

CITY OF KIRKWOOD – ACTIVITY REPORT ON 2012 STRATEGIC PLAN



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

Goal #1

Enhance the Quality of Life of Citizens Small town feel, historic charm, amenities, affordability, schools, safety/security, strong neighborhoods, attractiveness, stable property values, etc.

Objective A: Promote environmental conservation and sustainability.

Initiatives/Projects/Actions:

- **Strengthen existing recycling program by adding multi-family dwellings, businesses and public facilities**
 - I. **Who is responsible:** Director of Public Works (primary), Public Information Officer (PIO) (assisting).
 - II. **How it will be accomplished:** Working with St. Louis County Health Department and private haulers, formulate a plan to add business and multi-family recycling.
 - III. **When will it be accomplished:** FY 2012/2013
 - IV. **Metric/how evaluated:** Increased recycling and customers served.
 - V. **Activity Report:** Pilot program undertaken in 2012. Ordinance 10147 approved by council requiring businesses to contract with Kirkwood Sanitation for refuse service (and free recycling) within a three year period. The Sanitation Department has been adding 1-3 new accounts per week, including both business and multi-family accounts. The majority of businesses and multi-family complexes are currently locked into contracts and will transfer their business as those contracts expire but no later than April 1, 2015.
- **Improve consumers' ability to manage energy consumption through use of smart technologies and allow City to use data to optimize market purchases and better manage outages**
 - I. **Who is responsible:** Electric Director

- II. **How will it be accomplished:** Selection and installation of new meters, software, and interfaces that will allow for automated meter reading. Customers will be able to see their hourly consumption and modify their HVAC equipment and behavior to optimize their energy consumption and budget. Kirkwood Electric will have meters that provide valuable data on the distribution system to optimize market power purchases, transformer purchases, and distribution system design. Specific outage information makes for more efficient outage restoration. Remote shut off of meters eliminates site visits.
 - III. **When will it be accomplished:** FY2013-FY2017
 - IV. **Metric/how evaluated:** (Evaluating: Customer satisfaction with program. Aggregate savings for customers. Savings for Kirkwood Electric.) Customer peak load or load growth reduction. Annual energy reduction. Percentage system installation of equipment.
 - V. **Activity Report:** A pilot program was started as of 4/24/12. In July, 2013 an intern generated a project summary document. Software for AMI is in the FY14 budget and an RFP for software, hardware and installation will be released in 2nd Q of FY2013/14.
- **Develop comprehensive citywide plan for protecting/planting and sustaining trees**
 - I. **Who is responsible:** Asst. CAO (primary), Public Works Director and Urban Forestry Commission (assisting)
 - II. **How will it be accomplished:** Staff will provide assistance researching tree ordinances and any information the Urban Forestry Commission believes is needed. The commission will make a recommendation to the City Council.
 - III. **When will it be accomplished:** Prior to 12/31/2012
 - IV. **Metric/how evaluated:** City Council enacts a tree ordinance protecting street trees and approves a plan for planting public trees.
 - V. **Activity Report:** Staff worked with KUFC and developed recommendations for purchase and planting of additional street trees and development of software for a tree inventory. Funding was approved by council. Software is currently in development and the Street Department has begun planting street trees. Longer-term the plan is to budget for the trees to be grown for the city so we can be sure of having appropriate tree species and size.

Objective B: Maintain safe and attractive neighborhoods.

Initiatives/Projects/Actions:

- **Strengthen community-based policing efforts.**
 - I. **Who is responsible:** Police Chief
 - II. **How will it be accomplished:** Transition Neighborhood Watch program from its traditional format to an electronic format where anyone can sign up for electronic alerts. Continue CERT training to seed neighborhoods with appropriately trained volunteers. Expand relationships with the Police

Chaplains, service clubs, and volunteer-oriented groups. Take advantage of opportunities, including training opportunities, to better involve and equip less-tenured officers with public interaction.

- III. **When it will it be accomplished:** FY2012/13
- IV. **Metric/how evaluated:** Type and number of citizen complaints, feedback from individuals and groups assisted, citizen survey results; officer evaluation scores.
- V. **Activity Report:** The Police Chief and PW Director have met several times to discuss how the PD and Building Commissioner's office can work together to make code enforcement more streamlined and have come to agreements on how certain situations will be handled. The police and fire departments continue to work together to provide CERT training to residents.

