required by law.

Staffing

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

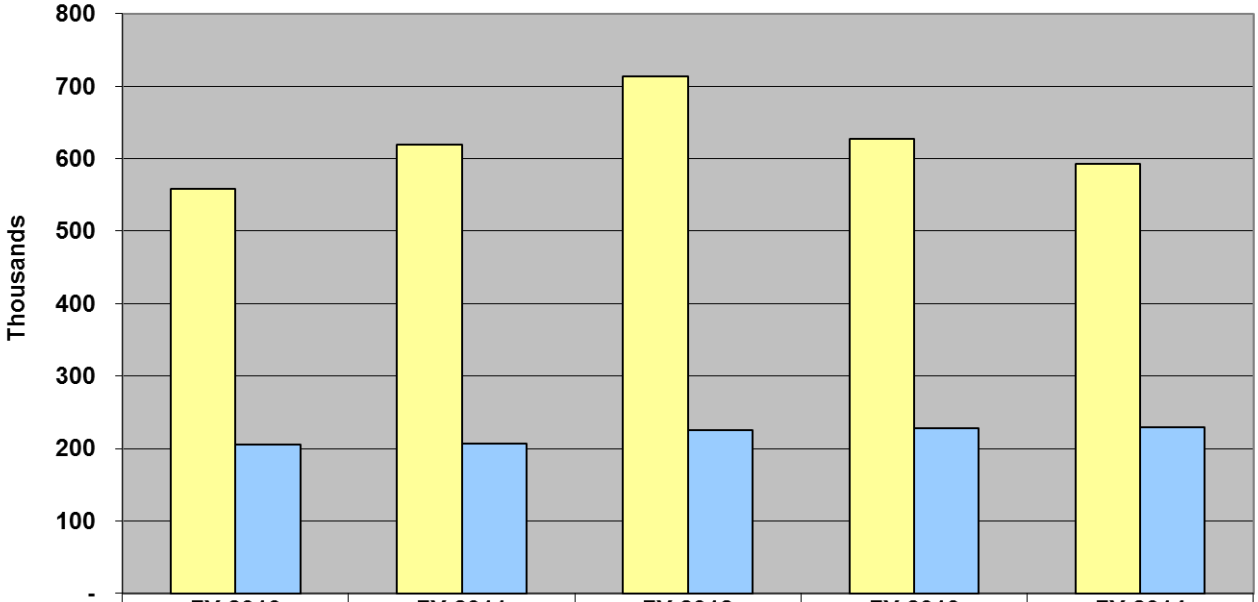
1	Court Clerk
1	Assistant Court Clerk
2	Total

Service Levels

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Fines Collected	$431,064	$489,258	$543,590	$470,652	$449,294
Court Costs Collected	$174,751	$185,291	$227,809	$213,345	$188,479
Total Fines and Court Costs Collected	$605,815	$674,549	$771,399	$683,997	$637,773
Total New Cases	5,604	6,067	6,968	6,608	6,310

Department Highlights

CITY OF KIRKWOOD MUNICIPAL COURT
Revenue and Expenditures



	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Revenues	558,352	619,327	714,162	627,122	592,972
Expenditures	205,748	206,207	225,748	228,173	229,067

- Municipal Court revenues for FY 2014 decreased 5% from FY2013, while expenditures increased less than 1% compared to FY2013. The total number of new cases in FY2014 was within 5% of the number of cases opened in FY2013, and was greater than in FY2010 or FY2011.

- Revenues over expenditures for FY2014 generated $363,905 in additional monies for the City's general fund. This is an 8.8% decrease in revenues over expenditures from FY2013.

- An on-line payment option is in place through REJIS IMDS for a limited number of violations that can be paid prior to the court date. The total number of payments received in FY2014 was 1,020, for a total dollar amount of $73,997.

- All municipal court personnel including our internal court backup are Certified Court Administrators per the Missouri Association of Court Administrator (MACA).

- The Municipal Court and the Finance Department continue to work together to provide backup staffing to the court as needed. This interdepartmental arrangement and assistance from Police Records has been successful and has prevented the need for additional staffing.

- Continue to focus on quality customer service.

- Continue professional development of court personnel by active participation in professional associations and training opportunities.

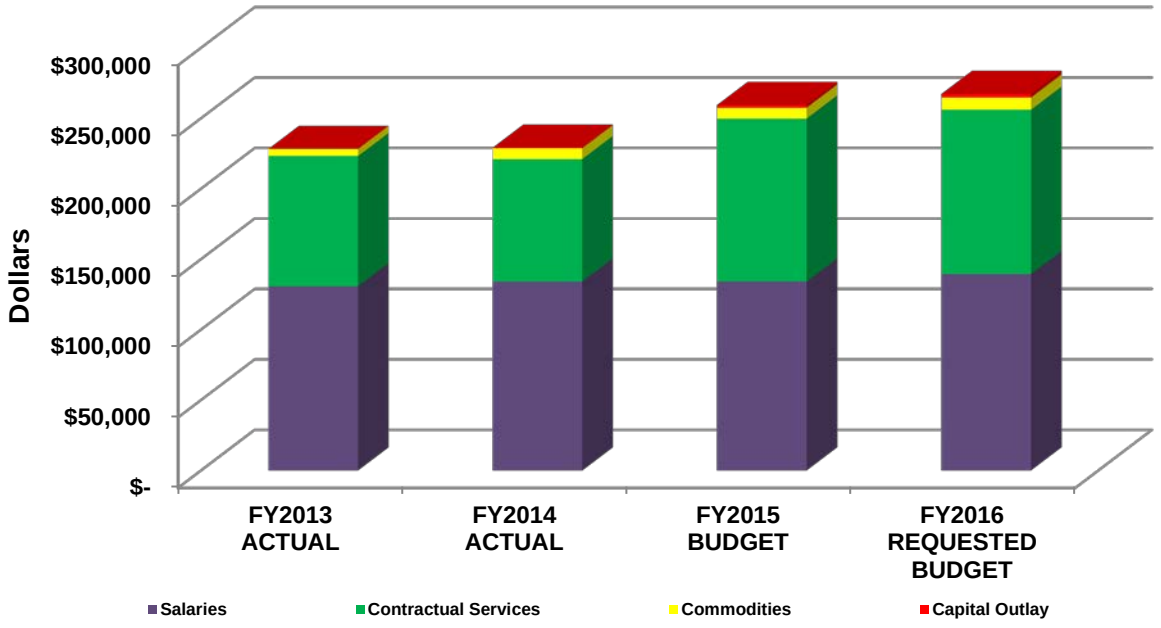
- Continue to maintain the integrity of court records and follow the record retention procedures in accordance with the state law and the Public Records Management Manual.

- As part of the new auditing standard (SAS112), Communicating Internal Control Related Matters, a revised department risk assessment will be conducted during the 2015 fiscal year. The results will be documented and included in the City's Internal Control Document. The documentation will include the municipal court's internal control procedures and how the internal control procedures will be monitored.

CITY OF KIRKWOOD, MISSOURI
COURT OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	91,087	92,037	92,503	95,279
Overtime	11,151	12,317	11,822	13,500
Social Security	6,350	6,476	6,468	6,770
Medicare	1,485	1,515	1,513	1,584
Civilian Pension	6,645	6,534	6,781	7,098
Deferred Compensation	1,040	1,077	2,086	1,907
Subtotal Salaries	117,758	119,956	121,173	126,138
Other Benefits				
Health Insurance	11,959	13,080	11,930	12,049
Dental Insurance	892	892	892	961
Vision Insurance	160	161	161	168
Subtotal Other Benefits	13,011	14,133	12,983	13,178
Total Personnel Services	130,769	134,089	134,156	139,316
Contractual Services	92,368	86,996	115,650	116,670
Commodities	5,034	7,721	7,675	8,675
Capital Outlay	-	262	1,850	2,500
TOTAL COURT BUDGET	228,171	229,068	259,331	267,161

Court Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1116-413.11-01	Salary Full Time		91,087	92,037	92,503	95,279	2,776	3.00%
TEXT								
COURT CLERK								
ASST. COURT CLERK								
101-1116-413.11-05	Overtime		11,151	12,317	11,822	13,500	1,678	14.19%
TEXT								
CLERKS ARE REQUIRED TO ATTEND COURT TUESDAY EVENING								
101-1116-413.21-01	Health Insurance		11,959	13,080	11,930	12,049	119	1.00%
101-1116-413.21-03	Dental Insurance		892	892	892	961	69	7.74%
101-1116-413.21-04	Vision Insurance		160	161	161	168	7	4.35%
101-1116-413.22-01	Social Security Taxes		6,350	6,476	6,468	6,770	302	4.67%
101-1116-413.22-02	Medicare Contributions		1,485	1,515	1,513	1,584	71	4.69%
101-1116-413.23-02	Civilian Pension		6,645	6,534	6,781	7,098	317	4.67%
101-1116-413.23-04	Deferred Comp		1,040	1,077	2,086	1,907	(179)	-8.58%
101-1116-413.31-09	Training		40	0	500	500	-	0.00%
101-1116-413.31-10	Other Professional Svcs		35,114	30,309	52,930	53,400	470	0.89%
101-1116-413.32-01	Legal		36,063	36,185	37,000	37,750	750	2.03%
101-1116-413.44-03	Criminal information syst		19,998	18,692	22,920	22,820	(100)	-0.44%
101-1116-413.53-01	Telephone		223	226	600	500	(100)	-16.67%
101-1116-413.58-02	Travel Other		930	1,584	1,700	1,700	-	0.00%
101-1116-413.61-01	Office supplies		3,243	6,102	5,500	6,500	1,000	18.18%
101-1116-413.61-05	Postage		1,414	1,239	1,600	1,600	-	0.00%
101-1116-413.61-13	Clothing		197	200	200	200	-	0.00%
101-1116-413.64-01	Dues		180	180	325	325	-	0.00%
101-1116-413.64-02	Publications		-	-	50	50	-	0.00%
101-1116-413.68-02	Machinery & Equipment		-	262	1,850	2,500	650	35.14%
COURT			228,171	229,068	259,331	267,161	7,830	3.02%

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The information provided in this document identifies the most commonly-utilized performance measures currently recognized in the law enforcement community. While this information is not intended to evaluate the entire spectrum of services provided by the Kirkwood Police Department, it provides a useful insight when compared to other departments in the area. The Kirkwood Police Department is a full-service law enforcement agency providing Kirkwood and Oakland police service that is community based and dedicated to providing quality service to the citizens of both municipalities. The Department investigates city ordinance violations, state misdemeanor, and felony statutes and federal laws. The Kirkwood Police Department arrests on average 1,300 individuals annually. Local ordinance violations and misdemeanor violations are adjudicated in the Kirkwood Court while felony offenses are handled at the state or federal levels.

Kirkwood / Oakland Community Emergency Response Team [CERT]

This program has approximately 275 graduates who have taken classes addressing emergency situations. A number of the volunteers have already distinguished themselves during storms by operating the department's Emergency Operation Center. This program continues to grow and additional classes are scheduled.

The Kirkwood Emergency Management Program operates under the umbrella of the Police Department. Christian Dunman is the Emergency Management Director and Lt. Dave DeGonia serves as the Deputy Director in addition to his position as the Communications/Records supervisor with the Police Department.

STAFFING

The Kirkwood Police Department consists of 61 commissioned police officers, 15 full-time civilians, with an additional 9 part time civilian positions. The organizational structure of the Department is listed below:

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

The 46 Police Officers are divided into the following assignments:

28 Patrol Officers provide basic patrol functions 24/7
12 Detectives
1 Juvenile Officer (50% paid by Kirkwood School District)
4 School Resource Officers (75% paid by Kirkwood School District)
1 Community Services Officer

Civilians consist of:

- 1 Secretary, Full Time
- 9 Dispatchers, Full Time
- 7 Dispatcher Positions, Part Time
- 1 Records/Court Clerk, Full Time
- 1 Records Clerk, Full Time
- 2 Code Enforcement Positions, Full Time

- 2 Parking Control Positions, Part Time
- 1 City Hall Security Officer, Full Time

Police Volunteers consists of:

- 2 Certified Reserve Police Officers
- 8 Police Explorers
- 4 Police Explorer Advisors

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

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

EQUIPMENT

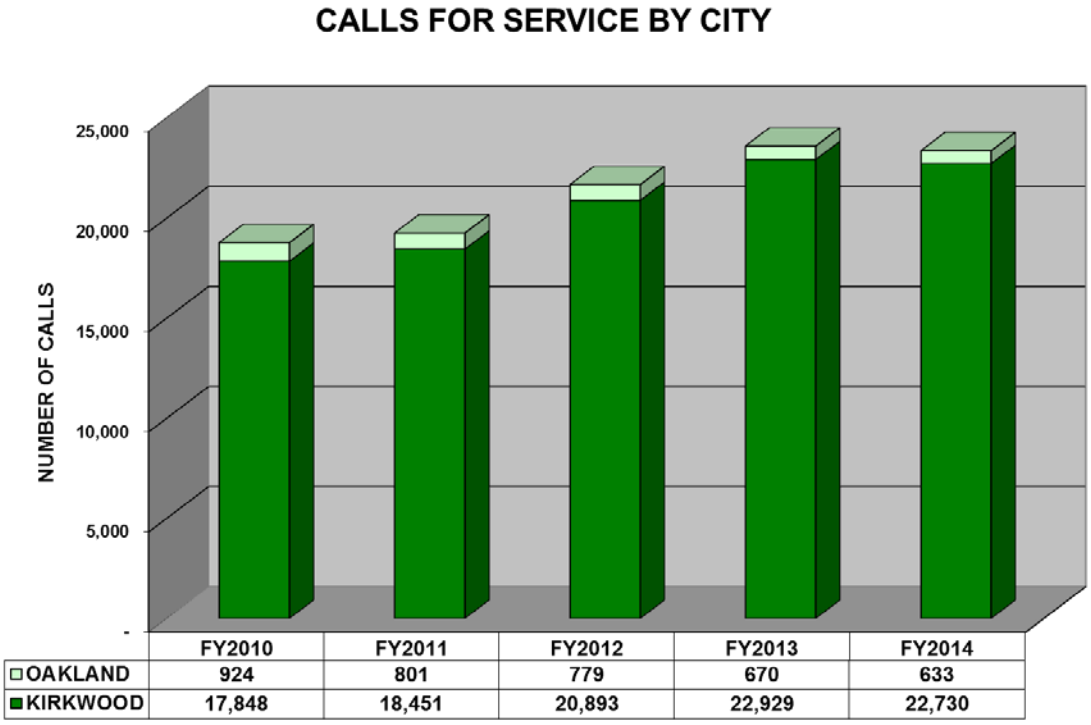
Police vehicles and the equipment to operate the dispatch center and jail constitute the most expensive items utilized by the Department. Listed below are the vehicles assigned to the Department. The Department has been aggressive in analyzing the fleet over the last ten years and we work closely with the Fleet Director to maximize this process. We have reduced the number of vehicles purchased each year at a substantial savings to the City while maintaining the ability to provide quality service for citizens. These practices have resulted in significant cost savings to the citizens of Kirkwood.

- 15 Marked police vehicles utilized for patrol and supervision. Four of these vehicles are used primarily by the school resource officers.

- 1 Unmarked police vehicle utilized for court appearances and administrative functions
- 3 Unmarked police vehicles for detective assignments, administrative functions, and surveillances of criminal activity
- 1 Chief's vehicle, utilized for administrative purposes and surveillance.
- 3 Motorcycles for special details, traffic functions (one motorcycle is vintage and is not used due to age and value)
- 1 Utility van that serves as a crime scene vehicle
- 1 Unmarked vehicle utilized by the SBD parking control officers
- 1 Model A used for parades and other non-enforcement related purposes
- 1 Unmarked vehicle utilized by Code Enforcement employees
- 1 Dodge Charger utilized as a canine vehicle donated by Kirkwood/Glendale Chrysler
- 1 Marked pickup truck used to carry traffic control barricades, portable stop signs and other materials necessary during emergencies, and to carry materials necessary for special details such as the Greentree Festival.

CALLS FOR SERVICE

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

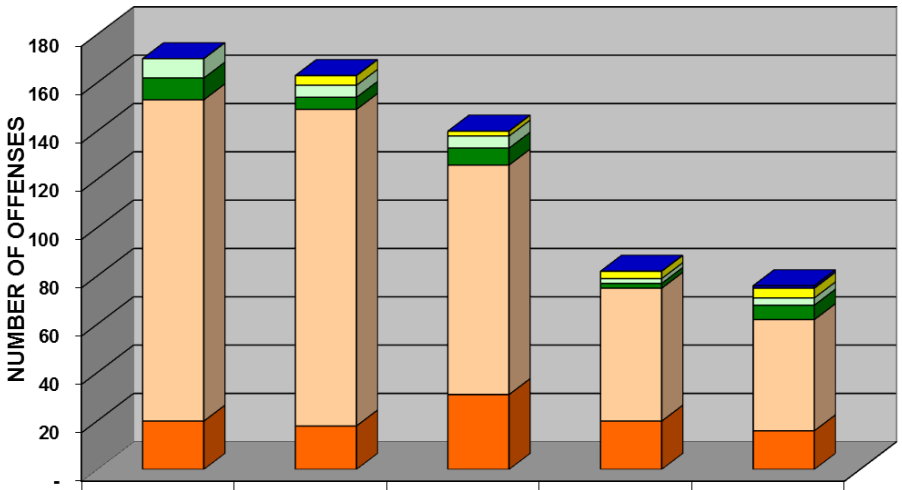


Shortly before the start of Fiscal Year 2010, officers began calling out on patrols within the City of Oakland to help the Police Department track service levels. Officers patrolling Oakland are still available for actual calls for service, so these documented Oakland patrols are not recorded in the "Calls For Service by City" table. The Department conducted 895 documented patrols in FY2010, 902 in FY2011, 852 in FY2012, 1,014 in FY2013 and 990 in FY2014.

UNIFORM CRIME REPORTING

The Uniform Crime Reporting system is used nationally and reflects the information and statistics that the federal government analyzes to determine crime trends in our country. The criminal activity is divided into Part 1 Crimes and Part 2 Crimes. While this system effectively evaluates serious offenses, it does not include all offenses and does not address calls for automobile accidents, alarms, and other calls for service that constitute an extremely high level of activity that most departments provide on a daily basis.

SERIOUS OFFENSES "PART 1" CRIMES



	FY2010	FY2011	FY2012	FY2013	FY2014
Murder/ Manslaughter	0	0	0	0	1
Forcible Rape	0	4	2	3	4
Arson	8	5	5	2	3
Robbery	9	5	7	2	6
Burglary	133	131	95	55	46
Aggravated Assault	20	18	31	20	16

In addition to the crimes noted above the department handles a wide variety of lesser criminal offenses and city ordinance violations, including traffic citations. The Department also responds to fire calls in order to provide traffic control and security for

the firefighters and citizens. In FY 2014 the Department responded to over 1200 alarm calls (non-fire), and the overwhelming majority of those were false alarms.

CITY OF KIRKWOOD/OAKLAND
POLICE DEPARTMENT
MISCELLANEOUS CALLS FOR SERVICE

DESCRIPTION	FY2010	FY2011	FY2012	FY2013	FY2014
Vehicle Accidents	1,559	1,452	1,430	1,369	1,406
Disturbances	592	485	482	441	382
Alarms (Non-Fire)	1,308	1,270	1,330	1,214	1,216
Assist Fire	1,811	1,723	1,879	2,187	2,086
Suspicious Person	796	836	818	878	822

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. In FY2014, 1,153 complaints were handled. For a large part of FY2014 there was only one Code Enforcement employee.

SIMILAR AREA DEPARTMENTS

There are approximately sixty police departments in St. Louis County providing a wide spectrum of services, making a meaningful comparison difficult at best. The departments noted are similar to our Department although the differences in service philosophy, geography and other factors minimize the impact of this information. Every department is molded by the type and quality of service a city desires to provide for its citizens, current financial situation, demographics and many other factors. Several of the comparison cities have significant increases in daytime population, which certainly impacts their perceived costs per capita.

The Kirkwood Police Department is a full-service, professional law enforcement agency that provides citizens with a high-quality service that is community based and dedicated to protecting our citizens. The Department has 2.11 officers per thousand citizens, which is consistent with many other departments in St. Louis County.

City of Kirkwood Police Department

Please note that the information listed below reflects a mixture of budget figures for 2013/14 or 2014/15 (depending upon each City's budget cycle), and was obtained through publicly available sources.

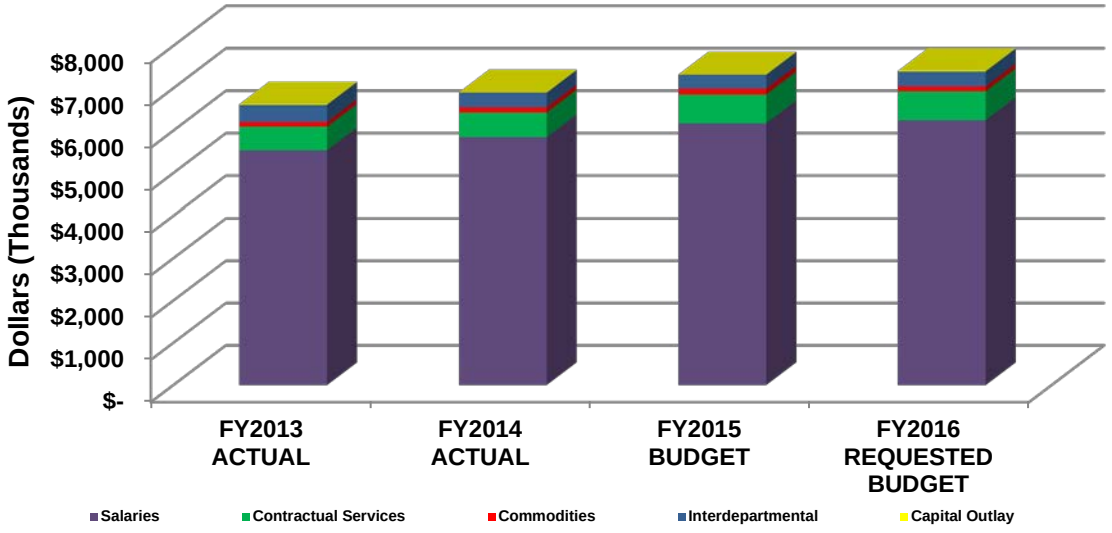
CITY OF KIRKWOOD
POLICE DEPARTMENT
COMPARISON TO SURROUNDING CITIES

CITY	FULL-TIME EQUIVALENT EMPLOYEES	NUMBER OF OFFICERS	SQUARE MILES COVERED	POPULATION	OFFICERS PER 1,000 POPULATION	BUDGET	COST PER CAPITA	NUMBER OF VEHICLES	PENSION COSTS (INCLUDED/ NOT INCLUDED)
Brentwood	35	27	2.50	8,055	3.35	$2,621,588	$325	14	Not Included
Clayton	65	52	2.50	15,935	3.26	$6,192,401	$389	20	Included
Creve Coeur	63	51	11.36	17,833	2.86	$6,878,331	$386	26	Not Included
Florrisant	113	90	11.50	52,158	1.73	$10,520,602	$202	39	Included
Frontenac	22	21	2.80	4,596	4.57	$2,522,146	$549	10	Included
Hazelwood	82	68	16.72	25,703	2.65	$8,084,025	$315	46	Included
Kirkwood/ Oakland	**76**	**61**	**10.01**	**28,864**	**2.11**	**$7,317,405**	**$254**	**29**	**Included**
Ladue	34	27	8.65	8,521	3.17	$4,767,941	$560	11	Included
Maryland Heights	98	79	23.42	27,472	2.88	$10,538,766	$384	47	Included
Olivette	26	23	2.95	7,737	2.97	$2,504,841	$324	9	Not Included
Webster Groves	49	47	5.90	23,230	2.02	$4,015,329	$173	21	Not Included

CITY OF KIRKWOOD, MISSOURI
POLICE OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	4,438,595	4,631,749	4,890,022	4,998,829
Part-time Salaries	165,535	146,334	156,900	129,470
Overtime	181,173	216,021	265,000	248,700
Clothing Allowance	7,740	8,100	9,360	9,360
Social Security	48,190	48,867	52,582	54,303
Medicare	11,135	11,485	12,300	12,701
Civilian Pension	48,168	45,525	55,842	44,637
Deferred Compensation	6,195	5,642	17,182	14,461
Subtotal Salaries	4,906,731	5,113,723	5,459,188	5,512,461
Other Benefits				
Health Insurance	594,372	691,925	671,795	693,000
Dental Insurance	30,712	31,621	33,449	36,039
Vision Insurance	5,325	5,567	6,115	6,161
Unemployment	13	-	200	-
Subtotal Other Benefits	630,422	729,113	711,559	735,200
Total Personnel Services	5,537,153	5,842,836	6,170,747	6,247,661
Contractual Services	552,626	580,703	681,130	678,533
Commodities	110,123	120,865	132,103	113,325
Capital Outlay	12,355	6,617	4,800	8,800
Interdepartmental Charges	408,124	346,506	331,125	358,416
TOTAL POLICE BUDGET	6,620,381	6,897,527	7,319,905	7,406,735

Police Budget Summary



CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1201-421.11-01	Salary Full Time		328,953	353,818	371,362	376,966	5,604	1.51%
TEXT		**TEXT AMT**						
ADMINISTRATION:								
CHIEF OF POLICE, ADMINISTRATIVE SECRETARY, TWO								
OFFICERS AND ONE CITY HALL SECURITY OFFICER								
101-1201-421.11-02	Salary Part Time		-	-	6,900	6,900	-	0.00%
TEXT		**TEXT AMT**						
A PART TIME SECRETARY TO COVER VACATION AND/OR								
ILLNESS.ONE INTERN								
101-1201-421.11-05	Overtime		3,663	5,150	6,000	3,000	(3,000)	-50.00%
TEXT		**TEXT AMT**						
OVERTIME FOR THE OFFICERS IN THIS COST CENTER TO								
REPRESENT THE CITY AND DEPARTMENT ON VARIOUS								
COMMITTEES, TO PLAN AND SCHEDULE PERSONNEL FOR								
SPECIAL EVENTS AND TO WORK GRANT OVERTIME.								
101-1201-421.21-01	Health Insurance		26,260	36,737	30,115	30,416	301	1.00%
101-1201-421.21-03	Dental Insurance		1,894	2,175	2,231	2,403	172	7.71%
101-1201-421.21-04	Vision Insurance		339	393	401	420	19	4.74%
101-1201-421.22-01	Social Security Taxes		4,681	6,121	6,956	7,326	370	5.32%
101-1201-421.22-02	Medicare Contributions		959	1,442	1,627	1,714	87	5.35%
101-1201-421.23-02	Civilian Pension		4,753	6,408	7,183	6,256	(927)	-12.91%
101-1201-421.23-04	Deferred Comp		649	898	2,210	2,276	66	2.99%
101-1201-421.29-04	Unemployment Comp.		13	-	200	-	(200)	100.00%
101-1201-421.31-07	Medical Examinations		27,621	18,272	40,854	35,854	(5,000)	-12.24%
101-1201-421.31-10	Other Professional Svcs		3,281	5,318	5,500	5,400	(100)	-1.82%
101-1201-421.32-01	Legal		5,514	5,533	5,488	6,000	512	9.33%
101-1201-421.44-02	Rentals/Building Office Space		-	2,108	5,600	5,600	-	100.00%
101-1201-421.52-02	General liability		108,281	107,668	116,186	116,186	-	0.00%
101-1201-421.52-11	Work. Comp. Premium		162,137	167,352	167,352	167,352	-	0.00%
101-1201-421.55-09	Other Printing		3,327	4,664	5,750	6,500	750	13.04%
101-1201-421.58-01	Travel Executive		1,997	-	2,060	2,060	-	0.00%
101-1201-421.58-02	Travel Other		13,991	7,572	14,000	11,700	(2,300)	-16.43%
101-1201-421.61-11	Food		929	528	1,400	1,400	-	0.00%
101-1201-421.61-13	Clothing		11,175	8,967	14,000	14,300	300	2.14%
101-1201-421.62-03	Gas		160	1,042	1,000	1,500	500	
101-1201-421.63-01	Storm Water Charge		-	-	-	-	-	
101-1201-421.64-01	Dues		2,859	2,845	3,488	4,760	1,272	36.47%
101-1201-421.64-02	Publications		365	416	700	500	(200)	-28.57%

CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1201-421.66-20	Grant Funds		10,583	13,094	11,550	11,550	-	0.00%
101-1201-421.66-23	Community Services		2,388	4,683	4,000	4,000	-	0.00%
101-1201-421.66-99	Other		6,117	5,674	6,500	4,000	(2,500)	-38.46%
101-1201-421.68-02	Machinery & Equipment		12,355	6,617	4,800	8,800	4,000	83.33%
101-1201-421.80-20	Electric Charges		56,677	73,446	62,702	74,000	11,298	18.02%
101-1201-421.80-40	Water Usage Charges		3,941	3,169	5,335	5,335	-	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		992,052	1,174,174	1,238,304	1,260,853	22,549	1.82%
TEXT		**TEXT AMT**						
DETECTIVE DIVISION:								
ONE LIEUTENANT, ONE SERGEANT, AND 17 OFFICERS.								
101-1202-421.11-05	Overtime		104,532	131,524	133,000	130,500	(2,500)	-1.88%
TEXT		**TEXT AMT**						
OVERTIME FOR COURT APPEARANCES, WARRANT		95,000						
APPLICATIONS, AND INVESTIGATIONS.								
OVERTIME FOR THE DETECTIVES DETACHED TO THE DRUG		38,000						
ENFORCEMENT AGENCY. THESE FUNDS ARE REIMBURSED								
DIRECTLY TO THE CITY AND MANDATORY OVERTIME								
IS REQUIRED BY THE DRUG ENFORCEMENT AGENCY								
FOR OFFICERS DETACHED TO THE TASK FORCE.								
101-1202-421.11-10	Clothing Allowance		7,740	8,100	9,360	9,360	-	0.00%
101-1202-421.21-01	Health Insurance		133,868	169,641	173,797	166,194	(7,603)	-4.37%
101-1202-421.21-03	Dental Insurance		6,967	8,120	7,585	9,130	1,545	20.37%
101-1202-421.21-04	Vision Insurance		1,214	1,456	1,536	1,576	40	2.60%
101-1202-421.61-06	Film & processing		1,434	772	1,800	1,700	(100)	-5.56%
101-1202-421.66-21	Law enforcement		8,953	10,282	12,890	10,890	(2,000)	-15.52%
101-1203-421.11-01	Salary Full Time		2,407,202	2,381,968	2,536,925	2,567,362	30,437	1.20%
TEXT		**TEXT AMT**						
FIELD OPERATIONS:								
ONE CAPTAIN, THREE LIEUTENANTS, SIX SERGEANTS,								
27 OFFICERS								
101-1203-421.11-05	Overtime		52,036	53,939	100,000	88,200	(11,800)	-11.80%
TEXT		**TEXT AMT**						
OVERTIME FOR COURT APPEARANCES, WARRANT		70,000						
APPLICATIONS, CITY HALL SECURITY, TRAFFIC								
ENFORCEMENT, AND SPECIAL ASSIGNMENTS SUCH AS THE								
GREENTREE FESTIVAL, AND SPECIAL BUSINESS DISTRICT EVENTS.								
GRANTS ARE OBTAINED FOR SPECIAL TRAFFIC		30,000						

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
ENFORCEMENT. GRANT FUNDS ARE SENT DIRECTLY TO THE CITY								
AND DEPOSITED INTO THE GENERAL FUND AS GRANT REVENUE. IN								
FY2012/13 OVER $20,000 IN GRANT FUNDS WERE REIMBURSED								
TO THE CITY FOR OVERTIME COSTS. WE ESTIMATE THAT WE WILL								
RECEIVE ABOUT THE SAME AMOUNT DURING THIS FISCAL YEAR.								
101-1203-421.21-01	Health Insurance		332,295	379,544	343,450	371,659	28,209	8.21%
101-1203-421.21-03	Dental Insurance		16,085	15,717	16,938	17,779	841	4.97%
101-1203-421.21-04	Vision Insurance		2,737	2,714	2,966	2,915	(51)	-1.72%
101-1203-421.23-04	Deferred Comp		-	-	-	-	-	
101-1203-421.66-21	Law enforcement		45,558	50,182	52,300	38,675	(13,625)	-26.05%
101-1204-421.11-01	Salary Full Time		662,287	666,775	644,250	698,654	54,404	8.44%
TEXT		**TEXT AMT**						
SUPPORT SERVICES:								
ONE CAPTAIN, ONE LIEUTENANT, AND TEN CIVILIANS.								
101-1204-421.11-02	Salary Part Time		128,466	146,334	150,000	122,570	(27,430)	-18.29%
TEXT		**TEXT AMT**						
PART TIME EMPLOYEES IN RECORDS, SPECIAL BUSINESS								
DISTRICT PARKING ENFORCEMENT AND DISPATCH. THE PARKING								
ENFORCEMENT EMPLOYEES HANDLE REGULAR PATROL AND								
PARKING ENFORCEMENT OF THE SPECIAL BUSINESS DISTRICT,								
AND THE PART-TIME RECORDS CLERK ASSISTS THE FULL TIME								
CLERK AND COVERS VACANCIES CAUSED BY ILLNESS, INJURY,								
VACTION AND REQUIRED TRAINING. THE PART TIME DISPATCHERS								
ALSO COVER SHORT TERM VACANCIES IN DISPATCH, BUT ARE ALSO								
RELIED UPON TO COVER LONG TERM FULL TIME ABSENCES. BECAUSE								
THERE ARE ONLY NINE FULL TIME DISPATCHERS, THEY HAVE LIMITED								
ABILITY TO COVER VACANT SHIFTS BECAUSE PD, FD AND EMS								
REQUIREMENTS, THE DISPATCH CENTER IS A 24 HOUR, 7 DAY								
OPERATION REQUIRING TWO DISPATCHERS ON DUTY AT ALL TIMES.								
101-1204-421.11-05	Overtime		20,586	24,928	25,000	25,000	-	0.00%
101-1204-421.21-01	Health Insurance		92,615	95,426	101,207	108,544	7,337	7.25%
101-1204-421.21-03	Dental Insurance		5,338	5,163	5,801	5,766	(35)	-0.60%
101-1204-421.21-04	Vision Insurance		955	924	1,046	1,082	36	3.44%
101-1204-421.22-01	Social Security Taxes		38,457	39,582	39,415	41,397	1,982	5.03%
101-1204-421.22-02	Medicare Contributions		8,994	9,303	9,220	9,682	462	5.01%
101-1204-421.23-02	Civilian Pension		37,856	35,646	42,147	32,913	(9,234)	-21.91%
101-1204-421.23-04	Deferred Comp		4,646	4,198	12,968	10,285	(2,683)	-20.69%
101-1204-421.31-09	Training		36,386	42,467	43,875	41,195	(2,680)	-6.11%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1204-421.42-10	Vehicles		883	1,047	2,500	2,000	(500)	-20.00%
101-1204-421.43-02	Radio eqpt. maintenance		28,395	25,321	36,760	36,760	-	0.00%
101-1204-421.43-06	Equipment		9,053	6,720	21,822	20,822	(1,000)	-4.58%
101-1204-421.43-08	Rifle range maintenance		5,322	394	8,000	8,000	-	0.00%
101-1204-421.43-12	Building & Grounds		(234)	-	-	-	-	
101-1204-421.44-03	Criminal information syst		94,075	113,351	126,283	127,504	1,221	0.97%
101-1204-421.44-04	Copy Machines		120	388	600	600	-	0.00%
101-1204-421.53-01	Telephone		35,273	47,783	45,500	52,000	6,500	14.29%
101-1204-421.53-02	Cellular Telephones		13,217	18,203	18,500	18,500	-	0.00%
101-1204-421.61-01	Office supplies		12,130	12,419	12,875	13,150	275	2.14%
101-1204-421.61-05	Postage		2,149	1,641	2,800	2,800	-	0.00%
101-1204-421.61-08	Janitorial supplies		1,659	273	2,500	-	(2,500)	-100.00%
101-1204-421.61-11	Food		2,441	2,521	3,500	3,500	-	0.00%
101-1204-421.80-05	Fuel/Lubricants		123,597	110,362	112,789	121,845	9,056	8.03%
101-1204-421.80-10	Vehicle Maintenance		222,409	158,029	148,699	155,636	6,937	4.67%
101-1205-421.11-01	Salary Full Time		48,101	55,014	99,181	94,994	(4,187)	-4.22%
TEXT		**TEXT AMT**						
ONE CODE ENFORCEMENT ADMINISTRATOR.								
101-1205-421.11-02	Salary Part Time		37,069	-	-	-	-	
101-1205-421.11-05	Overtime		356	480	1,000	2,000	1,000	
101-1205-421.21-01	Health Insurance		9,334	10,577	23,226	16,187	(7,039)	-30.31%
101-1205-421.21-03	Dental Insurance		428	446	894	961	67	7.49%
101-1205-421.21-04	Vision Insurance		80	80	166	168	2	1.20%
101-1205-421.22-01	Social Security Taxes		5,052	3,164	6,211	5,580	(631)	-10.16%
101-1205-421.22-02	Medicare Contributions		1,182	740	1,453	1,305	(148)	-10.19%
101-1205-421.23-02	Civilian Pension		5,559	3,471	6,512	5,468	(1,044)	-16.03%
101-1205-421.23-04	Deferred Comp		900	546	2,004	1,900	(104)	-5.19%
101-1205-421.31-06	Derelict Structures		549	1,348	6,000	6,000	-	0.00%
101-1205-421.31-09	Training		-	-	1,000	1,000	-	
101-1205-421.31-10	Other Professional Svcs		2,478	3,269	4,500	4,500	-	0.00%
101-1205-421.43-12	Building & Grounds		960	1,925	3,000	3,000	-	0.00%
101-1205-421.53-01	Telephone		223	226	800	600	(200)	-25.00%
101-1205-421.69-08	Write-off Bad Debt		1,000	5,300	-	-	-	
POLICE DEPARTMENT			6,620,381	6,897,527	7,319,905	7,406,735	86,830	1.19%

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Mission and Vision Statements

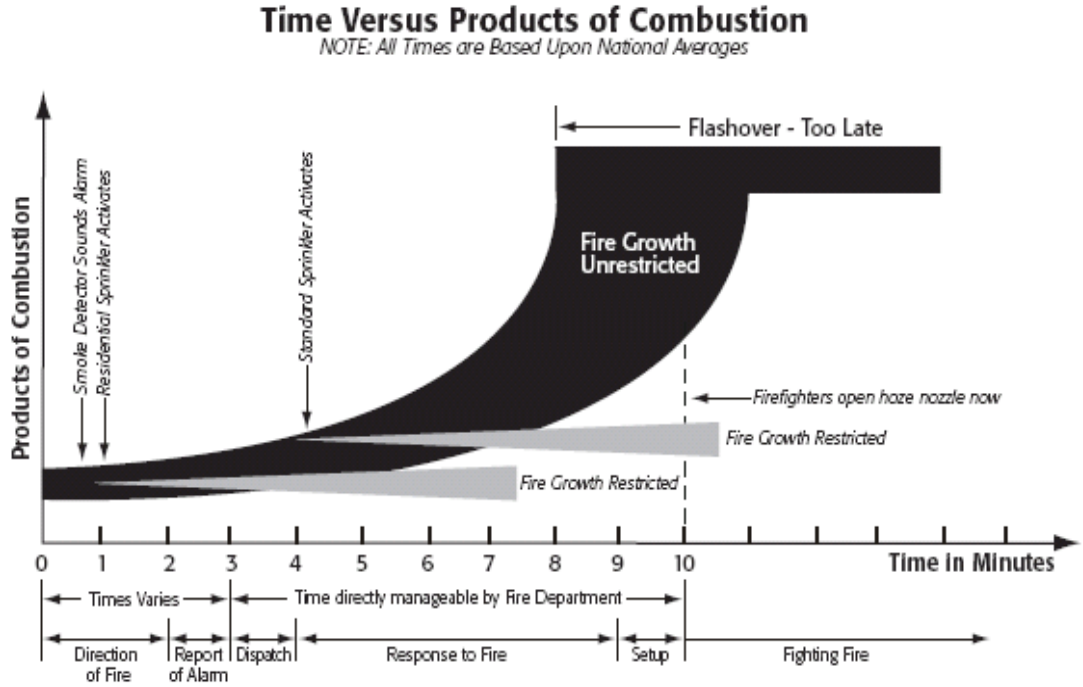
The mission of the Kirkwood Fire Department is to *Save Life and Property*. We complete this mission by providing excellent fire and injury prevention, emergency medical response, fire-based ambulance transport, fire suppression, public education, technical rescue, hazardous materials response, and emergency 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 vision of the Kirkwood Fire Department is for all members to willingly work toward common, team-oriented goals with enthusiasm and dedication. These goals will be mutually agreed upon whenever possible and based on clearly communicated, well-focused and understood priorities and values. We will make the safety and well being of the citizens and community we protect our highest 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.

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, 2013 to March 31, 2014, the fire department achieved an average response time to all emergencies in Kirkwood and Oakland of 5 minutes 19 seconds. The statistics below indicate the fire department's effectiveness for the FY2013-14 period:

Estimated value of property at risk: $ 24,901,601
Percentage of property saved: 97.74%
Estimated value of property lost: $563,128
Total fire injuries – 1
Total fire fatalities – 0

As the graphic below 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 21 years and benefits from a high percentage of property saved from fire. This is due in large part to having an adequate number of well trained and properly equipped firefighters arriving 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° Fahrenheit, a temperature that is fatal to any occupant, including a firefighter in full protective equipment.



<u>Fire Suppression Service – Rapid Response Equals Low Property Loss</u> - 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 19 seconds.

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

Fiscal Year	2009-10	2010-11	2011-12	2012-13	2013-14
Total Number of Fires	46	47	48	54	53
Property Value Lost to Fire	$241,196	$3,748,785	$286,312	$136,901	$563,128
Property Value Saved	$5,627,714	$27,005,200	$15,676,612	$13,311,074	$24,901,601
Percentage Saved From Fire	95.71%	86.11%	98.17%	98.98%	97.74%

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 2013/14, the Fire Department responded to 53 fires threatening over $24 million in property value and saved nearly 98% of the property. This reporting period included fires in multi-family and commercial buildings contributing to the high value of property at risk.

Productivity **–** Listed below are statistics related to fire department productivity for the period of April 1, 2013 to March 31, 2014:

Total emergency calls for service – 3,884
Total apparatus (fire truck or ambulance) responses – 7,244
Average number emergency calls per day – 10.64
Average apparatus responses per day – 19.84
Total man-hours hours on incident response – 18,110
Total man-hours on training – 5,405
Total fire inspections completed - 771
Total man-hours on fire inspections – 2,891
Total feet of fire hose tested – 17,000
Total man-hours on fire hose testing – 663
Total hours on child car safety seat installations and checks - 124
Total child car safety seats checked and installed –248
Total hours on Citizen Emergency Response Training (CERT) -- 236

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 has 46 uniformed personnel and one civilian secretary. Included in this total are 43 shift personnel and 3 Chief Officers. It is important to note that almost all (44 of 46) 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. Listed below are the positions maintained in the Department:

1	Fire Chief
1	Assistant Fire Chief/ Fire Marshal
1	Deputy Chief/ EMS Manager
9	Captains – 3 per shift x 3 shifts
9	Engineers – 3 per shift x 3 shifts
22	Firefighter/Paramedics – 7 per shift x 3 shifts, plus 1 "float" medic
3	Firefighter/EMTs – 1 per shift x 3 shifts
46	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 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.

REPRESENTATIVE TASKS NECESSARY AT A MODERATE RISK STRUCTURE FIRE

Task	Number of Firefighters
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 13 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.

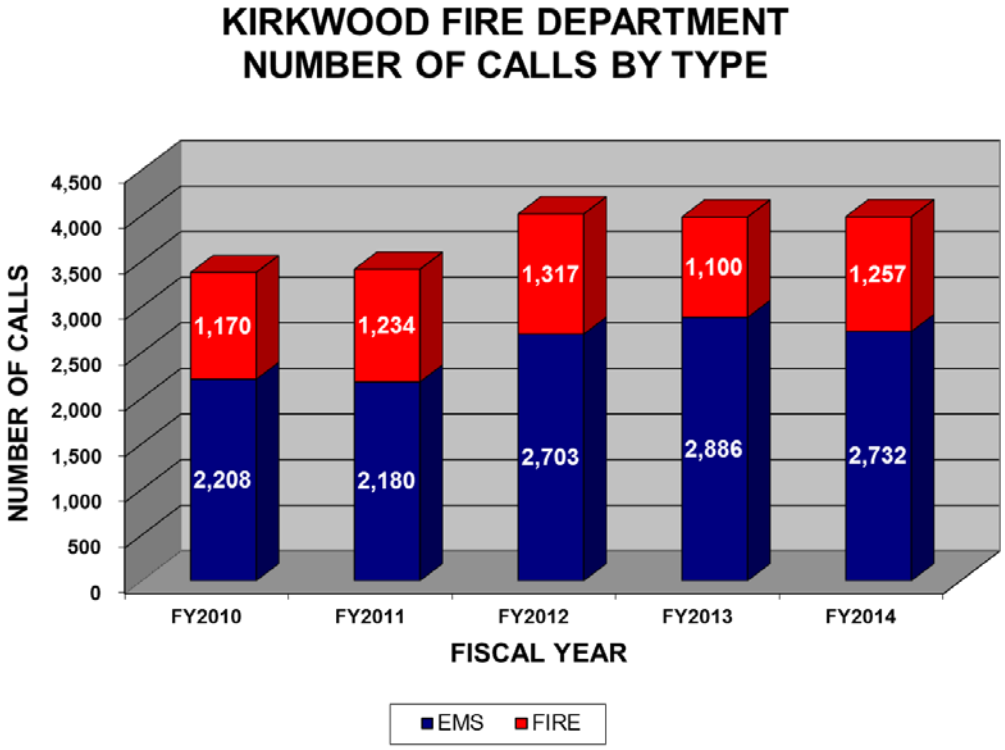
Apparatus and Staffing – Each piece of fire department apparatus (vehicle) is assigned a radio identification number. The number assigned is based on a standardized system utilized throughout St. Louis County. The first two digits indicate the City or District the unit is from. For example, 15 is Kirkwood 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 apparatus operated by the fire department is listed below along with equipment carried and routine staffing levels:

- 1514 – Structural Firefighting Engine with a 1500 gallon per minute (gpm) pump, 900 gallons of tank water, a Compressed Air Foam (CAF) system, 30 gallons of Class A foam, and a light tower for night operations, and 7500 watt diesel generator, ALS equipment and a three person operating crew, purchased in 2007
- 1517 – Rescue Ambulance carries advanced life support (ALS) paramedic equipment and supplies, the two person operating crew treats and transports patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2009.
- 1524 – Technical Rescue Engine with a 1500 gpm pump, 750 gallons of tank water, a Compressed Air Foam (CAF) system, 30 gallons of Class A foam, an air cascade system, hydraulic and pneumatic rescue equipment, and a light tower for night operations, a 10,500 watt hydraulic generator, ALS equipment and a three person operating crew, purchased in 2008.
- 1527 – Rescue Ambulance carries advanced life support paramedic equipment and supplies, the two person operating crew treats and transports patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2009.
- 1535 - Aerial Ladder Tower with 100 foot aerial ladder and platform, 2000 gpm pump and 400 gallons of tank water, 121 feet of ground ladders, 10,000 watt hydraulic generator, ALS equipment and a three person operating crew, purchased in 2010.
- 1537 – Rescue Ambulance carries advanced life support paramedic equipment and supplies, the two person operating crew treats and transports patients to area hospitals and performs firefighting duties on fire scenes, purchased in 2001. This unit is placed in service during periods of high service demand. It is staffed by paramedic personnel from 1535.

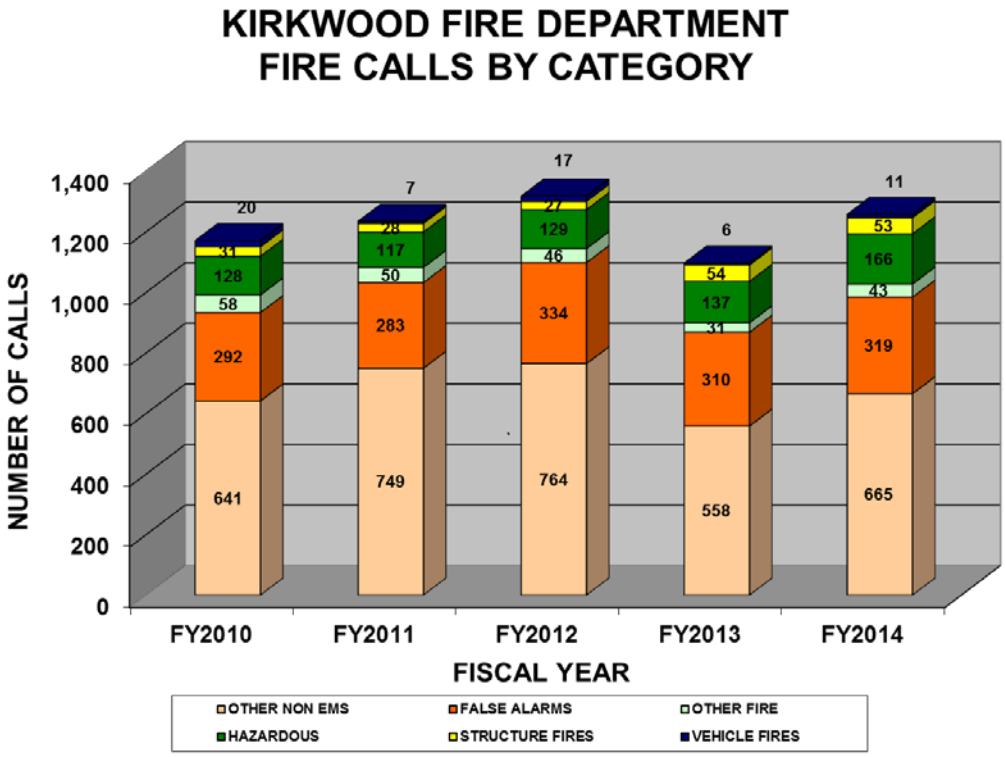
Number of Emergency Responses - The graph below shows a five-year history of the total emergency responses made by the Fire Department. These totals also include Fire and EMS responses to the City of Oakland. Kirkwood provides fire/EMS services to Oakland under a five-year contract that was renewed in July, 2014. According to the agreement, the City of Oakland pays the City of Kirkwood $68,857 annually (plus an annual CPI inflation adjustment) for

emergency medical service, fire protection, and fire prevention service, which includes fire codes enforcement and new construction plan review. The additional expenditures to provide service to the City of Oakland are minimal and are absorbed into the annual cost of existing Fire Department operations. There are no additional staffed positions required to provide this contract service to Oakland. The Fire Department will continue to explore possibilities for contracting fire or ambulance service to surrounding municipalities where opportunities for service improvement at revenue neutral or profit basis exist.



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

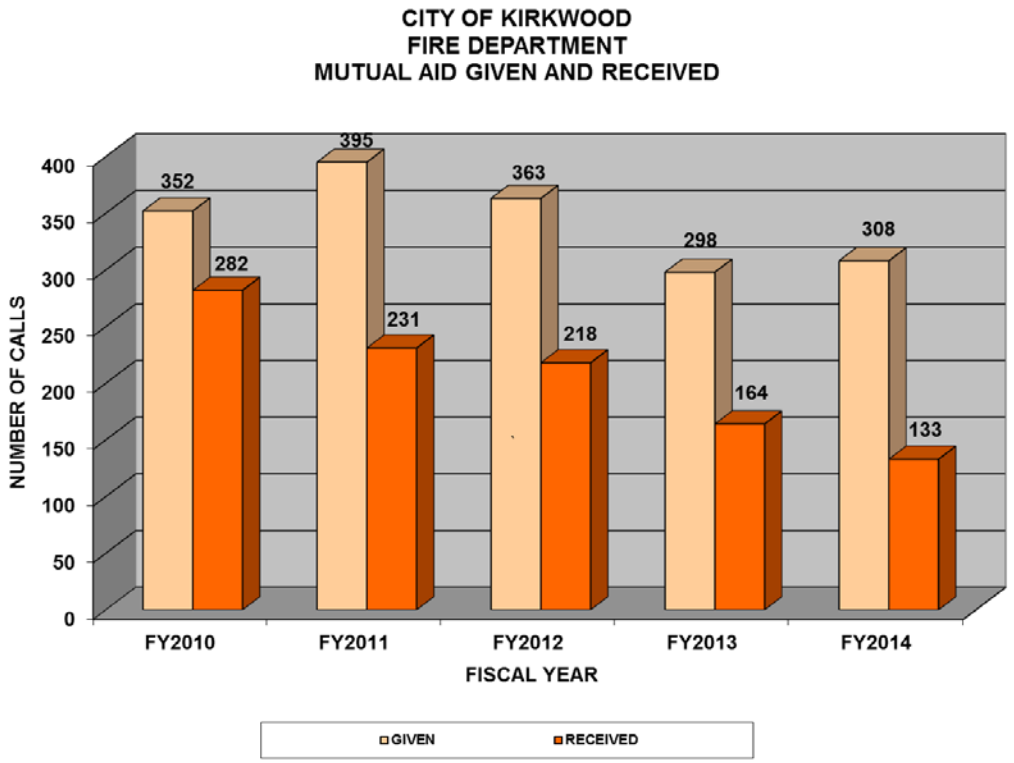
jurisdiction). Hazardous Materials and Conditions calls include chemical spills, contractors rupturing a natural gas line, power lines down, and toxic conditions.



<u>Overlapping Calls</u> - 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 FY13-14 reporting period there were 1405 overlapping calls; where a second, third, or forth 911 emergency call was received for fire department assistance while one or more of our fire/EMS units were still committed to an earlier 911 emergency. This is an overlapping call rate of 38%

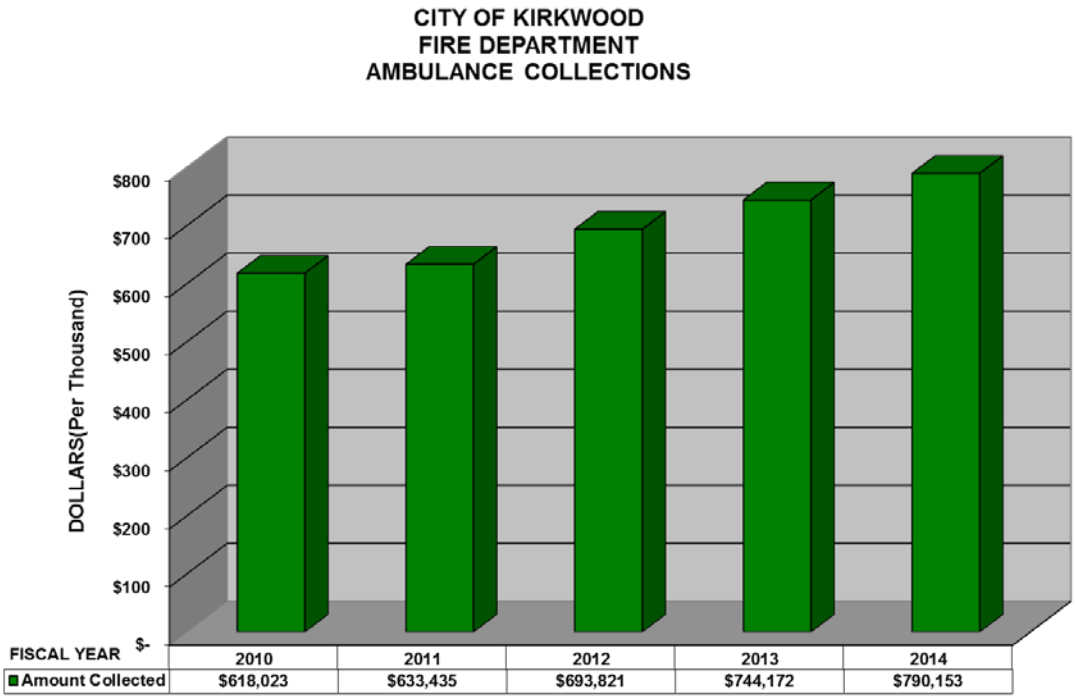
***<u>Mutual Aid Given and Received</u>* -** The Kirkwood Fire Department assists neighboring fire departments when they need additional equipment and personnel to complete the required tasks at an emergency incident scene, or to fill in if they are unavailable due to a simultaneous call. Kirkwood receives 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 308 times and received mutual aid assistance 133 times. During FY13-14, the Fire

Department provided ambulance mutual aid 47 times, and received ambulance mutual aid 30 times.

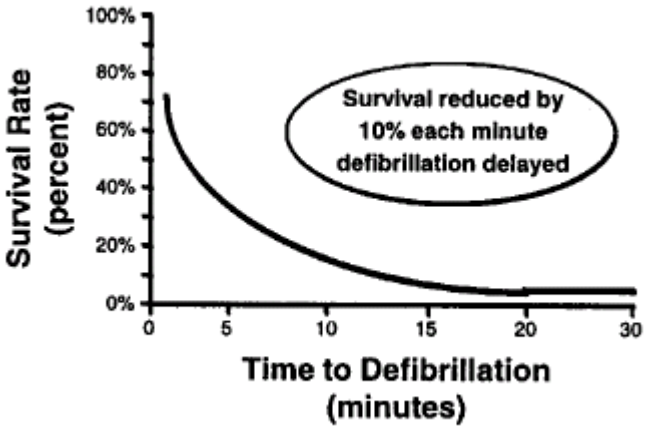


Ambulance Service – On June 1, 2003, the Fire Department added ambulance transportation to the list of services it provides to the citizens of Kirkwood and Oakland. The addition of ambulance service allows Kirkwood to control the quality of this vital component of public safety. Ambulance transport is 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 2013-14 were $790,153 based on financial information provided by the Kirkwood Finance Department. Since the inception fire based ambulance service in June 2003, through March 31, 2014, the ambulance service has resulted in $6,463,893 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.



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 that 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."

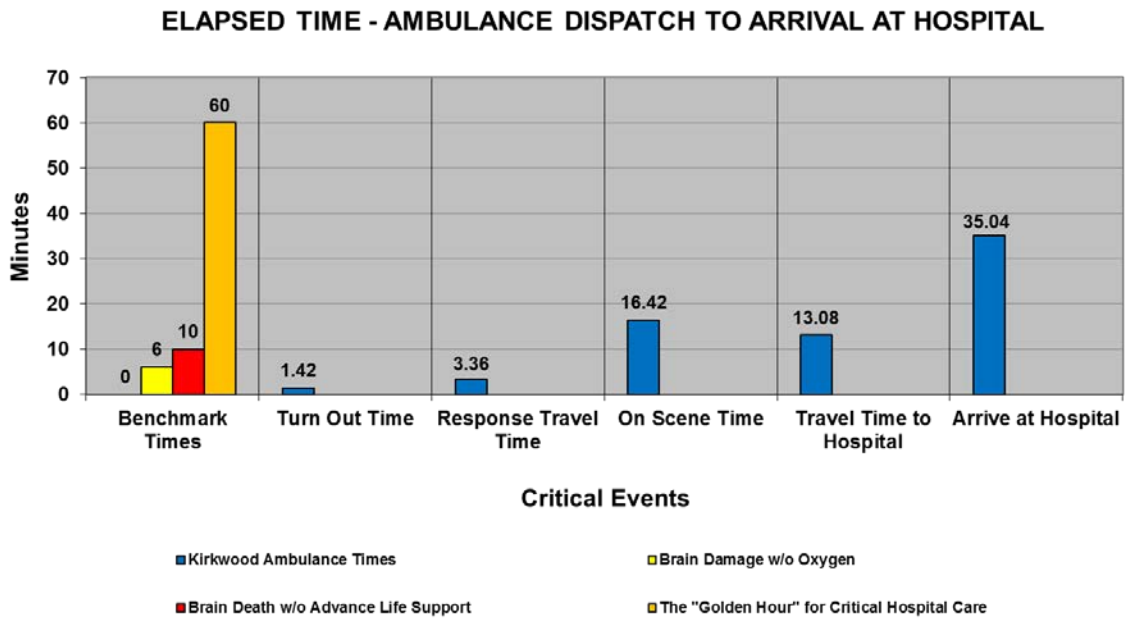
The Kirkwood Fire Department responded to 34 cardiac arrests between April 1, 2013 and March 31, 2014. A cardiac arrest is a condition where the patient has no pulse, has stopped breathing, and is clinically dead. With our integrated approach consisting of the closest paramedic equipped fire truck responding along with an advanced life support ambulance, 3 of those 34 clinically dead patients were resuscitated in the field prior to transport to the hospital. Kirkwood's achieved a 9% clinical save percentage. A clinical save is the return of spontaneous cardiac circulation. The American Heart Association reports a national clinical save rate of 5%. While Kirkwood exceeds the national average for cardiac arrest "saves", it is still a disappointment to have a successful return of spontaneous circulation (ROSC) rate of 9%. We continue to strive for higher success rates by following evolving medical best practices and increasing public CPR training. What must not be lost when death occurs is that the dignity of the patient is of utmost importance, and that 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: 16 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 35 min: 04 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 total time is 51 minutes and 18 seconds.

FY2013-14 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:42sec	3min:36sec	16min:42sec	13min:08sec	35min:04sec

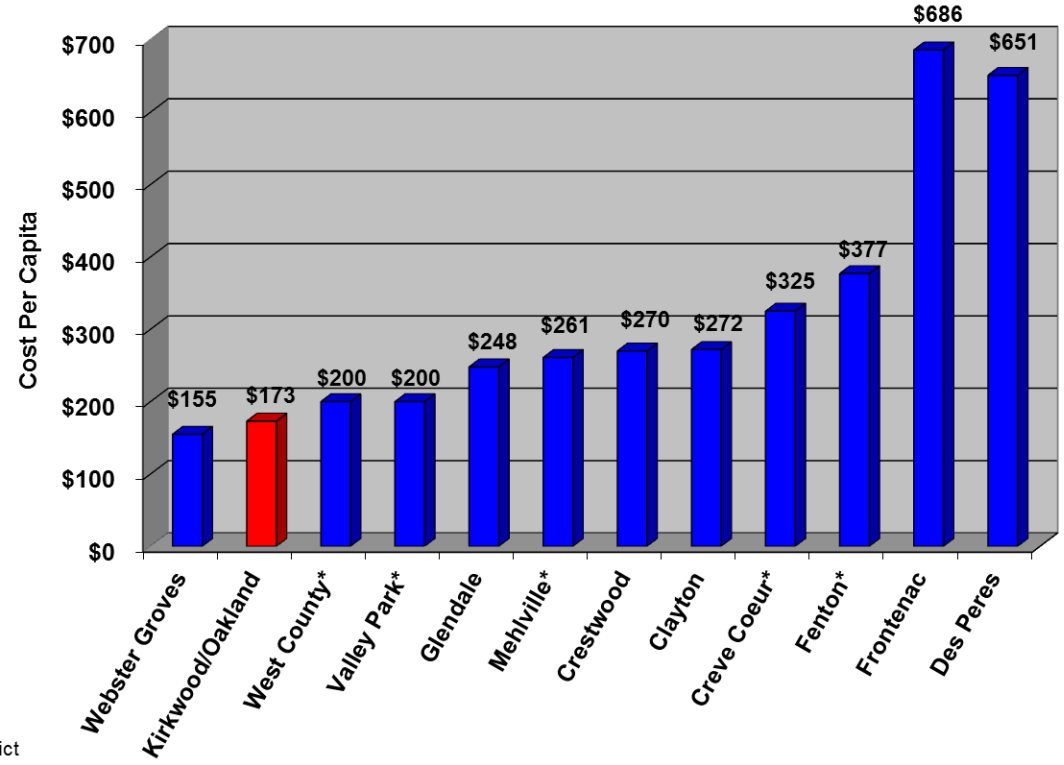


During this period of time, the Fire Department responded to 2732 calls for emergency medical care, and transported 1709 of those patients to area hospitals. This equates to a transport rate of 63% of all calls for emergency medical care. The remaining patients refuse transportation after paramedic personnel render initial on-scene care, or refuse care entirely when paramedics arrive on the scene.

The Fire Department operates two ambulances at all times to meet the demand for service. In peak demand situations, a third ambulance is placed into service and it is staffed by paramedic personnel from Aerial Ladder 1535 at Station #3. When ambulance service was added to the Fire Department in 2003, there was sufficient staffing in the Fire Department to staff one ambulance by utilizing the personnel who were assigned to the rescue truck previously operated by the Fire Department. Three additional Firefighter/Paramedics were hired in 2003 to staff the second ambulance. It was understood by all involved that it requires a minimum of six Firefighter/Paramedics to staff one ambulance, but as a cost saving strategy for the new service, it was planned to minimize operational expenditures and hire only three new personnel and backfill the other three positions with overtime hours worked by existing personnel.

COMPARISON TO AREA FIRE DEPARTMENTS AND DISTRICTS – The Kirkwood Fire Department is operated in a very efficient manner. Based on the following table, it is apparent that the Fire Department provides a good value for the citizens of Kirkwood. The Fire Department provides Advanced Life Support paramedics on all fire trucks, ambulance service, fire suppression, hazardous materials response, technical rescue services including high angle, confined space, structural collapse and trench rescue, fire code inspection and new construction plan review, fire education and prevention services, and general all hazards emergency response capability. This data for the cost/capita chart was compiled through an informal telephone poll of surrounding departments and districts and does not include pension costs.

2014 FIRE DEPARTMENT/DISTRICT
Cost Per Capita

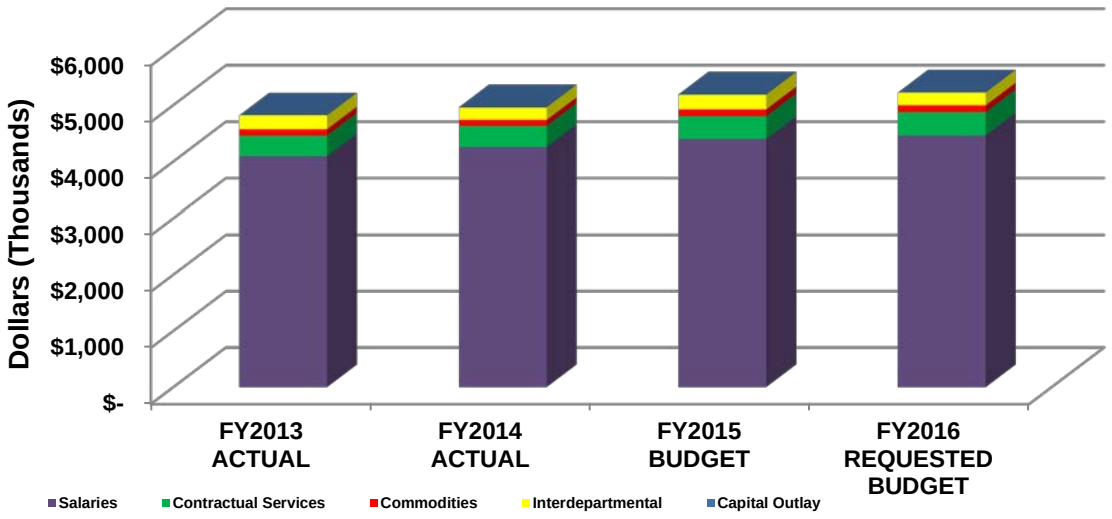


*Fire District

CITY OF KIRKWOOD, MISSOURI
FIRE OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	3,360,488	3,447,215	3,497,744	3,580,480
Overtime	192,088	249,478	340,100	320,150
Licensing Pay	111,751	83,408	73,504	70,336
Social Security	3,001	3,080	3,082	3,123
Medicare	552	720	721	730
Civilian Pension	3,139	3,124	3,231	3,273
Deferred Compensation	520	541	1,000	1,030
Subtotal Salaries	3,671,539	3,787,566	3,919,382	3,979,122
Other Benefits				
Health Insurance	398,534	443,814	450,670	455,177
Dental Insurance	20,728	20,821	20,965	22,538
Vision Insurance	3,707	3,725	4,048	4,048
Unemployment Compensation	-	-	2,500	-
Subtotal Other Benefits	422,969	468,360	478,183	481,763
Total Personnel Services	4,094,508	4,255,926	4,397,565	4,460,885
Contractual Services	366,376	376,589	406,242	416,104
Commodities	111,965	103,991	120,070	118,256
Capital Outlay	-	-	2,900	-
Interdepartmental Charges	243,451	222,461	260,031	226,610
TOTAL FIRE BUDGET	4,816,300	4,958,967	5,186,808	5,221,855

Fire Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1301-422.11-01	Salary Full Time		337,486	349,360	358,737	360,427	1,690	0.47%
TEXT								
FIRE CHIEF, ASSISTANT FIRE CHIEF/FIRE MARSHAL,								
DEPUTY CHIEF /EMS MANAGER, SECRETARY								
101-1301-422.11-05	Overtime		220	141	150	150	-	0.00%
101-1301-422.11-09	Licensing Pay		10,168	7,000	8,000	8,000	-	0.00%
TEXT								
ALL DEPARTMENT PARAMEDICS WHO MAINTAIN A PARAMEDIC								
LICENSE WHEN IT IS NOT A JOB CLASSIFICATION								
REQUIREMENT RECEIVE $2500 ANNUAL LICENSE PAY.								
HAZARDOUS MATERIAL TECHNICIANS RECEIVE $2000.								
101-1301-422.21-01	Health Insurance		40,550	45,031	42,292	42,715	423	1.00%
101-1301-422.21-03	Dental Insurance		1,785	1,785	1,785	1,919	134	7.51%
101-1301-422.21-04	Vision Insurance		320	321	348	348	-	0.00%
101-1301-422.22-01	Social Security Taxes		3,001	3,080	3,082	3,123	41	1.33%
101-1301-422.22-02	Medicare Contributions		552	720	721	730	9	1.25%
101-1301-422.23-02	Civilian Pension		3,139	3,124	3,231	3,273	42	1.30%
101-1301-422.23-04	Deferred Comp		520	541	1,000	1,030	30	3.00%
101-1301-422.29-04	Unemployment		-	-	2,500	-	(2,500)	
101-1301-422.31-07	Medical Examinations		18,865	19,653	23,545	16,400	(7,145)	-30.35%
TEXT								
PHYSICAL EXAMS FOR ALL FIRE PERSONNEL								
101-1301-422.31-09	Training		21,999	19,713	28,450	21,250	(7,200)	-25.31%
101-1301-422.31-10	Other Professional Svcs		49,358	49,558	65,443	68,100	2,657	4.06%
TEXT		TEXT AMT						
FIRE EXTINGUISHER INSOECTION/MAINTENANCE/REPAIRS		1,000						
COPY MACHINE LEASE/MAINTENANCE CONTRACT.		1,200						
AMBULANCE BILLING COMPANY COLLECTION FEE		54,000						
EMERGENCY REPORTING RECORDS MANAGEMENT		4,400						
NET MOTION ANNUAL LICENSE FOR VEHICLE LAPTOPS		1,500						
CELL DATA SERVICE		5,500						
STATIC IP ADDRESS		500						
101-1301-422.32-01	Legal		1,323	1,328	1,500	1,500	-	0.00%
101-1301-422.43-06	Equipment		1,028	4,369	1,000	1,000	-	0.00%
101-1301-422.43-12	Building & Grounds		7,504	12,819	15,600	13,600	(2,000)	-12.82%
101-1301-422.52-02	General liability		66,135	62,928	67,834	67,834	-	0.00%
101-1301-422.52-11	Work. Comp. Premium		149,370	149,370	149,370	149,370	-	0.00%
101-1301-422.53-01	Telephone		13,315	12,791	7,000	13,600	6,600	94.29%

CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1301-422.55-09	Other Printing		859	1,000	2,600	2,000	(600)	-23.08%
101-1301-422.58-01	Travel Executive		1,308	1,667	1,800	1,800	-	0.00%
101-1301-422.58-02	Travel Other		1,877	1,415	2,000	2,000	-	0.00%
101-1301-422.61-01	Office supplies		3,287	3,852	3,400	3,700	300	8.82%
101-1301-422.61-05	Postage		379	365	525	500	(25)	-4.76%
101-1301-422.61-08	Janitorial supplies		5,293	5,265	5,800	6,000	200	3.45%
101-1301-422.62-03	Gas		4,041	4,745	7,000	5,500	(1,500)	-21.43%
101-1301-422.64-01	Membership Dues		1,704	1,624	1,885	2,260	375	19.89%
101-1301-422.64-02	Publications		2,118	374	2,210	1,940	(270)	-12.22%
101-1301-422.66-08	Small tools		138	1,820	1,000	1,000	-	0.00%
101-1301-422.68-01	Office Furniture and Equipment		-	-	2,900	-	(2,900)	
101-1301-422.80-05	Fuel/Lubricants		64,004	56,728	71,010	63,760	(7,250)	-10.21%
TEXT		**TEXT AMT**						
15,000 GAL. OF DIESEL								
3,000 GAL. OF UNLEADED GASOLINE								
1,000 GAL. OF DIESEL FOR EMER. GENERATORS								
101-1301-422.80-10	Vehicle Maintenance		127,400	103,601	129,371	98,500	(30,871)	-23.86%
101-1301-422.80-20	Electric Charges		45,387	55,267	52,000	57,000	5,000	9.62%
101-1301-422.80-40	Water Usage Charges		4,896	5,101	5,800	5,500	(300)	-5.17%
101-1301-422.80-50	Sanitation Charges		1,764	1,764	1,850	1,850	-	0.00%
101-1302-422.11-01	Salary Full Time		3,023,002	3,097,855	3,139,007	3,220,053	81,046	2.58%
TEXT		**TEXT AMT**						
THIS ACCOUNT PAYS FOR THE HOURLY WAGES FOR FIRE								
DEPARTMENT 24-HOUR SHIFT PERSONNEL.								
FEDERAL FAIR LABOR STANDARDS LAW LIMITS FD SHIFT								
PERSONNEL TO A MAXIMUM OF 53 HOURS WEEKLY. OUR								
PERSONNEL WORK 56 HOURS WEEKLY. THE EXTRA 3 HOURS								
PER WEEK IN EXCESS OF THE 53 HOURS LIMIT								
ESTABLISHED BY FLSA IS PAID AT HALF-TIME. THE								
TOTAL ANNUAL HOURS WORKED ON THE FIRE DEPTARTMENT								
SCHEDULE IS 2912 HOURS.								
101-1302-422.11-05	Overtime		191,868	249,337	339,950	320,000	(19,950)	-5.87%
TEXT		**TEXT AMT**						
THE FD MUST HAVE A MINIMUM NUMBER OF PERSONNEL								
ON DUTY TO STAFF ALL FIRE TRUCKS AND AMBULANCES.								
101-1302-422.11-09	Licensing Pay		101,583	76,408	65,504	62,336	(3,168)	-4.84%
TEXT		**TEXT AMT**						
THIS ACCOUNT PAYS THE RELICENSURE COSTS								

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
REQUIRED BY THE LABOR CONTRACT FOR								
PARAMEDICS AND EMT'S WHO SUCCESSFULLY COMPLETE								
THE RELICENSURE PROCESS ESTABLISHED BY THE								
MISSOURI DEPARTMENT OF HEALTH.								
101-1302-422.21-01	Health Insurance		357,984	398,783	408,378	412,462	4,084	1.00%
101-1302-422.21-03	Dental Insurance		18,943	19,036	19,180	20,619	1,439	7.50%
101-1302-422.21-04	Vision Insurance		3,387	3,404	3,700	3,700	-	0.00%
101-1302-422.31-10	Other Professional Svcs		8,319	16,446	19,200	23,700	4,500	23.44%
101-1302-422.42-06	Laundry, towels, etc		80	164	500	250	(250)	-50.00%
101-1302-422.43-02	Radio eqpt. maintenance		13,759	10,920	7,500	21,600	14,100	188.00%
TEXT								
THIS ACCOUNT PAYS FOR THE MAINTENCE OF ALL RADIO EQUIP.								
101-1302-422.43-06	Equipment		11,277	12,448	12,900	12,100	(800)	-6.20%
101-1302-422.61-06	Film & processing		150	193	200	200	-	0.00%
101-1302-422.61-11	Food		599	942	800	900	100	12.50%
101-1302-422.61-13	Clothing		30,074	28,830	30,500	29,506	(994)	-3.26%
101-1302-422.66-07	Safety equipment		58,817	49,998	59,450	59,250	(200)	-0.34%
101-1302-422.66-08	Small tools		567	1,409	1,500	2,700	1,200	80.00%
101-1302-422.66-23	Community Services		4,798	4,574	5,800	4,800	(1,000)	-17.24%
FIRE DEPARTMENT			4,816,300	4,958,967	5,186,808	5,221,855	35,047	0.68%

City of Kirkwood Public Works 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 ensure a safe and aesthetically pleasing streetscape through maintenance of right-of-way trees and public grounds.

