

# Agenda

1. Overview and Purpose of Planning Meeting
2. Review Budget Calendar
3. Review Mission Statement and City Values and Draft Vision Statement
4. Review 2015 Projected Revenues
  - a. General Fund
  - b. Economic Development Tax – expires in 2019
  - c. Utility Fund (Water and Wastewater Services)
5. Review Proposed Five Year Capital Plans
  - a. General Fund
  - b. Special Revenue Funds
  - c. Transportation Sales Tax
  - d. Utility Fund
6. Personnel Update
  - a. Classifications and Pay Scales
  - b. City Council Pay
  - c. Evaluations
  - d. Health Insurance
7. Miscellaneous Topics
  - a. Council Policies
  - b. Fleet Maintenance Evaluation
  - c. Traffic Signals
  - d. Airport Hangar Financing and 80 x 80 building
  - e. Key Box Proposal
  - f. Economic Development Partnerships
  - g. Roadway Design – narrowing, removing parking
  - h. Entryways into the City
  - i. Future Retreat
  - j. Community Betterment
  - k. Council Activities
8. Establish Goals for 2015
9. Future Study Session Topics
10. Summary and Wrap Up



## **OVERVIEW AND PURPOSE OF BUDGET PLANNING MEETING**

This is an opportunity for the City Council to evaluate the progress that has been made so far in the current fiscal year and formulate goals for the next fiscal year.

These goals are important as they help to guide staff in the preparation of the upcoming budget.

This meeting will be most effective if policy interests are discussed in broad, general topics and directions. However, there may be a few specific policy interests that you may want to give studied consideration.

Based upon the need to complete certain tasks for budgeting purposes, there are certain topics that must be discussed.

- Review of Revenues
- Review of Capital List – Wants and Needs
- Status of City Council Goals

Other issues included on the agenda are a result of directives from Council, issues that have arisen over the course of the year, or simply topics to spark discussion.

You are not restricted in your discussion to only those items identified on the agenda. Bring forth any subject you deem important to discuss as it relates to planning for the City's short and long term future.

Keep in mind time constraints. Consensus should not be expected on each topic so spending too much time on one subject could inhibit the productivity of this meeting.

If there is an unresolved topic it will be brought forth at a future study session.

Before we conclude this meeting, the Council should have at least completed the following:

- Provide overall direction for the budget to include
  - Approval of the Revenues
  - General Support for the Proposed Capital Purchases
  - Personnel (any special issues to be addressed)
- Consensus on City Council Goals for 2015

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## **RULES TO LIVE BY**

- Success depends on the participants. Everyone should participate and express their ideas, questions, and concerns.
- Everyone must actively listen. Listen for understanding, absorb what is being said
- Be receptive, positive, open and non-judgmental to new ideas.
- Be receptive, positive, open and non-judgmental to new ideas.
- Conduct a civil dialogue meaning you can disagree without being disagreeable.
- Does it resolve a problem or address a need.

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# BUDGET CALENDAR FOR 2015 BUDGET

## Dates important to the City Council

September 15	City Council Planning Meeting
October 20	Water and Sewer Rate Public Hearing and Ordinance Adopting Rates
November 3	Draft Budget submitted to City Council
November 10	Draft Budget review by City Council – this is a 2 <sup>nd</sup> Monday
November 17 - December 15	Preliminary budget available on website and in Administration for public inspection
December 1	Public hearing on Fiscal Year 2015 budget & 1 <sup>st</sup> Ordinance Reading. Adoption of Fiscal Year 2014 Amended Ordinance
December 15	City Council Proposed Adoption of Fiscal Year 2015 budget.
January 1	New Fiscal Year
January 31	FY 2015 budget document distributed.

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# **MISSION STATEMENT**

**Through excellence in service, the  
City of Kirksville will provide  
responsible and ethical local  
government**

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## **CITY CORE VALUES**

**Economic Development**

**Quality of Life**

**Fiscal Responsibility & Efficiency in Government**

**Protection of City Owned Assets**

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## **VISION STATEMENT**

**Our Vision is to be the best city to the citizens we serve  
meeting their needs and expectations both today and  
tomorrow**

# GENERAL FUND SALES TAX

2015 Budget Detail										
General Fund Revenue										
10-0000										
Acct #	Description	Proposed 2015	Budget 2014	YTD 2014	Aug-Dec 2014	Projected 2014	Actual 2013	2013 vs 2014 Inc/(Dec)	2014 Inc/(Dec)	2015 vs 2014 Inc/(Dec)
<b>3010</b>	<b>Real Estate Taxes</b>									
	Budget & YTD Actual		756,871	-		-	734,757			
	Ad valorem tax levied on all real property based upon assessed valuation established by County Assessor. Assessment formula: residential 19%, agriculture 12% and commercial and industrial 32%. Based on 2014 assessment plus new construction; net of uncollectibles of 3.1%, TIF allocation and collection costs of 4%. Revenue growth of 1% allowed for reassessment and new construction only.	769,253	756,871		730,057	730,057				
	<b>3010 Total</b>	<b>769,253</b>	<b>756,871</b>	<b>-</b>	<b>730,057</b>	<b>730,057</b>	<b>734,757</b>	<b>(4,700)</b>	<b>(26,814)</b>	<b>39,196</b>
<b>3020</b>	<b>Personal Property Taxes</b>									
	Budget & YTD Actual		203,700	-		-	217,379			
	Ad valorem tax levied on all personal property based upon assessed valuation established by County Assessor. Assessment formula: 33 1/3% of value. Based on 2014 assessment, net of uncollectibles of 5% and collection costs of 4% - adjusted to 2014 growth rate	203,205	203,700		206,202	206,202				
	<b>3020 Total</b>	<b>203,205</b>	<b>203,700</b>	<b>-</b>	<b>206,202</b>	<b>206,202</b>	<b>217,379</b>	<b>(11,177)</b>	<b>2,502</b>	<b>(2,997)</b>
<b>3030</b>	<b>Business Surtax</b>									
	Budget & YTD Actual		66,000	2,584		2,584	67,921			
	Tax assessed on business realty, railroad and utility property by County Collector. 2014: Based on 3 year average collection history.	68,703	66,000		66,786	66,786				
	<b>3030 Total</b>	<b>68,703</b>	<b>66,000</b>	<b>2,584</b>	<b>66,786</b>	<b>69,370</b>	<b>67,921</b>	<b>1,449</b>	<b>3,370</b>	<b>(667)</b>
<b>3040</b>	<b>Railroad &amp; Utility</b>									
	Budget & YTD Actual		64,197	-		-	68,923			
	Tax assessed on railroad tracks, utility lines and all other movable property owned or leased by railroad and utility companies. Assessed value increased in 2014 by 1.6%. Same increased value assumed for 2015.	63,319	64,197		62,330	62,330				
	<b>3040 Total</b>	<b>63,319</b>	<b>64,197</b>	<b>-</b>	<b>62,330</b>	<b>62,330</b>	<b>68,923</b>	<b>(6,593)</b>	<b>(1,867)</b>	<b>989</b>
<b>3050</b>	<b>Financial Institution</b>									
	Budget & YTD Actual		4,000	-		-	29,282			
	Tax paid to the State on net income by all banks, trust companies, credit institutions and insurance companies. Variable source of revenue dependent upon each institution's write offs and capital improvements. 2014 based upon 5 year average collections. Same value assumed for 2015.	20,535	4,000		20,535	20,535				
	<b>3050 Total</b>	<b>20,535</b>	<b>4,000</b>	<b>-</b>	<b>20,535</b>	<b>20,535</b>	<b>29,282</b>	<b>(8,747)</b>	<b>16,535</b>	<b>-</b>
<b>3060</b>	<b>Prior &amp; Delinquent</b>									
	Budget & YTD Actual		55,870	48,954		48,954	56,363			
	Property taxes unpaid as of January 1. Additional penalties assessed on unpaid balances. Average collection rate is 90% on real and 70% on personal delinquent taxes. 2015: based upon estimated delinquency for 2014.	48,861	55,870		6,916	6,916				
	<b>3060 Total</b>	<b>48,861</b>	<b>55,870</b>	<b>48,954</b>	<b>6,916</b>	<b>55,870</b>	<b>56,363</b>	<b>(493)</b>	<b>-</b>	<b>(7,009)</b>
<b>3070</b>	<b>Payment in Lieu of Taxes - PILOT</b>									
	Budget & YTD Actual		298,050	-		-	310,739			
	Tax in lieu of property taxes on realty owned by the Kirksville Housing Authority. Payment limited to 10% of gross rents based on tax lev. 2015: based on 2014.	2,500	2,500		2,500	2,500				
	5% franchise fee of gross receipts of water/sewer/stormwater charges. Offset costs of General Fund for operations.	354,447	295,550		331,477	331,477				
	<b>3070 Total</b>	<b>356,947</b>	<b>298,050</b>	<b>-</b>	<b>333,977</b>	<b>333,977</b>	<b>310,739</b>	<b>23,238</b>	<b>35,927</b>	<b>22,970</b>

<b>3080 General Sales Tax</b>									
Budget & YTD Actual		2,637,920	1,217,320		1,217,320	2,644,235			
1% tax on all retail sales made within the city limits. MoDOR collects and charges 1% collection fee. YTD 2014 sales up 6% over 2013 YTD. Affected by e-commerce, gas prices, retail offerings in city, economic outlook and consumer attitudes. 2015: conservative growth of .5% estimated.									
	2,782,890	2,637,920		1,551,723	1,551,723				
<b>3080 Total</b>	<b>2,782,890</b>	<b>2,637,920</b>	<b>1,217,320</b>	<b>1,551,723</b>	<b>2,769,043</b>	<b>2,644,235</b>	<b>124,808</b>	<b>131,123</b>	<b>13,847</b>
<b>3085 General Local Use Tax</b>									
Budget & YTD Actual		180,000	78,527		78,527	181,562			
1% tax on all retail sales made online. MoDOR collects and charges 1% collection fee, effective Jan 2013. 2014 Use tax payments from Fund 32 & 34		-		186,240	186,240				
YTD 2014 based on 2013 YTD average growth of 2.6%. 2015: conservative growth of 1% estimated.	374,710	180,000		106,233	106,233				
<b>3085 Total</b>	<b>374,710</b>	<b>180,000</b>	<b>78,527</b>	<b>292,473</b>	<b>371,000</b>	<b>181,562</b>	<b>189,438</b>	<b>191,000</b>	<b>3,710</b>
<b>3100 Cigarette</b>									
Budget & YTD Actual		80,000	38,335		38,335	79,435			
Tax on each package of cigarettes sold in the city. Tax is \$.0025 per cigarette. Volatile revenue source dependent upon sales made in the city. YTD 2014 sales 1% lower than 2013. 2015: based on projected 2014									
	80,000	80,000		41,665	41,665				
<b>3100 Total</b>	<b>80,000</b>	<b>80,000</b>	<b>38,335</b>	<b>41,665</b>	<b>80,000</b>	<b>79,435</b>	<b>565</b>	<b>-</b>	<b>-</b>
<b>3120 Utilities</b>									
Budget & YTD Actual		-	-		-	-			
5% franchise fee of gross receipts of water/sewer/stormwater charges. Offset costs of General Fund for operations. Moved to 3070									
	-	-		-	-				
<b>3120 Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>3130 Telephone</b>									
Budget & YTD Actual		355,000	176,034		176,034	354,910			
5% franchise tax levied on gross receipts of landline and wireless telecom companies. Settlements with protested wireless taxes of 2007-\$291,511, 2009-\$202,263 and 2010-\$129,204 YTD 2014 collections down 5.5% from 2013. 2015: no growth since wireless collections have stabilized.									
	335,400	355,000		159,366	159,366				
<b>3130 Total</b>	<b>335,400</b>	<b>355,000</b>	<b>176,034</b>	<b>159,366</b>	<b>335,400</b>	<b>354,910</b>	<b>(19,510)</b>	<b>(19,600)</b>	<b>-</b>
<b>3140 Electric</b>									
Budget & YTD Actual		920,200	463,365		463,365	970,240			
4.76% franchise tax levied on gross receipts of AmerenUE and Tri-County Electric as the exclusive providers of electricity within the city. YTD 2014 collections 3.9% higher than 2013, using conservative increase of 0.5%. AmerenUE seeking rate increase effective June 2015. 2015: based on projected 2014 with 1% increase.									
	984,900	920,200		511,735	511,735				
<b>3140 Total</b>	<b>984,900</b>	<b>920,200</b>	<b>463,365</b>	<b>511,735</b>	<b>975,100</b>	<b>970,240</b>	<b>4,860</b>	<b>54,900</b>	<b>9,800</b>
<b>3150 Gas</b>									
Budget & YTD Actual		244,300	185,345		185,345	286,691			
5% franchise tax levied on gross receipts of Liberty Utilities the exclusive provider of natural gas within the city. YTD 2014 collections 13.6% higher than 2013, using conservative increase of 1%. Liberty Utilities seeking rate increase effective 1/4/2015. 2015: based on projected 2014 plus 1% increase.									
	292,500	244,300		104,255	104,255				
<b>3150 Total</b>	<b>292,500</b>	<b>244,300</b>	<b>185,345</b>	<b>104,255</b>	<b>289,600</b>	<b>286,691</b>	<b>2,909</b>	<b>45,300</b>	<b>2,900</b>