- **Improve code enforcement program/efforts.**

- I. **Who is responsible:** Police Chief (primary), PW Director (assisting)
- II. **How will it be accomplished:** A review of Kirkwood ordinances and best practices identified from other agencies will be used to establish a plan to better handle violations through the enforcement process including final disposition with the court. More flexible means of resolving issues outside of traditional methods will be discussed and proposed, including the viability of utilizing volunteers to help seniors and other residents without sufficient means to bring their properties into compliance. The cost and benefit of adding proactive enforcement in addition to addressing complaints will be assessed.
- III. **When will it be accomplished:** Review of ordinances and best practices completed by April 1, 2012. Implementation of changes made during FY2012/13. Appropriate communication of changes to residents and training of personnel completed in FY2012/13.
- IV. **Metric/how evaluated:** Number of property maintenance issues brought into compliance. Level of community satisfaction with appearance of community increased.
- V. **Activity Report:** Updates to code violations are being prepared as the property maintenance code is out of date. The part-time code enforcement employee retired. The PD as part of the budget process will be proposing that this part-time position be upgraded to a full-time position. The Building Commissioner has been more pro-active with respect to construction sites and property maintenance issues.

- **Objective C: Develop plan to renovate or build new community center.**

- I. **Who is responsible:** Parks and Recreation Director, Park Board
- II. **How will it be accomplished:** Determine interest of community in improving the community center through a public survey process. If public response warrants it, conduct a study of the existing community center facility and

examine options for improvements using a consultant and an ad hoc committee including recreation staff, Park Board, Council and/or citizens at large (complete by 2014). Examine options for partnership with organizations such as schools, colleges, quasi public organizations and other municipalities in creating a new or revised community center facility (completed by ad hoc committee by 2015).

- III. **When will it be accomplished:** 2015/16
- IV. **Metric/how evaluated:** Success will be noted by development of a report outlining options and estimated costs for possible improvements to the community center facility, along with identification of potential partners and funding mechanisms.
- V. **Activity Report:** A community center study committee was established and has been meeting. A community survey regarding potential changes to the community center went out in October, 2013.

Objective D: Improve service quality and level of customer satisfaction.

Initiatives/Projects/Actions:

- **Make City services more accessible and convenient**
 - I. **Who is responsible:** Chief Administrative Officer (CAO)
 - II. **How will it be accomplished:** Evaluate service delivery points in City facilities. Redesign ways in which public accesses City services with goal of putting needs of customers first. Create more online capabilities, expanded service hours, and make some services available at multiple locations to reduce need for multiple trips and/or longer trips.
 - III. **When it will be accomplished:** FY2012/2013 and ongoing
 - IV. **Metric/how evaluated:** Reduced wait times, improved customer satisfaction, reduced cost of providing services.
 - V. **Activity Report:** Recreation program sign-up is now available online. Trash bags and yard bags may now be purchased at the community center. Water, Sanitation and Electric bills can be paid on-line and usage information for water and electric utilization is available. Special sanitation pick-ups can be scheduled and paid for on-line as well.
- **Train/equip staff to provide excellent service**
 - I. **Who is responsible:** Asst. CAO
 - II. **How will it be accomplished:** Department Heads will continue to be responsible for departmental technical training. The ACAO will be responsible for seeing that all employees are acquainted with organizational values and the strategic plan. Training on organization-wide topics such as diversity, customer service, and sexual harassment will continue to be offered as well as new employee orientation, as needed.
 - III. **When it will be accomplished:** FY2012/13
 - IV. **Metric/how evaluated:** Organization training plan developed, training offered, feedback evaluated.

- V. **Activity Report:** The ACAO made presentations to employees about the strategic plan. Department heads and front-line staff completed messaging training with a local media expert in July 2013. These concepts will also be incorporated into future customer service training for new staff. The legislative request form now allows notification that the ordinance or resolution addresses a specific strategic plan objective.
- **Create an environment to attract and retain talented personnel**
 - I. **Who is responsible:** Administration/Council
 - II. **How will it be accomplished:** Utilize the assistance of compensation and benefits experts to ascertain if employees are being paid appropriately and competitively and if benefits package is competitive. Maintain a civil and supportive workplace where employees grow and thrive. Budget for and equip personnel with resources to do their jobs.
 - III. **When it will it be accomplished:** Ongoing
 - IV. **Metric/how evaluate:** Pay and benefit benchmarks are evaluated; employee turnover and morale is monitored.
 - V. **Activity Report:** The area in which we are least competitive is the pension plan. The pension boards and staff have made recommendations to council concerning an increase to the pension plan contribution and changes to the deferred compensation plan's matching program. This will be part of budget discussions for FY14/15.

Goal #2

Strengthen relationship between citizens and government Improve communication. Increase trust. Increase citizen engagement. Keep citizenry informed.

Objective A: Improve communication between government and citizens.