- To respond efficiently to urgent community needs, emergencies, or seasonal needs such as snow/ice removal, fallen trees, sign replacement, hazardous trees, and temporary street repairs.

General Description

The Street Division is responsible for the maintenance and repair of 221 lane miles of street pavement (62 lane miles of concrete streets and 159 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; over 14 acres of public grounds at 56 locations; and trees on public grounds and along the public rights-of-way. 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 grounds, and removal of dead trees and hazardous limbs on public rights-of-way. Concrete street replacement and asphaltic overlays are performed through contract.

The Public Works strategy for street repairs now involves the use of private contractors for asphalt overlays and major street repairs. The Street Division is focusing on routine maintenance and small repairs of a maintenance nature. This includes the crack sealing of concrete and asphalt streets, asphalt street patching, bridge deck sealing, repair/replacement of asphalt curbs, milling and patching of failed concrete joints, forestry operations, sign/pavement markings, maintenance of City property, and street cleaning. New construction, asphalt overlays, and concrete street replacement are contracted out.

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

Staffing

The Street Division consists of 13 employees. There is one general street maintenance crew, a curb/forestry crew, a grounds crew, a sign crew, and a street cleaning crew with the following positions.

POSITION	FY10	FY11	FY12	FY13	FY14
Street Director	1	1	1	1	1
Supervisor	2	2	2	2	2
Lead Street Maintenance Worker	4	4	4	4	3
Street Maintenance Worker	5	5	5	5	6
Customer Service Assistant*	1	1	.5*	.5	.5
TOTAL	**13**	**13**	**12.5**	**12.5**	**12.5**

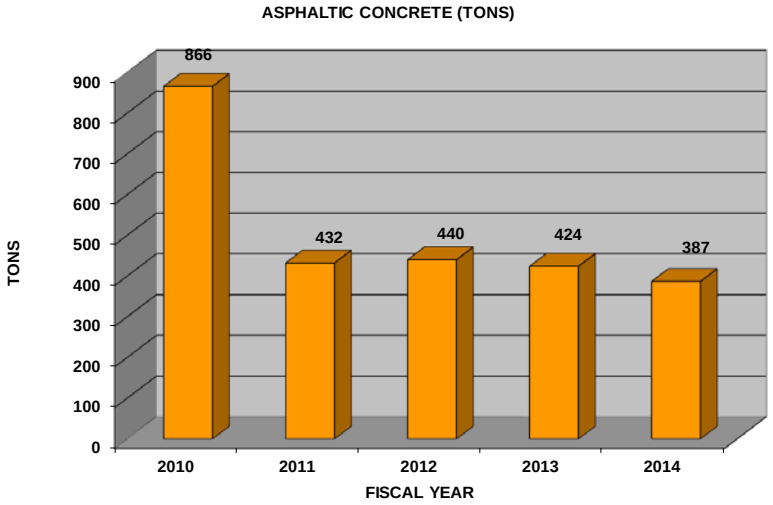
* Shared with Sanitation Division

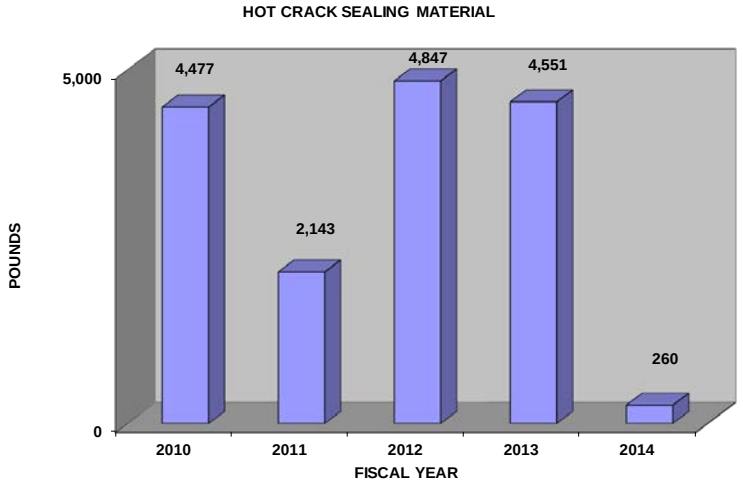
The Street Division has been utilizing only one seasonal employee during the summer months for ground maintenance, sign replacements, and general construction labor. This practice will continue.

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 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.

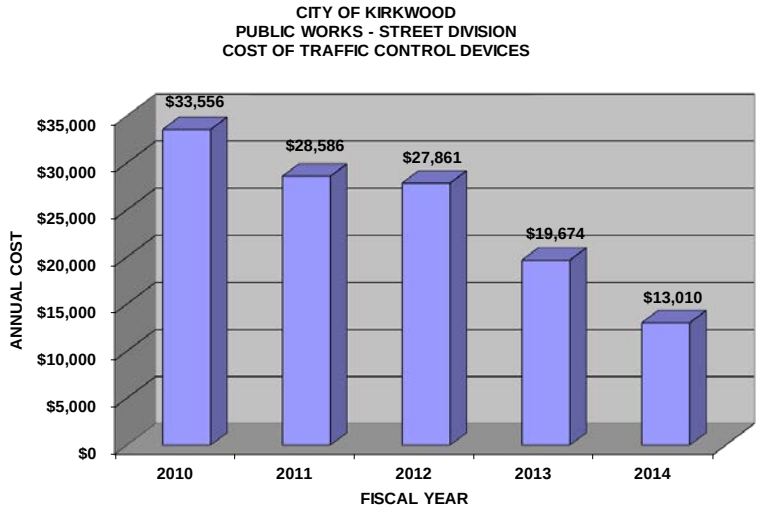




Traffic Control Devices

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.



Snow/Ice Removal

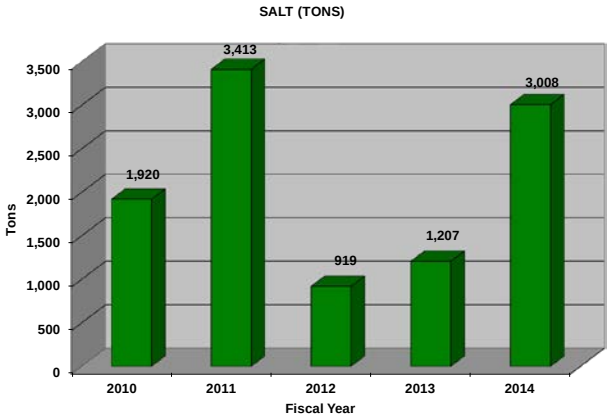
Public perception of snow removal is almost entirely based on timeliness. The Street Division has good response time, although manpower is usually limited. During winter storms, all Street Division personnel and two Parks Department personnel are used for the clearing of City streets, some Public Works personnel are also used as needed, and all Public Works 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 WORKS - STREET DIVISION
WINTER STORM COSTS

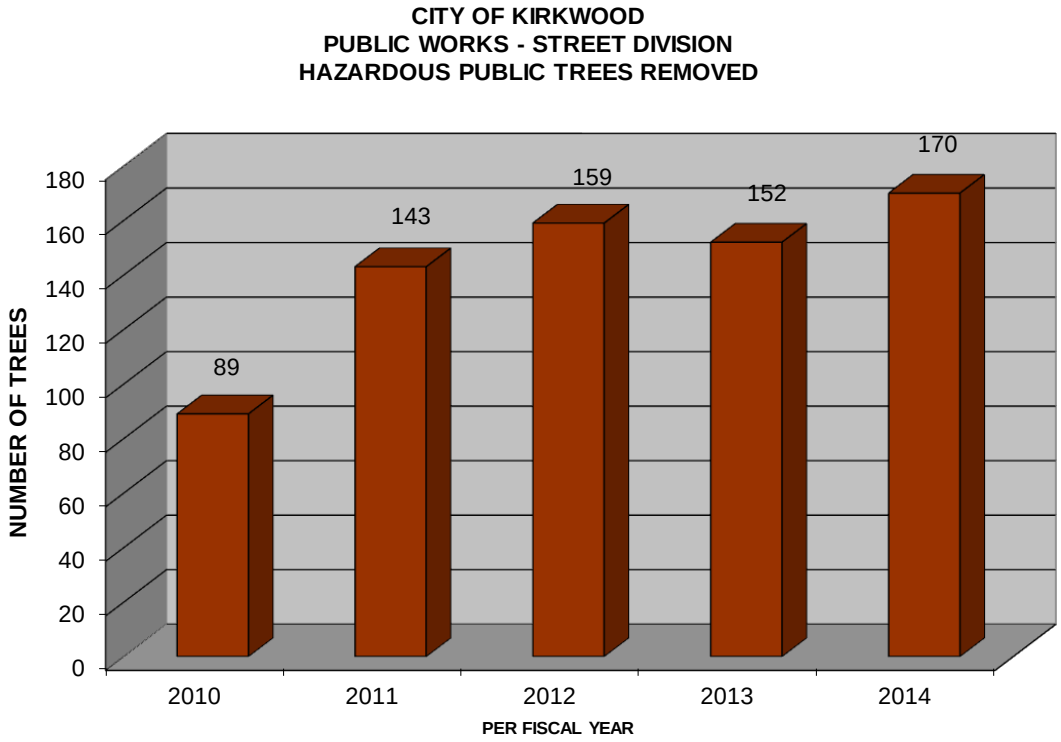
Fiscal Year	Date of First Storm	Number of Call Outs	Snow (Inches)	Salt (Tons)	Labor Hours	Total Costs*
2010	12/07/09	10	12.75	1,920	1,163	$177,233
2011	12/11/10	9	25.00	3,413	1,809	$272,967
2012	12/27/11	4	6.50	919	469	$77,068
2013	12/26/12	12	18.50	1,207	1,173	$119,131
2014	12/05/13	13	38.40	3,008	2,031	$288,266

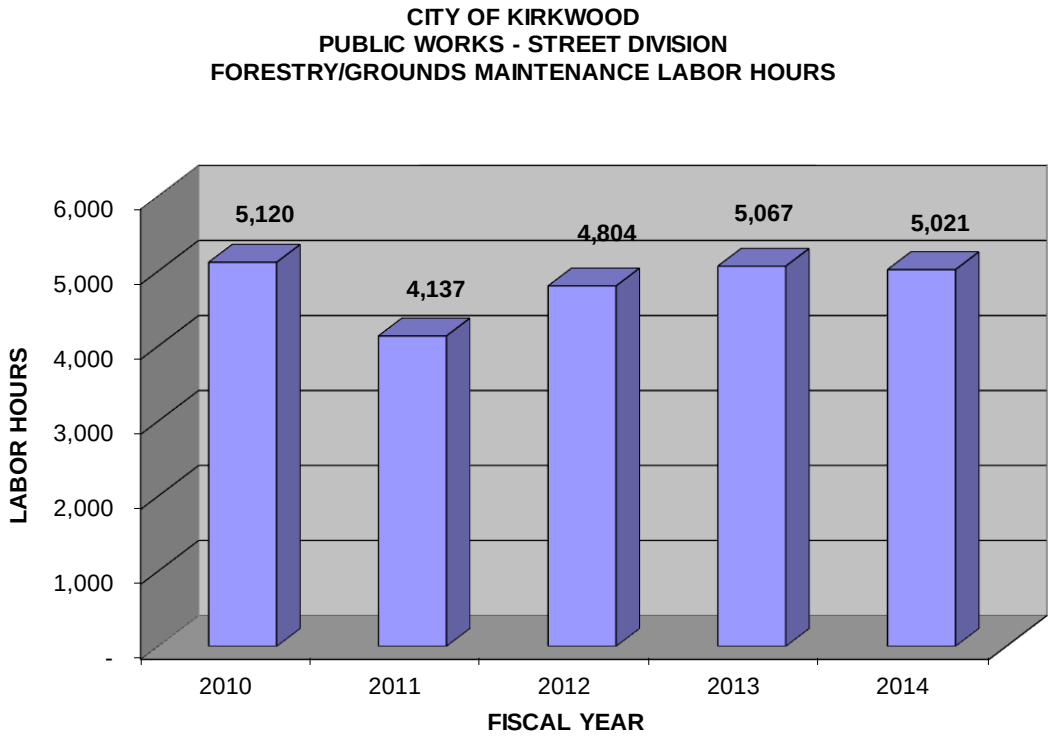
* Total costs include labor, equipment, and material.



Grounds and Tree Services

The Street Division is responsible for the maintenance of City properties and public grounds (except parks) and trees along public rights-of-way. Citizen expectations in the area of tree services are increasing in keeping with the "Tree City" title. Due to limited resources, the Street Division tree service is limited to removal of dead trees and pruning of hazardous tree limbs on public rights-of-way. The Street Division has taken a proactive approach to tree maintenance, removing sick and dying trees before they become a hazard. Tree operations were previously performed in the fall by one of the street crews. However, due to liability issues and public safety, dead and hazardous trees are now removed year round. The grounds maintenance person performs daily and seasonal maintenance of the public grounds. During the summer season a temporary employee is assigned to this crew. The grounds crew maintains 56 locations with a total land area of more than 14 acres.





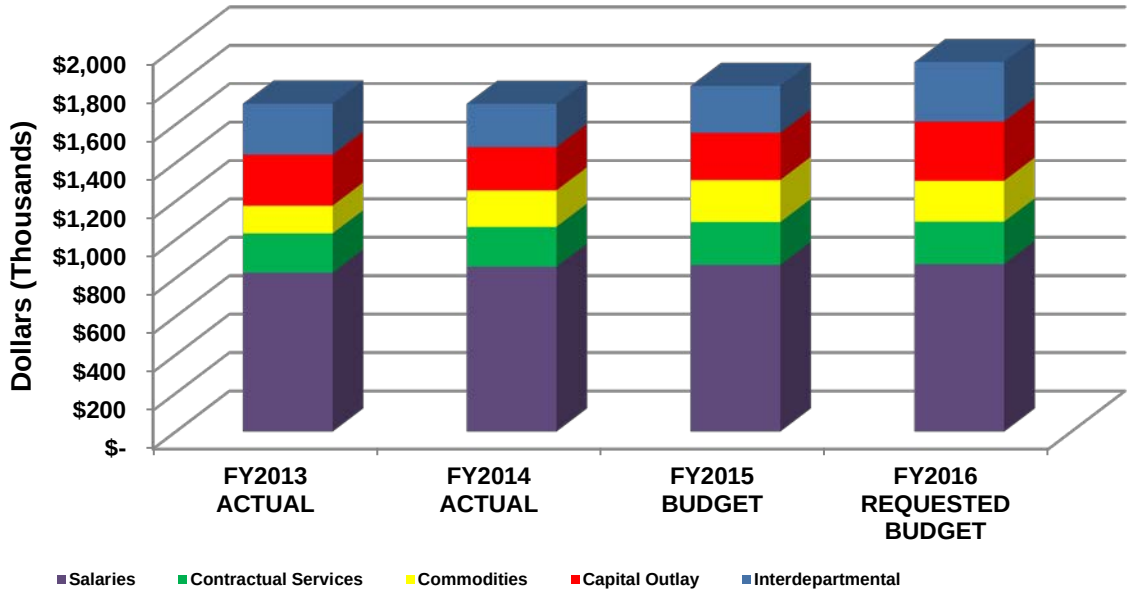
Street Sweeping

Prior to FY05, the City Street Division provided extraordinary street cleaning services by operating the street sweeper on a daily basis with a rotating schedule in which all streets were swept monthly and the business district was swept daily. Due to escalating disposal and equipment maintenance costs and limited manpower, the sweeping schedule has been reduced to twice a week. A new vacuum sweeper was purchased in January 2010 for a total cost of $190,080.15. This new sweeper has proved to be a very effective tool for getting the streets cleaned and meeting the requirements of the National Pollutant Discharge Elimination System (NPDES) Phase II permit for the City. On average, streets are swept five times per year, exceeding NPDES requirements, which are four times per year.

CITY OF KIRKWOOD, MISSOURI
STREET OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	615,319	617,628	632,110	634,039
Temporary	7,255	15,172	7,872	7,872
Overtime	16,699	38,462	15,000	17,000
Social Security	39,019	40,741	40,121	40,407
Medicare	9,125	9,528	9,383	9,450
Civilian Pension	41,089	39,833	42,062	41,835
Deferred Compensation	5,919	5,862	12,942	12,523
Subtotal Salaries	734,425	767,226	759,490	763,126
Other Benefits				
Health Insurance	79,447	84,329	93,285	94,218
Dental Insurance	5,528	5,555	5,801	6,236
Vision Insurance	906	944	1,220	1,220
Unemployment	6,361	-	7,500	7,500
Subtotal Other Benefits	92,242	90,828	107,806	109,174
Total Personnel Services	826,667	858,054	867,296	872,300
Contractual Services	204,873	207,719	223,007	220,803
Commodities	144,233	189,540	219,054	212,828
Capital Outlay	7,078	1,002	8,000	5,000
Interdepartmental Charges	265,953	225,857	245,544	308,932
TOTAL STREET BUDGET	1,448,804	1,482,172	1,562,901	1,619,863

Street Budget Summary



CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1402-431.11-01	Salary Full Time	615,319	617,628	632,110	634,039	1,929	0.31%
TEXT							
SALARY FOR DIRECTOR,							
TWO SUPERVISORS							
THREE LEAD STREET MAINT WORKERS							
SIX STREET MAINT WORKERS							
ONE CUSTOMER SERVICE REPRESENTATIVE							
TOTAL OF 12.5 EMPLOYEES							
101-1402-431.11-04	Salary Temporary	7,255	15,172	7,872	7,872	-	0.00%
TEXT							
1 PART TIME LABORERS @ $10.25/ HRS APPROX. 24 WEEKS							
PART TIME TEMP LABOR IS USED DURING SUMMER MONTHS							
FOR GROUND MAINTENANCE,AND GENERAL CONSTRUCTION							
LABOR. 32/HOURS PER WEEK							
101-1402-431.11-05	Overtime	16,699	38,462	15,000	17,000	2,000	13.33%
TEXT							
OVERTIME FOR EMERGENCY CALL OUT							
GREENTREE FESTIVAL							
101-1402-431.21-01	Health Insurance	79,447	84,329	93,285	94,218	933	1.00%
101-1402-431.21-03	Dental Insurance	5,528	5,555	5,801	6,236	435	7.50%
101-1402-431.21-04	Vision Insurance	906	944	1,220	1,220	-	0.00%
101-1402-431.22-01	Social Security Taxes	39,019	40,741	40,121	40,407	286	0.71%
101-1402-431.22-02	Medicare Contributions	9,125	9,528	9,383	9,450	67	0.71%
101-1402-431.23-02	Civilian Pension	41,089	39,833	42,062	41,835	(227)	-0.54%
101-1402-431.23-04	Deferred Comp	5,919	5,862	12,942	12,523	(419)	-3.24%
101-1402-431.29-04	Unemployment Comp.	6,361	-	7,500	7,500	-	0.00%
101-1402-431.31-09	Training	760	1,242	1,500	6,610	5,110	340.67%
TEXT							
MODOT LTAP TRAINING							
ANNUAL SAFETY TRAINING							
101-1402-431.31-10	Other Professional Svcs	2,220	2,286	2,456	2,300	(156)	-6.35%
101-1402-431.32-01	Legal	2,757	2,766	2,758	2,800	42	1.52%
101-1402-431.42-06	Laundry, towels, etc	13,294	13,423	12,000	12,000	-	0.00%
101-1402-431.42-09	Landfill fees	4,234	4,088	7,000	5,000	(2,000)	-28.57%
101-1402-431.43-02	Radio eqpt. maintenance	-	151	1,500	500	(1,000)	-66.67%
101-1402-431.43-06	Equipment	-	-	1,000	500	(500)	
101-1402-431.43-12	Building & Grounds	5,020	7,450	11,400	10,000	(1,400)	-12.28%
101-1402-431.52-02	General liability	47,349	46,988	50,703	50,703	-	0.00%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1402-431.52-11	Work. Comp. Premium		126,790	126,790	126,790	126,790	-	0.00%
101-1402-431.53-01	Telephone		557	565	500	600	100	20.00%
101-1402-431.53-02	Cellular Telephones		1,892	1,970	2,800	2,500	(300)	-10.71%
101-1402-431.58-01	Travel		-	-	600	300	(300)	-50.00%
101-1402-431.58-02	Travel Other		-	-	2,000	200	(1,800)	-90.00%
101-1402-431.61-01	Office supplies		2,026	1,929	1,600	1,600	-	0.00%
101-1402-431.61-11	Food		934	2,199	1,200	1,200	-	0.00%
101-1402-431.61-13	Clothing		1,417	1,158	2,000	1,500	(500)	-25.00%
101-1402-431.62-03	Gas		3,380	4,904	4,500	4,725	225	5.00%
101-1402-431.64-01	Dues		-	-	150	100	(50)	-33.33%
101-1402-431.66-07	Safety equipment		5,768	4,546	6,600	6,000	(600)	-9.09%
101-1402-431.66-08	Small tools		1,891	1,608	5,000	3,000	(2,000)	-40.00%
101-1402-431.66-12	Salt & calcium chloride		60,118	106,164	117,303	115,703	(1,600)	-1.36%
TEXT		**TEXT AMT**						
2000 TONS ROCK SALT @$56.03 PER TON		112,060						
CALCIUM CHLORIDE 5,000 GAL.@$0.68 PER GAL		2,040						
SNOW MELT 2 TONS @ $800 PER TON		1,603						
101-1402-431.66-26	Signs		19,675	13,675	26,344	25,000	(1,344)	-5.10%
101-1402-431.66-27	Street Maintenance		49,024	53,357	54,357	54,000	(357)	-0.66%
101-1402-431.68-02	Machinery & Equipment		7,078	1,002	8,000	5,000	(3,000)	-37.50%
101-1402-431.80-05	Fuel/Lubricants		52,216	57,789	55,601	57,800	2,199	3.95%
101-1402-431.80-10	Vehicle Maintenance		190,870	141,548	160,665	220,516	59,851	37.25%
101-1402-431.80-20	Electric Charges		20,390	23,905	26,750	28,088	1,338	5.00%
101-1402-431.80-40	Water Usage Charges		1,649	1,787	1,700	1,700	-	0.00%
101-1402-431.80-50	Sanitation Charges		828	828	828	828	-	0.00%
STREET			1,448,804	1,482,172	1,562,901	1,619,863	56,962	3.64%

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City of Kirkwood Public Services Engineering/Planning

Mission Statement

- To provide engineering services, project management, and contract administration for all public improvements from conception to completion

- To practice sound urban planning techniques and policies and offer quality development-related services

- To provide the City's Staff, Council, Boards, and Commissions with support and information as needed to facilitate planning and decision-making

General Description

The Engineering/Planning Division is responsible for planning, management, and administration for City-related projects including public and Council inquiries, budgeting, planning, estimating, and preparing specifications, plans, and bid documents; inspecting and contract administration for capital projects; inspection of improvements in new developments (subdivisions and commercial sites) for compliance with City codes and special Planning and Zoning conditions; issuance of permits and inspections for driveways and grading; continued maintenance of the City's street inventory; inspection of street excavations; administration of the City's sewer lateral program administration of the City's 50/50 sidewalk replacement proram; and review of site plans for new construction.

This office provides staff liaison support to the Planning and Zoning Commission and provides administration and enforcement of zoning conditions including maintenance of performance guarantees presently for 12 projects in the amount of $1,139,394. Staff support includes processing and reviewing applications and plans; preparing packets for the Commission members; publishing public notices; preparing public notices for public hearings; preparing agendas; attendance at meetings; maintaining all minutes and files; meeting with petitioners and the general public regarding proposed land developments; and coordinating activities with the public, other City departments, and other government agencies.

The Engineering/Planning Division has identified the following key indicators: staffing levels, contract administration, sewer lateral program, and Planning and Zoning activities.

Staffing – The Engineering/Planning Office has a staff of five employees.

FY07 FY08 FY09	FY10 FY11 FY12 FY13	FY14	POSITION
1	1		Public Works Director
		1	City Engineer
1	1		Assistant Public Works Director
		1	Assistant City Engineer
0	1	1	Planner/Zoning Administrator
1	1	1	Engineering Technician
1	1	1	Administrative Secretary (Planning & Zoning Comm.)
4	**5**	**5**	**TOTAL**

The position of Planner was added at the end of Fiscal Year 2002 and eliminated upon his resignation in May, 2005. The position of Zoning Administrator was established for FY09 with similar duties as the Planner. The current Zoning Administrator is a Certified Planner.

Capital Projects (Public)

The Engineering Office 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 replacement, demolitions, miscellaneous recycling grants, contract pavement markings, and parking lot projects.

CITY OF KIRKWOOD
PUBLIC WORKS ENGINEERING
TOTAL ENGINEERING PROJECTS

FISCAL YEAR	TOTAL COST	NUMBER OF PROJECTS
FY09	$1,074,078	6
FY10	$1,617.903	5
FY11	$2,170,714	9
FY12*	$2,542,425	6
FY13	$2,078,132	13
FY14	**$1,329,369**	**5**

* Includes Holmes Avenue reconstruction

Inspections of Public Improvements by Private Land Developers

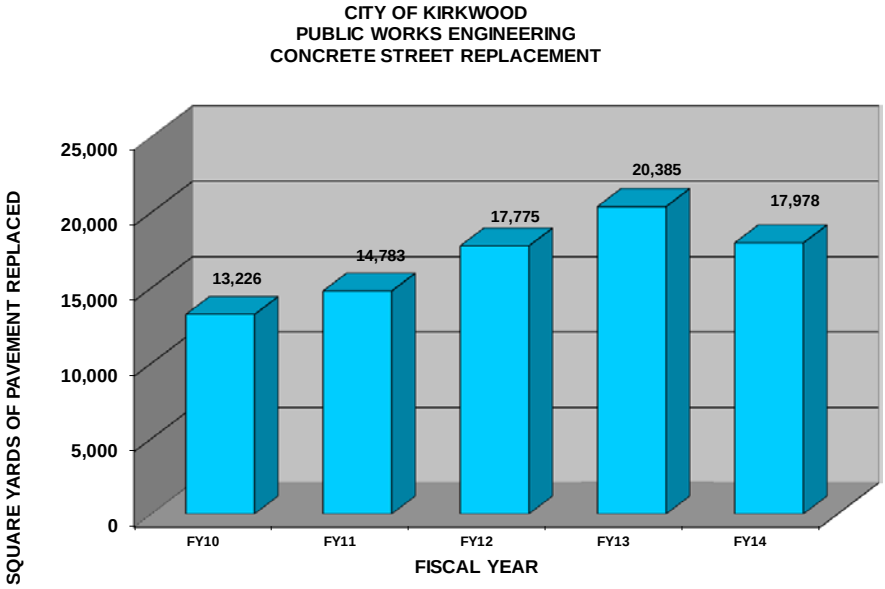
The Engineering Office administers performance guarantees, including construction inspections, for private developments to ensure compliance to City

construction standards. In FY14 there were 2 subdivision projects with a performance guarantee value of $249,644 being inspected by the Engineering Office for acceptance of Public Improvements such as streets. In FY14 there were also 10 approved site plan projects with a performance guarantee value of $889,750 and 4 pending site plans with a performance guarantee value of $319,500.

Concrete Street Replacement

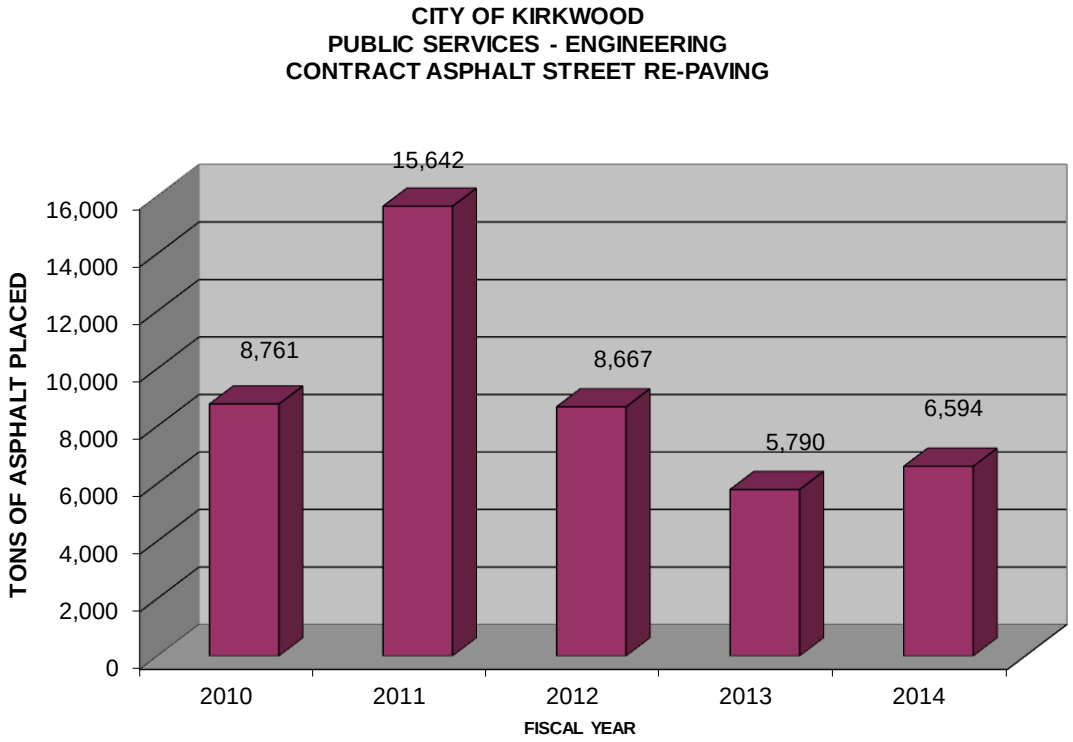
The primary capital improvement work in the last five years has been concrete street replacement. The amount of funds available for concrete street replacement has been slowly rising but still lags behind what is needed, resulting in a more than 50-year replacement cycle; thus, work is being deferred and has been decreasing until future funding can be secured. There are 31 miles of paved streets approximately 450,000 square yards of concrete pavement. For a 25-year replacement cycle, 4 percent, or 18,000 square yards, should be replaced each year. In 2010 costs, this would be about a $1,195,560 expenditure per year.

CITY OF KIRKWOOD			
PUBLIC WORKS ENGINEERING			
CONCRETE STREET REPLACEMENT			
FISCAL YEAR	**COST**	**SQUARE YARDS**	**COST/SQ YD**
FY10	$878,513	13,226	$66.42
FY11	$691,547	14,783	$46.78
FY12	$738,660	17,775	$41.56
FY13	$1,159,068	20,385	$56.86
FY14	$758,141	17,978	$42.17
TOTAL	**$4,225,929**	**$84,147**	**$50.22**



Aspalt Street Repaving

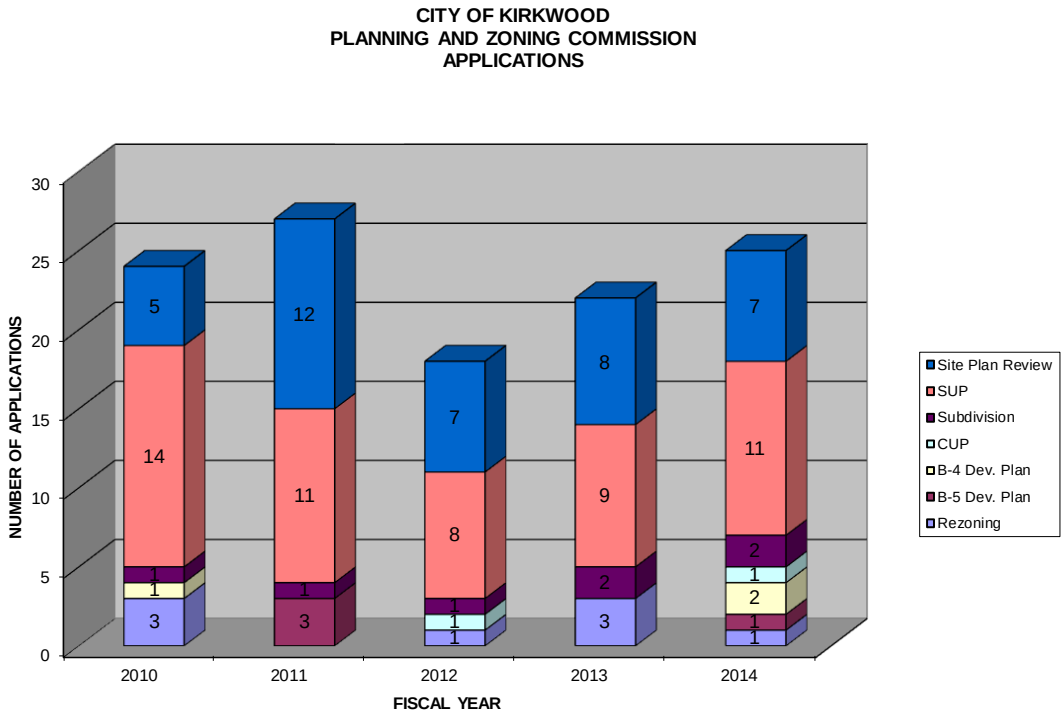
The Engineering Department contracts the improvements of the City's asphalt street pavement. The typical project consists of removal of the old asphalt pavement by milling, installing a new asphaltic concrete wearing surface, and re-striping the new pavement. The typical project does not include curb repair/installation, drainage improvements, or major road base repair.



Planning and Zoning Activities

The Engineering Office provides full staff and liaison support to the Planning and Zoning Commission and all its related activities. The Planning and Zoning Commission establishes the comprehensive plan for land use in the City and reviews land use petitions. The Commission consists of a group of nine citizens appointed by the City Council. The Planning and Zoning Commission meets twice per month (except during the summer months). The Commission reviews petitions for special use permits, business or planned commercial developments (known as B-4 and B-5), community unit plans, subdivisions, site plan reviews, and rezonings. The full Planning and Zoning Commission hears a petitioner's proposal. It then appoints a subcommittee of two members for each proposal. The subcommittee meets with the applicant and involved residents to consider the proposal in more detail and receive citizen and staff input. Most petitions to the Commission require extensive staff review and coordination with other City departments and agencies. Private development projects are processed through

the Engineering Office from conception to final inspection to release the performance guarantee. Public notification and public involvement in the land development process is escalating and coordinated through the Engineering Office. The chart below shows the number and type of Planning and Zoning applications processed by the Engineering/Planning Office.



Comprehensive Planning Activities

The Commission also establishes a comprehensive plan for the land use within the City. This plan, which is amended from time to time, contains policy statements and a series of reports, plans, maps and programs related to the future growth and development of the City. The current comprehensive plan, Vision 2015, was adopted in FY04. Two separate reviews were developed in FY07 and FY11. A full update will begin in FY15.

Accomplishments and Achievements FY14

- Completed a comprehensive update of use amendments for the Zoning Code
- Completed amendments to the adopted finish first floor height regulations
- Initiated research for future amendments to the landscaping and parking sections of the Zoning Code.
- Assisted the Building Commissioner's Office in establishing regulations for ARB review of all new commercial projects.
- Assisted the Building Commissioner's Office in streamlining the single-family residential permit review process.

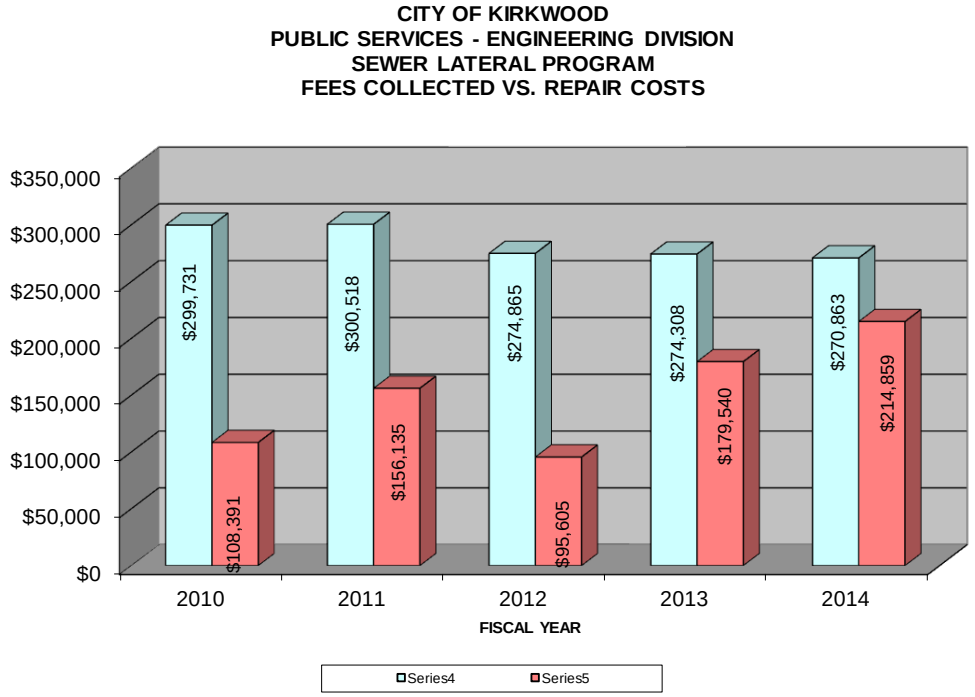
- Administered the RFP process for redevelopment of the Manchester Rd./Kirkwood Rd. intersection
- Continued to update the Engineering webpage on the city website in order to offer more documents and information to the general public.
- Oversaw the approval process for the three new commercial/institutional developments; McDonalds, St. Louis Bread Company and Greentree Community Church.
- Attended the National American Planning Association (APA) Conference in Chicago.
- Maintained AICP professional certification.

The table below shows a number of performance measures that indicate the demands and workload of the Engineering Office related to Planning and Zoning activities and the subsequent productivity and effectiveness of the office.

Planning & Zoning Performance Measures	
Demand	13-14
Boundary/Consolidation Plats	18
Subdivision Plats	2
Site Plan Reviews	7
Special Use Permits	11
Rezoning Cases	1
CUP Cases	1
B-4 Cases	2
B-5 Cases	1
Zoning Code Amendments	8
ARB Cases	216
ZBA Cases	35
Workload	13-14
Planning & Zoning Meetings	18
ARB Meetings	24
BOA Meetings	12
Comprehensive Plan Meetings	0
Site Condition Inspections	45
Zoning Verification Letters	8
Zoning Violation Inspections	10
Effectiveness	13-14
Case Timeline (Submittal to Action - avg.)	115 days
New Lots Platted	2
New SF Homes Permitted	51
Median Construction Value - New Home	$318,436
Median Square Footage - New Home	2,633
New Commercial Structures Permitted	1

Sewer Lateral Program

The Sewer Lateral Insurance program began in June 1999 after being approved by the voters in Kirkwood. The Engineering Office is responsible for the administration of this insurance program, which covers 75% of the cost of repairing a broken private house sewer lateral. As of March 31, 2014, 2,143 residents have taken advantage of the program. The average cost of a sewer lateral repair is $3,339. 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.



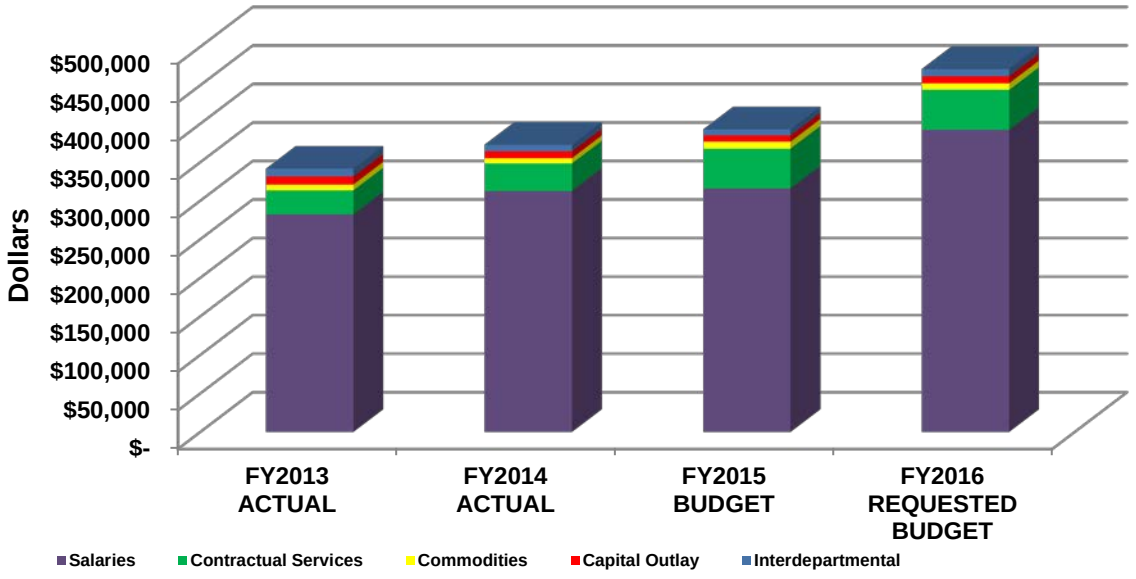
50/50 PUBLIC SIDEWALK REPAIR ASSISTANCE PROGRAM

The sidewalk repair assistance program began on July 1, 2013. For the fiscal year, a total of nine applications were received. No money was expended in FY14 under the program. The $50,000 that was budgeted for the program was re-appropriated to FY15. The nine applications were estimated at a 100% cost of $5,440.54.

CITY OF KIRKWOOD, MISSOURI
ENGINEERING OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	216,974	236,493	238,519	301,134
Social Security	13,030	14,142	14,788	18,679
Medicare	3,047	3,307	3,459	4,369
Civilian Pension	12,686	14,162	15,504	19,574
Deferred Compensation	1,395	1,843	4,770	6,023
Subtotal Salaries	247,132	269,947	277,040	349,779
Other Benefits				
Health Insurance	33,405	40,800	36,660	40,041
Dental Insurance	1,428	1,539	1,785	1,919
Vision Insurance	254	277	300	300
Subtotal Other Benefits	35,087	42,616	38,745	42,260
Total Personnel Services	282,219	312,563	315,785	392,039
Contractual Services	31,207	35,810	51,893	51,843
Commodities	7,580	6,866	8,970	8,520
Capital Outlay	7,300	682	800	800
Interdepartmental Charges	10,300	8,741	7,949	9,278
TOTAL ENGINEERING BUDGET	338,606	364,662	385,397	462,480

Engineering Budget Summary



CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1701-423.11-01	Salary Full Time		216,974	236,493	238,519	301,134	62,615	26.25%
TEXT		**TEXT AMT**						
SALARIES FOR 4 POSITIONS:								
DIRECTOR, 33% OF SALARY (33% TO SANITATION; 34% TO WATER)								
CITY ENGINEER								
ASSISTANT PUBLIC WORKS DIRECTOR								
ADMINISTRATIVE SECRETARY								
ZONING ADMINISTRATOR								
101-1701-423.21-01	Health Insurance		33,405	40,800	36,660	40,041	3,381	9.22%
101-1701-423.21-03	Dental Insurance		1,428	1,539	1,785	1,919	134	7.51%
101-1701-423.21-04	Vision Insurance		254	277	300	300	-	0.00%
101-1701-423.22-01	Social Security Taxes		13,030	14,142	14,788	18,679	3,891	26.31%
101-1701-423.22-02	Medicare Contributions		3,047	3,307	3,459	4,369	910	26.31%
101-1701-423.23-02	Civilian Pension		12,686	14,162	15,504	19,574	4,070	26.25%
101-1701-423.23-04	Deferred Comp		1,395	1,843	4,770	6,023	1,253	26.27%
101-1701-423.31-09	Training		491	185	1,700	1,500	(200)	-11.76%
101-1701-423.31-10	Other Professional Svcs		8,299	13,468	20,000	20,000	-	0.00%
101-1701-423.32-01	Legal		2,757	2,766	2,744	2,744	-	0.00%
101-1701-423.32-03	Engineering		762	444	2,000	2,000	-	0.00%
101-1701-423.43-02	Radio eqpt. maintenance		570	570	1,500	1,500	-	0.00%
101-1701-423.44-04	Copy Machines		2,836	3,378	5,000	5,000	-	0.00%
101-1701-423.52-02	General liability		2,511	3,234	3,509	3,509	-	0.00%
101-1701-423.52-11	Work. Comp. Premium		6,290	6,290	6,290	6,290	-	0.00%
101-1701-423.53-01	Telephone		1,526	703	1,500	1,500	-	0.00%
101-1701-423.53-02	Cellular Telephones		1,860	1,647	1,700	1,850	150	8.82%
101-1701-423.55-09	Other Printing		747	722	1,200	1,200	-	0.00%
101-1701-423.58-01	Travel Executive		2,558	1,888	3,500	3,500	-	0.00%
101-1701-423.58-02	Travel Other		-	515	1,250	1,250	-	0.00%
101-1701-423.61-01	Office supplies		3,600	3,423	5,000	5,000	-	0.00%
101-1701-423.61-05	Postage		1,102	1,096	800	800	-	0.00%
101-1701-423.61-13	Clothing		432	194	420	420	-	0.00%
101-1701-423.64-01	Dues		2,044	1,552	1,350	1,400	50	3.70%
101-1701-423.66-07	Safety equipment		310	280	1,000	500	(500)	-50.00%
101-1701-423.66-99	Other		92	321	400	400	-	0.00%
101-1701-423.68-02	Machinery & Equipment		7,300	682	800	800	-	0.00%
101-1701-423.80-05	Fuel/Lubricants		4,171	4,282	4,553	4,850	297	6.52%
101-1701-423.80-10	Vehicle Maintenance		6,129	4,459	3,396	4,428	1,032	30.39%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
ENGINEERING			338,606	364,662	385,397	462,480	77,083	20.00%

City of Kirkwood Public Works Building Commissioner's Office

Mission Statement

- To ensure that new construction, remodeling or repairs meet minimum standards as defined in the model building codes and zoning ordinances adopted by the City

- To maintain real estate values, housing stock, adherence to safety and quality of life residents of Kirkwood have come to expect through fair and consistent enforcement of the property maintenance (re-occupancy) code of the City

- To assist and support in the historic preservation of properties in landmark neighborhoods through protection, retainment, and enhancement of historic properties.

- To consider every contact an opportunity to provide both education and excellent customer service to homeowners, residents, contractors, developers, and citizens of the City of Kirkwood

General Description

The Building Commissioner's Office is responsible for issuing residential and commercial building permits, plumbing permits, and mechanical permits; residential electrical permits; contractors' licenses; residential and commercial re-occupancy permits; miscellaneous other permits (fences, signs, sprinkler systems); reviewing commercial and residential construction plans for code compliance; inspecting new construction; inspecting residential and commercial buildings prior to re-occupancy; and maintaining and archiving building permits and plans as required by State regulations.

The Building Commissioner's Office provides staff liaison support to the (1) Board of Adjustment, which meets monthly to hear variances to the Zoning Code; (2) Architectural Review Board, which meets twice a month to review all new houses, and additions for residential areas, all new structures or alterations in multi-family and non-residential areas; and the review of sign permits. (3) Board of Building Appeals, which meets on call to hear appeals to building code requirements or interpretations and (4) Landmarks Commission, which meets monthly to review historic and landmark properties and structures within the historic districts or for any designated landmark.

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

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

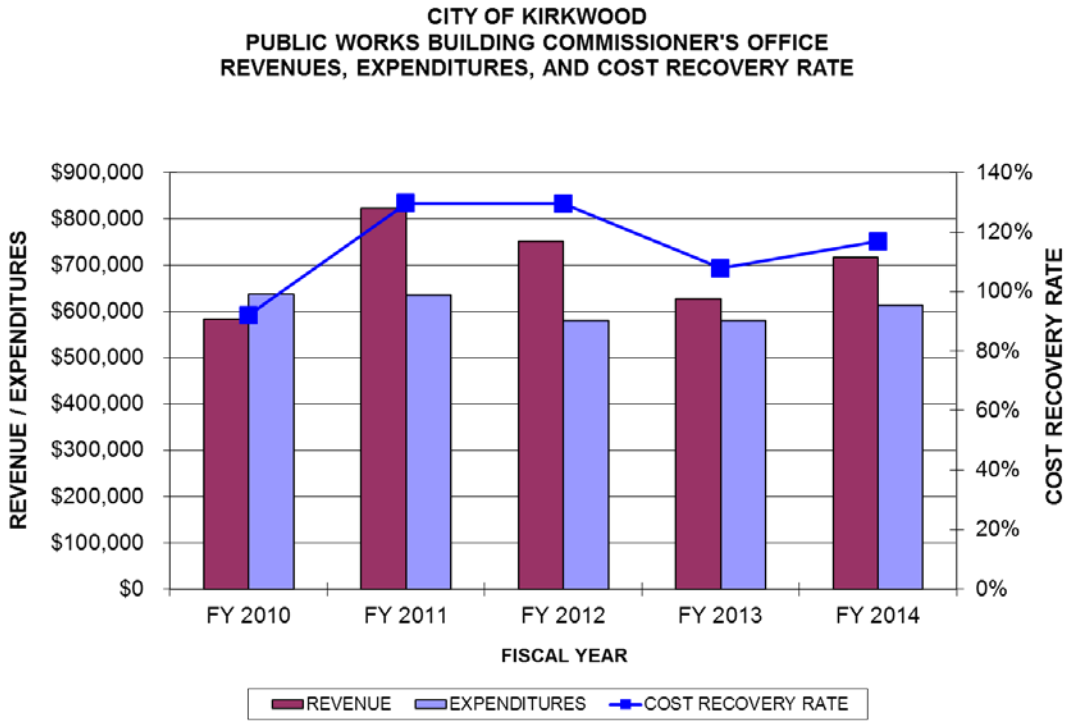
Staffing

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

FY10 FY11	FY12 FY13 FY14	TITLE
1	1	Building Commissioner
1	1	Deputy Building Commissioner (Plan Review)
2	2	Building Inspector
1	.5	Housing Inspector (25 hours/week)
1	1	Secretary (General Administrative Duties)
2	2	Secretary (Permit/Filing/General Clerical)
0	.15	Landmarks Liaison/Preservationist
8	**7.65**	**TOTAL EMPLOYEES**

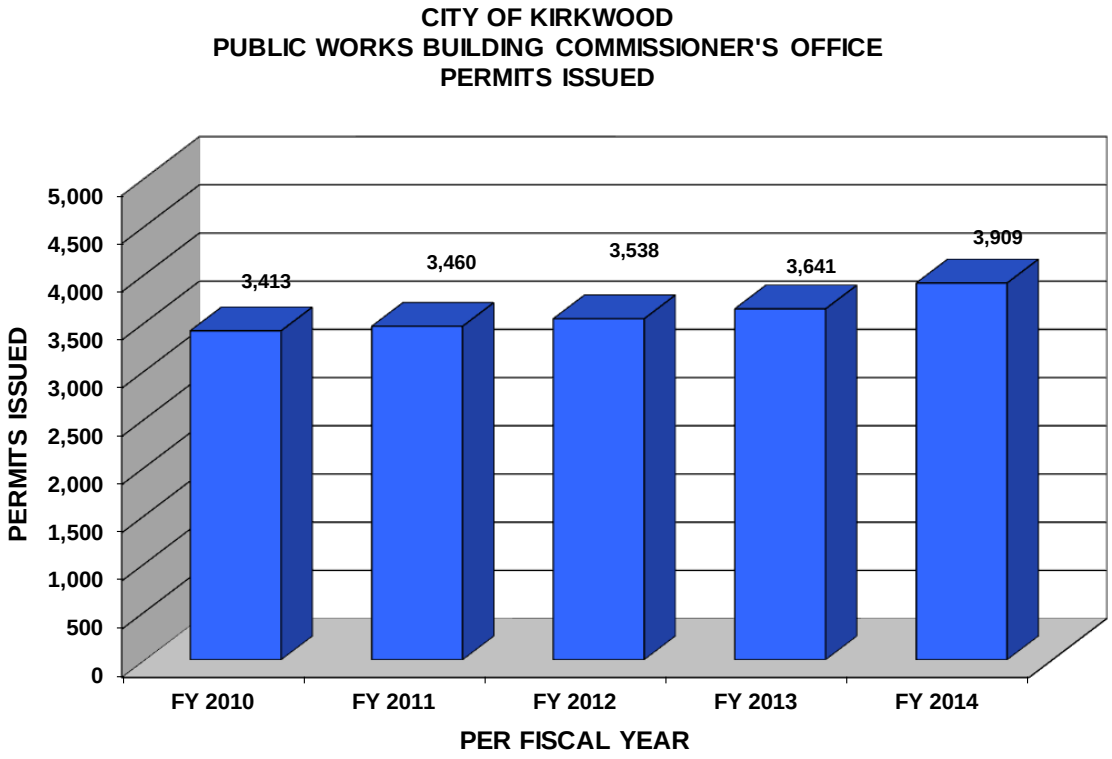
Revenues and Expenditures

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 FY14, the Building Commissioner's Office's cost/revenue rate was 116.47%.



Permits Issued

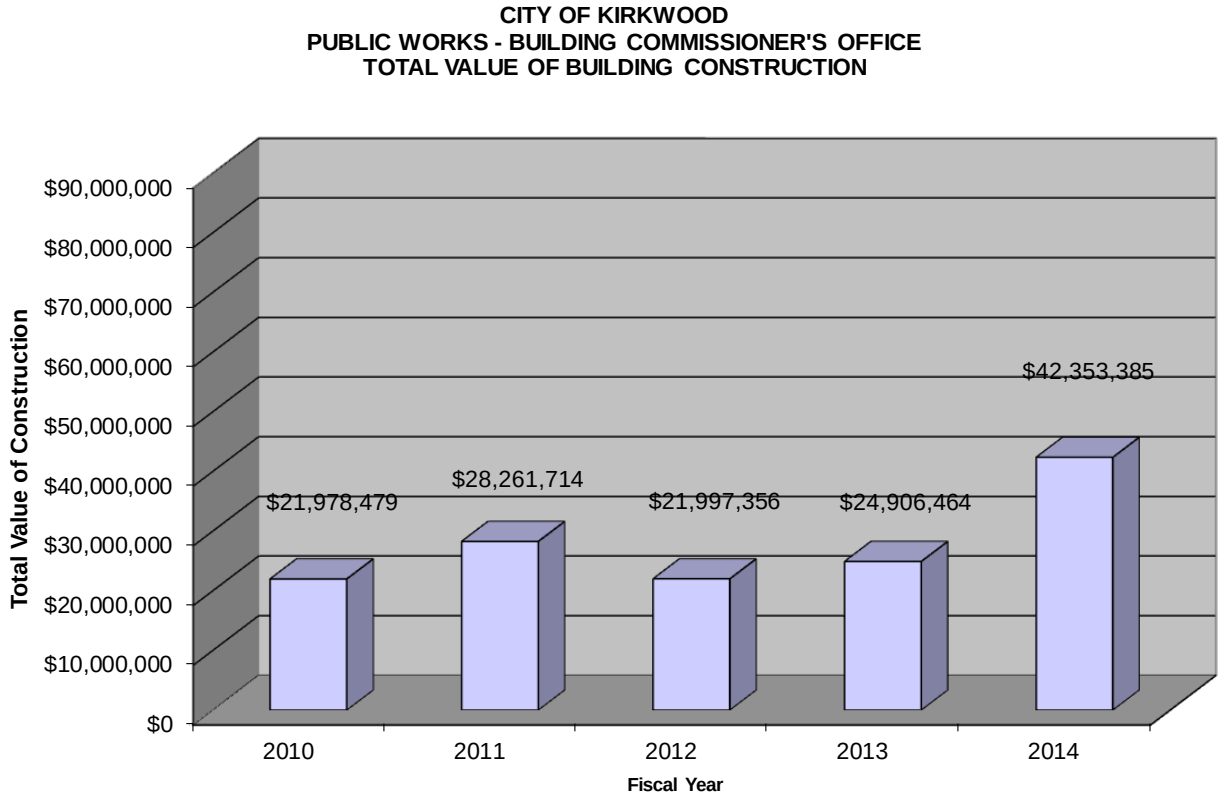
The Building Commissioner's Office issued approximately 3,900 permits for building construction, re-occupancy, electrical, plumbing, fences, signs, and other miscellaneous items. Permits are reviewed by the Deputy Building Commissioner for code compliance prior to issuance.



Building Construction

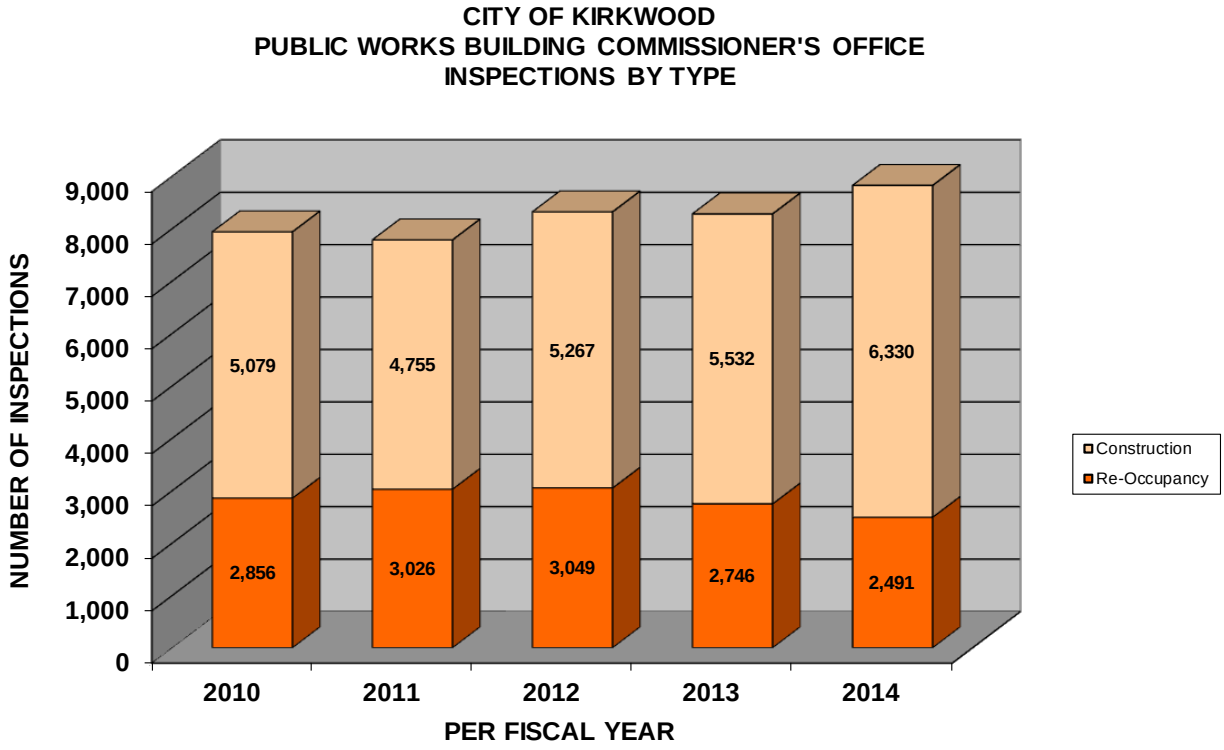
The Building Commissioner's Office tracks permits for new construction (residential and commercial) including the estimated construction value of the building or structure. The value of the new construction fluctuates when the office issues permits for large projects, such as Aberdeen Heights and Kirkwood schools. Residential infill housing has increased while residential additions have increased significantly over the last year.

CITY OF KIRKWOOD PUBLIC WORKS BUILDING COMMISSIONER'S OFFICE VALUE OF BUILDING CONSTRUCTION								
	NEW RESIDENTIAL		NEW COMMERCIAL					
FISCAL YEAR	NUMBER OF NEW PERMITS	VALUE	NUMBER OF NEW PERMITS	VALUE	TOTAL PERMITS FOR NEW PROJECTS	TOTAL VALUE OF NEW PROJECTS	TOTAL VALUE OF ADDITIONS	TOTAL VALUE OF CONSTRUCTION
2010	26	$8,117,833	3	$3,790,000	29	$11,907,833	$10,070,646	$21,978,479
2011	20	$5,512,812	0	$0	20	$5,512,812	$22,748,902	$28,261,714
2012	26	$8,635,938	0	$0	26	$8,635,938	$13,361,418	$21,997,356
2013	38	$14,767,791	0	$0	38	$14,767,791	$10,138,673	$24,906,464
2014	54	$19,164,924	1	$590,900	55	$19,755,824	$22,597,561	$42,353,385



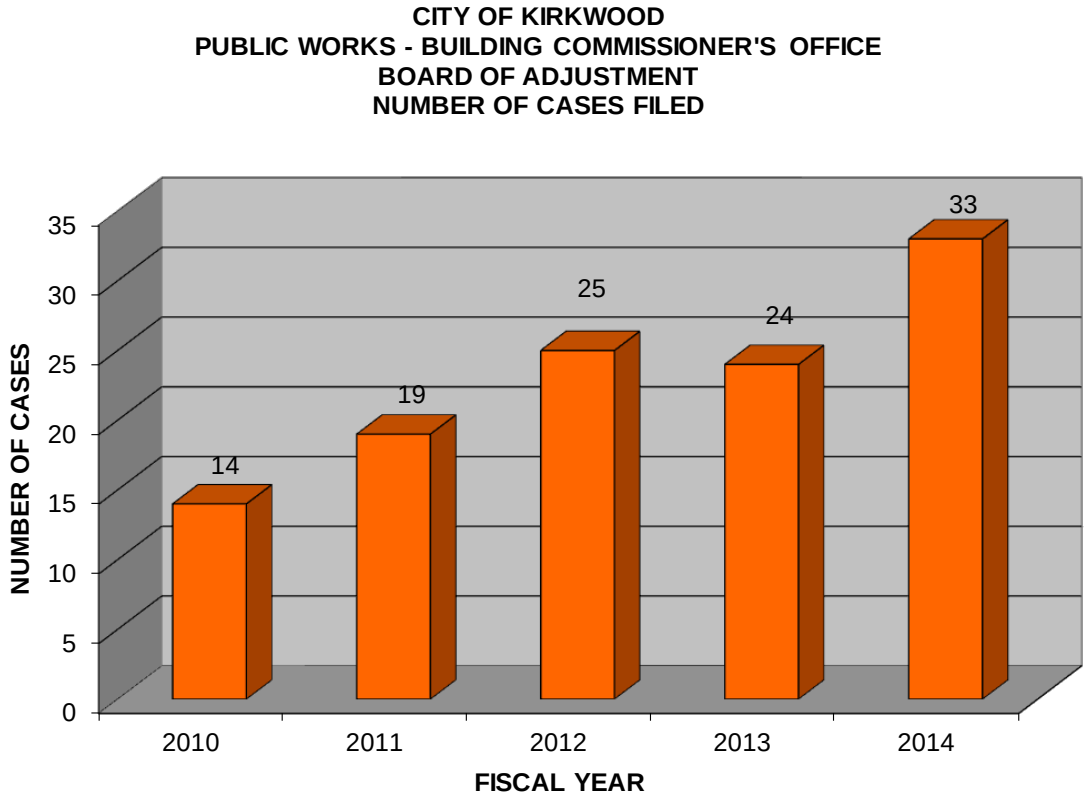
Inspections

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.



Citizen Boards and Commission Support

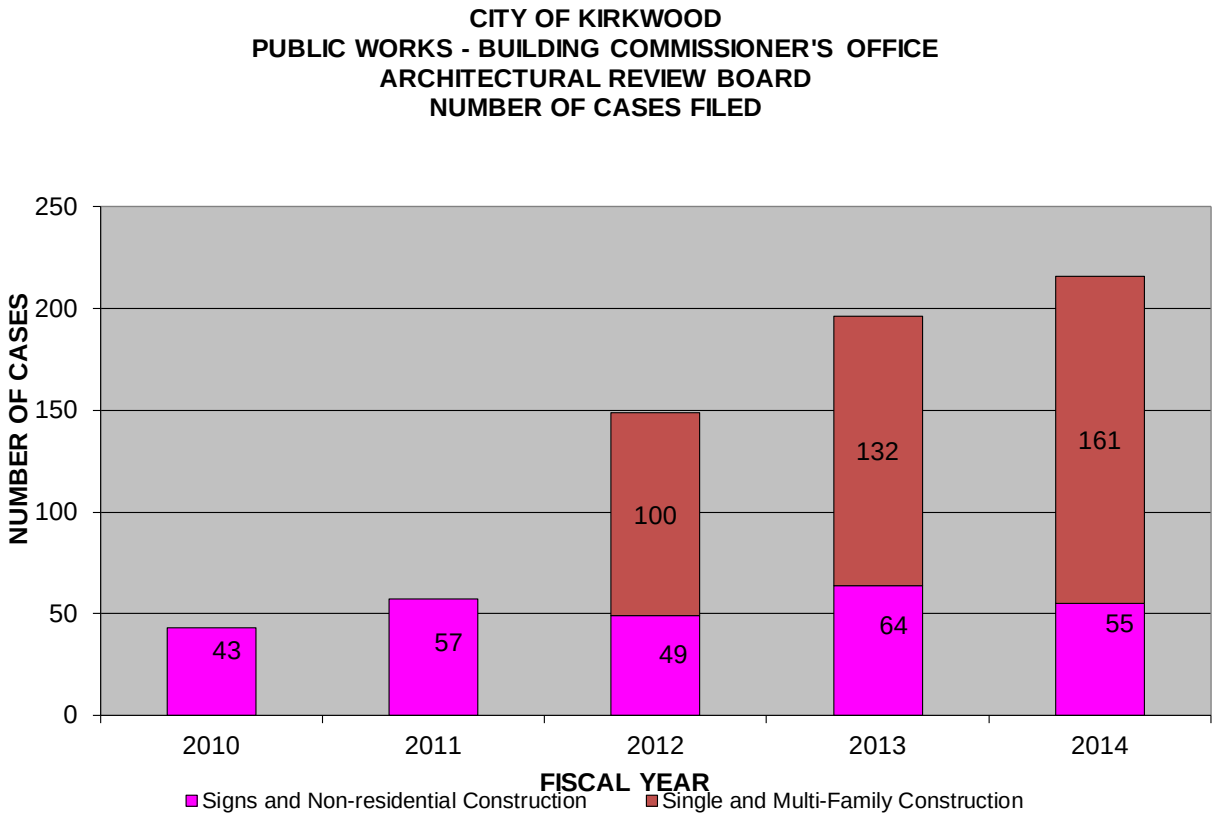
The Building Commissioner's Office provides full staff support to the Board of Adjustment. The Board of Adjustment is a quasi-judicial board consisting of five members appointed by the City Council. The Board meetings are conducted the second Monday of each month. The Board hears petitions for variances to the Zoning Code. A variance is a relaxation of the terms of a zoning ordinance or another regulatory document in order to avoid unnecessary hardships to a landowner. A variance usually deals with some measurable physical requirements such as height, bulk, or setbacks and is based upon a finding that such relaxation will not be contrary to public interest. A typical use of the variance procedure would be to permit construction of a home on a lot too narrow to have the required side yards because it was platted before the adoption of the current side yard regulations.



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

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

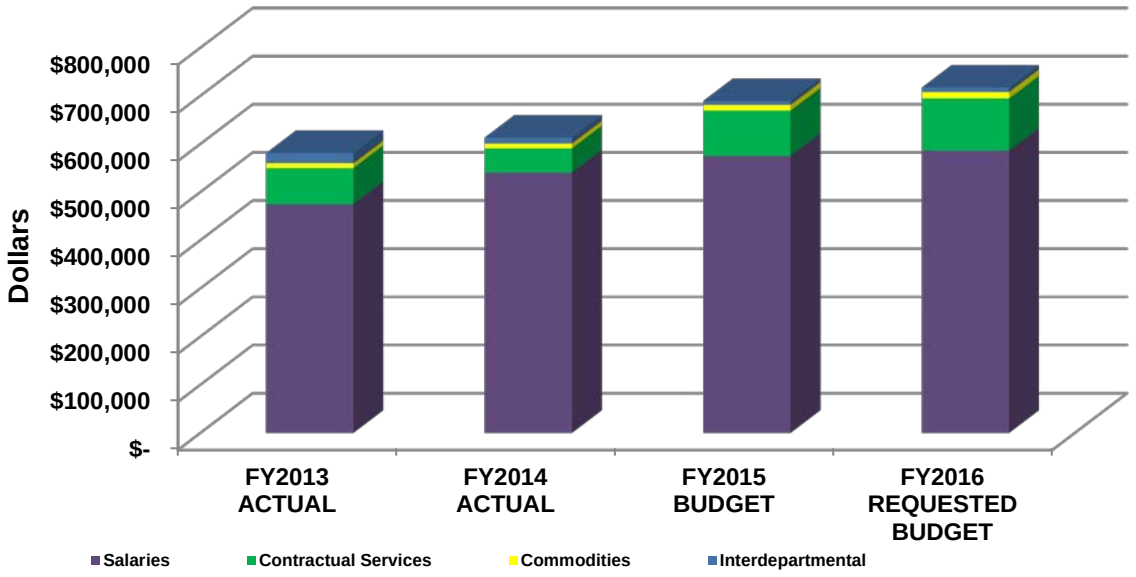
The intent of architectural review is to attempt to insure that the architectural scheme of proposed new construction, exterior renovation, or additions in designated areas and proposed new signs in all zoning districts are in harmony with the architectural scheme of the building, site, and surrounding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



CITY OF KIRKWOOD, MISSOURI
BUILDING COMMISSIONER OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	358,762	391,961	397,304	407,917
Part-time Salaries	7,773	22,561	36,196	34,707
Overtime	-	-	2,000	2,000
Social Security	21,591	24,409	26,846	27,571
Medicare	5,049	5,709	6,279	6,449
Civilian Pension	21,115	24,128	28,145	28,904
Deferred Compensation	1,985	2,049	8,660	8,097
Subtotal Salaries	416,275	470,817	505,430	515,645
Other Benefits				
Health Insurance	55,091	66,051	65,192	65,844
Dental Insurance	2,937	3,123	3,570	3,838
Vision Insurance	525	557	1,000	600
Subtotal Other Benefits	58,553	69,731	69,762	70,282
Total Personnel Services	474,828	540,548	575,192	585,927
Contractual Services	74,958	50,303	94,031	108,531
Commodities	9,762	9,817	11,815	13,295
Interdepartmental Charges	21,214	12,276	8,093	9,130
TOTAL BLDG COMM BUDGET	580,762	612,944	689,131	716,883

Building Commissioner Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1702-424.11-01	Salary Full Time		358,762	391,961	397,304	407,917	10,613	2.67%
TEXT		TEXT AMT						
SALARY FOR EIGHT STAFF MEMBERS								
BUILDING COMMISSIONER								
DEPUTY BUILDING COMMISSIONER/PLAN REVIEWER								
3 MULTI-DISCIPLINE INSPECTORS								
3 CLERICAL/PERMITCLERKS/SECRETARY POSITIONS								
101-1702-424.11-02	Salary Part Time		7,773	22,561	36,196	34,707	(1,489)	-4.11%
TEXT		TEXT AMT						
USING TEMP HELP FOR HOUSING INSPECTIONS								
AVERAGE OF 24 HRS/WEEK AT $18/HR; PART-TIME ASSISTANCE								
FOR LANDMARKS AVERAGE 12 HRS/WEEK AT $18/HR								
101-1702-424.11-05	Overtime		-	-	2,000	2,000	-	0.00%
101-1702-424.21-01	Health Insurance		55,091	66,051	65,192	65,844	652	1.00%
101-1702-424.21-03	Dental Insurance		2,937	3,123	3,570	3,838	268	7.51%
101-1702-424.21-04	Vision Insurance		525	557	1,000	600	(400)	-40.00%
101-1702-424.22-01	Social Security Taxes		21,591	24,409	26,846	27,571	725	2.70%
101-1702-424.22-02	Medicare Contributions		5,049	5,709	6,279	6,449	170	2.71%
101-1702-424.23-02	Civilian Pension		21,115	24,128	28,145	28,904	759	2.70%
101-1702-424.23-04	Deferred Comp		1,985	2,049	8,660	8,097	(563)	-6.50%
101-1702-424.31-05	Microfilming Services		1,837	3,540	3,000	3,000	-	0.00%
TEXT		TEXT AMT						
OUTSIDE CONTRACTOR SCANNING OF MICRO FICHE ARCHIVES								
MAKING RECORDS ACCESSABLE ON COMPUTER SYSTEM								
AND MAINTAINING EXISTING MICRO-FILM READERS								
101-1702-424.31-06	Derelict Structures		27,569	0	23,500	30,000	6,500	27.66%
TEXT		TEXT AMT						
DEMOLITION AND REMOVAL OF DERELICT STRUCTURES								
101-1702-424.31-09	Training		337	340	3,600	5,500	1,900	52.78%
101-1702-424.31-10	Other Professional Svcs		6,247	9,120	16,800	18,300	1,500	8.93%
101-1702-424.32-01	Legal		16,543	16,599	21,952	21,952	-	0.00%
101-1702-424.43-01	Office ept. maintenance		629	0	750	750	-	0.00%
101-1702-424.52-02	General liability		8,336	8,274	8,928	8,928	-	0.00%
101-1702-424.52-11	Work. Comp. Premium		9,611	9,611	9,611	9,611	-	0.00%
101-1702-424.53-01	Telephone		668	678	750	2,250	1,500	200.00%
101-1702-424.53-02	Cellular Telephones		1,358	1,622	2,040	2,440	400	19.61%
101-1702-424.55-09	Other Printing		1,271	519	2,600	2,600	-	0.00%
101-1702-424.58-01	Travel		552	0	500	3,200	2,700	540.00%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-1702-424.61-01	Office supplies		3,619	3,457	3,750	4,500	750	20.00%
101-1702-424.61-05	Postage		3,268	3,922	3,800	4,100	300	7.89%
101-1702-424.61-13	Clothing		996	435	1,350	1,410	60	4.44%
101-1702-424.64-01	Dues		795	691	1,072	1,335	263	24.53%
101-1702-424.66-07	Safety equipment		285	644	1,000	1,000	-	0.00%
101-1702-424.66-99	Other		799	668	843	950	107	12.69%
101-1702-424.80-05	Fuel/Lubricants		3,803	4,376	4,516	4,500	(16)	-0.35%
101-1702-424.80-10	Vehicle Maintenance		17,411	7,900	3,577	4,630	1,053	29.44%
BUILDING COMMISSIONER			580,762	612,944	689,131	716,883	27,752	4.03%

City of Kirkwood Recreation Division

The Recreation Division of the Parks and Recreation Department has identified the following performance measurements: Staffing levels, recovery rates, market comparisons and satisfaction rates of users/participants. For the FY13-14 budget measure report includes information on vehicles used by the Recreation Division.

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

Staffing

For Fiscal Year 2013-14, the Recreation Division was operated with a full time staff of 12 employees, with 57% of the director's salary being paid out of the Park Fund and correspondingly, 57% of the position's work output being devoted to park operations.