<b>3160 Cable Television</b>									
Budget & YTD Actual		83,680	21,021		21,021	81,758			
3.0% franchise tax levied on gross receipts of Cable One as the exclusive provider of cable television services within the city.									
affected by moratorium on internet access taxes, alternative services and exclusion of dial-up and cable modem services. 2015: based on projected 2014.	81,760	83,680		60,739	60,739				
<b>3160 Total</b>	<b>81,760</b>	<b>83,680</b>	<b>21,021</b>	<b>60,739</b>	<b>81,760</b>	<b>81,758</b>	<b>2</b>	<b>(1,920)</b>	<b>-</b>
<b>3170 Lodging Tax</b>									
Budget & YTD Actual		150,000	62,904		62,904	155,981			
3.6% tax imposed on sleeping rooms within the city limits. Enacted 1/1/07. City collects on behalf of the Kirksville Chamber of Commerce and retains 1% administrative fee of collections.									
YTD 2014 3% lower than 2013. 2015: based on projected 2014.	151,300	150,000		88,396	88,396				
<b>3170 Total</b>	<b>151,300</b>	<b>150,000</b>	<b>62,904</b>	<b>88,396</b>	<b>151,300</b>	<b>155,981</b>	<b>(4,681)</b>	<b>1,300</b>	<b>-</b>
<b>3190 Business</b>									
Budget & YTD Actual		25,320	23,878		23,878	26,357			
License fee paid by all businesses and contractors operating in the city.									
YTD 2014 collections 3.9% lower than 2013 YTD. 2015: based on projected 2014.	25,300	25,320		1,422	1,422				
<b>3190 Total</b>	<b>25,300</b>	<b>25,320</b>	<b>23,878</b>	<b>1,422</b>	<b>25,300</b>	<b>26,357</b>	<b>(1,057)</b>	<b>(20)</b>	<b>-</b>
<b>3191 County License</b>									
Budget & YTD Actual		720	49		49	1,060			
Merchants license fee collected on behalf of the county. This represents a 4% administrative fee.									
YTD 2014 collections reflect \$550 repayment fee for 2013. 2014: based on 2013 YTD and projected 2014 averages.	520	720		21	21				
<b>3191 Total</b>	<b>520</b>	<b>720</b>	<b>49</b>	<b>21</b>	<b>70</b>	<b>1,060</b>	<b>(990)</b>	<b>(650)</b>	<b>450</b>
<b>3200 Liquor</b>									
Budget & YTD Actual		19,760	18,403		18,403	19,980			
Revenue from liquor licenses issued for the sale or serving of liquor within the city. Renewals annually July 1st.									
YTD 2014 renewals are 6.9% lower than 2013, adding back estimated temporary license sales. 2015: based on projected 2014.	19,100	19,760		697	697				
<b>3200 Total</b>	<b>19,100</b>	<b>19,760</b>	<b>18,403</b>	<b>697</b>	<b>19,100</b>	<b>19,980</b>	<b>(880)</b>	<b>(660)</b>	<b>-</b>
<b>3210 Gross Sales</b>									
Budget & YTD Actual		221,200	93,870		93,870	223,189			
Quarterly gross receipts tax on sales made by licenses retail businesses. \$.50 per \$1,000 of sales assessed over the first annual \$30,000.									
YTD 2014 collections are up 8% from 2013 using 4% conservatively. 2015: project conservative .5% growth factor from projected 2014.	233,260	221,200		138,230	138,230				
<b>3210 Total</b>	<b>233,260</b>	<b>221,200</b>	<b>93,870</b>	<b>138,230</b>	<b>232,100</b>	<b>223,189</b>	<b>8,911</b>	<b>10,900</b>	<b>1,160</b>
<b>3220 Building Permits</b>									
Budget & YTD Actual		72,020	34,284		34,284	76,082			
Revenue from permitting of new construction, remodeling or demolition. Ensures adherence to code standards and to zoning ordinance. Permit charge based on fee schedule.									
YTD 2014 collections are 22% lower than 2013. This account fluctuates during the year, therefore using 5 year average. 2015: based on 5 year average.	72,670	72,020		39,736	39,736				
<b>3220 Total</b>	<b>72,670</b>	<b>72,020</b>	<b>34,284</b>	<b>39,736</b>	<b>74,020</b>	<b>76,082</b>	<b>(2,062)</b>	<b>2,000</b>	<b>(1,350)</b>

<b>3230 Gas Permits</b>									
Budget & YTD Actual		520	91		91	338			
Fee charged for the inspection of all new gas hookups. \$13 per inspection, excluding new construction. 2015: based on 25 inspections annually.	325	520		234	234				
<b>3230 Total</b>	325	520	91	234	325	338	(13)	(195)	-
<b>3240 Boat Permits</b>									
Budget & YTD Actual		8,500	7,138		7,138	14,428			
Permits are required on all boats that use Forest Lake. Annual or daily permits are available for purchase at the Finance Dept. or Forest Lake. YTD 2014 based on 2013 plus 1%. Volatile revenue source based on weather, usage and lake patrol enforcement efforts. 2015: based projected 2014.	14,600	8,500		7,462	7,462				
<b>3240 Total</b>	14,600	8,500	7,138	7,462	14,600	14,428	172	6,100	-
<b>3260 Trash Hauler Permits</b>									
Budget & YTD Actual		34,420	6,552		6,552	26,855			
4% gross receipts fee paid by all trash haulers operating within the city limits. Finance bills and collect for residential trash collection. Advanced Disposal calculates the franchise fee quarterly and submits the payment. A stable revenue source. Advanced Disposal commenced remitting for commercial accounts effective 4/2010 after protesting paying since 2007.	30,200	34,420		23,327	23,327				
<b>3260 Total</b>	30,200	34,420	6,552	23,327	29,879	26,855	3,024	(4,541)	321
<b>3270 Motor Vehicle Sales Tax</b>									
Budget & YTD Actual		112,170	58,463		58,463	126,881			
Distribution by State on sales tax collected statewide from sale of applicable vehicles. Tax is used for street maintenance, repairs and improvements. Cities receive 15% of one-half of state sales tax collected based upon 2010 census. YTD 2014 collections 7.5% over 2013. Remainder of 2014 forecast conservative 3.5%. 2015: based on projected 2014 plus 2% growth factor.	133,950	112,170		72,857	72,857				
<b>3270 Total</b>	133,950	112,170	58,463	72,857	131,320	126,881	4,439	19,150	2,630
<b>3280 Motor Vehicle Fuel Tax</b>									
Budget & YTD Actual		450,810	182,782		182,782	443,648			
Distribution by State on allocation of fuel tax collected statewide from sale of gasoline. Tax is used for street maintenance, repairs and improvements. Cities receive 15% of fuel tax collected based upon 2010 census. YTD 2014 collections are 2% over 2013. Driving habits affected by pump prices. Remainder of 2014 forecast conservatively. 2015: based on projected 2014 plus 2% growth factor.	461,570	450,810		269,738	269,738				
<b>3280 Total</b>	461,570	450,810	182,782	269,738	452,520	443,648	8,872	1,710	9,050
<b>3290 Motor Vehicle License</b>									
Budget & YTD Actual		73,020	31,817		31,817	78,684			
Distribution by State on license fees collected statewide on applicable vehicles. Tax is used for street maintenance, repairs and improvement. Cities receive 15% of license fees collected in excess of amount collected as of 1/1/80. YTD 2014 collections are 14% lower than 2013. Remainder of 2014 forecast conservative decrease of 2% 2015: based projected 2014.	77,110	73,020		45,293	45,293				
<b>3290 Total</b>	77,110	73,020	31,817	45,293	77,110	78,684	(1,574)	4,090	-

<b>3300 State &amp; Federal Grants</b>									
Budget & YTD Actual		210,950	45,709		45,709	101,514			
Reimbursements from expenditure-driven grants that are for General Fund activities.									
Known grant applications, primarily for emergency services and FEMA reimbursements.	-	-		21,000	21,000				
EMPG-SEMA Emergency Mgmt Performance	-	-		18,725	18,725				
SCCG State Computer Crime thru May-funding currently suspended	30,209	28,853		-	-				
SCCG State Computer Crime June - December-funding currently suspended	-	-		42,293	42,293				
TSA-ending 9/30/2015	2,700	-		3,525	3,525				
Fire Equipment Grant	61,859	61,859		-	-				
Bulletproof Vest Partnership	2,325	-		-	-				
ICAC Task Force-funding currently suspended	5,000	7,500		4,671	4,671				
Assistance to Fire Fighters-FEMA applied	58,107	60,000		-	-				
Local Law Enforcement Block Grant applied	9,190	-		-	-				
MO Dept. of Conservation (MDC) - Shooting Range	52,738	52,738		-	-				
<b>3300 Total</b>	<b>222,128</b>	<b>210,950</b>	<b>45,709</b>	<b>90,213</b>	<b>135,922</b>	<b>101,514</b>	<b>34,408</b>	<b>(75,028)</b>	<b>86,206</b>
<b>3310 Daily Admissions - AQ</b>									
Budget & YTD Actual		50,000	30,855		30,855	48,466			
Fees dependent on patronage, volatile revenue source.									
ATSU user agreement	10,000	8,000		9,000	9,000				
2015 based on 2014 projected.	39,325	42,000		8,470	8,470				
<b>3310 Total</b>	<b>49,325</b>	<b>50,000</b>	<b>30,855</b>	<b>17,470</b>	<b>48,325</b>	<b>48,466</b>	<b>(141)</b>	<b>(1,675)</b>	<b>1,000</b>
<b>3320 Concessions - AQ</b>									
Budget & YTD Actual		13,000	9,596		9,596	12,540			
Fees dependent on patronage, volatile revenue source.									
2015 based on 2014 projected.	11,100	13,000		1,475	1,475				
<b>3320 Total</b>	<b>11,100</b>	<b>13,000</b>	<b>9,596</b>	<b>1,475</b>	<b>11,071</b>	<b>12,540</b>	<b>(1,469)</b>	<b>(1,929)</b>	<b>29</b>
<b>3330 Activities Fees</b>									
Budget & YTD Actual		20,000	16,443		16,443	22,941			
Revenues collected from participants in city-sponsored activities or shelter rentals.									
Fee charged is dependent on activity. YTD 2014 collections are 6% lower than 2013 YTD, using estimated amount from parks & rec. 2015: based on projected 2014.	22,600	20,000		6,153	6,153				
<b>3330 Total</b>	<b>22,600</b>	<b>20,000</b>	<b>16,443</b>	<b>6,153</b>	<b>22,596</b>	<b>22,941</b>	<b>(345)</b>	<b>2,596</b>	<b>4</b>
<b>3331 Activity Fees - AQ</b>									
Budget & YTD Actual		22,000	22,642		22,642	30,801			
Fee collected for Lessons									
Fee charged is dependent on activity. YTD 2014 collections are 6% higher than YTD 2013, using estimated amount from parks & rec. 2015: based on projected 2014.	29,725	22,000		7,083	7,083				
<b>3331 Total</b>	<b>29,725</b>	<b>22,000</b>	<b>22,642</b>	<b>7,083</b>	<b>29,725</b>	<b>30,801</b>	<b>(1,076)</b>	<b>7,725</b>	<b>-</b>
<b>3370 Clean-up Fee</b>									
Budget & YTD Actual		-	(300)		(300)	-			
Fee collected from each residential customer that has active water service to offset out-of-pocket costs incurred with annual city clean-up. Fee is \$.50 per month. Discontinued February 2010.	-	-		300	300				
<b>3370 Total</b>	<b>-</b>	<b>-</b>	<b>(300)</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>3371 Pass Books-AQ</b>									
Budget & YTD Actual		52,000	43,126		43,126	47,923			
Fees for Single and Family Passes									
YTD 2014 15% increase over YTD 2013, using estimated amounts from parks & rec. 2015: based on projected 2014.	52,100	52,000		8,995	8,995				
<b>3371 Total</b>	<b>52,100</b>	<b>52,000</b>	<b>43,126</b>	<b>8,995</b>	<b>52,121</b>	<b>47,923</b>	<b>4,198</b>	<b>121</b>	<b>(21)</b>

<b>3390 Crime Compensation</b>									
Budget & YTD Actual		450	626		626	333			
Collections on municipal ordinance violations, with the exception of parking tickets. Surcharge of \$7.50 per case is assessed, of which 95% is remitted to the State for crime victims compensation and 5% is retained by the General Fund. This represents the 5% retained.									
Volatile revenue source dependent upon the number of violations. YTD 2014 collections are 6% lower than 2013. 2015 based on 1,150 cases at \$7.50 each.	430	450		(196)	(196)				
<b>3390 Total</b>	430	450	626	(196)	430	333	97	(20)	-
<b>3391 POST</b>									
Budget & YTD Actual		1,250	65		65	-			
100% paid to POST - POST sends a check back to the City in September	1,250	1,250		1,185	1,185				
<b>3391 Total</b>	1,250	1,250	65	1,185	1,250	-	1,250	-	-
<b>3392 MO Sheriff's Retirement System</b>									
Budget & YTD Actual		-	183		183	-			
100% of the \$3 assessment per case paid to MOSRS	-	-		(183)	(183)				
<b>3392 Total</b>	-	-	183	(183)	-	-	-	-	-
<b>3400 Fines &amp; Costs</b>									
Budget & YTD Actual		120,340	45,985		45,985	124,094			
Fines levied by the municipal judge for violations of city ordinances and traffic violations. YTD 2014 collections are 31% lower than 2013, using conservative estimate of 15%; fines increased June 2010. 2015: projected 2014.	105,500	120,340		59,495	59,495				
<b>3400 Total</b>	105,500	120,340	45,985	59,495	105,480	124,094	(18,614)	(14,860)	20
<b>3410 Police Training Collect</b>									
Budget & YTD Actual		2,400	876		876	1,780			
Fee assessed on all moving violation convictions for Law Enforcement Training (LET)-\$2 for each violation. YTD 2014 collections are 23% lower than 2013, using conservative estimate of 12%. 2015: forecast based on average of 800 cases.	1,600	2,400		694	694				
<b>3410 Total</b>	1,600	2,400	876	694	1,570	1,780	(210)	(830)	30
<b>3420 Police Charges</b>									
Budget & YTD Actual		2,090	991		991	2,016			
Charges assessed for copies of accident reports. Fees vary based on service. YTD 2014 collections are 9% lower than 2013. 2015: projected stable 2014.	1,830	2,090		839	839				
<b>3420 Total</b>	1,830	2,090	991	839	1,830	2,016	(186)	(260)	-
<b>3430 Parking Violations</b>									
Budget & YTD Actual		13,490	7,080		7,080	15,495			
Fines assessed for parking violations. \$15 if paid within 5 working days of citation; \$20 if paid within 6 - 10 working days and \$25 if paid after the 10th working day (revised 6/26/01). YTD 2014 collections are 17% lower than 2013. 2015: projected stable 2014.	12,900	13,490		5,780	5,780				
<b>3430 Total</b>	12,900	13,490	7,080	5,780	12,860	15,495	(2,635)	(630)	40
<b>3440 Court Administrative Charges Administrative</b>									
Budget & YTD Actual		-	-		-	-			
Fees assessed to offset costs incurred with upgrade of new court software. \$10 per case. Never implemented and replaced with increase in fines/costs.	-	-		-	-				
<b>3440 Total</b>	-	-	-	-	-	-	-	-	-

<b>3630 Loan Proceeds</b>									
Budget & YTD Actual		-	-		-	-			
Proceeds from lease financing arrangement to pay for upgrade of computer infrastructure.									
2015: No planned lease financing arrangements.	-	-		-	-				
<b>3630 Total</b>	-	-	-	-	-	-	-	-	-
<b>3720 Merchandise - AQ</b>									
Budget & YTD Actual		2,000	977		977	1,511			
Fees dependent on patronage, volatile revenue source.									
2014 based on parks & rec information. 2015: projected 2014 + 5% increase	1,270	2,000		228	228				
<b>3720 Total</b>	1,270	2,000	977	228	1,205	1,511	(306)	(795)	65
<b>3790 Management Fee - Wastewater</b>									
Budget & YTD Actual		130,850	76,329		76,329	136,649			
5% admin fee of sales of sewer charges. Offset costs of General Fund for operations.									
Revised costing method effective 2008. Based on sewer charges as projected and budgeted. Adjusted to actual at year-end.	169,650	130,850		73,798	73,798				
<b>3790 Total</b>	169,650	130,850	76,329	73,798	150,127	136,649	13,478	19,277	19,523
<b>3800 Management Fee - Water</b>									
Budget & YTD Actual		155,750	90,854		90,854	162,598			
5% admin fee of sales of water charges. Offset costs of General Fund for operations.									
Revised costing method effective 2008. Based on water charges as projected and budgeted. Adjusted to actual at year-end.	175,797	155,750		81,496	81,496				
<b>3800 Total</b>	175,797	155,750	90,854	81,496	172,350	162,598	9,752	16,600	3,447
<b>3810 Management Fee - Stormwater</b>									
Budget & YTD Actual		8,950	5,221		5,221	8,998			
5% admin fee of sales of stormwater charges. Offset costs of General Fund for operations.									
Revised costing method effective 2012. Based on water charges as projected and budgeted. Adjusted to actual at year-end.	9,000	8,950		3,779	3,779				
<b>3810 Total</b>	9,000	8,950	5,221	3,779	9,000	8,998	2	50	-
<b>3900 Refunds &amp; Reimbursements</b>									
Budget & YTD Actual		48,502	21,961		21,961	38,212			
E911 administrative fees. If the City receives money for a prior year expense, it is recorded in this account as revenue.									
Volatile revenue source. 2015: based projected 2014 reimbursements.	8,000	40,000			-				
Highway 63 Corp Prior Year Refunds	-	8,502			-				
Kirkville R-III School Resource Officer	24,000			10,000	10,000				
<b>3900 Total</b>	32,000	48,502	21,961	10,000	31,961	38,212	(6,251)	(16,541)	39
<b>3910 Contributions</b>									
Budget & YTD Actual		11,800	3,437		3,437	9,983			
Contributions received from individuals for the settlement of court restitution cases.									
FY 2014 collections 42% lower than 2013, conservative estimate 20% used. 2015: based on average of prior 3 years.	9,980	11,800		4,553	4,553				
<b>3910 Total</b>	9,980	11,800	3,437	4,553	7,990	9,983	(1,993)	(3,810)	1,990