Initiatives/Projects/Actions:

- **Implement an effective mass notification (robo call) system**
 - I. **Who is responsible:** Electric Director (primary), PIO (assisting)
 - II. **How will it be accomplished:** Research will be conducted on appropriate systems, an RFP written and issued, selection made and approved, and installation completed.
 - III. **When it will it be accomplished:** FY2012/FY2013
 - IV. **Metric/how evaluated:** Percentage of population covered by system; feedback from departments and end users.
 - V. **Activity Report:** An RFP was put out and in April 2013 a committee recommended utilization of Nixle for public safety emergency notifications. Nixle is currently under evaluation.

- **Increase use of social media and online capability**
 - I. **Who is responsible:** PIO
 - II. **How will it be accomplished:** Cultivate a user community. Continuously promote social media use. Investigate new social media outlets, such as YouTube. Develop social media guidelines for staff and provide training on guidelines and use. Survey residents informally about their social media use. Establish goals, develop timelines, and execute a results-based digital media strategy for the City and in partnership with other entities (businesses, school district, and library).
 - III. **When it will it be accomplished:** FY2013
 - IV. **Metric/how evaluated:** Use of online analytics. Some outlets offer their own metrics that count subscribers or followers. Consider an outside firm to monitor social media influence.
 - V. **Activity Report:** A blog was started as of June, 2012. By July, 2012 a Facebook page was up and running. Regular posts are scheduled for the weekends on the City's Facebook page. These get pushed to Twitter as well. In May, 2013 the City initiated a YouTube page. Periodically residents are provided with the opportunity to fill out online surveys.

- **Develop outreach program to increase opportunities for contact between representatives of the government and citizen and business groups**
 - I. **Who is responsible:** PIO
 - II. **How will it be accomplished:** More attendance at Chamber events. Improved communication with students at Kirkwood High School and St. Louis Community College-Meramec (via student-run newspapers). Regular schedule of Town Hall/Listening sessions. Establish a speakers' bureau for council members to talk to citizen and business groups.
 - III. **When it will it be accomplished:** Ongoing
 - IV. **Metric/how evaluated:** Track and evaluate number of speaking opportunities, attendance at meetings, and coverage in student papers.
 - V. **Activity Report:** The electric director spoke at a Chamber luncheon with great success. The water director joined the Glendale-Kirkwood Kiwanis. The PIO is serving on a district-wide Communications Committee with the Kirkwood School District and was recently asked to serve as a Chamber Ambassador. Various departments have given talks at the Kirkwood Library or Oak Bend Library including code enforcement, safety management, fire, police, municipal court, and most recently in September, 2013 the water and electric directors gave presentations.

Objective B: Increase transparency of government.

Initiatives/Projects/Actions:

- **Move to electronic agendas and make all back-up documentation available online.**

- I. **Who is responsible:** City Clerk (primary), Purchasing Director and Director of MIS (assisting)
 - II. **How will it be accomplished:** Investigate what has worked well in other communities and determine the benefits and downsides of paperless agendas. Issue a Request for Proposals for submittals of viable software packages available. Recommend purchase of hardware and software to the City Council. Place full City Council meeting packets on the Website in advance of meetings.
 - III. **When it will it be accomplished:** Fiscal Year 2015
 - IV. **Metric/how evaluated:** City Council moves to paperless agenda. All documentation for City Council meetings is placed on the Website in advance of the scheduled meeting. Evaluate citizen feedback on the transparency of our process and the ease of accessing documents on the Website. Periodic reports are generated as to the number of Website hits made on the paperless agendas.
 - V. **Activity Report:** Entire city council agenda is available online through the calendar section. The City Council and appropriate staff have received i-pads and the City Clerk's office provides paperless agenda packets that are also made available on the City's website for the public. Apple tv has been incorporated to allow on screen direct iPad notes for council meetings.
- **Provide online access to board and commission agenda item submittals.**
 - I. **Who is responsible:** Staff liaisons and PIO
 - II. **How will it be accomplished:** When board and commission agendas are sent to PIO to be placed on the Website, material submitted by applicants/petitioners that would be given to the board and commission members prior to their meeting will be scanned as a pdf and emailed to the PIO to be placed on the Website with the meeting agendas.
 - III. **When it will it be accomplished:** Fiscal Year 2012/2013
 - IV. **Metric/how evaluated:** Agenda item documentation is scanned and transmitted with the meeting agenda to the PIO for placement on the Website.
 - V. **Activity Report:** Currently only the council packet in its entirety is scanned and placed on the website. The PIO will query staff liaisons about their ability to transmit back-up materials in addition to agendas for posting.

Objective C: Provide opportunities for additional citizen involvement by improving use of volunteers.