Full Time Staff

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

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

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

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

	FY20011-12	FY20121-13	FY13-14
Administrative	13,801	13,600	13.961
Community Center	6,551	6,527	6,439
Rink	15,087	14,396	14,716
Aquatic Center*	24,965	26,419	23,670
Day Camps	7,405	8,110	7,220
Tennis	680	817	1,270
	68,626	69,816	67,276

*Includes hours for pool management company

Revenue Generated Per Hour Worked

	FY2011-12	FY2012-13	FY13-14
Community Center	$26.43	$26.43	$25.48
Rink	$41.26	$45.62	$46.67
Aquatic Center*	$17.11	$16.60	$16.42
Day Camps	$15.49	$15.75	$21.91
Tennis	$35.53	$34.98	$28.04

*Includes hours for pool management company

Recovery Rates

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

Fees and charges are determined by analysis of costs within category and through market based research. For pricing purposes we have defined the market as primarily those municipalities offering similar activities and facilities,

with some comparisons to for-profit or semi-public (athletic associations, YMCA's) offering such activities or facilities.

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

During the past few years, the overall recovery rate for the Recreation Division has ranged between 81% range to a record high 95%+ level achieved in FY06-07. This compares to the recovery rate just below 50% achieved in 1995 when the current recovery rate goals were established.

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

Cost Center	FY 2010 Percent of Expenses Recovered	FY 2011 Percent of Expenses Recovered	FY 2012 Percent of Expenses Recovered	FY 2013 Percent of Expenses Recovered	FY 2014 Budgeted Percent of Expenses Recovered	FY 2015 Proposed Budget Percent of Expenses Recovered
Administrative	0%	0%	0%	0%	0%	0%
Community Center	62%	65%	61%	60%	54%	56%
Ice Rink	140%	118%	122%	130%	132%	123%
Aquatic Center	98%	103%	100%	97%	87%	93%
Day Camps	124%	138%	122%	124%	153%	117%
Recreation Programs	202%	181%	180%	212%	185%	186%
Tennis Complex	273%	255%	234%	227%	244%	175%
Greentree Festival	124%	119%	133%	125%	129%	116%
July 4th Event [2]	62%	70%	79%	60%	387%	54%
Overall Recovery Rate	**90%**	**85%**	**84%**	**84%**	**85%**	**82%**

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

Market Research Pricing Strategy

Like any commodity or service that is offered for sale on the market, pricing strategies must be developed to determine the fee charged to the consumer. In

our case that strategy is guided by a number of factors including: the User Fee Policy; philosophy of service; perceived value by the consumer; and market pricing.

It is a common practice by the recreation division to rely on surveys of local municipalities in determining price levels. Additionally, the Missouri Park and Recreation Association conducts statewide comprehensive studies on fees and charges for recreation services on a periodic basis and this may be used for comparison purposes. It is our intent to analyze the data on a comprehensive basis to assure that our prices are competitive and in line with the market and we will make adjustments accordingly in the fees. As an example, the following charts details the results of a survey of local parks and recreation departments offering tennis lesson programs and tennis court facilities. Increases for fees for our tennis facility are planned for 2015.

	Kirkwood		Webster		Clayton		Crestwood	
Program	**Res**	**Non**	**Res**	**Non**	**Res**	**Non**	**Res**	**Non**
Tennis Clinics: Total Price	$63	$84	$40	$50	$60	$70	$60	$70
Tennis Clinics: Price Per Class	$9	$12	$6.66	$7.5	$12	$14	$12	$14
# of Classes	7		6		5		5	

	Des Peres		Sunset Hills		PARC*		Shrewsbury	
Program	**Res**	**Non**	**Res**	**Non**	**Res**	**Non**	**Res**	**Non**
Tennis Clinics: Total Price	$53	$60	$65	$70	$60	$68	$36	$44
Tennis Clinics: Price Per Class	$8.83	$10	$13	$14	$10	$11.33	$6	$7.33
# of Classes	6		5		6		6	

City of Kirkwood Recreation Division

2014 Prices	Webster		Des Peres		Clayton		Kirkwood		Proposed	
	Res	NR	Res	NR	Res	NR	Res	NR	Res	NR
Daily Fees for Adult/Youth	$3	$5	$4	$5	$5/ $3	$7/ $5	$4	$5	$4	$6
Daily Fees for Senior	$3	$5	$4	$5	$3	$5	$2	$5	$2	$6
Season Pass for Individual	$40	$65	$25/ $35	$40/ $50	$59/ $49	$109/ $89	$30	$60	$40	$70
Season Pass for Senior	$40	$65	$15/ $25	$25/ $35	$49	$89	$15	$60	$20	$70
Season Pass for Family of 3	$45	$72	$50/ $60	$65/ $75	$89	$179	$60	$120	$85	$150
Additional family member	$20	$20					$10	$20	$10	$20

Satisfaction Rates

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

The Department uses a variety of methods in gathering surveys. Two of the most common methods are individual interviews or electronic surveys administrated through “Constant Contact.” The ice rink operation has also been able to gain additional survey responses through participation in the “Groupon” program. Purchasers of discount coupons through that program are able to offer opinions through the Groupon website which in turn are made available to our operation.

Ice Skating Lesson Participant Survey

Question	Poor (1)	Fair (2)	Good (3)	Superior (4)	Excellent (5)	Average
Convenience of Lesson Times	0-0%	1-2%	14-33%	9-21%	19-44%	3.5
Ease of Registration	0-0%	2-5%	9-21%	16-37%	16-37%	4.1
Administration of Program	0-0%	1-2%	8-19%	16-38%	17-40%	4.2
Courtesy of Instructors	0-0%	1-2%	8-19%	13-30%	21-49%	4.3
Approachability of Instructors	1-2%	3-7%	6-14%	13-30%	20-47%	4.1
Did Your Child Improve?	0-0%	5-12%	6-14%	14-33%	17-40%	4
Did your Child Enjoy the Experience	0-0%	2-5%	5-12%	9-21%	26-62%	4.2
Overall Value of the program	0-0%	4-9%	10-23%	11-26%	18-42%	4
Overall Satisfaction With Program	0-0%	4-10%	5-12%	15-36%	18-43%	4.1

Camp Kirkwood Participant Survey

Do you feel the fee for camp was fair?

	Number of Response(s)	**Response Ratio**
Yes	33	100.0%
No	0	0.0%
No Responses	0	0.0%
Total	33	100%
5 Comment(s)		

While at camp, campers had the opportunity to participate in a number of activities, tell us what you think of them?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	**Did not Enjoy**				**Really Enjoyed**
Outdoor Games	1 3%	1 3%	3 9%	9 27%	19 58%
Gym Games	1 3%	1 3%	2 6%	13 39%	16 48%
Art Projects	2 6%	1 3%	5 16%	7 22%	17 53%

Luau/Games	0	0	0	9	23
	0%	0%	0%	28%	72%
Field Trip: Grants Farm	1	0	2	4	26
	3%	0%	6%	12%	79%
Field Trip: North Pointe Aquatic Center	0	0	0	2	30
	0%	0%	0%	6%	94%
Aquatic Center	0	0	0	4	29
	0%	0%	0%	12%	88%
Wyman Critter Show	0	0	2	6	24
	0%	0%	6%	19%	75%
Water Day	0	0	1	2	30
	0%	0%	3%	6%	91%

Department Vehicles

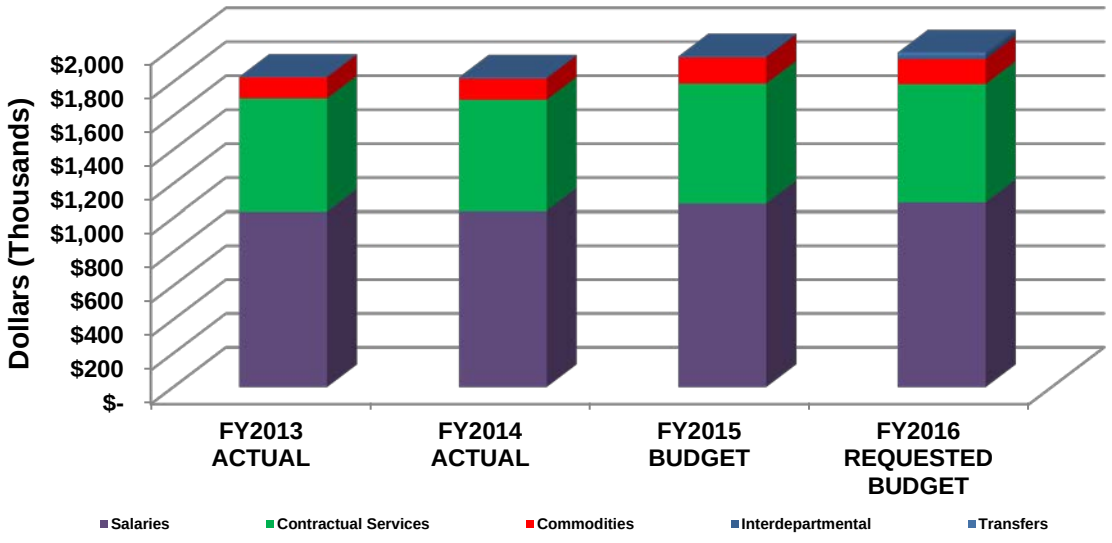
The Recreation Division's list of vehicles is very short. Two are ice resurfacing machines, a 2003 Olympia that is the prime machine, and a 1994 Zamboni which serves as a backup. Both machines are operated almost exclusively within the ice arena by rink staff members, including manager, assistant manager, ice rink maintenance person and part time ice rink shift managers.

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

CITY OF KIRKWOOD, MISSOURI
RECREATION OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	585,889	598,047	601,660	613,575
Part-time Salaries	135,575	138,461	144,469	152,304
Temporary	90,245	82,570	96,288	96,556
Overtime	19,298	18,212	22,995	8,600
Social Security	50,529	50,216	52,688	54,042
Medicare	11,817	11,743	12,325	12,660
Civilian Pension	43,178	41,384	42,103	42,134
Deferred Compensation	4,709	4,796	10,881	11,330
Subtotal Salaries	941,240	945,429	983,409	991,201
Other Benefits				
Health Insurance	86,854	88,250	92,457	90,884
Dental Insurance	5,099	5,099	5,175	5,563
Vision Insurance	908	910	995	1,005
Unemployment	-	-	-	-
Subtotal Other Benefits	92,861	94,259	98,627	97,452
Total Personnel Services	1,034,101	1,039,688	1,082,036	1,088,653
Contractual Services	667,151	653,182	706,189	697,052
Commodities	124,981	125,339	154,573	147,924
Interdepartmental Charges	231,191	255,230	249,073	257,632
Transfers to Other Funds	1,258	3,306	3,185	19,300
TOTAL RECREATION BUDGET	2,058,682	2,076,745	2,195,056	2,210,561

Recreation Budget Summary



CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-2001-451.11-01	Salary Full Time		280,880	288,483	291,120	297,650	6,530	2.24%
TEXT								
RECREATION SUPERVISORS (2)								
OFFICE MANAGER (90%)								
RECREATION SUPERINTENDENT (90%)								
DIRECTOR (43%)								
RECREATION MAINTENANCE WORKER (50%)								
57% OF DIRECTOR'S SALARIES AND BENEFITS ARE								
CHARGED TO PARK FUND. 10% OF REC SUPT AND OFFICE								
MANAGER CHARGED TO AQUATIC FACILITY COST CENTER								
50% OF THE RECREATION MAINTENANCE WORKER'S SALARY								
IS CHARGED TO THE COMMUNITY CENTER COST CENTER								
101-2001-451.11-02	Salary Part Time		33,542	35,090	37,920	41,633	3,713	9.79%
TEXT		**TEXT AMT**						
FRONT DESK STAFF, 63.5 HRS PER WEEK X 10.00/HR		34,010						
SEASONAL FRONT DESK STAFF ADDED DURING SUMMER								
MONTHS DUE TO INCREASED VOLUME OF BUSINESS								
600 HOURS		5,875						
FRONT DESK IS STAFFED MONDAY THROUGH THURSDAY								
8:00 AM - 7:30 PM., FRIDAY FROM 8:00 AM - 5:30 PM								
AND SATURDAY FROM 9:00 AM - NOON. DURING THE								
EIGHT WEEK PERIOD ON SATURDAYS FROM NOON-3:00 PM								
AND SUNDAYS FROM 11:00 AM-4:00 PM.								
SUMMER MONTHS ADDITIONAL HOURS ARE ADDED FOR AN								
ALLOWANCE FOR HOLIDAYS AND VACATION 120 HOURS		1,235						
PROGRAM ASSISTANCE, 50 HOURS		513						
101-2001-451.11-05	Overtime		532	1,147	1,125	1,000	(125)	-11.11%
101-2001-451.21-01	Health Insurance		36,544	37,000	37,820	38,198	378	1.00%
101-2001-451.21-03	Dental Insurance		2,110	2,110	2,125	2,284	159	7.48%
101-2001-451.21-04	Vision Insurance		374	375	425	425	-	0.00%
101-2001-451.22-01	Social Security Taxes		19,137	19,755	20,470	21,084	614	3.00%
101-2001-451.22-02	Medicare Contributions		4,476	4,620	4,787	4,931	144	3.01%
101-2001-451.23-02	Civilian Pension		19,780	19,342	21,461	20,330	(1,131)	-5.27%
101-2001-451.23-04	Deferred Comp		2,057	2,045	4,528	5,665	1,137	25.11%
101-2001-451.29-04	Unemployment Comp.		-	-	-	-	-	
101-2001-451.31-09	Training		-	350	350	350	-	0.00%
101-2001-451.31-10	Other Professional Svcs		16,897	17,878	18,335	17,435	(900)	-4.91%

CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-2001-451.32-01	Legal	1,103	1,107	3,074	3,074	-	0.00%
101-2001-451.43-02	Radio eqpt. maintenance	157	157	200	200	-	0.00%
101-2001-451.44-04	Copy Machines	2,271	2,281	3,300	2,520	(780)	-23.64%
101-2001-451.44-06	Pagers	89	95	100	100	-	0.00%
101-2001-451.52-02	General liability	7,792	7,733	8,344	8,344	-	0.00%
101-2001-451.52-11	Work. Comp. Premium	21,991	21,991	21,991	21,991	-	0.00%
101-2001-451.53-01	Telephone	10,253	12,588	10,620	13,080	2,460	23.16%
101-2001-451.58-01	Travel	2,123	2,390	2,000	2,400	400	20.00%
101-2001-451.61-01	Office supplies	4,239	5,321	5,800	5,800	-	0.00%
101-2001-451.61-05	Postage	5,661	5,735	6,000	6,000	-	0.00%
101-2001-451.61-11	Food	166	239	250	300	50	20.00%
101-2001-451.64-01	Dues	1,482	1,705	1,920	1,800	(120)	-6.25%
101-2001-451.80-05	Fuel/Lubricants	949	1,026	1,100	1,100	-	0.00%
101-2001-451.80-10	Vehicle Maintenance	2,907	1,821	5,412	2,391	(3,021)	-55.82%
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	133,091	135,522	136,926	140,156	3,230	2.36%
TEXT							
FULL TIME CUSTODIANS (3)							
50% SALARY FOR BUILDING MAINTENANCE POSITION.							
BALANCE OF SALARY FOR BUILDING MAINTENANCE							
POSITION IS IN ADMINISTRATION (2001) COST CENTER.							
101-2002-451.11-05	Overtime	3,934	3,631	4,000	4,000	-	0.00%
101-2002-451.21-01	Health Insurance	21,474	22,000	22,414	22,230	(184)	-0.82%
101-2002-451.21-03	Dental Insurance	1,562	1,562	1,600	1,720	120	7.50%
101-2002-451.21-04	Vision Insurance	278	278	300	300	-	0.00%
101-2002-451.22-01	Social Security Taxes	8,267	8,352	8,737	8,946	209	2.39%
101-2002-451.22-02	Medicare Contributions	1,933	1,953	2,043	2,096	53	2.59%
101-2002-451.23-02	Civilian Pension	8,907	8,712	9,160	9,396	236	2.58%
101-2002-451.23-04	Deferred Comp	520	536	2,304	1,545	(759)	-32.94%
101-2002-451.43-05	Alarm Maintenance	340	340	350	350	-	0.00%
101-2002-451.43-06	Equipment	602	985	500	500	-	0.00%
101-2002-451.43-12	Building & Grounds	16,051	19,720	16,600	13,100	(3,500)	-21.08%
101-2002-451.61-08	Janitorial supplies	8,437	8,394	9,150	9,000	(150)	-1.64%
101-2002-451.61-13	Clothing	624	595	915	900	(15)	-1.64%
101-2002-451.61-14	Machinery & Equipment	524	726	750	750	-	0.00%
101-2002-451.61-15	Buildings & Grounds	6,325	6,427	8,800	8,000	(800)	-9.09%
101-2002-451.61-99	Other	3,211	5,034	5,585	5,500	(85)	-1.52%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-2002-451.62-03	Gas		7,912	9,229	10,000	10,000	-	0.00%
101-2002-451.66-08	Small tools		653	726	800	700	(100)	-12.50%
101-2002-451.80-20	Electric Charges		58,336	62,570	65,000	65,000	-	0.00%
101-2002-451.80-50	Sanitation Charges		5,232	5,232	5,232	5,232	-	0.00%
101-2003-451.11-01	Salary Full Time		159,749	161,730	161,238	163,126	1,888	1.17%
TEXT		**TEXT AMT**						
RINK MANAGER								
ASS'T RINK MANAGER								
RINK MAINTENANCE WORKER								
101-2003-451.11-02	Salary Part Time		102,033	103,371	106,549	110,671	4,122	3.87%
TEXT		**TEXT AMT**						
SHIFT MANAGERS, 2612 HOURS		32,016						
GUARDS, 4072 HOURS		35,650						
CASHIERS, 999 HOURS		9,775						
SKATING LESSON DIRECTOR, 1032 HOURS		32,410						
VACATION COVERAGE		820						
101-2003-451.11-05	Overtime		2,858	1,875	3,000	3,000	-	0.00%
101-2003-451.21-01	Health Insurance		27,640	28,000	31,029	29,244	(1,785)	-5.75%
101-2003-451.21-03	Dental Insurance		1,338	1,338	1,350	1,451	101	7.48%
101-2003-451.21-04	Vision Insurance		240	241	250	260	10	4.00%
101-2003-451.22-01	Social Security Taxes		16,048	16,237	16,789	17,150	361	2.15%
101-2003-451.22-02	Medicare Contributions		3,753	3,797	3,926	4,017	91	2.32%
101-2003-451.23-02	Civilian Pension		12,910	12,551	10,677	11,538	861	8.06%
101-2003-451.23-04	Deferred Comp		2,080	2,161	3,800	3,914	114	3.00%
101-2003-451.31-10	Other Professional Svcs		10,804	13,130	12,146	14,125	1,979	16.29%
101-2003-451.32-10	Other		3,856	4,125	5,002	6,027	1,025	20.49%
101-2003-451.43-06	Equipment		27,461	27,586	29,628	31,703	2,075	7.00%
101-2003-451.43-12	Building & Grounds		6,969	3,393	2,400	3,000	600	25.00%
101-2003-451.52-03	Participant Liability		-	-	100	50	(50)	-50.00%
101-2003-451.55-09	Other Printing		-	72	69	-	(69)	-100.00%
101-2003-451.61-01	Office supplies		163	145	500	250	(250)	-50.00%
101-2003-451.61-08	Janitorial supplies		2,094	1,797	2,800	2,300	(500)	-17.86%
101-2003-451.61-13	Clothing		455	425	500	500	-	0.00%
101-2003-451.61-14	Machinery & Equipment		4,958	5,151	7,900	7,900	-	0.00%
101-2003-451.61-15	Buildings & Grounds		6,994	5,097	10,860	6,960	(3,900)	-35.91%
101-2003-451.61-99	Other		192	816	950	1,450	500	52.63%
101-2003-451.62-03	Gas		8,183	9,577	10,250	9,272	(978)	-9.54%

CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-2003-451.64-01	Dues		62	96	250	250	-	0.00%
101-2003-451.66-08	Small tools		231	104	500	350	(150)	-30.00%
101-2003-451.66-19	Recreation supplies		3,072	2,100	3,581	4,425	844	23.57%
101-2003-451.80-20	Electric Charges		91,901	107,562	98,965	105,996	7,031	7.10%
101-2003-451.80-40	Water Usage Charges		5,757	6,644	5,500	7,349	1,849	33.62%
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		1,258	1,620	1,500	1,500	-	0.00%
101-2004-451.11-01	Salary Full Time		12,169	12,312	12,376	12,643	267	2.16%
TEXT		**TEXT AMT**						
RECREATION SUPERINTENDENT 10% OF SALARY								
OFFICE MANAGER 10% OF SALARY								
BALANCE OF SALARIES ARE IN 101-2001 COST CENTER								
101-2004-451.11-04	Salary Temporary		23,307	22,607	23,540	23,540	-	0.00%
TEXT		**TEXT AMT**						
SWIM LESSON DIRECTOR, 150 HOURS								
HEAD SWIM COACH, 170 HOURS								
ASSISTANT SWIM COACHES,685 HOURS								
CASHIERS, 1200 HOURS								
HEAD DIVE COACH, 100 HOURS								
ASSISTANT DIVE COACH, 100 HOURS								
101-2004-451.11-05	Overtime		26	67	50	100	50	100.00%
101-2004-451.21-01	Health Insurance		1,196	1,250	1,194	1,212	18	1.51%
101-2004-451.21-03	Dental Insurance		89	89	100	108	8	8.00%
101-2004-451.21-04	Vision Insurance		16	16	20	20	-	0.00%
101-2004-451.22-01	Social Security Taxes		2,186	2,154	2,230	2,297	67	3.00%
101-2004-451.22-02	Medicare Contributions		511	504	522	541	19	3.64%
101-2004-451.23-02	Civilian Pension		804	779	805	830	25	3.11%
101-2004-451.23-04	Deferred Comp		52	54	249	206	(43)	-17.27%
101-2004-451.31-10	Other Professional Svcs		298,752	295,937	309,337	290,750	(18,587)	-6.01%
TEXT		**TEXT AMT**						
POOL MANAGEMENT CONTRACT		275,000						
SWIM LESSON INSTRUCTORS		12,000						
WATER POLO INSTRUCTOR		2,000						
WATER AEROBICS INSTRUCTORS		1,750						
POOL MANAGEMENT CONTRACT COST REFLECTS FULL COST								
OF CONTRACT. SALARY PORTION OF THE CONTRACT								
IS CHARGED ON A NOT TO EXCEED BASIS AND TYPICALLY								

CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
IS NOT EXPENDED TO THE FULL AMOUNT.								
INCREASE IS DUE TO INCREASE BUILT IN TO EXISTING								
CONTRACT WITH POOL MANAGEMENT COMPANY.								
101-2004-451.32-02	Audit		2,000	-	2,000	2,000	-	0.00%
101-2004-451.32-10	Other		4,925	4,515	4,950	5,000	50	1.01%
101-2004-451.43-06	Equipment		13,871	11,596	10,600	8,600	(2,000)	-18.87%
101-2004-451.43-12	Building & Grounds		5,769	7,035	9,615	8,615	(1,000)	-10.40%
101-2004-451.52-02	General liability		8,845	8,683	9,367	9,367	-	0.00%
101-2004-451.55-09	Other Printing		171	290	300	300	-	0.00%
101-2004-451.61-01	Office supplies		2,788	2,402	3,600	3,000	(600)	-16.67%
101-2004-451.61-08	Janitorial supplies		1,701	1,846	2,000	2,000	-	0.00%
101-2004-451.61-13	Clothing		230	-	400	400	-	0.00%
101-2004-451.61-14	Machinery & Equipment		975	105	850	850	-	0.00%
101-2004-451.61-15	Buildings & Grounds		5,722	6,328	5,580	5,000	(580)	-10.39%
101-2004-451.61-99	Other		7,994	7,190	5,950	5,950	-	0.00%
101-2004-451.64-01	Dues		2,258	1,452	2,050	2,050	-	0.00%
101-2004-451.66-08	Small tools		-	-	100	100	-	0.00%
101-2004-451.80-20	Electric Charges		33,773	37,892	36,000	38,200	2,200	6.11%
101-2004-451.80-40	Water Usage Charges		16,472	16,619	16,000	16,500	500	3.13%
101-2004-451.80-50	Sanitation Charges		1,764	1,764	1,764	1,764	-	0.00%
101-2004-451.80-60	Admin., Clrk, & Acct.		2,500	2,500	2,500	2,500	-	0.00%
101-2005-451.11-04	Salary Temporary		63,076	56,905	67,473	68,516	1,043	1.55%
TEXT		**TEXT AMT**						
CAMP KIRKWOOD DIRECTOR 218 HRS @ 9.50								
CAMP KIRKWOOD DIRECTOR 218 HRS @ 9.50								
8 COUNSELORS 190 HRS @ 7.25								
8 COUNSELORS 190 HRS @ 7.75								
12 SUPPORT STAFF 190 HRS @ 7.75								
PRESCHOOL DIRECTOR 110 HRS @ 9.50								
3 PRESCHOOL COUNSELORS 95 HRS @ 7.25								
SPORTS CAMP DIRECTOR 60 HRS @ 9.50								
8 SPORTS CAMP COUNSELORS 60 HRS @ 7.25								
AQUA CAMP DIRECTOR 30 HRS @ 9.50								
6 AQUA CAMP COUNSELORS 30 HRS @7.25								
TEEN CAMP DIRECTOR 248 HRS @ 10.00								
2 TEEN CAMP COUNSELORS 200 HRS @ 8.00								
2 TEEN CAMP SUPPORT STAFF 200 HRS @ 8.00								

CITY OF KIRKWOOD

FISCAL YEAR 2015/2016 OPERATING BUDGET

ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
CAMP SUNRISE DIRECTOR 60 HRS @ 9.50								
2 CAMP SUNRISE COUNSELOR 60 HRS @ 7.50								
CAMP SUNSET DIRECTOR 60 HRS @ 9.50								
2 CAMP SUNSET COUNSELOR 60 HRS @ 7.50								
101-2005-451.22-01	Social Security Taxes		3,911	3,528	4,135	4,250	115	2.78%
101-2005-451.22-02	Medicare Contributions		915	825	970	1,000	30	3.09%
101-2005-451.31-10	Other Professional Svcs		14,985	19,151	19,230	31,980	12,750	66.30%
101-2005-451.32-10	Other		12,614	15,343	14,709	15,709	1,000	6.80%
101-2005-451.61-11	Food		1,267	1,280	1,500	1,280	(220)	-14.67%
101-2005-451.66-19	Recreation supplies		5,994	6,468	6,500	6,500	-	0.00%
101-2006-451.31-10	Other Professional Svcs		101,081	97,397	104,864	98,182	(6,682)	-6.37%
101-2006-451.31-11	Trips		2,312	6,554	7,000	5,800	(1,200)	-17.14%
101-2006-451.32-10	Other		3,850	3,716	4,500	5,025	525	11.67%
101-2006-451.55-09	Other Printing		5,790	5,650	6,500	6,100	(400)	-6.15%
101-2006-451.61-11	Food		1,477	1,275	1,100	1,250	150	13.64%
101-2006-451.61-15	Buildings & Grounds		6,008	5,859	5,669	6,000	331	5.84%
101-2006-451.66-19	Recreation supplies		15,873	15,361	19,009	20,192	1,183	6.22%
101-2007-451.11-04	Salary Temporary		3,862	3,058	5,275	4,500	(775)	-14.69%
TEXT		**TEXT AMT**						
TENNIS ATTENDANT 500 HOURS @ $7.25 PER HOUR								
101-2007-451.22-01	Social Security Taxes		239	190	327	280	(47)	-14.37%
101-2007-451.22-02	Medicare Contributions		56	44	77	65	(12)	-15.58%
101-2007-451.31-10	Other Professional Svcs		6,440	11,236	13,633	15,900	2,267	16.63%
TEXT		**TEXT AMT**						
INCREASE COSTS ARE MORE THAN OFFSET BY AN								
INCREASE IN REVENUES								
101-2007-451.61-13	Clothing		-	-	-	200	200	#DIV/0!
101-2007-451.61-15	Buildings & Grounds		329	95	1,631	120	(1,511)	-92.64%
101-2007-451.61-99	Other		689	362	3,110	2,050	(1,060)	-34.08%
101-2007-451.64-01	Dues		35	35	40	50	10	25.00%
101-2007-451.66-19	Recreation supplies		102	-	723	500	(223)	-30.84%
101-2008-451.10-10	Transfer to Other Funds		-	-	-	14,800	14,800	100.00%
TEXT		**TEXT AMT**						
POLICE OVERTIME FOR OVERNIGHT SECURITY								
WATER DEPT EMPLOYEES UTILIZIED FOR MAINTENANCE								
OVERTIME FOR PARK STAFF								
101-2008-451.11-05	Overtime		11,948	11,492	14,820	500	(14,320)	-96.63%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
101-2008-451.22-01	Social Security Taxes		741	-	-	35	35	#DIV/0!
101-2008-451.22-02	Medicare Contributions		173	-	-	10	10	#DIV/0!
101-2008-451.23-02	Civilian Pension		777	-	-	40	40	#DIV/0!
101-2008-451.31-10	Other Professional Svcs		6,112	7,637	9,450	9,175	(275)	-2.91%
101-2008-451.32-10	Other		20,919	19,757	20,475	21,800	1,325	6.47%
101-2008-451.55-09	Other Printing		-	479	-	-	-	0.00%
101-2008-451.61-05	Postage		62	21	100	75	(25)	-25.00%
101-2008-451.61-11	Food		565	612	819	650	(169)	-20.63%
101-2008-451.61-99	Other		374	742	-	600	600	#DIV/0!
101-2008-451.66-19	Recreation supplies		3,837	3,693	4,480	5,350	870	19.42%
101-2008-451.66-23	Community Services		775	727	851	1,000	149	17.51%
101-2009-451.10-10	Transfer to Other Funds		-	1,686	1,685	3,000	1,315	78.04%
101-2009-451.31-10	Other Professional Svcs		29,956	2,285	24,400	24,400	-	0.00%
101-2009-451.55-09	Other Printing		-	-	150	-	(150)	-100.00%
101-2009-451.61-11	Food		200	47	200	200	-	0.00%
101-2009-451.61-15	Buildings & Grounds		-	-	50	-	(50)	-100.00%
101-2009-451.66-19	Recreation supplies		88	-	200	150	(50)	-25.00%
RECREATION			2,058,682	2,076,745	2,195,056	2,210,561	15,505	0.71%

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City of Kirkwood Electric Department

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.

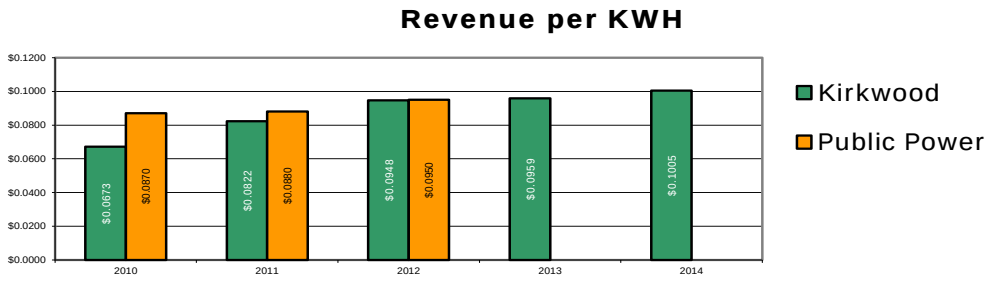
Staffing

During this past fiscal year, the electric department maintained a staffing level of 21 1/3 employees. Listed below are the current positions maintained in the electric department:

1	Electric Department Director
1/2	Electric Department Secretary
1	Electric Line Supervisor
12	Electric Linemen
1	Distribution Engineer
1	Distribution Planning Technician
1	Electric Meter Tester
1	Electric Metering Leadman
1 1/2	Electric Meter Readers (3 Full-time employees allocated 50% to Electric and 50% to Water)
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)
21 1/3	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 rates were approximately 0.2% lower than the FY2012 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 9.85¢ per kWh 2012 residential rate was 1.7% lower than the 10.02¢ per kWh average residential rate charged by investor owned utilities in Missouri and Missouri investor owned rates were the 13th lowest in the country.



Debt to Total Assets

FY 2010	2010 APPA National Average	FY 2011	2011 APPA National Average	FY2012	2012 APPA National Average	FY 2013	FY2014
.0786	.370	.0100	.363	.035	.233	.0175	.0197

Debt represented just over 23% of assets on average for municipal utilities in 2012. The ratio is much higher for utilities that generate a large portion of their power. The 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

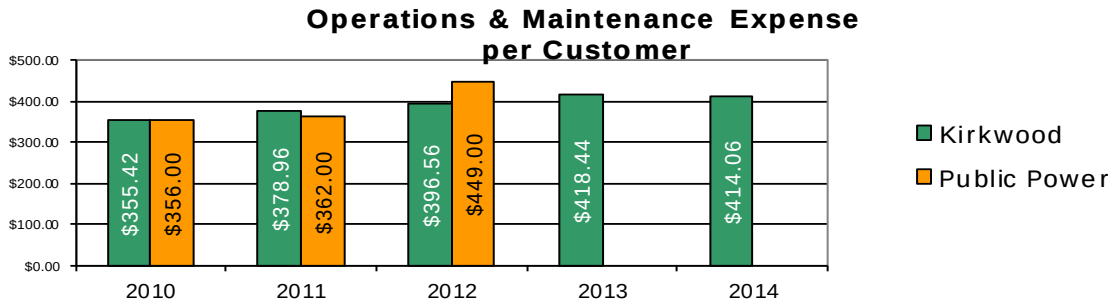
FY 2010	2010 APPA National Average	FY2011	2011APPA National Average	FY2012	2012 APPA National Average	FY 2013	FY2014
486	324	476	381	470	332	476	469

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.

Operations and Maintenance Expense per Customer

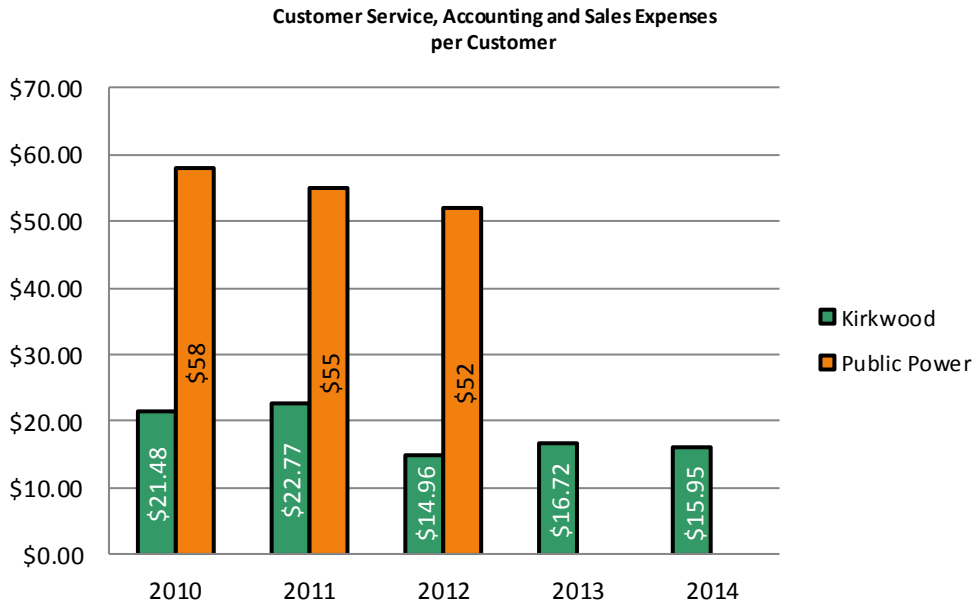
This ratio looks at non-power expenses compared to the number of retail customers served. The high average age of our system dictates more replacement and maintenance work and drives our O&M costs up. In recent years we have made an effort to categorize expenses more appropriately. In years past significant capital expenditures were lumped in with O&M. This had the effect of raising the ratio. In FY12 we scaled back our capital expenditures to replenish our electric fund while others continued to spend dollars on O&M. 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. (Note: the 2012 figure shows a significant reduction over previous years because the administrative expense for customer service was moved to the administrative account for the electric department)



System Load Factor

2010	2010 APPA National Average	2011	2011 APPA National Average	2012	2012 APPA National Average	2013	2014
42.5%	56.4%	42.13%	3.8 %	39%	57.2%	44.3%	44.9%

This is not a financial ratio, but has a large impact on Kirkwood's cost of power. It is a measure of system utilization. A utility with a 100% load factor would use a uniform amount of power every hour of the year. Kirkwood's load factor is poor because of the large proportion of residential load we have. A utility with a large industrial base typically has a better load factor. Weather also has a significant influence on load factor. Kirkwood's load factor increased in 2014 due to the sustained load throughout the year.

Return on Investment

The return on investment for a utility is the revenue the owners of the operation receive from the operation of the enterprise. Kirkwood Electric provides an annually fair and reasonable 5% gross revenue rate of return to the citizens of Kirkwood that is consistent with public service commission approved levels. Last year Kirkwood Electric contributed $1.13 Million to the general fund and capital improvement fund. This year Kirkwood Electric is on pace to transfer another $1 Million to the general fund. According to the American Public Power Association, the 2012 median contribution for public power systems was 5.5%. Similarly, the 2012 median payment in taxes and fees to state and local governments for investor owned utilities was 4.2%.

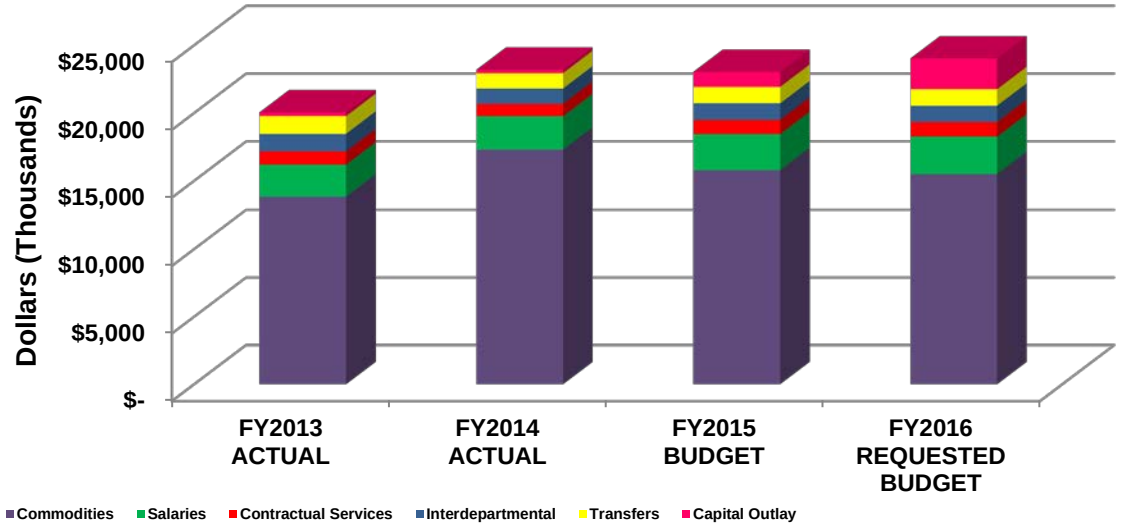
CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
501-0000-340.10-10	Metered Sales revenue		20,366,387	21,358,074	21,482,968	21,925,522	442,554	2.06%
TEXT								
218.273 GWH @ $100.45/MWH = $21,925,522								
501-0000-340.10-30	Bad Debt Recovered		6,837	3,507	1,800	1,800	-	0.00%
501-0000-340.11-00	Other Electric charges		59,126	28,223	-	-	-	
501-0000-340.11-10	Services Calls revenue		5,115	4,960	6,000	6,000	-	0.00%
501-0000-340.11-40	Misc. Charges		59,533	52,247	40,000	40,000	-	0.00%
Charges for Services			**20,496,998**	**21,447,011**	**21,530,768**	**21,973,322**	**442,554**	**2.06%**
501-0000-361.10-00	Investments		119,841	40,505	75,000	75,000	-	0.00%
501-0000-361.40-00	Interest & Penalties		106,081	120,148	70,000	70,000	-	0.00%
Investment Income			**225,922**	**160,653**	**145,000**	**145,000**	**-**	**0.00%**
501-0000-380.10-00	Miscellaneous		172,683	179,906	160,000	26,000	(134,000)	-83.75%
WATER SHARE FOR METER READERS SALARIES								
Other Revenue			**172,683**	**179,906**	**160,000**	**26,000**	**(134,000)**	**-83.75%**
501-0000-391.40-20	Interdepartment/FundUsage		504,094	576,376	417,000	417,000	-	0.00%
501-0000-391.40-30	Public Street Lighting		200,000	200,000	200,000	200,000	-	0.00%
TEXT		TEXT AMT						
GENERAL FUND - STREET LIGHTS AND TRAFFIC SIGNALS								
Interdepartmental Revenue			**704,094**	**776,376**	**617,000**	**617,000**	**-**	**0.00%**
Total Revenue Before Other Financing Sources			**21,599,697**	**22,563,946**	**22,452,768**	**22,761,322**	**308,554**	**1.37%**
501-0000-392.10-00	Sale of Fixed Assets		20,777	18,154	-	-	-	
501-0000-392.20-00	Insurance Proceeds		-	-	-	-	-	
Other Financing Sources			**20,777**	**18,154**	**-**	**-**	**-**	
TOTAL REVENUE AND OTHER FINANCING SOURCES			21,620,474	22,582,100	22,452,768	22,761,322	308,554	1.37%

Electric Revenues

CITY OF KIRKWOOD, MISSOURI
ELECTRIC OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	1,671,841	1,788,725	1,868,175	1,938,807
Temporary	4,632	-	5,000	5,000
Overtime	216,980	181,839	212,790	212,790
Social Security	112,550	113,378	129,021	134,560
Medicare	26,944	27,943	30,174	31,471
Civilian Pension	117,886	121,558	135,264	140,733
Deferred Compensation	8,439	9,118	41,620	38,889
Subtotal Salaries	2,159,272	2,242,561	2,422,044	2,502,250
Other Benefits				
Health Insurance	192,090	204,292	221,595	240,913
Dental Insurance	9,828	9,828	10,210	10,976
Vision Insurance	1,754	1,765	2,030	2,030
Subtotal Other Benefits	203,672	215,885	233,835	253,919
Total Personnel Services	2,362,944	2,458,446	2,655,879	2,756,169
Contractual Services	979,478	921,728	1,062,593	1,079,307
Commodities	13,824,998	17,299,647	15,782,054	15,498,074
Capital Outlay	271,877	248,504	1,117,472	2,270,258
Interdepartmental Charges	242,952	229,074	269,549	246,052
Transfers to Other Funds	1,300,000	1,130,000	1,210,000	1,210,000
TOTAL ELECTRIC BUDGET	18,982,249	22,287,399	22,097,547	23,059,860

Electric Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
501-2110-480.11-01	Salary Full Time		326,584	398,563	344,816	355,084	10,268	2.98%
TEXT		**TEXT AMT**						
DIRECTOR								
GENERAL LINE SUPERVISOR								
DISTRIBUTION PLANNER								
50% OF THE UTILITIES ADMIN SECRETARY SALARY								
501-2110-480.11-05	Overtime		14,427	11,371	22,207	22,207	-	0.00%
501-2110-480.21-01	Health Insurance		28,053	31,874	28,222	30,339	2,117	7.50%
501-2110-480.21-03	Dental Insurance		1,506	1,562	1,572	1,690	118	7.51%
501-2110-480.21-04	Vision Insurance		270	281	290	290	-	0.00%
501-2110-480.22-01	Social Security Taxes		18,491	18,661	22,756	23,758	1,002	4.40%
501-2110-480.22-02	Medicare Contributions		4,946	5,792	5,322	5,557	235	4.42%
501-2110-480.23-02	Civilian Pension		21,864	25,603	23,857	24,907	1,050	4.40%
501-2110-480.23-04	Deferred Comp		1,624	1,802	7,341	7,207	(134)	-1.83%
501-2110-480.31-09	Training		18,375	21,373	25,750	25,750	-	0.00%
TEXT		**TEXT AMT**						
ESTIMATED TRAINING FOR 2015-2016:								
LINEWORKER OPERATIONS AND MAINTENANCE TRAINING		3,500						
APPRENTICE OPERATIONS AND MAINTENANCE TRAINING		20,150						
COLLEGE TUITION REFUNDS		2,100						
501-2110-480.31-10	Other Professional Svcs		-	-	-	-	-	
501-2110-480.32-01	Legal		17,884	9,613	21,952	21,952	-	0.00%
501-2110-480.32-02	Audit		23,000	23,000	23,000	23,000	-	0.00%
501-2110-480.32-03	Engineering		111,064	77,391	115,000	115,000	-	0.00%
501-2110-480.43-01	Office ept. maintenance		5,852	6,253	6,500	6,500	-	0.00%
501-2110-480.43-04	Computer maintenance		50,270	50,028	50,000	50,000	-	0.00%
501-2110-480.43-12	Building & Grounds		2,685	2,461	3,000	3,000	-	0.00%
501-2110-480.52-02	General liability		40,212	39,906	43,061	43,061	-	0.00%
501-2110-480.52-11	Work. Comp. Premium		86,264	86,264	86,264	86,264	-	0.00%
501-2110-480.53-01	Telephone		6,113	7,718	3,300	3,300	-	0.00%
501-2110-480.53-02	Cellular Telephones		4,642	6,297	3,750	3,750	-	0.00%
501-2110-480.53-03	Pagers		1,031	4,611	1,200	1,200	-	0.00%
501-2110-480.54-01	Personnel recruitment		-	2,500	5,000	5,000	-	0.00%
501-2110-480.58-01	Travel Executive		1,974	1,935	2,000	2,000	-	0.00%
501-2110-480.58-02	Travel Other		2,346	2,857	2,574	2,574	-	0.00%
501-2110-480.61-01	Office supplies		6,512	2,011	4,500	4,500	-	0.00%
501-2110-480.61-05	Postage		219	189	450	450	-	0.00%
501-2110-480.61-08	Janitorial supplies		617	559	750	750	-	0.00%

Electric Expenses

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
501-2110-480.61-11	Food		3,279	1,128	1,700	1,700	-	0.00%
501-2110-480.61-13	Clothing		2,488	3,976	4,000	4,000	-	0.00%
501-2110-480.62-03	Gas		618	946	2,129	2,129	-	0.00%
501-2110-480.64-01	Membership Dues		18,577	13,712	21,500	21,500	-	0.00%
501-2110-480.64-02	Publications		5,246	2,620	6,795	6,795	-	0.00%
501-2110-480.68-07	Electric Equip Rebate		4,100	19,115	8,200	19,116	10,916	133.12%
501-2110-480.69-04	Contingency		-	-	4,657	4,657	-	0.00%
501-2110-480.69-08	Write-off		20,794	15,001	14,500	14,500	-	0.00%
501-2110-480.69-99	Inventory Adjustments		(822)	10,523	-	-	-	
501-2110-480.80-05	Fuel/Lubricants		23,648	21,061	23,420	23,420	-	0.00%
501-2110-480.80-10	Vehicle Maintenance		59,996	48,866	85,944	62,447	(23,497)	-27.34%
501-2110-480.80-40	Water Usage Charges		723	562	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		1,300,000	1,130,000	1,210,000	1,210,000	-	0.00%
501-2111-480.11-01	Salary Full Time		1,288,341	1,332,401	1,466,289	1,524,941	58,652	4.00%
TEXT		**TEXT AMT**						
DISTRIBUTION ENGINEER								
LINE FOREMEN (4)								
ELECTRIC LINEMEN (8)								
METER LEADMAN								
METER TESTER								
METER READER (3)								
501-2111-480.11-04	Salary Temporary		4,632	-	5,000	5,000	-	0.00%
TEXT		**TEXT AMT**						
POTENTIAL TEMPORARY METER READER								
501-2111-480.11-05	Overtime		202,343	170,433	190,183	190,183	-	0.00%
501-2111-480.21-01	Health Insurance		154,308	160,627	184,092	197,899	13,807	7.50%
501-2111-480.21-03	Dental Insurance		7,715	7,659	8,031	8,633	602	7.50%
501-2111-480.21-04	Vision Insurance		1,375	1,375	1,627	1,627	-	0.00%
501-2111-480.22-01	Social Security Taxes		90,663	91,210	102,702	107,132	4,430	4.31%
501-2111-480.22-02	Medicare Contributions		21,204	21,331	24,019	25,056	1,037	4.32%
501-2111-480.23-02	Civilian Pension		92,343	92,201	107,671	111,978	4,307	4.00%
501-2111-480.23-04	Deferred Comp		6,215	6,638	33,130	30,499	(2,631)	-7.94%
501-2111-480.40-30	Street Lighting		30,279	24,549	42,000	42,000	-	0.00%
501-2111-480.42-03	Tree Trimming		534,700	508,747	581,700	581,700	-	0.00%
501-2111-480.43-02	Radio eqpt. maintenance		649	649	5,000	5,000	-	0.00%
501-2111-480.43-06	Equipment		760	0	10,000	10,000	-	0.00%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
501-2111-480.61-13	Clothing		11,324	2,541	8,000	8,000	-	0.00%
501-2111-480.62-01	Electricity		12,722,194	16,258,760	14,471,587	14,179,607	(291,980)	-2.02%
TEXT		TEXT AMT						
POWER FROM PRAIRIE STATE		12,334,080						
POWER FROM AMERICAN ELECTRIC POWER		1,527,500						
POWER FROM MISO		610,007						
501-2111-480.62-04	Transmission		737,986	757,999	876,206	876,206	-	0.00%
501-2111-480.66-07	Safety equipment		11,290	12,254	12,000	12,000	-	0.00%
501-2111-480.66-08	Small tools		9,691	12,948	20,000	20,000	-	0.00%
501-2111-480.66-14	Meters & parts		5,344	7,877	25,000	25,000	-	0.00%
501-2111-480.66-30	Trans.,poles,conductors		208,767	122,130	221,001	226,000	4,999	2.26%
501-2111-480.66-31	Substation equipment		18,832	27,442	30,000	30,000	-	0.00%
501-2111-480.66-32	Dusk-to-Dawn lighting		1,855	9,492	6,999	10,000	3,001	42.88%
501-2111-480.66-33	Traffic Signals		95	2,634	5,000	5,000	-	0.00%
501-2113-480.11-01	Salary Full Time		56,916	57,761	57,070	58,782	1,712	3.00%
TEXT		TEXT AMT						
OFFICE MANAGER								
CUSTOMER SERVICE REPRESENTATIVE								
UTILITY BILLING CLERK (2)								
501-2113-480.11-05	Overtime		210	35	400	400	-	0.00%
501-2113-480.21-01	Health Insurance		9,729	11,791	9,281	12,675	3,394	36.57%
501-2113-480.21-03	Dental Insurance		607	607	607	653	46	7.58%
501-2113-480.21-04	Vision Insurance		109	109	113	113	-	0.00%
501-2113-480.22-01	Social Security Taxes		3,396	3,507	3,563	3,670	107	3.00%
501-2113-480.22-02	Medicare Contributions		794	820	833	858	25	3.00%
501-2113-480.23-02	Civilian Pension		3,679	3,754	3,736	3,848	112	3.00%
501-2113-480.23-04	Deferred Comp		600	678	1,149	1,183	34	2.96%
501-2113-480.31-09	Training		667	596	1,042	1,042	-	0.00%
501-2113-480.31-10	Other Professional Svcs		39,619	44,713	28,000	44,714	16,714	59.69%
TEXT		TEXT AMT						
BANK AND CREDIT CARD FEES								
501-2113-480.43-01	Office ept. maintenance		1,092	267	2,500	2,500	-	0.00%
501-2113-480.61-05	Postage		20,425	18,263	20,000	20,000	-	0.00%
501-2113-480.61-13	Clothing		-	-	280	280	-	0.00%
501-2113-480.66-34	Utility Billing Supplies		19,667	16,642	25,000	25,000	-	0.00%
501-2113-480.68-01	Office Furniture & Equip		258	-	1,142	1,142	-	0.00%
501-2115-480.75-03	Building Improvements		-	-	9,000	-	(9,000)	-100.00%
501-2115-480.75-05	Machinery & Equipment		-	-	10,000	-	(10,000)	-100.00%

Electric Expenses

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
501-2115-480.75-06	Rolling Stock		-	-	343,858	-	(343,858)	-100.00%
501-2115-480.75-07	Feasibility Studies		-	-	550,000	0	(550,000)	
501-2115-480.75-15	Distribution System Impr.		4,385	-	195,272	2,250,000	2,054,728	1052.24%
501-2115-480.76-10	Depreciation Expense		263,134	229,389	-	-	-	
TOTAL ELECTRIC EXPENSES			18,982,249	22,287,399	22,097,547	23,059,860	962,313	4.35%

City of Kirkwood Water Department

Mission Statement

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

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

Staffing

The Water Department has a staff of 17-1/2 full-time employees.
Listed below are the current positions:

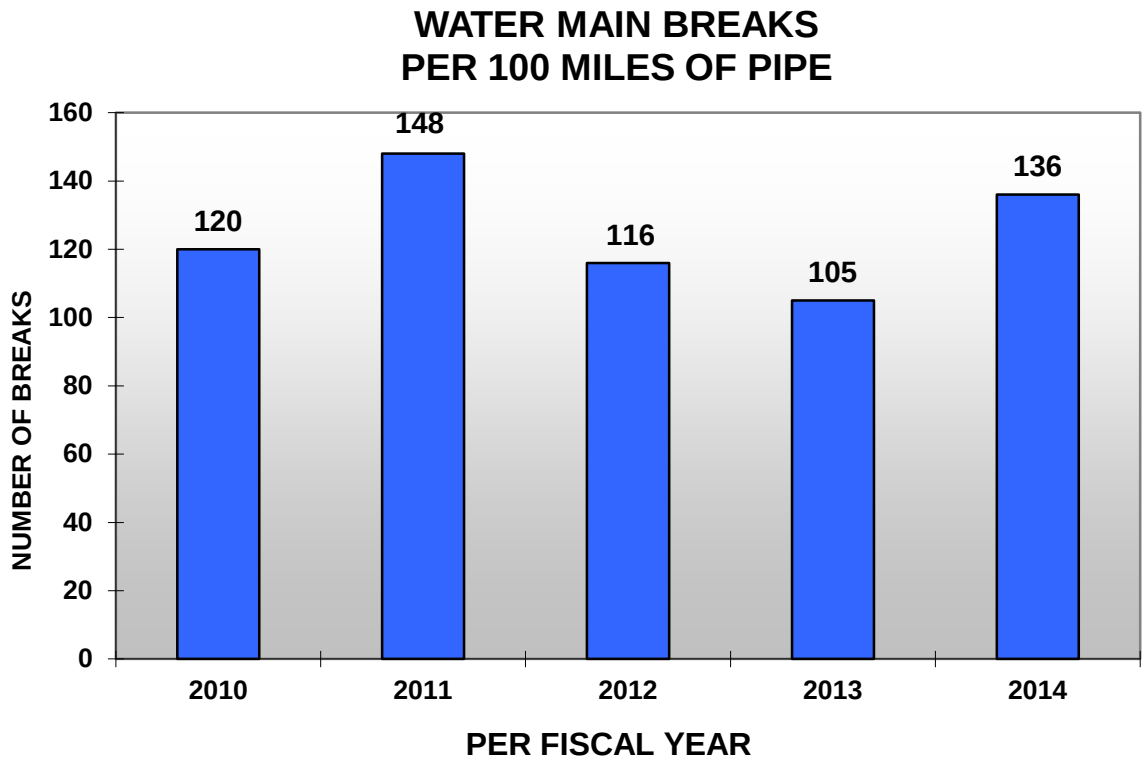
1	Water Department Director
½	Administrative Secretary (serves both Water and Electric Departments)
1	Distribution System Engineering Technician
1	Equipment Mechanic
8	Distribution System Worker
2	Assistant Mechanic
1	Distribution Leadman
1	Distribution System Supervisor
1	Support Services Supervisor
17 ½	Total

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

1	Office Manager/Finance
2	Utility Billing Clerks
1	Customer Service Representative
4	

The Water Department also pays for ½ the salaries of the meter readers employed by the Electric Department, and for the entire salary of the GIS Technician employed by the MIS Department.

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 183 breaks/leaks in the 2014 fiscal year.

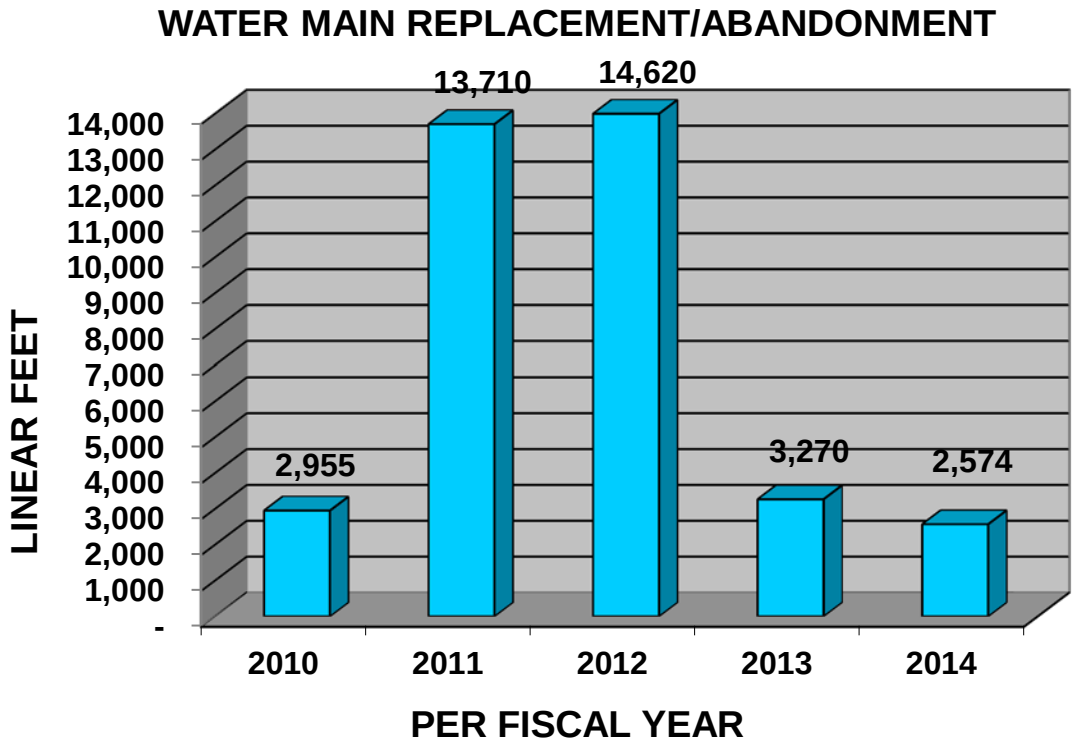
Water Main Replacement

Over the past fiscal year, 2,574 feet of water main was replaced on 4 different streets which represents 0.36% of the distribution system. In the current fiscal year, we are replacing 4,635 feet of main on 4 different streets which is 0.65% of the distribution system. With the funds from the COP funding ($4.2 million) obtained in 2009 exhausted, additional funding will be needed to meet the strategic plan goal of 1% annually. Current water rates are projected to provide $429,550 in funds toward annual main replacement, which is equivalent to a replacement rate of approx. 2,950 feet of main replacement per year, or 0.41% of the distribution system.

Criteria used to prioritize main replacement projects include: 1) frequency of main breaks, 2) available flows, 3) potential damage from breaks, 4) difficulty of

installation, and 5) cost. The majority of new mains installed is eight-inch and twelve-inch diameter, and replaces largely four-inch and six-inch diameter mains.

Over the past five years, we have replaced and/or abandoned an average of 7,426 feet of water main annually. This represents approximately 1% of the distribution system. Last year, 0.36% of the distribution system was replaced, while the national average for main replacement among water suppliers is 0.5%.



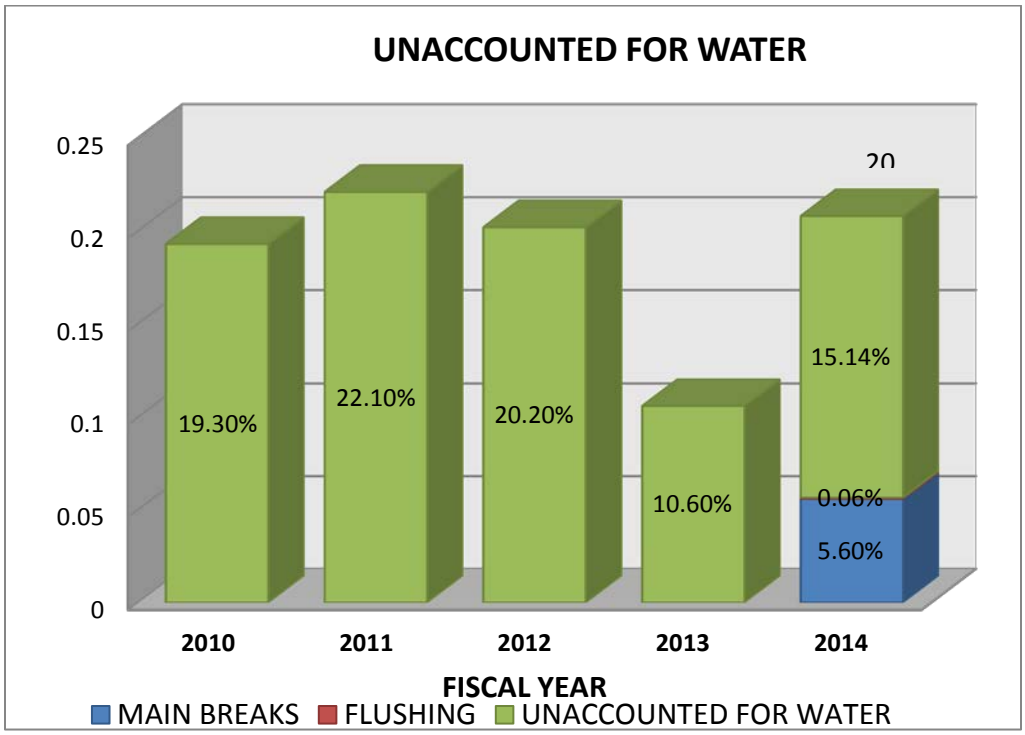
Unaccounted for Water

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

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

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

The graph below shows the combined history of both apparent and real losses. In Fiscal Year 2014, monitoring protocol has been developed to better define apparent and real losses. Having a better understanding of where these losses occur will enable the Water Department to proactively work towards reducing these water losses.



NOTES:

1. **The 2012 value is corrected.**
2. **The 2013 value is squed by 11.6% increase in consumption over the previous year.**

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

CALLS FOR SERVICE SUMMARY

TYPE OF CALLS	NUMBER OF CALLS
Investigations	543
Meter Issues	80
Fire Hydrant Maintenance	2
Miscellaneous Locates	6
Tap Destroys	18
New Taps	47
Low Pressure Check	42
Water Quality	1
Missouri-One Call Locates	3,281

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

Missouri-American Water Co. – St. Louis County	$46.06
City of Kirkwood	$41.78
	(As of July, 2013)

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

FISCAL YEAR 2015/2016 OPERATING BUDGET

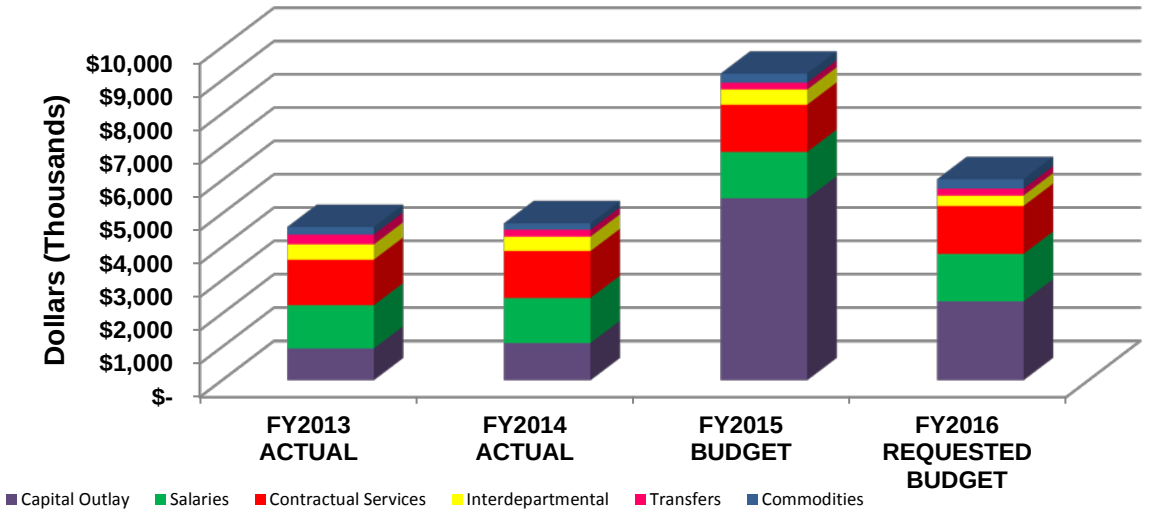
ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
505-0000-340.10-10	Metered Sales revenue	4,499,824	4,156,435	4,704,930	4,100,797	(604,133)	-12.84%
TEXT							
SALES FROM AVERAGE OF 1.3 BILLION GALLONS							
505-0000-340.10-15	Capital/Debt Service	662,452	613,419	-	612,763	612,763	#DIV/0!
505-0000-340.15-20	Fire hydrant service	288,219	287,771	287,904	287,904	-	0.00%
TEXT							
FIRE HYDRANT SERVICE CHARGE - $2.33 PER MONTH PER							
CUSTOMER. THIS RATE IS CONSISTENT WITH THAT OF							
THE MISSOURI-AMERICAN WATER CO.							
505-0000-340.15-30	Water taps	14,255	16,090	10,000	15,500	5,500	55.00%
TEXT							
CHARGE TO CONTRACTORS FOR PROVIDING CONNECTIONS							
TO WATER MAINS FOR SERVICE LINES TO NEW STRUCTURES							
AND REPLACEMENT SERVICE LINES TO EXISTING STRUCTURES.							
505-0000-340.15-35	Unmetered Fire Protection	50,543	50,733	50,400	50,400	-	0.00%
TEXT							
CHARGE FOR WATER SERVICE TO UMETERED FIRE SPRINKLER							
SYSTEMS IN APPROXIMATELY 145 FACILITIES.							
505-0000-340.15-35	Water meter sales	-	-	-	20,000	20,000	100.00%
Charges for Services		**5,515,293**	**5,124,448**	**5,053,234**	**5,087,364**	**34,130**	**0.68%**
505-0000-361.10-00	Investments	64,652	27,054	37,500	8,000	(29,500)	-78.67%
Investment Income		**64,652**	**27,054**	**37,500**	**8,000**	**(29,500)**	**-78.67%**
505-0000-380.10-00	Miscellaneous	17,640	19,243	10,000	13,000	3,000	30.00%
505-0000-380.10-15	Tower Lease Rental	129,319	104,444	105,944	112,872	6,928	6.54%
TEXT							
REVENUE FROM THE LEASE OF SPACE ON TWO WATER TOWERS.							
T-MOBILE $1,654/MO; ATT $3,000/MO; ATT $2,875/MO &							
SPRINT $1,301/MO							
Other Revenue		**146,959**	**123,687**	**115,944**	**125,872**	**9,928**	**8.56%**
505-0000-391.40-40	Interdepartment/Usage	46,908	48,235	48,400	50,165	1,765	3.65%
Interdepartmental Revenue		**46,908**	**48,235**	**48,400**	**50,165**	**1,765**	**3.65%**
Total Revenue Before Other Financing Sources		**5,773,812**	**5,323,424**	**5,255,078**	**5,271,401**	**16,323**	**0.31%**
505-0000-392.10-00	Sale of Fixed Assets	(951)	20,094	9,000	-	(9,000)	-100.00%
505-0000-392.20-00	Insurance Proceeds	5,360	-	-	-	-	
505-0000-393.90-00	Federal Interest Subsidy	106,453	95,952	102,165	98,470	(3,695)	
Other Financing Sources		**110,862**	**116,046**	**111,165**	**98,470**	**(12,695)**	**-11.42%**
TOTAL REVENUE AND OTHER FINANCING SOURCES		5,884,674	5,439,470	5,366,243	5,369,871	3,628	0.07%

Water Revenues

CITY OF KIRKWOOD, MISSOURI
WATER OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	926,753	950,263	969,607	974,447
Temporary	2,421	2,800	4,000	4,800
Overtime	61,626	69,566	63,200	66,800
Social Security	60,407	61,651	64,282	64,989
Medicare	14,128	14,418	15,033	15,200
Civilian Pension	62,947	61,128	67,393	67,812
Deferred Compensation	6,155	6,606	20,736	19,496
Subtotal Salaries	1,134,437	1,166,432	1,204,251	1,213,544
Other Benefits				
Health Insurance	153,698	170,134	183,831	201,026
Dental Insurance	8,378	8,619	8,862	9,973
Vision Insurance	1,415	1,406	1,517	1,606
Unemployment	-	6,400	-	-
Subtotal Other Benefits	163,491	186,559	194,210	212,605
Total Personnel Services	1,297,928	1,352,991	1,398,461	1,426,149
Contractual Services	1,368,371	1,407,531	1,420,609	1,441,241
Commodities	223,358	185,715	270,053	279,798
Capital Outlay	952,230	1,115,668	5,452,531	2,361,839
Interdepartmental Charges	451,327	430,179	449,820	310,102
Transfers to Other Funds	300,000	210,000	210,000	210,000
TOTAL WATER BUDGET	4,593,214	4,702,084	9,201,474	6,029,129

Water Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
505-2210-481.11-01	Salary Full Time		134,169	160,212	160,685	156,859	(3,826)	-2.38%
TEXT		TEXT AMT						
DIRECTOR 34%								
WATER DISTRIBUTION TECHNICIAN								
UTILITIES SECRETARY 50%								
505-2210-481.11-05	Overtime		437	72	300	300	-	0.00%
505-2210-481.21-01	Health Insurance		13,192	17,897	15,000	25,258	10,258	68.39%
505-2210-481.21-03	Dental Insurance		911	1,115	1,116	1,646	530	47.49%
505-2210-481.21-04	Vision Insurance		158	195	201	290	89	44.28%
505-2210-481.22-01	Social Security Taxes		8,704	10,364	9,981	9,745	(236)	-2.36%
505-2210-481.22-02	Medicare Contributions		2,036	2,424	2,334	2,280	(54)	-2.31%
505-2210-481.23-02	Civilian Pension		8,840	9,840	10,464	10,216	(248)	-2.37%
505-2210-481.23-04	Deferred Comp		984	1,285	3,220	3,144	(76)	-2.36%
505-2210-481.31-09	Training		-	26	-	-	-	
505-2210-481.32-01	Legal		3,309	3,320	2,700	3,500	800	29.63%
505-2210-481.32-02	Audit		5,600	5,600	5,600	5,600	-	0.00%
505-2210-481.43-01	Office ept. maintenance		1,746	1,333	2,500	1,500	(1,000)	-40.00%
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		-	-	1,000	1,000	-	0.00%
505-2210-481.52-02	General liability		45,547	45,192	48,812	48,812	-	0.00%
505-2210-481.52-11	Work. Comp. Premium		47,894	47,894	47,894	47,894	-	0.00%
505-2210-481.53-01	Telephone		2,315	2,842	2,860	4,060	1,200	41.96%
505-2210-481.58-01	Travel Executive		-	-	2,400	2,400	-	0.00%
TEXT		TEXT AMT						
DIRECTOR-NATIONAL AMERICAN WATER WORKS ASSOCIATION								
DISTRIBUTION SYSTEM SYMPOSIUM AND AWWA STATE CONFERENCE								
505-2210-481.61-01	Office supplies		1,720	902	1,875	1,875	-	0.00%
505-2210-481.61-05	Postage		534	641	850	850	-	0.00%
505-2210-481.64-01	Membership Dues		1,394	1,274	1,395	1,395	-	0.00%
505-2210-481.64-02	Publications		1,417	207	1,400	1,400	-	0.00%
505-2210-481.69-04	Contingency		-	-	30,000	30,000	-	0.00%
505-2210-481.69-08	Write-off - Bad Debt		3,501	(24,817)	8,000	8,000	-	0.00%
505-2210-481.69-99	Inventory Adjustments		14,310	17,885	10,000	15,500	5,500	55.00%
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		300,000	210,000	210,000	210,000	-	0.00%
505-2213-481.11-01	Salary Full Time		55,242	56,063	57,070	58,782	1,712	3.00%
TEXT		TEXT AMT						
OFFICE MANAGER 33%								

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
CUSTOMER SERVICE REPRESENTATIVE 33%								
UTILITY BILLING CLERK (2) 33%								
505-2213-481.11-05	Overtime		58	34	400	400	-	0.00%
505-2213-481.21-01	Health Insurance		9,443	9,425	9,007	9,097	90	1.00%
505-2213-481.21-03	Dental Insurance		589	589	607	653	46	7.58%
505-2213-481.21-04	Vision Insurance		106	106	113	113	-	0.00%
505-2213-481.22-01	Social Security Taxes		3,296	3,404	3,563	3,670	107	3.00%
505-2213-481.22-02	Medicare Contributions		771	796	833	858	25	3.00%
505-2213-481.23-02	Civilian Pension		3,571	3,644	3,736	3,848	112	3.00%
505-2213-481.23-04	Deferred Comp		601	658	1,149	1,176	27	2.35%
505-2213-481.31-09	Training		667	596	1,000	1,000	-	0.00%
505-2213-481.31-10	Other Professional Srvc		32,125	36,298	22,500	35,000	12,500	55.56%
TEXT		**TEXT AMT**						
BANK AND CREDIT CARD FEES								
505-2213-481.43-01	Office ept. maintenance		1,092	267	2,575	2,575	-	0.00%
505-2213-481.61-05	Postage		20,427	18,253	18,858	20,000	1,142	6.06%
505-2213-481.61-13	Clothing		309	201	500	500	-	0.00%
505-2213-481.66-34	Meter reading supplies		18,193	14,395	25,000	25,000	-	0.00%
505-2213-481.68-01	Office, Furniture & Eqpt,		253	-	1,142	1,142	-	0.00%
505-2213-481.80-70	Meter Reading Charges		158,172	158,172	158,172	26,000	(132,172)	-83.56%
TEXT		**TEXT AMT**						
PAYMENT FOR ELECTRIC DEPARTMENT EMPLOYEES' MONTHLY								
READING OF WATER METERS								
505-2214-481.11-01	Salary Full Time		737,342	733,988	751,852	758,806	6,954	0.92%
TEXT		**TEXT AMT**						
SALARIES FOR DISTRIBUTION SUPERVISOR, DISTRIBUTION								
LEADMAN,DISTRIBUTION WORKERS (8), SUPPORT								
SERVICES SUPERVISOR, EQUIPMENT MECHANICS (2),								
ASSISTANT MECHANICS (2)								
ON-CALL PAGER PAY								
SALARY FOR GIS TECHNICIAN WORKING IN M.I.S. DEPARTMENT								
505-2214-481.11-04	Salary Temporary		2,421	2,800	4,000	4,800	800	20.00%
TEXT		**TEXT AMT**						
TEMPORARY EMPLOYEE TO PAINT FIRE HYDRANTS OVER THE								
SUMMER								
505-2214-481.11-05	Overtime		61,131	69,460	62,500	66,100	3,600	5.76%
505-2214-481.21-01	Health Insurance		131,063	142,812	159,824	166,671	6,847	4.28%
505-2214-481.21-03	Dental Insurance		6,878	6,915	7,139	7,674	535	7.49%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
505-2214-481.21-04	Vision Insurance		1,151	1,105	1,203	1,203	-	0.00%
505-2214-481.22-01	Social Security Taxes		48,407	47,883	50,738	51,574	836	1.65%
505-2214-481.22-02	Medicare Contributions		11,321	11,198	11,866	12,062	196	1.65%
505-2214-481.23-02	Civilian Pension		50,536	47,644	53,193	53,748	555	1.04%
505-2214-481.23-04	Deferred Comp		4,570	4,663	16,367	15,176	(1,191)	-7.28%
505-2214-481.31-09	Training		298	3,318	1,500	1,500	-	0.00%
505-2214-481.32-10	Other		168,942	160,139	184,130	184,800	670	0.36%
TEXT		TEXT AMT						
CONTRACTED RESTORATION OF STREETS, DRIVEWAYS AND								
SIDEWALKS FROM WATER MAIN BREAKS AND FIRE HYDRANT								
INSTALLATIONS		175,000						
PLUMBING SERVICES TO CLEAN/REPAIR HOMEOWNERS'								
FIXTURES PLUGGED WITH SEDIMENT FROM WATER MAIN								
BREAKS AND SERVICE LINE TRANSFERS		2,500						
LEASE PAYMENTS TO RAILROADS FOR WATER MAIN								
CROSSINGS AT TRACKS		1,250						
MRPS FLOOD INSURANCE		2,300						
MANDATORY MEMBERSHIP IN MISSOURI ONE-CALL SYSTEM		3,000						
EXCAVATION PERMITS IN COUNTY HIGHWAY RIGHT-OF-WAY		750						
505-2214-481.41-02	Purchased Water		992,215	1,034,040	1,016,423	1,018,073	1,650	0.16%
TEXT								
PURCHASE OF 1.3 BILLION GALLONS OF WATER ANNUALLY								
505-2214-481.43-01	Office ept. maintenance		1,368	1,586	4,226	4,226	-	0.00%
505-2214-481.43-02	Radio eqpt. maintenance		157	157	160	160	-	0.00%
505-2214-481.43-06	Equipment		1,836	5,038	20,000	20,000	-	0.00%
505-2214-481.43-16	Laboratory Equipment		3,718	6,502	3,485	5,000	1,515	43.47%
505-2214-481.53-01	Telephone		17,542	11,383	8,844	12,141	3,297	37.28%
505-2214-481.61-08	Janitorial supplies		1,371	1,147	1,400	1,400	-	0.00%
505-2214-481.61-11	Food		2,798	2,353	2,500	2,500	-	0.00%
505-2214-481.61-13	Clothing		6,989	5,397	4,500	5,200	700	15.56%
505-2214-481.61-14	Machinery & Equipment		8,068	6,120	4,000	5,500	1,500	37.50%
505-2214-481.61-15	Buildings & Grounds		763	909	2,000	2,000	-	0.00%
505-2214-481.62-01	Electricity		5,239	4,653	6,100	6,353	253	4.15%
505-2214-481.62-03	Gas		3,583	4,548	3,725	3,875	150	4.03%
505-2214-481.66-07	Safety equipment		4,605	3,516	5,450	5,450	-	0.00%
505-2214-481.66-08	Small tools		3,773	2,960	3,500	3,500	-	0.00%
505-2214-481.66-13	Mains, pipes, fittings		91,787	85,438	90,000	90,000	-	0.00%
TEXT								

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
PIPE, REPAIR CLAMPS, COUPLINGS, FITTINGS, ETC. TO								
REPAIR BREAKS/LEAKS IN WATER MAINS; VALVES,								
PACKING, STAINLESS STEEL BOLTS, FITTINGS, ETC. TO								
REPAIR/REPLACE EXISTING VALVES OR INSTALL								
ADDITIONAL VALVES; ROCK TO BACKFILL ALL								
EXCAVATIONS BENEATH PAVEMENT; ASPHALT FOR								
TEMPORARY STREET PATCHES; MATERIALS AND SUPPLIES								
TO LANDSCAPE EXCAVATED LAWNS								
APPROX. 150 WATER MAIN BREAKS OCCUR ANNUALLY								
505-2214-481.66-14	Meters & parts		19,629	28,779	31,000	35,000	4,000	12.90%
505-2214-481.66-15	Water tap supplies		4,383	4,079	8,000	4,500	(3,500)	-43.75%
TEXT								
CORPORATION STOPS TO CONNECT NEW SERVICE LINES TO								
EXISTING WATER MAINS.								
505-2214-481.66-35	Fire Hydrants/Repair/Maintenance		8,565	6,875	10,000	10,000	-	0.00%
505-2214-481.80-05	Fuel/Lubricants		39,802	38,074	41,700	48,600	6,900	16.55%
505-2214-481.80-10	Vehicle Maintenance		71,250	45,950	66,395	52,449	(13,946)	-21.00%
505-2214-481.80-20	Electric Charges		297	319	4,200	350	(3,850)	-91.67%
505-2214-481.80-25	Ele. Chg Pumping Sta.		68,599	74,440	66,100	69,450	3,350	5.07%
505-2214-481.80-40	Water Charges		1,254	1,271	1,300	1,300	-	0.00%
505-2214-481.80-50	Sanitation Charges		828	828	828	828	-	0.00%
505-2215-481.68-02	Machinery & Equipment		5,502	2,693	3,900	12,600	8,700	223.08%
505-2215-481.70-01	Principal		-	-	390,000	615,000	225,000	57.69%
TEXT		**TEXT AMT**						
CERTIFICATES OF PARTICIPATION 2009		255,000						
CERTIFICATES OF PARTICIPATION 2012		165,000						
CERTIFICATES OF PARTICIPATION 2014		195,000						
505-2215-481.70-02	Interest		361,970	382,036	439,057	454,009	14,952	3.41%
TEXT		**TEXT AMT**						
CERTIFICATES OF PARTICIPATION 2009		281,344						
CERTIFICATES OF PARTICIPATION 2012		70,415						
CERTIFICATES OF PARTICIPATION 2014		102,250						
505-2215-481.70-03	Fiscal Agent's Fees		2,518	1,706	3,000	3,000	-	0.00%
505-2215-481.70-04	Issuance Cost Amort		190,171	0	0	-	-	100.00%
505-2215-481.75-03	Building Improvements		-	-	9,000	-	(9,000)	-100.00%
505-2215-481.75-05	Machinery & Equipment		-	2,950	9,721	-	(9,721)	-100.00%
505-2215-481.75-06	Rolling Stock		20,813	-	9,227	27,000	17,773	192.62%
505-2215-481.75-07	Feasability Studies		4,800	118,623	7,877	37,000	29,123	369.72%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
505-2215-481.75-15	Distribution System Impr.		18,731	215,985	4,574,907	1,203,750	(3,371,157)	-73.69%
505-2215-481.76-10	Depreciation Expense		347,472	391,675	-	-	-	
TOTAL WATER FUND EXPENSES			4,593,214	4,702,084	9,201,474	6,029,129	(3,172,345)	-34.48%

City of Kirkwood Public Services Sanitation Division

Mission Statement

- To provide cost-effective curbside and rear yard collection of residential trash, commercial waste, specially bagged yard waste, and the collection of curbside single-stream recycling.