<b>3940 Sale of Property</b>									
Budget & YTD Actual		-	6,026		6,026	34,615			
Proceeds from sale of capital items - KBB Fair value sale to private party used									
Unit 507, Fire Dept, 2001 Dodge Ram 1500 Club Cab	-	-		-	-				
Unit 103, Animal Control, 2003 Ford F150 Super Cab	-	-		-	-				
Unit 114, Police, 2002 Dodge Van	-	-		-	-				
Unit 105, Police, 2011 Chevy Impala	-	-		-	-				
Unit 124, Police, 2011 Chevy Impala	-	-		-	-				
Unit 127, Police, 2011 Chevy Impala	-	-		-	-				
Unit 128, Police Chevrolet Blazer	-	-		-	-				
Land - Jeanie Ewing	-	-		-	-				
Misc Computer Equipment	5,000	-		-	-				
<b>3940 Total</b>	<b>5,000</b>	<b>-</b>	<b>6,026</b>	<b>-</b>	<b>6,026</b>	<b>34,615</b>	<b>(28,589)</b>	<b>6,026</b>	<b>(1,026)</b>
<b>3950 Transfers In</b>									
Budget & YTD Actual		15,200	73		73	419,073			
Allocation of monies transferred from other Funds to the General Fund.									
CIST - Capital	-	-		463,388	463,388				
CIST - Computer Lease Final 2013	-	-		62,662	62,662				
CIST - Warning Sign	-	-		34,200	34,200				
Forest Llewellyn Cemetery Fund	10,200	10,200		143	143				
2013 Use tax from Funds 32 TST & 34 Hwy63 alt	-	-		181,521	181,521				
PW South Side Parking Lot from Utility Fund	-	-		25,000	25,000				
S. Hwy 63 TIF Admin Fee	5,000	5,000		5,000	5,000				
TST Street Overtime	-	-		90,761	90,761				
<b>3950 Total</b>	<b>15,200</b>	<b>15,200</b>	<b>73</b>	<b>862,675</b>	<b>862,748</b>	<b>419,073</b>	<b>443,675</b>	<b>847,548</b>	<b>(847,548)</b>
<b>3970 Rental Income</b>									
Budget & YTD Actual		30,724	14,682		14,682	23,791			
T-Mobile City Hall Tower Lease - 2% increase each year	21,042	20,596		12,065	12,065				
ATSU Lambert Glover Factory Building	7,368	7,368		3,690	3,690				
Bright Beginnings Daycare Lambert Glover Factory Building	6,000			2,500	2,500				
Red Cross EDA Building	2,760	2,760		1,150	1,150				
<b>3970 Total</b>	<b>37,170</b>	<b>30,724</b>	<b>14,682</b>	<b>19,405</b>	<b>34,087</b>	<b>23,791</b>	<b>10,297</b>	<b>3,363</b>	<b>3,083</b>
<b>3980 Investment Earnings</b>									
Budget & YTD Actual		8,000	6,312		6,312	6,771			
Interest earned on allocated General Fund monies invested in CDs and interest-bearing accounts.									
Pooled cash interest of 1%. Revenue source fluctuates with the level of idle monies. 2015: based on 1% rate from projected 2014.	9,950	8,000		3,625	3,625				
<b>3980 Total</b>	<b>9,950</b>	<b>8,000</b>	<b>6,312</b>	<b>3,625</b>	<b>9,937</b>	<b>6,771</b>	<b>3,166</b>	<b>1,937</b>	<b>13</b>
<b>3990 Miscellaneous</b>									
Budget & YTD Actual		21,925	1,132		1,132	16,838			
Monies received from various miscellaneous sources and not allocable to other accounts. Examples included records fees, no visit lists, etc.									
YTD 2014 collections are 49% lower than 2013 2015: based on projected 2014. One-time payments or fire insurance proceeds not budgeted.	6,700	20,000		5,667	5,667				
S. Hwy 63 CID Accounting Fees-4% CID Revenues	1,925	1,925		1,791	1,791				
Police Donations-moved to 3992	-	-		-	-				
<b>3990 Total</b>	<b>8,625</b>	<b>21,925</b>	<b>1,132</b>	<b>7,458</b>	<b>8,590</b>	<b>16,838</b>	<b>(8,248)</b>	<b>(13,335)</b>	<b>35</b>
<b>3991 Miscellaneous-AQ</b>									
Budget & YTD Actual		1,000	850		850	2,325			
Not budgeted. Actual only.	-	-		-	-				
Advertising-2014 based on parks & rec information. 2015: projected 2014.	1,550	1,000		700	700				
<b>3991 Total</b>	<b>1,550</b>	<b>1,000</b>	<b>850</b>	<b>700</b>	<b>1,550</b>	<b>2,325</b>	<b>(775)</b>	<b>550</b>	<b>-</b>

<b>3992 Miscellaneous-Public Safety</b>									
Budget & YTD Actual		-	9,832		9,832	8,494			
Not budgeted. Actual only-Ex. Burn permits, etc.	-	-		125	125				
Adair County Haz Mat & motor vehicle extrication agreement	6,500	-		-	-				
<b>3992 Total</b>	<b>6,500</b>	<b>-</b>	<b>9,832</b>	<b>125</b>	<b>9,957</b>	<b>8,494</b>	<b>1,463</b>	<b>9,957</b>	<b>(3,457)</b>
<b>3993 Miscellaneous-Public Works</b>									
Budget & YTD Actual		-	9,210		9,210	10,838			
Not budgeted. Actual only-Ex. Contractor test, copies, maps, etc.	-	-		2,240	2,240				
<b>3993 Total</b>	<b>-</b>	<b>-</b>	<b>9,210</b>	<b>2,240</b>	<b>11,450</b>	<b>10,838</b>	<b>612</b>	<b>11,450</b>	<b>(11,450)</b>
<b>3994 Miscellaneous-Public Building</b>									
Budget & YTD Actual		-	-		-	-			
Not budgeted. Actual only.	-	-		-	-				
<b>3994 Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>3995 Miscellaneous-Public Transportation</b>									
Budget & YTD Actual		-	-		-	2,231			
Not budgeted. Actual only.	-	-		-	-				
<b>3995 Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,231</b>	<b>(2,231)</b>	<b>-</b>	<b>-</b>
<b>3996 Miscellaneous-Public Transportation</b>									
Budget & YTD Actual		-	188		188	-			
Not budgeted. Actual only.	-	-		-	-				
<b>3996 Total</b>	<b>-</b>	<b>-</b>	<b>188</b>	<b>-</b>	<b>188</b>	<b>-</b>	<b>188</b>	<b>188</b>	<b>(188)</b>
<b>Total</b>	<b>8,675,069</b>	<b>8,060,919</b>	<b>3,222,677</b>	<b>6,105,558</b>	<b>9,328,235</b>	<b>8,568,508</b>	<b>759,726</b>	<b>1,267,316</b>	<b>(653,166)</b>

## USE TAX

Citizens approved the Use Tax in the November election.

Expected loss of revenues for 2012 was \$128,000 for just the One Cent General Fund Sales Tax. We have collected \$104,000 for first 7 months. Our estimate was close meaning that we **lost about \$288,000** in just one year.

SALES TAX COLLECTIONS					
Local Use Tax					
	1%-City	.5% Eco Dev	.25% CIST	.5% TST	2013
<b>BUDGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
January	7,300.82	3,649.59	1,824.79	3,649.59	16,424.79
February	9,857.40	4,927.59	2,463.79	4,927.59	22,176.37
March	17,318.44	8,657.27	4,328.64	8,657.27	38,961.62
April	17,666.43	8,831.22	4,415.61	8,831.22	39,744.48
May	20,096.96	10,046.22	5,023.11	10,046.22	45,212.51
June	15,683.81	7,840.14	3,920.07	7,840.14	35,284.16
July	17,019.05	8,507.62	4,253.81	8,507.62	38,288.10
August					0.00
September					0.00
October					0.00
November					0.00
December					0.00
<b>TOTAL</b>	<b>104,942.91</b>	<b>52,459.65</b>	<b>26,229.82</b>	<b>52,459.65</b>	<b>236,092.03</b>
<b>VARIANCE from BUDGET</b>					
<b>Growth/(Loss)</b>	<b>104,942.91</b>	<b>52,459.65</b>	<b>26,229.82</b>	<b>52,459.65</b>	<b>236,092.03</b>

## **QUESTIONS:**

**Franchise Fee** – Do you want to change franchise fee to where most cities are with these fees – 5% some are even higher? Atmos pays 5%, Ameren pays 4.76%, Telephone pay 5%, and Cable pays 3%

**Trash Collection Fees** – do you want to stay at 4% or raise it to 5%

**Economic Development Sales Tax** – Tax was first used to pay for the City's cost to expand Highway 63 south of Kirksville. The community paid \$11 million. The final payment was made in June of 2013. The second time it was used was for the alternate route. The community will pay \$7.5 million. This project will be made for by June 2019.

It is suggested that the City begin looking at renewing this tax to be used to pay for infrastructure improvements that benefit the economy of the community.

# UTILITY FUND REVENUES

2015 Budget Detail										
Utility Fund Revenue										
80-0000										
Acct #	Description	Proposed 2015	Budget 2014	YTD 2014	Aug-Dec 2014	Projected 2014	Actual 2013	2013 vs 2014 Inc/(Dec)	2014 Inc/(Dec)	2015 vs 2014 Inc/(Dec)
<b>3300</b>	<b>State &amp; Federal Grants - W</b>									
	Budget & YTD Actual		-	-		-	-			
	Reimbursements from expenditure-driven grants that are for Utility Fund activities. Known grant applications.	-	-		-	-				
	<b>3300 Total</b>	-	-	-	-	-	-	-	-	-
<b>3350</b>	<b>Contractual Fee-Service Cont</b>									
	Budget & YTD Actual		-	-		-	-			
		-	-		-	-				
	<b>3350 Total</b>	-	-	-	-	-	-	-	-	-
<b>3620</b>	<b>ARRA Bonds-Project</b>									
	Budget & YTD Actual		-	-		-	-			
	No Projects Planned for 2015.	-	-		-	-				
	<b>3620 Total</b>	-	-	-	-	-	-	-	-	-
<b>3621</b>	<b>ARRA Bonds-COI</b>									
	Budget & YTD Actual		-	-		-	-			
	No Projects Planned for 2015.	-	-		-	-				
	<b>3621 Total</b>	-	-	-	-	-	-	-	-	-
<b>3630</b>	<b>Bond Proceeds-W</b>									
	Budget & YTD Actual		-	-		-	-			
	No Projects Planned for 2015.	-	-		-	-				
	<b>3630 Total</b>	-	-	-	-	-	-	-	-	-
<b>3631</b>	<b>Bond Proceeds-WW</b>									
	Budget & YTD Actual		10,874,384	-		-	-			
	Wastewater Treatment Plant & Sewer Projects G036 to G024 and Basin F & G	10,874,384	10,874,384		141,838	141,838				
	<b>3631 Total</b>	10,874,384	10,874,384	-	141,838	141,838	-	141,838	(10,732,546)	10,732,546
<b>3632</b>	<b>Loan Proceeds</b>									
	Budget & YTD Actual		-	-		-	2,997,544			
	No Projects Planned for 2015	-	-		-	-				
	<b>3632 Total</b>	-	-	-	-	-	2,997,544	(2,997,544)	-	-
<b>3640</b>	<b>Trash Services</b>									
	Budget & YTD Actual		34,420	141,379		141,379	29,583			
	Advanced Disposal Trash Charges. Starting in 2012, this amount represents the 4% admin fee retained.									
	FY 14 revenue increase of 1% from FY13. Currently renegotiating trash service contract for October. 2015: projected 2014 plus 1% increase.	30,200	34,420		(111,500)	(111,500)				
	<b>3640 Total</b>	30,200	34,420	141,379	(111,500)	29,879	29,583	296	(4,541)	321
<b>3651</b>	<b>Sewer Charges</b>									
	Budget & YTD Actual		2,600,000	1,726,455		1,726,455	2,715,883			
	Includes \$9.50 monthly fee. Schneider Electric 15 yr energy savings contract guarantee of 90% of \$250,000 for meter accuracy-50% of \$250,000 for meter accuracy-50% FY 2014 used Jan-Aug consumption and # bills with current rates. Schneider met savings goal-no payment. 2015: 2014 amts for consumption & # bills with new rates.	3,369,000	2,600,000		1,238,545	1,238,545				
	<b>3651 Total</b>	3,369,000	2,600,000	1,726,455	1,238,545	2,965,000	2,715,883	249,117	365,000	404,000