- I. **Who is responsible:** Asst. CAO
- II. **How will it be accomplished:** Explore with staff and Council what activities/projects the City might benefit from by using volunteers, and where such volunteers might be found. Based on that discussion, design a volunteer coordinator job description and explore ways of filling that position either with a part-time staff member, interns, or a volunteer.
- III. **When it will it be accomplished:** FY2013/14

- IV. **Metric/how evaluated:** Track volunteer hours and number of volunteers. Calculate what cost of activities/projects would have been if not accomplished with volunteers.
- V. **Activity Report:** The Park Board authorized funding of a volunteer program and hired Bill Burckhalter on a part-time basis to manage the program. The police and fire departments continue to partner to conduct CERT training for volunteers. The train station volunteers continue to help record numbers of passengers coming to the station.

Objective D: Increase partnerships between City and other entities.

- I. **Who is responsible:** PIO, ACAO, City Clerk, Mayor/Council
- II. **How will it be accomplished:** Partner with Chamber on events and messaging (provide training and encouragement to businesses to utilize social media, especially Foursquare). Partner with SBD to develop “Shop Kirkwood First (SKF) campaign. Partner with library and school district on literacy and information initiatives (e.g. ‘One Book” community reading initiative). Develop a “walkability” campaign for the SBD to counteract negative parking perception.
- III. **When it will it be accomplished:** 2012/13
- IV. **Metric/how evaluated:** Number of event attendees, social media metrics (Twitter, Google Alerts, Foursquare sign-ups), number of businesses signed up for SKF, number of participants in “One Book.”
- V. **Activity Report:** Relationships with the Chamber, SBD and Library are very strong. The PIO has been asked to be a Chamber Ambassador. The library director attends the monthly department head staff meeting. A library reading cart was added to the aquatic center this past summer. The Mayor has been active in regional governmental affairs and serves as President of the St. Louis County Municipal League.

Goal #3

Support business community Develop areas to create a positive business environment that will lead to increased revenue.

Objective A: Attract new and retain existing businesses.

Initiatives/Projects/Actions:

- **Find ways of determining vacancies and show those via GIS and Website**
 - I. **Who is responsible:** Director of MIS (primary). GIS Division working with Engineering, Building Commissioner, Realtors and SBD (assisting).
 - II. **How will it be accomplished:** Group will discuss ways that vacancy information can be gathered and make a recommendation on the best method of sharing that information with potentially interested parties.
 - III. **When it will it be accomplished:** FY2013
 - IV. **Metric/how evaluated:** Vacancies for the City are measured and information displayed to the public.

- V. **Activity Report:** MIS researched and obtained quotes for changes to the GIS system and website to permit this information to be displayed. Meetings were held with the Chamber and SBD executive directors where it was learned that the biggest problem is identifying vacancies. Both the Chamber and SBD put what information they can find about vacancies on their websites but do not believe this is really necessary. The Chamber identified a real estate broker member that can periodically run realtor commercial listings for Kirkwood if entities wish to share that information.
- **Create an economic development plan**
 - I. **Who is responsible:** CAO
 - II. **How will it be accomplished:** The following steps would be carried out to gather existing pertinent data and information:
 - Conduct a staff analysis of data relating to business licenses, sales tax, zoning demographics, historic trends, and geographic features of the City
 - Gather input from entities such as the Kirkwood Industrial Development Authority, Kirkwood Business Development Corp., Planning and Zoning Commission, Chamber of Commerce and property owners, St. Louis County Economic Council, etc.
 - Evaluate all public and private underserved property not used for park purposes for development potential.
 - Investigate the efforts of other cities and seek best practices.
 - Present findings to the Kirkwood City Council.
 - The above information, and any other that may become evident, would be collected before a business development consultant would be recommended and retained. It is important to note that there will be a sizeable cost for well qualified consulting services in this field.
 - III. **When will it be accomplished:** FY2013/14
 - IV. **Metric/how evaluated:** Plan is developed and a recommendation for implementation made to council. Increased number of business licenses issued. Maintain a catalog of Kirkwood businesses and track changes. Document changes in sales tax and business license revenues. Identify other metrics that the above strategy and analysis make meaningful.
 - V. **Activity Report:** Studies have been conducted by PGAV on two prime locations for development. The city will in November, 2013 receive responses to an RFP for redevelopment of the Kirkwood/Manchester area. Discussions have been ongoing with the Greentree Community Church and with a potential developer however the Church's decision to purchase a prime piece of downtown real estate has hampered anything substantial. Appraisals of city property have been commissioned and a development study was undertaken by PGAV, but abandoned when the Church purchased the property. The remaining area for economic development is the Big Bend/S. Kirkwood location which has not been considered further.

Objective B: Identify and formulate plan to address infrastructure insufficiencies that are blocking development/redevelopment efforts where such improvements make financial sense

(Woodbine/Magnolia water flow for example).