- To efficiently operate and maintain a first-rate, user-friendly Recycling Depository

- To make customer service the highest priority in all areas of operation

General Description

The Sanitation Division is responsible for the collection of curbside recycling, refuse, and yard waste from approximately 9,244 single-family residences, providing commercial dumpster services as contracted, 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 69 residences. (3) special pick up service of large items once-a-week. (4) once-per-week yard waste collection service; and (5) delivery of refuse bags annually to residential customers. Currently the Sanitation Division has 52 customers remaining on a limited bag program.

In March of 2013 the City of Kirkwood passed an ordinance that will require all commercial and multi- family units be serviced by the City's Sanitation Department. The City currently services 200 commercial and multi-family accounts. In addition the City will be offering free recycling services to all commercial customers.

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

The City's curbside single-stream recycling program continues to be well received by the residents. The diversion rate for the City is at 43% as of March 31, 2014. The City has set a goal to reach a diversion rate of 50%.

City of Kirkwood Public Services Sanitation Division

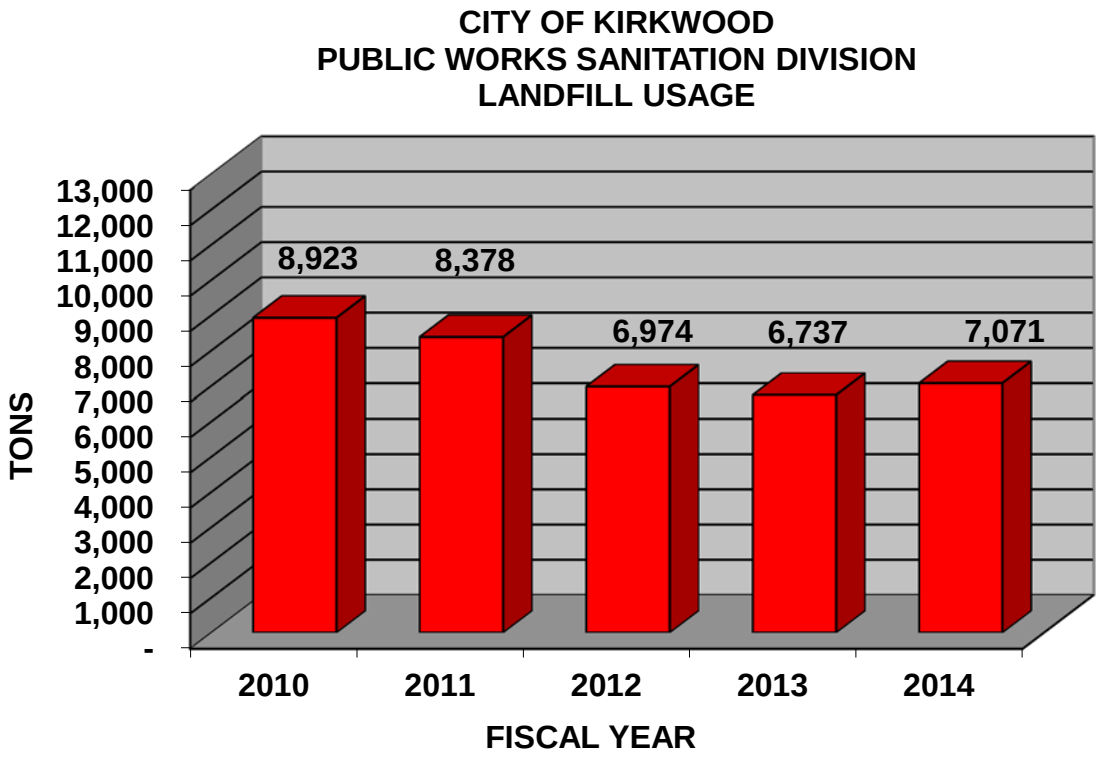
The Public Services Sanitation Division has identified the following key indicators: Staffing, Landfill Usage, Disposal Costs, Yard Waste Bags Collected, Special Pickup Services provided, Recycling efforts, and Recycling expenses and revenues.

Staffing – The Sanitation Division has the following authorized staffing levels:

1	Director of Sanitation
12	Sanitation Workers
0.75	Commercial Account Manager, part-time (30 hours per week)
2.25	Sanitation Workers, part time (3 @30 hours per week)
1.75	Recycling, (one full-time and one part-time (30 hours Per Week)
0.50	Administrative Assistant (employee shared with Street Dept.)
18.25	TOTAL

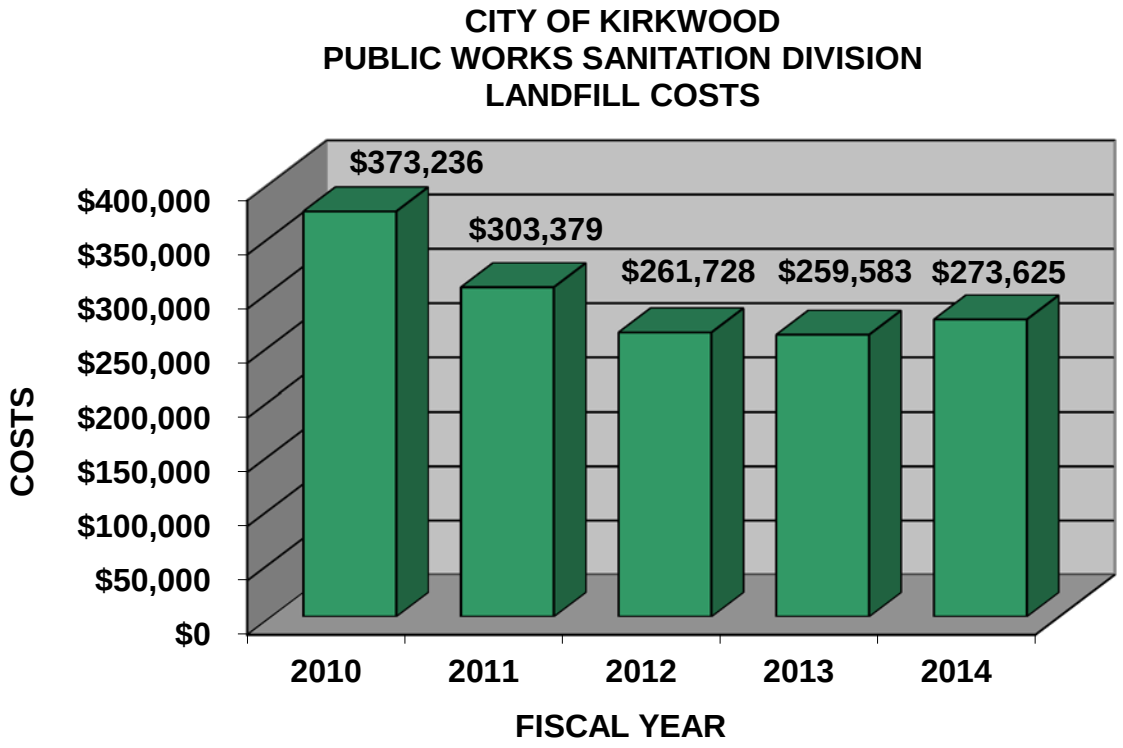
Landfill Usage

The amount of refuse in the Kirkwood solid waste stream has been decreasing over the last five years. This past year landfill usage has increased nearly 5% over the previous year. This increase is due to new commercial services and the implementation of roll-off container services. This trend will continue until commercial recycling program increases.



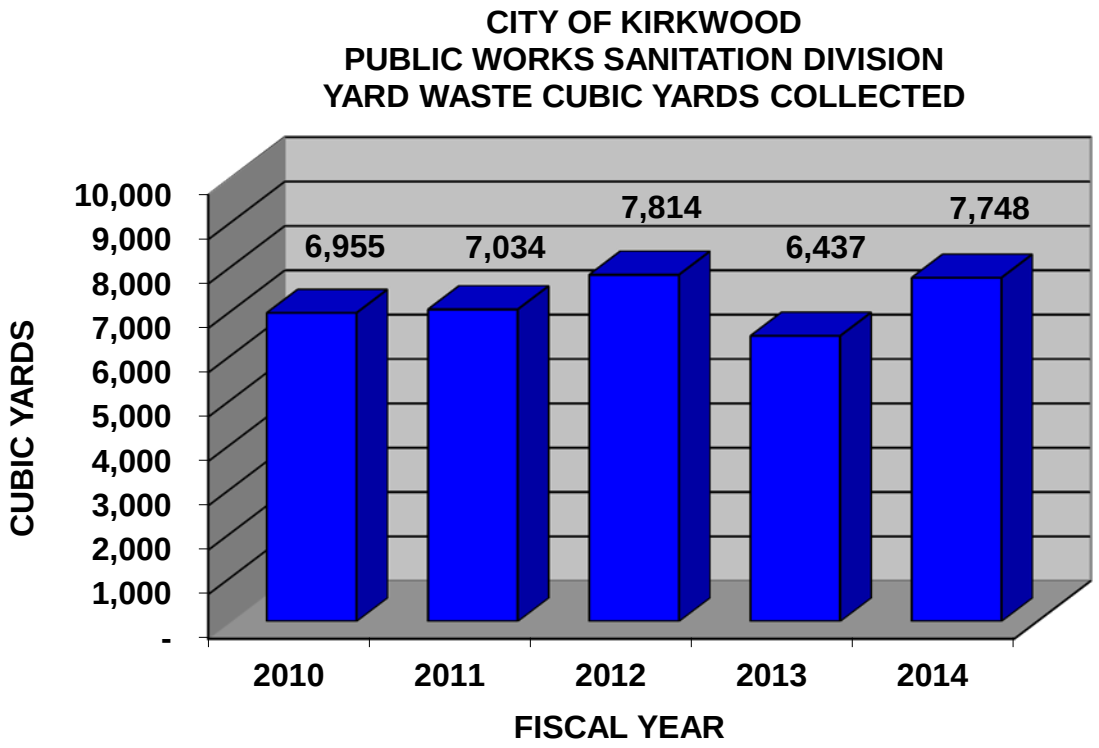
Landfill Costs

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



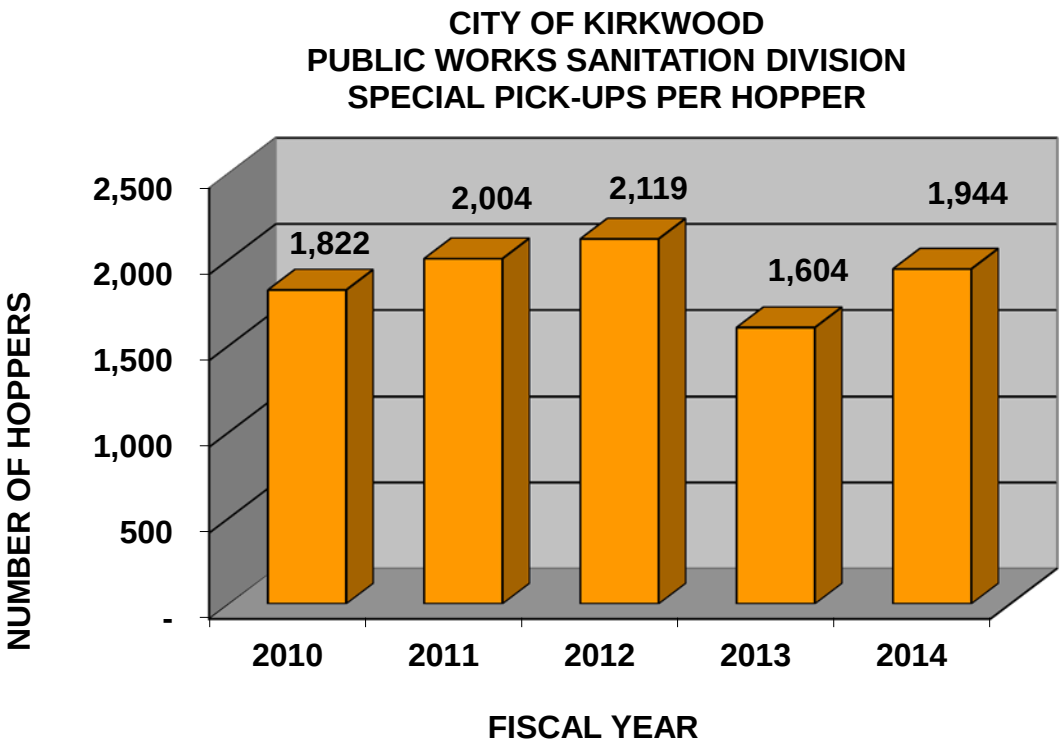
Yard Waste Collected

The Sanitation Division collects yard waste representing more than 7,000 cubic yards of material. Disposal costs for yard waste had been very stable at $8.75/cubic yard since November, 2007. However, a new contract in April, 2011 brought the price to $8.50/cubic yard. Yard waste collection, while consistent year round, the cubic yard volume is very seasonal and weather dependent. This often requires the Sanitation Division to work overtime hours, during some months, into the late evening.



Special Pick-ups

Special pick up service is provided weekly to residents who request such service. Bulky items and large volumes of refuse are collected at a charge of $20 per item or hopper load. Over 2,000 bulky items and hopper loads are collected each year. Items are separated at the Public Services yard for disposal according to State law. State law prohibits white goods and tires from being disposed of in a landfill.



Recycling

The Sanitation Division is responsible for the operation of the Recycling Depository. The Depository is open 24 hours a day, 7 days a week. This is one of the longest running recycling drop-off programs in the State of Missouri, serving a significantly larger region than the City of Kirkwood. During the week of August 14 through August 21, 2009, the Police Department collected traffic data at the Recycling Depository. The average daily usage during that week was 511 vehicles. This is a significant drop since the last time a traffic study was conducted in 2001. The biggest difference has occurred during the last year with the implementation of St. Louis County's curbside recycling program, which started October, 2008. Since that time, recycling collection has dropped 30%. In FY09, approximately 3,100 tons of materials were collected at the depository for recycling. Since the implementation of the Kirkwood curbside recycling program, the usage at the depository has dropped. Now, recyclable material is no longer segregated at the depository, as we have now contracted with Resource Management to sell the recyclables as co-mingled.

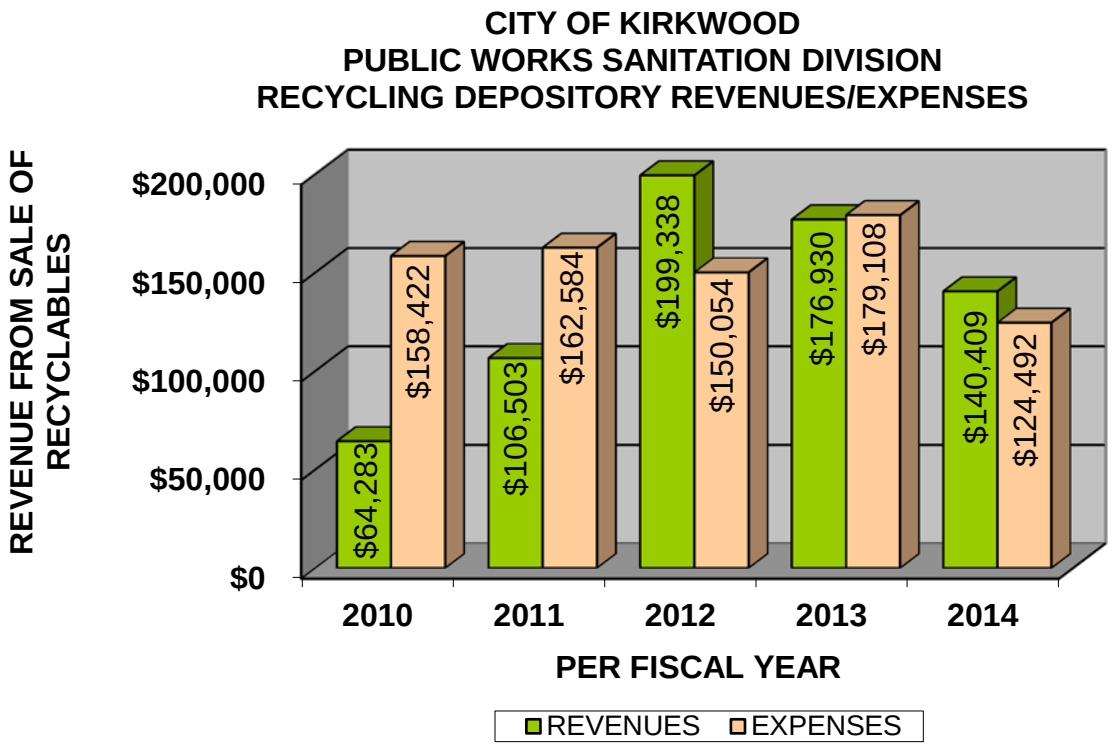
With an aggressive educational program throughout the civic community and residential groups, our goal is to continue to increase recycling and decrease landfill significantly. This will not only benefit Kirkwood aesthetically, but also environmentally and economically.

RECYCLING REPORT TONNAGE					
	FY09-10	FY10-11	FY11-12	FY12-13	FY 13-14
April	238.71	237.50	354.42	339.55	370.43
May	235.06	184.19	344.39	341.68	356.06
June	257.61	208.21	395.42	359.03	306.27
July	213.43	237.05	307.60	323.38	398.01
August	224.14	212.79	373.01	314.83	372.78
September	212.71	204.49	321.36	282.20	281.55
October	256.23	200.27	312.97	319.12	402.67
November	222.12	212.65	326.57	500.76	317.25
December	256.73	193.50	400.28	374.32	349.35
January	218.62	371.83*#	380.83	327.67	312.28
February	166.00	323.07	324.34	274.60	275.41
March	231.74	340.26	321.82	405.08	460.56
TOTALS	**2,733.10**	**2,553.98**	**4,163.01**	**4,162.22**	**4,202.62**

* Began curbside recycling program
# Includes cardboard, roll-off from depository & scrap metal from curbside pickup

City of Kirkwood Public Services Sanitation Division

The Public Services Department maintains detailed records of the costs of operation of the Recycling Depository. In FY04, the Sanitation budget includes a separate cost center for recycling operations to capture most administrative costs. The revenues in the chart do not include disposal cost avoidance, which is estimated at more than $150,000 annually. Also, grant revenues, which have totaled over a half million dollars, are not shown on the chart. The revenues shown on the chart below, from the sale of recyclables, help to offset the rising costs of landfill fees. The recyclable market fluctuates greatly and varies accordingly to the commodity market.



Note: Revenues do not include grants (see next page) (estimated at $354,000).

The Public Works Department has obtained numerous grants from the St. Louis-Jefferson Solid Waste Management District, Missouri Department of Natural Resources, and St. Louis County Department of Health to encourage recycling efforts in the City as shown on the following chart:

RECYCLING GRANTS			
FISCAL YEAR	**ITEM**	**GRANT AMOUNT**	**FROM**
2007	Workers and hauling at Depository	$65,000	SLJSWMD
2008	Workers and hauling at Depository	$70,000	SLJSWMD
2010	Baler (for plastic) at Depository	$50,000	SLJSWMD
2010	Comp[actor (for cardboard single stream)	$20,000	SLJSWMD
2011	Curbside Recycling 64 Gal Containers	$200,000	SLJSWMD
2011	Curbside Recycling 64 Gal Containers	$153,824	DOH
SLJSWMD = St. Louis-Jefferson Solid Waste Management District			
DNR = Department of Natural Resources			
DOH = St. Louis County Department of Health			

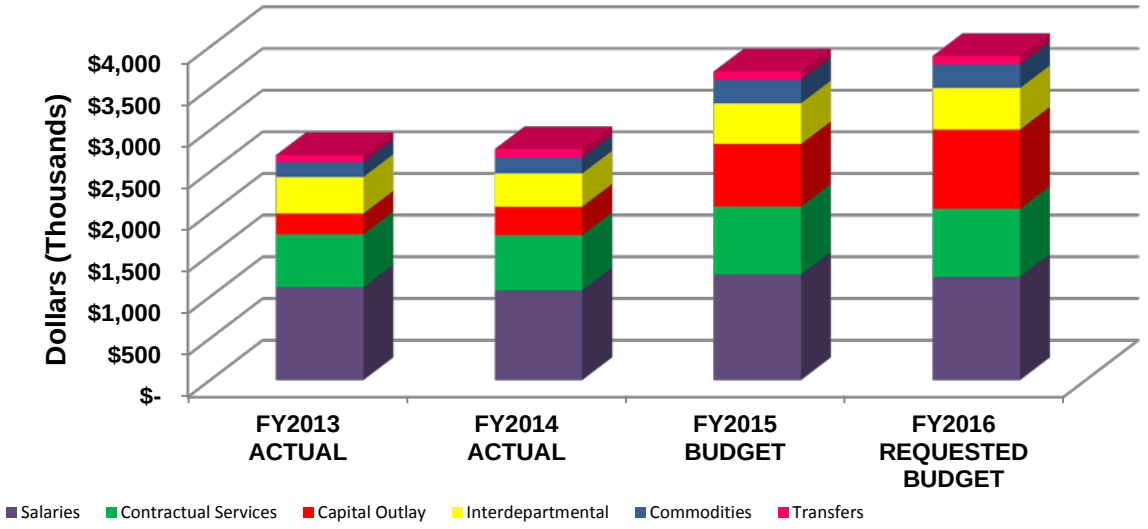
CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
509-0000-331.20-70	Grant(s)		2,999	0	-	-	-	
Intergovernmental Revenue			**2,999**	**-**	**-**	**-**	**-**	
509-0000-340.19-10	Refuse collections chgs		1,898,257	1,917,644	1,890,000	1,892,432	2,432	0.13%
TEXT								
RESIDENTIAL CURB FEE $17.06/MT REAR YARD AT $29.86/MT								
509-0000-340.19-15	Dumpster/Charges		163,153	167,025	230,000	246,500	16,500	7.17%
TEXT								
COMMERCIAL RATES								
509-0000-340.19-20	Recycling revenue		176,930	140,409	155,000	155,000	-	0.00%
509-0000-340.19-30	Special Pick-up chgs		33,899	40,436	40,000	40,000	-	0.00%
509-0000-340.20-10	Lawn bag sales		301,819	403,543	275,000	335,000	60,000	21.82%
509-0000-340.20-20	Black Plastic bag sales		13,625	15,031	14,000	14,000	-	0.00%
Charges for Services			**2,587,683**	**2,684,088**	**2,604,000**	**2,682,932**	**78,932**	**3.03%**
509-0000-361.10-00	Investments		10,270	2,633	7,000	-	(7,000)	-100.00%
Investment Income			**10,270**	**2,633**	**7,000**	**-**	**(7,000)**	**-100.00%**
509-0000-380.10-00	Miscellaneous		0	884	-	-	-	
Other Revenue			**-**	**884**	**-**	**-**	**-**	
509-0000-391.40-50	Interdepartment Usage		29,616	29,616	36,462	35,934	(528)	-1.45%
Interdepartmental Revenue			**29,616**	**29,616**	**36,462**	**35,934**	**(528)**	**-1.45%**
Total Revenue Before Other Financing Sources			**2,630,568**	**2,717,221**	**2,647,462**	**2,718,866**	**71,404**	**2.70%**
509-0000-392.10-00	Sale of Fixed Assets		0	4,219	-	-	-	
509-0000-392.20-00	Insurance Proceeds		0	-	-	-	-	
Other Financing Sources			**-**	**4,219**	**-**	**-**	**-**	
TOTAL REVENUE AND OTHER FINANCING SOURCES			2,630,568	2,721,440	2,647,462	2,718,866	71,404	2.70%

Sanitation Revenues

CITY OF KIRKWOOD, MISSOURI
SANITATION OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	782,192	697,791	748,549	755,400
Part-time Salaries	39,390	96,846	183,100	145,449
Overtime	27,315	43,575	33,400	33,400
Social Security	51,327	50,986	64,884	57,988
Medicare	12,004	11,924	15,174	13,563
Civilian Pension	52,932	46,404	68,024	60,266
Deferred Compensation	6,831	4,679	20,930	15,109
Subtotal Salaries	971,991	952,205	1,134,061	1,081,175
Other Benefits				
Health Insurance	131,233	111,040	113,671	139,938
Dental Insurance	7,726	6,348	8,057	7,805
Vision Insurance	1,456	1,178	1,738	1,618
Unemployment	640	6,378	8,000	8,000
Subtotal Other Benefits	141,055	124,944	131,466	157,361
Total Personnel Services	1,113,046	1,077,149	1,265,527	1,238,536
Contractual Services	636,245	660,653	815,480	814,956
Commodities	178,519	192,390	280,543	283,750
Capital Outlay	246,856	341,003	749,801	951,684
Interdepartmental Charges	438,956	398,303	488,434	497,021
Transfers to Other Funds	83,406	100,000	100,000	100,000
TOTAL SANITATION BUDGET	2,697,028	2,769,498	3,699,785	3,885,947

Sanitation Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
509-2310-482.11-01	Salary Full Time		646,348	597,981	649,659	654,881	5,222	0.80%
TEXT		TEXT AMT						
SANITATION DIRECTOR								
PUBLIC WORKS DIRECTOR SALARY 33%								
12 SANITATION WORKERS								
ADMINISTRATIVE ASSISTANT SALARY 50%								
509-2310-482.11-02	Salary Part Time		39,390	96,846	137,500	120,736	(16,764)	-12.19%
TEXT		TEXT AMT						
THREE SANITATION WORKERS AT 29 HOURS/WEEK								
COMMERCIAL ACCOUNTS MANAGER								
509-2310-482.11-05	Overtime		26,218	41,767	30,000	30,000	-	0.00%
509-2310-482.21-01	Health Insurance		109,779	95,877	98,641	124,758	26,117	26.48%
509-2310-482.21-03	Dental Insurance		6,245	5,291	7,000	6,647	(353)	-5.04%
509-2310-482.21-04	Vision Insurance		1,195	990	1,500	1,380	(120)	-8.00%
509-2310-482.22-01	Social Security Taxes		42,917	44,679	55,517	50,005	(5,512)	-9.93%
509-2310-482.22-02	Medicare Contributions		10,037	10,449	12,984	11,695	(1,289)	-9.93%
509-2310-482.23-02	Civilian Pension		44,002	39,709	58,203	53,503	(4,700)	-8.08%
509-2310-482.23-04	Deferred Comp		5,172	3,463	17,909	13,098	(4,811)	-26.86%
509-2310-482.29-04	Unemployment Comp.		640	6,378	8,000	8,000	-	0.00%
509-2310-482.31-03	Public Relations		95	357	1,340	2,750	1,410	105.22%
509-2310-482.31-09	Training		-	696	750	750	-	0.00%
509-2310-482.31-10	Other Professional Svcs		51,366	66,427	32,500	30,000	(2,500)	-7.69%
TEXT		TEXT AMT						
TEMPORARY LABOR-SEASONAL USAGE, YARD WASTE, BAG DELIVERY								
509-2310-482.32-01	Legal		2,206	2,213	3,293	3,000	(293)	-8.90%
509-2310-482.32-02	Audit		3,000	3,000	3,000	3,000	-	0.00%
509-2310-482.42-06	Laundry, towels, etc		10,923	-	2,500	1,500	(1,000)	-40.00%
509-2310-482.42-09	Landfill/Disposal fees		319,736	344,105	506,300	510,000	3,700	0.73%
TEXT		TEXT AMT						
LANDFILL COSTS: 10,300 TONS								
YARD WASTE DISPOSAL COSTS: 9,000 CY								
TIRES AND LARGE APPLIANCES (WHITE GOODS)DISPOSAL								
509-2310-482.43-01	Office ept. maintenance		176	94	400	300	(100)	-25.00%
509-2310-482.43-02	Radio eqpt. maintenance		256	256	128	250	122	95.31%
509-2310-482.43-04	Computer maintenance		6,500	6,500	6,500	6,500	-	0.00%
509-2310-482.43-06	Equipment		7,466	6,405	7,479	7,500	21	0.28%
509-2310-482.52-02	General liability		39,853	39,550	42,677	42,677	-	0.00%
509-2310-482.52-11	Work. Comp. Premium		151,430	151,430	151,430	151,430	-	0.00%

Sanitation Expenses

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
509-2310-482.53-01	Telephone		2,764	4,119	4,210	4,890	680	16.15%
509-2310-482.55-09	Other Printing		98	534	1,300	1,100	(200)	-15.38%
509-2310-482.58-01	Travel Executive		1,382	148	2,550	1,500	(1,050)	-41.18%
509-2310-482.61-01	Office supplies		961	1,588	1,200	1,500	300	25.00%
509-2310-482.61-05	Postage		99	85	300	100	(200)	-66.67%
509-2310-482.61-08	Janitorial supplies		18	-	2,200	1,000	(1,200)	-54.55%
509-2310-482.61-13	Clothing		4,517	6,499	6,500	4,900	(1,600)	-24.62%
509-2310-482.62-03	Gas		-	-	-	-	-	
509-2310-482.64-01	Membership Dues		-	-	300	300	-	0.00%
509-2310-482.66-07	Safety equipment		3,552	3,296	3,750	3,750	-	0.00%
509-2310-482.66-08	Small tools		163	225	1,500	1,500	-	0.00%
509-2310-482.66-36	Bags & Ties		68,841	68,511	98,893	100,000	1,107	1.12%
509-2310-482.66-37	Yard Bags		57,422	70,618	94,662	100,000	5,338	5.64%
509-2310-482.69-04	Contingency		-	-	20,000	20,000	-	0.00%
509-2310-482.69-08	Write-off - Bad Debt		2,657	6,357	7,000	7,000	-	0.00%
509-2310-482.69-99	Inventory Adjustments		(72)	-	-	-	-	
509-2310-482.80-05	Fuel/Lubricants		131,739	156,913	163,560	160,200	(3,360)	-2.05%
509-2310-482.80-10	Vehicle Maintenance		209,048	148,081	223,951	243,762	19,811	8.85%
509-2310-482.80-20	Electric Charges		5,561	5,997	7,100	7,500	400	5.63%
509-2310-482.80-40	Water Usage Charges		450	487	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		83,406	100,000	100,000	100,000	-	0.00%
TEXT		TEXT AMT						
TRANSFER TO CAPITAL IMPROVEMENT FUND -								
509-2312-482.11-01	Salary Full Time		80,420	43,752	41,820	41,737	(83)	-0.20%
TEXT		TEXT AMT						
ONE FULL TIME RECYCLING WORKER								
509-2312-482.11-02	Salary Part Time		-	-	45,600	24,713	(20,887)	
509-2312-482.11-05	Overtime		889	1,774	3,000	3,000	-	0.00%
509-2312-482.21-01	Health Insurance		12,011	6,367	6,023	6,083	60	1.00%
509-2312-482.21-03	Dental Insurance		892	468	450	505	55	12.22%
509-2312-482.21-04	Vision Insurance		155	82	125	125	-	0.00%
509-2312-482.22-01	Social Security Taxes		5,114	2,903	5,804	4,312	(1,492)	-25.71%
509-2312-482.22-02	Medicare Contributions		1,196	679	1,357	1,009	(348)	-25.64%
509-2312-482.23-02	Civilian Pension		5,225	3,051	6,085	2,915	(3,170)	-52.10%
509-2312-482.23-04	Deferred Comp		1,040	558	1,872	835	(1,037)	-55.40%
509-2312-482.31-10	Other Professional Svcs		-	60	4,300	1,000	(3,300)	-76.74%
509-2312-482.42-06	Laundry, towels, etc		1,368	107	675	500	(175)	-25.93%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
509-2312-482.42-09	Landfill/Disposal fees		13,037	10,888	17,500	19,500	2,000	11.43%
TEXT		**TEXT AMT**						
HAULING RECYCLABLES								
509-2312-482.52-02	General liability		4,341	4,307	4,648	4,648	-	0.00%
509-2312-482.52-11	Work. Comp. Premium		14,225	14,225	14,225	14,225	-	0.00%
509-2312-482.53-01	Telephone		1,072	1,232	1,275	1,436	161	12.63%
509-2312-482.61-13	Clothing		102	403	1,200	1,200	-	0.00%
509-2312-482.66-07	Safety equipment		385	204	500	400	(100)	-20.00%
509-2312-482.66-08	Small tools		46	190	400	300	(100)	-25.00%
509-2312-482.66-36	Bags & Ties		1,184	2,166	3,000	1,500	(1,500)	-50.00%
509-2312-482.80-05	Fuel/Lubricants		2,896	4,235	2,940	4,800	1,860	63.27%
509-2312-482.80-10	Vehicle Maintenance		31,456	24,517	31,533	21,009	(10,524)	-33.37%
509-2312-482.80-20	Electric Charges		1,896	2,164	2,800	3,200	400	14.29%
509-2312-482.80-40	Water Usage Charges		160	159	300	300	-	0.00%
509-2313-482.11-01	Salary Full Time		55,424	56,058	57,070	58,782	1,712	3.00%
TEXT		**TEXT AMT**						
OFFICE MANAGER 33%								
CUSTOMER SERVICE REPRESENTATIVE 33%								
UTILITY BILLING CLERK (2) 33%								
509-2313-482.11-05	Overtime		208	34	400	400	-	0.00%
509-2313-482.21-01	Health Insurance		9,443	8,796	9,007	9,097	90	1.00%
509-2313-482.21-03	Dental Insurance		589	589	607	653	46	7.58%
509-2313-482.21-04	Vision Insurance		106	106	113	113	-	0.00%
509-2313-482.22-01	Social Security Taxes		3,296	3,404	3,563	3,671	108	3.03%
509-2313-482.22-02	Medicare Contributions		771	796	833	859	26	3.12%
509-2313-482.23-02	Civilian Pension		3,705	3,644	3,736	3,848	112	3.00%
509-2313-482.23-04	Deferred Comp		619	658	1,149	1,176	27	2.35%
509-2313-482.31-09	Training		667	596	1,000	1,000	-	0.00%
509-2313-482.31-10	Other Professional Svcs		3,192	3,137	3,500	3,500	-	
509-2313-482.43-01	Office ept. maintenance		1,092	267	2,000	2,000	-	0.00%
509-2313-482.61-05	Postage		20,418	18,253	18,858	20,000	1,142	6.06%
509-2313-482.61-13	Clothing		-	-	280	300	20	7.14%
509-2313-482.66-34	Meter Reading Supplies		18,226	13,995	20,000	20,000	-	0.00%
509-2313-482.68-01	Office, Furniture & Eqpt,		253	-	1,142	1,142	-	0.00%
509-2315-482.70-04	Lease Payments		-	-	415,542	415,542	-	
TEXT		**TEXT AMT**						
PRINCIPAL		401,352						
INTEREST		14,190						

Sanitation Expenses

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
509-2315-482.75-03	Building & Site Improvement		-	-	97,693	-	(97,693)	-100.00%
509-2315-482.75-05	Machinery & Equipment		-	73,872	14,424	350,000	335,576	2326.51%
509-2315-482.75-06	Rolling Stock		24,166	4,597	221,000	185,000	(36,000)	-16.29%
509-2315-482.76-10	Depreciation Expense		222,437	262,534	-	-	-	
TOTAL SANITATION EXPENSES			2,697,028	2,769,498	3,699,785	3,885,947	186,162	5.03%

City of Kirkwood Workers Compensation Fund

Mission Statement

Through the application of sound risk management, procedures, communication, training, and compliance with regulations to reduce workplace injuries and accidents to an absolute minimum and create a safe and healthy working culture and environment for employees.

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

Staffing

The Worker's Compensation Fund maintains one staff position of Safety Director. The Safety Director 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 2010**		**FY 2011**		**FY 2012**		**FY 2013**		**FY 2014**	
	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident	Injury	Incident
Administration	0	0	1	0	0	0	1	0	0	0
Electric	2	1	1	0	2	3	2	0	2	0
Finance	0	0	1	0	0	0	0	0	0	0
Fire	4	5	3	2	3	1	8	1	7	3
Fleet Services	1	1	1	0	2	0	2	0	3	0
Parks	5	0	3	1	4	0	2	0	5	0
Police	5	9	5	12	7	2	12	4	10	0
Purchasing	0	1	0	0	0	0	0	0	0	0
PW - Bldg. Comm.	0	0	2	0	1	1	0	0	0	0
PW – Bldg. Maint.	0	0	0	0	0	0	0	0	0	1
PW - Engineering	0	0	0	0	0	0	0	0	0	0
PW - Street	4	2	1	0	3	0	3	0	5	1
Recreation	0	3	0	0	0	0	2	0	4	1
Sanitation	10	1	4	1	3	3	9	0	2	0
Water	0	0	0	1	0	0	2	2	0	1
Totals	**31**	23	**22**	17	**25**	10	**43**	7	**38**	7

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 2010 and ending with Fiscal Year 2014, are used throughout this report.*** The charts are analyzed by department, utilizing the principles of frequency and severity.

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

Table "A": This table lists the actual number of claims by department in descending order. Chart "A" shows the order of frequency with the Police department with 39 claims, Sanitation department with 28 claims, Fire department with 25 claims, Parks department with 19 claims, and Street department with 16 claims. These five departments will almost always comprise the majority of the claims because they are high-risk categories due to the nature of factors, i.e., labor-intensive, weather conditions, and multiple unexpected occurrences.

Overall Analysis by Department: Frequency

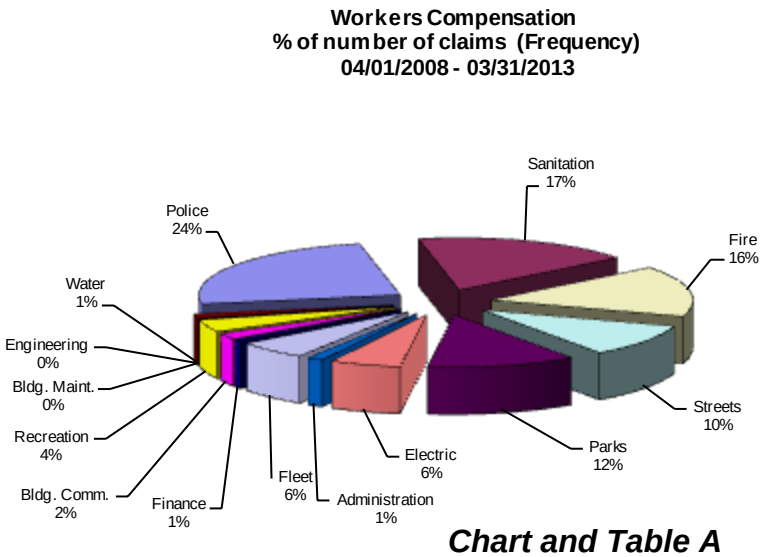


Chart and Table A

WORKERS COMPENSATION
NUMBER OF CLAIMS
04/01/2009 TO 03/31/2014

LOCATION	# CLAIMS
Police	39
Sanitation	28
Fire	25
Parks	19
Street	16
Fleet	9
Electric	9
Recreation	6
Bldg. Comm.	3
Administration	2
Water	2
Finance	1
Bldg. Maint.	0
Engineering	0
Total	159

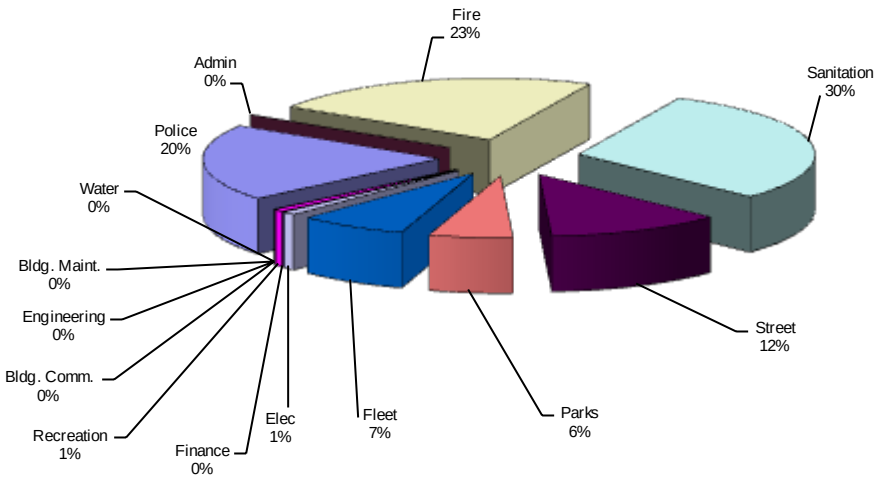
Chart "B": This chart illustrates the percent of severity by department.

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 Sanitation $595,546.00; Fire $453,237.00; Police $396,796.00; Street $237,330.00 and Fleet $146,881.00.

Overall Analysis by Department: Severity



WORKERS COMPENSATION
DOLLARS COST INCURRED
04/01/2009 TO 03/31/2014

LOCATION	CLAIMS $
Sanitation	595,546.00
Fire	453,237.00
Police	396,796.00
Street	237,330.00
Fleet	146,881.00
Parks	113,187.00
Electric	16,850.00
Recreation	12,706.00
Water	634.00
Bldg. Comm.	626.00
Administration	453.00
Finance	226.00
Bldg. Maint.	0.00
Engineering	0.00
Total	1,974,472.00

Chart and Table B

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 NOC"* with 33 claims and incurred dollars of $665,095.00.

The second category is *"Strain by Lifting"* with 14 claims and incurred dollars of $444,341.00.

The third category is *"Absorb/ Ingest/ Inhale"* with 12 claims and incurred dollars of $9,747.00.

The forth category is *"Cut/Puncture/Scrape"* with 11 claims and incurred dollars of $13,101.00.

The fifth category is *"Slip/Trip/Fall"* with 9 claims and incurred dollars of $35,256.00.

City of Kirkwood
Workers Compensation
Top 5 Causes of Injury by Frequency and Incurred dollars
4/1/2009 - 3/31/2014

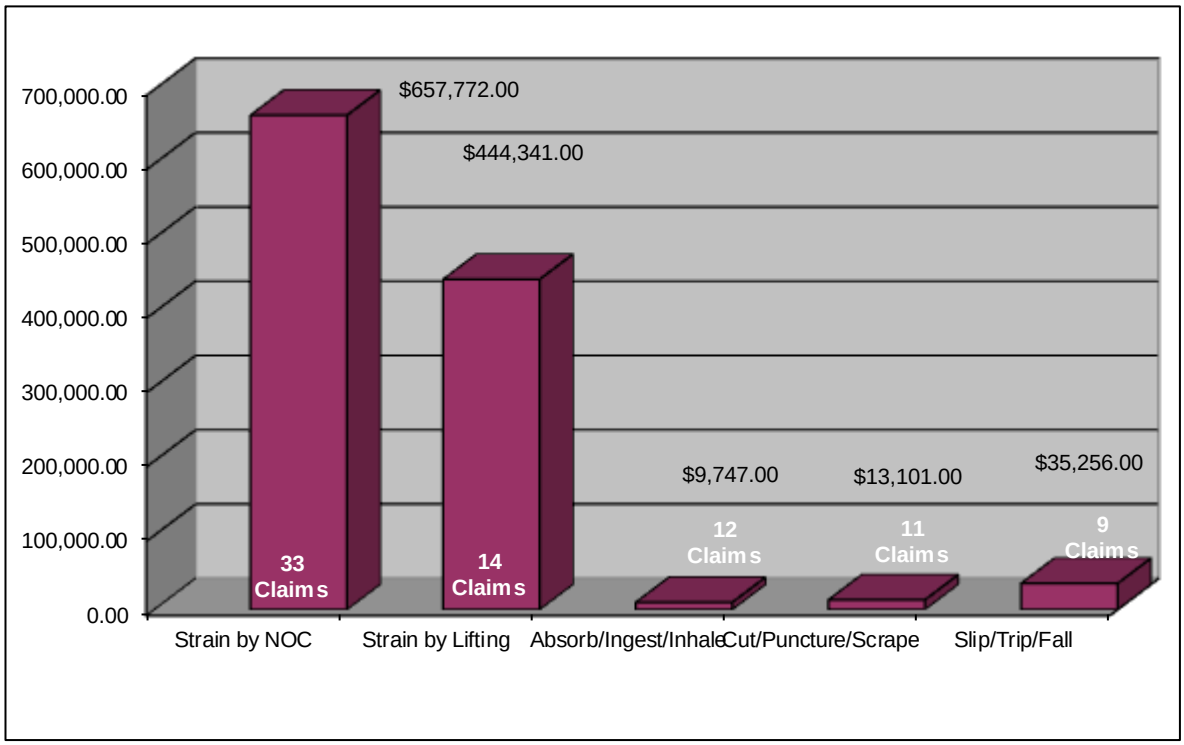


Chart C

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" - $665,095.00
2. "Strain by lifting" - $444,341.00
3. "Strain by holding/Carrying" - $111,265.00
4. "Slip/Trip/Fall" - $35,256.00
5. "Cut/Puncture/Scrape" - $13,101.00

City of Kirkwood
Workers Compensation
Top 5 Causes of Injury by Severity and Incurred dollars
4/1/2009 - 3/31/2014

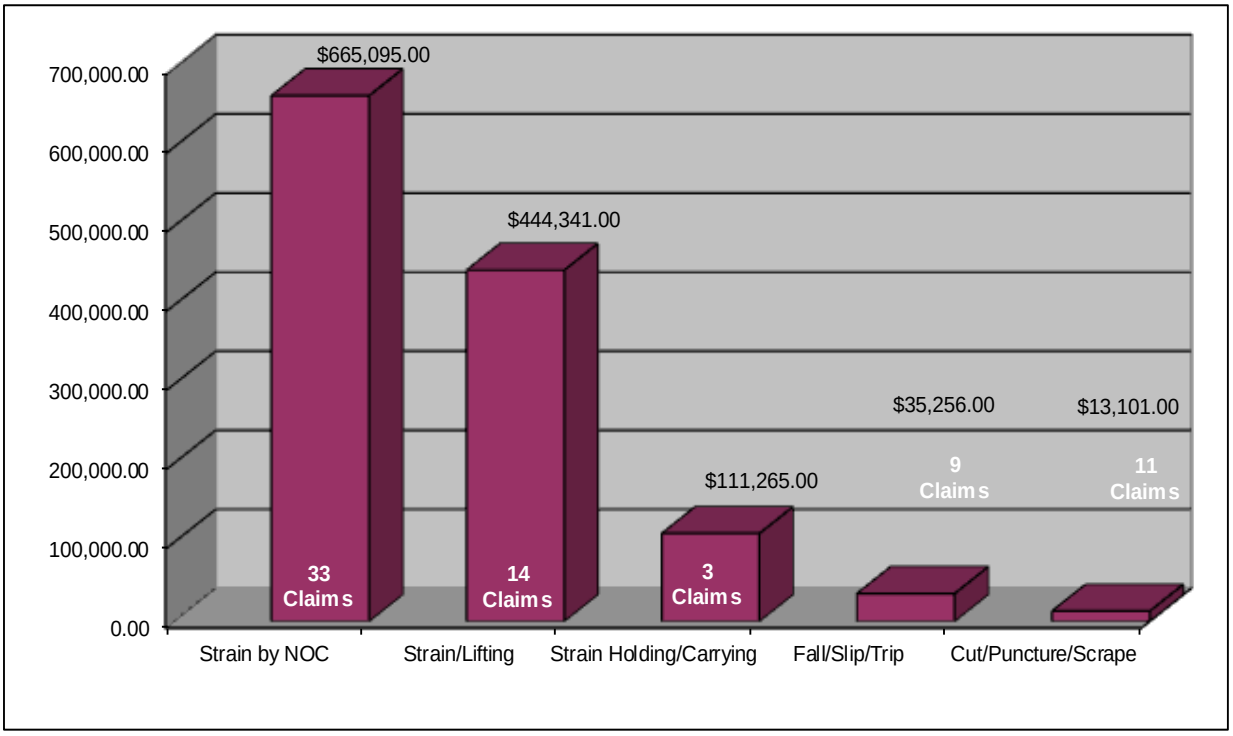


Chart "D"

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.
New ratings are received in late July/early August.

Chart "E" shows Kirkwood's Experience Modification rating. The city is currently rated at 0.77 as of 06/01/2014.

City Of Kirkwood
Workers Compensation
Experience Modification Rating as of 06/01/2014

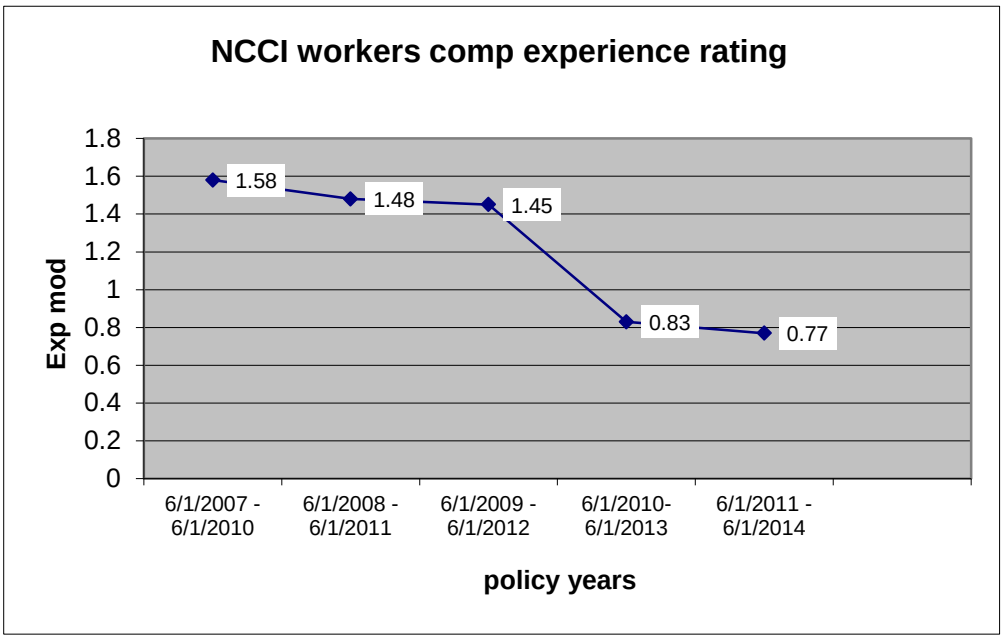


Chart "E"

Workers Compensation

Controlling Costs:

Self Insurance: The City was granted provisional permission to self-insure as of 1 June 2006. The city became fully self-insured for Workers Compensation on 18 August 2008, (effective date 1 June 2006), saving **$11,929,209.00** in conventional premiums over the last six years at an annual savings of **$1,988,202.00** and self-Insured savings for Liability/Auto of **$813,341.00** during the past six years at an annual savings of **$135,557.00**.

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. Meetings are regularly held with the city's third party administrator. The meetings are conducted to review existing claims and determine how best to bring them to timely closure. Litigated cases are also closely monitored.

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

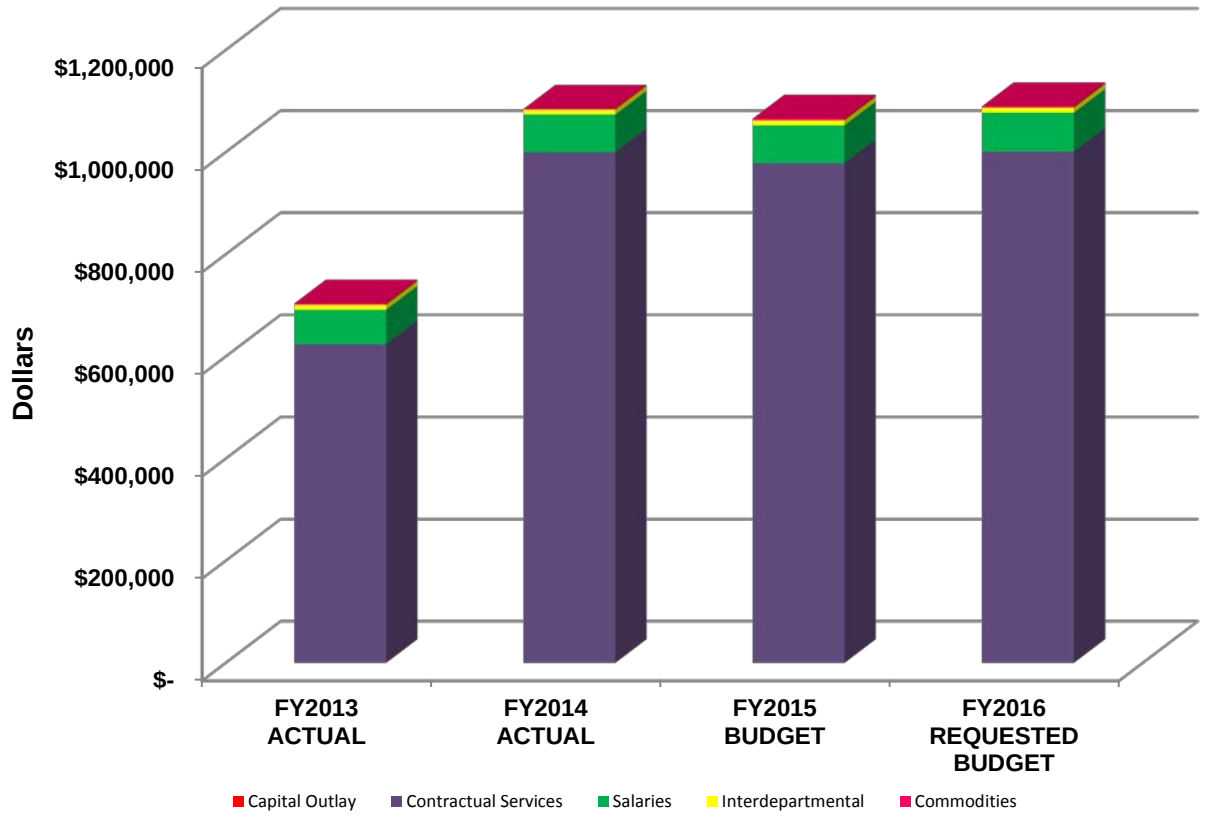
CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
602-0000-361.10-00	Investments		7,817	2,043	5,000	1,100	(3,900)	-78.00%
Investment Income			**7,817**	**2,043**	**5,000**	**1,100**	**(3,900)**	**-78.00%**
602-0000-391.30-70	Services		889,050	894,265	868,057	868,057	-	0.00%
TEXT		**TEXT AMT**						
ADMIN		5,814						
BUILD MAINT		10,736						
BUILD COMM		9,611						
ENGINEERING		6,290						
FINANCE		5,290						
FIRE		149,370						
FLEET		22,728						
MIS		4,500						
PARKS		44,947						
PERSONNEL		1,947						
POLICE		162,137						
PURCHASING		8,551						
RECREATION		21,991						
STREET		126,790						
ELECTRIC		86,264						
WATER		47,894						
SANITATION		151,430						
COUNCIL CLERK		1,767						
Interdepartmental Revenue			**889,050**	**894,265**	**868,057**	**868,057**	**-**	**0.00%**
Total Revenue Before Other Financing Sources			**896,867**	**896,308**	**873,057**	**869,157**	**(3,900)**	**-0.45%**
602-0000-392.20-00	Insurance Proceeds		-	-	-	-	-	
Other Financing Sources			**-**	**-**	**-**	**-**	**-**	
TOTAL REVENUE AND OTHER FINANCING SOURCES			896,867	896,308	873,057	869,157	(3,900)	-0.45%

Workers Compensation Revenue

CITY OF KIRKWOOD, MISSOURI
WORKERS COMPENSATION OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	58,836	64,177	63,822	65,737
Social Security	3,742	3,943	3,957	4,076
Medicare	875	922	926	954
Civilian Pension	3,868	3,926	4,149	4,274
Deferred Compensation	520	544	1,277	1,315
Total Personnel Services	67,841	73,512	74,131	76,356
Contractual Services	623,313	999,688	977,810	1,000,510
Commodities	2,440	1,355	3,300	2,615
Capital Outlay	223	213	500	250
Interdepartmental Charges	10,000	10,000	10,000	10,000
TOTAL WC BUDGET	703,817	1,084,768	1,065,741	1,089,731

Workers Compensation Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
602-3111-442.11-01	Salary Full Time		58,836	64,177	63,822	65,737	1,915	3.00%
602-3111-442.21-02	Claims Expense		239,039	539,483	500,000	500,000	-	0.00%
TEXT		TEXT AMT						
PAYMENTS RELATED TO CARE OF EMPLOYEES FOR ON THE								
JOB INJURIES								
602-3111-442.22-01	Social Security Taxes		3,742	3,943	3,957	4,076	119	3.01%
602-3111-442.22-02	Medicare Contributions		875	922	926	954	28	3.02%
602-3111-442.23-02	Civilian Pension		3,868	3,926	4,149	4,274	125	3.01%
602-3111-442.23-04	Deferred Comp		520	544	1,277	1,315	38	2.98%
602-3111-442.31-07	Medical Examinations		6,342	6,971	7,000	7,000	-	0.00%
602-3111-442.31-09	Training		1,111	781	1,000	1,000	-	0.00%
602-3111-442.31-10	Other Professional Svcs		7,414	47,612	45,000	50,000	5,000	11.11%
602-3111-442.52-11	Work. Comp. Premium		304,694	329,152	334,000	346,000	12,000	3.59%
602-3111-442.53-01	Telephone		1,144	1,586	1,500	1,600	100	6.67%
602-3111-442.58-02	Travel Other		3,592	3,799	4,310	4,910	600	13.92%
602-3111-442.61-01	Office supplies		322	310	325	340	15	4.62%
602-3111-442.61-11	Food		511	167	1,000	600	(400)	-40.00%
602-3111-442.64-01	Dues		100	-	275	275	-	0.00%
602-3111-442.64-02	Publications		115	99	200	200	-	0.00%
602-3111-442.68-01	Office, Furniture & Eqpt,		223	213	500	250	(250)	-50.00%
602-3111-442.69-05	Service Awards		1,392	779	1,500	1,200	(300)	-20.00%
602-3111-442.80-60	Admin., Clrk, & Acct.		10,000	10,000	10,000	10,000	-	0.00%
602-3112-442.31-10	Other Professional Svcs		59,977	70,304	85,000	90,000	5,000	5.88%
TEXT		TEXT AMT						
PROPERTY/AUTO CLAIMS ADMINISTRATION AND DEFENSE								
TOTAL WORKERS COMPENSATION EXPENSES			703,817	1,084,768	1,065,741	1,089,731	23,990	2.25%

Workers Compensation Expenses

City of Kirkwood 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 241 vehicles and heavy/light equipment. In addition to inventoried equipment. Fleet is accountable for completing the maintenance on various pieces of portable equipment. The range of vehicles/equipment begins with small items such as a chainsaw and progresses through vehicles as large as the Fire Department's 100' Aerial Ladder truck. Our hours of operation are from 6:30 AM until 3:30 PM, Monday through Friday with on-call emergency operations available twenty-four hours a day, seven days a week. Preventative maintenance, warranty management, licensing/title administration, record keeping, and assisting with Purchasing's auctions and bids are also key services executed by Fleet.

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

Performance Measures

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

Staffing Levels

The Fleet Services Department is staffed as follows:

Title	FY10	FY11	FY12	FY13	FY14
Director of Fleet Services*	0.5	1.0	1.0	1.0	1.0
Service Writer	1.0	1.0	1.0	1.0	1.0
Technicians	5.0	5.0	5.0	5.0	5.0
Customer Service Representative**	0.33	0.33	0.33	0.0	0.0
TOTAL	**6.83**	**7.33**	**7.33**	**7.0**	**7.0**

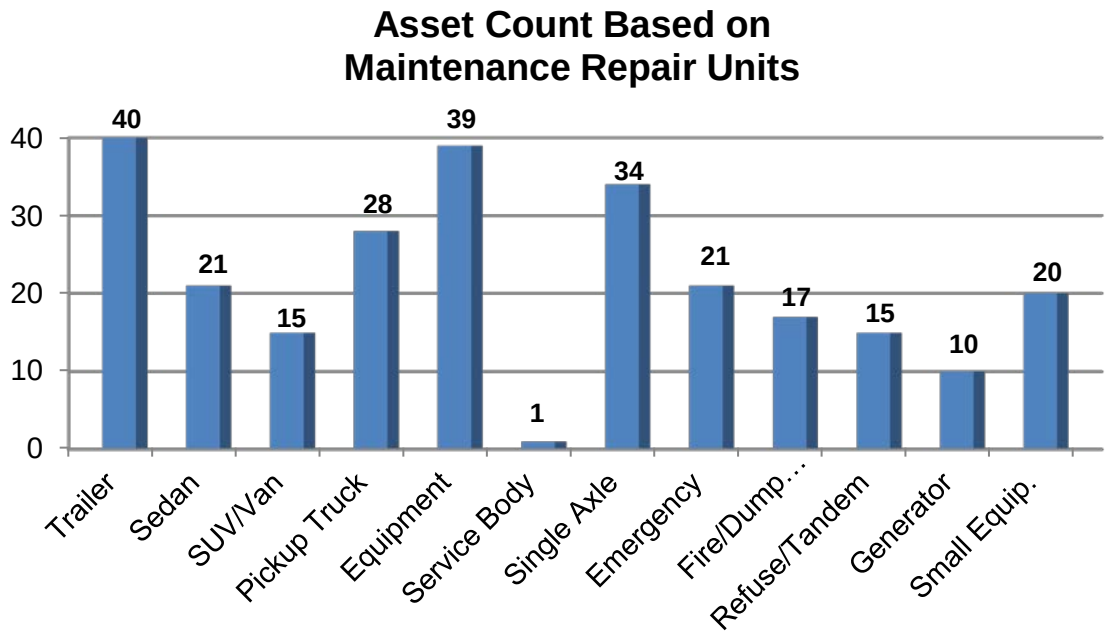
* FY09/FY10 Director's position was allocated 50% Building Services
** Customer Service Representative worked 66.66% for the Sanitation Division and was eliminated in FY13

Staffing Levels (continued)

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

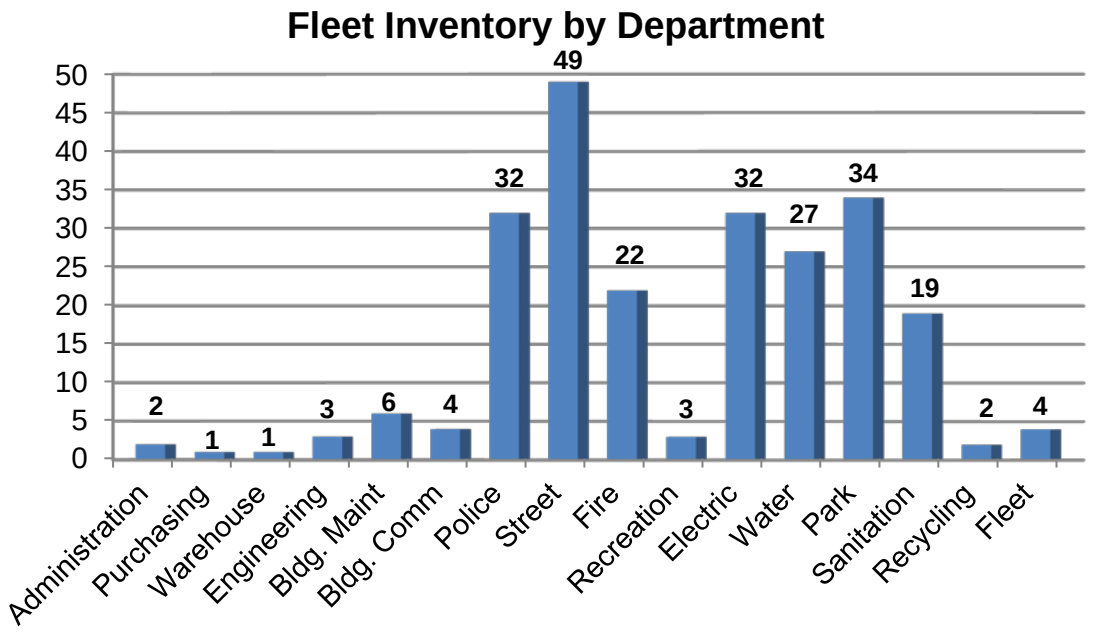
To calculate the MRU for the City of Kirkwood's assets, Fleet had to first assign a Vehicle Equivalency Unit (VEU) to each vehicle, equipment and small equipment accounts that are in our asset inventory. The VEU is a system that has been used to compare the various types of vehicles and equipment that today's fleets encounter. It assigns a value by analyzing the asset and their maintenance burden against the common sedan. For example the sedan is a baseline of one (1) VEU, because it generally requires the least amount of maintenance, and based on the maintenance history to that of a tandem dump truck the VEU is ten (10). When all of the assets and small equipment accounts are added, the City of Kirkwood's Vehicle Equivalency Rate is 829.87.

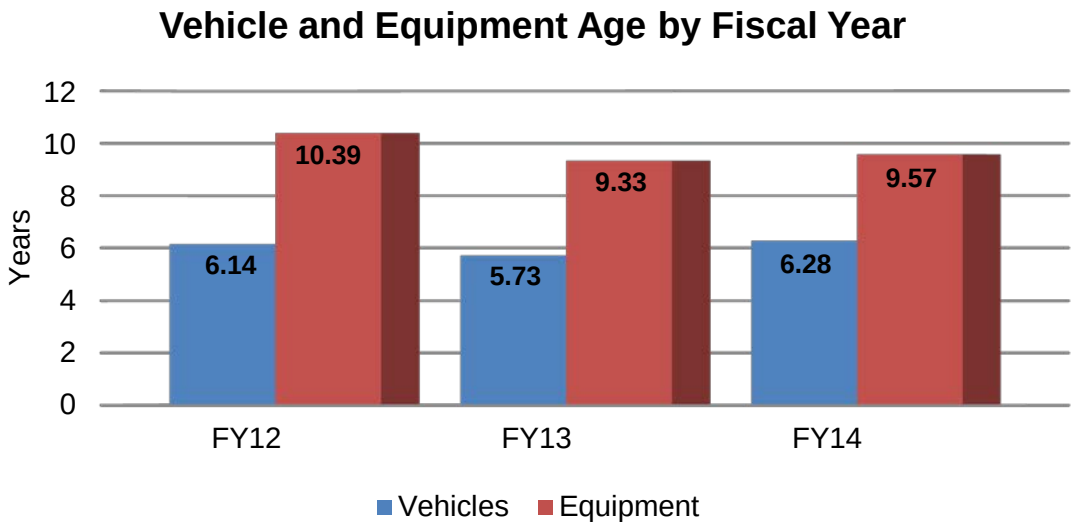
The MRU is then calculated by totaling the assigned Vehicle Equivalency Units (VEU) of all assets (829.87); multiplying the direct labor hour's equivalent (13.87), multiplying by the last fiscal year's percentage of in-house repairs (97.3%) and dividing the number of estimated annual labor hours per technician (1430). This calculation, with small equipment included, validates the requirement for 7.83 technicians to maintain our current fleet.



Vehicles and Equipment Inventory Level

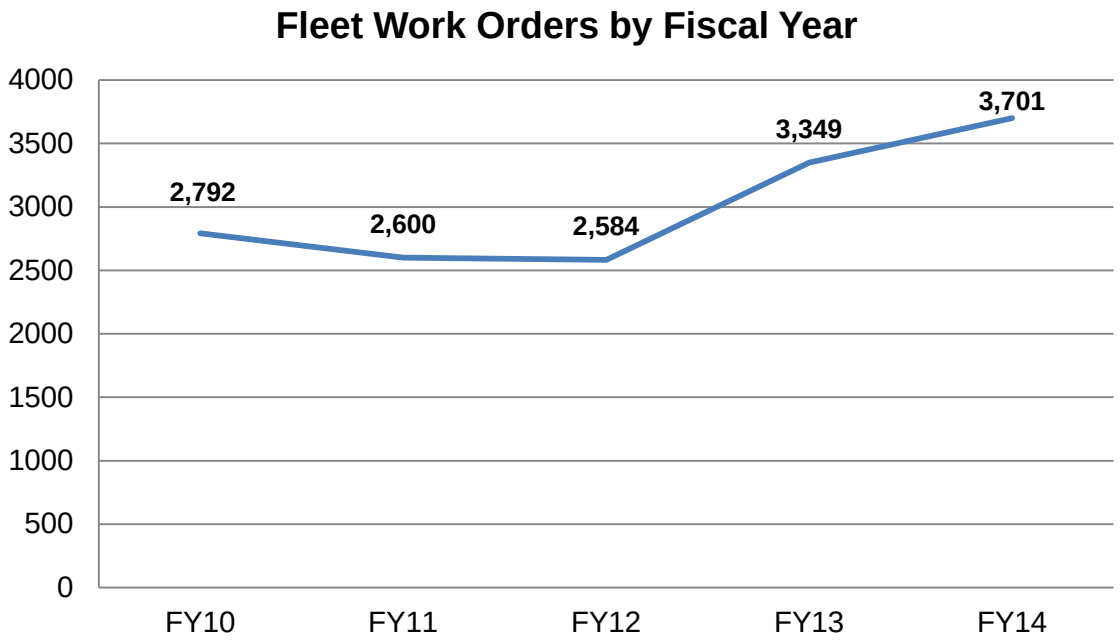
Fleets are established and grow based on the mobility needs of an organization. The size and composition of the fleet is based on the actual needs of and changes to the organization. Annual utilization and cost analysis reports are completed validating a current or adjusted replacement schedule. Replacement 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 increasing repair costs and downtime.