<b>3661 Excess Sewer Charge</b>									
Budget & YTD Actual		17,000	18,174		18,174	17,097			
Adair Foods billed by PW									
FY 2014 based current year collections monthly avg. 2015: based on 3 yr avg.	24,000	17,000		19,356	19,356				
<b>3661 Total</b>	24,000	17,000	18,174	19,356	37,530	17,097	20,433	20,530	(13,530)
<b>3670 Storm Water Fee</b>									
Budget & YTD Actual		179,000	105,087		105,087	179,961			
\$2.20 Storm Water monthly fee									
FY 2014 stable with 2013. 2015: use same amount.	180,000	179,000		74,913	74,913				
<b>3670 Total</b>	180,000	179,000	105,087	74,913	180,000	179,961	39	1,000	-
<b>3671 ARRA federal Interest Rebate</b>									
Budget & YTD Actual		51,321	26,376		26,376	53,041			
2010 Bond Series IRS Federal Rebate 8038-CP (currently 92.8% of scheduled interest per the Balanced Budget and Emergency Deficit Control Act of 1985, amount will change September 2014-new rate unknown)	50,191	51,321		25,560	25,560				
<b>3671 Total</b>	50,191	51,321	26,376	25,560	51,936	53,041	(1,105)	615	(1,745)
<b>3700 Water Sales</b>									
Budget & YTD Actual		3,115,000	2,016,731		2,016,731	3,251,953			
Includes \$8.50 monthly fee. Schneider Electric 15 yr energy savings contract guarantee of 90% of \$250,000 for meter accuracy-50%									
FY 2014 revenues 12.6% greater than 2013, conservative estimate of 6% increase used. Schneider met savings goal-no payment. 2015: projected 2014 with 2% increase, no contract payment.	3,515,940	3,115,000		1,430,269	1,430,269				
<b>3700 Total</b>	3,515,940	3,115,000	2,016,731	1,430,269	3,447,000	3,251,953	195,047	332,000	68,940
<b>3710 Penalty Fees</b>									
Budget & YTD Actual		105,000	67,124		67,124	107,481			
New for 2012. Penalties, Door Hanger and Non-sufficient fund charges.									
FY2014 revenues 11.4% greater than 2013, conservative estimate of 5% used. 2015: stable with projected 2014.	112,900	105,000		45,776	45,776				
<b>3710 Total</b>	112,900	105,000	67,124	45,776	112,900	107,481	5,419	7,900	-
<b>3720 Sale of Merchandise-W</b>									
Budget & YTD Actual		17,000	12,450		12,450	16,241			
Sale of meters									
FY 2014 increase of 25% over 2013, conservative estimate of 12% used. 2015: stable with projected 2014.	18,200	17,000		5,750	5,750				
<b>3720 Total</b>	18,200	17,000	12,450	5,750	18,200	16,241	1,959	1,200	-
<b>3730 Bulk Water</b>									
Budget & YTD Actual		250	334		334	201			
Bulk water sold at \$.25 for 100 gallons. Quarters deposited into a machine and turned in by PW employees.									
Volatile revenue dependent on use. Flat amount projected.	250	250			-				
<b>3730 Total</b>	250	250	334	-	334	201	133	84	(84)

<b>3740 Bad Debt Collections-W</b>									
Budget & YTD Actual		2,000	4,925		4,925	6,820			
Accounts previously turned over to collection agency that have been collected.									
Volatile revenue dependent on poor payment history. 2015: based on 3yr average.	5,890	2,000		1,275	1,275				
<b>3740 Total</b>	5,890	2,000	4,925	1,275	6,200	6,820	(620)	4,200	(310)
<b>3750 Service Calls-W</b>									
Budget & YTD Actual		7,000	4,800		4,800	9,455			
Reconnection Fees									
Volatile revenue dependent on poor payment history. 2015: based on 3yr avg.	8,450	7,000		3,620	3,620				
<b>3750 Total</b>	8,450	7,000	4,800	3,620	8,420	9,455	(1,035)	1,420	30
<b>3760 Primacy Fee-W</b>									
Budget & YTD Actual		400	427		427	421			
Annual Primacy Fee									
Starting in 2012, this represents the 2% retained for admin fee.	425	400		-	-				
<b>3760 Total</b>	425	400	427	-	427	421	6	27	(2)
<b>3761 Sewer Connection Fee</b>									
Budget & YTD Actual		-	-		-	-			
Reconnection Fee									
Moved to 80-3770	-	-		-	-				
<b>3761 Total</b>	-	-	-	-	-	-	-	-	-
<b>3770 Tap Fees-W</b>									
Budget & YTD Actual		1,250	1,740		1,740	3,480			
Water & Sewer Tap Fees									
FY 2014 based on 3yr avg. 2015: stable for 2014.	2,990	1,250		1,250	1,250				
<b>3770 Total</b>	2,990	1,250	1,740	1,250	2,990	3,480	(490)	1,740	-
<b>3772 Stormwater Development Fees</b>									
Budget & YTD Actual		-	2,490		2,490	-			
2010 fee based on square feet for new construction imposed with building permit. Implemented 2014.									
FY 2014 based on 3 months activity. 2015: same monthly estimation as 2014.	12,450	-		5,190	5,190				
<b>3772 Total</b>	12,450	-	2,490	5,190	7,680	-	7,680	7,680	4,770
<b>3850 Loan Repayments</b>									
Budget & YTD Actual		-	-		-	-			
No Plans for a new loan.	-	-		-	-				
<b>3850 Total</b>	-	-	-	-	-	-	-	-	-
<b>3890 Plumbers Licenses-W</b>									
Budget & YTD Actual		2,675	2,550		2,550	2,850			
New and renewal Plumber Licenses									
FY 2014 using original budget amount. 2015: stable amount.	2,675	2,675		125	125				
<b>3890 Total</b>	2,675	2,675	2,550	125	2,675	2,850	(175)	-	-
<b>3900 Refunds &amp; Reimbursements-W</b>									
Budget & YTD Actual		-	-		-	-			
This account should not be used.	-	-		-	-				
<b>3900 Total</b>	-	-	-	-	-	-	-	-	-
<b>3901 Refunds &amp; Reimbursement-WW</b>									
Budget & YTD Actual		-	-		-	-			
This account should not be used.	-	-		-	-				
<b>3901 Total</b>	-	-	-	-	-	-	-	-	-

<b>3940 Sale of Property-W</b>									
Budget & YTD Actual		-	391		391	71,510			
Sell Unit 278, 1996 GMC Tandum Truck - trade in	-	-		-	-				
Sell Unit 297, 2002 Chevrolet 1 ton service truck - trade in	-	-		-	-				
Sell unit 294, 2002 Chevrolet S-10 ext cab 4 x 4	-	-		2,500	2,500				
Sell unit 295, 2002 Chevrolet S-10 ext cab 4 x 4	-	-		2,500	2,500				
Sell unit 296, 2002 Chevrolet S-10 ext cab 4 x 4	-	-		2,500	2,500				
Sell unit 288, 1998 Chevrolet S-10 ext cab 4 x 4	-	-		-	-				
<b>3940 Total</b>	-	-	391	7,500	7,891	71,510	(63,619)	7,891	(7,891)
<b>3950 Transfers In-W</b>									
Budget & YTD Actual		447,263	-		-	256,125			
Capital from Fund 81	447,263	447,263		416,346	416,346				
<b>3950 Total</b>	447,263	447,263	-	416,346	416,346	256,125	160,221	(30,917)	30,917
<b>3951 Transfers In-WW</b>									
Budget & YTD Actual		3,029,683	-		-	243,913			
Capital from Fund 81	3,029,683	3,029,683		468,279	468,279				
<b>3951 Total</b>	3,029,683	3,029,683	-	468,279	468,279	243,913	224,366	(2,561,404)	2,561,404
<b>3952 Transfers In-SW</b>									
Budget & YTD Actual		-	-		-	-			
CDBG Support	-	-		-	-				
CIST Support	-	-		-	-				
<b>3952 Total</b>	-	-	-	-	-	-	-	-	-
<b>3960 Capital Contributions</b>									
Budget & YTD Actual		-	-		-	-			
Unit 253 transfer from Street-capital contribution	-	-		-	-				
<b>3960 Total</b>	-	-	-	-	-	-	-	-	-
<b>3970 Rental Income-W</b>									
Budget & YTD Actual		146,140	81,797		81,797	141,835			
AT&T Lease-Truman Tower	22,650	22,200		9,337	9,337				
AT&T Lease-Downtown Tower	22,090	21,660		9,107	9,107				
Chariton Valley-Downtown Tower cancelled 2/14	-	15,270		-	-				
Sprint Lease-Truman Tower	21,730	21,410		10,747	10,747				
Sprint Lease-Downtown Tower	23,250	22,750		11,414	11,414				
US Cellular Lease-Downtown Tower	21,800	21,410		8,963	8,963				
Verizon Lease-Downtown Tower	21,910	21,440		8,963	8,963				
2% increase every year for each contract									
<b>3970 Total</b>	133,430	146,140	81,797	58,531	140,328	141,835	(1,507)	(5,812)	(6,898)
<b>3980 Investment Earnings-W</b>									
Budget & YTD Actual		135,407	-		-	163,216			
Bond Interest	127,596	135,407		135,407	135,407				
<b>3980 Total</b>	127,596	135,407	-	135,407	135,407	163,216	(27,809)	-	(7,811)
<b>3981 Investment Earnings-WW</b>									
Budget & YTD Actual		148,293	-		-	171,100			
Bond Interest	137,146	148,293		155,251	155,251				
<b>3981 Total</b>	137,146	148,293	-	155,251	155,251	171,100	(15,849)	6,958	(18,105)
<b>3982 Investment Earnings</b>									
Budget & YTD Actual		66,000	36,302		36,302	60,257			
Bank of Kirksville Interest from 1910 Account	63,000	66,000		26,698	26,698				
<b>3982 Total</b>	63,000	66,000	36,302	26,698	63,000	60,257	2,743	(3,000)	-
<b>3983 Investment Earnings-SW</b>									
Budget & YTD Actual		-	-		-	-			
No Bonds with reserved earnings.	-	-		-	-				
<b>3983 Total</b>	-	-	-	-	-	-	-	-	-

<b>3990 Miscellaneous-W</b>									
Budget & YTD Actual		20,000	5,599		5,599	17,735			
Public Works Invoices									
2014 based on average of 2 yrs with special items removed. 2015: projected 2014.	9,500	20,000		3,901	3,901				
<b>3990 Total</b>	9,500	20,000	5,599	3,901	9,500	17,735	(8,235)	(10,500)	-
<b>3991 Miscellaneous-WW</b>									
Budget & YTD Actual		-	-		-	921			
Account not used.	-	-		-	-				
<b>3991 Total</b>	-	-	-	-	-	921	(921)	-	-
<b>Total</b>	22,155,563	20,999,486	4,255,131	4,153,880	8,409,011	10,518,622	(2,109,611)	(12,590,475)	13,746,551

## Water and Sewer Rates

Year	Minimum	Water Fixed	Water by Tier			Sewer Fixed	Sewer
	Billing	Rate	1	2	3	Rate	
	cf	per month	per ccf			per month	per ccf
2014	200	\$8.50	\$3.14	\$2.75	\$2.54	\$9.50	\$3.47
2015	200	\$9.50	\$3.45	\$3.03	\$2.79	\$10.50	\$3.93

**NOTE:** We are currently trying to find an engineering firm that will evaluate our rate structure. The City's agreement did not allow for the exploration of a new rate structure until this year with the Public Water Supply District.

## CAPITAL EQUIPMENT AND IMPROVEMENT LIST

CAPITAL IMPROVEMENT PROGRAM PROPOSAL FY 2015													
SOURCE	PROJECT	GF	CIST	TST	TIF	CID	OTHER FUNDS	UTILITY	FAA	AIRPORT	MPR	GRANT	TOTAL COST
<b>COMPUTER CAPITAL PROJECTIONS</b>													
	Springbrook upgrade	16,676											16,676
	City-Wide Workstation Replacement	166,300											166,300
	Fleet Maintenance software	14,000											14,000
	Wireless at EDA Incubator	3,000											3,000
	Engineering large format color plotter	7,500											7,500
	Additional Server Rack	1,500											1,500
	City Hall basement switch (phone closet)	4,800											4,800
													-
	Total	213,776	-	-	-	-	-	-	-	-	-	-	213,776
<b>PUBLIC BUILDINGS CAPITAL PROJECTIONS</b>													
	Public Works Carpet Replacement		12,000										12,000
	Airport HVAC Replacement		5,200										5,200
	Furniture replacement at City Hall	5,000											5,000
	KPD Furniture Replacement	5,000											5,000
	City Hall - complete rebuild & reline of gutters		18,000										18,000
	City Hall Linoleum replacement		17,000										17,000
													-
	Total	10,000	52,200	-	-	-	-	-	-	-	-	-	62,200
<b>POLICE DEPARTMENT CAPITAL PROJECTIONS</b>													
	Replace 4 SWAT tactical vests	8,000											8,000
	Development of Firearms range at City Landfill Clay Pitt	10,000											10,000
	Replace 3 Police Cars	92,925											92,925
	Sniper Scope (1)	1,517											1,517
	Police Carbine Car Racks (4)	2,403											2,403
	In Car Summons/Ticket Printer/Scanner (3)	3,747											3,747
	Trauma Kits (35)	2,100											2,100
	Body Cameras (23)	18,400											18,400
	Flashlights (28)	4,200											4,200
	Flotation Vests (8)	1,800											1,800
	Replace Van (Unit 114 - Dodge)	24,000											24,000
													-
	Total	169,092	-	-	-	-	-	-	-	-	-	-	169,092

FIRE CAPITAL PROJECTIONS													
	Fire Equipment (air packs start replacement)	3,000	30,000									60,000	93,000
	Outdoor warning siren # 6 Brooks Drive	21,000											21,000
	SCBA Air Bottles	18,000											18,000
	Replace Ford F-250 4wd (508)	36,156											36,156
	Replace Ford Excursion xlt (509)		43,807										43,807
	PPV fan	2,500											2,500
	Fire Comm system for 506 and 502	4,000											4,000
	Portable radios	7,000											7,000
	Replace Kohler Generator		49,853										49,853
	Lockers for FFs (in bunk area)	5,000											5,000
	Total	96,656	123,660	-	-	-	-	-	-	-	-	60,000	280,316
STREET AND PARK MAINTENANCE													
	Replace 1½ Ton 4WD (Unit 241)		87,500										87,500
	Replace Tractor (Unit 322 - Ford 7740)		138,000										138,000
	Concrete for Parking Area PW Complex		12,000										12,000
	Asphalt for Parking Area PW Complex		27,000										27,000
	Total	-	264,500	-	-	-	-	-	-	-	-	-	264,500
ENGINEERING													
	Handheld GPS Units	8,000											8,000
	GIS Data aerial photos with parcel data (City's LS 50/50 split with Adair Co over 3 yr contract)	69,000											69,000
	Total	77,000	-	-	-	-	-	-	-	-	-	-	77,000
PARKS/ AQUATICS CENTER/NORTH PARKS CAPITAL PROJECTIONS													
	Replace Tractor (Unit 311 -JD 997 for North Park)		16,300										16,300
	Drainage Improvements (for North Park)		10,000										10,000
	Forest-Llewellyn Cemetery Improve		10,000										10,000
	Rotary Park Bridge (carry over from 2013)		6,000										6,000
	Paint Indoor Pool (Once Every 5 Years)		18,000										18,000
	Total	-	60,300	-	-	-	-	-	-	-	-	-	60,300

AIRPORT CAPITAL PROJECTIONS														
	Purchase Tractor for field maint and snow removal									21,420	98,000			119,420
	Replace Tractor (Unit 317 - JD 6405)										95,500			95,500
	Apron/taxiway Rehabilitation										135,000		2,574,500	2,709,500
	Apron Design										6,000		114,000	120,000
	Snow Blade for tractor										10,000			10,000
	Snow Blade Bracket for Tractor										1,000			1,000
	Total	-	-	-	-	-	-	-	-	21,420	345,500	-	2,688,500	3,055,420
SIDEWALK REIMBURSEMENT PROGRAM CAPITAL PROJECTIONS														
	Sidewalk Renovations for Area #8		25,000											25,000
	Total	-	25,000	-	-	-	-	-	-	-	-	-	-	25,000
TRANSPORTATION SALES TAX PROGRAM CAPITAL PROJECTIONS														
	Street Repair/Overlay			400,000										400,000
	Street Maintenance/Asphalt 5-10 (micropave)			100,000										100,000
	Curb, Gutter, and Storm Drainage			150,000										150,000
	Engineering			110,000										110,000
	Halliburton, LaHarpe to Franklin			400,000										400,000
	Concrete Slab Repair			250,000										250,000
	Other Transportation, Airport & KirkTran			70,246										70,246
	Total	-	-	1,480,246	-	-	-	-	-	-	-	-	-	1,480,246
CENTRAL GARAGE														
														-
	Total	-	-	-	-	-	-	-	-	-	-	-	-	-

### TRANSPORTATION SALES TAX

Voters chose to renew this ½ cent sales tax used for street maintenance and construction, allowing the City a little bit of flexibility in terms of its use. The Council established a policy beginning in 2012 to focus on maintaining existing streets, as opposed to constructing new roadways. The tax will allow for the following: (1) Asphalt overlay, cold mix and seal coating or concrete reconstruction of existing streets; (2) Complete reconstruction of existing streets; (3) Construction of new streets; (4) Storm drainage improvements, engineering, design and inspection services, right-of-way acquisition; (5) Other transportation related infrastructure and equipment as allowed by law; and (6) No more than five percent (5%) of the annual revenues received can be used for airport improvements and/or public transportation purposes as allowed by law.