- I. **Who is responsible:** Electric Director (primary), Water Director and Director of MIS (assisting)
- II. **How will it be accomplished:** Map created depicting potential development regions with current and proposed infrastructure plans.
- III. **When will it be accomplished:** FY2013-FY2017 in conjunction with redevelopment/land use plan.
- IV. **Metric/how evaluated:** Map completed with support documentation.
- V. **Activity Report:** The current water study, due to be completed in December, 2013, has included Magnolia and Woodbine, Kirkwood Road and Manchester, and Taylor/Monroe/S. Fillmore.

Objective C: Increase walkability, address long-term parking needs, and enhance the appearance and charm of the downtown

Initiatives/Projects/Actions:

- **Propose changes in traffic signals on Kirkwood Road for enhanced pedestrian access (and handicap accessibility)**
 - I. **Who is responsible:** Electric Director (primary), Asst. CAO (assisting).
 - II. **How will it be accomplished:** Propose changes to traffic signal displays and timings and obtain support from SBD and then council.
 - III. **When will it be accomplished:** FY2013-FY2017
 - IV. **Metric/how evaluated:** All proposed intersection modifications are completed.
 - V. **Activity Report:** Information on timing and intersection geometrics has been gathered. In February, 2013 a committee consisting of Mark Petty, Todd Rehg, Georgia Ragland, and Jim Cox was established to review east-west traffic signal timings. Traffic counts are being collected and traffic signal timing reviewed. Committee is investigating trial timings to increase green time for east west progression.

- **Study and implement improved infrastructure (lights, curbs, sidewalks, etc.), aesthetics, and pedestrian safety measures**
 - I. **Who is responsible:** PW Director (primary), Police Chief (assisting).
 - II. **How will it be accomplished:**
 - Evaluate current conditions
 - Study other communities downtown walkability initiatives
 - Formulate a plan to make improvements to the infrastructure
 - Coordinate with the traffic signal upgrades along Kirkwood Road
 - III. **When will it be accomplished:** FY2012/2013
 - IV. **Metric/how evaluated:** Upgrades to infrastructure completed

- V. **Activity Report:** The PW Director has been researching the downtowns of other communities to see how to incorporate more walkability initiatives into our downtown. A pedestrian fence is being added along the RR tracks at City Hall. Discussions are ongoing with the Executive Director of the SBD and the police department concerning traffic and parking issues.
- **Develop a comprehensive long-term plan for increasing available parking**
 - I. **Who is responsible:** CAO
 - II. **How will it be accomplished:** Discuss parking issues/problems with SBD and business people. Engage Council in a dialogue on the current practice of renting lots that businesses would still use for patron parking. Evaluate potential changes to zoning ordinance with instituting parking requirements for businesses entering the downtown or alternatively paying into a parking fund. Investigate the potential for a transportation district or other means of funding a plan for access to free or reasonably priced parking in the SBD. Develop and submit to Council a plan to meet the current and future parking needs of the public in the downtown area.
 - III. **When will it be accomplished:** FY2012/2013
 - IV. **Metric/how evaluated:** Plan is developed that is capable of providing for long-term parking needs for the SBD.
 - V. **Activity Report:** The council had no immediate interest in developing the Jefferson parking lot with structured parking but has approved funds to re-work the lot's access/egress, add lighting, restripe to get 8 more spaces, and level a portion of the lot for proper handicap parking. Discussion has taken place with AT&T and with the owners of the Madison Avenue lot about the potential of a lease. Both lots could be leased for long term employee parking, but a system for using these lots has not been identified. Options that have been considered are a shuttle, long-term parking meters (3+ hours), and greater enforcement.

Goal #4

Improve public infrastructure Future generations. Effective stewardship. Public safety. Strong leadership. Stable property values. Overall livability.

Objective A: Improve condition of streets and sidewalks.

Initiatives/Projects/Actions:

- **Develop long-term plan for repair of streets/sidewalks**
 - I. **Who is responsible:** Public Works Director
 - II. **How will it be accomplished:** Prepare bond issue proposal and place before voters. Once approved, begin contractual repair of prioritized street projects.
 - III. **When will it be accomplished:** FY2013/2014
 - IV. **Metric/how evaluated:** Street repair priority list is reduced.
 - V. **Activity Report:** The council voted a dividend from the city owned utilities in the amount of an additional \$420,000 to be spent on additional street projects. It is anticipated that this dividend will continue unless it adversely affects the

economics of these two departments. The 50/50 cost share for sidewalk replacement program began as of 8/1/13.