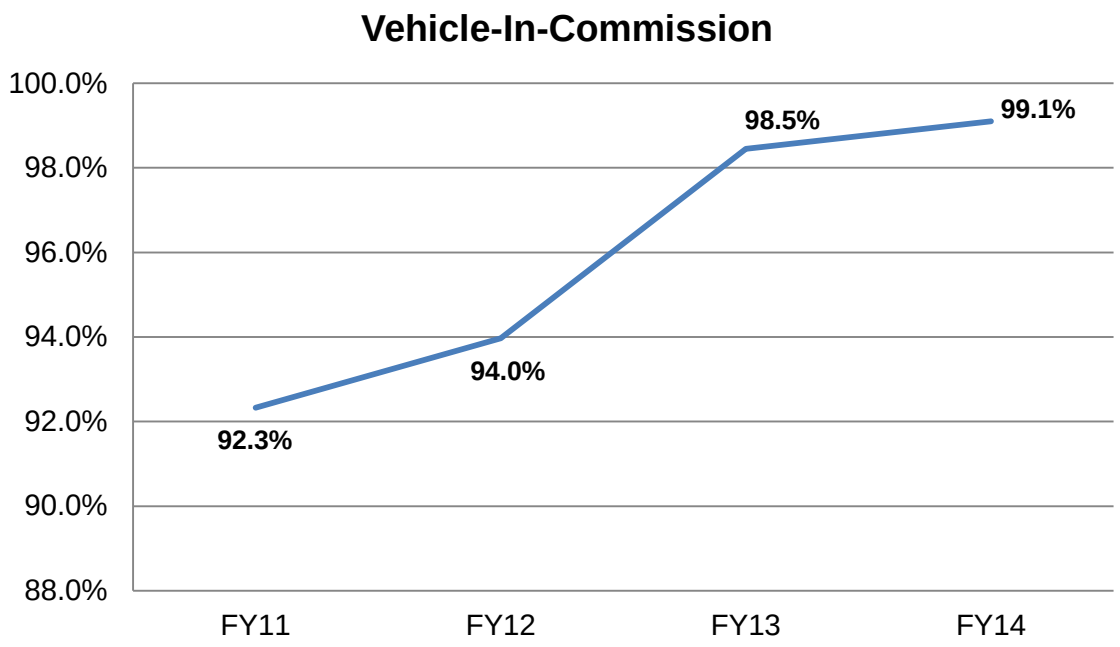
Work Orders

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; sustains operational life and helps safeguard value. Recent improvements to the repair order entry process created an expected increase in overall work orders thereby increasing the accuracy of future budgets.



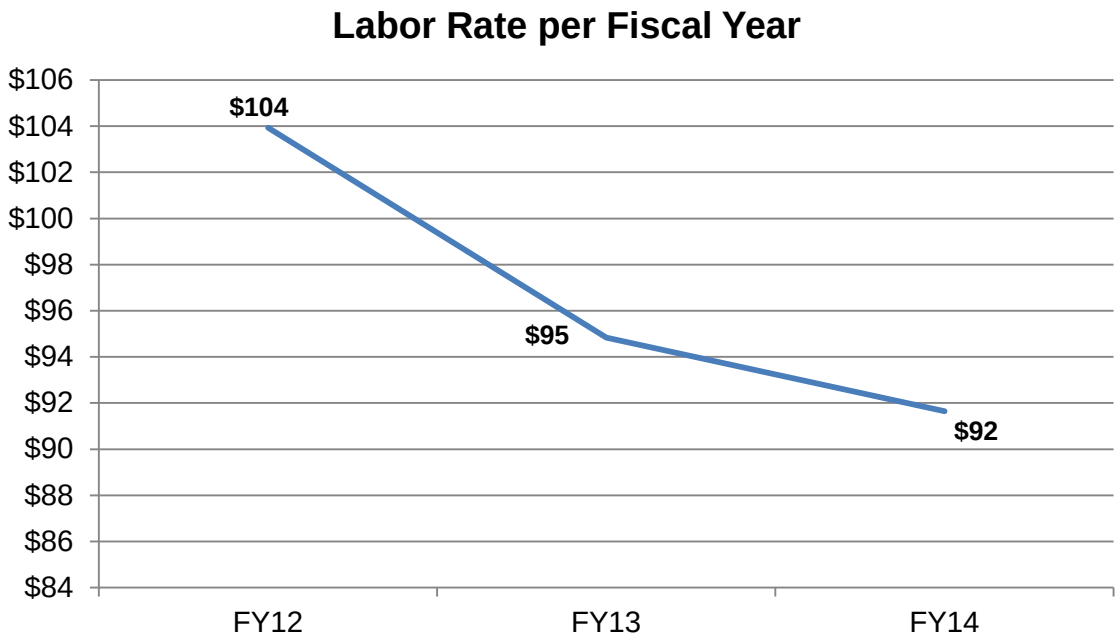
Vehicle-In-Commission Rating

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 a quarterly basis.



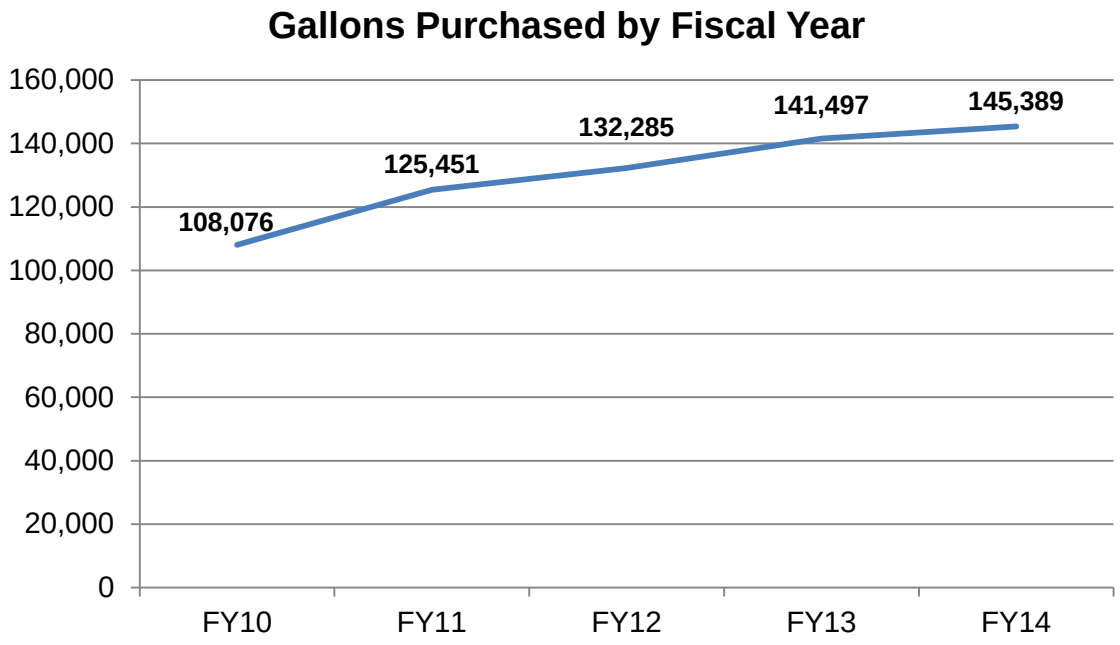
Labor Rate

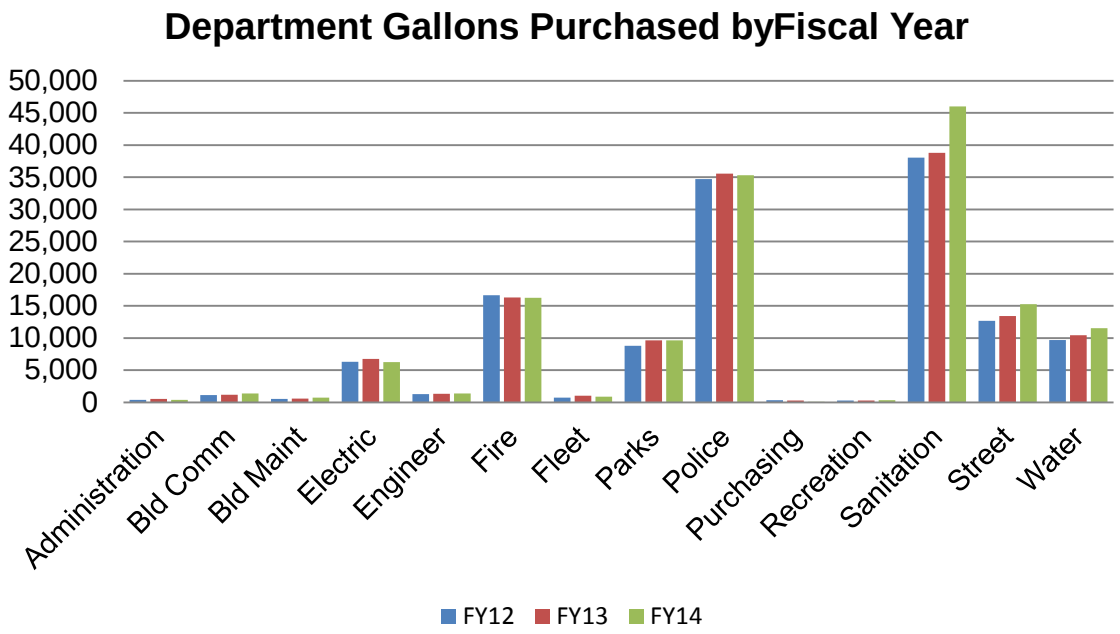
To capture all costs associated with operating the Fleet Services Department, a rate structure was developed to support our cost charge-back, or labor rate, method. The labor rate represents our fully allocated costs for providing an hour's worth of maintenance and repair to end users. These rates can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



Fuel Utilization

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

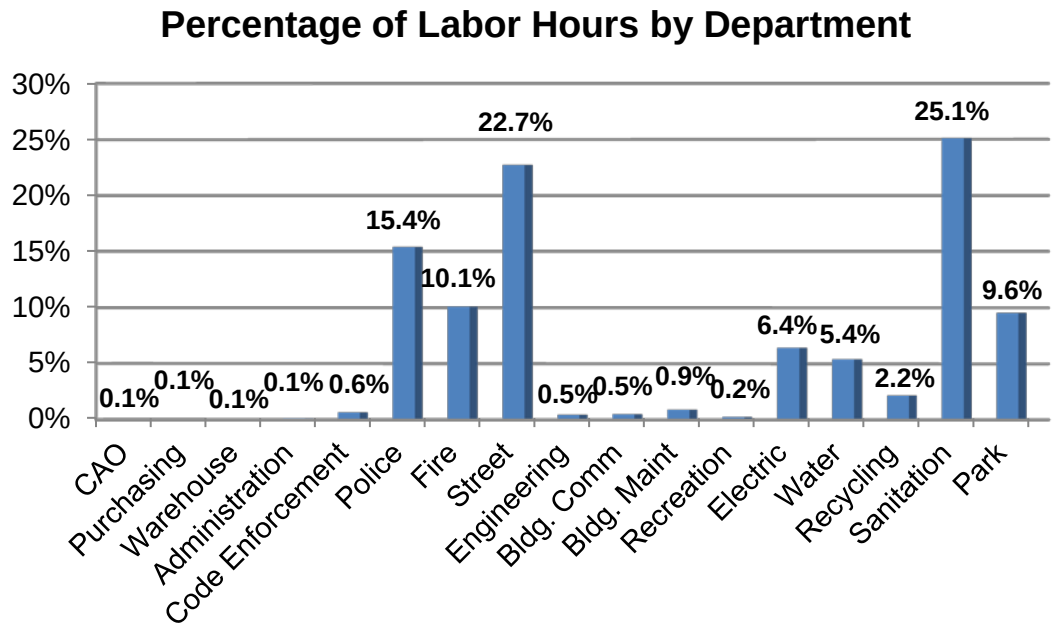




Ownership Costs

The average ownership costs of operating the City's fleet of vehicles and equipment is $5,720 per unit. The American Automobile Association cost of ownership, based on 15,000 miles a year for 2013, is $6,967 for a small sedan, $9,151 for a medium sedan, $11,248 for a large sedan, $9,795 for a minivan and $11,599 for a four wheel drive SUV. In addition to repairs and fuel, Fleet Services includes accident charges in cost of ownership. Even with this variable, our annual operating cost is significantly lower than that of a small sedan.

Fleet Services provides a repair cost analysis for vehicle and equipment maintenance by department. The percentage is calculated by the labor hours performed for each department, including accidents, divisible by the overall charges experienced by Fleet Services. The following chart shows the FY14 percentage of labor hours per department as reported in H.T.E.



City of Kirkwood 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 3 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 a chargeable asset. The Fleet Services' expenses are then allocated to the various departments/funds based on utilization from the previous fiscal year. Departmental utilization, provided by HTE, is translated to a percentage, proportioned to the overall Fleet charges and then multiplied by the fiscal year requested budget. Beginning with FY13, Fleet Services has offered its expertise to neighboring municipal fleets. The City of Rock Hill has continued to request assistance in completing major repairs on its Public Works' assets. The Fleet Services Department realized revenue of $8,354 for repairs completed throughout FY14.

	FY 2011	FY2012	FY2013	FY2014
Administration	**$10,924**	**$5,471**	**$7,711**	**$5,069**
Purchasing	**$2,042**	**$1,649**	**$1,197**	**$0**
Warehouse				**$513**
Engineering	**$5,116**	**$5,730**	**$6,129**	**$5,639**
Building Maintenance	**$3,519**	**$2,140**	**$3,606**	**$6,132**
Building Commissioner	**$7,821**	**$8,336**	**$17,411**	**$10,000**
Police	**$169,978**	**$174,715**	**$222,409**	**$175,029**
Street	**$206,273**	**$187,069**	**$190,870**	**$179,168**
Fire	**$136,685**	**$138,044**	**$127,400**	**$126,941**
Recreation	**$2,403**	**$2,805**	**$2,907**	**$2,301**
Electric	**$55,598**	**$42,275**	**$59,996**	**$61,846**
Water	**$55,101**	**$54,938**	**$71,250**	**$58,169**
Parks	**$65,685**	**$69,744**	**$85,027**	**$74,212**
Sanitation	**$206,658**	**$202,855**	**$209,048**	**$187,421**
Recycling	**$6,899**	**$9,067**	**$31,456**	**$31,037**
Total Budgeted	**$934,702**	**$904,839**	**$1,038,973**	**$923,477**

City of Kirkwood Fleet Services

City of Kirkwood's Asset Inventory

Department	Reference Number	Equipment Number	Description	Year	VIN / Serial Number	Manufacturer	Machine Class	SUB Category	Years in Service	Purchase Price
ADMIN	5198	235	Generator	1998	394745	KOH	MI	GE	15.83	$11,257.00
CAO	5100	541	FORD ESCAPE XLT, 4WD	2012	1FMCU9D78CKA77412	FRD	A	FD	2.50	$20,718.00
PURCHASING	5500	383	IMPALA SEDAN (SRO CAR)	2004	2G1WF55K549380831	GM	A	FD	9.92	$16,731.84
WAREHOUSE	5424	546	DOOSAN FORKLIFT - GC25E-5	2012	NV-00276	DOO	MI	FO	2.33	$19,740.00
POLICE	5900	524	TAHOE 2WD 5.3 (CHIEF)	2011	1GNLC2E08BR259768	GM	SUV	2W	3.00	$23,883.00
	5902	247	RADAR TRAILER	1998	1Z9VC0518VD035511	APP	TR	TC	16.17	$13,275.00
	5904	525	ESCAPE 4DR	2011	1FMCU9DG0BKB85442	FRD	SUV	4WD	3.00	$19,713.00
	5905	434	MOTORCYCLE	2006	1HD1FMW1X6Y701227	HAR	MC		7.75	$16,500.00
	5906	6	74-OHV 74 CI MOTORCYCLE	1968	68FL 10737	HAR	MC		46.00	$2,125.00
	5907	435	MOTORCYCLE	2006	1HD1FMW186Y702599	HAR	MC		7.75	$16,570.00
	5908	551	2012 FORD ESCAPE XLT 4WD	2012	1FMCU9DG7CKB91241	FRD	SUV	4WD	2.08	$19,616.00
	5909	568	2013 FORD FUSION SE HYBRID FWD	2013	3FA6P0LU7DR262968	FRD	A	FD	0.92	$23,764.00
	5910	550	ESCAPE 4WD 3.0L	2012	1FMCU9DG9CKB69094	FRD	A	4W	2.25	$19,868.00
	5911	590	2014 FORD FUSION HYBRID	2014	3FA6P0UU9ER259814	FRD	A	FD	0.17	$23,146.00
	5912	448	TAURUS SILVER	2007	1FAFP53U77A203964	FRD	A	FD	6.50	$11,037.00
	5913	13	TRAILER & ONAN GENERATOR	1965	K760188539	SEA	TR	GE	48.75	$900.00
	5914	509	TAHOE BLACK	2010	1GNMCAE08AR225035	GM	SU	2W	3.75	$24,253.00
	5916	508	TAHOE WHITE	2010	1GNMCAE08AR230624	GM	D	2W	3.75	$24,254.00
	5920	510	IMPALA SEDAN	2010	2G1WD5EM2A1242441	GM	A	FD	3.75	$19,490.00
	5921	511	IMPALA SEDAN	2010	2G1WD5EM8A1242945	GM	A	FD	3.75	$19,490.00
	5926	315	F150 4X2 PICK UP	2002	1FTRX17LX2NA28094	FRD	A	2W	12.50	$19,034.00
	5927	440	CHARGER SE/SCT K-9	2007	2B3KA43G97H713282	DG	A	RD	6.50	$17,200.00
	5929	224	SAVANA TG3140 5.7 EVIDENC	1999	1GTHG35R2X1084527	GM	V	UT	15.33	$21,843.00
	5931	40	MODEL "A" PADDY WAGON	1930	A3892274	FRD	ST	PW	36.00	$5,000.00
	5932	528	TAHOE	2011	1GNLC2E07BR282118	GM	SUV	2W	3.00	$25,158.00
	5933	581	CHEVROLET TAHOE 4X2	2014	1GNLC2E0XER150510	GM	SUV	2W	0.42	$26,421.00
	5934	529	TAHOE	2011	1GNLC2E01BR283023	GM	SUV	2W	3.00	$25,158.00
	5935	555	CHEVROLET TAHOE 4X2	2012	1GNLC2E04CR226316	GM	SUV	2W	2.08	$25,971.20
	5936	556	CHEVROLET TAHOE 4X2	2012	1GNLC2E02CR228484	GM	SUV	2W	2.00	$25,971.20
	5937	557	CHEVROLET TAHOE 4X2	2012	1GNLC2E03CR224072	GM	SUV	2W	2.00	$25,971.20
	5938	560	2013 FORD EXPLORER INTERCEPTOR	2013	1FM5K8AR9DGB40861	FRD	SUV	4W	1.42	$25,791.00
	5939	561	2013 FORD EXPLORER INTERCEPTOR	2013	1FM5K8AR7DGB40860	FRD	SUV	4W	1.42	$25,791.00
	5940	587	2014 FORD EXPLORER INTERCEPTOR	2014	1FM5K8AR8EGB25477	FRD	SUV	4W	0.25	$26,258.00
	5941	588	2014 FORD EXPLORER INTERCEPTOR	2014	1FM5K8AR6EGB25476	FRD	SUV	4W	0.25	$26,258.00
	5945	484	POLICE INTERCEPTOR 3.9	2009	2G1WS57M991283048	GM	A	FD	4.83	$19,502.00
	5998	20	STATIONARY GENERATOR	1992	290685	KOH	MI	GE	21.92	$11,257.00
FIRE	1500	549	TAHOE 4WD 5.3	2012	1GNSK2E08CR188264	GM	SU	4W	2.25	$24,273.00
	1501	523	TAHOE 5.3	2011	1GNSK2E05BR246300	GM	SU	4W	3.08	$29,949.00
	1502	465	DURANGO	2007	1D8HB48P57F536439	CHY	SU	4W	5.83	$19,007.50
	1503	325	EXPLORER 4.0 4WD	2002	1FMZU73E22ZB99686	FRD	SU	4W	11.92	$25,244.00
	1514	441	PACK MULE PUMPER	2005	4P1CA01S15A00505016	PIE	ST	RD	6.50	$375,000.00
	1517	492	AMBULANCE 6.6	2008	1GBE4V1958F407538	GM	FA	AM	7.42	$168,801.00
	1519	520	F250 PICKUP 4W 6.2	2011	1FTBF2B66BEB81650	FRD	PU	4W	3.17	$20,856.00
	1524	488	QUANTUM PUMPER	2008	4P1CU0H08A008795	PIE	FA	RE	4.67	$501,132.00
	1527	493	AMBULANCE 6.6	2008	1GBE44V1938F404590	GM	FA	AM	4.42	$168,801.00
	1535	513	100' AERIAL TRUCK	2009	4P1CVO1H79A010395	PIE	FA	BU	3.92	$627,330.00
	1537	319	RESCUE AMBULANCE (1517)	2001	1FVABPBW32HJ71889	FRL	FA	RE	12.33	$142,840.00
	1539	326	MINI PUMPER 7.3	1999	1FDXF47F3XEE73558	FRD	ST	PU	12.08	$54,000.00
	1580	515	SCIZZOR LIFT	2005		JLG	MI	MI	3.67	$4,295.00
	1581	516	10' TILIT BED TRAILER	2006	1R8EZ151XMU169927	REG	TR	MI	3.67	$995.00
	1583	427	GENERATOR (HOUSE 1)	2004	166678/31	OLP			8.92	$0.00
	1589	532	GATOR 6X4	1998	W006X4D006258	JD	G	AT	3.00	$5,525.00
	1594	249	FD9801 740 PUMPER	1998	4P1CT02S3XA000880	PIE	ST	PU	16.25	$475,000.00
	1595	369	GENERATOR (HOUSE 2)	2002	07-515	SPR	MI	GE	10.92	$0.00
	1596	533	ENCLOSED CARGO TRAILER	2011	5RTBE1622BD022360	LRK	TR	TL	3.08	$4,600.00
	1597	312	RESCUE AMBULANCE (1516)	2001	1FVABPBW41HH57518	FRL	ST	RE	12.67	$142,840.00
	1598	394	GENERATOR (HOUSE 3)	2004	0000KB8D00399	CAT	MI	GE	10.00	$0.00
	15HM	464	HAZMAT TRUCK	2007	1GDJ6C1337F413577	GM	FA	2W	5.83	$0.00

City of Kirkwood Fleet Services

City of Kirkwood's Asset Inventory (cont.)

Department	Reference Number	Equipment Number	Description	Year	VIN / Serial Number	Manufacturer	Machine Class	SUB Category	Years in Service	Purchase Price
STREET	6101	422	PAVEMENT CUTTER	2005	SERIAL NUM: 054119	CRA	C	PC	8.42	$7,495.00
	6102	499	SWEEPER	2009	4GTM7F1B99F700043	ISU	D	SW	4.17	$190,402.15
	6103	368	BUCKET TRUCK	2003	1FVACXAK34HM76548	FRL	ST	BU	10.42	$110,725.00
	6104	559	2012 WAKER ROLLER RD16	2012	20118929	WAC	C	RO	1.50	$22,174.00
	6105	387	1/2T BI-FUEL SUPERCAB P/U	2004	2FTPX17Z64CA63493	FRD	PU	2W	9.75	$23,026.00
	6106	574	2014 F250 EXTENDED CAB 4X4	2014	1FT7X2B66EEA16723	FRD	PU	4W	0.58	$24,619.00
	6109	538	18" COLD PLANER ATTACHMENT	2010	CL1960	COM	ATT		3.58	$11,690.00
	6110	479	SKID STEER S185	2009	A3L935977	BOB	C	SL	4.83	$22,550.00
	6114	309	CREW CAB PICKUP 5.4L	2001	1FTNW21L11ED79569	FRD	PU	2W	12.75	$25,306.00
	6115	314	1/2 TON 4X2 S/C PICKUP	2002	1FTRX17L82NA28093	FRD	LT	2W	12.50	$19,034.00
	6116	355	F350 1-TON DUMP 7.3TURBO	2003	1FDWF36F83EA65560	FRD	D	1Y	11.25	$29,846.75
	6117	353	F350 1-TON DUMP 7.3TURBO	2003	1FDWF36FX3EA65561	FRD	D	1Y	11.33	$29,846.75
	6119	354	F350 1-TON DUMP 7.3TURBO	2003	1FDWF36F13EA65562	FRD	D	1Y	11.25	$29,846.75
	6120	374	F650 6.0 DUMP W/CRANE	2004	3FRWF65L74V665329	FRD	D	CR	10.17	$50,834.50
	6121	406	F350 FLATBED 6.0	2005	1FDWF36P05EB32082	FRD	ST	UT	9.25	$28,525.00
	6122	585		2014	1FDRF3G67EEA80310				0.25	$29,836.00
	6129	471	BACKHOE - 410J	2008	70410JX173538	JD	C	LO	5.08	$84,535.00
	6130	544	WHEEL LAODER 544K	2011	1DW544KZCBD639173	JD	C	LO	2.33	$123,522.00
	6131	358	TAR KETTLE	2003	1C9SY101931418047	CRA	TR	DI	10.83	$24,972.00
	6134	330	4-WHEEL UTILITY TRAILER	2002	4JMUS212521012383	DVS	TR	UT	11.67	$1,080.00
	6137	365	SCARIFIER WITH PUSH TRUCK	2002	665.02.07.003	VA	C	MI	10.58	$14,892.00
	6138	166	ARROW BOARD	1996	062096-6	WAN	C	MI	12.75	$5,500.00
	6142	473	FORD F450 4x2 DUMP	2009	1FDAF46Y09EA62422	FRD	D	4Y	4.92	$37,663.00
	6143	474	FORD F450 4x2 DUMP	2009	1FDAF46Y99EA62421	FRD	D	4Y	4.92	$37,663.00
	6145	395	EXPRESS TRAILER FOR CAT	2001	5CVFS18227S010393	NA	TR		9.50	$3,500.00
	6146	539	LIFT TRAILER	2011	5DYAA72L4BC005411	JLG	TR	TL	16.42	$12,830.00
	6151	361	F350 SIGN TRUCK	2003	1FDWF36L43ED59964	FRD	PU	2W	10.75	$17,649.00
	6157	366	HOT TACK SPRAYER	2003	2M9UPS2T83H102031	MEI	C	DI	10.42	$9,988.00
	6158	367	TAILGATE ASPHALT LOADER	2003	320739	PWR	C	DI	10.42	$10,969.00
	6159	446	TRAILER	2007	47329262371000306	CRO	TR		6.50	$6,000.00
	6160	536	52" WALK BEHIND MOWER	2011	2014979660	FER	G	MO	2.83	$5,369.20
	6161	486	52" WALK BEHIND MOWER	2009	2013057452	FER	G	MO	4.58	$6,029.00
	6162	186	TANDEM TRAILER	1984	FT122M7845523A	BRO	TR		16.42	$2,295.00
	6163	517	8' FLATBED TRAILER	2010	4732822021A1000145	CRO	TR	MI	3.67	$5,290.00
	6164	518	8' FLATBED TRAILER	2010	4732822021A1000146	CRO	TR	MI	3.67	$5,290.00
	6165	363	AIR COMPRESSOR	2003	23024	SUL	C	AC	10.67	$10,781.64
	6167	412	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T95V152142	FRD	D	4Y	9.00	$91,334.30
	6168	410	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76TO5V152143	FRD	D	4Y	9.08	$91,334.30
	6169	413	F750 DUMP TRUCK 7.2 LITER	2005	3FRXF76T75V152141	FRD	D	4Y	9.00	$91,134.30
	6172	537	MILLER CURB MACHINE	2011	J13852	MIL	MI	CP	2.67	$7,870.00
	6182	238	VERMEER STUMP CUTTER	1998	IVRN151V7W1000145	VER	G	MI	15.75	$37,500.00
	6184	391	SKID LOADER	2004	525016561	BOB	C	SL	9.67	$20,717.42
	6185	437	280HD BRUSH CHIPPER	2006	*001126	BAN	G	BC	7.58	$47,304.00
	6186	444	T180 SKID STEER	2007	531412426	BOB	C	SL	6.42	$37,925.00
	6187	455	F-750 DUMP TRUCK	2008	3FRXF75D48V689113	FRD	D	4Y	6.08	$93,731.00
	6188	456	F-750 DUMP TRUCK	2008	3FRXF75D88V689115	FRD	D	4Y	6.08	$93,731.00
	6189	457	F-750 DUMP TRUCK	2008	3FRXF75D68V689114	FRD	D	4Y	6.08	$93,731.00
	6190	467	61" RIDING MOWER	2008	2013101878	FER	G	MO	5.58	$7,792.00
	6198	552	2011 CAT GENERATOR D150	2011	CAT00C66KN6D02618	CAT	MI	GE	2.25	$200,000.00
ENG.	5621	352	RANGER, EDGE, 3.0	2003	1FTYR14V53TA01586	FRD	PU	2W	11.33	$15,687.00
	5622	530	FORD F-150	2011	1FTMF1CM4BKD35547	FRD	PU	2W	3.00	$17,208.00
	5628	477	FUSION 3.0 4DR	2009	3FAHP08189R108753	FRD	A	FD	4.92	$17,365.00
B.COMM.	5752	390	TAURUS 3.0	2003	1FAFP55U23G261937	FRD	A	FD	9.75	$10,897.00
	5753	526	FUSION	2011	3FAHP0GA2BR268781	FRD	A	FD	3.00	$15,167.43
	5755	527	FUSION	2011	3FAHP0GA4BR268782	FRD	A	FD	3.00	$15,167.43
	5758	447	TAURUS	2007	1FAFP53U97A203965	FRD	A	FD	6.58	$12,773.00
FLEET	6600	558	2013 FORD EXPLORER 4WD / 4DR	2013	1FM5K8B85DGB08172	FRD	SU	4WD	1.58	$24,253.00
	6601	562	2012 FORD F550 4X2	2012	1FDUF5GY0CEC99923	FRD	D	SE	1.33	$36,083.00
	6605	360	RANGER PICKUP	2003	1FTZR44U83PB57384	FRD	PU	2W	10.75	$14,616.00
	66OC	565	2013 OVERHEAD CRANE	2013		ANY	MI	CR	1.08	$20,965.00
B.MAIN.	5800	452	Silverado, 2500, 2WD	2008	1GCH29K38E153805	GM	PU	2W	6.33	$23,266.00
	5875	280	SKYJACK PLATFORM LIFT	1995	SZ201	SK	C	PL	14.08	$5,316.21
	5881	468	SIL.,4WD,5.3,1500	2009	1GCEK14039Z145767	GM	LT	4W	5.25	$21,782.00
	5882	449	1500 SILVERADO	2008	1GCEC19058E147502	GM	A	RD	6.33	$19,983.00
	5883	469	POLARIS ATV SPORTSMAN 500	2009	4XAMN50A99A543516	POL	C	AT	5.17	$7,258.29
	5884	548	POLARIS ATV SPORTSMAN 500	2012	4XAMH50A3CA365598	POL	G	AT	2.25	$6,200.00

City of Kirkwood's Asset Inventory (cont.)

Department	Reference Number	Equipment Number	Description	Year	VIN / Serial Number	Manufacturer	Machine Class	SUB Category	Years in Service	Purchase Price
REC.	6402	37	ICE RESURFACER	1996	5615-500	ZAM	MI	IR	17.58	$36,500.00
	6403	359	ICE RESURFACER	2003	RM030438203	OLY	MI	IR	10.92	$59,068.00
	6406	487	GRAND CARAVAN SXT 3.8	2009	2D8HN54109R637057	CHY	A	FD	5.58	$24,304.00
ELECTRIC	8101	407	SKID LOADER	2005	525411933	BOB	C	SL	9.25	$49,930.00
	8103	282	EXPLORER 4X4 4.0L	2000	1FMZU73E1YZC49745	FRD	SU	4W	13.67	$25,640.00
	8104	534	F550 BOOM TRUCK	2011	1FDUF5HT1BEB67108	FRD	UTL		3.00	$110,870.20
	8105	589	2014 FORD F550 CRANE TRUCK 6.7	2014	1FDUF5GT0EEA80323	FRD	D	BK	0.17	$89,794.00
	8106	547	AERIAL TRUCK 6.7	2011	1FVACXDT3CDBC6362	FRL	D	BK	2.25	$166,967.00
	8107	131	F250 DUMP	1997	1FDLF47F0VEA52652	FRD	D	3Y	16.42	$28,795.00
	8109	91	AIR COMPRESSOR	1997	270749	ING	C	AC	16.42	$11,300.00
	8110	370	F250 SUPERCAB P/U	2004	1FDNX20L94EB72765	FRD	PU	2W	10.25	$26,380.00
	8111	351	POLE DERRICK TRUCK	2003	1FVABXBS63HK64078	FRL	ST	PO	11.33	$176,325.00
	8112	94	SINGLE AXLE TRAILER	1969	1681	SEA	TR		44.67	$189.47
	8113	96	POLE TRAILER	1970	133058	POW	TR		43.58	$1,950.00
	8114	291	FLATBED TRAILER	2000	1S9UJ1225Y1513311	STW	TR		13.33	$2,645.00
	8117	105	TWO REEL TRAILER	1989	1F9RZ1524KV048302	SAU	TR		24.58	$13,301.00
	8121	304	AERIAL PLATFORM TRUCK	2001	1FVABUBV11HJ20170	FRL	ST	BU	12.83	$75,830.50
	8122	296	COMPACT EXCAVATOR	2000	FF035ZX230312	JD	C	EX	13.25	$29,828.00
	8124	273	BUCKET TRUCK-VERSALIFT	2000	3FDWF658XYMA34283	FRD	ST	BU	14.25	$46,200.00
	8125	290	DUMP TRUCK 7.3L	2001	1FDXF46F81EA81524	FRD	D	1Y	10.33	$33,677.00
	8127	310	UTILITY BED PICKUP 5.4	2001	1FTNF20L81ED39815	FRD	PU	2W	12.75	$19,648.00
	8128	521	DERRICK MINI DIGGER	2011	1210ET0224	AL	MI	UT	3.17	$126,083.00
	8129	522	TRAILER FOR DERRICK DIGGER	2011	5JWTU182XB1041742	SUR	TR	UT	3.17	$8,650.00
	8130	107	FLATBED TRAILER	1995	1B90S2027SM274001	BRO	TR		19.17	$6,500.00
	8133	375	VACUUM TRAILER	2003	00VT01	TUL	MI		11.17	$25,000.00
	8134	111	POLE TRAILER	1939		MCC	TR		75.17	$49.41
	8135	113	TRANSFORMER TRAILER	1970		HMD	TR		43.25	$9,000.00
	8137	323	2-WHEEL REEL TRAILER	2000	1A9UCO722YE189107	ARN	TR		12.58	$6,950.00
	8141	419	BROOKS BROTHERS TRAILER	2004	1B9US18224M274345	BRO	TR	UT	9.83	$4,847.00
	8142*	292	E450 CUTAWAY VAN 7.3L	2001	1FDXE45F71HA20149	FRD	ST	BU	13.67	$58,800.00
	8143	347	4DR TAURUS 3.0 RED	2001	1FAFP55U91A274670	FRD	A	FD	11.42	$12,500.00
	8144	345	C.V. 4.6 (FORMER 5949)	2003	2FAFP71W43X148990	FRD	A	RD	11.42	$20,328.00
	8145	275	C.V.	2000	2FAFP71W2YX150812	FRD	A	RD	14.00	$20,093.00
	8147	416	IMPALA 3.8 - (5940)	2005	2G1WF55K759304898	GM	A	FD	9.00	$16,663.00
	8198	222	GENERATOR (WAREHOUSE)	1971	273966	ONA	MI	GE	43.08	$2,735.00
WATER	8500	514	ESCAPE XLS 4WD 2.5	2010	1FMCU9C7XAKD40711	FRD	A	4W	3.67	$17,298.00
	8501	442	TRAILER, 18FT FOR BOBCAT	2007	47329242X71000418	CRO	TR		6.42	$5,200.00
	8503	294	CRANE TRUCK 7.3 TURBO DIE	2001	1FDAF56F61EA83235	FRD	ST	CR	13.17	$50,687.00
	8504	563	UTILIMASTER MT55 6.7L	2013	4UZAARDT9DCFA0084	FRL	D	UT	1.17	$118,345.92
	8506	566	JCB MINI EXCAVATOR	2013	1056704	JCB	C	EX	1.00	$47,111.91
	8507	385	8-YD DUMP TRUCK	2004	3FRWF75F34V696884	FRD	D	4Y	12.83	$49,212.40
	8508	497	CARGO VAN 4.6	2010	1FTNE1EW5ADA34276	FRD	A	RD	4.17	$16,836.00
	8509	401	UTILIMASTER	2004	4UZAARBW54CN63729	FRL	D	UT	9.42	$100,960.00
	8510	246	BACKHOE / LOADER	1998	TO310SE85401	JD	C	LO	15.58	$64,420.00
	8511	402	E150 VAN 1/2 TON-(W)	2005	1FTRE14W95HA79349	FRD	V	RD	9.08	$14,958.00
	8512	127	WELDER TRAILER	1983	A1003760	LNC	TR	WE	30.75	$2,275.80
	8514	575	2014 F250 SD WITH UTILITY BODY	2014	1FTBF2A68EEA23123	FRD	LT	2W	0.50	$25,595.00
	8515	129	CONCRETE SAW	1998	290275	FEL	C	CS	15.83	$6,500.00
	8516	324	DUMP TRUCK	2002	1FVABUBV02HK97519	FRL	D	4Y	12.00	$49,256.00
	8517	512	TRANSIT CON VAN 2.0	2010	NM0LS6AN1AT009727	FRD	G	FD	3.75	$19,317.00
	8519	501	FORD F-150 PICKUP TRUCK	2010	1FTMF1CW4AKB55839	FRD	LT	RD	4.08	$16,294.00
	8521	502	FORD F550 DUMP TRUCK	2010	1FDAF5GR3AEB28599	FRD	D	3Y	4.00	$41,880.00
	8522	503	FORD F550 DUMP TRUCK	2010	1FDAF5GR6AEB25900	FRD	D	3Y	4.33	$41,880.00
	8523	586		2014	1FDUF5GY5EEB02974	FRD			0.25	$53,469.00
	8525	403	SD F250 4 X 2 3/4 TN(T)	2005	1FDSF20PX5EA69476	FRD	PU	4W	4.17	$27,028.00
	8526	438	ARROW BOARD	2006	1T9US06106S054272	TEM	C	TC	7.33	$6,400.00
	8528	458	F-250 UTILITY	2008	1FDSW20R68ED09080	FRD	PU	2W	6.08	$32,192.00
	8529	496	ARROW BOARD TRAILER	2009	TMABVA95054534	TEM	TR	TC	4.25	$6,931.91
	8530	472	12' BIG TEX UTILITY TRAILER	2009	16VVX121792A35284	ANY	TR	UT	5.00	$3,150.00
	8597	461	GENERATOR (KIRKWOOD PARK)	2007	4916475	GEN	MI	GE	6.08	$7,265.67
	8598	462	GENERATOR (ESSEX & D.F.)	2007	4916471	GEN	MI	GE	6.08	$7,265.67
	8599	463	GENERATOR (ROSE HILL)	2007	4916472	GEN	MI	GE	6.08	$7,265.67

City of Kirkwood Fleet Services

City of Kirkwood's Asset Inventory (cont.)

Department	Reference Number	Equipment Number	Description	Year	VIN / Serial Number	Manufacturer	Machine Class	SUB Category	Years in Service	Purchase Price
SANITATION	8901	491	2WD CAB CRW, 1500 4.8	2009	3GCEC13C29G257503	GM	LT	2W	4.50	$21,006.00
	8903	483	POLICE INTERCEPTOR 3.9	2009	2G1WS57M691283119	GM	A	FD	4.83	$19,502.00
	8908	338	3/4T 4X4 PICK UP, 5.4L	2003	1FTNF21L73EA65556	FRD	PU	4W	11.50	$21,956.00
	8909	336	3/4T 4X4 PICKUP, 5.4L	2003	1FTNF21L53EA65555	FRD	PU	4W	11.50	$20,373.00
	8910	459	F650 STAKE BODY	2008	3FRXF65D18V688348	FRD	ST	2W	6.08	$61,650.00
	8912	505	REFUSE TRUCK	2011	1FVHCYBS0BDAV2318	FRL	D	RF	3.92	$87,831.00
	8914	506	REFUSE TRUCK	2011	1FVHCYBS9BDAV2320	FRL	D	RF	3.92	$87,831.00
	8917*	454	SILVERADO 1500	2008	1GCEC19058E147905	FRD	PU	2W	6.25	$19,606.00
	8920	576	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9475	FRL	D	RF	0.42	$262,111.00
	8921	577	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9473	FRL	D	RF	0.42	$262,111.00
	8925	578	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9474	FRL	D	RF	0.42	$262,111.00
	8926	542	AUTOCAR REFUSE TRUCK	2012	5VCACD7E0CH213172	ATC	D	SL	2.42	$176,588.00
	8927	543	AUTOCAR REFUSE TRUCK	2012	5VCACD7E0CH213173	ATC	D	SL	2.42	$176,588.00
	8928	579	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9476	FRL	D	RF	0.42	$262,111.00
	8929	580	REFUSE TRUCK 8.3	2014	1FVAG5CY5EHFR9472	FRL	D	RF	0.42	$262,111.00
	8930	571	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X0DM186445	PET	D	RF	0.67	$107,445.00
	8931	582	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X4DM186447	PET	D	RF	0.33	$106,325.00
	8932	584	REAR LOADER W/ARLOCK 8.3	2013	2NP3LN0X5DM186439	PET	D	RF	0.25	$106,325.00
	8940	583	ROLL OFF REFUSE 8.3	2013	2NP3LN0X1DM186440	PET	D	RF	0.33	$106,325.00
RECYCLING	89CB	553	CARDBOARD BALER HCE-60FE-8	2012	1121044				2.08	$92,650.00
	8902	334	SKID STEER LOADER	2002	514450985	ING	SL		12.08	$21,020.00
PARKS	7500	478	MALIBU HYBRID	2009	1G1ZF57519F227379	GM	FD	FD	4.92	$23,950.00
	7501	350	TRACTOR	2002	LV4410H142465	JD	G	FT	11.42	$15,352.24
	7502	540	FORD SUPERCAB F-150	2011	1FTEX1EM2BFC40136	FRD	PU	4W	2.58	$21,180.00
	7503	572	EXPLORER 3.5 4WD RANGER	2014	1FM5K8B0EGA18624	FRD	SU	4W	0.67	$25,679.00
	7506	65	TRAILER / HAY WAGON	1980	22816	SCH	TR	FW	34.17	$695.00
	7507	327	ECONOLINE VAN	2002	1FTSE34LX2HB32297	FRD	V	UT	11.83	$19,163.00
	7508	569	TANDEM AXLE TRAILER	2005	5E6US10225B009173	MA	TR		0.92	$1,000.00
	7510	377	4X4 DUMP TRUCK 6.0L	2004	1FDXF47P74EC14723	FRD	D	1Y	10.00	$39,998.48
	7511	328	4 WHEEL TRUCKSTER	2002	LM16118	TEX	G		12.17	$19,970.00
	7512	489	4-WD, EXT CAB, 2500 PK/UP	2009	1GCHK49K39E155859	GM	LT	4W	4.50	$24,582.00
	7514	259	REFUSE TRUCK	1999	1GDG6C1C0XJ506919	GM	ST	RF	15.08	$55,826.00
	7516	284	GATOR ATV UTILITY VEHICLE	2000	W006X4D011335	JD	G	AT	13.50	$11,525.63
	7517	535	TRACTOR 4320	2011	1LV4320PCBP810137	JD	G	FT	2.83	$23,285.43
	7518	77	SPRAYER	1986	654	MAR	G	MI	27.67	$2,946.91
	7519	554	FORD F-450 DUMP BODY	2012	1FDUF4HY8CEB24148	FRD	D		2.00	$41,474.00
	7520	504	ATV MULE 4X4	2010	JK1AFDG18AB502599	KAW	G	AT	4.00	$11,972.31
	7521	519	F150 PICKUP 5.4 4W	2010	1FTVX1EV2AKE81855	FRD	PU	4W	3.33	$23,797.00
	7522	567	GATOR 4X4	2013	1M0625GSJDM060404	JD	G	AT	1.00	$11,328.45
	7523	202	BBQ TRAILER	1993	7523	HMD	TR		20.58	$500.00
	7524	570	2010 JOHN DEERE MOWER	2010	TC1445D100205	JD	G	MO	0.75	$17,693.26
	7525	376	18' TANDEM TRAILER	2004	4UVPF182X41005762	MAC	TR		10.08	$3,508.00
	7527	337	3/4T 4X4 PICK UP, 5.4	2003	1FTNF21LX3EA65552	FRD	PU	4W	11.50	$21,757.00
	7528	564	F650 XL SUPER DUTY 6.7L	2012	3FRNF6FAXCV353206	FRD	D	DT	1.08	$64,078.00
	7529	270	16' TANDEM AXLE TRAILER	1999	4JLHB182XXGLM6063	LOA	TR		14.83	$3,350.00
	7530	269	SKID LOADER	1999	KV0240A140977	JD	C	SL	14.83	$22,893.64
	7534	182	WALK BEHICND ROLLER	1983	82300603	ESS	C	RO	30.67	$6,717.00
	7536	409	GATOR ATV UTILITY VEHICLE 4X4	2005	XCH3008D019421X	JD	G	UT	9.17	$9,469.00
	7538	423	TUFF VACUUM	2005	26389	AGR	G	LV	8.42	$12,589.00
	7540	436	BRUSH CHIPPER	2006	1VRY11197610007209	VER	G	BC	7.75	$25,600.00
	7541	450	ARBOR TRUCK	2006	1HTMMAAN96H287292	INT	TR	BU	6.42	$97,000.00
	7543	466	SKID LOADER T180	2008	A3LL11013	BOB	G	SL	5.58	$35,554.35
	7544	470	RANGER PICKUP	2009	1FTYR15E29PA30852	FRD	PU	4W	5.08	$19,322.00
	7545	485	FLATBED TRAILER 8'X12'	2009	1S9UJ101091513129	STW	TR	MI	4.75	$1,395.00
	7546	490	FERRIS RIDING MOWER	2009	2013361985	FER	G	MO	4.58	$14,700.00

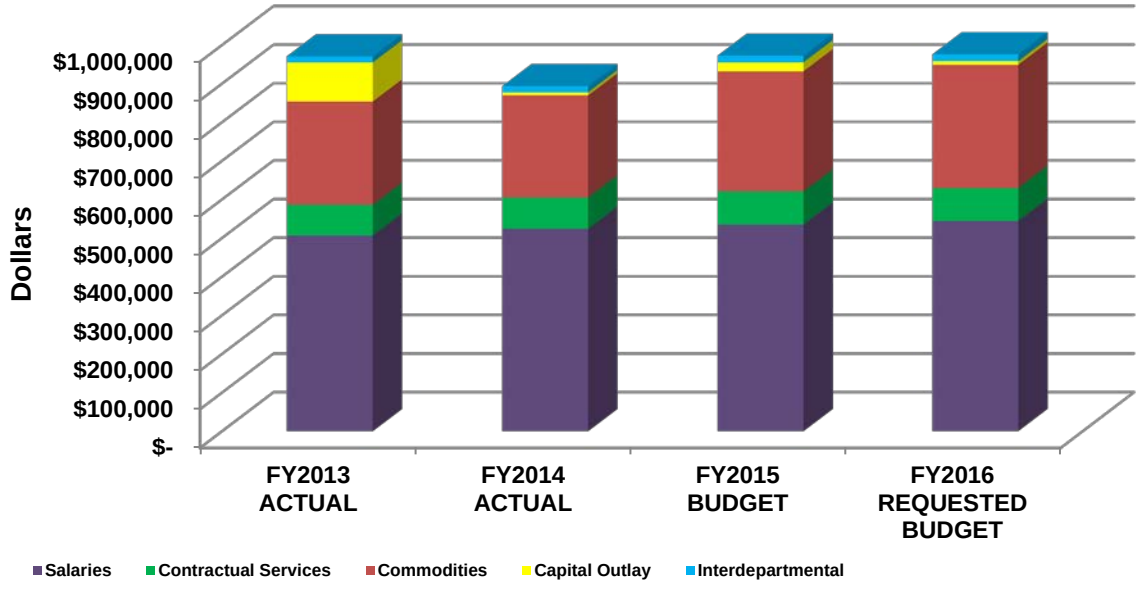
CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
608-0000-336.10-30	Rock Hill		6,337	8,354	-	6,000	6,000	
608-0000-341.30-30	Fleet Services		1,037,192	752,682	945,238	965,264	20,026	2.12%
TEXT		**TEXT AMT**						
ADMIN		1,680						
WAREHOUSE		1,100						
ENGINEERING		4,428						
BLDG MAINT		8,539						
BLDG COMM		4,630						
POLICE		155,636						
STREET		220,516						
FIRE		98,322						
RECREATION		2,391						
ELECTRIC		62,447						
WATER		52,449						
PARKS		88,355						
SANITATION		243,762						
RECYCLING		21,009						
608-0000-341.30-40	Sale of Lubricants		148	236	-	-	-	
Charges for Services			**1,043,677**	**761,272**	**945,238**	**971,264**	**26,026**	**2.75%**
608-0000-361.10-00	Investments		1,504	320	-	-	-	
Investment Income			**1,504**	**320**	**-**	**-**	**-**	
608-0000-380.10-00	Miscellaneous		871	-	-	-	-	
Other Revenue			**871**	**-**	**-**	**-**	**-**	
Total Revenue Before Other Financing Sources			**1,046,052**	**761,592**	**945,238**	**971,264**	**26,026**	**2.75%**
608-0000-392.10-00	Sale of Fixed Assets		491	151	-	-	-	
608-0000-392.20-00	Insurance Proceeds		4,174	1,181	-	-	-	
Other Financing Sources			**4,174**	**1,181**	**-**	**-**	**-**	
TOTAL REVENUE AND OTHER FINANCING SOURCES			1,050,226	762,773	945,238	971,264	26,026	2.75%

Fleet Services Revenues

CITY OF KIRKWOOD, MISSOURI
FLEET SERVICES OPERATING BUDGET SUMMARY
FISCAL YEAR 2015/2016

DESCRIPTION	FY2013 ACTUAL	FY2014 ACTUAL	FY2015 BUDGET	FY2016 REQUESTED BUDGET
Personnel Services				
Salaries				
Full-time Salaries	386,677	398,016	394,387	401,618
Overtime	2,286	1,241	3,000	3,000
Social Security	23,596	23,627	24,638	25,093
Medicare	5,518	5,526	5,763	5,869
Civilian Pension	25,259	24,653	25,831	26,306
Deferred Compensation	2,990	3,512	7,948	8,033
Subtotal Salaries	446,326	456,575	461,567	469,919
Other Benefits				
Health Insurance	56,806	63,522	69,360	70,054
Dental Insurance	3,136	3,123	3,124	3,358
Vision Insurance	557	557	562	562
Unemployment Comp	(640)	-	-	-
Subtotal Other Benefits	59,859	67,202	73,046	73,974
Total Personnel Services	506,185	523,777	534,613	543,893
Contractual Services	79,434	81,075	85,641	85,641
Commodities	268,073	264,538	311,722	319,222
Capital Outlay	101,008	7,944	23,000	9,000
Interdepartmental Charges	15,857	15,823	17,225	18,050
TOTAL FLEET BUDGET	970,557	893,157	972,201	975,806

Fleet Services Budget Summary



CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
608-1703-429.11-01	Salary Full Time		386,677	398,016	394,387	401,618	7,231	1.83%
TEXT		TEXT AMT						
DIRECTOR OF FLEET, FIVE SERVICE TECHNICIANS								
ONE SERVICE WRITER								
608-1703-429.11-05	Overtime		2,286	1,241	3,000	3,000	-	0.00%
TEXT		TEXT AMT						
SNOW REMOVAL REPAIRS & EMERGENCY SITUATIONS								
608-1703-429.21-01	Health Insurance		56,806	63,522	69,360	70,054	694	1.00%
608-1703-429.21-03	Dental Insurance		3,136	3,123	3,124	3,358	234	7.49%
608-1703-429.21-04	Vision Insurance		557	557	562	562	-	0.00%
608-1703-429.22-01	Social Security Taxes		23,596	23,627	24,638	25,093	455	1.85%
608-1703-429.22-02	Medicare Contributions		5,518	5,526	5,763	5,869	106	1.84%
608-1703-429.23-02	Civilian Pension		25,259	24,653	25,831	26,306	475	1.84%
608-1703-429.23-04	Deferred Comp		2,990	3,512	7,948	8,033	85	1.07%
608-1703-429.29-04	Unemployment Comp		(640)	-	-	-	-	
608-1703-429.31-09	Training		4,037	5,911	6,700	6,700	-	0.00%
608-1703-429.42-06	Laundry, towels, etc		3,953	4,709	5,500	5,500	-	0.00%
608-1703-429.43-01	Office ept. maintenance		389	334	1,000	1,000	-	
608-1703-429.43-04	Computer maintenance		25,000	25,000	25,000	25,000	-	0.00%
608-1703-429.43-06	Equipment		6,104	5,076	5,500	5,500	-	0.00%
608-1703-429.52-02	General liability		11,381	11,297	12,190	12,190	-	0.00%
608-1703-429.52-11	Work. Comp. Premium		25,001	25,001	25,001	25,001	-	0.00%
608-1703-429.53-01	Telephone		780	791	700	700	-	0.00%
608-1703-429.53-02	Cellular Telephones		855	664	900	900	-	0.00%
608-1703-429.58-01	Travel		1,191	1,472	2,300	2,300	-	0.00%
608-1703-429.59-02	Lien/Licensing Processing		743	820	850	850	-	0.00%
608-1703-429.61-01	Office supplies		993	840	1,300	1,300	-	0.00%
608-1703-429.61-05	Postage		51	164	100	100	-	0.00%
608-1703-429.61-08	Janitorial supplies		155	158	204	204	-	0.00%
608-1703-429.61-11	Food		95	500	400	400	-	0.00%
608-1703-429.61-13	Clothing		736	952	1,195	1,195	-	0.00%
608-1703-429.62-03	Gas		2,622	3,653	5,000	5,000	-	0.00%
608-1703-429.64-01	Dues		475	479	750	750	-	0.00%
608-1703-429.64-02	Publications		1,666	2,280	3,300	3,300	-	0.00%
608-1703-429.66-07	Safety equipment		4,508	3,126	3,250	3,250	-	0.00%
608-1703-429.66-08	Small tools		3,968	3,298	4,820	4,820	-	0.00%
608-1703-429.66-25	Vehicle Repair/Parts		147,814	144,997	157,403	157,403	-	0.00%
608-1703-429.66-26	Lubricants		9,950	12,552	11,500	11,500	-	0.00%

Fleet Services Expenses

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
608-1703-429.66-27	Tires		62,662	66,791	62,500	70,000	7,500	12.00%
608-1703-429.66-28	Accidents		21,543	14,147	20,000	20,000	-	0.00%
TEXT		**TEXT AMT**						
ACCIDENTS - ALL OPERATING DEPARTMENTS								
608-1703-429.66-99	Other		10,835	10,601	10,000	10,000	-	0.00%
608-1703-429.68-01	Office, Furniture & Eqpt,		419	710	500	500	-	0.00%
608-1703-429.68-02	Machinery & Equipment		3,394	7,234	8,500	8,500	-	0.00%
TEXT		**TEXT AMT**						
REPLACEMENT OF A/C MACHINE								
ADDITIONAL SMALL EQUIPMENT								
608-1703-429.69-04	Contingency		-	-	30,000	30,000	-	0.00%
608-1703-429.75-05	Machinery & Equipment		31,097	-	14,000	-	(14,000)	100.00%
608-1703-429.75-06	Rolling Stock		66,098	-	-	-	-	100.00%
608-1703-429.80-05	Fuel/Lubricants		3,835	2,853	5,000	5,000	-	0.00%
608-1703-429.80-20	Electric Charges		11,122	11,995	11,300	12,000	700	6.19%
608-1703-429.80-40	Water Usage Charges		900	975	925	1,050	125	13.51%
TOTAL FLEET SERVICES EXPENSES			970,557	893,157	972,201	975,806	3,605	0.37%

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CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	**ACCOUNT DESCRIPTION**		**FY13 TWO YEARS AGO ACTUAL**	**FY14 LAST YEAR ACTUAL**	**CURRENT FY ADJUSTED BUDGET**	**FY2015/2016 DEPARTMENT REQUEST**	**$ VARIANCE**	**% VARIANCE**
601-0000-341.50-00	Medical Insurance		2,563,358	2,785,663	2,869,305	2,869,305	-	0.00%
601-0000-341.50-10	COBRA		92,215	97,208	-	90,000	90,000	#DIV/0!
Charges for Services			**2,655,573**	**2,882,871**	**2,869,305**	**2,959,305**	**90,000**	**3.14%**
601-0000-361.10-00	Investment Interest		4,173	1,170	6,000	1,500	(4,500)	0.00%
Interest			**4,173**	**1,170**	**6,000**	**1,500**	**(4,500)**	**0.00%**
601-0000-380.10-00	Miscellaneous Revenue		34,683	40,501	25,000	25,000	-	
Other Revenues			**34,683**	**40,501**	**25,000**	**25,000**	**-**	
Total Revenue Before Other Financing Sources			**2,694,429**	**2,924,542**	**2,900,305**	**2,985,805**	**85,500**	**2.95%**
TOTAL REVENUE AND OTHER FINANCING SOURCES			2,694,429	2,924,542	2,900,305	2,985,805	85,500	2.95%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
601-3110-441.21-02	Claims Expense		1,925,176	2,534,269	2,266,646	2,380,000	113,354	5.00%
601-3110-441.31-10	Other Professional Svcs		1,706	12,867	65,716	82,080	16,364	24.90%
TEXT		TEXT AMT						
BARNES CARE 9 HOURS/WEEK		28,080						
BIOMETRIC SCREENING 150 X $45		6,750						
WELLNESS INITIATIVE		28,750						
MISCELLANEOUS EXPENSES		2,500						
PATIENT CARE		16,000						
601-3110-441.52-10	Medical Premium		402,531	294,721	350,000	385,000	35,000	10.00%
601-3110-441.80-60	Admin., Clrk, & Acct.		-	1,500	1,500	1,500	-	0.00%
601-3110-491.10-10	Transfers to Other Funds		-	-	-	-	-	
TOTAL MEDICAL SELF-INSURANCE EXPENSES			2,329,413	2,843,357	2,683,862	2,848,580	164,718	6.14%

Medical Self-Insurance Fund Expenses

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
204-0000-311.10-00	Property Taxes		949,495	911,479	788,510	916,460	127,950	16.23%
Tax Revenue			**949,495**	**911,479**	**788,510**	**916,460**	**127,950**	**16.23%**
204-0000-361.10-00	Investments		17,751	3,766	14,000	1,500	(12,500)	-89.29%
Investment Income			**17,751**	**3,766**	**14,000**	**1,500**	**(12,500)**	**-89.29%**
TOTAL REVENUE AND OTHER FINANCING SOURCES			967,246	915,245	802,510	917,960	115,450	14.39%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
204-2501-400.11-01	Salary Full Time		11,916	12,325	12,190	12,556	366	3.00%
204-2501-400.21-01	Health Insurance		713	724	769	777	8	1.04%
204-2501-400.21-03	Dental Insurance		45	45	63	68	5	7.94%
204-2501-400.21-04	Vision Insurance		12	12	169	13	(156)	-92.31%
204-2501-400.22-01	Social Security Taxes		735	765	756	779	23	3.04%
204-2501-400.22-02	Medicare Contributions		94,673	104,439	119,895	119,900	5	0.00%
204-2501-400.23-01	P&F Pension		957,486	939,506	1,130,275	1,164,184	33,909	3.00%
204-2501-400.23-02	Civilian Pension		775	801	927	955	28	3.02%
204-2501-400.23-04	Deferred Comp		43,420	47,569	165,250	170,215	4,965	3.00%
204-2501-400.32-02	Audit		3,000	3,000	3,500	3,000	(500)	-14.29%
204-2501-400.32-04	Ofc/Administrative		-	-	3,000	3,000	-	0.00%
TOTAL POLICE AND FIRE PROPERTY TAX PENSION EXPENDITURES			1,112,775	1,109,186	1,436,794	1,475,447	38,653	2.69%

Police and Fire Property Tax Expenditures

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
207-0000-353.10-00	Sewer Fees		274,308	274,349	295,000	274,000	(21,000)	-7.12%
Sewer Fees			**274,308**	**274,349**	**295,000**	**274,000**	**(21,000)**	**-7.12%**
207-0000-361.10-00	Investments		5,179	1,157	5,000	1,000	(4,000)	-80.00%
Investment Income			**5,179**	**1,157**	**5,000**	**1,000**	**(4,000)**	**-80.00%**
TOTAL REVENUE AND OTHER FINANCING SOURCES			279,487	275,506	300,000	275,000	(25,000)	-8.33%

Sewer Lateral Revenues

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
207-5701-410.11-01	Salary Full Time		9,804	10,062	10,275	10,583	308	3.00%
TEXT		TEXT AMT						
ASSISTANT CITY ENGINEER (15% SALARY)								
207-5701-410.21-01	Health Insurance		1,246	1,355	1,419	1,433	14	0.99%
207-5701-410.21-03	Dental Insurance		67	67	67	72	5	7.46%
207-5701-410.21-04	Vision Insurance		12	12	25	25	-	0.00%
207-5701-410.22-01	Social Security Taxes		602	620	638	680	42	6.58%
207-5701-410.22-02	Medicare Contributions		141	145	149	160	11	7.38%
207-5701-410.23-02	Civilian Pension		637	654	771	710	(61)	-7.91%
207-5701-410.23-04	Deferred Comp		57	84	206	220	14	6.80%
207-5701-410.31-10	Other Professional Svcs		156,670	206,229	250,000	150,000	(100,000)	-40.00%
TEXT		TEXT AMT						
REPAIRS PAID TO CONTRACTORS								
207-5701-410.80-60	Admin., Clrk, & Acct.		5,150	5,150	5,150	5,150	-	0.00%
TOTAL SEWER LATERAL EXPENDITURES			174,386	224,378	268,700	169,033	(99,667)	-37.09%

Sewer Lateral Expenditures

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
275-0000-311.10-00	Property Taxes		455,339	462,566	466,142	463,960	(2,182)	-0.47%
Tax Revenue			**455,339**	**462,566**	**466,142**	**463,960**	**(2,182)**	**-0.47%**
275-0000-361.10-00	Investments		4,394	1,044	3,500	600	(2,900)	-82.86%
Investment Income			**4,394**	**1,044**	**3,500**	**600**	**(2,900)**	**-82.86%**
Total Revenue Before Other Financing Sources			**459,733**	**463,610**	**469,642**	**464,560**	**(5,082)**	**-1.08%**
TOTAL REVENUES AND OTHER FINANCING SOURCES			459,733	463,610	469,642	464,560	(5,082)	-1.08%

Debt Service Revenue

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
275-0000-470.70-10	Debt Service Principal		420,000	430,000	430,000	455,000	25,000	5.81%
TEXT		TEXT AMT						
FIRE DEPT IMPROVEMENT 2000 - MATURES MARCH 1, 2020								
275-0000-470.70-20	Debt Service Interest		101,282	94,353	141,696	121,916	(19,780)	-13.96%
TEXT		TEXT AMT						
FIRE DEPT IMPROVEMENT 2000 - MATURES MARCH 1, 2020								
275-0000-470.70-50	Fiscal Agent Fees		50	50	1,000	1,000	-	0.00%
TOTAL DEBT SERVICE EXPENDITURES			521,332	524,403	572,696	577,916	5,220	0.91%

Debt Service Expenditures

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
301-0000-313.20-00	1/2 Cent Sales Tax		2,068,301	2,050,842	2,000,000	2,100,000	100,000	5.00%
Tax Revenue			**2,068,301**	**2,050,842**	**2,000,000**	**2,100,000**	**100,000**	**5.00%**
301-0000-331.00-00	Grants		149,072	11,921	7,200	7,200	-	0.00%
Intergovernmental Revenue			**149,072**	**11,921**	**7,200**	**7,200**	**-**	**0.00%**
301-0000-361.10-00	Investments		11,253	5,244	9,000	4,000	(5,000)	-55.56%
Investment Income			**11,253**	**7,079**	**9,000**	**4,000**	**(5,000)**	**-55.56%**
301-0000-380.10-00	Miscellaneous		9,468	1,599	-	-	-	
Other Revenue			**9,468**	**1,599**	**-**	**-**	**-**	
Totlal Revenue Before Other Financing Sources			**2,238,094**	**2,071,441**	**2,016,200**	**2,111,200**	**95,000**	**4.71%**
301-0000-391.10-05	Transfer from Other Funds		625,483	933,000	460,685	420,000	(40,685)	0.00%
301-0000-391.10-30	Transfer/Sanitation		83,406	100,000	100,000	100,000	-	0.00%
301-0000-392.10-00	Sale of Fixed Assets		33,689	15,118	49,000	49,000	-	0.00%
301-0000-392.20-00	Insurance Proceeds		192	-	-	-	-	
Other Financing Sources			**742,770**	**1,048,118**	**609,685**	**569,000**	**(40,685)**	**-6.67%**
TOTAL REVENUE AND OTHER FINANCING SOURCES			2,980,864	3,119,559	2,625,885	2,680,200	54,315	2.07%

Capital Improvement Revenues

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
301-1102-600.75-03	Building & Site Improve.		21,583	81,889	546,610	300,000	(246,610)	-45.12%
301-1102-600.75-05	Machinery & Equipment		4,000	2,735	51,342	-	(51,342)	-100.00%
301-1102-600.75-06	Rolling Stock		-	-	-	-	-	
301-1105-600.75-05	Machinery & Equipment		156,707	78,263	125,000	30,000	(95,000)	-76.00%
301-1112-600.75-06	Rolling Stock		-	-	-	0	-	
301-1201-600.75-05	Machinery & Equipment		151,270	-	74,746	0	(74,746)	
301-1201-600.75-06	Rolling Stock		77,807	162,483	180,500	129,500	(51,000)	-28.25%
301-1301-600.75-03	Building & Site Improve.		138,110	78,082	-	-	-	100.00%
301-1301-600.75-05	Machinery & Equipment		-	49,616	226,750	43,000	(183,750)	0.00%
301-1301-600.75-06	Rolling Stock		1,845	8,842	230,000	290,000	60,000	26.09%
301-1401-600.75-03	Building & Site Improve.		-	-	137,499	-	(137,499)	0.00%
301-1401-600.75-06	Rolling Stock		22,174	57,987	216,600	223,512	6,912	3.19%
301-1401-600.75-12	Sidewalks		-	-	49,400	25,000	(24,400)	-49.39%
301-1401-600.75-14	Streets		2,053,343	1,472,739	1,615,226	1,570,000	(45,226)	-2.80%
301-1701-600.11-01	Salary Full Time		51,548	53,100	54,026	55,292	1,266	2.34%
TEXT		**TEXT AMT**						
ENGINEERING TECHNICIAN								
301-1701-600.11-05	Overtime		-	560	-	-	-	
301-1701-600.21-01	Health Insurance		6,006	5,665	6,023	6,083	60	1.00%
301-1701-600.21-03	Dental Insurance		446	423	450	484	34	7.56%
301-1701-600.21-04	Vision Insurance		80	79	90	90	-	0.00%
301-1701-600.22-01	Social Security Taxes		3,197	3,301	3,350	3,429	79	2.36%
301-1701-600.22-02	Medicare Contributions		748	772	784	803	19	2.42%
301-1701-600.23-02	Civilian Pension		3,351	3,488	4,052	3,595	(457)	-11.28%
301-1701-600.23-04	Deferred Comp		515	526	1,081	1,106	25	2.31%
301-1702-600.75-06	Rolling Stock		-	-	16,500	-	(16,500)	
301-1704-600.75-03	Building & Site Improve.		269,778	351,116	9,000	50,000	41,000	455.56%
TEXT		**TEXT AMT**						
SECURITY SYSTEM 212 S TAYLOR 1/3		8,333						
HVAC 1/2 SANITATION		32,500						
GENERATOR 212 S TAYLOR		66,667						
FIREHOUSE 3 ROOF		40,000						
FIREHOUSE 2 PAINTING		33,000						
IRRIGATION CITY HALL		10,000						
301-1704-600.75-05	Machinery & Equipment		-	-	-	200,000	200,000	100.00%
TOTAL CAPITAL IMPROVEMENT FUND EXPENDITURES			2,962,508	2,411,666	3,549,029	2,956,894	(592,135)	-16.68%

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
302-0000-313.20-00	1/2 Cent Sales Tax		2,422,225	2,402,275	2,211,000	2,361,750	150,750	6.82%
Tax Revenue			**2,422,225**	**2,402,275**	**2,211,000**	**2,361,750**	**150,750**	**6.82%**
302-0000-331.20-70	Grant(s)		282,518	20,000	300,000	20,000	(280,000)	-93.33%
TEXT								
MISSOURI DEPT OF CONSERVATION FOR THE CONSTRUCTION OF								
THE GREENTREE PARK PRAIRIE/WETLANDS AREA								
302-0000-336.10-80	City of Glendale		53,203	50,546	49,180	47,757	(1,423)	-2.89%
302-0000-336.10-90	City of Oakland		14,773	13,519	13,153	12,773	(380)	-2.89%
Intergovernmental Revenue			**350,494**	**84,065**	**362,333**	**80,530**	**(281,803)**	**-77.77%**
302-0000-361.10-00	Investments		14,662	2,588	17,000	3,000	(14,000)	-82.35%
Investment Income			**14,662**	**2,588**	**17,000**	**3,000**	**(14,000)**	**-82.35%**
Total Revenue Before Other Financing Sources			**2,787,381**	**2,488,928**	**2,590,333**	**2,445,280**	**(145,053)**	**-5.60%**
302-0000-392.10-00	Sale of Fixed Assets		468	-	1,000	1,000	-	0.00%
302-0000-393.60-00	Proceeds from Refunding		5,000,000	-	-	-	-	
Other Financing Sources			**5,000,468**	**-**	**1,000**	**1,000**	**-**	**0.00%**
TOTAL REVENUE AND OTHER FINANCING SOURCES			7,787,849	2,488,928	2,591,333	2,446,280	(145,053)	-5.60%

Park Sales Tax Improvement Revenues

CITY OF KIRKWOOD								
FISCAL YEAR 2015/2016 OPERATING BUDGET								
ACCOUNT NUMBER	ACCOUNT DESCRIPTION		FY13 TWO YEARS AGO ACTUAL	FY14 LAST YEAR ACTUAL	CURRENT FY ADJUSTED BUDGET	FY2015/2016 DEPARTMENT REQUEST	$ VARIANCE	% VARIANCE
302-2001-491.10-10	Transfer to Other Funds		807,000	772,000	850,000	850,000	-	0.00%
TEXT								
TRANSFER TO PARK FUND MADE POSSIBLE BY KIRKWOOD CITIZENS								
VOTING FOR THE PARK SALES TAX AND COUNCIL REDUCING THE								
PROPERTY TAX BY SEVEN CENTS.								
TRANSFER TO GENERAL FUND TO COVER RECREATION DEPT. COSTS.								
302-2001-600.32-01	Legal		2,206	2,213	3,000	3,250	250	8.33%
302-2001-600.32-02	Audit		5,000	3,600	5,000	5,000	-	0.00%
302-2001-600.70-01	Principal		755,000	750,000	935,000	950,000	15,000	1.60%
TEXT		**TEXT AMT**						
AQUATIC/RINK BONDS		780,000						
PARK OPERATIONS CENTER INTERFUND LOAN, ELECTRIC		85,000						
PARK OPERATIONS CENTER INTERFUND LOAN, WATER		85,000						
302-2001-600.70-02	Interest		84,350	91,476	77,593	61,373	(16,220)	-20.90%
302-2001-600.70-03	Fiscal Agent's Fees		-	610	1,600	1,600	-	0.00%
302-2001-600.75-01	Land		85,132	-	-	-	-	
302-2001-600.75-03	Building & Site Improv.		16,800	9,630	236,336	-	(236,336)	-100.00%
302-2001-600.75-04	Park Improvements		1,106,044	869,308	666,580	375,000	(291,580)	-43.74%
302-2001-600.75-05	Machinery & Equipment		33,498	77,419	190,572	88,000	(102,572)	-53.82%
302-2001-600.75-07	Feasibility Studies		-	11,500	100,000	-	(100,000)	-100.00%
TOTAL PARK SALES TAX IMPROVEMENT FUND EXPENDITURES			2,895,030	2,587,756	3,065,681	2,449,223	(616,458)	-20.11%

Park Sales Tax Improvement Expenditures

Section IV
Five-Year Capital Improvement Plans

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CITY OF KIRKWOOD

Five Year Capital Plan

Fiscal Years

2015/16 - 2019/20

City of Kirkwood

Five Year Capital Plans - Table of Contents

	Page
Summary - General Gov't Five Year Capital Plan	233
General Government	
Administration	234
MIS	235
Police Department	237
Fire	238
Engineering	244
Streets Department/Infrastructure	245
Street	249
Building Commissioner	253
Purchasing	254
Building Services	255

	Page
Enterprise Funds	
Electric	258
Water	261
Sanitation	264
Internal Service Fund	
Vehicle Maintenance (Fleet)	266

City of Kirkwood - Five Year Capital Plan

Projected Statement of Revenues, Expenditures and Changes in Fund Balance

	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Revenues:					
Taxes	2,100,000	2,121,000	2,142,210	2,163,632	2,185,268
Interest on investments	4,000	4,040	4,080	4,121	4,162
Total revenues	2,104,000	2,125,040	2,146,290	2,167,753	2,189,431
Other financing sources:					
Streets Infrastructure Dividend (Electric, Water, Sanit.)	420,000	420,000	420,000	420,000	420,000
Grants	7,200	7,200	807,200	7,200	807,200
Sale/Trade In	49,000	35,000	35,000	35,000	35,000
Sanitation	100,000	100,000	100,000	100,000	100,000
Total other financing sources	576,200	562,200	1,362,200	562,200	1,362,200
Total Revenues and Other Financing	2,680,200	2,687,240	3,508,490	2,729,953	3,551,631
Expenditures:					
Administration/Train Station	300,000	-	-	-	-
MIS	30,000	40,000	180,000	115,000	60,000
Police	129,500	188,400	218,450	192,500	168,250
Fire	333,000	15,500	403,084	490,334	555,334
Engineering	95,882	97,432	77,695	100,026	82,427
Public Works Infrastructure	1,595,000	1,973,950	1,745,000	1,795,000	1,645,000
Street Department	223,512	265,000	240,000	247,750	325,500
Bldg. Commissioner	-	-	30,000	-	-
Purchasing	-	-	29,000	18,000	-
Bldg. Maintenance	250,000	148,430	120,000	110,500	132,000
Total expenditures	2,956,894	2,728,712	3,043,229	3,069,110	2,968,511
Revenues and other financing sources over expenditures	(276,694)	(41,472)	465,261	(339,157)	583,120
Fund balances:					
Beginning of year	1,690,000	1,413,306	1,371,834	1,837,095	1,497,939
End of year	1,413,306	1,371,834	1,837,095	1,497,939	2,081,059

Grants - The City will apply for grants from Eastwest Gateway

Administration/Train Station

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Train Station Capital Maintenance	300,000				
Annual Total	300,000	-	-	-	-

MANAGEMENT INFORMATION SYSTEMS (MIS)

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Upgrade Personal Computers (priority 2)	15,000	15,000	15,000	15,000	15,000
IT Departmental Assessment & Strategic Plan					45,000
Priority (4)					
Vulnerability Assessment (priority 3)	15,000				
Upgrade Email System				40,000	
New Storage Area Network			120,000		
Update Office Applications				35,000	
Consultant to assist city with software selection			45,000		
Upgrade Servers		25,000		25,000	
Total	30,000	40,000	180,000	115,000	60,000

Project Description

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

Upgrade Email System
This is the anticipated cost to upgrade the email system in use at the city. At this time the current mail system would be three years old. It may be as simple as upgrading the software, but a study will most likely be done during this time or just prior to look at a hosting service for email and email archiving.