The other transportation allowed by law includes – parking lots, sidewalks, and trails

**QUESTION:** Does the Council want to allocate a portion of the \$1.2 million each year for parking lots, sidewalks, and trails?

UTILITY FUND-WASTE WATER												
SRF	Engineering Services, WWTP Rehabilitation										750,000	750,000
SRF	WWTP Rehabilitation-Construction										18,000,000	18,000,000
	New Laboratory, SW corner existing RBC room										446,000	446,000
	Hwy. 6 Lift Station										350,000	350,000
	Industrial Road Lift Station										350,000	350,000
	Burton Street Lift Station										350,000	350,000
	Deferred Repairs, Collection System										400,000	400,000
	Misc. Sewer Repairs										150,000	150,000
	Rock of Various Sizes for Const. & Maint.										15,000	15,000
	Concrete for New Construction & Maintenance Areas										5,000	5,000
	Engineering Contracts Street Repairs										15,000	15,000
	Purchase Enclosed Trailer (Replaces Unit 246 - Cargo Van used for Concrete Work)										7,000	7,000
	Replace 1 Ton 2WD (Unit 236)										79,500	79,500
	Replace Chop Saw										1,500	1,500
	Replace Northeast Lift Station Grinder Pump										50,000	50,000
	Total	-	-	-	-	-	-	-	-	-	20,969,000	20,969,000
UTILITY FUND-WATER												
	Misc. Water Lines / Hydrants										280,000	280,000
	Water Main Replace Baltimore (1,800 ft)										125,000	125,000
	Concrete for Construction & Maintenance										40,000	40,000
	Rock of Various Sizes for Const. & Maint.										27,500	27,500
	Concrete for Parking Area PW Complex										20,000	20,000
	Downtown Water Mains, Phase II										500,000	500,000
	Land purchase for future tower (replace DT tower)										100,000	100,000
	Water Stabalization Equipment										30,000	30,000
	WTP Chemical Silo's										200,000	200,000
	Replace Super Cab 4WD (Unit 232 - Ford F250)										36,406	36,406
	Replace Forklift WTP (Unit 240 - Case 586E)										84,500	84,500
	Replace Tractor (Unit 323 - JD 2305)										15,750	15,750
	Replace Trash Pump										2,000	2,000
	Replace Locator										1,000	1,000
	Replace Chainsaw										500	500
	Replace Walk Behind Concrete Saw										6,500	6,500
	Replace Handheld Walkies (2)										400	400
	Storage Building (195' x 40')										75,000	75,000
	Downtown Water Mains, Phase III										500,000	500,000
	Replace Secondary Piping										5,000	5,000
	Clean & Inspect Downtown Water Tower										50,000	50,000
	Clean & Inspect Clearwell										50,000	50,000
	Paint Interior & Exterior High School Tower										500,000	500,000
	Total	-	-	-	-	-	-	-	-	-	2,649,556	2,649,556

Year	GF	CIST	TST	TIF	CID	OTHER FUNDS	UTILITY	FAA	AIRPORT	MPR	GRANT	TOTAL COST
2015	566,524	525,660	1,480,246	-	-	-	4,868,556	21,420	345,500	-	3,048,500	10,856,406
Bonds/Loans	-	-	-	-	-	-	18,750,000	-	-	-	-	18,750,000
2016	93,766	739,527	1,015,123	-	-	-	1,080,751	261,250	334,250	-	1,505,000	5,029,666
2017	29,409	397,330	680,500	-	-	-	853,722	84,547	33,576	-	116,505	2,195,589
2018	153,690	38,529	337,036	-	-	-	338,628	-	21,208	-	14,139	903,230
2019	51,946	55,174	261,776	-	-	-	547,881	-	15,923	-	-	-
2020	-	6,664	-	-	-	-	-	-	-	-	-	6,664
2021	-	-	-	-	-	-	-	-	-	-	-	-
2022	-	-	-	-	-	-	-	-	-	-	-	-
Reserve for Future Capital	328,811	1,237,223	2,294,435	-	-	-	2,820,981	345,797	404,958	-	1,635,644	8,135,148
Total for the Year	895,335	1,762,883	3,774,681	-	-	-	7,689,537	367,217	750,458	-	4,684,144	18,991,554

**NOTE:** Obviously Cuts need to be made to the list. Wanted the City Council to see the full list if there are items of interest on the list that the City Council wishes to retain.

**OTHER NOTABLE EXPENSES**  
**FUND BALANCES**

Airport – transfer from General Fund - \$83,500 plus another \$45,900 in aid toward the Negative Fund Balance  
North Park – transfer from General Fund - \$13,821

## PERSONNEL ITEMS

**Personnel Costs** – potential considerations for the City Council – employees did not receive a cost of living adjustment last year.

### Options:

\*\* Increase retirement benefit

\*\*Add two steps to the pay scale

<b>2015 Budget Projections</b>				
	<b>2014 Budget</b>	<b>2015 Proposed no increase LAG L-7</b>	<b>2015 Proposed 2 Percent LAG L-7</b>	<b>2015 Proposed Steps H/I LAG L-12</b>
FT Wages	\$ 5,463,033	\$ 5,512,860	\$ 5,604,744	\$ 5,543,029
PT Wages	\$ 218,373	\$ 239,285	\$ 239,285	\$ 239,285
Overtime	\$ 290,644	\$ 176,458	\$ 176,458	\$ 176,458
Call-Out	\$ -	\$ 96,984	\$ 96,984	\$ 96,984
FICA	\$ 456,052	\$ 461,082	\$ 467,985	\$ 463,267
Den Ins	\$ 64,092	\$ 61,218	\$ 61,218	\$ 61,218
Life Ins	\$ 11,872	\$ 12,242	\$ 12,242	\$ 12,242
LAGERS	\$ 563,069	\$ 525,722	\$ 535,143	\$ 746,799
Med Ins	\$ 1,061,817	\$ 1,051,080	\$ 1,051,080	\$ 1,051,080
<b>Total</b>	<b>\$ 8,128,952</b>	<b>\$ 8,136,931</b>	<b>\$ 8,245,139</b>	<b>\$ 8,390,392</b>
<b>Wage &amp; Benefit Inc</b>		<b>\$ 7,979</b>	<b>\$ 108,208</b>	<b>\$ 253,461</b>
<b>2015 Budget Projections General Fund</b>				
	<b>2014 Budget</b>	<b>2015 Proposed no inc</b>	<b>2015 Proposed 2 Percent</b>	<b>2015 Proposed H &amp; I Steps L-12</b>
FT Wages	\$ 3,644,790	\$ 3,675,681	\$ 3,735,937	\$ 3,688,896
PT Wages	\$ 158,463	\$ 177,094	\$ 177,094	\$ 177,094
Overtime	\$ 197,781	\$ 119,628	\$ 119,628	\$ 119,628
Call-Out	\$ -	\$ 70,263	\$ 70,263	\$ 70,263
FICA	\$ 305,156	\$ 309,265	\$ 313,872	\$ 310,276
Den Ins	\$ 43,607	\$ 41,582	\$ 41,582	\$ 41,582
Life Ins	\$ 8,322	\$ 8,594	\$ 8,594	\$ 8,594
LAGERS	\$ 364,508	\$ 355,075	\$ 360,874	\$ 512,899
Med Ins	\$ 738,681	\$ 730,637	\$ 730,637	\$ 730,637
<b>Total</b>	<b>\$ 5,461,308</b>	<b>\$ 5,487,819</b>	<b>\$ 5,558,481</b>	<b>\$ 5,659,869</b>
<b>Wage &amp; Benefit Inc</b>		<b>\$ 26,511</b>	<b>\$ 70,662</b>	<b>\$ 172,050</b>

## **City Council Compensation**

Prior to April 2005, City Council members were restricted to raising the City Council's salary. The amount of pay for a City Council member was \$100 per year. The reason, serving as a local elected official was considered a civic duty/responsibility. Beginning in April 2005, City Councils could vote to change the compensation with one caveat. Article VII, Section 13 of the Missouri Constitution prohibits elected officials in the State of Missouri from voting for personal gain through a compensation increase.

The first increase went into effect with the 2008 election.

"Effective immediately, Council members elected in the April, 2008, election, and thereafter, will receive compensation of \$100.00 per month, payable quarterly. Council members must attend the two regular scheduled Council meetings per month to be eligible for the monthly salary. If the City Council elects to cancel a regular scheduled Council meeting, Council members will not be penalized for non-attendance. Special Council meetings will not count toward the two meeting minimum requirement."

The second change came in the fall of 2012 and went into effect the following April.

"Effective with the election in April, 2013, council members will receive compensation of fifty dollars (\$50) per each regular scheduled or special council meeting held where city business is discussed and voted on."

# ***Missouri Constitution***

## **Article VII**

### **PUBLIC OFFICERS**

#### **Section 13**

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#### **Limitation on increase of compensation and extension of terms of office.**

Section 13. The compensation of state, county and municipal officers shall not be increased during the term of office; nor shall the term of any officer be extended.

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#### **EVALUATION STATUS BY DEPARTMENT**

**Administration – 86%**

**Airport – 100%**

**Codes and Planning – 100%**

**Community Services – 50%**

**E-911 - 75%**

**Finance – 83%**

**Fire – 100%**

**Police – 65%**

**Public Works – 85%**

# SELF INSURANCE FUND

**SUBJECT:** Proposed Incentive for Non- Smokers

**PREPARED BY:** Pat Meredith

The City of Kirksville partially self-funds the employee medical and dental insurance plan utilizing agreements with Third Party Administrators (TPA), Preferred Provider Networks, Pharmaceutical Benefit Managers, and Reinsurance Providers. The City utilizes a broker, Bukaty Companies to assist in the administration of the insurance fund and keep us compliant with Affordable Healthcare Act requirements and other pertinent changes in the law.

Pursuant to State law the City bids our TPA every three years however we bid our reinsurance every year which accounts for the highest cost of our medical/dental insurance plan (*claims and insurance liability*).. HealthScope Benefits three year term will expire December 31, 2014. City staff will be working with Phil Drescher, Bukaty Companies to evaluate our plan design and bid our plan for the 2015 fiscal year. This year the City is expected to contribute \$1,125,909 for medical and dental insurance and employees will contribute approximately \$346,596 to cover the remaining cost of the health and dental benefits.

The adoption of a wellness program in 2008 has encouraged employees through premium incentives to take care of medical problems before they become costly chronic conditions and to adopt healthier lifestyles. Through this program employees pay 30% of the employee only premium. Employees are eligible for premium discounts if they participate in a healthier life style and meet HIPAA approved goals established by Interactive Health Solutions who administers the wellness program.

Through July 2014 medical claims paid are below expected \$291,820 vs. \$692,907 expected, with only one claim exceeding our Specific Stop Loss. Dental claims are at expected \$41,235.34.

We have tentatively projected an aggressive 5% increase in medical costs for 2015. Since we are bidding our insurance we hope to have accurate numbers by the end of September or early October.

Tobacco users currently pay a 30% premium differential same as other employees who do not meet their health index goal. We spoke to City Council in June about a new option under the HIPAA law that allows employers to charge a premium differential to tobacco users (up to 50% of premium). There are several hurdles to identifying smokers that would have to be worked out in order to implement this stick approach to get employees to quit smoking.

As an alternative, the State of Missouri's wellness program, "Strive for Wellness" provides a \$40 monthly premium incentive to employees who do not smoke. To qualify for the incentive employees sign a "Tobacco Attestation" agreement stating that they do not use tobacco products and that if they begin using tobacco products they will self report or be subject to fines or imprisonment. Instead of penalizing employees by charging them a higher premium we would like City Council to consider a similar incentive (see attachments).

We would require employees to sign an attestation statement of their tobacco status and if it is later discovered that the employee sign the agreement fraudulently they would be subject to dismissal. Tobacco users who participate in a smoking cessation class and stop smoking for a minimum of three months would be eligible for the incentive. We would have to make sure that are plan meets HIPAA requirements.

## 2015 Tobacco-Free Incentive

In 2015 the City Council will add a \$40 per month Tobacco-Free Incentive to the wellness program.

This incentive would be in addition to the premium discount received by employees for reaching their biometric screening goal.

Employees who attest to being tobacco-free—not using tobacco in the past three months, and not using tobacco in the future—receive the Tobacco-Free Incentive.

Tobacco users who complete a smoking cessation program and who attest they have not used tobacco products in the past three months will be eligible for the tobacco incentive beginning the second month after they self report.

Failure to abide by the terms of the Tobacco-Free Incentive program will be considered fraud and subject the employee to disciplinary action including termination.

# 2015 Tobacco Attestation

*Attestation: to affirm; to be true or genuine; to authenticate by signing as a witness; to authenticate officially; to establish or verify the usage of; to be proof of; to put on oath; bear witness.*

Employee Information	
<b>Print Name</b> (Last, First, Middle Initial):	<b>Medical Coverage Level</b> (check one) <input type="checkbox"/> Single <input type="checkbox"/> Employee/Spouse <input type="checkbox"/> Employee/Child <input type="checkbox"/> Family
<b>Address</b>	<b>Date of Birth</b> (mm/dd/yyyy)
<b>City</b>	<b>State and Zip</b>
Tobacco-Free Attestation Agreement (for non-tobacco users)	
<p>I have not used tobacco products in the previous three months and will not use tobacco products through December 31, 2015. If I begin using tobacco products, I will notify the Human Resource Director by email or in writing immediately. The Human Resource Director will adjust my premium for coverage beginning the second month after I self report.</p> <p>I understand that this is a binding document and I could be subject to termination if I knowingly make a false statement in an attempt to defraud the City of Kirksville. With that knowledge, I hereby attest that each of the above statements about my tobacco use is accurate.</p>	
Tobacco Cessation Attestation Agreement (for former tobacco users)	
<p>I attest that I have completed an approved tobacco cessation program (find approved programs . . . ) and have been tobacco free in the previous three months and will not use tobacco products through December 31, 2015. If I begin using tobacco products, I will notify the Human Resource Director by email or in writing immediately. The Human Resource Director will adjust my premium for coverage beginning the second month after I self report.</p> <p>I understand that this is a binding document and I could be subject to termination if I knowingly make a false statement in an attempt to defraud the City of Kirksville. With that knowledge, I hereby attest that each of the above statements about my tobacco use is accurate.</p>	

**Employee:**    Attest to being Tobacco-Free    I currently use tobacco products.

Employee Signature: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_\_/

# COUNCIL POLICIES

**SUBJECT:** Policy and Contract Requirement Revisions

**PREPARED BY:** Lacy A. King, Finance Director

## **#2 Purchasing Policy**

Section 2.13-We would like to remove the language that requires an attachment of a City or County license to every contract. Currently, departments who enter contracts with vendors can validate whether the entity possesses a current City or County license or permit with the Finance Department upon negotiations or renewal. Please see the current policy and revised version listed below.