- **Address streetscape aesthetics including trees, streetlights, etc.**
 - I. **Who is responsible:** PW Director (primary), Electric Director, Asst. CAO (assisting)
 - II. **How will it be accomplished:** Develop plan for stakeholder input, form a committee with members from P&Z and Urban Forestry, and work with them to develop the vision and recommendations for changes to ordinances, policies, and procedures necessary to implement that plan long-term.
 - III. **When will it be accomplished:** FY2015
 - IV. **Metric/how evaluated:** Plan completed and adopted.
 - V. **Activity Report:** None as yet.

- **Develop a plan for Kirkwood to be a more pedestrian and bicycle friendly community**
 - I. **Who is responsible:** PW Director (primary), Parks and Recreation Director (assisting)
 - II. **How will it be accomplished:** A study of the existing Trail Plan included in the Parks and Recreation Master Plan and the Capital Plan for improving/replacing streets will be conducted. The goal of the study will be to determine where the two plans overlap and then establish a priority list of opportunities to improve pedestrian and cycling opportunities when street improvements are made, based on the trail plan. Research will be conducted to determine any potential funding sources that may help with funding such enhancements.
 - III. **When will be accomplished:** Prior to the development of the capital budget for 2013/14.
 - IV. **Metric/how evaluated** (Increase and improve sidewalks, bike paths, places for bikes, other pedestrian and bicycle friendly measures): A report containing the following items will be presented:
 - A description of current conditions on those streets identified in the trail plan.
 - A priority list of street enhancement projects that will improve routes designated in the trail plan, including objectives for each street project and estimated costs for the pedestrian/cycling enhancements.
 - A list of potential funding sources for pedestrian/cycling enhancements including types of projects funded, potential amounts available and application processes.
 - V. **Activity Report:** Comprehensive walking/biking/trail plan to be developed by Trailnet using federal grant. Planning process expected to begin early 2014. Bike racks will be added to the W. Jefferson parking lot.

Objective B: Develop and implement a long-term water main replacement plan (1% minimum annually)

- I. **Who is responsible:** Water Director
- II. **How will it be accomplished:** Water rates are increased to fund operating expenses, debt service, capital expenses and a 1% main replacement rate.
- III. **When will it be accomplished:** FY2012/2013
- IV. **Metric/how evaluated:** By tracking the amount of water main replaced on an annual basis (currently being done).
- V. **Activity Report:** Council has authorized studies that will be used to develop 10-20 year plan. The plan is anticipated to be completed by January 2014.

Objective C: Continue to upgrade Kirkwood Electric's line voltage to 12kv.

- I. **Who is responsible:** Electric Director
- II. **How will it be accomplished:** Electric Department will continue to plan for and budget resources to replace and upgrade electric lines and transformers to achieve the upgrade to the more efficient 12kv voltage.
- III. **When will it be accomplished:** Ongoing
- IV. **Metric/how evaluated:** By tracking the amount of electric lines replaced on an annual basis (currently being done).
- V. **Activity Report:** Alfred Substation work is in progress. An RFP the 2nd quarter of FY14 will be sent out to review/update voltage conversion plan. Pole upgrades, relay coordination and settings with Ameren are proceeding. An RFP for remaining Alfred punch list items will be sent out in 2nd quarter FY14. An RFP for circuit upgrade design will also be sent out 2nd quarter FY14. Ameren Missouri is completing a plan for moving poles on Quan to the north side of Quan Ave. The cost of the study has been shared by the Kirkwood R-7 school district. Implementation would be expensive and a funding source is not available.

Objective D: Plan for and develop infrastructure for Citywide wireless use that supports City operations.

- I. **Who is responsible:** Electric Director (primary), City wireless committee (assisting).
- II. **How will it be accomplished:** Develop an RFP for a City wireless solution that would allow City workers remote access to applications, records, and files, including work order systems, mapping systems, system control and monitoring, and state and county records. Anticipated benefits of the system would include meter reading staff reduction, significant operations efficiencies (e.g., filing reports and closing work orders from the field), and equipment optimization. The project could be funded with an annual payment for a 15-20-year time period with a buy/lease back arrangement. Committee would evaluate submittals, recommend a vendor, and begin installation following City Council approval.
- III. **When will it be accomplished:** If funds available, process could be started in 2012 with full installation complete in 2013/14.

- IV. **Metric/how evaluated:** Extent of wireless coverage in the City, number of radios installed, number of applications capable of using the system, number of users accessing the system.
- V. **Activity Report:** A wireless communication system will be at the heart of the AMI project. The evaluation thus far strongly suggests that the system not be operated by Kirkwood Electric. The likely source will be the existing Charter system. Committee needs to be reconvened and a council liaison assigned.

Objective E: Develop comprehensive plan for managing, using, locating and maintaining city facilities.