MANAGEMENT INFORMATION SYSTEMS (MIS)

New Storage Area Network
This will replace the current unit with faster drives, more storage capability and refresh the hardware as the current system will no longer be supported for parts or software updates.

Consultant to assist the City with financial accounting and work management software selection
The consultant will conduct a needs assessment with all city departments to determine specs for a RFP. The consultant will construct the RFP with assistance from Purchasing and other departments. The consultant will analyze all the responses and assist the city in the selection process. The consultant will also assist the city with the negotiations if the city desires.

IT department assessment and strategic plan
The IT department did a strategic plan in 2001. That committee was made up of 2 residents of Kirkwood who had background in IT, Georgia Ragland and Kevin Campe. At the time it was determined that the city was doing quite well. I would like to have an assessment done again focusing on staff, and the future. I think that an outside source that has been in a number of IT organizations could offer some new ideas to the department. This project will range from 16,000 to 45,000 depending on scope.

Vulnerability Assessment
We have not done one of these for quite some time. This project is to analyze the network for vulnerabilities both from the outside and the inside. The reason we would like this done is due to the addition of the climate control systems and also the expansion of the scada systems both in Electric and Water. These three areas are outside of our perview and as such we have no control or access to the devices used.

Upgrade Servers
Periodic upgrade of servers to maintain the speed and processing power needed for all the applications and virtual desktops. The servers are upgraded roughly every 4 - 6 years based on requirements of the applications.

Upgrade Office Applications
At the current time we are running Office 2010. This is used for all Word processing, Excel spreadsheests, Access databases, and Presentation software. It is anticipated that Microsoft will release new office software at some point in the next two to three years. We have a budget for the purchase of the new software at that time if the city chooses to migrate to the newer version.

Upgrade Servers
This item is to ensure the infrastructure needed to support the applications that the city uses are up to date and are capable of running the applications smoothly and provide absolute uptime. This amount is to upgrade roughly six servers. Because we are virtualizing most of our servers we can get by with much fewer physical servers and still support the applications and the user requirements

POLICE DEPARTMENT

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Patrol Vehicles	110,000	112,000	141,000	144,000	147,000
Detective Vehicle	0	26,500	27,100	27,700	0
Leased Vehicle (2)	19,500	19,900	20,350	20,800	21,250
MDT Laptop Replacement	0	30,000	30,000	0	0
Annual Total	129,500	188,400	218,450	192,500	168,250

Project Description

Patrol and Detective Vehicles

The Police Department continues to aggressively maximize the funding of police vehicles, which are no longer disposed of based only on a predetermined number of miles, and the Department remains committed to purchasing new vehicles only when absolutely necessary. Current condition, maintenance costs, mileage and resale value are all examined when determining when a vehicle needs to be replaced, and consideration when purchasing is given to functionality, vehicle safety records and costs to operate compared to other vehicles available for patrol and detective work. Costs include all equipment necessary to outfit patrol vehicles, including light bars, siren, gunracks, graphics, etc. The PD works each year with the Fleet Director in refining a tentative replacement schedule based in part on the factors described above.

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

MY = Model Year

2015/16	2016/17	2017/18	2018/19	2019/20
5935 (MY 2012)	5927 (MY 2007)	5921 (MY 2009)	5920 (MY 2010)	TBD
5936 (MY 2012)	5945 (MY 2009)	5939 (MY 2013)	5941 (MY 2014)	
5937 (MY 2012)	5938 (MY 2013)	5933 (MY 2014)	5908 (MY 2012)	
	5904 (MY 2011)	5940 (MY 2014)	TBD	
		5910 (MY 2012)		

The replacement schedule for 2018/19 and 2019/20 are incomplete because both will involve the replacement of vehicles not yet part of the fleet. Anticipated annual increases are based on the CPI for the last 12 months, and the schedule above should be considered tentative because of the number of variables to be considered in determining vehicle replacement.

LEASED VEHICLES

The Department utilizes a rotating lease for an unmarked vehicle used for undercover operations. This unique program allows investigators to change vehicles whenever it is believed to be necessary for the preservation of the undercover role. The City also leases an unmarked vehicle for undercover use by a detective detached to DEA. A grant administered by the Missouri State Highway Patrol reimburses the City for $7,200 of the annual cost of this vehicle.

MDT LAPTOP REPLACEMENT

The Panasonic Toughbooks installed in police vehicles were initially purchased in 2012, and it is anticipated that they will need to be replaced within a five year window. The Capital plan allows for funding for half in 2016/17 and the remainder the following year.

FIRE DEPARTMENT

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Furniture Replacement (House #3, #1)		8,000	8,000		
Breathing Apparatus Facemask Replacement	16,000				
Multi-Gas Meters	12,000				
Ambulance	255,000				
Large Diameter Fire Hose	15,000				
Rescue Pumper		Lease Purchase	230,000	230,000	230,000
Mini-Pumper Refurbishment		Lease Purchase	35,334	35,334	35,334
Fire Station Appliances (House #2, #3, #1)		7,500	7,750	8,000	
Thermal Imaging Cameras			80,000		
Small Diameter Fire Hose			12,000		
Technical Rescue Equipment			30,000		
Cardiac Monitor Defibrillator Units				185,000	
Breathing Air Compressor Fill Station				32,000	
Command Vehicle	35,000				
Firefighter Protective Equipment					190,000
Hydraulic Rescue Tools					100,000
Annual Total	333,000	15,500	403,084	490,334	555,334

Lease Purchase - we will analyze purchasing the Pumper and Mini-pumper through Lease Purchase Financing

FY 2015-16

Breathing Apparatus Facemask Replacement (project priority 1)

Firefighters use mself contained breathing apparatus (SCBA) for protection while working in hazardous environments and breathing atmospheres designated by OSHA as "immediately dangerous to life and health" (IDLH). The safety standards for this personal protective equipment continue to increase based on performance in actual emergency conditions. The facemasks currently in use by the fire department no longer meet safety standards and may suffer catastrophic failure in certain firefighting conditions. The current facemasks cannot be upgraded to meet NFPA and NIST safety performance standards. Failure of a facemask lens will expose the firefighter to toxic gases and result in burns to the respiratory tract and asphyxiation in several SCBA facemask related death, degraded masks were found affixed to the faces of firefighters who suffered death due to thermally burned airways. The current facemasks will be 8 years old when replaced.

Multi-Gas Meters (project priority 2)

This purchase is for the complete replacement of five hazardous gas detection meters, The meters will be five years old and have functioned within the life expectancy of the units. Each fire truck carries a meter to measure explosive limits of gas in the air, carbon monoxide, oxygen levels, hydrogen cyanide and other explosive gases. These instruments utilize electronic sensors to provide accurate readings and are used frequently in the City. The sensors have a finite service life. Replacement of the deteriorated sensors will exceed the replacement value of a new meter.

Ambulance (project priority 3)

The fire department operates three ambulances to provide emergency medical transport and has one reserve ambulance to fill in when front line ambulances require preventative maintenance or unscheduled repair. These vehicles are the busiest vehicles in the FD fleet and log many miles transporting to hospitals outside of the city limits. The ambulance being replaced in 2015/16 is a 2001 unit that currently serves as a reserve ambulance. This unit will be 14-15 years old and no longer suitable for emergency ambulance service. The reserve ambulance is placed in service regularly because of the heavy demand for ambulance transport services.

Large Diameter Fire Hose (project priority 4)

Large diameter hose is the 3 and 4-inch supply line that goes from the fire hydrant to the fire truck, and fire truck to fire truck, to provide adequate water supply where needed at the fire. Essentially this large diameter fire hose becomes the above ground water main that delivers water from the fire hydrant into the fire trucks. The current hose is over eleven years old and has outlived its expected service life. It is necessary for this firefighting equipment to meet the stringent performance standards established by the National Fire Protection Association (NFPA) for performance, care, and replacement. This will replace 2,250 linear feet of hose.

FY 2016-17

Rescue Pumper (project priority 1)

This project is to replace the fire department's 1998 rescue pumper. This rescue pumper will be 18-19 years old when replaced. The National Fire Protection Association , in Annex D of Standard 1901, recommends that the optimal service life for a front-line pumper is 10 years to stay abreast of technology and safety innovations. This purchase will allow the removal of the 1998 rescue pumper that currently functions as a reserve truck. This truck is nearly 20 years old and is obsolete. It does not meet current safety standards. The 2005 pumper will rotate into the reserve role and provide a safe and reliable reserve fire truck. The 1998 rescue pumper will be sold.

Furniture Replacement (project priority 2)

This project is for replacement of interior furnishings used in Fire Station #3. These items will include kitchen table and and chairs, reclining chairs, office chairs, and mattresses. These furnishings sustain heavy use and require replacement. These furnishings will be at least 13 years old when replaced. Some furnishings and the mattresses were transferred from the old fire stations. Other furnishings were purchased as used office furniture. These items have exceeded their expected service life. This is the second fire station to reopen after being reconstructed.

Fire Station Appliances (project priority 3)

This project is to replace the appliances used in the fire station kitchen. The appliances in Fire Station #2 were installed in 2001. There are three refrigerators, one dishwasher, one stove, and one microwave in the station kitchen. This purchase will allow the appliances to be replaced proactively before total failure. The appliances will be 15 years old when replaced.

FY 2017-18

Mini-Pumper Refurbishment (project priority 1)

The fire department operates a 1999 4-wheel-drive Mini-Pumper. This vehicle is used to supply fire protection to residential property located off Ballas Road where steep inclines and low weight private bridges make access with a full size fire truck impossible. There are numerous other areas within Kirkwood where access with a full size fire truck is limited and the four-wheel drive capability of this fire truck is necessary. The addition of parking garages in residential multi-unit living complexes also requires this smaller fire fighting vehicle. This unit has a composite body that resists corrosion so it is suitable for remounting on a new vehicle chassis. The pump, water, and foam tanks will also require refurbishment. This project will remove the utility body from the 1999 chassis, refurbish the fire pump components, and reinstall the refurbished composite body and fire pump/tank assembly onto a new chassis. This truck will be 19 years old at the time of this project. The current unit has low miles, but they are rugged use miles. It is possible that this project will need to be accelerated if the vehicle experiences significant mechanical problems.

Thermal Imaging Cameras (project priority 2)

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 2010. 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.

Small Diameter Hose (project priority 3)

This project will replace the stock of 1-3/4 inch fire hose which is used in direct fire attack and is subject to the most severe of conditions. This attack hose is brought into the fire and is subjected to heat, smoke and abrasion damage. The current hose is over ten years old and has outlived its expected service life. It is necessary for this firefighting equipment to meet stringent performance standards established by the National Fire Protection Association (NFPA) for performance, care, and replacement.

Technical Rescue Equipment (project priority 4)

This project is the to replace certain technical rescue equipment that has reached the end of the safe service life span of the equipment. In addition, this project will replace the practice of cutting shoring material from wood by adding a steel shoring set that is more stable and can be deployed more quickly. Equipment to be replaced consists of rescue rope and hardware, and air bag system. The new equipment is a steel raker shore set. This technical rescue equipment is used in structural collapse, confined space, and trench collapse rescue. This equipment is used in high risk, low frequency rescue incidents where speed of deployment and dependability are essential.

Furniture Replacement (project priority 5)

This project is for replacement of interior furnishings used in Fire Station #1. These items will include kitchen table and and chairs, reclining chairs, office chairs, and mattresses. These furnishings sustain heavy use and require replacement. These furnishings will be at least 13 years old when replaced. Some furnishings and the mattresses were transferred from the old fire stations. Other furnishings were purchased as used office furniture. These items have exceeded their expected service life. This is the third fire station to reopen after being reconstructed.

Fire Station Appliances (project priority 6)

This project is to replace the appliances used in the fire station kitchen. The appliances in Fire Station #3 were installed in 2004. There are three refrigerators, one dishwasher, one stove, and one microwave in the station kitchen. This purchase will allow the appliances to be replaced proactively before total failure. The appliances will be 14 years old when replaced.

FY 2018-19

Cardiac Monitor/Defibrillators (project priority 1)

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

Breathing Air Compressor-Fill Station (project priority 2)

Firefighters must use compressed, bottled breathing air to work in hazardous environments. The fire department uses a specialized air compressor to capture and filter breathing air before compressing it into air tanks for use in self-contained breathing apparatus (SCBA). It is critical that the breathing air compressor function correctly so that contaminated air is not compressed into the breathing air tanks resulting in inhalation injury or poisoning of the firefighters. The current unit was installed in 2008 and will be ten years old when replaced. The fill station is the safety recepticle that hold the compressed air (SCBA) cylinder as it is being filled with pressure at 6000psi. The fill station provides safety for the personnel in the event a cylinder would explode. The fill station will be 20 years old when replaced.

Command Vehicle (project priority 1) - moved up to Year 1

Four wheel drive vehicles are used by chief officers to respond to emergencies and for daily use. These vehicle also serve as the mobile command post for emergency incidents and transport incident command radios, computers and accountability equipment. The vehicle to be replaced is a 2007 Dodge Durango that will be 11-12 years old when replaced. Included in the project cost are the expenses associated with modifying a stock vehicle for emergency service. This includes emergency lighting and siren, computer docking station and vehicle mounting system, on-board battery charging system, 12V to 120V power inverter, and command module for incident command.

Fire Station Appliances (project priority 4)

This project is to replace the appliances used in the fire station kitchen. The appliances in Fire Station #1 were installed in 2005. There are three refrigerators, one dishwasher, one stove, and one microwave in the station kitchen. This purchase will allow the appliances to be replaced proactively before total failure. The appliances will be 14 years old when replaced.

FY 2019-20

Firefighter Protective Clothing\Turnout Gear (project priority 1)

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 a 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. This purchase will include replacement protective coats, pants, gloves, and boots for 46 fire personnel. These items have been in service for 5-10 years.

Hydraulic Rescue Tools (project priority 2)

The fire department utilizes hydraulic rescue tools (Jaws of Life) to extricate victims from serious vehicle or industrial accidents where heavy metal must be moved to free a victim from entrapment. This equipment relies on gasoline engines and hydraulic pumps to operate. These components are subject to wear, as are the various seals inside the spreading and cutting tools. As automotive construction technology and materials change, so does the hydraulic extrication tool technology and equipment required to gain entry to trapped vehicle occupants. These tool systems are ten years old and are reaching the end of their planned service life.

PUBLIC WORKS, ENGINEERING DIVISION

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Engineering Technician (Capital)	70,882	75,432	77,695	80,026	82,427
Automobile	25,000				
Pickup Truck		22,000			
Copier				20,000	
Annual Total	95,882	97,432	77,695	100,026	82,427

Project Description

Engineering Technician (Capital)

This line item funds the Engineering Technician position. This is a permanent position that was once funded in the operating budget. The position's responsibilities are related to capital improvements, such as project design & specifications, contract administration, public relations, and field inspections.

FY 2015/16

Automobile

This vehicle would replace vehicle #5628, 2009 Ford Fusion, used by the City Engineer for daily transportation.

FY 2016/17

Pick up Truck

This would replace the Engineering pick up truck, unit #5621, 2003 Ford Ranger, which will be 13 years old.
This truck is used by the Assistant City Engineer on a daily
basis for field inspections and carries small inspection and safety equipment to the job sites.
The old pick up truck will be sold or traded in when replaced. This has been deferred since FY2011/2012.

FY 2018/19

Copier

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

PUBLIC WORKS, INFRASTRUCTURE

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Concrete Street	775,000	775,000	775,000	800,000	800,000
Asphalt Overlays	375,000	375,000	375,000	400,000	400,000
Street, Infrastructure	420,000	420,000	420,000	420,000	420,000
50/50 Sidewalk Program	25,000	25,000	25,000	25,000	25,000
Emmerson Culvert Replacement (50%)		150,000			
Quan (Talyor/Woodlawn) Intersection Imp.		103,950			
City Hall Parking Lot		125,000			
Downtown Parking Lots			150,000	150,000	
Annual Total	1,595,000	1,973,950	1,745,000	1,795,000	1,645,000

NOTE: The Public Works strategy for street repairs involves the use of private contractors for major overlays
Building Services
small repairs of a maintenance nature. This includes the crack sealing of concrete and asphalt streets,
small asphalt overlays and asphalt street patching, bridge deck sealing, repair/replacement of asphalt curbs,
forestry operations, sign/pavement marking maintenance, grounds maintenance of City property,
and street cleaning.
New construction, asphalt overlays, and concrete street repair and replacement are contracted out.

Concrete Street Repair/Replacement (Contract thru Engineering Office)

The City is responsible for 31 miles of Concrete Streets. (460,000 Square Yards)
In 2005 a condition rating of all concrete street pavement was completed.
A 4% replacement cycle (25 Years) would cost $920,000 annually.
A 25 to 30 year cycle would be the best maintenance practice.

FY 2015/16

Concrete ($775,000)

In FY 2016/17 and beyond concrete street repair would be performed based on street conditions.
A listing of the current concrete street condition ratings is on file in the Engineering Office.

Asphalt Overlays (Contract thru Engineering Office) (Priority 2)

This project is the milling of the deteriorated asphalt concrete wearing surface from an asphalt street and replacing the surface with a new asphalt overlay and new pavement markings.
This work will be performed by private contractor.

The City is responsible for 78 miles of asphalt streets. (Over 1.3 million square yards of pavement)
The best practice would be milling off the deteriorated surface and installing a new wearing surface at a 25 year cycle at a cost of $600,000. Base repair and curb repair is not included unless noted.

Asphalt ($375,000)

In FY 2016/17 and beyond Asphalt overlays will be scheduled on a priority basis.
A listing of streets proposed for milling and overlay is on file in the Engineering Office.

FY 2016/17

Quan (Talyor/Woodlawn) Intersection Imp. (Priority 3)

This is a joint project with Public Services, Electric Department and Water Department to improve the turning radius and traffic signals at the intersection of Quan Ave. with Taylor Ave. and Woodlawn Ave. new landscaping.

City Hall Parking Lot

This project would include the milling off of the old surface, any base repairs, and a new surface with striping for the City Hall and Police Department parking lot. The parking area between the two buildings may need to be modified to meet current drive lane requirements.

Emmerson Culvert Replacement (Priority 3)

This project is a complete replacement of the failing culvert on Emmerson Avenue at Boaz. The project involves removing and replacing the culvert, installing a new water main under the culvert, installing new storm drains, installing new guardrails, and new landscaping.

FY 2017/18

Downtown Parking Lots

This project would include the milling off of the old surface, any base repairs, and a new surface with striping for the downtown parking lots.

FY 2018/19

Downtown Parking Lots

This project would include the milling off of the old surface, any base repairs, and a new surface with striping for the downtown parking lots.

FY 2019/20

Concrete Street Repairs based on PAVER PCI

Asphalt Overlays (Contract)

PUBLIC WORKS, STREET DIVISION

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
1 Ton Pick Up with Dump Bed	58,500				
8-yard Municipal Dump Truck Refurbish (3)	120,000				
Skid Steer	37,000				
Walk Behind Mower	8,012				
Wood Chipper		75,000			
200 Gallon Prime Tank		45,000			
3/4 Ton Crew Cab (2)		50,000			
Stump Grinder (Tow Behind)		60,000			
18" Cold Plane Miller		13,000			
52" Walk Behind Mower		8,000			
62" Zero Turn Riding Mower		14,000			
75' Bucket Truck			175,000		
Crafco Crack Sealer 125 Gal			50,000		
Trailer			15,000		
Traffic Arrow Board				15,000	
2-1/2 Ton with 14' Flat Bed, Dump, Stake Side				90,000	
Sullivan Air Compressor				65,000	
1.5 Ton Pick Up				45,000	
Perimeter Wall/Façade Repairs (Public Works)				32,750	

PUBLIC WORKS, STREET DIVISION

Tymco Sweeper					265,000
Skid Steer w/Tracks					45,500
Trailer					15,000
Annual Total	223,512	265,000	240,000	247,750	325,500

Project Description

FY 2015/16

1 Ton Pick Up with Dump Bed

1 Ton Pickup with flat dump bed, snow plow assembly, snow plow, bed dump capability, tool boxes, header rack, strobe lights These trucks are used for snow removal in the winter and hauling of materials during the rest of the year. This truck will replace the remaining 2003 model, unit 6119.

8-yard Municipal Dump Truck Refurbish (3)

Instead of replacing these trucks, the 2008 models, they will be refurbished. These trucks are the backbone of our fleet and the main work horse during snow removal operations. Due to the salt exposure, these trucks deteriorate at a rapid pace. Refurbishing these trucks will ensure a better value and increase the safety of our operations. The refurbish will include new dump beds, new hydraulics, new electrical wiring, and new plows. The trucks to be refurbished are the 2008 models, unit #'s 6187, 6188, and 6189.

Skid Steer

Bobcat S185 or similar, with quick disconnect, high flow option, enclosed cab. This replaces the 2004 model, unit #6184.

Walk Behind Mower

Ferris walk behind mower with 52" deck, replaces the 2009 model, unit #6161.

FY 2016/17

Wood Chipper

Wood chipper capable of chipping 18" diameter logs, comparable to the 1850 Brush Bandit purchased in 2006. Replaces unit #6185

200 Gallon Prime Tank

The 2003 prime tank, unit #6157, will be replaced with a newer tank. The existing tank has been clogged up from excessive use. The tank is used to store and apply liquid asphalt prime which is a very messy job. The prime is used whenever asphalt repairs are made, curb repairs, and pothole patching. The tank heats the prime and can pump it through a spray wand for large areas or poured from the tank into buckets for smaller applications.

3/4 Ton Crew Cab (2)

This would replace the 2002 truck, unit #6115, which was the old Sanitation pick up truck. Strobe light and tool box.

The 2nd would replace the 2001 truck, unit #6114, used for transporting the tree crew to and from jobsites. Strobe light, tool box, rear window guard, 8 ft. bed, snow plow.

Stump Grinder (Tow Behind)

This piece of equipment is used to remove stumps. It has been evaluated if this piece of equipment could be rented, and it is best to replace the existing unit, a 1998 model, unit #6182.

18" Cold Plane Miller

Replaces oldest of the two millers (2010). Millers are used to mill out failed asphalt areas and concrete joints.

52" Walk Behind Mower

Replaces unit #6160, 2011 model. This piece of equipment is utilized on a daily basis for mowing of City properties.

62" Zero Turn Riding Mower

This will replace unit 6190, a 2008 model.

FY 2017/18

75' Bucket Truck

75' reach, 10' elevator, strobe lights, night light assembly, tool boxes, chain saw storage with mesh bottoms.

Unit 6103, this item has been deferred from 2012/13 to 2015/16 and now 2017/18.

Crafco Crack Sealer 125 Gal

This would replace the existing crack sealer pot, 2003 model, unit #6131, used for heating and placing crack seal on various streets.

Trailer

Trailers with spring assisted ramps, tool racks, tool boxes. These will replace unit 6134.

FY 2018/19

Traffic Arrow Board

Replaces unit #6138, 1996 model. This piece of equipment is utilized by all crews when working in heavy traffic situations for safety reasons.

2-1/2 Ton with 14' Flat Bed, Dump, Stake Side
This would replace the 2004 truck, unit #6120, currently used for forestry work, hauling logs, tree debris.

Sullivan Air Compressor
This unit will be able to be shared among departments. This replaces the existing unit #6165, 2003 model.

1.5 Ton Pick Up
1 Ton Pickup with flat bed with dump capability, class 3 receiver hitch, tool boxes, header rack. This truck replaces the 2005 model, unit #6121. This truck is used by the mowing crew to carry all of the mowing equipment and pull a trailer.

Perimeter Wall/Facade Repairs (Public Works) (1/2) (PRIORITY 3)
The Facilities Assessment findings revealed issues with tuck-pointing, damaged CMU blocks.
Project total is $131,000 (1/2-Public Works/Sanitation and 1/2-Building Services).

FY 2019/20
Tymco Sweeper
Replaces 2009 sweeper unit 6102.

Skid Steer w/Tracks
This unit is used by the tree crew as a support vehicle for moving large limbs/logs. This will replace unit #6186, 2007 Model.

Trailer
Trailers with spring assisted ramps, tool racks, tool boxes. These will replace unit 6145.

BUILDING COMMISSIONER

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Automobile			30,000		
Annual Total	-	-	30,000	-	-

Project Description

FY 2017/18

Vehicle Replacement

Vehicle number 5758 (2007 Ford Taurus) is scheduled for replacement.

PURCHASING

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Enterprise Sourcing and Contract			29,000		
Management (E-procurement)					
Automobile				18,000	
Annual Total	-	-	29,000	18,000	-

Project Description

FY 2017/18

Enterprise Sourcing and Contract Management (E-procurement)

This e-procurement and contract management system will allow purchasing to utilize the internet and software system to bid and manage contracts easier, faster and less expensive than using current technology only.

FY 2018-2019

Automobile

This will replace the Purchasing Department's car used for daily travel and meeting with contractors and vendors. The current vehicle, 2004 Impala, unit #5500, will be 15 years old and will be sold or traded in. This vehicle has exceeded it life cycle as of April 2014.

BUILDING SERVICES

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Police Generator	200,000				
Salt Dome Building Upgrades	50,000				
Purch/Utilities, Heat Pumps Replacement (1/3)		30,000			
Public Works/Meter Shop Security		60,000			
Firehouse #3 Interior Painting		26,500			
Firehouse #1 Interior Painting		31,930			
Firehouse #2, Heat Pumps Replacement			120,000		
Firehouse #3, Heat Pumps Replacement				45,000	
Perimeter Wall/Facade Repairs (Public Works) (1/2)				65,500	
Public Works Overhead Door Replacement					80,000
Fleet/Building Services					
Firehouse #1, Heat Pumps Replacement					52,000
Total	250,000	148,430	120,000	110,500	132,000

FY 2015/16

Police Generator (PRIORITY 1)

The current generator will be 26 years old as of 2018. The current unit is undersized and only has a 4 hour run time with a 30 gallon fuel tank. All city generators have a 250 gallon tank or larger. Parts after 25 years are no longer made due to age and are very difficult to obtain for repairs. In 2013 the fuel pump failed and had to be re-built due to lack of available parts. A rental was brought in while repairs were made.

In December 2013 an analysis was conducted on the Police Department generator and it was determined that the generator was at full capacity based off critical system usage. New equipment, scheduled for installation during the Winter of 2014/2015, for dispatch upgrades is projected to exceed the capacity of the current generator. This change in equipment will limit the backup of the City's dispatch equipment to a UPS battery backup, providing power to the City's dispatch system for only a portion of a day in case of power outage. The current generator will be 23 years old as of 2015. The current unit is undersized and only has a 4 hour run time with a 30 gallon fuel tank. Currently all other city generators have a 250 gallon tank or larger. Parts, after 23 years, are no longer made due to age and are very difficult to obtain for repairs. In 2013 the fuel pump failed and had to be re-built due to lack of available parts. A rental was brought in while repairs were made.

Salt Dome Building Upgrades (PRIORITY 1)

Upgrades include repairing concrete entry, wall framing and replacement of coping and fascia. (PRIORITY 1)

FY 2016/17

Purch/Utilities Bldg., Heat Pumps Replacement (Purch/Utilities Building 1/3) (PRIORITY 1)

Growing complaints regarding cold temperatures in the winter and hot temperatures in the summer, along with increased maintenance costs have led to the decision to replace the systems. The replacement will be a commercial solution with 4 packaged rooftop units with gas heat and humidity controls. The current systems are beyond their life cycle and are due to be replaced. This will also repair and replace the various ductwork.
Project total is $90,000 (1/3-Water, 1/3-Electric and 1/3 Building Services).

Public Works/Meter Shop Security (PRIORITY 2)

The buildings current camera system is VHS which no longer records and the majority of the cameras no longer work. There is no card access currently in the building. The proposed system would consist of card access for three exterior doors and two interior which would secure the building and prevent unauthorized roaming throughout the building. It also consists of (9) exterior cameras and (4) interior cameras which would be viewed by police dispatch.

Firehouse #3, Interior Painting (PRIORITY 3)

Painting and repairs are needed to maintain the appearance and is part of routine maintenance for the building.

Firehouse #1, Interior Painting (PRIORITY 4)

Painting and repairs are needed to maintain the appearance and is part of routine maintenance for the building.

FY 2017/18

Firehouse #2, Heat Pumps Replacement (PRIORITY 1)

The current heat pump systems will be 19 years old at the time of replacement which far exceeds the life expectancy for heat pumps. It's recommended that the (5) residential heat pumps be replaced with high efficiency commercial condensing boiler, (5) air handling units with hot water heating coils, and (5) DX condensing units.

FY 2018/19

Firehouse #3, Heat Pumps Replacement (PRIORITY 2)

The current heat pump systems will be 18 years old at the time of replacement which far exceeds the life expectancy for heat pumps. It is recommended that the two residential heat pumps be replaced with (2) five ton high efficiency outdoor air conditioners and (2) five ton high efficiency fan coil units with gas heat.

Perimeter Wall/Facade Repairs (Public Works) (1/2) (PRIORITY 3)

The Facilities Assessment findings revealed issues with tuck-pointing, damaged CMU blocks. Project total is $131,000 (1/2-Public Works/Sanitation and 1/2-Building Services).

FY 2019/20

Public Works Overhead Door Replacement Fleet/Building Maintenance. (PRIORITY 1)

The current overhead doors are original to the building which was built in 1991. The maintenance costs continue to increase and some of the doors are becoming a safety issue. The new doors will be insulated which will help reduce heating/cooling costs and subsequently reducing operating costs significantly.

Firehouse #1, Replacement of Heat Pumps (PRIORITY 2)

The current heat pump systems will be 18 years old at the time of replacement which far exceeds the life expectancy for heat pumps. It's recommended that the (4) residential heat pump units be replaced with (4) high efficiency outdoor air conditioners (one 5 ton, two 3 ton, and one 2 ton) and (4) high efficiency fan coil units with gas heat (one 5 ton, two 3 ton, and one 2 ton).

ELECTRIC FUND

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Distribution System - Circuit Upgrades	800,000	800,000	800,000	800,000	800,000
Distribution System - Alfred Substation	650,000				
Distribution System - Essex Substation Beautification	200,000				
Distribution System - Sugar Creek Substation		80,000	80,000	650,000	
Traffic Signals - Quan & Taylor - Signal Modernization		125,000	250,000		
Traffic Signals - Quan & Woodlawn - Signal Modernization		125,000	250,000		
Traffic Signals - Rose Hill to Essex - Signal Modernization		840,000			
Street Lighting - Kirkwood Rd. - Washington to Essex		120,000	800,000		
Street Lighting - Argonne - Clay to Taylor		60,000	400,000		
Automated Meter Reading	525,000	525,000	525,000	525,000	
Quan Service Line Relocation	75,000				
SCADA		750,000			
Purch/Utilities, Heat Pumps Replacement (1/3)		30,000			
Annual Total	2,250,000	3,455,000	3,105,000	1,975,000	800,000

Will pursue Air Quality Grant Funding 80%.

FY 2015/16

Distribution System - Circuit Upgrades
Continued distribution system upgrades will reduce line losses. Under our current wholesale purchase power strategy energy losses could be reduced to approximately 5% resulting in an annual savings of $500,000 per year. Circuit work upgrades will be performed in FY16 through FY21 ($800K/year total with $250K for 2 tree trimming crews, $425K for 2 lineworker crews and $160K for material). $35K/year will be needed for engineering in FY16 - FY19

Distribution System - Alfred Substation
The new Alfred substation transformers and switchgear will be energized in FY16.

Distribution System - Essex Substation Beautification
Aesthetic improvements will take place at the Essex Substation in FY17.

Distribution System - Sugar Creek Substation
In FY19 transformers and switchgear from the Essex and Van Buren substations will be re-installed at the Sugar Creek substation. Engineering will be needed in FY17 and FY18.

Traffic Signals - Quan & Taylor - Signal Modernization
In FY17 Ameren, Charter, and AT&T utility relocation work will take place in preparation for new traffic signals at the intersection. In FY18 the new Traffic Signals will be installed.

Traffic Signals - Quan & Taylor - Signal Modernization
In FY17 Ameren, Charter, and AT&T utility relocation work will take place in preparation for new traffic signals at the intersection. In FY18 the new Traffic Signals will be installed.

Traffic Signals - Rose Hill to Essex - Signal Modernization
In FY16, the department will apply for grant dollars for new traffic signal equipment at the 9 intersections between Rose Hill to Essex on Kirkwood Rd. In FY17 the new Traffic Signals will be installed. *Air quality grant funding will cover 80% of the cost shown for this project.

Street Lighting - Argonne - Clay to Taylor
In FY16 the department will apply for grant dollars for new street lighting on Argonne from Clay to Taylor. In FY17 the project will be designed and in FY18 the project will be constructed. *Enhancement grant funding will cover 80% of the cost shown for this project.

Street Lighting - Kirkwood Rd. - Washington to Essex
In FY16 the department will apply for grant dollars for new street lighting on Kirkwood Rd. from Washington to Essex. In FY17 the project will be designed and in FY18 the project will be constructed. *Enhancement grant funding will cover 80% of the cost shown for this project.

FY 2015/16

Automater Meter Reading

This project replaces the 10,000 existing meters and installs 10 hubs consisting of a radio, antenna, and meter reading collector. The new system will provide accurate and timely automated meter reads, remote disconnects of delinquent accounts, voltage monitoring, detailed loss calculations, load management, and energy efficiency data. This program is estimated to save more than $116,480 or the equivalent of 2 meter readers FTE's when fully operational. Fiscal Year 14 was the first year in a 5-year program.

Quan Service Line Relocation

The high voltage service line on Quan needs to be relocated to the north side of the street to improve reliability for the distribution system. Ameren, the Kirkwood School District, and Kirkwood Electric would share the cost of the relocation.

SCADA

The Supervisory Control and Data Acquisition System monitors and controls the utility's substations and distribution system. The hourly load data from this system is used to forecast and purchase power on the wholesale market. The voltage and current data from this system is used to determine equipment specifications and a host of circuit load management operations. The department is proposing replacement of the base station software to communicate with existing end equipment in FY15.

Purch/Utilities Bldg, Heat Pumps Replacement (Purch/Utilities Building 1/3)

Growing complaints regarding cold temperatures in the winter and hot temperatures in the summer, along with increased maintenance costs have led to the decision to replace the systems. The replacement will be a commercial solution with 4 packaged rooftop units with gas heat and humidity controls. The current systems are beyond their life cycle and are due to be replaced.

WATER FUND

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Fire Hydrant Installations	10,000	10,000	10,000	10,000	10,000
Tower/Tank Repainting Dougherty Ferry		285,000			
Distribution System Improvements	1,093,750	692,000	1,109,700	1,169,050	1,216,655
Water Main Replacement					
Operational Improvements	100,000		100,000		100,000
Pickup Truck w/ Service Bodies	27,000	32,000		54,000	27,000
Backhoe/Loader		145,000			
Purch/Utilities, Heat Pumps Replacement (1/3)		30,000			
Annual Total	1,230,750	1,194,000	1,219,700	1,233,050	1,353,655

Project Description

FY 2015/16

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.

Distribution System Improvements

Systematic replacement of older, deteriorated, undersized and high maintenance water mains.
$993,750 will be utilized to replace 5,645' of water main. Gill Ave. replace 1960' of 2" main, Delshire 190' of 2" main, Westrick 230' of 2" main, Dickson from Manchester Rd. to Drury 200' of 6" main, Nelda 415' of 2" main and Norton 850' of 2" main. This will replace 0.79% of our 135 mile distribution system. The remaining $100,000 is budgeted to design FY 2016/2017

Operational Improvements

Funds have been allocated for operational improvements identified in the 2014 Water Distribution System Master Plan.
Improvements will include but are not limited to the replacement of inefficient pumps, advanced leak detection equipment

Pickup Trucks w/ Service Bodies

Vehicle is used for pump station equipment maintenance, customer service calls, meter maintenance,
and water main and fire hydrant maintenance. Vehicle No. 8511, 2005 E150 is scheduled for replacement in FY 15/16

FY 2016/17

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.

Tower/Tank Repainting Dougherty Ferry

The sand blasting and repainting of the Dougherty Ferry tank interior and exterior is scheduled for FY 2016/17. This tank was last painted in 2002, all tanks are repainted every 15 years. This project will also include the installation of a non-mechanical mixer to reduce water age in the tank.

Distribution Syatem Improvements

Systematic replacement of older, deteriorated, undersized and high maintenance water mains.
$692,000 will be utilized to replace 3,950' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 0.55% of our 135 mile distribution system. The remaining $100,000 is budgeted to design FY 2017/2018

Pickup Truck w/ Service Bodies

Vehicles are used for pump station equipment maintenance, customer service calls, meter maintenance, and water main and fire hydrant maintenance. Vehicle No. 8528 (F-250 with service body) scheduled for replacement in FY 2016/17.

Backhoe/Loader

Used for loading rock onto dump trucks for backfilling excavations and hauling off excavation spoils. Unit No. 8510 is an existing 1998 John Deere 310SE scheduled for replacement in FY 2016/17.

Purch/Utilities, Heat Pumps Replacement (1/3)

Growing complaints regarding cold temperatures in the winter and hot temperatures in the summer, along with increased maintenance cost have led to the decision to replace the systems. The replacement will be a commercial solution with 4 packaged rooftop units with gas heat and humidity controls. The current systems are beyond their life cycle and are due to be replaced. This will also repair and replace the various ductwork. Projected total is $90,000 (1/3-Water, 1/3-Electric and 1/3 Building Services).

FY 2017/18

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.

Distribution Syatem Improvements

Systematic replacement of older, deteriorated, undersized and high maintenance water mains.
$1,109,700 will be utilized to replace 6,730' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 0.94% of our 135 mile distribution system. The remaining $100,000 is budgeted to design FY 2018/19.

Operational Improvements

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan. Improvements will included but not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

FY 2018/19

Fire Hydrant Installations

Installation of additional public fire hydrants by the Water Department for new developments. Payment to developers/contractors for the installation of public fire hydrants for their new developments.

Distribution Syatem Improvements

Systematic replacement of older, deteriorated, undersized and high maintenance water mains. $1,169,050 will be utilized to replace 7,127' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1% of our 135 mile distribution system. The remaining $100,000 is budgeted to design FY 2019/20.

Pickup Truck w/ Service Bodies

Vehicles are used for pump station equipment maintenance, customer service calls, meter maintenance, and water main and fire hydrant maintenance. Vehicle No. 8519 (2010 F-150 with service body) and No. 8525 (2008 F-250 with service body)scheduled for replacement in FY 2018/19.

FY 2019/20

Fire Hydrant Installations

Installation of additional public fire hydrants by the Water Department for new developments. Payment to developers/contractors for the installation of public fire hydrants for their new developments.

Distribution Syatem Improvements

Systematic replacement of older, deteriorated, undersized and high maintenance water mains. $1,216,655 will be utilized to replace 7,445' of water main. Actual locations are determined annually after reassessment and periodization of the distribution system. This will replace 1.04% of our 135 mile distribution system. The remaining $100,000 is budgeted to design FY 2019/20.

Operational Improvements

Funds have been allocated for operational improvements identified in the 2013 Water Distribution System Master Plan. Improvements will included but not limited to the replacement of inefficient pumps, advance leak detection equipment and SCADA upgrades.

Pickup Trucks w/ Service Bodies

Vehicle is used by the department Director for dailiy transportaion in the execustion of duties. Vehicle No. 8500, 2010 Froa Escape is scheduled for replacement in FY 15/16

SANITATION FUND

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Labrie Side Loader	185,000				
Rear Load Dumpsters	300,000		100,000		
30 Yd. Roll-off Containers	50,000				
One Ton Pick-up Trucks (2)		60,000			
12 Yd. Rear Load Truck		120,000			
96 Gallon Toters			36,000		
Skid Steer			38,000		
Lease/Purchase for Labrie Side Loaders				1,800,000	
Perimeter Wall/Facade Repairs (Public Works)				32,750	
25 Yd. Rear Loaders (4)					785,000
Annual Total	535,000	180,000	174,000	1,832,750	785,000

Lease Purchase Financing

Project Description

FY 2015/16

Labrie Side Loader

This will be an additional truck for the fleet. The two remaining rear-loaders, 8912 and 8914, will be traded in or sold to be used toward the purchase of this unit. This unit will be used as a back up for the fleet.

Rear Load Dumpsters

This will be for the purchase of 400 dumpsters in various sizes to be used for the commercial, industrial and multi-family accounts. The City will be the sole provider of trash services starting April 1, 2016.

30 Yd. Roll-off Containers

This purchase is for roll-off containers for industrial waste applications.

FY 2016/17

One Ton Pick-up Trucks (2)

Replacement of vehicle no. 8908 and 8909. The vehicles will also be equipped with new 6 yd. hoppers to be used for rear yard service and commercial services.

12 Yd. Rear Load Truck

This will be an additional truck that a is smaller than a traditional sanitation truck. This vehicle will be used in areas where a larger truck will not be able to access.

FY 2017/18

Rear Load Dumpsters

This will be for the purchase of 200 dumpsters in various sizes to be used for the commercial, industrial and multi-family accounts.

96 Gallon Totters

This is for the purchase of 520 96 gallon totters used for commercial and mulit-family collection of recyclables.

Skid Steer

This for the replacement of unit no. 8902. This skid steer is utilized in the recycling depository and transfer station.

FY 2018/19

Lease/Purchase for Labrie Side Loaders

The original 5-year lease will be up, $1,800,000 is for the purchase of these vehicles. However other financing options may be evaluated.

Perimeter Wall/Facade Repairs (Public Works)

The Facilities Assessment findings revealed issues with tuck-pointing, damaged CMU blocks.
Project total is $131,000 (1/2-Public Works/Sanitation and 1/2-Building Services).

FY 2019/20

25 Yd. Rear Loaders (4)

This will be for the replacement of 4 rear loaders. However other financing options may be evaluated.
Vehicle Nos. 8930, 8931, 8932, and 8940

VEHICLE MAINTENANCE (FLEET SERVICES)

Acquisition	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Heavy Duty Tire Changer				15,000	
Four Post Open Front Service Rack					17,000
	-	-	-	15,000	17,000

Project Description

FY 2018-2019

Heavy Duty Tire Changer

Replace current AccuTurn 4260 Heavy Duty Tire Changer that continues to require extensive maintenance. AccuTurn has been purchased by Bosch increasing the difficulty to locate replacement parts and escalating the cost of repairs. The heavy duty tire changer safely dismounts and mounts wheel assemblies up to 55" in diameter.

FY 2019-2020

Four Post Open Front Service Rack

Replace current Forward DP10 Two (2) Post lift. The current two post lift has limited capabilities due to the available adapters and the ever changing vehicle dimensions. The runways of a four post lift simplify set up and increase productivity by allowing the technician to just drive onto the lift. A two post lift requires the technician to exit the vehicle, kneel down at all four corners, and correctly position the arms ensuring the vehicle will be lifted evenly and safely. The four post lift will increase our lifting capabilities from 10,000 to 14,000 pounds and include two 7,000 pound rolling jacks.

PARKS/RECREATION FIVE YEAR CAPITAL PLAN

Fiscal Years
2015/16 - 2019/20

City of Kirkwood - Five Year Parks/Recreation Capital Plan

Projected Statement of Revenues, Expenditures and Changes in Fund Balance

	Year 1 2015/16	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
Revenues:					
Taxes	2,361,750	2,373,559	2,385,427	2,397,354	2,409,340
Interest on investments	3,000	3,000	3,000	3,000	3,000
Total Operational Revenues	2,364,750	2,376,559	2,388,427	2,400,354	2,412,340
Other financing sources					
Grants	20,000	450,000	-	450,000	
Glendale	47,757	46,960	46,425	45,856	
Oakland	12,773	12,559	12,416	12,401	
Sale/Trade In	1,000	8,000	1,000	1,000	
Total other financing sources	81,530	517,519	59,841	509,257	
Total Revenues and Other Financing	2,446,280	2,894,078	2,448,268	2,909,611	2,412,340
Expenditures:					
Transfer to other funds	850,000	875,000	875,000	900,000	900,000
Legal	3,250	3,250	3,250	3,500	3,500
Audit	5,000	5,000	5,000	5,250	5,250
Principal - Interfund Loan	170,000	170,000	170,000	170,000	170,000
Interest - Interfund Loan	30,600	27,625	23,800	13,260	6,800
Principal	780,000	780,000	790,000	365,000	
Interest	30,773	19,985	10,079	2,555	
Fiscal Agent Fees	1,600	1,600	1,600	1,600	
Parks Recreation Capital Projects	578,000	528,000	588,000	1,065,000	135,000
Total expenditures	2,449,223	2,410,460	2,466,729	2,526,165	1,220,550
Revenues and other financing					
sources over expenditures	(2,943)	483,618	(18,461)	383,446	1,191,790
Fund balances					
Beginning of year	569,629	566,686	1,050,304	1,031,842	1,415,288
End of year	566,686	1,050,304	1,031,842	1,415,288	2,607,078

PARKS/RECREATION SALES TAX

Acquisition	2015/16	2016/17	2017/18	2018/19	2019/20
2015/16					
Greentree Park Prairie Development	375,000				
Pool Painting (Leisure & Family Pools)	30,000				
Pool Repairs	50,000				
Ice Resurfacer	115,000				
ID Card Printers	8,000				
2016/17					
Greentree Park Wetlands Interpretive Area		300,000			
Emmerson Culvert Replacement (50%)		150,000			
Pool Painting (Slide Tower & SCS Unit)		30,000			
Pool Repairs		30,000			
Rink Warming Room Floor Replacement		110,000			
Volleyball Standards		10,000			
Man Lift		20,000			
Replace Ice Arena Lights		28,000			
2017/18					
Pool Painting (Competition Pool)			30,000		
Pool Repairs			30,000		
Lift Station Pumps			8,000		
Rink Cooling Tower			70,000		
Fillmore Park Development			300,000		
Paint Rink Ceiling Trusses			20,000		
Replace East Gym Lights			15,000		
West Gym Floor Refinishing			20,000		
Paint Community Center Exterior			60,000		
East Gym HVAC Replacement			35,000		
2018/19					
Pool Painting (Lazy River, Plunge Pool)				35,000	
Pool Repairs				30,000	
Greentree Park Athletic Fields				1,000,000	
2019/20					
Pool Painting					35,000
Ice Rink Arena Flooring					65,000
Pool Repairs					35,000
Annual Total	***578,000***	***678,000***	***588,000***	***1,065,000***	***135,000***

FY2015/16

Greentree Park Prairie Development ($375,000)
The 2005 Parks and Recreation Master Plan calls for development of the portion of the park property located north of Marshall Road. A planning grant from the Municipal Park Grant Commission of St. Louis County was used to develop a conceptual plan for this area. The resulting plan calls for two areas of development; a prairie area under the high power electric lines that bisect the park and a wetlands demonstration area located north of the athletic fields. This particular budget entry is for the prairie area and is a place holder that should be updated once full plans for this area are completed. This budget request was previously listed in FY 2013-14 but has been delayed because of overriding priorities of other park projects. The budget request for the wetlands portion of the project is listed in the following year.

Pool Painting, Leisure and Family Pools ($30,000)
These will be the final pools in the cycle to be painted as part of the ongoing effort to paint each pool every five to six years. These pools were last painted prior to the 2010 season.

Pool Repairs ($50,000)
Part of the ongoing allocation for repair of various pool systems that are anticipated but not necessarily identified at this time. The amount reserved for this purpose is higher than in previous years based on leaks that are evident during the 2014 pool season.

Ice Resurfacer ($115,000)
The current primary version of this key piece of equipment is an Olypmia machine that dates to 2003, and is to be moved to reserve status. The new machine will supplant a 1994 Zamboni resurfacer now used in the reserve role, with that machine to be auctioned off. By the time the 2003 Olympia is moved to reserve status it will have the equivalent of almost 300,000 miles logged. A reliable ice resurfacer and backup is considered essential as the resurfacer machine is typically used 10 - 12 times per day. If a resurfacer is not available, rink operations will eventually cease until a machine is back on line. The proposed replacement machine is a propane powered Olympia, which will make operations easier since staff will not have to be trained on two different brands of machines. Commonality of parts will also make it easier to maintain both machines. The cost includes conversion of the engine to operate on compressed natural gas, which considered safer to operate in an indoor rink environment as well as more cost effective.

ID Card Printers ($8,000)
The existing ID card printers, used for printing ID cards and season passes were purchased in 2003. Staff has been advised that support for these machines will no longer be available after 2014, necessitating the need to purchase replacements for this essential piece of equipment.

FY2016/17

Greentree Park Wetlands Intrepretive Area ($300,000)
This project allows for the continuation of the development of the proposed Greentree Park praire/wetlands demonstration area, including a boardwalk, interpretive pavilion and trail system.

Pool Painting, Slide Tower and SCS Unit ($30,000)
This project is part of an annual effort to paint various pool and components in the aquatic center. This will be the first time since the opening the aquatic center that the metal components of the slide tower and water playground will be painted, with the intent to restore the faux wood look that was part of the original design.

Pool Repairs ($30,000)
The normal allocation for pool repairs done on an annual basis, covering repairs to filtration systems, deck and other aspects of the pool operation.

Rink Warming Room Floor Replacement ($130,000)
Because the flooring in this area is subjected to highly abusive skate traffic it is necessary to periodically replace the flooring. The flooring in this area will be 18 years old by the time replacement is accomplished. This project has been contemplated for several years but has been delayed as staff has been able to replace some of the existing tiles that have failed. The supply of matching tiles has been exhausted so this solution will no longer be available. The flooring continues to deteriorate aesthetically and is coming up in some spots creating safety concerns.

Volleyball Standards ($10,000)
This project anticipates the need to replace the volleyball standards and net systems that are used several days a week in the community center's gymnasiums. At the time of replacement, the existing standards will be 12 years and reaching the end of their useful life due to metal fatigue and the breakdown of the gearing mechanisms that are used to adjust net height.

Man Lift ($20,000)
This critical piece of equipment is used throughout the community center in the theater, gyms and rink, as well as outside projects at the pool and parks. The existing lift is more than 20 years old, and the repair company advises that further repairs of the lift are not advised.

Replace Rink Arena Lights ($28,000)
Similar in nature to a previously completed project in the West Gymnasiums, this project calls for the replacement of the rink arena's 45 metal halide light fixtures. The current plan is that replacement lights will be high efficiency flourescent lights, that will use 40 - 50% less energy and provide more even light dispersal. Payback on the new lights is estimated at 6 - 7 years. As the project moves closer to implementation an investigation will be done to see if the use of LED lights is warranted.

FY2017-18

Pool Painting, Competition Pool ($30,000)
This will initiate another round of painting pools which typically starts every five to six years. In the first year of the cycle the competition pool is scheduled to be painted. In the following year the lazy river and plunge pool are to be painted, and the leisure and family pools the year after that.

Pool Repairs ($30,000)
The annual allocation for as yet unidentified, but typically needed repairs to filtration systems and other pool related items.

Lift Station Pumps ($8,000)
This project anticipates the eventual failure of the lift station pumps servicing the ice rink facility. If replaced at this time, existing pumps would be nearing 20 years of age. The timing for the project has been delayed as the pumps continue to function well and appear to be in good working order.

Rink Cooling Tower ($70,000)
The project anticipates the failure of the cooling tower for the ice rink chiller system. This equipment operates in a harsh environment under difficult conditions and will likely need replacement due to corrosion, rust, and sediment that inhibits its ability to function properly.

PARKS/RECREATION SALES TAX PROJECT DESCRIPTIONS

Fillmore Park Development

The purchase of additional land adjacent to Fillmore Park has resulted in a desire to develop a conceptual plan for the park that will incorporate the new property. The conceptual plan is expected to be finished in the fall of 2014. The amount currently budgeted is a place holder that can be updated once the conceptual plan and cost estimate are completed. It is anticipated that a substantial portion of the cost for the project will be covered by a grant from the St. Louis County Municipal Park Grant Commission.

Paint Rink Ceiling Trusses ($20,000)

The twelve steel trusses that form the superstructure for the ice arena roof are starting to show signs of rust. The project calls for removing the rust and scale that are present and repainting with a rust converting paint followed by a urethane alkyd enamel which will protect against rust. At this point this is an aesthetic issue, but if left untreated, will become a structural issue as well.

West Gym Floor Refinishing ($20,000)

The West Gym floor receives a yearly coating to protect floor surface but eventually will requires sanding of the floor to bare wood to remove irregularities and ensure adhesion of finish materials in the future. This will be the first time the floor has been received such treatment since its original installation in 1990.

East Gym Light Replacement ($15,000)

This is the first of several projects listed that would be completed if no rehabilitation of the existing community center were to come to fruition. The project calls for replacement of old, inefficient metal halide fixtures to be replaced with high efficiency flourescent fixtures. Benefits include reduction in energy of 40 - 50% per fixture, more even and less glaring light conditions, and more versatility in establishing appropriate light levels. The project also calls for the replacement of existing incadescent lights with more and smaller incandescent light fixtures tied to a dimmer system that will make the lighting more functional during the gym's use as a social hall. Estimated payback on the project is seven years at current electric rates.

Paint Community Center Exterior ($60,000)

One of the major projects identified in the 2009 city building study, this project call for the painting of existing painted surfaces on the exterior of the community center building. As with the East Gym light project, this project is being delayed until a better sense of the future of the community center building is developed.

East Gym HVAC Replacement ($35,000)

This project calls for the replacement of two air conditioning units in the East Gym of the Community Center. Both units were originally installed in the 1980's, and one unit is no longer functional. An effort will be made to consolidate to one unit and add heating capacity, eliminating two large and unsightly forced air gas units that hang from the ceiling that currently heat the space. This project will only be done if the current configuration of the community center survives any future renovation or replacement.

FY18-19

Pool Painting, Lazy River and Plunge Pool ($30,000)

These will be the second to last group of pools or features in the cycle to be painted as part of the ongoing effort to paint each pool and most structures every five to six years. These pools are schedule to be painted prior to the 2014 season, so this timing reflects the earliest such painting will typically occur.

Pool Repairs ($30,000)

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

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

The 2005 Parks and Recreation Master Plan speaks to the idea of transferring two of the softball/baseball fields in Kirkwood Park to the northwest section of Greentree Park. The amount shown represent an estimate based on master plan figures to develop two lit athletic fields, restrooms, and other amenities at this location.

FY19-20

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

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

Ice Arena Flooring ($60,000)

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 19-20 fiscal year the surface will be 20+ years old.

Pool Repairs ($35,000)

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

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Section V
Finance Committee

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DIVISION 5. FINANCE COMMITTEE

Sec. 2-565. Creation, number members; purposes.

(a) There is hereby created a citizen's finance advisory committee which shall consist of eight (8) members who shall serve a three-year term. The committee shall be appointed by the mayor, with approval of the city council. The first term of three (3) committee members shall be for three (3) years. The first term of three (3) committee members shall be for two (2) years. The first term of two (2) committee members shall be for one (1) year. Each member shall continue to serve until a successor is duly appointed and qualified. In the event of death, resignation or removal of any member, a successor shall be appointed by the council to serve for the unexpired term for which such member has been appointed. The council may remove any member of the committee at any time.

(b) The purpose of this committee shall be:

(1) To serve as an advisory body to the city council and to provide suggestions, recommendations, and comments to the city council concerning the preparation of the city's annual operating and capital budget, and the three-year capital program. The primary objective of the committee is to assure citizen input on both the short term and long term financial condition of the city, the reasonableness and appropriateness of specific budget requests, and to provide other financial direction as may be requested by the city council.

(2) To work with the chief administrative officer and city comptroller in a mutually cooperative fashion, including the interviewing of department heads annually during the budget process in order to gain an understanding of the need and cost of specific line-item operating and capital requests.

(3) To work with the chief administrative officer and the city comptroller in a mutually cooperative fashion in reviewing revenue forecasts and the assumptions upon which they are based.

(4) To conduct such other reviews as may be deeded 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.

(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)

Citizen Finance Committee

11/7/2014

October 6th	Distribute Operating Budgets to CFC
November 3rd - 14th	Department Budget Update

OCTOBER

Wednesday	1	
Thursday	2	
Friday	3	**Revenues/Committee Assignments**
Monday	6	
Tuesday	7	
Wednesday	8	
Thursday	9	
Friday	10	**Finance, Fleet**
Monday	13	
Tuesday	14	
Wednesday	15	
Thursday	16	
Friday	17	**Recreation**
Monday	20	
Tuesday	21	
Wednesday	22	
Thursday	23	
Friday	24	**Water**
Monday	27	
Tuesday	28	
Wednesday	29	
Thursday	30	
Friday	31	**Electric**

NOVEMBER

Monday	3	
Tuesday	4	
Wednesday	5	
Thursday	6	
Friday	7	**Police**

Citizen Finance Committee

11/7/2014

NOVEMBER

Monday	10	
Tuesday	11	
Wednesday	12	
Thursday	13	
Friday	14	**Public Works**
Monday	17	
Tuesday	18	
Wednesday	19	
Thursday	20	
Friday	21	**Fire**
Monday	24	
Tuesday	25	
Wednesday	26	
Thursday	27	**Holiday**
Friday	28	

DECEMBER

Monday	1	
Tuesday	2	
Wednesday	3	
Thursday	4	
Friday	5	**Public Works**
Monday	8	
Tuesday	9	
Wednesday	10	
Thursday	11	
Friday	12	**Purchasing, Building Services**

DECEMBER

Monday	15	
Tuesday	16	
Wednesday	17	
Thursday	18	
Friday	19	**Administration, MIS**
		Wrap Up

Citizen Finance Committee

11/7/2014

DECEMBER

Monday	22	
Tuesday	23	
Wednesday	24	**Holiday**
Thursday	25	**Holiday**
Friday	26	
Monday	29	
Tuesday	30	
Wednesday	31	

JANUARY

Thursday	1	**Holiday**
Friday	2	
Monday	5	
Tuesday	6	
Wednesday	7	
Thursday	8	**CFC to Council**
Friday	9	

CITY OF KIRKWOOD

CITIZENS FINANCE COMMITTEE MEMBERS

Ron Evens, Chair

Bonita Campbell

Brian Dentenger

William Link

Brian Lunt

Sandy Washington

Mark Zimmer

COUNCIL LIAISON

Tim Griffin

STAFF LIAISON

John Adams

CITIZEN'S FINANCE COMMITTEE

DEPARTMENT ASSIGNMENT FISCAL YEAR 2015/2016

	Committee Member(s)	Department Contact	E-Mail	Telephone
City Clerk/Council	Brian P, Ron	Betty Montano	montanbk@kirkwoodmo.org	822-5802
Administration		Russ Hawes	Hawesrb@kirkwoodmo.org	822-5803
Fleet		Georgia Ragland	raglangl@kirkwoodmo.org	822-5801
Personnel		Chris Wenom	wenomcj@kirkwoodmo.org	822-5831
Worker's Compensation				
Finance		John Adams	adamsjr@kirkwoodmo.org	822-5833
		Sandy Stephens	stephensf@kirkwoodmo.org	822-5834
Purchasing/Warehouse	Brian L, Bill	David Weidler	Weidledc@kirkwoodmo.org	822-5850
Bldg. Services				
MIS	Bill, Ron	Kevin Campe	campekr@kirkwoodmo.org	822-5839
Police/Municipal Court	Mark, Sandy	Jack Plummer	plummejr@kirkwoodmo.org	822-5866
Fire	Bonita, Brian L	Thomas Openlander	openlatv@kirkwoodmo.org	984-5980
Engineering	Sandy, Mark	Bill Bensing	bensinwe@kirkwoodmo.org	822-5846
Building Commissioner				
Street				
Sanitation				
Water				
Recreation	Brian D, Bonita	Murray Pounds	poundsm@kirkwoodmo.org	822-5857
Electric	Brian D, Brian P	Mark Petty	pettyma@kirkwoodmo.orh	822-5847

TO: Kirkwood City Council
FROM: Kirkwood Citizen's Finance Committee
DATE: January 2, 2014
RE: 2014/2015 Budget Commentary/Recommendations/Feedback
Cc: John Adams, Mike Brown

Overview of Citizens' Finance Committee Authority, Purpose, Mission

Consistent with City of Kirkwood Ordinance No. 8007, §1, 11-15-90 [Sec. 2-565 to Sec. 2-568], the Kirkwood Citizens' Finance Committee (hereafter "the Committee") hereby "provide[s] suggestions, recommendations, and comments to the city council concerning the preparation of the city's annual operating and capital budgets. " [Sec. 2-565 (b) (1)]. The Committee "interview[ed] the department heads…to gain an understanding of the need and cost of specific line-item operating and capital requests," [Sec. 2-565 (b) (2)], "work[ed] with the chief administrative officer and city [chief financial officer] in a mutually cooperative fashion in reviewing revenue forecasts and the assumptions upon which they were based," [Sec. 2-565 (b) (3)], and "conduct[ed] such other reviews…to adequately formulate recommendations on the city's financial condition, budgetary actions, and fiscal policies." [Sec. 2-565 (b) (4)].

Brief Description of the Committee's Review Process During the Calendar Year

The Committee provides this report after engaging in a three-month review process that included meetings with representatives of all of the city departments, with such representatives appearing with the Committee on the following respective dates: Administrative/Finance & MIS (October 11, 2012); Recreation (October 18, 2012); Water (October 25, 2012); Electric (November 1, 2012); Police (November 8, 2012); Fire (November 15, 2012); Public Works (November 22, 2012); and Purchasing (December 6, 2012). All of these department-by-department meetings were "open to the public" with prior public posting consistent with the Missouri Sunshine [Meeting Posting] Laws. The typical meeting AGENDA format for such meetings is as follows: (1) review and approval of minutes from prior meeting; (2) Citizen Comment (3-minutes maximum per individual), if any; (3) department head presentation followed by questions and follow-up inquiries from members of the Committee; and (4) Committee "round-table" discussion of key issues and concerns following the departmental presentation; and (5) adjourn meeting. The meetings are generally held on Friday mornings, 7:00 – 8:30 a.m., at City Hall. In anticipation of the aforementioned meetings, two Committee members are assigned to each respective department as "liaisons" for that particular session, with such liaisons responsible for meeting with each department head prior to the scheduled meeting for such department. At the various Friday morning meetings, the liaisons tend to lead the morning's discussion and are generally the most prepared to identify the issues most "pressing" to that particular department.

General Committee Note

This year the Committee took a different approach in regards to the evaluation of the city departments. We used a structured process to evaluate the strengths, weaknesses, opportunities and threats (SWOT Analysis) of each department reviewed. This approach is commonly used in business settings and helped us quickly identify areas of focus for our discussion and facilitated the preparation of this summary document. A SWOT Analysis involves specifying the objective of the department and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. The Committee believes that this allowed us to look at the city departments in a more comprehensive view.

Committee's [General] Recommendations -- Points Applicable to All Departments

Strength:

- Well managed departments- Once again this year, the Committee members remain impressed with the caliber of the City's management team and their overall fiscal and operational management of their departments.

Weakness:

- Succession planning- The Committee noted across several departments the opportunity to focus more on succession planning to prepare for the potential retirement or departure of department leaders.

Opportunities

- Water/electric collaboration- The Committee noted the similarities and potential synergies of the water and electric meter replacements and encourage a more collaborative approach to this project.

Threats:

- Lower than expected sales taxes- The City's revenues appear lower than forecast due to continued slow growth in the economy overall. The Committee noted that over an extended period of time with lower than forecasted taxes and revenues could have a negative impact on the strategic priorities of the City.

Department-by-Department Recommendations/Comment

RECREATION

Strength:

- Solicitation of grants to support development projects.
- Seek community input on community center.
- Strong management of aquatic center.
- Consistent budget.
- Capital plan for pool repair and Greentree Festival.
- Sales tax revenues.

Weakness:

- Fireworks sponsors.
- Cooperation between departments.
- MSD grant.
- Park land locked.
- Dated uninviting rec center and meeting rooms.
- The loss of stages rehearsing in the community center.

Opportunities:

- Improvement to community center.
- Work with high school to promote tennis lessons to students.
- Consider Groupons for tennis or aquatic center.
- Increase revenue from tennis & aquatic center non-residents.
- Collaboration with the YMCA, community college, school district, and other taxing entities.
- To consolidate services, expenses, shared income, pool management, day camps and fitness.
- New tennis program from Vetta Sports.
- Watch competing ice rinks for possible closures to capture more revenues

Threat:

- Bad weather.
- Water leak at the pool.
- Loss of stages.
- Loss of renting the facility.
- Lower revenue to fund development.
- Other local pools.
- Non-residents in recreation.
- Competition from other municipalities, other organizations offering recreation classes and other pool facilities.
- Duplication of services throughout city.
- Water loss from pumps.

Recommendation:

Continue exploring Community Center project, with strong collaboration with other interested entities.

<u>MIS</u>

Strength:

- Outside vendor use for support and financial savings
- Stable Networks
- Intrusions prevention system alerts
- Virtual servers

Weakness:

- No existing failover systems on servers
- Long term contracts may link city to outdated software
- Maintenance fluctuations

Opportunities:

- Increased failover systems especially for Police and Fire
- Upgrade PT position
- Create succession plan
- Increase redundancies

Threats:

- Outside cyber attacks
- Security issues regarding hacking and data theft

Recommendation:

Committee supports the PT upgrade position and thinks the focus on the upcoming year should be on security issues.

WATER DEPARTMENT

Strength:

- Lateral drilling below ground to replace water line. Low impact to residents.
- Completed the analysis of our water system.
- Strong cost control leading to reduced expense budget.
- Survey completed.
- Efforts to reduce cost.
- Cheaper water rates and meter cost.
- Increased use of technology in field/remote use.
- Water department contributes to finances.
- Coordination with public works projects to efficiently manage cost.
- Reserves are overfunded by $1.2 million ($6.2 less $5 million target)

Weakness:

- Replace 2” and 4” water mains.
- Homeland Security requirements.
- Water loss.
- Old meters.
- Aging lines.
- Age of pump stations.
- Seismic tower retrofit.
- Continue to manage/address uncollected water and get to industry standard of 10%.
- Age of meters and loss of income revenue.
- Water sitting in water pipes for 7 days when it should only be sitting there for 0-3 days.

Opportunities:

- Increase water main replacement, with excess reserves
- Hydrant permits.
- Automated meter reading.
- Consultant survey.
- Hydraulic model.
- Incorporate hydrant flushing into budget as annual expense.
- Continue to expand/peruse horizontal directional drilling/new technology.
- Investigate public works grants for streets rather than allocate revenue to public works from city departments to upgrade streets.
- Proactive leak detection.

Threats:

- Need to increase main replacement.
- Rate increase by Missouri American.
- Future main brakes.
- Future unaccounted water.
- Funding to replace mains.
- Pace of water line/main replacement to slow. May result in unplanned money to address emergencies.
- $3,400,000 for automated meter reading system.
- $158,000 cost savings from fewer meter readings. That will be lost revenue for electric department.

Recommendation:

Overall, the Committee was pleased with the progress in the Water department and it's long-range plan that is focusing on improved efficiencies and financials.

We believe there should be greater collaboration between in the planning of the meter replacement between the water and electric departments.

PURCHASING/BUILDING SERVICES/FLEET

Strength:

- Best practices.
- Cost savings.
- Communication/collaboration increased since 2001.
- Professional approach.

Weakness:

- Currently no department head, should view this as an opportunity
- Spending gap breakdown needed.
- Need to understand that without all other departments purchasing doesn't exist.

Opportunities:

- New leadership to build success.
- Inventory optimization programs.

- Maximize collaboration.
- Maximize 3 C's of Purchasing with other department heads.
- Need the city administration support.

Threats:

- New director may take department in a different direction.
- Security of items. Threat could be a factor.
- Cooperation between other departments needs to be improved

Recommendation:

The Committee believes that the Purchasing Department has implemented processes over the years to improve the cost efficiency of the City contracts and reduce overall costs to the City.

The Committee believes the City has an opportunity in the hiring of a new Purchasing Department manager to encourage greater cooperation and collaboration between this individual and other City department heads.

POLICE DEPARTMENT

Strength:

- 2 added school resource officers.
- Prop C – strengthened quality of officers.
- Good place to work after Prop C.
- Safe place to live.

Weakness:

- Salary increases.
- Relationship with security companies.

Opportunities:

- Mandatory officer physicals covered by health insurance.
- Strengthen relationship with community college security department.
- Part time salary decrease.
- Fitness to serve – ensure officers meet these requirements

Threats:

- Schools – keeping secure.
- Continued theft activity at shopping center in south Kirkwood
- Code enforcement.

Recommendation:

The Committee supports making the part-time code enforcement to a full time position.

The Committee thinks the City should explore moving the code enforcement to the Public Works Department

PUBLIC WORKS/SANITATION

Strength:

- New recycling transfer station.
- Efficiencies of new trash trucks.

Weakness:

- Funding for streets.
- Educating users on items on recycling trash.
- Community communication regarding street replacement

Opportunities:

- Create comprehensive plan for streets.
- Recycling revenue from cardboard.
- Increased recycling methods.

Threats:

- Deteriorate streets.
- Revenue for street repairs.

Recommendation:

The Department should increased transparency and communication regarding street replacements

The Committee supports continued expansion of commercial sanitation services

FIRE

Strength:

- Crossed trained personnel.
- Knowledge training of admin and personnel.
- Excellent EMT staff.
- Quality equipment.
- Ambulance fees/revenue.
- Working with other cities.
- Chief is constantly thinking about cost.
- Chiefs knowledgeable/passionate.
- Management of department.
- Multi function/training staff.
- Cross training.
- Great record.
- Functional collaboration.
- Dedicated to public service.
- Great attitude.
- Well trained and capable personnel.

Weakness:

- Budgeting of revenue.
- Documentation.
- Accreditation needed.
- Development a strategic plan.
- Make sure plans and knowledge are in writing.
- Ambulance staffing.

Opportunities:

- Added fees from more senior citizens.
- Gifted equipment.
- Seek contributions from for-profit agencies.
- Obtain international accreditation.
- Develop long range plans.
- Hire employee totally dedicated to accreditation.
- Measure percentage of ambulance usage to justify additional staffing.
- Better measure and document more accurate response times.
- Collaborating with neighbors.

Threats:

- Aberdeen Heights may increase ambulance calls.
- Continue intensive training of all personnel.
- Affordable Care Act impact.

Recommendation:

The City should consider accreditation if it can be achieved within appropriate fiscal restraints.

ELECTRIC

Strength:

- Trained employees.
- Rates lower than Ameren.
- Local support for citizens.
- Contribution to General Fund.
- Management.
- Good reliability.
- Safe operations.
- Power savings over time.
- Lead role in industrial aid program for the state.
- Strong sense of customer service.
- Strong proactive management of department and equipment.

Weakness:

- Age of system and workforce.
- No opportunity for growth.
- Communication with customers.
- Public perception of rate increase and tree trimming program.

Opportunities:

- Apprenticeship program.
- System upgrades.
- In a few years the cash balance will be at the $20mm target. After that excess funds can go directly into the General Fund.
- Collecting customer feedback.
- System upgrades.
- Increased energy rebates.
- Contracted crews.
- Need to leverage different communication channels.
- Electric meter reading in cooperation with water department

Threats:

- Overstaffing for training new employees.
- Capital needs.
- Future drawdown's of fund balances.
- Future capital needs always increasing.
- Future financing opportunities.
- Rate increases.
- Improved Communication with customers.
- Regulatory uncertainty.

Recommendation:

The Committee supports the conversion of automatic meter reading, but we feel it must have better coordination with water department.

The Committee recommends a stronger monitoring of Prairie States project and the development a contingency plan if cost savings do not materialize.

TO: Kirkwood City Council
FROM: Kirkwood Citizen's Finance Committee
DATE: January 3, 2013
RE: 2013/2014 Budget Commentary/Recommendations/Feedback
Cc: John Adams, Mike Brown

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morning's discussion and are generally the most prepared to identify the issues most "pressing" to that particular department.

Introduction & General Recommendations -- Points Applicable to All Departments

- The members of the Citizens Finance Committee would like to extend their thanks to the Mayor, City Council, department heads and staff who have participated in the budget review process for the City of Kirkwood for the 2013 Budget.
- The Committee applauds the City for containing the size of the City's budget and staffing levels. We understand the continued downward pressure on tax revenues and believe it will be important going forward for the City Council to carefully consider any increases in spending that would push the City's budget out of balance. Given the difficult financial environment, the Council is encouraged to consider the return on any future investments and set priorities for spending in the coming months.
- As we provide some insight in areas that we believe may be opportunities for improvement, it is our unanimous opinion that the City's budget is well managed and we applaud the professionalism that the department heads and Administration use to manage their functions. Their approach to implementing cost control, best practices, and opportunities for improvement provide an excellent foundation for managing the City's funds. We thank you for your efforts and results.

  Kirkwood is fortunate that the city has a certain critical mass that provides us with economies of scale that lower our costs for buying and delivering services. Given our expertise and sound management, the Committee believes that the City has opportunities to provide additional support to other nearby communities where sharing resources could be beneficial. We have already seen several departments who have leveraged their resources to support neighboring communities (outlined below) and we encourage the City to continue to explore such arrangements in other departments,

  1. **Recreation:** Extending our recreation facilities, such as the pool, to our neighboring communities has enhanced incoming revenues to our City, and helps maximize our ability to cover the cost of those services.
  2. **Administration:** We have taken our accounting expertise to the City of Rock Hill which actually helps cover the existing staff, thus reducing the overall cost to our citizens for those services.
  3. **IT:** We have taken our GIS services to other communities to assist them in their needs.
- We believe as we looked at all departments there are still more opportunities whereby collaboration can provide future success stories. This idea is bigger than anyone department head, or City official. We believe collaboration between communities, other

constituents with similar needs and our own internal operations provide still more opportunities, they include:

1. **Community Center:** The long term solution for an updated Community center may best be addressed by collaborating with neighboring communities (Glendale, Rock Hill, etc.) and support from other constituents (St Louis Community College, Kirkwood School System, YMCA, etc.).
2. **Fire:** While we understand this is a sensitive and sometimes political issue, the Committee believes there may be a more effective way to position fire houses and provide services in Kirkwood and its surrounding areas if we could collaborate effectively with those communities to reduce redundancy in coverage and operating costs.
3. **IT:** The Committee believes that there is an opportunity to review the City's total printing needs amongst all departments including: network printers, non-networked printers and copying to provide a more effective unified solution, reducing cost of supplies and minimizing the number of devices that need to be maintained.
4. **GIS:** The Committee believes that there may be an opportunity to effectively extend the GIS services in IT to provide enhanced support for the Water and Electric departments.

- It is important to note that we believe the level of collaboration among City departments is very high, but some of these areas we have pointed out above will require a much higher level of participation, and while difficult are worthwhile efforts to consider and if appropriate, to pursue.

Revenue Generation Opportunities:

- Much of the budget process is appropriately centered on cost containment and control. The other element of our budget is the revenue generated to support the City and the sources of this revenue. To that goal we have an overall recommendation to all department heads to consistently look at ways to utilize our services in the City and generate outside revenues. Specifically, the Committee believe the following are areas of success that should be recognized:

1. **Recreation:** The City has extended our activities to non-residents and are taking a market driven approach in setting pricing to maximize our opportunities in this area. The Committee would like to congratulate the Recreation Department on a job well done to generate revenues over the years for various City programs and facilities such as the ice rink and the pool.
2. **IT:** The City has extended our GIS services to other cities for ad hoc support to recover operating costs.

3. **Fleet:** The City has provided fleet services to neighboring communities.
4. **Fire:** The City has taken a market approach to maximize revenues recovered for ambulance and EMT services.
5. **Finance:** The City provides Rock Hill with financial servicing which has generated incoming revenue for these services.