### **Current-**

#### **Section 2.13 Compliance with City Licensing**

Every department should assure compliance with Section 14, Licenses, Permits and Miscellaneous Business Regulations, Code of Ordinances, City of Kirksville, Missouri, regarding the requirement of licensing for vendors who perform services or provide goods for the City. Every contract let should have a requirement for the vendor to be in compliance with the above-stated ordinance requiring a City and/or County license and evidence of such license should be an attachment to the contract. The Business License Clerk will be able to provide written verification of a vendor's licensing status if a copy of the license cannot be secured. The City will not honor any pay request or issue a payment to any such vendor until license has been issued.

The City Manager shall be authorized to temporarily exempt vendors from licensing compliance in the event of an emergency or under threat of the loss of essential services.

### **Revised**

#### **Section 2.13 Compliance with City Licensing**

Every department should assure compliance with Section 14, Licenses, Permits and Miscellaneous Business Regulations, Code of Ordinances, City of Kirksville, Missouri, regarding the requirement of licensing for vendors who perform services or provide goods for the City. Every contract let should have a requirement for the vendor to be in compliance with the above-stated ordinance requiring a City and/or County license and evidence of such license should be an attachment to the contract. The Business License Clerk will be able to provide written verification of a vendor's licensing status if a copy of the license cannot be secured. The City will not honor any pay request or issue a payment to any such vendor until license has been issued.

The City Manager shall be authorized to temporarily exempt vendors from licensing compliance in the event of an emergency or under threat of the loss of essential services.

**Section 4.2-**We would like to add language that allows departments who make purchases over \$2,500 from local vendors and have met all bid requirements be excused from obtaining the price from the State bid list. Please see the requested policy revision in red below.

#### **Section 4.2 Cooperative Procurement Programs**

Department Heads are encouraged to use cooperative purchasing programs sponsored by the State of Missouri or other jurisdictions. Cooperative purchasing can prove advantageous to the

City both by relieving Department Heads of the paperwork necessary to document the purchase and by taking advantage of the large quantity purchases made by State Government. Purchases made through these programs have met the requirements of competitive shopping and require no further documentation. Department Heads are encouraged to check with the State regarding cooperative procurement contracts in effect prior to making any large purchase. Any purchase made over \$2,500 shall include the price from the State bid list, if available, **in the absence of a local vendor.**

On any purchase of \$10,000 or more, bids will also be solicited from local vendors in addition to the State bid list. The bidder providing the most advantageous bid to the City will be selected.

The City Clerk shall maintain a listing of all commodities and products available on the State Cooperative Purchasing Program. The City Clerk will also furnish to the Departments the listing of state bid items as they become available to the City.

The Departments are also authorized to purchase items from the State Surplus Property Unit in Jefferson City as sole source purchases.

**Section 4.7-**We would like to change the dollar amount of available petty cash reimbursements from \$20.00 to \$25.00 or less. Please see the requested policy revision in red below.

#### **Section 4.7 Petty Cash Accounts**

Very often there is a need for immediate availability of funds. A petty cash fund of \$350.00 will be retained in the Finance Department for qualifying City disbursements. Petty cash funds will only be issued to other departments as necessary upon approval of the City Manager and/or Finance Director. Petty cash funds should be used to avoid the time and expense of issuing purchase orders for items totaling **twenty-five dollars (\$25)** or less, with the exception of expedient reimbursements from the Finance Department petty cash fund. Petty cash receipts are to be completed by the person responsible for the fund in each department; these shall include the amount, description or item, budget account number, and signatures of the persons receiving the funds and the person issuing the funds. Petty cash funds will be replenished at least monthly. Each individual receipt must be summarized on the Petty Cash Reimbursement Request Form. The Finance Department will conduct unannounced audits of petty cash funds to assure that monies are being properly accounted for. The use of petty cash funds for personal use, even for very short periods of time, is contrary to City policy and grounds for termination.

With the exception of the Finance Department petty cash, other departmental petty cash funds are not to be used for reimbursement of travel expenditures or those purchases that circumvent the requisition and purchasing process as provided for in this policy. Under no circumstance will reimbursement for sales tax be allowed due to circumvention of this policy.

### **#3 Budget Management Policies and Practices**

**Section VIII C. Fiduciary fund/Agency Types-**We would like to remove the number of funds listed for both the fiduciary and agency types, as these numbers could change annually. Please see the current policy and revised version listed below.

**Current-**

#### **C. Fiduciary Fund/Agency Types**

**Fiduciary Funds** are used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments, and/or other funds. The City is the trustee for five such funds.

**Agency Funds.** The City acts in a custodial role for these Funds; they account for the temporary receipt of funds that are passed through to other entities. All receipts are offset by payments made on behalf of the entity. The City maintains two such Funds.

**Revised-**

### **C. Fiduciary Fund/Agency Types**

**Fiduciary Funds** are used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments, and/or other funds.

**Agency Funds.** The City acts in a custodial role for these Funds; they account for the temporary receipt of funds that are passed through to other entities. All receipts are offset by payments made on behalf of the entity.

## **#10 Investment Policy**

**Section VII.** Reporting-To maintain compliance with the policy, we would like to add the language to require the reporting of investments only in the event the City acquires investments other than checking accounts and certificates of deposit. Please see the requested policy revision in red below.

**Reports.** **If the City acquires any investments other than checking accounts or certificates of deposit, at** least quarterly, the investment officer shall prepare an investment report, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made by the investment officer over the last quarter. This report shall be provided to the City Council and will include the following:

- Listing of individual securities held at the end of the reporting period.
- Realized and unrealized gains or losses resulting from appreciation or depreciation by listing the cost and market value of securities over one-year duration (in accordance with Government Accounting Standards Board (GASB) 31 requirements). [Note, this is only required annually]
- Average weighted yield to maturity of portfolio on investments as compared to applicable benchmarks.
- Listing of investment by maturity date.
- Percentage of the total portfolio which each type of investment represents.

## **Contract Requirement Revision**

Based on requirements from the previous insurance provider, the City implemented a policy regarding insurance requirements on minor contracts under \$25,000. With the change in insurance providers to Missouri Public Risk in 2013, this was no longer a requirement, but a recommendation.

This policy has worked well for a majority of the contracts for the City; however, there are few instances in which this requirement limits available contractors for the City. An example of this would be contracted officiates for the North Park. We would like to discuss adding language to

the current policy to allow for such services while being compliant with the policy. The proposed changes are in red on the following document.

CITY OF KIRKSVILLE  
**INSURANCE REQUIREMENTS FOR MINOR CONTRACTS  
FOR PROJECTS NOT TO EXCEED \$25,000 OR 30 DAYS IN LENGTH**

**INSURANCE PROVISIONS:**

- A. Worker's Compensation: The coverage must include Employer's Liability with a minimum limit of \$100,000 for each accident and cover all employees meeting Statutory Limits in compliance with the applicable state and federal laws. The City reserves the right to waive the requirement for this provision upon the approval of the City Manager.
- B. Comprehensive General Liability: Coverage shall have minimum limits of \$500,000 per Occurrence, Combined Single Limit for Bodily Injury and Property Damage Liability. This shall include: Premises and Operations, Independent Contractors, Products and Completed Operations, Broad Form Property Damage and XCU Coverage, and a Contractual Liability Endorsement. The City reserves the right to waive the requirement for this provision upon the approval of the City Manager.
- C. Business Auto Liability: Coverage shall have minimum limits of \$500,000 per Occurrence, Combined Single Limit for Bodily Injury and Property Damage Liability, including Owned, Hired, and Non-owned Vehicles and Employee Non-ownership.
- D. Builders' Risk: Is required for construction of and/or additions to buildings or structures. It shall be all Risk coverage, with the limit of insurance to equal 100% of the completed value of the structure. A Waiver of Occupancy Clause must be included to allow the City to occupy the facility during construction. \$5,000 is the maximum Deductible Clause for each claim. And when a contract includes installation of machinery and/or equipment into an existing structure, the policy must include an endorsement covering same, including installation and transit.

**SPECIAL REQUIREMENTS:**

- A. The City of Kirksville is to be included as an Additional Insured on both the Comprehensive General, Business Auto Liability and Builders' Risk Policies. Proof to be provided with the actual endorsement page and insurance certificate.
- B. An appropriate Hold Harmless Clause shall be included.
- C. Current, Valid insurance policies meeting the requirement herein identified shall be maintained during the duration of the named project. Renewal certificates or cancellation notices shall be sent to the City 30 days prior to any expiration date.
- D. It shall be the responsibility of the contractor to insure that all subcontractors comply with the same insurance requirements that he is required to meet.
- E. Certificates of insurance meeting the required insurance provisions shall be forwarded to the Office of Risk Management.

# FLEET MAINTENANCE EVALUATION

**SUBJECT:** Fleet Maintenance (Central Garage) Evaluation

**PREPARED BY:** Alan Griffiths

Periodically, the Council reviews various operations within the City to evaluate whether or not the citizens are receiving the best value for their tax dollar. This report evaluates the Fleet Maintenance operation. This operation services, maintains and repairs a fleet of more than 110 vehicles and more than 120 pieces of equipment and other motorized tools and accessories. This operation performs work including: tire repair, changing, balancing and servicing; fueling operations for field equipment; maintaining fuel records for all vehicles and equipment; servicing of all engines including oil and filter changes, tune-ups and hose and belt repairs; electrical servicing for wiring and lighting problems; engine and transmission diagnostics; steering, suspension and brake repairs for disc and drum; minor upholstery, paint and glass repairs; fuel system repairs for gasoline and diesel; diagnostic work for all vehicles sent out for repairs; and other miscellaneous work on all types of vehicles for the various Departments and divisions.

Fleet Maintenance is funded by all Departments and divisions within the City's organization that use the services provided. In 2013, per the City's Comprehensive Annual Financial Report (CAFR), the cost to operate Fleet Maintenance was \$394,896 plus \$238,435 (fuel) for a total of \$633,331. For the purposes of this report, fuel costs were not factored into the evaluation, and using the Consumer Price Index rate of 2.4%, the adjusted cost to operate Fleet Maintenance in 2014 would be \$404,374. The Contract option for 2014 would cost an estimated \$597,018, or a 47.6% increase; and the Local Shop option would cost an estimated \$600,995, or a 48.6% increase. These increases are conservative due to the various unknown items within each of the other two options. Based solely on financial considerations, the Current option is the best financial option.

When the other items contained in this report are factored in, the benefit to the citizens of maintaining the Current Fleet Maintenance option become even more evident. The other benefits cannot be fully quantified, and therefore cannot have a dollar amount easily attached. These benefits include having the current Fleet Maintenance staff available 24/7 and on a moment's notice for emergency issues; having this staff available to perform a variety of other functions at any time; to perform diagnostic functions that would cost the City to have performed by an outside repair facility; and to have a staff that is continually thinking 'outside the box' when it comes to how to perform a repair, bearing in mind that they continually seek the most cost effective and beneficial manner to perform a repair.

# ***CITY OF KIRKSVILLE***

## **PUBLIC WORKS DEPARTMENT FLEET MAINTENANCE DIVISION**



### **Fleet Maintenance Evaluation September 2014**

Alan Griffiths  
Public Works Director

It is important to periodically review City operations. The City Council has requested that staff review and evaluate the Fleet Maintenance Division (Central Garage). This report addresses options for fleet management and fleet maintenance operations, summarizes current and historical fleet maintenance and fleet management, offers recommendations for providing fleet management and fleet maintenance services, and for the organization required to efficiently accomplish these functions. The last evaluation and assessment was conducted in 2005.

Other than the City's street, water and wastewater infrastructure, the vehicle fleet is the largest investment by the citizens. The Fleet Maintenance Division is responsible for more than 235 vehicles and other pieces of equipment, with a current book value of approximately \$7,000,000 and an approximate replacement value of more than \$11,500,000.

The City has a fleet of 112 pieces of rolling stock including sedans, station wagons, vans, mini-vans, light trucks, police cruisers, utility service trucks, heavy trucks, fire trucks, tractors and construction equipment. This fleet also includes more than 120 pieces of miscellaneous motorized and/or wheeled equipment including riding mowers, trailers, specialty equipment, chainsaws, pumps, generators, tillers, weed eaters, other related items and numerous attachments for the equipment. The Fleet Maintenance Division is responsible for maintenance, repairs and service of all these vehicles, equipment and attachments so that they are available to perform the myriad of tasks necessary to serve the citizens of Kirksville.

The current Fleet Maintenance Division consists of four personnel: a Fleet Maintenance Supervisor, an Administrative Assistant, and two Mechanics. The number of personnel has not changed since your last review in 2005. The annual budget for the Fleet Maintenance Division in 2014 is estimated at \$647,640, including estimated fuel sales of \$278,940.

This evaluation includes three options: current Fleet Maintenance operations, contract Fleet Maintenance operations using City facilities, and outsourcing Fleet Maintenance operations to local repair garages. The report looks at current operations, cost trends since 2005 and options for Fleet Maintenance operations. It was concluded that providing Fleet Maintenance operations with City forces is both the most cost effective and the most responsive.

The current Fleet Maintenance structure was reviewed and compared to the structure of a fully contracted operation, and it is recommended that the current structure remain. Duties of the Fleet Maintenance Supervisor have been revised in recent years to

include safety management at the Public Works Complex, household hazardous waste program management, QC/QA responsibilities and mentoring of mechanics. Key performance factors for the current shop include average fleet availability, percentage of work contracted to outside shops and cost per direct hour of maintenance for in-house work.

## ***CURRENT FLEET MAINTENANCE OPERATIONS –***

The current City fleet is shown in Table 1, and includes more than 235 vehicles and equipment. There are: 42 sedans, station wagons, vans, mini-vans and light trucks; 7 police cruisers; 10 utility service trucks; 16 heavy trucks; 6 fire trucks; 17 loaders, graders, dozers, track hoes, pavers, rollers, etc.; 14 tractors; and more than 120 other items of equipment including mowers, trailers, specialty equipment, chainsaws, pumps, generators, tillers, weed eaters, other related items and numerous attachments.