- I. **Who is responsible:** Asst. CAO (primary), Purchasing Director (assisting)
- II. **How will it be accomplished:** Develop an RFP for consultant experienced in this area.
- III. **When will it be accomplished:** FY 2012/13
- IV. **Metric/how evaluated:** Comprehensive plan developed and presented to City Council. Plan will include cost/benefit analysis of major components.
- V. **Activity Report:** PGAV looked at PW facility in conjunction with other downtown development but a downtown location that was feasible could not be identified. The capital plan at its current funding levels lacks sufficient money to pay for further study by a consultant experienced in this area unless the council identifies it as a high priority. The location of the PW Yard has long been recognized as a poor location due to its proximity to the SBD. Relocation to the SE industrial area has been suggested.

Goal #5

Provide adequate financial resources

Objective A: Provide recommendations to Council on funding mechanisms, tax rates, user fees, grants and other revenue to accomplish approved capital and operating budget expenditures.

- I. **Who is responsible:** CAO
- II. **How will it be accomplished:** Presentation and communication of annual capital and operating budget; budget message and other specific recommendations as needed.
- III. **When it will it be accomplished:** Annually
- IV. **Metric/how evaluated:** Adequate resources provided; strategic and capital plan projects funded; city services provided; economic development plan's sustainable financial strategy results in increased sales taxes.
- V. **Activity Report:** See annual budget messages.

FINANCIAL RESOURCES:

Goal #5 of the Strategic Plan speaks to the matter of financial resources. Rather than attempting to quantify costs to achieve each objective, the following describes the various sources of funds. It speaks to sources of funds, impact on the taxpayer and the taxpayer's role in the approval process.

Pursuing the objectives contained in this section constitute a carefully considered strategy for achieving the strategic goals articulated by the council. Carrying out the initiatives, projects, and actions associated with each objective will require the City to invest both financial and non-financial resources. The availability of resources may guide the Council on establishing priorities and timing. Timing is important in that the Strategic Plan is a five year plan. Implementation of various parts of the plan can be adjusted so that costs are spread out to better match available resources.

All activities require money in one way or another. There are numerous sources of funding for City programs and initiatives. Most have legal limitations as to how the sources are accessed. General sources are traditional receipt of taxes of all sorts, fees, intergovernmental revenue, and long-term financing. Voter support is needed to increase major sale tax categories. At some point in the future that support will be sought in order to maintain service levels as they are today. The detail associated with each of these sources and others as well follows:

Property Tax

The City levies several property taxes for distinct purposes. Almost all increases in property taxes require a simple majority approval of the voters. The exception is the utilization of state law that allows a city to recover property tax dollars when property assessments fall. The need to capture such funds is important not only to move forward with the strategic plan implementation, but day-to-day services. In years where there is not an assessment, Kirkwood has the option to increase property tax rates to a previously established voter approved level. Such optional increases require Council approval and for most of the property tax rates, increases to the voter approved levels would result in significant increases in revenue.

Sales Tax

Kirkwood government is very reliant on sales tax to fund general services, parks and recreation, and capital expenses. Fortunately, the City has seized the opportunity to obtain voter support for several sales tax opportunities. However, the City is subject to volatility in the economy at least in the short run. Long-term the most notable positive impact is to support existing businesses, encourage new retail, and seek ways in which development can play a major role. The latter is subject to community debate but it is the most effective means to shore up funding for not only day-to-day operations, but for implementation of strategic initiatives. The ongoing debate over point of sales and pooled sales taxes distribution may or may not improve Kirkwood's ability to rely on sales tax revenue. Until there is some resolution to the debate, current sales tax levels will only be affected by economic trends and new development.

Bond Issues and Debt

Many of the strategic objectives can be financed by establishing yearly priorities and funding as much as possible. However, there are several initiatives that will need more additional funding than will be available from traditional tax receipts. Most notably, the desire to improve the

safety and drivability of City streets may need to be addressed through the sale of voter approved bonds, if the city's water and electric funds cannot continue the "dividend" approach. The use of bonds not only provides the level of funding needed, but also permits our citizens to decide on the value of road rebuilding.

The City's water mains have been the focus of attention over the past few years in an attempt to reach an acceptable level of replacement. The desired replacement rate is 2% annually, but 1% is much more realistic and a rate that we have yet to achieve. Water revenues come solely from user rates, whether it is used to pay debt or fund capital. Revenue bonds are an option, but not a practical one. The water fund has made good progress on replacing water mains the last few years due to the issuance of debt. The Citizen Finance Committee has recommended balancing debt versus pay-as-you-go and our water fund now needs to rely on pay-as-you-go operational revenues for the ongoing replacement of water mains. Water rates will need to be increased and continually increased to achieve the replacement goals. The water director is also investigating the potential for State DNR grants.