- While we have many success stories, this is an area that should be under constant review, and the Committee encourages the City to continue to diligently look at ways to get market rates for our services. The following are areas of opportunity to enhance revenues identified by the Committee that we would encourage the City to evaluate:
    1. **Permitting:** We believe it is appropriate for our permits to match costs of neighboring communities and if brought up comparable levels, this could generate potentially $75,000 in additional revenue.
    2. **Sanitation:** We support the move to commercial pick up in the City limits.
    3. **Inspections:** We believe the City has an opportunity to create a fee to conduct commercial hood inspections.
    4. **Water:** We believe there is an opportunity to seek additional DNR grants to fund Water Department priorities.
    5. **Police**: We believe that efficiencies exist with mobile ticketing and encourage the Police Department to explore how to implement this in the City's Police cars.

Again, it is important for the Council to understand the Committee believes the City is doing an excellent job in this area, and while we recognize the limitations in working with neighboring municipalities that efforts to increase revenues should remain a priority for all City departments.

Department-by-Department Recommendations/Comment

RECREATION

Issue: The Community Center is aging and we support the Recreation Department's efforts to study community interest in the future design and functionality of the center.

Recommendation: We would encourage the Recreation Department to collaborate with local school Districts, the YMCA and Meramec Collage to determine broader community demand for recreation facilities and how we may be able to develop partnerships to both fund and develop a community center that meets community needs.

MIS

As mentioned in the collaboration general theme, we believe there are two opportunities related to overall printing and the use of GIS.

Issue: The Committee believes there is an opportunity to assess whether or not the City is maximizing the overall effectiveness of our printing and copying needs. The City currently has more than 100 printers of which 50% are networked and the remaining 50% are various stand-alone printers, coupled with all of our copying capabilities. The Committee is unclear as to whether or not there is a standard for printer hardware and supplies that Departments are to purchase, and if not, we believe there is an opportunity to reduce the City's printing costs by leveraging a common hardware and supply purchasing contract. In addition, many of today's copiers also have printing capabilities and we believe there may be an opportunity to better leverage these copiers to help meet other printing needs of staff.

Recommendation: The Committee recommends that MIS staff collaborate with the department heads and Purchasing to determine printing needs and formulate a cost effective strategy to provide the most effective printing solution for the City's printing needs. Such a solution could include, but is not limited to:

1. A greater use of networked printers.
2. A standardization of non-network printers where there is a specific need.
3. Utilization of copiers for printing, scanning and email.

WATER DEPARTMENT

Issue: The Committee understands that the Water Department has appropriately hired a consultant to assess the water needs and operations of the City. The Committee would like to commend the Water Department head for undertaking this important study as it should inform the strategic direction of the Water Department for years to come. In addition, the new Water Department head has identified a variety of operational issues that require exploration.

Recommendation: The Committee encourages the Water Department head and the City Council to prioritize any recommendations that come out of the Water Department study and that the overall return on investment is considered when determining which recommendations to implement. The Committee would like to reconvene in the spring when the results of this report are available to better understand the recommendations brought forward. In addition, the Committee supports the exploration of several operational efficiencies to reduce costs recently identified including automated meter reading, pumping scheduling to reduce water main breaks, etc..

PURCHASING/BUILDING SERVICES/FLEET

Issue: The City currently participates in a Purchasing Card Rebate Program.

Recommendation: The Purchasing Department regularly evaluates its merchant and purchasing card vendors and takes advantage of rebate programs. The Committee recommends greater coordination between City departments to increase the volume of purchases to earn greater rebates and establish goals and measurements to encourage purchasing card usage (versus other methods of payment).

BUILDING SERVICES

No issues or concerns.

FLEET

No issues or concerns.

ADMINISTRATION

Issue: The City provides a wide array of health benefits to its employees and the Committee believes there is an opportunity to assess whether or not these options are the most cost effective benefit plans available.

Recommendation: The Committee would like the City to consider some of the other alternatives in delivering cost effective healthcare. Some of the best practices the Committee would like the City to consider (but are not limited to) include:

1. Consider multiple benefit plans at various levels of benefit and cost to the employee.
2. Consider various funding strategies other than full premium. Some version of self-insurance with limits may be more effective.
3. Consider changes in policies that may impact cost, such as:
    a. Health Saving Options.
    b. Aggressive Wellness program.
    c. Smoking versus Non-Smoking rates.
    d. Mandatory spousal coverage: If your spouse is working and has access to health benefits they need to be primary and the City will be secondary in coverage.
    e.

Furthermore, The Committee is happy to provide whatever expertise various members may possess to City officials to discuss these options in greater detail to ensure we are providing market level benefits in the most cost effective manner to City employees.

The Committee commends the work of the City's Administration Department, the City Clerk, and the Finance Department. Their commitment and results are exemplary, and set an example for other cities and local municipalities throughout Missouri. We commend them for their detailed knowledge of city operations, fiscal responsibility, and their support for various Department staff.

The Committee commends the Administration Department for reducing its FY 2013 and requested FY 2014 budgets. In addition, the Committee encourages the Finance Department to consider completely eliminating the option of paying vendors by check and requiring all future vendors to be paid electronically through the Automated Clearinghouse system. In addition, we recommend that the Finance Department also consider providing all pay stubs electronically or online to City employees, Finally, while the Finance Department has done an excellent job implementing electronic alternatives for citizens to pay their water and utility bills, the Committee believes there is an opportunity to further market these payment options to our citizens and thereby reduce the City's costs of handling paper check payments.

Issue: Recently, it has become evident that the train station is a preferred venue for various community organizations and private citizens. The increase in popularity of the train station has led to increased revenues for renting out the space.

Recommendation: The Committee encourages the City to study whether or not the establishment of a non-profit organization (e.g., "Friends of the Kirkwood Train Station") would increase the revenues generated by utilizing the train station in the future.

POLICE DEPARTMENT

Issue: Historically, the Police Department has rented out our indoor pistol range to other groups, thereby generating additional revenue for the City. In recent years, while this range was under renovation, the Police Department has seen a decline in the number of external groups renting our shooting range.

Recommendation: The Committee recommends that the Police department analyze and explore additional methods and target audiences to market the rental of the pistol range.

Issue: Analysis of City court cost and fees.

Recommendation: The Committee recommends a survey of other municipalities regarding their structure of court costs and fees and once a comparison is complete, consider adjusting these fees to be more comparable with neighboring cities.

PUBLIC WORKS

Issue: Permit and Board of Adjustment fees have recently lagged those of other St. Louis County municipalities.

Recommendation: The Committee encourages the Public Works department to consider raising permit and Board of Adjustment fees to, at minimum, match those of St. Louis County. In the case of Board of Adjustment fees, the Committee recommends that they increase by at least $75.

SANITATION

Issue: The Sanitation department has done an outstanding job implementing single stream recycling in the City. The Committee understands that the Sanitation Department has developed a plan to increase recycling further in the City and that this plan will be presented to the City Council in the first quarter.

Recommendation: The Committee recommends that the City strongly consider the plan of action that the Sanitation department presents to Counsel in the first quarter of 2013. In addition, the Committee encourages the City to continue to educate citizens about ways to increase their recycling. Also, the Committee would encourage the Sanitation Department to continue to explore options for recycling Styrofoam.

Issue: The City continues to provide black trash bags to residents and this is costly.

Recommendation: The Committee encourages the City to consider stopping the purchase and distribution of garbage bags to residents in an effort to reduce City expenses. As more residents increase their recycling, their demand for trash bags is decreasing. In addition, no other nearby municipalities provide this type of service to their residents. Historically there may have been a desire on the part of the City to provide trash bags to keep the City clean and attractive. However given the current fiscal environment and the strain on City revenues, the Committee believes that this is no longer necessary or financially prudent.

FIRE

Issue: The City currently provides and receives mutual aid in certain fire situations. Some municipalities do not own an aerial-ladder truck and rely heavily on the City of Kirkwood's aerial-ladder truck for multi-story building fires.

Recommendations: The Committee recommends that some level of conversation take place between either the Mayors or the Chief Administration Officers of Kirkwood and the municipalities that excessively use Kirkwood's aerial ladder to discuss whether or not it is prudent for Kirkwood to continue to provide this support. Consistently dispatching a $1.2 MM asset as well as the overhead cost associated with dispatching that piece of equipment is not economically fair to the citizens of Kirkwood. The Committee is not by any means advocating that the City Fire Department stop providing mutual aid. We are just recommending that a conversation happen with the municipalities that are abusing the use of our Fire department assets.

Issue: Fire Department staff overtime.

Recommendation: The Committee continues to recommend that the Chief monitor the Fire Department's overtime and determine if there are staffing alternatives that would reduce overtime.

Issue: The number of false alarms received by the Fire Department as a result of faulty alarm systems appears to be rising.

Recommendation: The Committee recommends that Counsel look into charging businesses/residents for excessive false alarms not for purposes of penalizing people but to somewhat recoup the cost of dispatching the equipment and encourage people to maintain their security systems.

Issue: Many municipalities currently charge for commercial hood inspections and the City of Kirkwood currently does not.

Recommendation: The Committee encourages the City to charge for commercial hood inspections as this appears to be a common practice in other municipalities and it may provide some small additional revenue to the City.

ELECTRIC

Issue: Continue to review electric power contracts such as the contract with Prairie State.

Recommendation: The Committee commends Director Mark Petty on his thorough knowledge and expertise of his industry. We encourage the Electric Department to evaluate contract terms to ensure that the City is financially protected and that our contract rates with Prairie State and others remain consistent. In addition, Mr. Petty should continue to compare Kirkwood's rates with other Cities and providers (such as Ameren) and consistently evaluate our variable supplier expenses.

Issue: Electric Meter Replacement may provide some efficiencies and cost savings for the City.

Recommendation: The Committee recommends that the Electric Department explore the potential efficiency of collaborating with the Water Department to accelerate the replacement of both the electric and water meters to remotely conduct meter readings.

Issue: The electric department doesn't utilize the MIS department GIS and instead contracts with an outside vendor for certain services.

Recommendation: The Committee recommends that the Electric Department continue to collaborate with the MIS department to determine projects that can be supported through the City's MIS department, even if this required the MIS department to expand some of its current expertise and service offerings.

Issue: The electric lines on Quan Avenue continue to be a hazard to drivers.

Recommendation: For decades, the primary electric lines on Quan Avenue in front of Tillman Elementary School have posed a safety hazard. The Committee supports the Electric Department's potential proposed initiative to analyze and preparing a plan to relocate the lines. The Committee feels this safety hazard, in relation to the presence of many children, should be addressed urgently.

GENERALLY

In closing, the Committee believes that in this current economic climate, the City continues to effectively manage its financial matters and act in a prudent manner that results in the appropriate provision of services to the Citizens of Kirkwood. The Committee appreciates the Council's consideration of the recommendations mentioned above and welcomes any additional questions or dialogue you wish to have regarding this document and its contents.

TO: Kirkwood City Council

FROM: Kirkwood Citizen's Finance Committee

RE: 2012/2013 Budget Commentary/Recommendations/Feedback

Cc: John Adams, Mike Brown

Overview of Citizens' Finance Committee Authority, Purpose, Mission

Consistent with City of Kirkwood Ordinance No. 8007, §1, 11-15-90 [Sec. 2-565 to Sec. 2-568], the Kirkwood Citizens' Finance Committee (hereafter "the Committee") hereby "provide[s] suggestions, recommendations, and comments to the city council concerning the preparation of the city's annual operating and capital budgets. " [Sec. 2-565 (b) (1)]. The Committee "interview[ed] the department heads…to gain an understanding of the need and cost of specific line-item operating and capital requests," [Sec. 2-565 (b) (2)], "work[ed] with the chief administrative officer and city [chief financial officer] in a mutually cooperative fashion in reviewing revenue forecasts and the assumptions upon which they were based," [Sec. 2-565 (b) (3)], and "conduct[ed] such other reviews…to adequately formulate recommendations on the city's financial condition, budgetary actions, and fiscal policies." [Sec. 2-565 (b) (4)].

Brief Description of the Committee's Review Process During the Calendar Year

The Committee provides this report after engaging in a three-month review process that included meetings with representatives of all of the City departments, with such representatives appearing with the Committee on the following respective dates: Administrative/Finance (October 7, 2011); Recreation (October 14, 2011); Water (October 21, 2011); Electric (October 28, 2011); Police (November 4, 2011); Fire (November 11, 2011); Public Works (November 18, 2011); MIS (December 2, 2011); and Purchasing (December 9, 2011). All of these department-by-department meetings were "open to the public" with prior public posting consistent with the Missouri Sunshine [Meeting Posting] Laws.

The typical meeting AGENDA format for such meetings is as follows: (1) review and approval of minutes from prior meeting; (2) Citizen Comment (3-minutes maximum per individual), if any[1]; (3) department head presentation followed by questions and follow-up inquiries from members of the Committee; and (4) Committee "round-table" discussion of key issues and concerns

[1] Historically, the Committee can expect a few citizen comments per calendar year of activities; however, the Committee reports that no such citizen comments were made during this year's calendar year of meetings.

following the departmental presentation; and (5) adjourn meeting. The meetings are generally held on Friday mornings, 7:00 – 8:30 a.m., at City Hall.

In anticipation of the aforementioned meetings, two Committee members are assigned to each respective department as "liaisons" for that particular session, with such liaisons responsible for meeting with each department head prior to the scheduled meeting for such department. At the various Friday morning meetings, the liaisons tend to lead the morning's discussion and are generally the most prepared to identify the issues most "pressing" to that particular deparment.

Committee's [General] Recommendations -- Points Applicable to All Departments

(1) The Committee again urges Council to continue its emphasis on fiscal responsibility and restraint in the still-tenuous economic climate. Sales tax receipts and building permit requests, for example, remain low from a historical perspective even though the City has realized some increase year-over-year in these respective categories.

(2) The Committee reiterates last year's concern about the prospect of adding additional full-time employees to its fixed operating budget. The Committee recommends that all efforts should be made by the department heads to utilize existing human capacity, if any, in a more fluid, "shared manner" between departments. If necessary, additional focus should be made on "cross-training" various employees to put them in a position to "float" among different jobs depending on seasonal and/or economic demands within a particular department. In conjunction therewith, the Committee encourages all department heads to remain open-and-flexible in this regard as opposed to "territorial" with respect to the employees under their immediate supervision.

(3) In last year's report, the Committee expressed "concern[] that Electric Department *reserve funds* continue to be used to fund operational expenses, with the reserve balance projected to decline from a high of $24 million to an estimated $14 million." While the Committee reiterates the same concern – i.e., use of Electric reserve funds to fund operating expenses – the Committee notes that such fund balance has increased, as of 12/31/2011, to $17,430,000, resulting in a positive change of approximately $293,000 from the 2011 fiscal year ending balance. With this fund balance projected to increase in the near future, at least modestly-speaking, this concern has been lessened to certain degree.

(4) Rather than put the spotlight uniquely on the Fire Department and/or the Police Department with respect the concerns about fluctuating overtime pay totals, with said spotlight being a "periodic feature" of the Committee's prior reports, the Committee urges Council (and all the department heads) to continually monitor and evaluate

overtime patterns to identify any trends in this area that could rise to a higher level of concern in the future. The Committee did not identify a particular concern in this area, Fire Department and Police Department included.

(5) Committee again encourages Council to explore possible revenue opportunities, particularly in areas where the City has unique service capabilities (e.g., geographical mapping services & fleet maintenance department). Payroll services for other municipalities is another example. The Committee has established a special three-member "sub-committee" to study this area – i.e., alternative sources of municipal revenue – and the goal of such sub-committee is to submit a short synopsis report to Council on or before April 30, 2012.

(6) In last year's report, the Committee recommended that budget assumptions being made by the Public Works Department with respect to the new curb-side recycling program "be reviewed after the first quarter of operations for any adjustments." Based on information presented by the director of Public Works, and as verified by finance personnel, the Committee believes that the City has, as predicted, reduced its "overall trash loads by 20% as a result of the new curb-side recycling program." That being said, continued monitoring in this regard should be maintained to confirm, over a more extended period of time, that such program is, in fact, realizing the cost savings as originally forecasted.

(7) Each City department should rank its proposed capital expenditures, from most-to-least-important, in the event that future budgetary constraints necessitate that certain expenditures be abandoned to balance unexpected budgetary concerns. [Note: The Committee commends Kevin Campe, MIS Department head, on his prioritization in this year's budget following this same recommendation in last year's Committee report].

(8) As referenced above, the Committee has formed a sub-committee to address a variety of revenue enhancement strategies, some of which were identified throughout the expense review of the budget. This sub-committee plans to meet during the first quarter of 2012 and have its report ready for review by April 30, 2012. The subcommittee plans to review fees, collections, and new revenue sources to quantify the opportunities for the community. Last year, the Committee recommended increasing ambulance fees to the 50th percentile and the Finance Department estimates that this will bring an additional $108,000 to City.

Department-by-Department Recommendations/Comment

RECREATION

ISSUE: The Annual expenses and costs associated with the pool and ice rink continue to outpace revenues and, as a result, the City is not regularly meeting its cost recovery objectives for these facilities.

RECOMMENDATION: The Committee believes an increase in the fee structure for season pass holders (pool) and ice rink rentals may be necessary to bring the revenue from these activities in line with costs and to be more consistent with departmental cost recovery objectives. Additionally, we encourage the City to explore new revenue sources to further strengthen recreation revenues and cost recovery expectations.

ISSUE: The City's Community Center is aging and may not fully meet the evolving needs of the community.

RECOMMENDATION: The CFC recommends that a systematic analysis be undertaken to identify community expectations regarding services available and provided by the community center, including an assessment of the current strengths and deficiencies of our Community Center compared to other similarly situated municipalities. Once community expectations, strengths and gaps in expectation are identified we recommend a study be performed to determine the most optimal upgrades to the facility to explore and the necessary steps to upgrade the community center so that any gaps in service are addressed and the facility continues to meeting community expectations.

MIS

ISSUE: The CFC recognizes the important role the MIS Department plays in delivering and maintaining vital IT systems for the city. Key infrastructure replacements and updates ensure the functioning of critical services and visibility of government operations to the citizens of Kirkwood.

The CFC continues to support the enhancement of the City's IT systems with new technologies during the IT replacement cycle, with an aim to enhancing the automation capabilities of the various City departments which will lead to more efficient and effective City services. The CFC commends the MIS department's developments in document management, computer-aided dispatching, end-user virtual desktop computing, and hardware upgrades to ensure system reliability.

RECOMMENDATION: It appears the MIS department staff possess certain skills and capabilities (e.g. expertise in providing "Fire Maps" to other municipalities) that could perhaps generate

additional revenues and offset MIS operational costs. The CFC suggests that an assessment be made of the MIS Department's capabilities and opportunities to generate revenue by servicing other municipalities.

WATER DEPARTMENT

ISSUE: Water main replacement occurs at rate of less than 1% per year, yet the City incurs significant amounts of overtime costs and water expense due to loss of water when existing, aging water mains break.

RECOMMENDATION: The Committee recommends that an analysis be completed of potential funding sources, including an increase in water rates that would enable the City to accelerate the rate of water main replacement. The current rate of water main replacement stands at more than 200 years (e.g., water mains are replaced every 200 years). The Committee encourages the City to explore funding options to reduce the amount of time between main replacements to something closer to 75 years. Given the current environment of reduced revenues it is understandable that excess funds would not be readily available to support activities such as main replacements that are not critical to the daily operations of the City of Kirkwood. The Committee believes that in the long run, however, water main replacement is an important activity that will pay dividends for many years to come in the form of lower costs to replace and maintain water mains, and as such, we believe the Water Department should explore possible additional funding sources to accelerate main replacement.

PURCHASING/BUILDING SERVICES/FLEET

ISSUE: In recent years the Committee has requested that the Purchasing department complete a "Return on Investment" analysis for the Assistant Director of Purchasing's position as per the original Committee recommendation. The information recently provided to the Committee by the Purchasing department does not adequately demonstrate the return on investment associated with the hiring of this individual.

RECOMMENDATION: While we believe that the Purchasing department does an effective job at meeting the procurement needs of the City, we request that an analysis of this position should be provided to the City Council and the Committee on an annual basis. The Committee would envision that this analysis would include information on the total number of procurements completed, the amount of savings generated by the procurement process, the efficiencies gained by the City of doing these procurements, the amount of time required to complete

procurements, the number of staff working on each procurement, etc. This information is necessary to understand the work load of the Purchasing Department staff, the efficiency of the staff and the necessity for the number of staff in the department to meet the procurement needs of the City.

BUILDING SERVICES

ISSUE: The Building Services capital plan has only a few projects scheduled for years four and five.

RECOMMENDATION: To give the City a better picture of potential major expenses that could be coming in the future, the Committee recommends that the capital budget be expanded for Building Services to *at least* five years.

FLEET

ISSUE: Their efforts specifically in preventative maintenance should lead to decreased costs and increased efficiencies.

RECOMMENDATION: The Committee recommends that an analysis be completed of the Fleet Service's ability to support other municipalities, to generate additional fee income/revenue for the City. The Committee believes, as part of this analysis, it will be necessary to check into the legal liability associated with providing Fleet Services for other interested entities.

ADMINISTRATION

RECOMMENDATION: The CFC commends the Administration Department for the effective and complete job it does at managing all its various operational, financial and personnel responsibilities. In our review of the departments each year, it is clear that the Administration Department continues to do an outstanding job at ensure the effective and efficient functioning of all the City's departments.

POLICE DEPARTMENT

ISSUE: Is the Firing Range in Kirkwood Park an underutilized revenue opportunity?

RECOMMENDTATION: The CFC recommends that the Police department explore opportunities with other law enforcement agencies to get better use of the firing range facility. This project is on the list to be explored more in depth by the revenue sub-committee during the first quarter of calendar year 2012.

PUBLIC WORKS

ISSUE: Currently the Public Works Department has not replaced two (2) full-time employees, with such expenses being shared with other departments. These positions are the customer service assistant, who is being shared with Water Department, and Engineering, which is being absorbed internally due to low volume.

RECOMMENDATION: The Public Works Department should be commended for aggressively not replacing these full-time positions. After reviewing volumes, budget, and department discussions, it would appear that the Department should refrain from filling such positions in the foreseeable future.

ISSUE: Sewer Lateral Program has currently repaid all money to the Electric Fund, with its current 60/40 split.

RECOMMENDATION: Given the fund balance and repayment the CFC recommends that the Council consider changing the split to 70/30. This split and fund balance should be reviewed on an annual basis.

SANITATION

ISSUE: Do volumes at the Francis Scheidegger recycling center currently justify 24-hour operations or the current staffing levels?

RECOMMENDATION: With the one (1) year anniversary of the successful implementation of curb-side recycling, a review of the hours of operation and staffing levels of the Francis Scheidegger Center needs to occur to ensure that the center operates at minimum break-even levels. In addition, based on the presentation to the CFC, it is our understanding that the City receives much higher compensation for card board that is brought directly to the recycling center. We believe the City has an opportunity to increase recycling revenues by encouraging citizens and businesses to bring card board directly to the center, where the revenue will be eight (8) times that of card board picked up at curb side. This opportunity will be explored as part of the revenue sub-committee's review and report.

ISSUE: CFC members continue to hear issues about curb side recycling not being available in multi-unit dwellings.

RECOMMENDATION: With the successful one year anniversary of the curb side recycling program, it is time to analyze and take steps needed to expand the program into multi-unit dwellings. If this is not practical due to dumpsters, private collection, or decreased parking spaces this needs to communicated to the residents.

FIRE

ISSUE: Overtime

RECOMMENDATION: The Committee recommends that the department heads and Council continue to monitor overtime. If overtime continues to increase, the Committee recommends that the Council do a deeper dive into the cost benefit of adding additional staff.

ELECTRIC

ISSUE: Fund Balance

RECOMMENDATION: The Committee did not perceive the need to address any significant "issues" with the Electric Department, and the Committee commends Director Mark Petty on his detailed grasp of the variables that impact/affect the fiscal performance of his department. The Committee urges Council to monitor the Electric Department's fund balance on a year-to-year basis and urges Council to monitor current and future regulatory issues that the department could face.

GENERALLY

In closing, the Committee believes that in this current economic climate, that the City continues to effectively manage its financial matters and act in a prudent manner that results in the appropriate provision of services to the Citizens of Kirkwood. The Committee appreciates your consideration of the recommendations mentioned above and welcomes any additional questions or dialog you wish to have regarding this document and its contents.

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, May 30, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – December 13, 2013

Mayor's Update

Election of Citizen's Finance Committee Officers
Chair
Vice-Chair

Citizen Finance Committee Roundtable

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE MEETING SHOULD CONTACT THE FINANCE DEPARTMENT AT 314-822-5833 AT LEAST 48 HOURS BEFORE THE MEETING. THE CITY OF KIRKWOOD IS INTERESTED IN EFFECTIVE COMMUNICATION FOR ALL PERSONS. UPON REQUEST, THE MINUTES FROM THIS MEETING CAN BE MADE AVAILABLE IN AN ALTERNATE FORMAT.

Minutes

CITIZEN'S FINANCE COMMITTEE

KIRKWOOD CITY HALL
139 S. KIRKWOOD ROAD
Upper Level Conference Room

Friday December 13, 2013 - 7:00 A.M.

Attendance

Brian Paluch, Matt Biere, Bill Link, Mark Zimmer, Kathy Paese,
Bonita Campbell, Ron Evens, Sandy Washington

Council Liaison – Nancy Luetzow

Staff Liaison – John Adams, Chris Graessle

CITIZEN COMMENT

Citizens appreciate the important work done by the Citizen's Finance Committee. Streets in Kirkwood are old and need it to be repaired. This is important and cannot be ignored. Resources such as color coded maps could be used to help.

Minutes 12/06/13 Meeting
Recommend approval: Mark Zimmer;
2nd Kathy Paese

Round Table Meeting:

- Everybody in the committee was up for a rehearsal if needed.
- Committee members were on the same page regarding the SWOT analysis for each department.
- Suggested no fluff in the summaries. Executive summaries for each department with the accompanying SWOT analysis. Also provide an executive summary for the entire City.
- It was suggested to consolidate the SWOTs by who covered each department in the City.
- Committee members were going to use Microsoft redline features to edit.
- The Committee wants a more consistent writing style on the document this year.
- Split between a general bucket (shared services) and a specific department bucket.
- Add weight to recommendations? Put it as the five most important items and have other things to consider.
- Members need to see a rough draft to help jog memories.
- Everybody needs to be on board with the presentation. Nobody left behind.
- Do not recite recommendations word for word from the report.
- Suggested that presentation begins with the SWOT analysis and then bring up the most important recommendations.
- Keep speaking duties strictly to just one person.
- It was suggested to also give time in the presentation to the City's strengths. Show/acknowledge how well the City is being run.
- How to answer personnel discussions? All requests seem reasonable. There is nothing any committee members have an issue with.
- If any committee members have additional questions it was recommended to contact the department heads directly.
- No problems with OT/Mutual Aid/Court Fees.
- Suggested that it was worth noting that the City <u>does</u> address most recommendations from the committee.
- Waiting on the study for building commissioner fees.

- Mention mobile fueling study is being conducted.
- There is procedure set up for bids to flow through Finance as a budget check.
- Suggested department heads need to know their own budget and revenue information better and obtain ownership of their revenues and expenses..
- Capital items are accelerated during good years. More street work was done when asphalt prices were lower. If a capital item is completed under-budget, the excess is used on more items.
- Succession plan really need to be important. Especially for Mark Petty in electric and MIS.
- Get consensus through e-mails.
- All SWOTs need to be pooled together by department and sent out.

Meeting Adjourned

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, October 3, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – May 30, 2014

Revenue Discussion

Committee Assignments

Citizen Finance Committee Roundtable

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE MEETING SHOULD CONTACT THE FINANCE DEPARTMENT AT 314-822-5833 AT LEAST 48 HOURS BEFORE THE MEETING. THE CITY OF KIRKWOOD IS INTERESTED IN EFFECTIVE COMMUNICATION FOR ALL PERSONS. UPON REQUEST, THE MINUTES FROM THIS MEETING CAN BE MADE AVAILABLE IN AN ALTERNATE FORMAT.

Minutes

CITIZEN'S FINANCE COMMITTEE

KIRKWOOD CITY HALL
139 S. KIRKWOOD ROAD
Upper Level Conference Room

Friday May 30, 2014 - 7:00 A.M.

Attendance

Matt Biere, Ron Evens, Sandy Washington, Brian Paluch,
Mark Zimmer, Bill Link, Bonita Campbell

Council Liaison – Nancy Luetzow

Staff Liaison – John Adams, Teresa Knese,

Absent

Kathy Paese

Minutes 12/13/13 Meeting
Recommend approval: Sandy Washington;
2nd Mark Zimmer

CITIZEN COMMENT

There were no Citizen comments

- Mayor Art McDonnell thanked the committee for all their hard work this past year.

- John Adams gave a brief fourth-quarter update. Sales tax remains flat, increase in building permits, and overall general fund flat. Electric funds down due to a frigid winter. Mayor McDonnell pointed out the article regarding the Electric reserves in the May 30th Webster-Kirkwood Times.

- Committee discussed their concerns over the accident that occurred at the Prairie State Facility. The Mayor stated that the City of Kirkwood does not expect to see a large impact on the power. The City purchases 75% of the base load from Prairie State, and 25% from the MISO market. Councilwoman Nancy Luetzow stated through the MISO market the City has blanket agreements in place to buy from other power producers.

- **Mayor McDonnell updated the Citizen Finance Committee on city business as follows:**

- New budget passed, possibly some reserves needed to balance the budget. All fund balances have gone up. Electric reserve is just under $17M.
- Public Works has been reorganized. Bill Bensing is now overseeing Sanitation, Streets, and Engineering as well as Water. Bill is involved in investigating expenses and procedures to ensure compliance and efficiencies. Testing begins next week on the automated water metering.
- Resolution passed to study street lighting, circuit design for the Alfred Substation, and construction and engineering services to replace the Sugar Creek Substation.
- Allow engineering study for the Essex Substation for water run-off issues.
- Study on the traffic signal design at Quan and Woodlawn.
- Discussed the power poles located on Quan in front of Tillman School. Estimated cost to move them would be

$220K. The Committee expressed their concern over liability if someone would sustain injury.

- David Weidler promoted to Director of Purchasing. Currently working on a new Purchasing Ordinance.
- Part-time employee in MIS was promoted to full time.
- Street fund has added $420K every year for maintaining streets.
- Study currently being conducted with Trailnet on streets, biking and walking facilities in Kirkwood to see what residents would like to see in the city in regards to biking and walking.
- Recycling transfer station almost complete. Sanitation will be taking over the Kirkwood School District waste this summer.
- Looking at new areas for sales tax revenue, specifically the southeast corner of Manchester and Kirkwood Road. Working on different comprehensive ideas for this area including the wedge with the dog grooming business.

Election of Officers:
Committee Chairman – Ron Evens
Vice – Chairman – Mark Zimmer

- **Council Liaison will be Tim Griffin**

Introduced Brian Lunt to the table. Mr. Lunt would like to join the committee and discussed his background in the banking industry.

Meeting Adjourned

CITIZEN'S FINANCE COMMITTEE

DEPARTMENT ASSIGNMENTS FISCAL YEAR 2015/2016

	Committee Member(s)	Department Contact	E-Mail	Telephone
City Clerk/Council		Betty Montano	montanbk@kirkwoodmo.org	822-5802
Administration		Russ Hawes	Hawesrb@kirkwoodmo.org	822-5803
Fleet		Georgia Ragland	raglangl@kirkwoodmo.org	822-5801
Personnel				
Worker's Compensation				
Finance		John Adams	adamsjr@kirkwoodmo.org	822-5833
Purchasing/Warehouse				
Bldg. Services		David Weidler	Weidledc@kirkwoodmo.org	822-5853
MIS		Kevin Campe	campekr@kirkwoodmo.org	822-5839
Police/Municipal Court		Jack Plummer	plummejr@kirkwoodmo.org	822-5866
Fire		Thomas Openlander	openlatv@kirkwoodmo.org	984-5980
Engineering				
Building Commissioner				
Street		Bill Bensing	bensinwe@kirkwoodmo.org	822-5846
Sanitation				
Water				
Recreation		Murray Pounds	poundsm@kirkwoodmo.org	822-5857
Electric		Mark Petty	pettyma@kirkwoodmo.orh	822-5847

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, October 10, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – October 3, 2014

FLEET

FINANCE

Citizen Finance Committee Roundtable

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE MEETING SHOULD CONTACT THE FINANCE DEPARTMENT AT 314-822-5833 AT LEAST 48 HOURS BEFORE THE MEETING. THE CITY OF KIRKWOOD IS INTERESTED IN EFFECTIVE COMMUNICATION FOR ALL PERSONS. UPON REQUEST, THE MINUTES FROM THIS MEETING CAN BE MADE AVAILABLE IN AN ALTERNATE FORMAT.

MINUTES

CITIZEN'S FINANCE COMMITTEE

KIRKWOOD CITY HALL
139 S. KIRKWOOD ROAD
Main Level Conference Room
Friday, October 3, 2014 - 7:00 A.M.

Attendance

Bonita Campbell, Brian Dentenger, Ron Evens, Brian Paluch, Sandy Washington, Mark Zimmer

Absent

Brian Lunt, William Link

Also in Attendance

Council Liaison – Tim Griffin

Staff Liaison

John Adams, Sandy Stephens

Other Staff in Attendance

Georgia Ragland, Assistant Chief Administrative Officer
Kathie Valentine

Citizen Comments

None

Minutes, May 30, 2014 Meeting
Recommend approval: Bonita Campbell
2nd: Sandy Washington

Introduction of New Committee Member

Ron Evens welcomed Brian Dentenger to the Committee. Brian provided information on his background and experience. Committee members also introduced themselves.

Committee members were asked to review their personal information on the Board and Commission roster for accuracy. They were also reminded that the Board and Commission training would take place on October 29 at 7:00 p.m. Most in attendance stated they planned to attend.

Committee Assignments

The following committee assignments were made:

City Clerk/Council
Administration
Fleet
Personnel
Worker's Compensation
Finance
Brian Paluch, Ron Evens

Purchasing/Warehouse
Bldg. Services
Brian Lunt, Bill Link

MIS
Bill Lunt, Ron Evens

Police/Municipal Court
Mark Zimmer, Sandy Washington

Fire
Bonita Campbell, Brian Lunt

Engineering
Building Commissioner
Street
Sanitation
Water
Sandy Washington, Mark Zimmer

Recreation
Brian Dentenger, Bonita Campbell

Electric
Brian Dentneger, Brian Paluch

Ron Evens explained the process of meeting with Department Heads during the budget process and stated that he had requested that John Adams present the same report to the Committee that he had given to the City Council. Some items noted were:

Electric

- Regarding Electric, explained that profits are weather driven, a hot summer drives up profits.
- At a later date Mark Petty will explain further the costs for electric purchases and the sophisticated software that is used to aid with purchases.
- The General Fund is supplemented by transfers from the Electric Fund.

Water

- The Water Fund is fairly profitable.
- The City Council is holding discussion on an infrastructure replacement schedule.
- The Automated Meter Reading system implementation should be completed by the end of the year.

Sanitation

- Commercial sanitation is in the process of being implemented with anticipation of increased revenues. The Chief Administrative Officer and Public Services Director are reviewing all of the business models associated with this change to ensure we are on the right path.

General Fund

- The General Fund depends on transfers.
- The City would prefer it be funded by its own operational revenues.
- Roughly 1.3 million in transfers go into the fund.
- It is 70% funded by taxes with heavy dependence on sales tax.
- In 2017 the Kirkwood Commons Public Improvement Note will end and at that time the city will start receiving 3 to4 hundred thousand dollars. There was discussion on sales tax pools.
- SBD is a very strong sales tax contributor.
- Properly taxes are relatively flat but should increase, building permits are on the rise.
- The city is taxing at the rate set by the City Council.
- Public safety expenses are the majority of the general fund expenditures.
- General Fund reserves are positive after transfers.

- Personnel costs are a large part of the budget.

Other

There was discussion on the Clay Avenue Bridge not yet being painted although budgeted for. It was explained that the painting was delayed because of railroad stipulations and the permit required for painting by a certified group of painters. It is anticipated that the bridge painting will be completed by next Spring.

Additional discussion was held on the Community Center and the status of the comprehensive survey. The City Council discussed the matter at the October 2 meeting and will be considering the recommendation of the Parks Director to hire Jacobs Engineering.

Adjourn

Motion was by Mark Zimmer and seconded by Sandy Washington to adjourn.

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, October 17, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – October 10, 2014

RECREATION

Citizen Finance Committee Roundtable

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE MEETING SHOULD CONTACT THE FINANCE DEPARTMENT AT 314-822-5833 AT LEAST 48 HOURS BEFORE THE MEETING. THE CITY OF KIRKWOOD IS INTERESTED IN EFFECTIVE COMMUNICATION FOR ALL PERSONS. UPON REQUEST, THE MINUTES FROM THIS MEETING CAN BE MADE AVAILABLE IN AN ALTERNATE FORMAT.

Minutes

CITIZEN'S FINANCE COMMITTEE

KIRKWOOD CITY HALL
139 S. KIRKWOOD ROAD
Upper Level Conference Room

Friday, October 10, 2014 - 7:00 A.M.

Attendance

Ron Evens, Sandy Washington, Bonita Campbell,
Mark Zimmer, Bill Link, Brian Lunt

Council Liaison – Tim Griffin

Staff Liaison – Sandy Stephens, Teresa Knese, Georgia Ragland

Staff –
Chris Wenom – Director of Fleet Services

Absent

Brian Paluch, Brian Dentenger

CITIZEN COMMENT

Minutes 10/03/14 Meeting
Page 3 **Committee Assignments** MIS assignment should be Brian Lunt, not Bill Lunt and add Bill Link to Recreation
Recommend approval: Bonita Campbell;
2nd Mark Zimmer

New Citizen Finance Committee member, Brian Lunt, introduced himself and stated he has lived in Kirkwood for about three years and is employed at Rockwood Bank. He graduated from MIZZOU and has an MBA and a Banking Degree.

Fleet:

• Only small increases in Fleet budget
• Fleet has no capital requests
• Fleet department maintains 241 pieces of equipment
• Added to performance measures this year is a listing of all vehicles by department (page 210)
• Maintain eight service bays with five technicians and one customer service assistant
• Labor rate is averaging $91 per hour which is fairly competitive; dealerships range from $87 to $100 per hour and $128 per hour in the heavy equipment field
• All parts needed are "just in time". Suppliers are local and delivery in most cases is within an hour.
• Fleet work orders have increased over the past couple of years due to the increase in the accuracy of the work order process. (Page 204)
• Vehicle-In-Commission rate is at 99.1% Performance goal is to maintain an overall rating greater than 95%. (Page 205)
• Last years' revenue from Rock Hill was $8,354. The City of Kirkwood usually only performs major repairs for them.
• Fleet Director working with Purchasing Director on fuel rebates possibly being offered by BP

Finance:

- Able to cross train financial aspects in Finance department.
- Staffing in Kirkwood is the same compared to Maryland Heights and Webster Groves, however, Kirkwood takes advantage of software efficiencies, cross training, and Kirkwood completes the City of Kirkwood's and the City of Rock Hill Financial Statements. (most cities have the auditors complete)
- Operational and Internal Controls are continually in the forefront of the Finance Department.
- The Finance Department has received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the last ten fiscal years.
- At this point Finance is not considering taking on any other municipalities.
- Utility Customer Service is very good.
- Online payments have increased 20% over last year.
- Reconciliations with Court receipts and Recreation receipts are processed daily, as is the bank statement.

Recreation Department will be discussed at the next meeting.

Meeting Adjourned
Next Meeting: October 17, 2014

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, October 24, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – October 17, 2014

Water Department

Citizen Finance Committee Roundtable

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE MEETING SHOULD CONTACT THE FINANCE DEPARTMENT AT 314-822-5833 AT LEAST 48 HOURS BEFORE THE MEETING. THE CITY OF KIRKWOOD IS INTERESTED IN EFFECTIVE COMMUNICATION FOR ALL PERSONS. UPON REQUEST, THE MINUTES FROM THIS MEETING CAN BE MADE AVAILABLE IN AN ALTERNATE FORMAT.

WHERE COMMUNITY AND SPIRIT MEET®

Water Master Plan

- Hydraulic Model
- Facility Assessment
- Capital Plan
- Rate Study

WHERE COMMUNITY AND SPIRIT MEET®

Hydraulic Model

- System Pressure
- Water Age
- Future Development Analysis
  - Kirkwood / Manchester
  - Taylor / Monroe / Fillmore
  - Woodbine / Magnolia
- Deficiency Analysis
  - Swan pump station 8” to 12”
  - Fillmore pump station
  - Woodbine / Magnolia

Facility Assessment

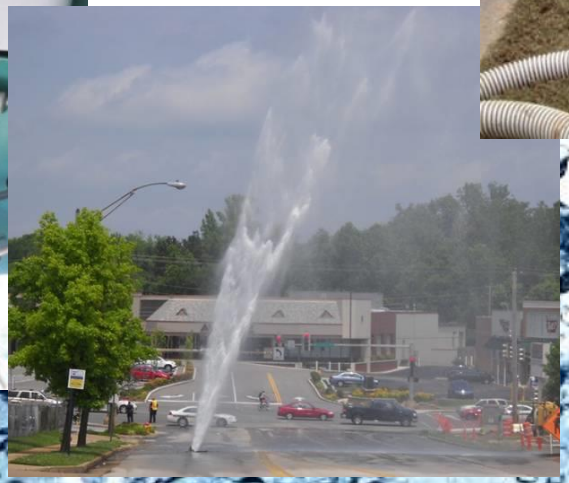
-

- Towers / Tanks
  - Design life 75 years

WHERE COMMUNITY AND SPIRIT MEET®

Rate Study

- Optimal – 75 year Design Life
- 100 year Design Life
- Strategic Plan



WHERE COMMUNITY AND SPIRIT MEET®

Rate Study

Capital / Renewals and Replacements

- **Optimal Plan**

- **100 year Design Life**

Average User (5.7 ccf, 3/4")	Initial Increase	Avg. Annual Increase (FY14 - FY19)
Scenario #1	11.6%	12%
Scenario #2	17.0%	5%
Scenario #3	35.5%	11%

- **Strategic Plan**

Average User (5.7 ccf, 3/4")	Initial Increase	Avg. Annual Increase (FY14 - FY19)
Scenario #1	9.5%	10%
Scenario #2	14.4%	7%
Scenario #3	30.6%	10%

Rate Comparison

	FY 2014		FY 2015: Rate Impact Analysis			FY 2015: Rate Impact Analysis		
	MONTHLY BASIS		PAY AS YOU GO			PAY AS YOU GO		
			100 YEAR USEFUL LIFE			STRATEGIC PLAN		
	KIRKWOOD	MO AMER.	Scenario 1	Scenario 2	Scenario 3	Scenario 1	Scenario 2	Scenario 3
VOLUME CHARGE	$2.505	$2.577	$2.780	$2.630	$2.630	$2.742	$2.580	$2.580
3/4" METER CHARGE	$10.77	$16.09	$12.39	$11.31	$11.31	$12.01	$11.63	$11.63
F.H. FEE	$2.33		$2.45			$2.46		
ISRS / IRF VOL. (ccf)		$0.27		$1.04			$0.90	
ISRS / IRF FLAT					$11.21			$9.77
PRIMACY FEE	$0.18	$0.09	$0.18	$0.18	$0.18	$0.18	$0.18	$0.18
SERVICE LINE FEE	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00
AVERAGE USER (ccf):								
5.7	$28.56	$32.14	$31.87	$33.41	$38.69	$31.28	$32.67	$37.28
11.4	$42.83	$46.83	$47.71	$54.33	$53.68	$46.91	$52.53	$51.99
			Average User (5.7 ccf, 3/4")	Initial Increase	Avg. Annual Increase (FY14 - FY19)	Average User (5.7 ccf, 3/4")	Initial Increase	Avg. Annual Increase (FY14 - FY19)
			Scenario #1	11.6%	12%	Scenario #1	9.5%	10%
			Scenario #2	17.0%	5%	Scenario #2	14.4%	7%
			Scenario #3	35.5%	11%	Scenario #3	30.6%	10%

WHERE COMMUNITY AND SPIRIT MEET®

100 Year Design Life

FY 2015: Rate Impact Analysis		
PAY AS YOU GO		
100 YEAR USEFUL LIFE		
Volume Charge	$2.630	
¾" Meter Charge	$11.31	
IRF/CCF	$1.04	
Primacy Fee	$0.18	
Service Line Fee	$1.00	
5.7 ccf	$33.41	
11.4 ccf	$54.33	
Average Annual	5%	

Questions

Department of Public Services
INTEROFFICE MEMORANDUM

TO: **Russell Hawes, Chief Administrative Officer**
Georgia Ragland, Asst. Chief Administrative Officer
John Adams, Finance Director

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

SUBJECT: **Water Department Staffing**

DATE: **October 8, 2014**

April 2014 the Water Director position was eliminated and incorporated into a new position of Public Services Director. This new position now has oversight of five departments that include Building Commissioner, Engineering/Planning, Sanitation, Streets and Water. Even though a director level position is no longer required, daily supervisory authority does need to be instituted. It is being proposed that the new potion to supervise the Water Department be on the same level of supervisory responsibility as the Street Director and Sanitation Director. All three of these positions have supervision over the daily activities of their respective departments. In addition, sanitation and water both operate as city enterprise funds.
The new position will be known as Water Superintendent.

Attached is an updated job description and a worksheet that includes costs associated with this personnel request. In the FY 16 budget the salary and benefits for the Public Services Director is now allocated over three departments Engineering, Sanitation and Water. With this allocation personnel cost has been reduced allowing for the creation of the Water Superintendent with minimal impact on the budget when compared to FY 15.

CITY OF KIRKWOOD, MISSOURI
PROPOSED WATER SUPERINTENDENT

Budget Amount - Full-time Water Superintendent

Fy 15-16 Expense

Pay Level - F Min.	52175
SS	3235
Medicare	757
Pension	3913
Deferred Comp	1044
Health-Family	14125
Dental	446
Vision	80
Phone	1200
Total	76974

Additional FY 15-16 Funding Required $76,974

JOB DESCRIPTION
CITY OF KIRKWOOD
DEPARTMENT OF PUBLIC SERVICES

JOB TITLE: Water Superintendent **JOB LEVEL:** Full Time

JOB STATUS: Exempt **PAY RANGE:** M

DEPARTMENT: Public Services – Water Department

REPORTS TO: Director of Public Services

DESCRIPTION DATE: September 2014

PRIMARY PURPOSE: The position is responsible for planning, directing and coordinating the daily activities of the Water Department.

SUPERVISION: Under direct supervision of the Public Services Director and provides direction to two supervisors and approximately 15 employees.

DESCRIPTION OF WORK:

A. ESSENTIAL FUNCTIONS

1. Plans, organizes, directs, controls and coordinates the programs and activities of the department.

2. Prioritizes and schedules projects including water main installation projects and equipment replacement/renovation.

3. Plans and prioritizes future requirements based on changing governmental regulations and standards for water quality, demand trends, and existing deficiencies in the distribution system.

4. Develops and administers departmental budget.

5. Establishes and updates operational procedures, safety policies and specifications for the installation of water main, service lines, and meters.

6. Reviews, changes and approves/disapproves plan for water main, fire hydrant and service line installation for subdivision and major construction projects.

7. Estimates annual water demand by analyzing historical patterns of water usage, long range forecasts and anticipated construction starts.

8. Works with consultants and contractors, who are conducting studies or performing construction work designed to develop, expand or repair the City's water system, by reviewing plans and proposals for technical soundness and feasibility and by monitoring contract performance.

9. Maintains the Department's technical files.

10. Reviews and forwards written reports to the Department of Natural Resources.

B. OTHER FUNCTIONS

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED:

A. KNOWLEDGE

1. Comprehensive knowledge of the principles and practices used in the treatment, storage and distribution of water.

2. Comprehensive knowledge of all federal and state regulations, and the statutory and occupational standards applicable to the treatment of water intended for public consumption.

3. Comprehensive knowledge of the construction, maintenance and repair of water distribution and pumping systems.

4. Ability to plan, organize, direct, control and coordinate the work of the department.

5. Ability to prepare and administer a budget.

6. Ability to read, interpret and comment on proposed and finalized federal and state regulations regarding water treatment and quality.

7. Ability to develop specifications for products and services, and evaluate bids.

8. Ability to read and interpret subdivision and construction project plans.

9. Ability to analyze water transmission and distribution problems and to recommend, direct or take corrective action.

10. Ability to communicate effectively and tactfully, both orally and in writing.

11. Ability to interact effectively with elected officials, state regulatory persons, other department heads and the general public.

B. ABILITIES

1. Follow oral and written instructions; deal effectively and courteously with associates, property owners, and the general public; communicate effectively verbally and in writing; read and understand written information.

2. Read and interpret plans, specifications, and regulations.

3. Write effective, clearly understood letters and notices using Microsoft Word.

4. Maintain accurate records, reports and files.

5. Enter data into computer system.

6. Ability to promote a favorable image while interacting with the public and others under stressful conditions.

C. EXPERIENCE, EDUCATION, AND TRAINING

Five years' experience in potable water distribution system management and construction. Missouri DS-III certification for public drinking water distribution systems. B.S. in Civil Engineering and/or Missouri registered professional engineer preferred. Training and education may be substituted for experience on an equal time basis.

D. PHYSICAL REQUIREMENTS

Perform bending, squatting, walking, climbing (stairs and ladders), kneeling, crawling, and reaching both to ground level and overhead; and must be able to move about the inspection premises to inspect for violations in all seasons. Properly perform office duties and problem solve. Safely operate City vehicles.

E. LICENSING/CERTIFICATION

Valid Missouri motor vehicle operator's license.

F. MISCELLANEOUS REQUIREMENTS

40 hours a week between Monday through Friday and as necessary for emergency operations and attendance at evening meetings.

WORKING CONDITIONS

Both indoor office environment and outdoor working environment. Outdoor working environment includes exposure to a variety of extreme weather conditions and subject to hazardous conditions such as entering active construction sites.

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

Minutes

CITIZEN'S FINANCE COMMITTEE

KIRKWOOD CITY HALL
139 S. KIRKWOOD ROAD
Upper Level Conference Room

Friday, October 17, 2014 - 7:00 A.M.

Attendance

Ron Evens, Brian Paluch, Bonita Campbell,
Mark Zimmer, Bill Link, Brian Lunt, Brian Dentenger

Council Liaison – Tim Griffin

Staff Liaison – John Adams, Teresa Knese, Georgia Ragland

Staff –
Murray Pounds – Director of Parks & Recreation
Jason Valvero- Recreation Superintendent

Absent

Sandy Washington

CITIZEN COMMENT

Minutes 10/10/14 Meeting

Recommend approval: Brian Paluch;
2nd Bonita Campbell

Recreation:

- Murray explained the different funding sources of Parks and Recreation.
- Goal for recovery rate is Minimum of 80%, which is above national average. Current budget year at 82%, and projected 82% for next year as well.
- Revenues were down for the pool this year due to weather. Recreation has a new contract with a pool management company that will save the city approximately 23K, which should help off-set the pool revenue.
- Council recently authorized going forward with a feasibility study on the Recreation Center
- Murray explained the fund transfer process of revenues to Park, Capital, and General Funds

Sales tax acquisitions for FY15-16 budget year:

- Greentree Park Prairie Development; creating a prairie area around the large power lines to alleviate the overgrowth of honeysuckle that has to be removed. Communicating with Ameren Missouri for some funding of this project.
- Pool painting (on a five year cycle), Leisure and family pools
- Pool repairs, cracking pipes and crack repairs
- New ice resurfacer, current resurfacer rusting and will be used as a reserve.
- New ID card printers. Need updated system.

Recreation Administration:

- Asking for an increase in part-time salaries to attract and retain higher quality candidates for the front desk staff.
- Telephone costs have increased. Working with Purchasing Director to analyze reasoning for this.

Community Center:

- Revenue derived from gym rentals, theater, and meeting rooms, recovery rate is 56.25%.

Ice Rink:

- Daily admission to the Ice Rink this year has increased.
- Ice Rink budget increase of $1,979 requested to cover for additional lesson instructor costs.
- Utility costs have increased by $7,031.
- Ice Rink recovery rate is 123.4%.

Aquatic Center:

- Revenue goal is to cover operating and capital repair costs.
- Revenue budget has been reduced by $17,500 due to poor weather for the past two years and lower season pass and daily admissions for the past three years.
- Aquatic center is now fifteen years old and is in need of repairs. Glendale and Oakland share in the cost of maintaining the pool.
- Recovery rate is budgeted at 93%.

Day Camp:

- Recreation Supervisor, Katie Nieman, has done a wonderful job in making the Day Camp programs highly successful.
- Revenue budget increase of $10K based on proposed increase in camp fees and additional camps.
- Increase in temporary salary account due to increased need for support staff for campers with special needs and lower camper to counselor ratios for younger age group.
- Budgeted recovery rate, 133.6%.

Recreation Programs:

- Revenue budget has been reduced due to fewer participants in programs such as boot camp.
- Recovery rate, 186%.

Tennis:

- All courts have been redone along with adding two handball/racquetball courts, and a pickleball court.
- Increase in budget for Other Professional Services due to increased cost for providing instructional services for highly successful lesson programs.
- Recovery rate, 175%

Greentree Festival:

- Reduced overtime use for event set up.
- Able to recover the direct cost due to sponsorships and fees.

July 4th Fireworks:

- Revenue budget reduced reflecting recent experience and competition for sponsor dollars with downtown winter fireworks event.
- Reduced overtime use for event set up.
- Recovery rate, 61.2%

Discussion Notes:

- Discussed the survey that was taken a year ago asking what the community would like and the top two were an Exercise Facility and a Walking Track. Committee member asked if we could enter into an agreement with Des Peres for their exercise services for our ice rink services. Murray stated that residents tend to want to stay close to home and would not use those facilities for that reason.
- Discussed the bike and pedestrian plan in Kirkwood and funding is coming from grants, Public Works and from the Park Fund.
- Murray told the committee that Prop P monies are not only going towards the redevelopment of the St. Louis Arch, but also Great Rivers Greenway, St. Louis County Parks, and Municipal Park Grant Commission. We have received several grants and remain a good source of funds.

Water Department will be discussed at the next meeting. Please look over the email sent by John Adams regarding the request for an additional employee.

Meeting Adjourned
Next Meeting: October 24, 2014

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, October 31, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – October 24, 2014

Electric Department

Citizen Finance Committee Roundtable

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE MEETING SHOULD CONTACT THE FINANCE DEPARTMENT AT 314-822-5833 AT LEAST 48 HOURS BEFORE THE MEETING. THE CITY OF KIRKWOOD IS INTERESTED IN EFFECTIVE COMMUNICATION FOR ALL PERSONS. UPON REQUEST, THE MINUTES FROM THIS MEETING CAN BE MADE AVAILABLE IN AN ALTERNATE FORMAT.

Minutes

CITIZEN'S FINANCE COMMITTEE

KIRKWOOD CITY HALL
139 S. KIRKWOOD ROAD
Upper Level Conference Room

Friday, October 24, 2014 - 7:00 A.M.

Attendance

Sandy Washington, Brian Paluch,
Mark Zimmer, Bill Link, Brian Lunt, Brian Dentenger

Council Liaison –

Staff Liaison – John Adams, Teresa Knese, Sandy Stephens,
Georgia Ragland, Russell Hawes

Staff –
Bill Bensing – Director of Public Services

Absent

Ron Evens, Bonita Campbell

CITIZEN COMMENT

Minutes 10/17/14 Meeting

Recommend approval: Bill Link;
2nd Sandy Washington

Water:

FY15:

- Master Plan Completed
- Completed rate study, currently under review by Council
- Weeks away from implementing the Automatic Meter Reading System. Possible revenue increase of $164 to $200K a year to use to pay debt service.
- Coordinated main replacement with Streets, replacing water mains on street projects before streets are replaced, saving inconvenience to residents and cost saving efficiencies.
- Main breaks are still high
- 2,574 linear feet water main has been replaced this year
- Unaccounted water is about 20%; 5.6% last year was lost due to main breaks, 0.06% due to hydrant flushing, 15% is still unaccounted for.
- Kirkwood is proposing an "Infrastructure Renewal Fee" to replace the Fire Hydrant fee of $2.33. Currently Missouri American Water does not charge for Fire hydrant; however has a charge of $0.27 per ccf to the "Infrastructure System Replacement Surcharge".
- Water pressure varies in the City of Kirkwood, ranging from 35-PSI to 150-PSI. Areas that have high pressure, Green Tree Industrial area, Water department considering using a pressure reducer. Increasing pressure in the old cast iron lines could cause more main breaks.
- Revenue has pretty much stayed the same.
- Expenses dropped 19.0% in personnel costs. Water Director position now split between Water, Sanitation, and Public Works. Capital has an increase of 28.95% due to replacement and debt service.

FY16:

- Implementing a Uni-Directional Flushing Program, an operational maintenance manual, for flushing fire hydrants to more efficiently clear out sediments.
- Info-Master software installed for capital operational increases. This software will be able to prioritize the water main replacement.
- Proposal of adding a full-time "Water Superintendent" to oversee the daily operations. This position would be similar to Sanitation Director and Street Director.

Discussion Notes:

Discussed the rate of water main replacement and being more strategic on replacements.

Meeting Adjourned
Next Meeting: October 31, 2014

WHERE COMMUNITY AND SPIRIT MEET®

Kirkwood Electric Department

STRATEGIC PLANNING INITIATIVE

SEPTEMBER 11, 2014

Agenda

1. Historical Perspective

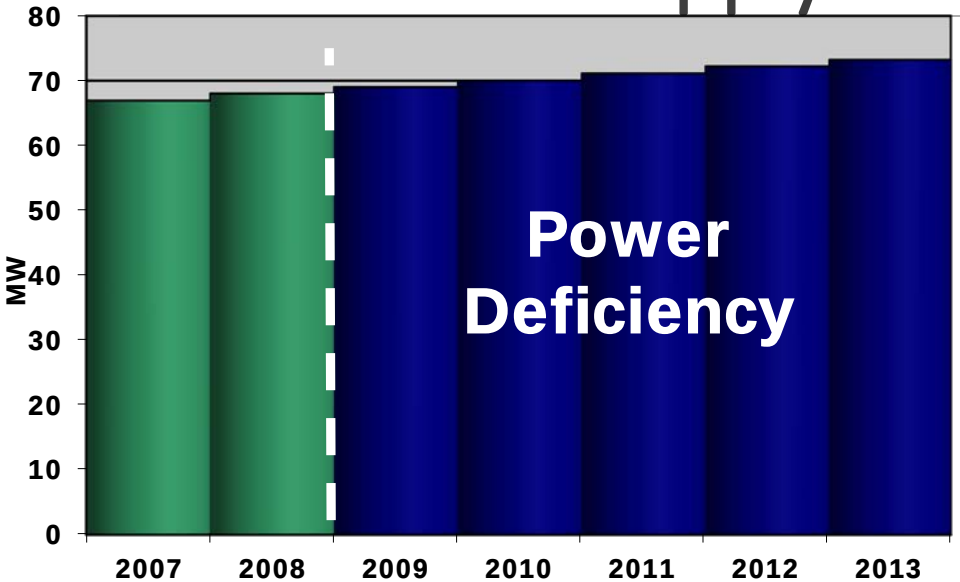
2. Present Situation

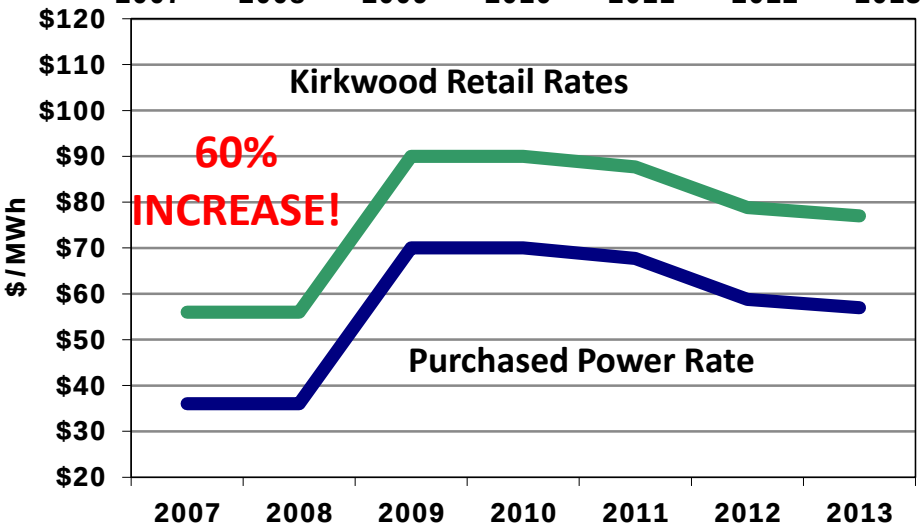
3. Preparing for Tomorrow

Historical Perspective

A look back on yesterday …

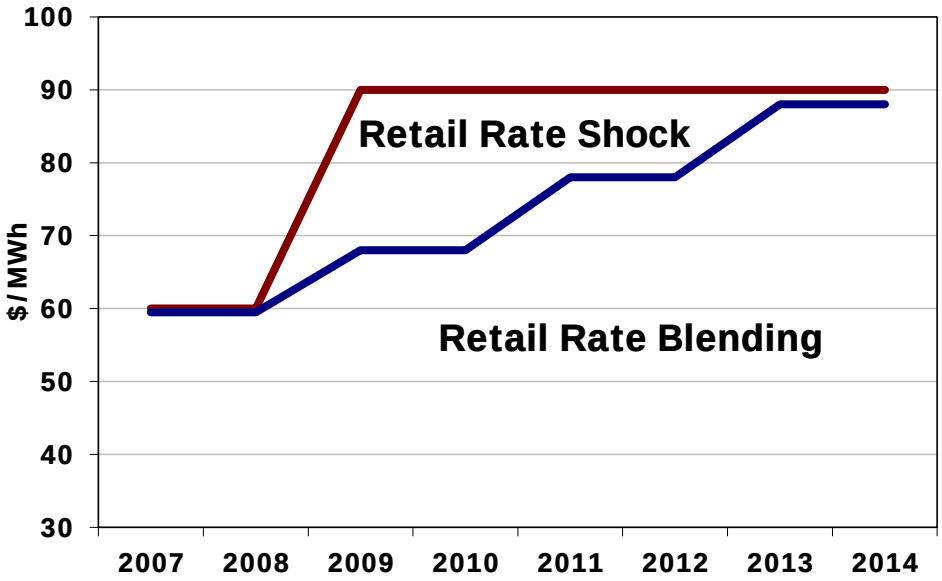
2007 Power Supply Situation

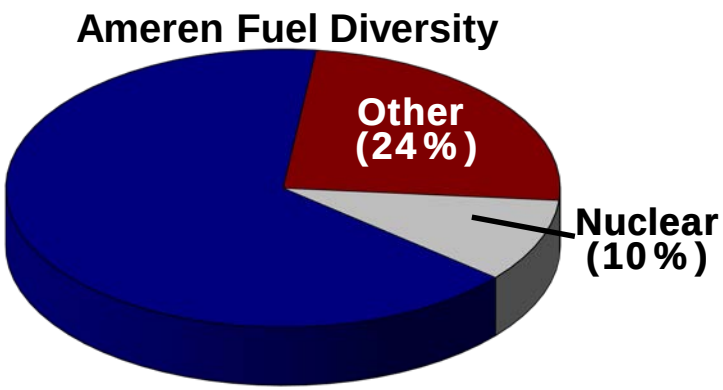




- 100% of capacity and energy purchased from Ameren but would expire in Dec 2008
- Kirkwood's retail rates closely aligned with Ameren's retail rates and provides City with surplus funds
- Concerned about managing transition of Ameren PSA and cost to retail customers
- Began to develop a power supply strategic plan to aid with transition

Post-2007 Power Supply Goals





Immediate Term (2007)

- Participate in Prairie State Energy Campus via MPUA PPA (25 MW)

Short Term (2009-2012)

- Procure firm, reliable resources and integrate Prairie State resource
- Develop smooth rate transition for retail customers
- Acquire Ameren Kirkwood customers?

Long Term (2013 and beyond)

- Emulate Ameren portfolio by purchasing resources with similar fuel diversity or buying system average type power from Ameren
- Diversify resources, fuels, and power supply contract terms in effort to stabilize retail rates

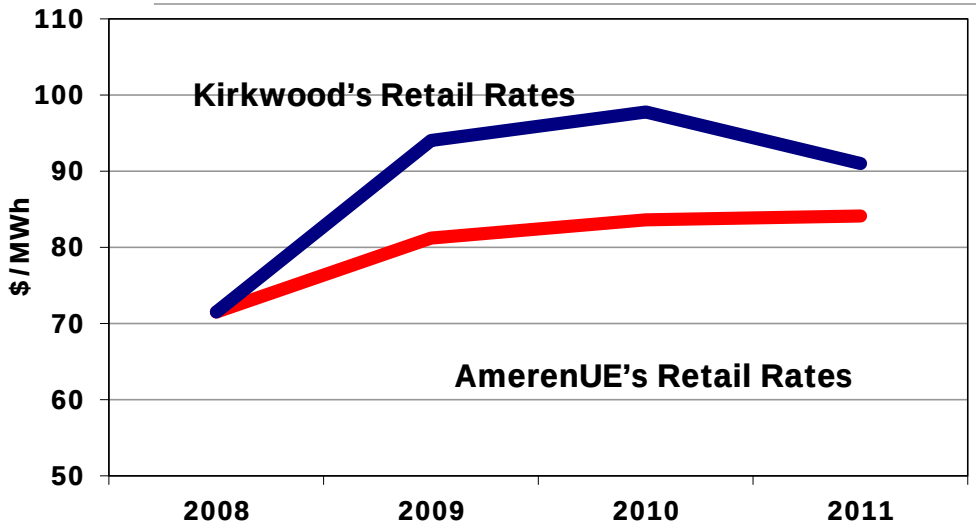
Meeting Kirkwood's Goals

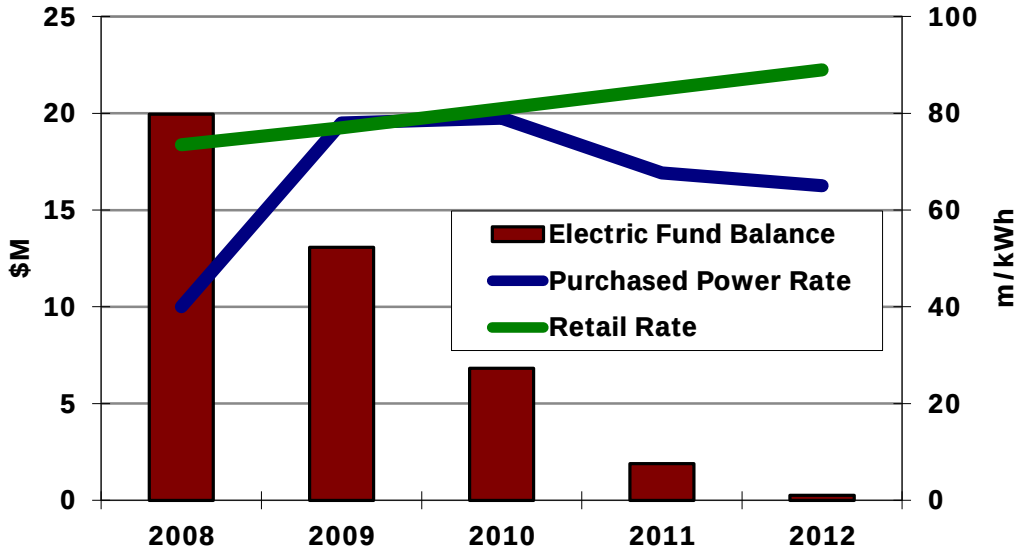
Develop a Power Supply Strategic Plan that, when implemented, would meet Kirkwood's goals of ensuring an efficient, economical, and reliable supply of power for Kirkwood's retail customers and maintain retail competitive position.

Key Objectives were:

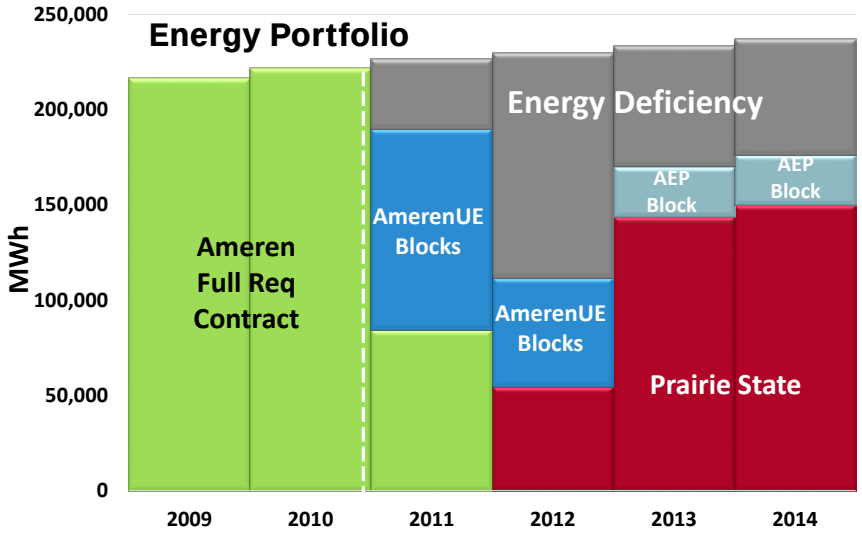
- Form a Diversification/Risk Management Strategy
- Identify and evaluate power supply resource alternatives
- Acquire resources that meet the City's short and long-term goals as well as meet diversification criteria

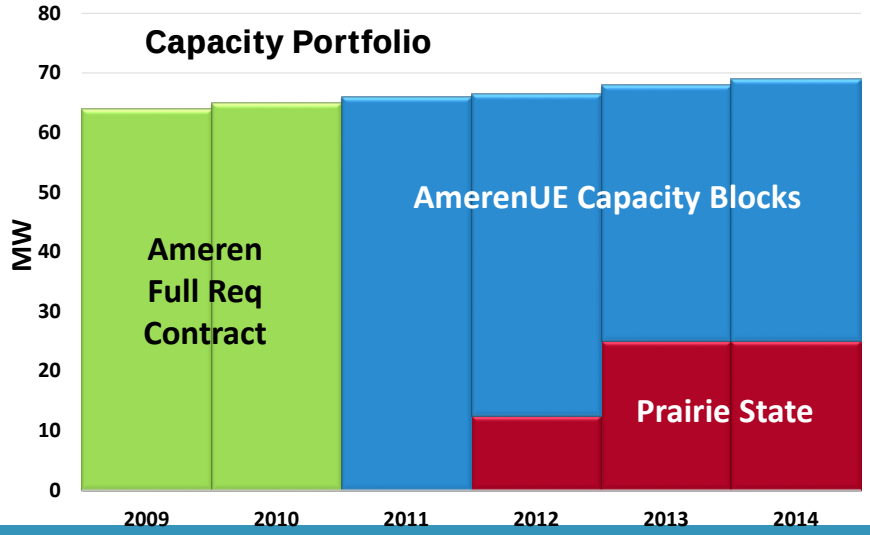
Stabilization of Retail Rates





Power Supply Arrangements through 2014

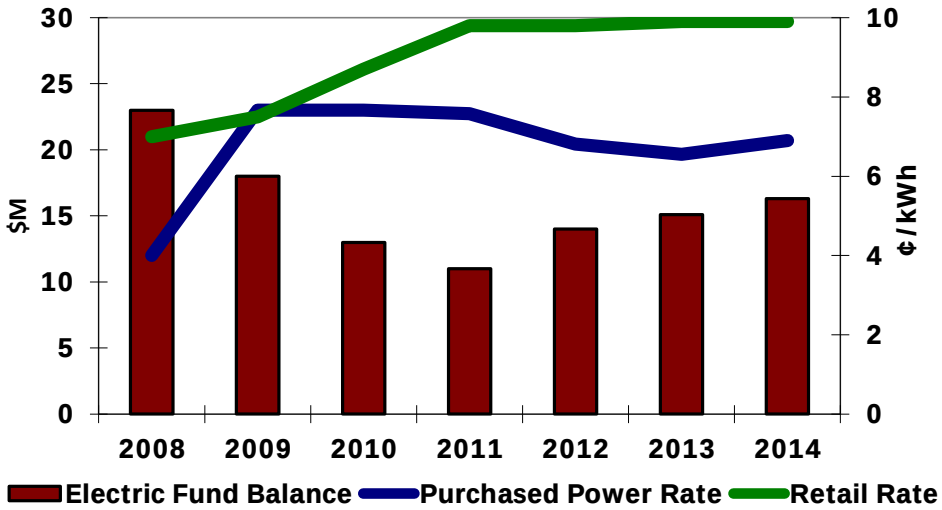


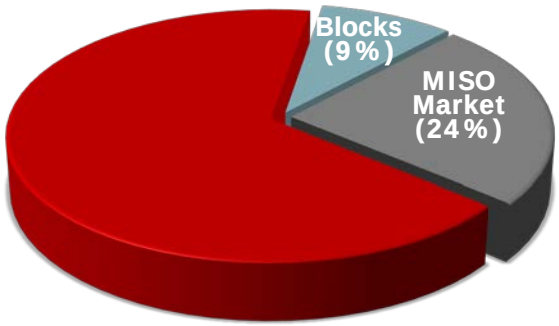


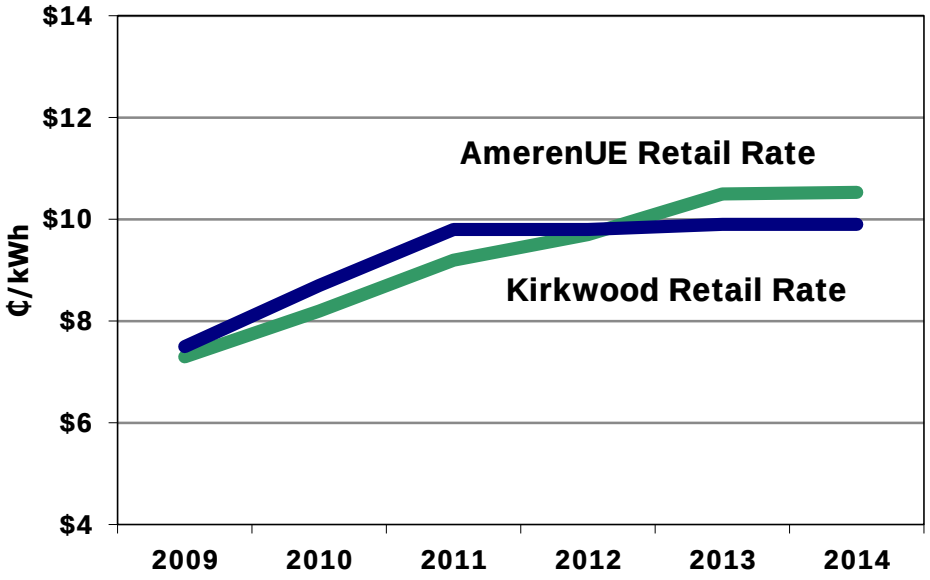
Present Situation

Where are we today?