Fleet Maintenance employs four personnel: a Fleet Maintenance Supervisor; an Administrative Assistant; and two Mechanics. The current Fleet Maintenance organizational chart is shown in Table 2. This staffing level has remained constant since the 1997 fiscal year when the Administrative Assistant position was added, and in 1993 the Fleet Maintenance Supervisor title was changed from Chief Mechanic. Fleet Maintenance operates as an internal service, funded by the other Departments and divisions within the City organization. Departments and divisions are charged an assessment for labor and overhead based on their historical use, and the actual cost of repair parts, fuel and lubricants, tires and tubes, and outside maintenance. This assessment has been a point of confusion and misunderstanding for many Department Heads. Departments and divisions are not charged directly for labor performed by Fleet Maintenance staff. They are assessed an annual fee which covers their share of the personnel and overhead costs of Fleet Maintenance. This fee is divided by 12 and billed to each Department monthly, regardless of how much work is actually done. Work orders prepared by Fleet Maintenance, and provided to the Departments, show the labor cost as well as the cost for parts and lubricants. The labor costs are listed for accounting purposes by Fleet Maintenance, but are not charged to the customer because these charges have already been paid through the monthly assessment. The labor costs are used to calculate the next fiscal year's assessment, and to evaluate the performance of Fleet Maintenance.

The assessment for labor and overhead is based on a three-year average of the direct labor hours. This three-year average is used to avoid spikes in departmental charges caused by "one off" repair events, especially for a smaller Department. The monthly assessments vary by Department depending on the size and operation of each

Department. Each month, Departments are charged their monthly assessment plus the actual costs for repair parts, oil and lubricants, tires and tubes, outside labor charges, and fuels.

The Departmental shares for the 2014 budget are:

Police (Patrol, Detectives, Animal Control)	13.2%
Fire	13.2%
Airport	9.4%
Codes and Engineering	2.1%
Public Works	62.1%
Streets and Parks	35.8%
Water Fund	15.8%
Wastewater Fund	8.5%
North Park	2.0%

It is essential to the concept of an internal service fund that people understand how the charges are determined and assessed. Regardless of the option chosen for providing fleet maintenance services, someone has to pay for it, and that will fall to each of the Departments and divisions that currently use this service.

In 2013, the cost of maintaining and operating the fleet was:

Personnel	\$215,726
Fleet maintenance operations	\$30,283
Tires and tubes	\$30,335
Repair parts	\$92,172
Outside labor	\$18,772
Oil, lubricants	\$7,608
<b>Subtotal</b>	<b>\$394,896</b>
Fuel	\$238,435
<b>Total</b>	<b>\$633,331</b>

In 2013, Fleet Maintenance reported 2,095 hours of direct billed labor. Actual overhead and personnel costs were \$30,283 and \$215,726, respectively. This resulted in a direct labor cost of \$117.43 per hour. If all possible labor hours for mechanics were billed, (2 mechanics at 1,912 hours per year each) the cost would have been \$64.33 per hour.

In 2013, Fleet Maintenance had a vehicle availability rate of 98%. This figure is derived from all available hours of operation of the fleet as compared to the downtime of the fleet. Downtime is considered as out-of-service for a vehicle for any reason from the small mundane issues such as flat tires, oil changes, dead batteries, etc, up to major

issues such as engine replacement, transmission rebuild, major body work, etc. A vehicle availability rate of more than 85% is generally considered good, more than 90% is generally considered excellent and anything higher is something to strive for. This availability rate is indicative of an aggressive preventive maintenance program to locate and repair items before they 'go bad,' causing major repairs. This also indicates Fleet Maintenance staff's desire to perform their duties to a high degree of professionalism in serving the citizens to the best of their abilities.

There are three main advantages to maintaining the current staffing and operations of Fleet Maintenance. First is the obvious cost difference between the current operation and a possible contract or local shop option. Second is the obvious time and availability difference between the current operation and the local shop option. Third is the loss of peripheral functions being performed by current Fleet Maintenance staff in support of several other Departments and divisions within the City, and the loss of 'ownership' for the fleet. Currently, the Fleet Maintenance staff takes great pride in performing timely and quality work with great attention to detail and costs. There have been numerous instances in past years where City staff has saved unknown dollars by performing repair work at the shop using "out-of-the-box" thinking. This entails making repairs using unconventional parts on non-critical items that save the City money (i.e. making a fitting in the shop for \$300 in pieces/parts/labor when to order a part would cost \$3,200; manufacturing a custom bed for a 1-ton dump truck at a savings of about \$2,900). Suffice it to say that the best option is to maintain the current operation because it is the most economical and the most efficient in terms of immediate availability to perform repairs and service work.

## **CONTRACT FLEET MAINTENANCE OPERATIONS –**

In 1995, the City requested proposals to contract Fleet Maintenance operations. The previous Fleet Maintenance review and evaluation performed in 2005 used the 1995 proposal, adjusted for inflation. Since the City has not requested proposals for this review and evaluation, staff is using the 1995 proposal, again, adjusted for inflation. After review of the 1995 proposal, it has been determined that the service outline and organizational approach presented in 1995 are still valid today. At that time the fleet consisted of 115 items with a budget of \$93,700 for personnel, \$33,800 for operating expenses, \$55,950 for repair parts, \$34,000 for outside services, and a total budget figure of \$249,700, plus fuel.

In 1995 the low bid received was \$253,309 per year. For this price, the City had to provide all tools, equipment, shop space, utilities and telephones for the contract service provider; in addition, the City was responsible to pay up to 5% for cost over-runs. With

these costs and the costs for building maintenance and utilities, the total cost for contract Fleet Maintenance services in 1995 was determined to be \$278,683; and the City chose not to award the contract as this total cost was more than the option to maintain the current Fleet Maintenance operation. If this total cost is adjusted using the Consumer Price Index (CPI) which shows an average of 2.4% over the past 20 years, the 1995 cost of \$278,683 would be \$437,300 in 2014. This is a conservative estimate because the two main costs of Fleet Maintenance operations, personnel and repair parts, have increased faster than the CPI. Also, this cost does not take into account the operating and overhead costs that would be borne by the City with this option.

Contract Fleet Maintenance operations does bring advantages:

- A focus on maintenance activity without organizational distractions
- Up to date fleet management software
- Large corporate back-up for management personnel
- Performance based contracting
- Personnel issues become the contractor's responsibility
- Economy of scale as part of a larger corporation

Contract Fleet Maintenance operations also brings disadvantages:

- Lack of a sense of ownership
- City provided facilities and tools for non-City personnel
- Loss of current repair parts inventory and fleet management software
- Non-shop activities would not be provided (i.e. welding and fueling support)
- Loss of personal experience with the fleet
- Loss of staff availability to perform other functions during an emergency

With this option comes the added cost of existing City personnel that would still be required to operate the Fleet Maintenance Division. There would still need to be one full-time position to oversee the contract operations, handle the decisions regarding cost overruns, authorize or approve special repair operations, settle contract dispute questions, authorize or approve monthly payments, oversee the City's Household Hazardous Waste Program, etc. There would need to be one full-time position to perform the necessary administrative assistant functions for filing, correspondence, purchasing, etc. as currently being performed for the Fleet Maintenance Division; and the remainder of this personnel time would be needed to assist with the multitude of telephone calls from citizens and radio traffic from Public Works field crews currently being handled by this position. These two personnel positions would still be City employees with all benefits currently in place and would be added to the contract price if this option is selected.

If we use the 2014 cost, adjusted for inflation, of \$437,300, and add the cost of current Fleet Maintenance staff necessary to run the Contract operations option and add the overhead cost, the total cost to the City for Contract operations would be \$597,018. This option would require two full-time positions remain, or about 60% of the \$215,726 cost for personnel, being \$129,435.

With the cost difference being one disadvantage for this option, add the last three items in the 'disadvantages' paragraph discussed above. These four disadvantages are the critical factors to consider when weighing this option.

## ***LOCAL SHOP* FLEET MAINTENANCE OPERATIONS –**

This option is to contract Fleet Maintenance operations with local repair shops. Currently, the City uses local repair shops to perform approximately 5% of the repair work. Generally, the repair work sent to local repair shops is warranty work, some body and paint work, specialty repairs for which the City facilities are not adequate, and specialty repairs for which personnel are not trained to perform. This option has obvious advantages of no overhead, tools, equipment, parts, and other operational costs to contend with. However, the disadvantages far outweigh the advantages.

An average labor cost for local shops is \$93 per hour. This is compared to the City's average labor cost of \$23.10 per hour. The City purchases repair parts from many different parts stores, most of which are local businesses within the City. Over time, it has been determined that the cost of repair parts from dealerships and repair shops is approximately 220% higher than from parts stores.

If all repair and service (preventive maintenance) functions were sent to local shops, this option would require three, possibly four, full time positions. The City would still need personnel to manage this option. One full-time position would be needed to oversee the local shop operations, schedule vehicles to and from all shops (local or otherwise), handle the decisions regarding cost overruns, authorize or approve repair and service operations, settle dispute questions, authorize or approve payments, oversee the City's Household Hazardous Waste Program, etc. One full-time position would be needed to perform the necessary administrative assistant functions for filing, correspondence, purchasing, etc. as currently being performed for the Fleet Maintenance Division; and the remainder of this personnel time would be needed to assist with the multitude of telephone calls from citizens and radio traffic from Public Works field crews currently being handled by this position. One full-time position, probably more, would be needed to shuffle vehicles to the local shops and wait for the work to be completed before taking the next vehicle, unless two positions are needed

for this function, plus a vehicle to commute between local shops and the City garage area. These personnel positions would still be City employees with all benefits currently in place if this option was selected.

If this option is considered, there are two possible approaches to performing the necessary duties. First would be to have repair and service work performed at these local shops. No work would be performed at the City garage. All work would be taken to local shops and City vehicles would be queued with other customers. To be placed ahead of the queue would cost an additional charge per visit. All routine service work (i.e. tires, LOF, etc.) would take hours of waiting vice almost immediate attention. Currently, these take a few hours at most while staff is performing their duties on other vehicles. This option would require the City to deliver the vehicle, wait for it and then return; or have additional personnel perform continuous delivery and drop-off functions. Second would be to have repair work performed at the local shop and service work performed at the City garage. Repair work would face the same issues as the aforementioned example, and service work at the garage would still require City personnel to perform. The repair and service of all large trucks and equipment would face the same issues, with one major difference. There are no local repair shops for large trucks and construction equipment; therefore all these items would need to be transported to facilities in other locations each time repair or service work is needed.

If all repair work were performed by local shops other than servicing, the City could possibly reduce staffing levels by one employee. One Fleet Maintenance Supervisor, one Administrative Assistant and one Mechanic, possibly two, would still be needed to schedule, contract, deliver, coordinate, and oversee repair activities, perform service work, and maintain the necessary paperwork trail for Departments and divisions. If the service work is performed by local shops, there would be no reduction in City personnel unless the local shops provided the pick-up and delivery functions, for which the City would have an added cost for services performed.

The actual cost of this option is hard to determine due to the multitude of variables; however, an estimate of the annual cost would be:

\$93/hour x 1,050 hours x 2 *	\$195,300
\$92,172 repair parts x 220%	\$202,779
\$30,335 tires (as budgeted)	\$30,335
\$215,726 personnel cost x .8	\$172,581
<b>Estimated Total</b>	<b>\$600,995</b>

*\* The 1,050 hour quantity shown above is based upon the 'direct billable' time for a Fleet Maintenance operation mechanic in 2013. If these hours increase during any fiscal*

*year, the overall cost for this option will correspondingly increase. Note that there are approximately 1,992 work hours per year after holidays are deducted.*

Advantages of this option are:

- Technical experience of dealership mechanics and diagnostic equipment
- No repair parts inventory
- Possibly no service parts inventory

Disadvantages of this option are:

- Higher cost
- Lack of responsiveness
- Lack of service (preventive maintenance) capability
- Reduced fleet availability
- No sense of ownership
- Possibly limited emergency response capabilities

This option would see an increased time to perform repairs and servicing of vehicles, which directly relates to the availability of the vehicles for use to perform tasks for the citizens. It would also see an increased time to perform any work on construction or emergency vehicles, especially fire apparatus, with most of these vehicles needing specialized attention at repair facilities far from Kirksville. Even if the repair facility could travel to Kirksville to perform the work, the City would pay at least the current \$300 per trip fee for this service. With the Current operations, this is kept to a minimum by diagnosing the problems in-house before calling an outside specialty shop to perform the work.

## ***RECOMMENDATION*** for FLEET MAINTENANCE OPERATIONS –

The advantages for the current operations include:

- The lowest cost to the City
- High degree of responsiveness due to the vehicle availability rate
- Ownership of the work and loyalty to the citizens
- Flexibility (performing other work as necessary)
- Personnel can be reassigned as necessary (emergency situations)

The disadvantages for the current operations include:

- Special equipment must be sent to contract repair shops
- Personnel and overhead costs remain constant or at most a 20% reduction
- Parts and tools investment and inventory is lost

Option	2014 Cost (est.)	Routine Response	Emergency Response	Fleet Availability	Personnel Flexibility	Total
Current Operations	404,374	1	1	1	1	4
Contract Operations	597,018	1	2	1	3	7
Local Shop Operations	600,995	3	3	3	3	12

The table shown above rates the five main areas for consideration. The rating system is quite simple with 1 – Good, 2 – Average, and 3 – Poor. While cost is an important factor, the other four areas are even more important when performance and availability for the citizens is concerned. Routine Response rates the time between the problem being noticed and the work being completed. Emergency Response rates the availability of Fleet Maintenance staff when an emergency or after hours situation arises. Fleet Availability rates how much of the fleet is available for use annually. Personnel Flexibility rates how much of the Fleet Maintenance staff can be used for other items of work, either within the central garage or in other areas of work as needed.

If retention of the current Fleet Maintenance operation is to be considered, then it is necessary to review this organization. The current Fleet Maintenance operation has a Fleet Maintenance Supervisor, an Administrative Assistant and two Mechanics. So, “how big should the Fleet Maintenance operation be?” The key activity of this division is fleet maintenance, and maintenance has three components. One is repair – of broken or damaged parts whether mechanical, hydraulic, or auto body. Another is service – greasing fittings, oil changes, tire work, replace worn hoses and belts, brake repairs, etc. The last is preventive maintenance – changing items at scheduled intervals to maintain a warranty, or replacement of parts that show wear but are not yet broken.

The ‘equipment to mechanic ratio’ is a good way to size maintenance staff; however, two mechanics is the acceptable minimum for a Fleet Maintenance operation based on safety considerations for a mechanic. The ratio for the City is 61:1 for rolling stock, and 115:1 for all equipment. A supervisor is required to schedule work, set priorities, oversee the mechanics, evaluate performance of the shop, fleet and staff, and manage the household Hazardous Waste program. An administrative assistant is required to track data needed to manage the fleet and the shop. This current structure is the same as in 1995 when it was first validated by Ryder/MLS using the same structure in their bid.

The job descriptions for the Fleet Maintenance Division positions are attached. The Administrative Assistant position is billed to the Fleet Maintenance operation, but between one-quarter and one-third of the time is spent in support of other Departments

and divisions. The Fleet Maintenance Supervisor position allows for efficient operation of the division and the shop. The City has used the lead mechanic / mechanic arrangement for several years now and it is operating efficiently; however, the supervisor is needed to free the mechanics to turn wrenches. A foreman could serve the function of supervisor, but might not be qualified to perform the functions necessary for fleet management.

The job descriptions for each of the positions within Fleet Maintenance Division have been reviewed, edited and amendments were submitted to the Human Resources Director for evaluation and comment before implementation. One major change is that the Fleet Maintenance Supervisor is now required to have mechanic experience. This will allow the supervisor to assist, mentor and train mechanics as necessary. The supervisor must be willing to determine what items can be repaired in-house and what must be sent to an outside repair shop.