Grants

The availability of grant funding is still limited. The City has used grant funds successfully for park development, train station improvements, recycling opportunities, and for designated needs and programs in the police department. Seeking grant money, particular the more obscure grants, is difficult and requires dedicated resources to locate them and assess the short-term, long-term, and sometime obscure "strings" that can be attached. Nonetheless, Kirkwood needs to continue its vigilance within resource availability. Grant money will likely not support day-to-day services.

Donations

Donations while always welcome and appreciated will likely never play a role in funding government services. Donations have significance for the Kirkwood R-7 School District by the nature of their mission. The same environment does not exist in local government.

Contracts

The City looks for opportunities to capitalize on areas that we have capacity and expertise in and provide services to other jurisdictions. Currently, Kirkwood provides police and fire services to the City of Oakland, and payroll and accounting services to Rock Hill. The GIS division has created map books for neighboring fire departments. The police department also provides police resource officers to Kirkwood high school and middle schools through a contract with the R-7 school district. Other law enforcement jurisdictions contract with us to use the Department's indoor firing range. The Fleet Services Department has trialed a "Neighboring Municipality Repair" program with the City of Rock Hill's Public Works Department. This program has been limited due to our staffing levels and by the requests from the City of Rock Hill. Future programs, if any, will require the addition of Vehicle Equivalency Units from the requesting municipalities' assets into the Fleet Services' technician requirement calculations.

This will ensure our current level of customer service does not decline when assisting neighboring entities. The City will continue to look for contractual opportunities when it makes financial sense to do so.

Drug Forfeiture

The police department supplies regional task forces with manpower. Officers assigned to such task forces receive valuable training, experience, and contacts with other jurisdictions throughout the region. The department under this program receives a portion of the value of seized assets as a result of the task forces' work.

Permit and Other User Fees

The main philosophy of charging user fees is to equitably apportion costs associated with a given service or activity received by a resident. Typical user fees are charged for access to the ice rink, aquatic center, and facility rentals; even building permits are truly user fees. Such fees are established taking into account the direct full cost of services. It is appropriate to consider user fees as general revenue for budgeting purposes. In the aggregate, fees are a substantial component.

Utility Customer Revenues

Retail charges for the use of water and electric in many respects are user fees. When an individual uses more water, they pay more. Utility fees are, however, different in that all citizens receive the benefits of the community owning and operating these utilities and offering the service of water and in most homes electricity. The rates that establish the charge are designed to yield funds to fully support the water and electric service. This means that not only day-to-day activities are paid from retail rates, but capital improvements as well.

The City's long-established policy has been to return revenues that exceed expenditures in the water fund back into implementing capital water projects, including water main replacement. Similarly, the electric rates are designed to yield sufficient revenue to pay for similar day-to-day operations, which includes not only the full cost of wholesale power, but also, the support of capital projects, such as substation construction, and voltage conversion. In addition, a long-standing policy of the City Council is an annual dividend of up to \$1,000,000 from the electric fund to the general fund for general government services such as police, fire and streets. This transfer represents a "return on investment" that is paid to all residents as owners of these utilities.

Sanitation and recycling services to residents is not technically a utility, but the City considers it as such. The City provides residential street side refuse, recyclables, and yard waste collection. The City also has a limited number of commercial customers, which will increase given that the City has given the required two year notice to private hauling firms advising them that the city will be providing these services to all buildings. Revenues derived from customer payments are used to pay for employees, trucks, fuel, and disposal costs. The sanitation department

generates a relatively modest “profit” which will change with the onset of full commercial service.

General Conclusions

Clearly, there is a relationship between finances and the strategic plan. The document is a well-considered document outlining the needs of Kirkwood in order to achieve the City Council’s vision and goals. As such, the direction and challenges outlined are actions, most of which will require money that will always come from the residents. The plan is a five-year plan that will be prioritized by this and future councils within the available funds. While efforts are ongoing to get the best value for operating expenses such as contractual services and commodities, realistically, stagnant revenues will not let us even keep the status quo let alone achieve the actions proposed here to advance the Council’s goals. Building a future requires resources.

Among one of the most important resources available to the community is the City’s workforce. Maintaining such a workforce requires both Council and community support. Such support takes many forms but adequate training, benefits, challenges, and compensation are major components.

As this plan is reviewed and discussed with the community, it is very important that it be understood that this plan, like all plans, is subject to change as the City’s environment changes. The strategic plan is a guide for the benefit of all city councils, current and future. Like a map to any destination, it may seem clear at the outset but surely detours, breakdowns, and road closures can be expected and the route will need to be changed.