Kirkwood Electric Fund Cash Balance, Rates, and Power Supply Portfolio

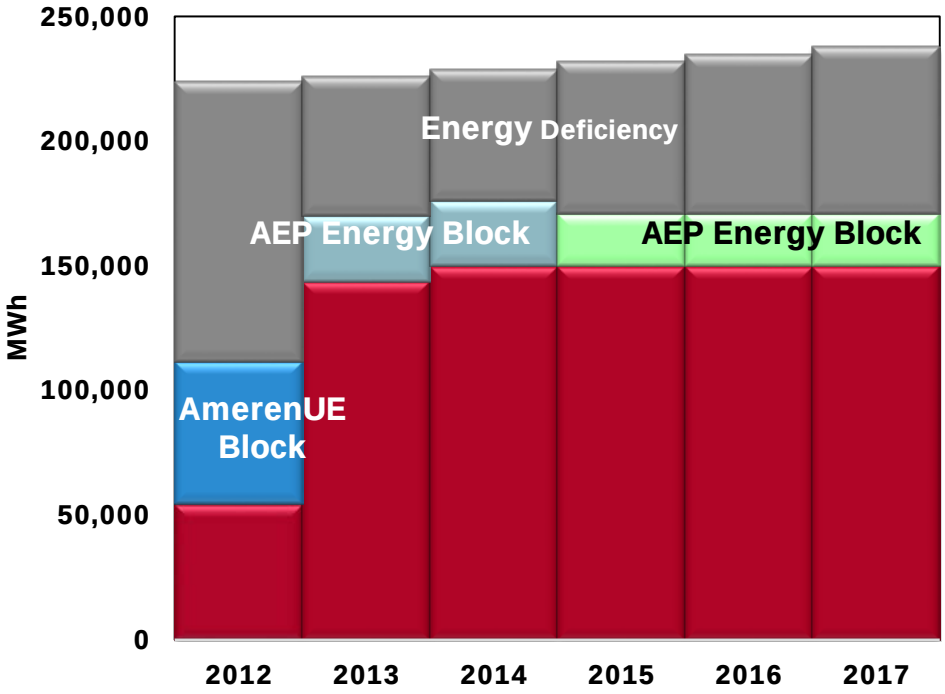






Result of Strategic Planning Efforts

1. Retail rate stabilization and competitive position
2. Resource / fuel / supplier diversity
3. Reliable power supply portfolio
4. Financially sound electric utility
5. Public acknowledgements for efforts/results:
   a) 2013 APPA Scattergood award
   b) APPA Reliable Public Power Provider designation



But now is not the time to rest on our laurels …

Preparing for Tomorrow

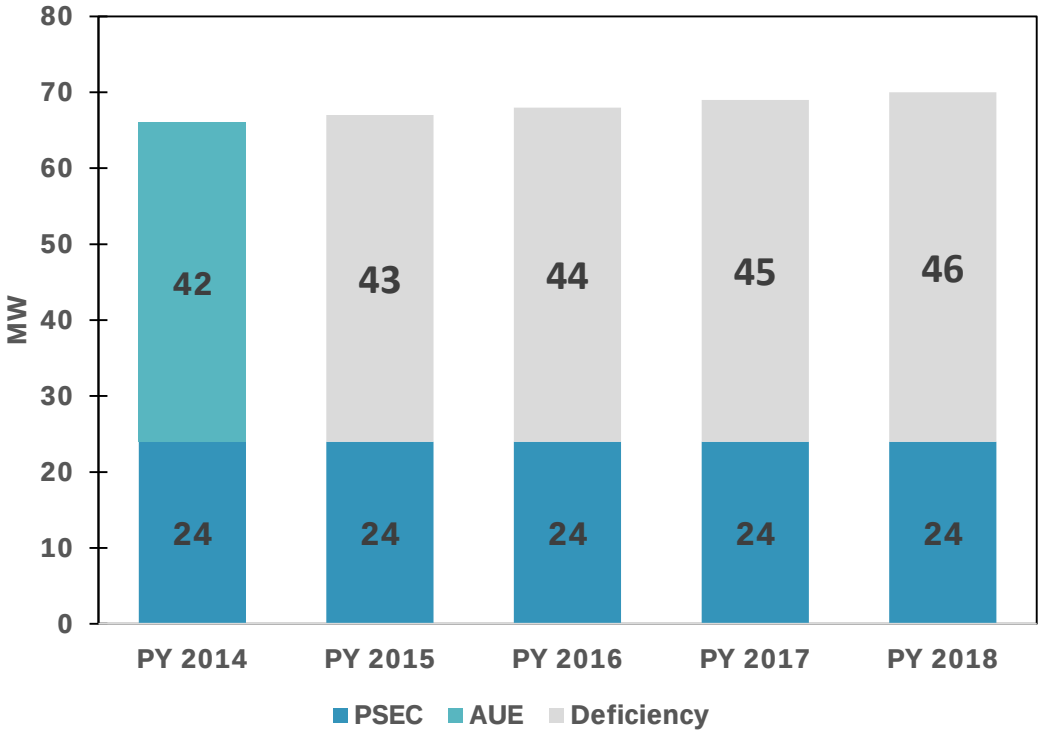
Direction with purpose

Key Issues Going Forward

1. Post-2015 capacity and energy deficiencies
2. Existing and new emissions regulations
3. Changing MISO market rules
4. Hedging existing resources
5. Maintaining Kirkwood Distribution System

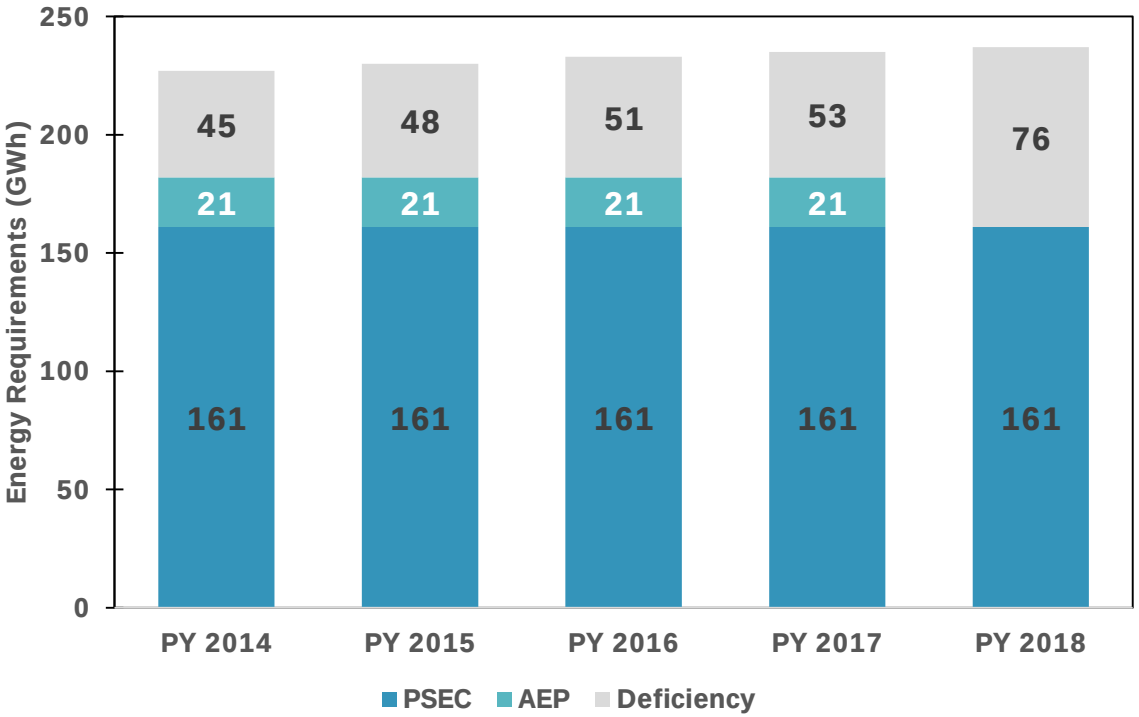
Capacity Alternatives

1. MISO Annual Auction
   a. Unknown pricing
   b. Provider of last resort (guaranteed)
2. Large Utility Generation
   a. Scale of economies
   b. Minority Owner
3. Capacity (ZRCs) PPA
   a. Market pricing
   b. No energy benefits
4. Distributed Generation
   a. Developer/Owner
   b. Hedge against Load LMP



Energy Alternatives

1. MISO Market
   a. Always available but at what price
2. New or Existing Generation
   a. Specific source of energy, generally easy to project
3. Purchased Power
   a. Can fix price for a premium



Consideration for New Resources

1. Diversification & Meeting Kirkwood's Goals
2. Emissions Regulations
3. Changes in MISO Market
4. Ownership vs PPA
5. Renewables versus traditional resources
6. Transmission interconnection and congestion
7. Demand-side Management Programs

Risks and Threats

1. Key emissions regulations:
   a) CSAPR – originally scheduled to be implemented in 2012 but was stayed by courts. EPA has received approval to change certain features and implement by 2015.
      Potential impact: $0.50/MWh to $3.00/MWh
   b) Carbon Emissions – recent regulations announced by EPA. Although impacts vary by State, CO2 reductions targeted by 2030. Final rule expected by 2015, States submit plans by 2016, and compliance to begin in 2020. Missouri's reduction target is 1,544 lbs of CO2 for every MWh sold (a 21% reduction from today).
      Potential impact: $10 - $30/MWh

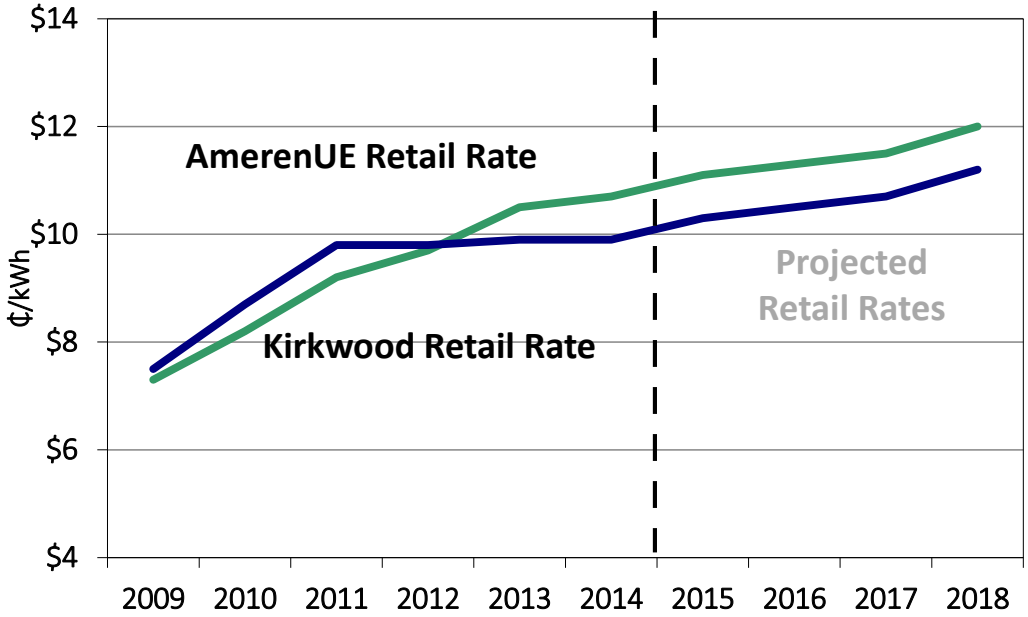
Risks and Threats (continued)

2. Changes in MISO Market:
   a) Changes in capacity market rules
   b) Retirement of coal generation / capacity deficiencies
   c) Volatile energy prices
3. Hedging Prairie State generation:
   a) Energy purchases during planned maintenance
   b) Business Interruption insurance
   c) Renewable energy purchase

Strengths and Opportunities

1. Good start with existing resource portfolio
2. Reasonable amount of time to assess alternatives and make informed decisions
3. Strong financial balance sheet
4. Alliance with MPUA/MJMEUC organization allows for numerous opportunities
5. Access to renewable generation resources

Impact on Kirkwood Retail Rates



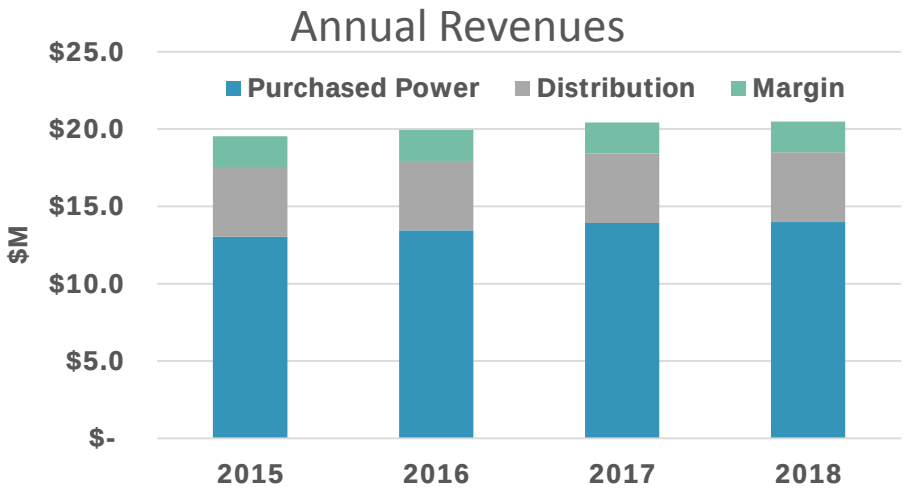
- Solar = 9 – 12 cents / kWh
- Wind = 6 – 9 cents / kWh

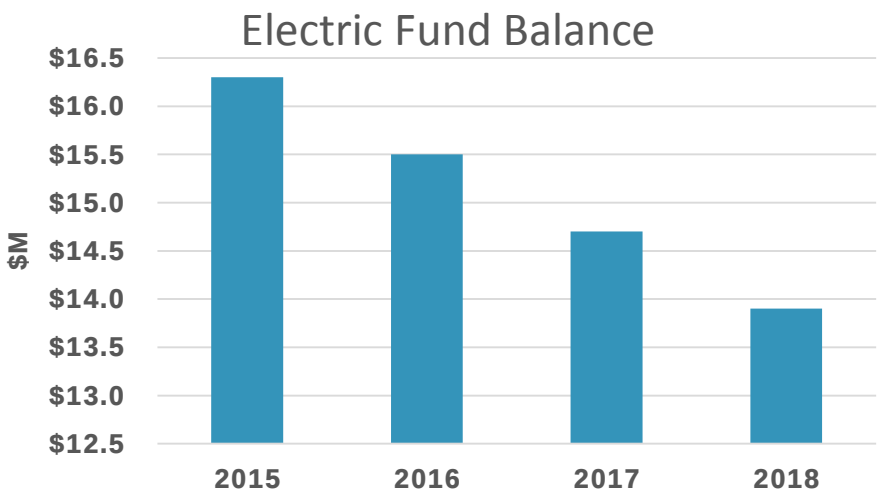
Upcoming Capital Improvement Projects

1. Kirkwood has to “re-invest” in the utility system to be able to provide reliable power for the future
   a) AMI meters
   b) Upgrade low voltage system
   c) Substation improvements
   d) Energy efficiency projects
   e) Traffic Signal & Street Lighting Projects
2. Anticipated capital cost of **$10 M**

Electric Department Fund

1. Existing Cash Balance = $16.3
2. Currently, Electric contributes **$1.2 M** per year to General Fund
3. Department has **$10 M** of planned system capital improvements over the next 5 years
4. Need to utilize margin ("general fund contribution") for capital improvements





Next Steps

1. Clarify resource diversification goals
2. Purchase short-term capacity resources
3. Actively pursue resource alternatives
   a) DG and utility-scale
   b) Renewables
   c) MPUA/MJMEUC
4. Evaluate hedges for Prairie State & load
5. Evaluate DSM/EE opportunities

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, November 7, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – October 31, 2014

Police Department

Citizen Finance Committee Roundtable

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Minutes

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139 S. KIRKWOOD ROAD
Upper Level Conference Room

Friday, October 31, 2014 - 7:00 A.M.

Attendance

Ron Evens, Sandy Washington, Brian Paluch,
Mark Zimmer, Brian Lunt, Brian Dentenger

Council Liaison – Tim Griffin

Staff Liaison – Teresa Knese, Sandy Stephens,
Georgia Ragland, Russell Hawes

Staff –
Mark Petty – Electric Director

Absent

Bill Link, Bonita Campbell

CITIZEN COMMENT

Minutes 10/24/14 Meeting

Recommend approval: Brian Paluch;
2nd Mark Zimmer

Main points for the Citizen Finance Committee to look at:

- Automatic Meter Reading installation in FY16
- $2.4M in Capital Expense requested
- They "Buy What They Need"; do not have extra for market sales, don't gamble with our customer dollars
- No rate increase budgeted; Ameren is requesting a 10% rate increase
- The City of Kirkwood is in its' third year of a thirty-year contract with Prairie State, suggested begin researching other sources starting in the twelfth year of the contract

Electric:

- FY16 revenue projections for Metered Sales $21.925M, and Other Revenue $836K, totaling $22.761M
- Operations for FY16 are $6.55M for on-going operations (expenses that keep Electric up and running) and $14.179M for Electricity
- FY16 Operational and Maintenance Highlights include a 3% wage increase, $291K reduction for Electricity (summer block power gone down), $16K increase in bank fees (mainly electronic bill pay), and self-reliant maintenance (mutual aid as needed)
- Total Capital request for FY16 is $2.425M. This includes circuit upgrades changing transformers on poles from 4Kv – 12Kv, Alfred and Essex Substation completions, equipment will be moved from the Alfred and Essex Substations to the Sugar Creek Substation saving the City approximately $2.0M in equipment costs, traffic signals, and Quan service line (cost to be split between City of Kirkwood, Kirkwood School District, and Ameren)
- FY14 Electricity Portfolio consists of 56% is from Prairie State, 14% is from AEP (summertime block power), and 30% is from MISO.
- Average price for FY14 is $50 Prairie State, $52 AEP, and $30-$35 MISO

- Currently the Electric Department is adding to reserves. FY14 year-end cash $16.707M, FY15 margin $355K, FY15 year-end cash $17.062M
- Kirkwood Electric is requesting to reinvest the reserves into Capital for FY16. FY15 year-end cash equals $17.062M minus FY16 reserves reinvested into Capital $398.561K, leaves $16.663M year-end FY16 cash reserves
- Kirkwood continues to maintain low and competitive rates. Ameren rates are currently higher and they are requesting a 10% rate increase.
- Kirkwood Electric meets reliability goals. Continued capital investments guarantees reliability in the future.

Discussion Notes:

Discussed Prairie State Power Plant operations, environmental issues, pricing, contracts, etc. Citizen Finance Member asked if they have experienced any surprises with Prairie State, and Mark replied nothing that was not anticipated.

Citizen Finance Committee discussed training held at City Hall on Tuesday evening, particularly emails outside of meetings and any conversations accept as presented.

Meeting Adjourned
Next Meeting: November 7, 2014

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, November 14, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – November 7, 2014

Public Works Department

Citizen Finance Committee Roundtable

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Department of Public Services
INTEROFFICE MEMORANDUM

TO: **Russell Hawes, Chief Administrative Officer**
Georgia Ragland, Asst. Chief Administrative Officer
John Adams, Finance Director

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

SUBJECT: **Building Commissioner Office Staffing Increase**

DATE: **September 30, 2014**

Over the past 12 months the Building Department's demand for inspections has been increasing and the level of service decreasing. The decrease in service is identified by the delay permitee's have to wait when scheduling for inspection. Traditionally, the department was able to respond to inspections within 24 hours; now with the increase in new housing and other associated renovation construction, inspections are requiring a 4-5 day lead time. Contractors, real estate agents and residents are finding this level of service to be unacceptable.

During the preparation of the FY 15 budget, adding an additional full time multi-discipline inspector was discussed but was not moved forward due to the lack of supporting data. Now with nearly 12 months of inspection data available this evidence shows the need for an additional full time building inspector. Attached is a June 16, 2014 memo from the Building Commissioner requesting the additional employee and supporting data.

The department is requesting that an additional Multi-Discipline Inspector be added to the Building Departments FY 16 budget submittal. Attached is an updated job description and a worksheet that includes cost associated with this personnel request. This is one of few general fund operating departments that actually generate revenues that cover their operating cost. With an additional inspector more inspections can be performed thus improving the department's level of service.

CITY OF KIRKWOOD, MISSOURI
PROPOSED MULTI-DISCIPLINE INSPECTOR

Budget Amount - Full-time Multi Discipline Inspector

Fy 15-16 Expense

Pay Level - J Min.	42590
SS	2641
Medicare	618
Pension	3194
Deferred Comp	852
Health-Family	14125
Dental	446
Vision	80
Uniform	200
Membership (MABOI)	100
Fuel	850
Total	65695

Additional FY 15-16 Funding Required $65,695

JOB DESCRIPTION
CITY OF KIRKWOOD
DEPARTMENT OF PUBLIC SERVICES

JOB TITLE: Multi-Discipline Inspector **JOB LEVEL:** Full Time

JOB STATUS: Non Exempt **PAY RANGE:** J

DEPARTMENT: Public Services – Building Commissioner's Office

REPORTS TO: Building Commissioner

DESCRIPTION DATE: September 2014

PRIMARY PURPOSE: Inspect new construction and alteration of existing structures (commercial and residential) for compliance to zoning, building, plumbing, electrical, mechanical, property maintenance and housing codes. Inspect residential dwellings and commercial properties for compliance with property maintenance codes for re-occupancy permits. Investigate complaints of property maintenance and zoning code violations by inspection of property and analysis of agency and department reports. Testify in court regarding inspections and code requirements.

SUPERVISION: Under direct supervision of Building Commissioner. Will not oversee or direct other employees.

DESCRIPTION OF WORK:

A. ESSENTIAL FUNCTIONS

1. Coordinate and perform inspections of new and alterations to existing structures to ensure compliance with the building, plumbing, mechanical, electrical and zoning codes, ordinances and approved plans. Perform occupancy inspections of residential and commercial structures for compliance with the property maintenance code.

2. Investigate complaints of structures or properties to ensure compliance with the property maintenance code, building, plumbing, mechanical, electrical or zoning codes and all other adopted codes and ordinances.

3. Prepare written reports to document the results of inspections and investigations, by typing, writing, and/or entering data in a computer.

4. Prepare self-explanatory professional letters and notices to inform property owners or responsible parties of results of inspections.

5. Make follow-up inspection(s) to determine compliance with all codes as necessary.

6. Wear all safety equipment as the circumstances require. Use all safety devices required by the City of Kirkwood Policies.

7. Answer inquiries from the general public, property owners, contractors and City staff regarding results of inspections and status of code compliance.

8. Prepare and maintain detailed, consistent and precise reports and files on inspection results by typing, writing, and using a personal computer with Microsoft Word processing software and other software.

9. Read and understand all applicable building, plumbing, mechanical and electrical codes, housing codes, zoning code, City code of ordinances, written instructions, plans, specifications, and technical information.

10. Operate computers, word processors, copy machines, fax machines, cell phone, mobile radio and auxiliary equipment to maintain records, prepare reports, prepare letters, maintain communication and distribute information.

11. Make decisions within limits of authority and in compliance with City codes and departmental policies regarding appropriate action.

12. Maintain a valid Missouri driver's license and safely operate any City vehicle.

B. OTHER FUNCTIONS

1. Issue construction and occupancy permits, and collect money or credit card information to assist the department as required.

2. Inspect and oversee construction sites to ensure they comply with all department codes, ordinances and policies.

3. Issue stop work orders when work is started without permit or is proceeding in violation of code or permit

4. Perform other duties necessary for effective code enforcement and inspection program.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED:

A. KNOWLEDGE

1. Good knowledge of the ICC Property Maintenance Code, Health and Codes, Nuisance Codes, ICC Building, Plumbing, Mechanical, Fuel and Gas Codes, NEC Electrical Code, and Kirkwood Zoning Code.

2. Good knowledge of modern office practices and procedures; accurate grammar, spelling, punctuation, and Standard English usage; business correspondence formats; record keeping; and filing system.

3. Good knowledge of computers and word processing (Microsoft Word).

4. Good knowledge of general building construction methods and practices, materials, and equipment.

B. ABILITIES

1. Follow oral and written instructions; deal effectively and courteously with associates, property owners, and the general public; communicate effectively verbally and in writing; read and understand written information.

2. Read and interpret plans, specifications, and code.

3. Write effective, clearly understood letters and notices using Microsoft Word.

4. Maintain accurate code inspection and enforcement records, reports and files.

5. Enter inspection and property data into computer system.

6. Ability to promote a favorable image while interacting with the public and others under stressful conditions.

C. EXPERIENCE, EDUCATION, AND TRAINING

Two years' experience in housing code and property maintenance enforcement or related field. Education and/or training may be substituted for experience on an equal time basis.

D. PHYSICAL REQUIREMENTS

Perform bending, squatting, walking, climbing (stairs and ladders), kneeling, crawling, and reaching both to ground level and overhead; and must be able to move about the inspection premises to inspect for violations in all seasons. Properly perform office duties and problem solve. Safely operate City vehicles.

E. LICENSING/CERTIFICATION

Valid motor vehicle operator's license.

F. MISCELLANEOUS REQUIREMENTS

Individual to work 40 hours a week between Monday through Friday and overtime as necessary for attending evening meetings, for court activities, and for special inspections.

WORKING CONDITIONS

Both indoor office environment and outdoor working environment. Outdoor working environment includes exposure to a variety of extreme weather conditions and subject to hazardous conditions such as entering the premises of unsafe, abandoned, and unmaintained property and structures. Exposure to electrical, mechanical, health hazards associated with construction activities and partially constructed, abandoned, derelict, deteriorated property and structures.

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

Date: June 16, 2014

To: Bill Bensing, Director of Public Services
Todd Rehg, Engineer

From: Jack Schenck, Building Commissioner

Subject: Request for the addition of a Building Inspector position

We have been experiencing a steady increase in the permits issued as well as the number of inspections requested and preformed. The current levels are comparable to mid- 2000. During that time, the Building Commissioners' office employed four full time inspectors and one part-time inspector. The code enforcement inspectors (one full and one part time) were relocated from this office. Eventually the remaining building inspector positions were reduced to two full and one part time Housing Inspector with the downturn in the economy and the decrease in permits and inspections.

The increase in single-family homes constructed, additions and alterations to residential and commercial structures, changes of residential and commercial occupancies for inspections has increased, placing pressure on the inspection staff. The amount of request for building, plumbing, mechanical, electrical inspections along with sign inspections, owner/inspector support meetings, complaint type situations, proactive case solving and construction site maintenance inspections has significantly increased the amount of time needed for inspectors to properly perform their duties.

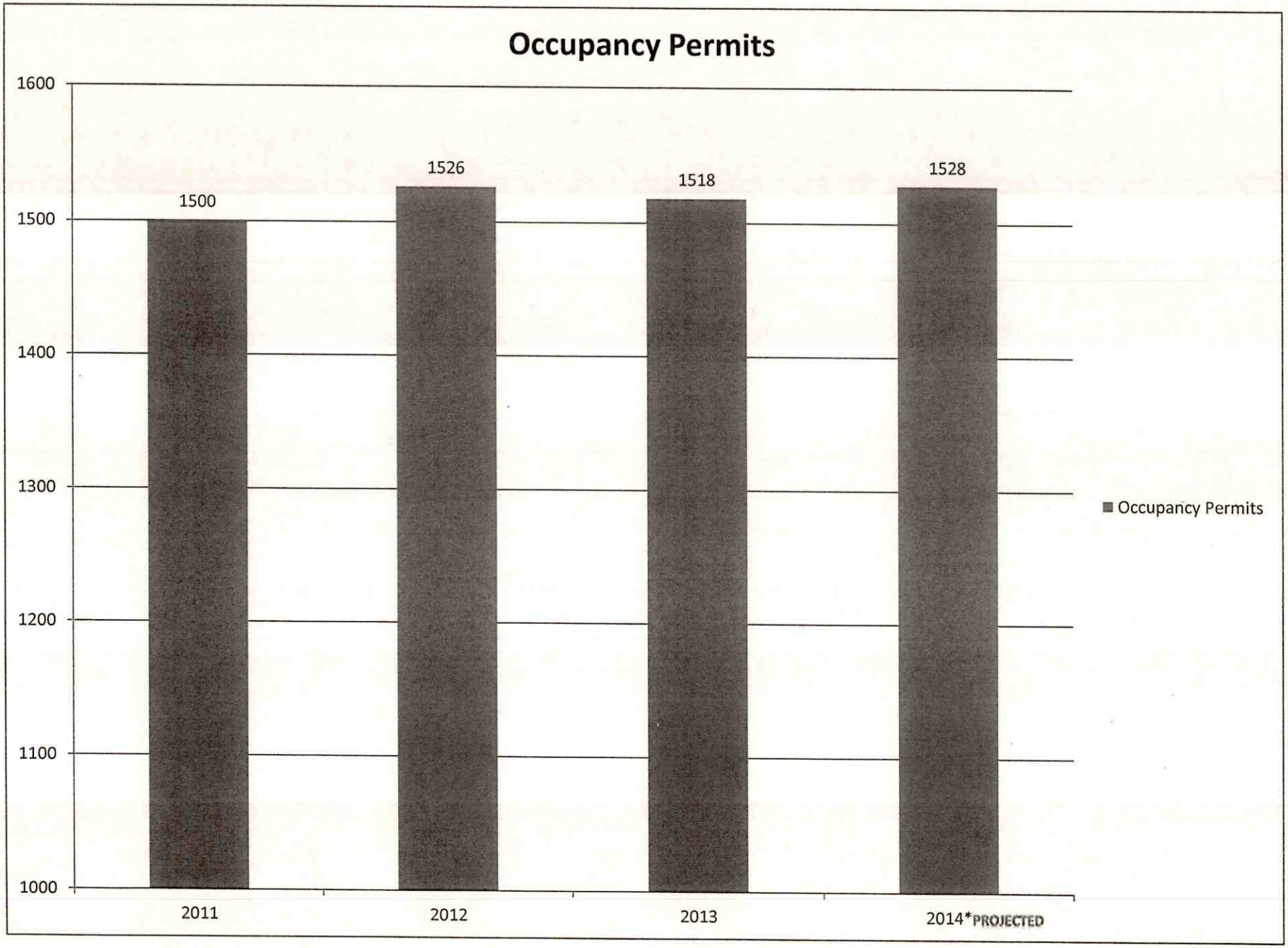
A key to a successful inspection program is interacting with the citizens, contractors and business community to inform and explain in laymen terms the purpose and requirements of our adopted codes, amendments and ordinances along with how they can successfully achieve compliance in an economical way. We team up with owners to properly maintain and enhance their property, and with contractors to build structurally safe and code compliant buildings in the least invasive way possible.

The current part-time inspector was added in June, 2013 to assist with the increasing amount of inspections at 15 hours weekly. By August, 2013 the

demand warranted the need to have the part-time inspectors' hours increased to 25 hours weekly. With two full time inspectors at 40 hour per week and one part-time inspector at 25 per hour week, we are scheduling construction inspections up to 5 days in advance and occupancy inspections 4 to 5 days in advance instead of the customary 24 hours period. Some of the contractors, real estate agents, and rental owners are on tight schedules and express their frustration in having to wait the several days to receive their inspection. With the present staff, we have pushed to be as accommodating as possible, but could better serve the community with the extremely needed additional inspector

My request is to add a full-time Building Inspector to assist the existing staff in accommodating the scheduling demand of inspections. The new building inspector will be of great assistance with all of the construction, occupancy, complaint, and construction site inspections. The additional position will provide adequate staff to meet the demand of the present schedule in a timely fashion.

I thank you very much for considering my request for a full time inspector.


Occupancy Permits
1600
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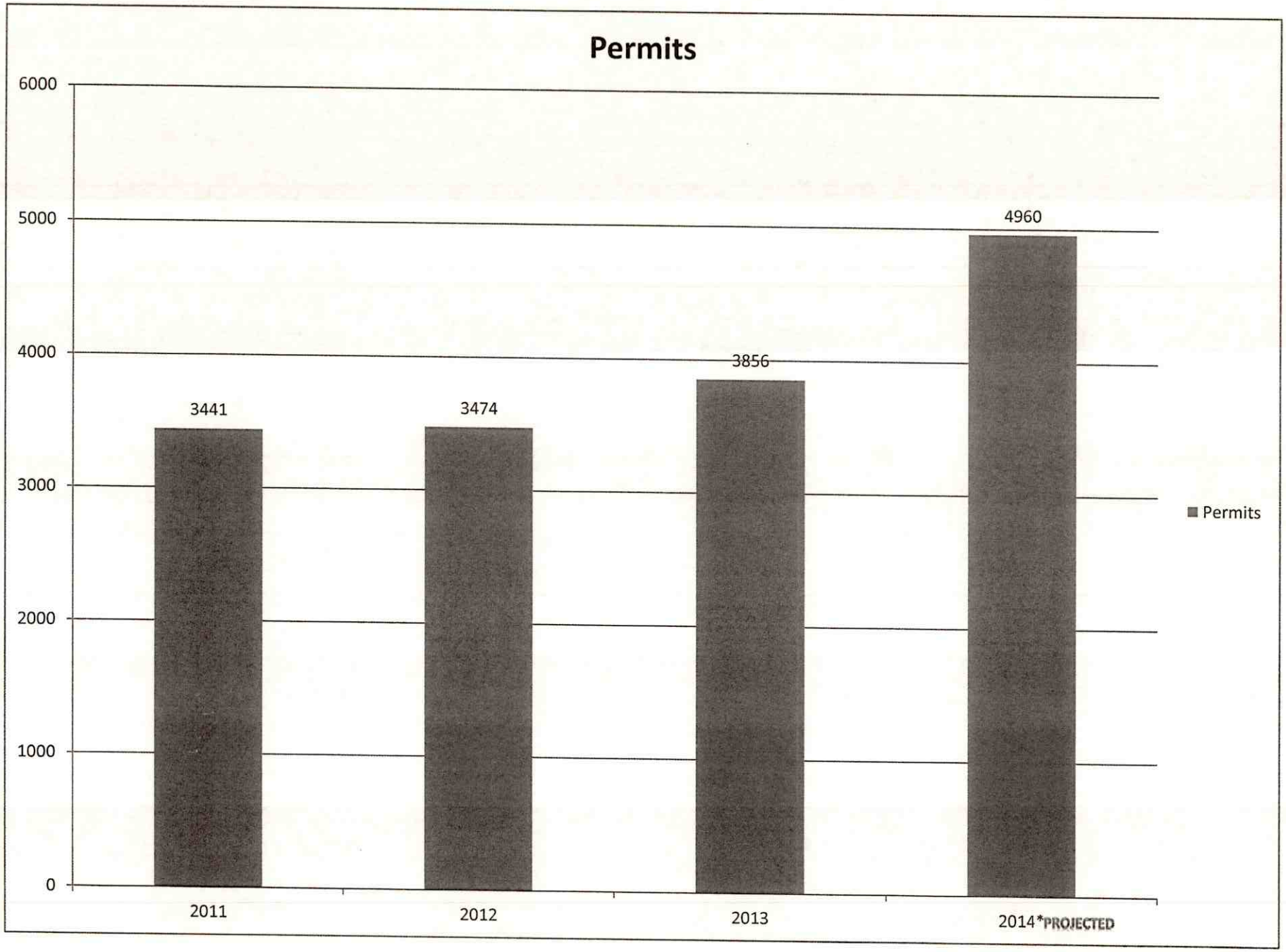
1400
1300
1200
1100
1000
1500
1526
1518
1528
2011
2012
2013
2014*PROJECTED
Occupancy Permits


Permits
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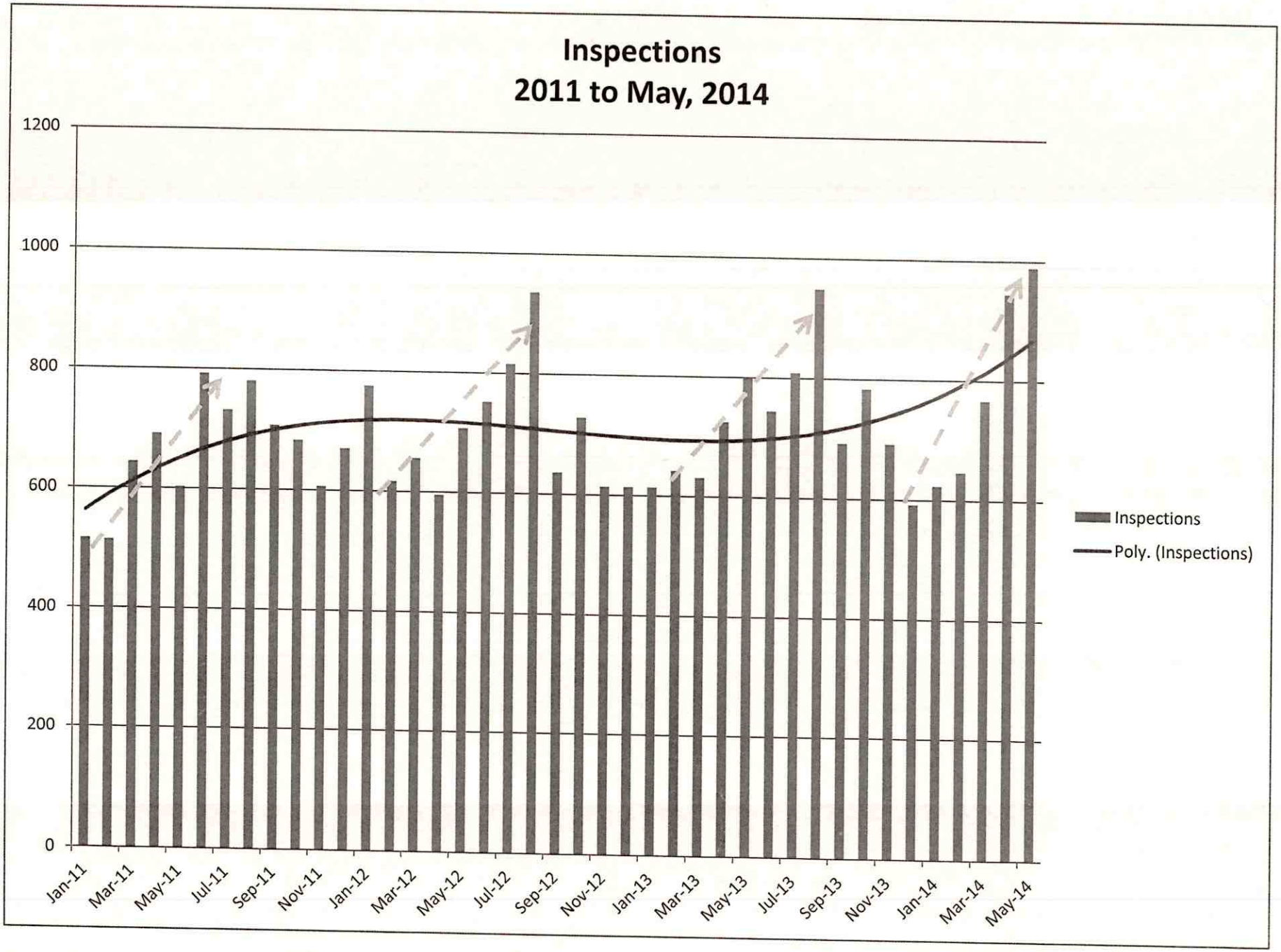
Permits


Inspections
2011 to May, 2014
1200
1000
800
600
400
200
0
Jan-11
Mar-11
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Nov-13
Jan-14
Mar-14
May-14
Inspections
Poly. (Inspections)

Minutes

CITIZEN'S FINANCE COMMITTEE

KIRKWOOD CITY HALL
139 S. KIRKWOOD ROAD
Upper Level Conference Room

Friday, November 7, 2014 - 7:00 A.M.

Attendance

Ron Evens, Sandy Washington, Bonita Campbell,
Mark Zimmer, Brian Lunt, Brian Dentenger

Council Liaison – Tim Griffin

Staff Liaison – Teresa Knese, John Adams

Staff –
Jack Plummer – Chief of Police
John Folluo – Police Captain

Absent

Bill Link, Brian Paluch

CITIZEN COMMENT

Citizen commented on his concerns on spending down the Electric fund reserves for capital improvements. Citizen stated there is a lot of risk associated with Prairie State Energy and the City of Kirkwood should increase the Electric Fund Balance as high as $20 to $25M in case the City of Kirkwood is forced to buy electric elsewhere.

Minutes 10/31/14 Meeting

Recommend approval: Mark Zimmer;
2nd Brian Dentenger

Police:

- Budget consistent, basic increases except for land line telephone charges being high (working with Director of Purchasing to get changed with the new radio system), and Electric utility charges, building is all electric. Working with Building Maintenance to improve energy efficiencies as budget allows.
- Technology crimes could be an issue in the future, and cost implications can be very high. Kirkwood Police along with other area police departments are actively monitoring such crimes.
- Overtime Budget – Significantly higher than the last two years. (33% increase) The Ferguson, Missouri incident and the hit and run incident on Kirkwood Road contributed to higher overtime costs this budget year and foresee the unrest in Ferguson to be volatile for several more months. Overtime budget dollars for FY16 do not reflect any reimbursements for DEA overtime and State Grants for special programs such as "Click-It and Ticket".
- Code Enforcement revenue is not going to change much. With new full-time Code Enforcement employee the department has become more effective and pro-active with code violations.
- Court costs are not considered a revenue source. Police Department is looking at other municipalities for court efficiencies.
- Contractual services are budgeted higher due to Liability Insurance, Rejis Contract, and Workman's Compensation Insurance costs.

- Capital requests for FY16 are patrol vehicles and lease agreements on two unmarked vehicles. The DEA reimburses the City of Kirkwood for the leased vehicle used by the Detectives. The Police Department works closely with Chris Wenom, Fleet Director, managing the patrol fleet and keeping maintenance costs down. Laptop replacement is requested in FY17.
- Purchasing has negotiated an agreement with Des Peres Hospital for prisoners' healthcare costs.
- The Police Department currently has one open position.

Discussion Notes:

Round-table discussion about the requested Water Superintendent position questioning the overall budget is asking for three to four new positions throughout the city. Looking at the big picture, with revenues being flat, can the city afford these added positions? Does the Water Department need someone to oversee the day to day activities and main replacements or should the money be better spent towards main replacement.

Meeting Adjourned
Next Meeting: November 14, 2014

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, November 21, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – November 14, 2014

Fire Department

Citizen Finance Committee Roundtable

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE MEETING SHOULD CONTACT THE FINANCE DEPARTMENT AT 314-822-5833 AT LEAST 48 HOURS BEFORE THE MEETING. THE CITY OF KIRKWOOD IS INTERESTED IN EFFECTIVE COMMUNICATION FOR ALL PERSONS. UPON REQUEST, THE MINUTES FROM THIS MEETING CAN BE MADE AVAILABLE IN AN ALTERNATE FORMAT.

Minutes

CITIZEN'S FINANCE COMMITTEE

KIRKWOOD CITY HALL
139 S. KIRKWOOD ROAD
Upper Level Conference Room

Friday, November 14, 2014 - 7:00 A.M.

Attendance

Brian Paluch, Sandy Washington, Bonita Campbell,
Mark Zimmer, Brian Lunt, Brian Dentenger, Bill Link

Council Liaison – Tim Griffin

Staff Liaison – Teresa Knese, John Adams,

Staff –
Bill Bensing – Director of Public Services

Absent

Ron Evens

CITIZEN COMMENT

Minutes 11/07/14 Meeting

Recommend approval: Bonita Campbell;
2nd Bill Link

Building Commission:

FY15

- Implementing online occupancy permits
- Completed comprehensive residential inspections (inspection consistency)
- Developed a systematic multi-family exterior and common area inspections (did not have previously)
- Update flood plain management ordinance (no residential in the flood plain area)
- Refined construction site requirements
- Revenue covers most of the operational costs
- Permits are at a steady increase, averaging 3,500
- Value of building construction is up (residential and limited commercial)
- Construction applications are increasing with the Board of Adjustment
- Architectural Review Board is now reviewing both residential and commercial structures

FY16

- Budget increases are mainly due to an increase in demolition of residential houses. Building Commission budgets $20K and this has proved to be not enough, requesting $40K
- Propose adding a full-time employee and still keep part-time for occupancy inspections only. This would be mostly for quality and customer service and not add revenue. Construction is staying consistent and has steadily increased.
- Increase inspection personnel certifications
- Implement non-residential building inspections (property maintenance for commercial)
- Ordinance review on sign and property maintenance codes

Discussion Notes:

Discussed the proposed full-time employee and cost recovery of such.

Engineering:

FY15

- Initiated a comprehensive plan update "Envision 2035" that will continue into FY16
- City pedestrian and bicycle master plan will be completed
- Coordinated Street/Water reconstruction
- City-Wide pavement analysis (ranking all city streets)
- 50/50 Sidewalk program
- Concrete street replacement stays consistent
- Asphalt street re-paving has declined
- Planning and Zoning application remain consistent
- Sewer Lateral still strong. Just transferred funds to cover costs.

FY16

- Personnel expenses budgeted higher due to Director Salary split between Water, Sanitation, and Engineering.
- Capital projects include Engineering Technician salary and Engineering vehicle replacement.
- Infrastructure Capital includes concrete streets, asphalt, 50/50 sidewalk program, and Emmerson Culvert, totaling $1.475M.
- Propose a temporary part-time employee for laser-scanning records.
- Develop a Street maintenance program
- Comprehensive Plan "Envision 2035"
- Evaluate operations and expand technical assistance to all City Departments

Discussion Notes:

Talked about Street replacement master plan**.**

Street:

FY15

- Pavement condition assessment
- Utilizing APWA micropaver
- Evaluating new maintenance techniques (preventative maintenance such as crack filling, etc)
- Performance measures include asphaltic concrete decreasing, hot crack-sealing way down, working on getting back to more preventive maintenance. Traffic control device costs decreasing. The Street department is currently maintaining and adhering to governmental controls on traffic control devices at this time.
- The City of Kirkwood has no contract on salt due to the nation-wide shortage from last year. Must be conservative this year. The city is looking at using alternative methods such as salt-brine (beet juice).
- Hazardous public tree removal has increased effecting time spent on street maintenance. Exploring outsourcing costs and coordination with Electric Department tree services.

FY16

- No large increases in budget expenses
- Capital expenses include a 1-ton pickup with dump bed, three refurbished municipal dump trucks, skid steer, and a walk-behind mower, totaling $223,512K
- A lot of capital is spent on forestry and grounds maintenance. Looking at outsourcing and also allocating costs for grounds maintenance to Electric and Water since they are enterprise funds.
- Training of all Street employees on basic street preventive maintenance. MODOT offers a training program called "Road Scholar". This will enable the Street Department to emphasize preventative maintenance in an effort to extend the useful life of City streets.

Meeting Adjourned
Next Meeting: November 21, 2014

Proposed Budget Changes FY 2014-15

Page	Account #	Title	Proposed	Change	Updated Budget	
6	101-0000-370-2000	CC Concessions	1,300	500	1,800	Reflects current activity
6	101-0000-371-1300	Rink Daily Admissions	180,000	4,000	184,000	Reflects current activity
6	101-0000-371-2100	Rink Party Room	3,150	100	3,250	Reflects current activity
6	101-0000-371-2500	Dasherboard Advertising	6,000	500	6,500	Reflects current activity
6	101-0000-371-4000	Program Registration	111,500	3,500	115,000	Reflects current activity
6	101-0000-373-4000	Day Camp Registration	140,000	9,000	149,000	Adds a session of Camp Broadway
6	101-0000-373-6000	Day Camp Sponsorship	-	3,000	3,000	Inclusion Project grant
WAREHOUSE						
54	101-1113-416-3110	Other Professional Services	-	9,900	9,900	Temporary Warehouse Worker working two to three days a week, was being charged to Building Services
FINANCE						
72	101-1115-413-2101	Health Insurance	25,986	10,693	36,679	One team member new to City Insurance Team member going from low employee/children to low employee family
BUILDING SERVICES						
63	101-1704-429-3110	Other Professional Services	75,000	(9,000)	66,000	Temporary Warehouse Worker now being
63	101-1704-429-8005	Fuel	2,850		3,100	correctly charged to the warehouse.
RECREATION						
149	101-2003-451-1101	Salary Full Time	158,076	4,257	162,333	Ice Rink Maintenance Worker Reclassification
149	101-2003-451-2101	Health Insurance	28,954	7,096	36,050	" "
149	101-2003-451-2201	Social Security	16,650	265	16,915	" "
149	101-2003-451-2202	Medicare Contributions	6,900	65	3,965	" "
149	101-2003-451-2302	Pension	12,925	280	13,205	" "
149	101-2003-451-2304	Deferred Compensation	3,800	715	3,885	" "
149	101-2003-451-4306	Repair & Maint Services	31,703	(1,000)	30,703	Olympia ice resurfacer repairs reduced
152	101-2005-451-3110	Other Professional Services	23,230	8,750	31,980	Camp Broadway additional session costs
152	101-2007-451-6199	General Supplies	850	1,200	2,250	Tennis Windscreens
153	101-2008-451-3110	Other Professional Services	8,175	1,000	9,175	Added shuttle bus, golf cart rental
ELECTRIC						
164	501-2115-480-7515	Electric Distribution System	250,000	273,750	523,750	Automated Meter Reading
WATER						
175	505-2214-481-6615	Water Tap Supplies	45,000	(40,500)	4,500	Typing Error
175	505-2214-481-6615	Fiscal Agent Fees	30,000	(27,000)	3,000	Typing Error

CAPITAL

FIRE DEPARTMENT COMMAND VEHICLE

Page 235	Year 1	Year 2	Year 3	Year 4
Proposed	-	-	-	45,000
Change	35,000	-	-	(45,000)
Updated Budget	35,000	-	-	-

ELECTRIC AUTOMATED METER READING PROJECT

Page 255	Year 1	Year 2	Year 3	Year 4
Proposed	250,000	250,000	250,000	-
Change	273,750	273,750	273,750	523,750
Updated Budget	523,750	523,750	523,750	523,750

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, December 5, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – November 21, 2014

Public Works Sanitation Department

Citizen Finance Committee Roundtable

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE MEETING SHOULD CONTACT THE FINANCE DEPARTMENT AT 314-822-5833 AT LEAST 48 HOURS BEFORE THE MEETING. THE CITY OF KIRKWOOD IS INTERESTED IN EFFECTIVE COMMUNICATION FOR ALL PERSONS. UPON REQUEST, THE MINUTES FROM THIS MEETING CAN BE MADE AVAILABLE IN AN ALTERNATE FORMAT.

Department of Public Services
INTEROFFICE MEMORANDUM

TO: **Russell Hawes, Chief Administrative Officer**
Georgia Ragland, Asst. Chief Administrative Officer
John Adams, Finance Director

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

SUBJECT: **Sanitation Department Staffing Increase**

DATE: **October 8, 2014**

The Sanitation Department will continue to expand its solid waste and recycling services to multi-family and commercial business into FY16. It is currently estimated that nearly 800 commercial customers will be added to city services by April 2016. It is anticipated that a new full-time position will be needed as sanitation customers are transferred from private haulers to the City's sanitation services. The Department intends to provide a high level of service to our new commercial customers without dimensioning our level of service to our residential customers.

The department is requesting that an additional full-time Sanitation worker be added to the Sanitation Departments FY16 budget submittal. Attached is an updated job description and a worksheet that includes costs associated with this personnel request. The cost work sheet is broken down into two costs, one for a full year and the second for 6 months. Based on the rate of new commercial customers in the last half of FY15 the new position may not be needed at the beginning of FY16.

CITY OF KIRKWOOD, MISSOURI
PROPOSED SANITATION WORKER

Budget Amount - Full-time Sanitation Worker
Full Year
Fy 15-16 Expense

Pay Level - F Min.	32492
SS	2015
Medicare	471
Pension	2437
Deferred Comp	650
Health-Family	14125
Dental	446
Vision	80
Uniform	400
Total	53115

Additional FY 15-16 Funding Required $53,115

Budget Amount - Full-time Sanitation Worker
6 Months
Fy 15-16 Expense

Pay Level - F Min.	16246
SS	1007
Medicare	236
Pension	1218
Deferred Comp	325
Health-Family	14125
Dental	446
Vision	80
Uniform	400
Total	34083

Additional FY 15-16 Funding Required $34,083

JOB DESCRIPTION
City of Kirkwood

JOB TITLE:	Sanitation Worker	**JOB STATUS:**	Non-Exempt
DEPARTMENT:	Public Works	**PAY RANGE:**	F
REPORTS TO:	Director of Sanitation	**JOB LEVEL:**	Part/Full Time
DESCRIPTION DATE:	May 2014		

PRIMARY PURPOSE:

Collect and transport residential and commercial waste, refuse, and recycling. Driver is responsible for picking up solid waste, recycling and/or yard waste from street side, dumpsters, or back yards and deposits same in collection vehicle and for operating hydraulic system of refuse truck to compact refuse. Driver is also responsible for moving dumpsters to collection vehicle and for operating overhead winch to unload dumpsters. Driver will also explain to customers and make decisions regarding what constitutes acceptable solid waste, what constitutes yard waste, what is recyclable, what constitutes hazardous waste, and what waste is banned from landfill disposal under City of Kirkwood policy and State law.

SUPERVISION:

Under direct supervision of Director of Sanitation.

DESCRIPTION OF WORK:

A. ESSENTIAL FUNCTIONS

1. Picks up solid waste, recycling and/or yard waste from street side, dumpsters and back yards, and deposits waste in collection vehicle.

2. Operates hydraulic system of refuse truck to compact refuse and operates overhead winch to unload dumpsters.

3. Completes assigned and scheduled route in a safe manner on time and without assistance.

4. Checks assigned vehicle daily and reports problems regarding vehicle's operating condition before, during, and after assigned route.

5. Drives designated vehicle to designated disposal site, unloads, and returns directly to route.

6. Checks all operating fluid levels, cleans vehicle interior and refuels assigned vehicle at beginning and/or end of workday.

7. Works until all routes are complete including working overtime to complete daily work assignments. Works on designated holidays. May be required to work additional hours during heavy yard waste collection days.

8. Washes and cleans equipment, vehicles and properties including the use of power washers.

9. Ensures proper traffic control and safety procedures and devices are available and used for traffic control as needed during collection activities.

10. Reports any violations or infractions of Public Works or City policy to Director of Sanitation immediately.

11. Reports any unsafe work practices to Director of Sanitation immediately.

12. Properly uses, cleans and maintain tools, equipment and vehicles.

13. Makes decisions regarding what is acceptable solid waste.

14. Determines for purposes of collection what yard waste is, what hazardous waste is, and what waste is banned by State law or City policy from landfill disposal.

15. Wears and uses all safety devices required by City policy.

B. OTHER FUNCTIONS

1. Delivers and throws refuse bags to residents during bag delivery operations

2. Works as needed at recycling depository and operates equipment at depository

3. Washes equipment, including general housekeeping of equipment

4. Performs other duties assigned by Director of Sanitation

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED:

A. KNOWLEDGE

1. Knowledge of safe and proper solid waste handling practices

2. Knowledge of items banned from disposal in landfills

3. Knowledge of what constitutes hazardous waste and yard waste

4. Knowledge of safe and proper operation of all mechanical and hydraulic equipment on a refuse collection vehicle

5. Extensive knowledge of City of Kirkwood streets

6. Ability to pass a written route test

B. ABILITIES

1. Understand and follow written and oral instructions

2. Advise public in a courteous manner regarding the polices of the City concerning sanitation collection

3. Respectfully and courteously respond to inquiries from the public

4. Interact with fellow employees to accomplish assigned work

5. Drive trucks and equipment on streets, highways, parking lots and other confined areas

6. Drive trucks during extreme weather conditions

7. Drive trucks in reverse to load dumpsters.

8. Drive and operate vehicles with air brakes.

EXPERIENCE, EDUCATION, AND TRAINING

General experience with solid waste collection.

PHYSICAL REQUIREMENTS

1. Climb ladders, lift, bend, reach to ground and overhead, walk, kneel and squat.

2. Enter, exit, climb onto vehicles, trucks and equipment.

3. Push and pull 150 pounds.

4. Grip, hold, carry, and lift 65 pounds from floor to 58 inches above floor constantly.

5. Grip and lift 75 pounds from floor to 58 inches above floor occasionally.

6. Work in extreme hot and cold weather including during hours of darkness.

7. Drive and operate trucks and equipment including sitting and standing for a period of up to twelve hours.

LICENSING/CERTIFICATION

Valid Missouri Commercial Driver's License with an air brakes endorsement; Class B minimum, Class A preferred.

MISCELLANEOUS REQUIREMENTS

Individual to work a three-, four- or five-day work week. Must be available to work evenings, nights, holidays, and weekends. Full-time employees required to work a 40-hour work week with work scheduled in a four- or five-day work week. Part-time employees required to work an average of no more than 30 hours a week in their three, four, or five day work week.

WORKING CONDITIONS

Indoor and outdoor working environment. Outdoors subject to hazards from working in an environment of extreme weather conditions. Subject to hazards from working around large moving equipment. Exposure to hazardous material, chemical waste, toxic waste, moving mechanical equipment, household waste, commercial waste, construction materials, debris, dead animals, yard waste, dust and other allergens from rock, dirt, and leaves. Handles hazardous materials. Exposure to constant and extreme noise, strong odors, dust, pollen, fumes, and disease-carrying waste.

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

Minutes

CITIZEN'S FINANCE COMMITTEE

KIRKWOOD CITY HALL
139 S. KIRKWOOD ROAD
Upper Level Conference Room

Friday, November 21, 2014 - 7:00 A.M.

Attendance

Brian Paluch, Ron Evens, Bonita Campbell,
Mark Zimmer, Brian Lunt, Brian Dentenger, Bill Link

Staff Liaison – Teresa Knese, John Adams,
Russell Hawes, Georgia Ragland

Staff –
Tom Openlander – Fire Chief

Absent

Sandy Washington

CITIZEN COMMENT

Minutes 11/14/14 Meeting

Recommend approval: Brian Paluch;
2nd Bonita Campbell

Fire:

- Calls are continuing to trend upward
- Fire Department is spending time training and preparing for events such as Ebola procedures, chemicals on railroad cars, and civil unrest
- EMS calls have stayed flat over the past two years, more demand on nursing facilities
- Discussed the history of the City of Kirkwood acquiring an ambulance service and the benefit it has had and continues to have
- Discussed revenue and expenses related to running ambulances
- Discussed mutual aid and determined it is beneficial for the City of Kirkwood and charging for services could be detrimental
- The Fire Department does not charge for commercial hood inspections or false alarm calls. Charging fees could be a deterrent for real issue. The City is not reimbursed for its participation in the civil unrest in Ferguson
- City Council considering levying a quarter-cent sales tax for the Fire Department. This could result in approximately $1.1M in taxes that would not be a part of the pooled sales tax category. Most other municipalities have done this except for Glendale, Kirkwood, and possibly Ladue.
- If such a levy would pass the Fire Department would like to be able to staff a third ambulance full time. Currently if the third ambulance is needed it puts a fire truck out of service and mutual aid could be needed.
- Capital for FY16 is a new ambulance. This would replace a 2001 ambulance and one of the 2009 front-line ambulances will be used as a reserve.

Discussion Notes:

- Committee has strong opinions on the sales tax increase. The committee will continue to discuss in upcoming weeks.
- The City Clerk has offered to conduct a talk on Roberts Rules to the Finance Committee. Finance Director discussed the City Attorneys' decision on emails and sunshine law requests between committee members to include John Adams to automatically archive such emails and requests.
- Finance Director to follow-up with Chief Plummer regarding Code Enforcement and Court revenues, and how much of the overtime is funded from outside sources.

Meeting Adjourned
Next Meeting: December 5, 2014

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, December 12, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – December 5, 2014

Purchasing, Building Services

Citizen Finance Committee Roundtable

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE MEETING SHOULD CONTACT THE FINANCE DEPARTMENT AT 314-822-5833 AT LEAST 48 HOURS BEFORE THE MEETING. THE CITY OF KIRKWOOD IS INTERESTED IN EFFECTIVE COMMUNICATION FOR ALL PERSONS. UPON REQUEST, THE MINUTES FROM THIS MEETING CAN BE MADE AVAILABLE IN AN ALTERNATE FORMAT.

CITIZEN'S FINANCE COMMITTEE

Friday, December 5, 2014 – 7:00 a.m.

City Hall, Main Level Conference Room

In Attendance: Brian Paluch, Ron Evens, Mark Zimmer, Brian Lunt, Brian Dentenger, Bill Link, Sandy Washington

Absent: Bonita Campbell

City Council in Attendance: Tim Griffin (Council Liaison), Nancy Luetzow

Staff in Attendance: John Adams (staff liaison), Sandy Stephens, Russ Hawes, Georgia Ragland, Bill Bensing, Kathie Valentine

Citizen Comment: Joe McAvoy expressed his concerns regarding the condition of his street and his frustration with it not being repaired.

Approval of Minutes: Motion was made by Brian Dentenger and seconded by Mark Zimmer to approve the minutes of the November 21, 2014 meeting.

- Discussion was held regarding street replacement. It was noted that a comprehensive street replacement schedule is being prepared, and that although nearly 1.7 million dollars is spent annually on street repair it is not sufficient. It was thought that the street survey should be completed within the next six months.

- It was previously hoped that the addition of the commercial sanitation accounts would provide additional funding.
- A sales tax rate equivalent to neighboring cities, an electric rate hike comparable to Ameren rates, were mentioned as possible way to increase revenue.
- Revenues are flat while expenses increase.
- If they were to seek a tax increase, would they coordinate with the school district who most likely will be seeking an increase. A bond issue would require a vote.
- Recommended that discussions on streets infrastructure and water infrastructure be combined.
- Public Improvement Notes at Kirkwood Commons will expire 11/2017 at which time those revenues will return to the city (approximately $300k).

Sanitation Services

- An impact of the recycling program is less landfill usage.
- They are in the process of hiring a Sanitation Director.
- One position is being requested in the budget. The budget this year, with the position request, is based on the original plan.
- No funding grants are available for trash bins.
- There are concerns regarding the city taking over commercial sanitation accounts. The capital side of the program is escalating. The city now has 238 commercial accounts and is looking at taking over 900 to 1,000 accounts.
- A date of 4/2015 for transfer of commercial accounts to the city was previously approved by the city council with a state legal obligation date of 4/2016.
- It was noted that the person with expertise on commercial accounts is no longer with the city.

- The city is considering contracting out sanitation services while keeping the recycling program.
- Commercial sanitation accounts were proposed as a way to substantially increase revenues but they are not able to find back up documents from the original proposal since the resignation of the commercial sanitation accounts manager; they are not able to validate the numbers which are now being recreated. It was noted that Progressive Waste is preparing a survey at no cost to the city.
- Inquired if the commercial sanitation program should continue if it is not operating the way they expected and suggested that the commercial sanitation program be readdressed with the City Council.
- Residential trash rate costs are self-sustained. Should they consider increasing residential rates?

The meeting adjourned.

The next meeting of the Citizen's Finance Committee is scheduled on Friday, December 12, 2014

Ashfield Active Living and Wellness (Aberdeen)
Locator Number **24N511057**
505 Couch Ave

Taxing Authority	Residential Rates	%
School - Kirkwood	4.2524	0.55
Special School District	1.2609	0.16
City of Kirkwood	0.6140	0.08
Kirkwood Library	0.3020	0.04
Metropolitan Zoo Museum District	0.2797	0.04
St. Louis Community College	0.2200	0.03
County General	0.2090	0.03
County Health Fund	0.1400	0.02
Roads and Bridges	0.1050	0.01
Sheltered Workshop	0.0900	0.01
Metropolitan Sewer District	0.0879	0.01
Sewers - Sugar Creek	0.0550	0.01
County Park Maintenance	0.0500	0.01
State of Missouri	0.0300	0.00
County Bond Retire	0.0190	0.00
Total Tax Rates >>	**7.7149**	**1.0000**

Tax Year	Appraised Value	Assessed Value	Amount Due	Amount Paid
2014	89,314,000.00	16,969,660.00	$ 1,309,192.28	$ -
2013	89,314,000.00	16,969,660.00	$ 1,308,816.24	$ 1,308,816.24
2012	86,356,400.00	16,407,720.00	$ 1,223,901.04	$ 1,223,901.04

Kirkwood's Portion Using 2014 Tax Rate

2014	$ 81,271.10
2013	$ 81,271.10
2012	$ 78,579.85

PUBLIC MEETING

CITIZEN'S FINANCE COMMITTEE

Friday, December 19, 2014 – 7:00 A.M.

City Hall
Main Level Conference Room

AGENDA

CITIZEN COMMENT
(3 MINUTES PER INDIVIDUAL, 15 MINUTES MAXIMUM COMMENT PERIOD)

Approve Minutes – December 12, 2014

MIS, ADMINISTRATION

Citizen Finance Committee Roundtable

PERSONS REQUIRING AN ACCOMMODATION TO ATTEND AND PARTICIPATE IN THE MEETING SHOULD CONTACT THE FINANCE DEPARTMENT AT 314-822-5833 AT LEAST 48 HOURS BEFORE THE MEETING. THE CITY OF KIRKWOOD IS INTERESTED IN EFFECTIVE COMMUNICATION FOR ALL PERSONS. UPON REQUEST, THE MINUTES FROM THIS MEETING CAN BE MADE AVAILABLE IN AN ALTERNATE FORMAT.

Minutes

CITIZEN'S FINANCE COMMITTEE

KIRKWOOD CITY HALL
139 S. KIRKWOOD ROAD
Upper Level Conference Room

Friday, December 12, 2014 - 7:00 A.M.

Attendance
Ron Evens, Sandy Washington,
Mark Zimmer, Brian Lunt, Brian Dentenger, Bill Link

Council Liaison – Tim Griffin

Staff Liaison – Teresa Knese, John Adams, Sandy Stephens

Staff –
David Weidler – Director of Purchasing
Lynnette Hicks – Asst. Director of Purchasing
Trace Walls – Bldg. Maintenance Supervisor

Absent

Bonita Campbell

CITIZEN COMMENT

Minutes 12/5/14 Meeting

Recommend approval: Bill Link;
2nd Mark Zimmer

Purchasing:

- 80% of Building Maintenance is outsourced
- Discussed services provided by Purchasing, Building Services and Warehouse
- Discussed memberships and affiliations Purchasing is involved in
- Discussed overseeing Procurement Card Program, what it is utilized for, annual rebate, and reduced processing time
- Looking into an E-Payable program for larger purchases
- Procurement Card internal controls in place. City-wide there are 143 procurement cards
- New and developing programs consist of Purchasing Ordinance Revisions, Procurement Card restructuring, staff cross-training and expanding duties, and internal customer service orientation (reduced processing time from three days to one day in most cases)
- Discussed return on investment and cost avoidance (calculated by taking the average of the bids and the difference between accepted bid and the average)
- Cost savings – negotiated cost but does not take into account increased costs
- Rebate from Procurement Card FY14 was $6,651
- Discussed fuel cards and internal controls in place

Warehouse:

- FY14 warehouse contains 1,498 commodity items valued at nearly $500K
- Currently looking into inventory optimization programs
- Internal Customer Service comments have increased

Building Services:

- Outsource services to gradually increase (two buildings added this year)
- Internal shift to focus on maintenance improvements, building improvements, and building efficiency gains

- Capital to phase into controlled cycles as required repairs begin to phase out and planned projects begin to be added into the cycle.
- Building Service capital projects are new Police Department Generator. (Current one is eighteen years old and will not support the new dispatching radio system) and Salt Dome repairs, roof leaking.

Discussion Notes:

- Committee inquired if information that was requested of the police department about Code Enforcement, Municipal Court Revenues, and Grant Overtime had been received. Finance Director has received and forwarded information on the grant overtime but has not received any other information for the Committee.
- Committee Chair requested follow up on new Building Inspector position requested and discussion concerns of building rate remaining up to support this position (position is heavy on the Customer Service aspect)
- Water employee consensus of committee varies. Concern Bill Bensing has a lot on his shoulders. Another concern is adding positions the best use of funds available with flat revenue and our infrastructure needs.

Meeting Adjourned
Next Meeting: December 19, 2014, ADMINISTRATION

City of Kirkwood - Administration

Citizen Finance Committee Presentation:

December 19, 2014

Who We Are

- Chief Administrative Officer – Russell B. Hawes
- Bachelor of Arts in Geography, UNC-Chapel HILL
- Master of Regional Planning, UNC-Chapel Hill
- AICP (Certified Planner)
- Experienced city administrator since 2000

Georgia Ragland – Asst. CAO

- B.A. in Sociology – Barnard College, Columbia University, NY
- Master's of Public Administration – NIU, DeKalb IL
- MPA – Kennedy School of Government, Harvard University, Cambridge MA
- ICMA Credentialed Manager
- 25+ years experience in local government

What We DO

- 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.

Vision Statement for Kirkwood

- Kirkwood will be one of the most livable communities in the United States, a place recognized for its beauty, historic charm, strong neighborhoods, vibrant businesses and involved citizenry.

Form of Government

- Kirkwood uses the council-manager form of government, the most popular structure of local government in the US.
- The elected council establishes the long-range vision and establish policy.
- A highly trained professional manager carries out the policies with an emphasis on effective, efficient and equitable service delivery.

Admin Department Components

- Asst. CAO serves as Admin Dept. Head
- Reporting to ACAO are:
  - Public Information Officer
  - Safety Manager
  - HR Manager
  - Purchasing
    - Building Maintenance

Workers' Compensation Fund

- One employee – Safety Manager
- Largest expense is Claims Expenses
- Last year had 38 claims
- Claims expense was $539,483
- Claims were more than 2X normal level due to severity of a couple of claims that required operations.

Highest Frequency by Department

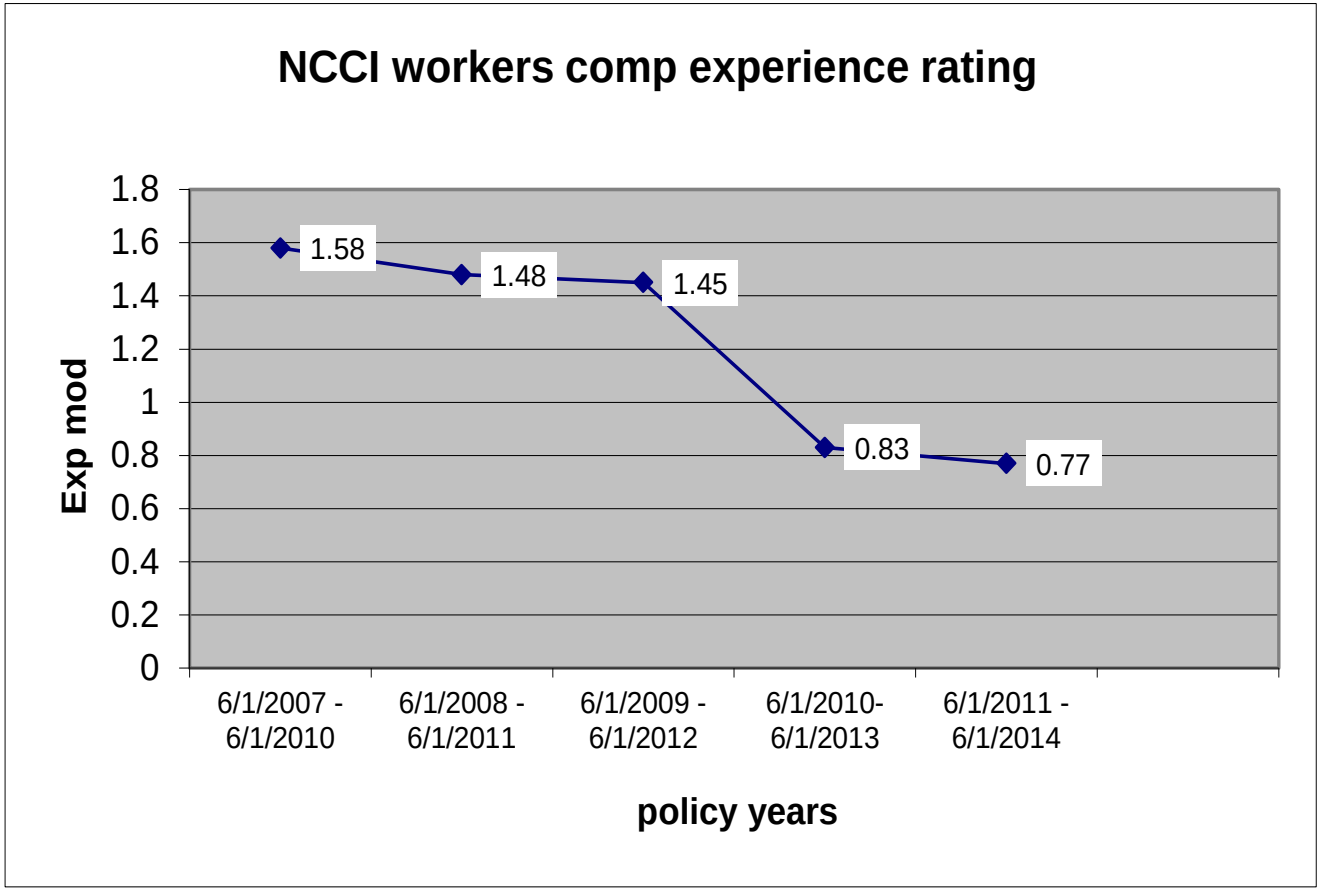
- From 4/1/09 through 3/31/14 the department with the most claims are:
  - Police – 39 claims
  - Sanitation – 28 claims
  - Fire – 25 claims
  - Parks – 19 claims
  - Street – 16 claims

Highest Severity by Department

- From 4/1/09 through 3/31/14 the departments which incurred the highest dollar amounts in claims are:
  - Sanitation - $595,546
  - Fire - $453,237
  - Police - $396,796
  - Street - $237,330
  - Fleet - $146,881

How We Compare

City Of Kirkwood
Workers Compensation
Experience Modification Rating as of 06/01/2014



Human Resources

- 2 Employees – HR Manager and Secretary
  - No significant changes in the budget.
  - Last year's CAO recruitment process was budgeted in the Administration budget under contractual services as the council used an outside firm.

Benefits

- Full time employees are provided with medical, dental and vision plans.
- Vision – contract is multi-year, renewing next year.
- Dental – contract with Delta Dental expires 3/31/15. Delta Dental will provide city with renewal info in January. Gallagher Benefit Services estimates a probable increase of 7.5% coming off a multi-year contract.

Benefits Continued

- Health insurance is with Anthem BCBS.
- City has minimum premium contract.
- Overall, health insurance premiums will go up 1% with an increase in deductibles. Without plan design changes original estimate of increase was 5.8%

Wellness Efforts

- The medical fund has a budget that also includes our wellness efforts.
- It includes a wellness coordinator through BJC, employee biometric screening, and money for employees who want to cash out their wellness incentive.

Compensation Increases

- Lynda Higbee after this presentation will cover the process she uses.
- Recommendation to council was an across the board pay increase of 3% with an additional 0.5% budgeted for some merit increases.

Pension Increase Recommended

- Last year staff recommended an increase of 1% to the city's contribution rate (currently 6.5%) of employee earnings to the defined contribution pension plan.
- This was not adopted last year but remains a recommendation. That increase is already in the draft budget.

Budget Implications

- The budget the CFC was given contained no salary increases other than the required step increases in police and fire, nor did it have health insurance increases.
- We estimate both to add $330,890 to the General Fund budget.
- This is offset by $81,678 in additional revenue and $300,786 in cuts.

Projected Use of GF Reserves

	FY10/11	FY11/12	FY12/13	FTY3/14	FY14/15	FY15/16
Proj.Use of Reserves	2,811,462	2,530,257	1,332,554	1,909,610	1,420,265	1,342,643
Actual Res. Used	-3,089,779	-1,131,653	211,445	565,555	N/A	N/A
GF Balance	10,162,799	10,066,001	9,339,965	9,854,719		

Need for New GF Revenue

- Ideally we would like GF revenue to cover GF expenditures.
- GF reserves are on the low end of the CFC recommended balance.
- Staff recommended and Council approved placing the option of a ¼ cent fire sales tax on the April 7, 2015 ballot.

Fire Sales Tax Benefits

- $1.1 million
- City receives full benefit, no money goes into the county sales tax pool.
- Tax would diversify the revenue sources for the General Fund and alleviate the pressure of funding public safety where police/fire expenditures have gone from 52% of total GF expenditures in 2008 to 60% today.

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