The current performance measures for the Fleet Maintenance operation is:

Average cost per breakdown repair	\$57.34
Average downtime hours per vehicle	14.3
Cost per preventive maintenance work order	\$27.59
Average maintenance cost per mile	\$1.19
Percent of outside labor vice total expense	8.3%

## **SUMMARY**

The current Fleet Maintenance operation is properly organized to provide effective maintenance for the amount of vehicle and equipment items contained in the City's fleet. It appears to be the most cost effective alternative at this time. With the selection of a qualified individual to fill the vacant Fleet Maintenance Supervisor position, the garage should increase production, maintain availability and maintenance costs, and more effectively use outside resources when necessary to maintain the fleet at the lowest possible cost.

**SUBJECT:** Downtown Traffic Signals

**PREPARED BY:** Alan Griffiths

The Council, at their August 4<sup>th</sup> Study Session, directed staff to extend the “flash red” mode period for the six traffic signals within the Downtown Business District. The Council’s intent is to monitor the traffic patterns along Jefferson and Marion streets in the District after the universities are back in session. Staff continues to monitor traffic patterns and periodically drives the route in both directions during morning, noon and evening rush hour periods to evaluate delays and effects on traffic. With the universities back in session, there has been no adverse effect on traffic or delay times while traversing the District; and no adverse effect on pedestrian traffic has been reported. As of this time, it remains easier and faster to traverse the District during peak rush hour periods with the flashing lights rather than the fully operational traffic signals. The Police Department has had no reports of traffic accidents and the Fire Department has had no issues maneuvering through the area during emergency responses.

Several comments have been brought forth by Airport and Transportation Commission members. The following responses are included for the Council’s consideration during evaluation of the proposal:

- Regarding the issue of traffic signals and stop lights being more visible than stop signs, this is not the case for the streets in question with 20 mph speed limits. Too many traffic signals and stop lights within short distances and too many other lights make it more confusing to drivers, especially those from out-of-town; and, with the short blocks, drivers can often confuse a stop light at the next block with a traffic signal at their present location. This can result in accidentally running a red traffic signal after making a complete stop, and being involved in a traffic collision.
- Regarding the issue of visibility of stop signs, there is no problem at the current time with all the other stop sign locations around the Downtown Business District, and the additional signs would follow the current layout scheme.
- Regarding the visibility of stop signs at night instead of traffic signals or stop lights, stop signs have a better retroreflectivity rating than lights and in many instances can be seen from farther distances than lights. Stop signs also have one major advantage that traffic signals and stop lights cannot compete with ... power outages. Stop signs require no power to be seen at any time.

The proposed plan would make traveling through the Downtown Business District on Jefferson and Marion streets easier than is currently being experienced with all the traffic signals in “flash red” mode. Currently there are six intersections where traffic must stop along these two streets, and the proposal would reduce the number of stops to three. This proposed plan would:

- Remove all of the mast arms and most of the traffic signal or stop light poles.
- Specific poles would remain for safety lighting at certain intersections, would

remain in place or be relocated to be used for hanging banners across the roadways.

- All poles and mast arms removed would be stored at the Public Works yard.
- Jefferson Street would be restriped to eliminate the left turn lanes. This would allow for wider driving lanes to accommodate bicyclists and stop bars could be relocated closer to the crosswalks for better visibility by opposing traffic.
- Striping on Marion Street and around the Square would remain as it currently exists.

The Council can select other options in lieu of the proposed plan. Other options could include:

- Removal of the stop light at the intersection of Franklin and McPherson streets, with the installation of stop signs at this intersection. The mast arm pole could be relocated Franklin and Washington streets for use as a banner pole.
- Leave the stop lights in their current configuration at the four intersections surrounding the Courthouse Square.
- Remove the traffic signals at intersections along Marion Street with the installation of stop signs in the following configuration:
  - Washington Street – all way stop.
  - McPherson Street – stop for eastbound and westbound traffic only.
  - Jefferson Street – stop for southbound traffic only.
- Remove the traffic signals at intersections along Jefferson Street with the installation of stop signs in the following configuration:
  - Marion Street – thru movement for eastbound and westbound traffic.
  - Franklin Street – traffic signal poles to remain and replace traffic signal heads with stop light heads (flashing beacons).
  - Elson Street – thru movement for eastbound and westbound traffic; and stop for northbound and southbound traffic.
  - Main Street – all way stop.
- Traffic signal at Jefferson and Franklin streets could remain but be reconfigured as a stop light. This could then become an all way stop with the flashing beacons.

These options could save the City an estimated \$9,000 in electricity costs annually instead of the originally estimated \$20,000. These options also eliminate the question concerning stop sign visibility at the existing stop light intersections around the Square caused by angled parking stalls.

Staff has received several comments from citizens. These comments are:

- Complete removal as originally proposed.
- Leave traffic signals and stop lights in place with traffic signals in “flash.”
- Return traffic signals to normal operation and leave stop lights in place.

**SUBJECT:** Bank of Kirksville, Loan # 79293 Second Supplement Lease Purchase Agreement and KREDI Hanger Purchase.

**PREPARED BY:** Glenn Balliew

Loan #79239 is the second supplemental agreement from original loans from 1993 and 1999. The date of the current loan is November 15, 2004 and payments run through 2024. The airport pays annual payments totaling \$35,638 from budget line 87-8750-4670. Payment totals through 2024 will total \$320,742 Current loan payoff, as of 8 Sep 2014, is 288,332, a difference of \$32,410. The T hangers earn an average of \$26,520 annually for rent.

The City Manager and Finance Director have determined that this loan can be absorbed by the city. The annual interest would need to be determined. The airport payment would still be paid except now the funds would be used to pay the city back instead of the bank at a 5% annual interest rate. This could save the city over \$32,000 depending on the payback APR.

The airport and KREDI have discussed a price for the KREDI hanger located at the airport. The price is \$40,000 for the 80 ft X 80 ft hanger located at the north end of the parking apron. No purchase agreement has been made. The hanger is currently managed by the airport director and has generated approximately \$600 dollars monthly in rent from local and transient aircraft. Calculations show that using radiant barrier insulation and 70 ft long tube heaters it will cost an estimated \$20,000-25,000 to insulate and heat the hanger. Annual gas cost is difficult to calculate but based other hangers at the airport the average is around \$200 monthly. Heating the hanger will increase the value of the hanger and should increase the amount of tenants wanting to use the hanger, especially during winter months. The two heated hangers at the airport now demand between \$600 and \$700 for monthly rent per plane. The airport receives numerous requests for a heated hanger during the winter. There is also drainage and minor maintenance issues that need to be addressed. The airport would like to request \$65,000 to purchase and update the hanger. If \$65,000 is not able to be approved, it is still in the City's best interest to purchase the hanger at \$40,000.

The second and third orders of effect from the hanger purchase are that aircraft will come to Kirksville because we have the hanger, again, especially during freezing temperatures. These aircraft buy fuel, personnel use local restaurants and motels, and the airport GPU. All funds generated by the hanger in the airport revenue line 87-8750-3540 will be used to pay the dept until it is paid off. The airport would also use portions of the hanger to store their rolling stock in during winter months.

**SUBJECT:** Key Boxes for City Businesses

**PREPARED BY:** Kirksville Fire Personnel

**KEY BOXES (KNOX BOX):**

**When required.** Where access to or within a structure or an area is restricted because of secured openings or where immediate access is necessary for life-saving or fire-fighting purposes, the *fire code official* is authorized to require a key box to be installed in an *approved* location. The key box shall be of an *approved* type and shall contain keys to gain access as required by the *fire code official*.

**Locks.** An approved lock shall be installed on gates or similar barriers when required by the *fire code official*.

**Key box maintenance.** The operator of the building shall immediately notify the *fire code official* and provide the new key when a lock is changed or rekeyed. The key to such lock shall be secured in the key box.

**Approved key box shall mean;** The City of Kirksville/ Kirksville Fire Department has recognized the Knox Box Company as an approved key box to utilize on buildings for means of entry.

- Surface mounted key boxes will be a minimum size of 5" wide by 4" tall.
- Recessed mounted key boxes shall be at a minimum of 7" wide by 7" tall by 3" deep.
- Color is at the discretion of the property owner, but it should contrast with the building.

**Mounting location of approved key box;** The location requirements for an approved key box must be mounted no less than 55" and no more than 65" from the ground or entry way top step. The approved key box shall also be mounted within 3 ft. of either side of the main doorway to the business. The exact location shall be approved by the Kirksville Fire Department prior to permanent installation. If a business utilizes additional approved key boxes on the same building at entrances other than the main entrance, they shall be approved key boxes and have the same keys, key fobs, and/or access codes in them, and follow the same approved mounting location requirements as the approved key box at the main entrance. All businesses that currently utilize approved key boxes will be required to conform to the mounting location requirements within six (6) months of the implementation date.

**Exemptions;** Any business that is open or has an employee on duty 24 hours a day, 7 days a week, is not required to install approved key boxes, if the employee has access to every room within the building.

**Cost Benefit Analysis;** I am proposing that we give all businesses three (3) years from the implementation date to have the approved key boxes purchased, mounted, and operational. There will be someone out there that won't be happy about this change; however, if the business would set aside \$95.00 a year, by the third year they would have the money to install the 5" X 4" knox box. If we explain to the owner/occupant that the key box is a **onetime purchase** of roughly \$300.00 versus \$1,000-3,000.00 for the cost of a new commercial doorway.

References: International Fire Code 2009 Edition; Page 51; Section 506, 506.1, 506.1.1, 506.2

## **MISCELLANEOUS TOPICS**

- Economic Development Partnerships
- Roadway Design – narrowing, removing parking
- Entryways into the City
- Future Retreat
- Community Betterment
- Council Activities

### Community Betterment

How would the Council like for the City to participate? How far or how much support should we provide?

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## **COUNCIL ACTIVITIES**

### Study Session

We continue to work on how we present topics to the Council.

What was discussed in the past was that an issue would be brought forward to the Council to determine if there was interest. The City Council further clarified that a consensus of the Council had to exist before an issue was brought forth. A consensus is at least 3 members.

Is this approach working?

The City Council also directed that new matters be brought before the City Council allows one meeting for information and then a follow up meeting for the City Council to discuss.

Is this approach working?

Orientation for New Council Members – City Manager provides an overview and staff provides tours of facilities and overview of departments. There is little time spent on the actual meetings and process. Should this be added? Also, should the Mayor help to orientate new City Council members?

### Citizen Requests

Would/Should the City Council consider the following when asked to do something new: Does it improve the safety of our citizens, does it enhance the quality of life, is there a problem that it is addressing, will the benefit to cost be worth it?

### City Council Meetings

Space in the Council Chambers – at times the space is too small?

Sound System – the Microphone was not set up for amplification – should we add a sound system?

### Actual Costs

One very important piece that should be considered is the cost to the City. As it stands today, we do not have resources allowing us to expand services. We have funds to cover costs but balance that with delaying purchases and creativity.

There should be a financial analysis completed on things before the Council spends too much time discussing it. Would the City Council like to have this done or are there some things that may come before the City Council that you do not believe should be based upon cost.

At a minimum the Fiscal Impact of the City Council Reports will be beefed up.

#### Newsletter

Over the course of this year, there have been 15 Newsletters prepared – one for each Council meeting. In addition, there have been numerous stand alone emails sharing information with the City Council.

Is this working for the City Council?

All Council Communications – any changes?

- Newsletter
- Confidential Newsletter
- Study Session Packets
- City Council Reports
- Financial Reports
- Status Goal Reports
- Quarterly Status Reports
- Email Correspondence
- One-on-One meetings and telephone calls
- Special information as requested disseminated in packets and through email

#### Citizen Correspondence

Last year the City Council discussed sending emails and citizen requests to me for response. This has worked for the most part, but there have been a few hiccups. Would the City Council rather I prepare a response for the Council member to send or is it agreeable that I prepare a response and include the City Council member.

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## **Summary of Accomplishments**

### **Council Policies Changed in 2014**

Aquatic Center Fees - All fees for Parks and Recreation Division admission and programs will be set and subsequently reviewed and amended by the Assistant City Manager based on operational cost, market demands, patron volume, program participation and special event requests. Fees will be determined for reservations, daily admissions, multiple day admissions, special events, and specific requests for service from local organizations.

Debt Management – Should better rates become available on an existing conventional loan/lease, the City shall have flexibility to refinance if analysis proves a cost savings without extending the length of the arrangement.

Drainage Maintenance - This policy is intended to provide guidelines to insure the movement of surface water and to preserve the structure and safety of streets, roads and public or private property.

Purchasing - The City maintains various open accounts or purchase cards with local vendors that allow for City purchases to be made exempt from sales tax. These vendors are to be utilized for purchases unless approval is given by the City Manager to purchase from a non-local source.

Vehicle Replacement - The major change contained within this update is that staff will no longer be required to bring forth a replacement to Council of a vehicle just because it meets certain requirements. Rather, staff can make recommendations regarding the vehicle in the best interest of the City that may include keeping a vehicle for a longer period of time when financially beneficial to the City.

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### **Ordinance Changes in 2014**

Airport - City Code of Chapter 3, Section 3-44 Kirksville Regional Airport Billing and Collections is also captured in City Council Policy Number 15 that was updated in December 2013. Request that Section 3-44 be eliminated, and refer to City Policy Number 15 for this information.

Contractor Testing - The proposed ordinance is intended to clarify the intent of the ordinance that the testing requirements were for both new applicants and those who failed to renew their contractor licenses by the deadline.

Dog Park Rules - This is Kirksville's first dog park, therefore rules governing dog parks were necessary. The Dog Park Committee drafted a set of rules, and these rules were approved by the Committee and sent to the Council for review. These draft rules were discussed and modified by the Council at the July 21 Council Study Session. The amendment to Chapter 19 – Parks and Recreation – of the City Code creating a new Article known as Dog Park is the culmination of the work that began with the Dog Park Committee and was discussed and modified by the Council.

Pseudoephedrine - Based on the lack of success of more traditional efforts/laws, the need to continuously modify/develop a more comprehensive approach has resulted in the reluctant support of this measure by local law enforcement (and others); to lessen the epidemic use/abuse of locally manufactured methamphetamine and the large scale destructive impacts it has on Kirksville and surrounding communities.

Utility Rates – rate increase and Ordinance requiring all obligations due the City be paid prior to establishing water service, and that any existing customer's unpaid obligations may be added to their water account.

Vendor Carts - The ordinance as it exists today requires the approval for the food cart operations by the City Council. To expedite the process it is recommended that the language requiring approval by the City Council be deleted.

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### **Community Partnerships/Support**

Blue Star Memorial Garden – support and allowance for area military groups to pursue

Farmers Market – Use of City Street every Saturday morning from May - October

Glass Recycling – grant application & negotiations with Advanced Disposal to meet citizen needs

Habitat for Humanity – permit fee waiver

Kirk Tran – Renewed agreement providing local funding for Kirk Tran operations

McKinney Bark Park – partnered with community raise over \$20,000 for new park

Parades – Supported 6

Rotary Park Sign – partnered with Rotary Club

Special Events – numerous events

West Michigan Waterline – took over private waterline in support of the existing 19 customers connected to the West Michigan line.

Friends of Forest Llewellyn Cemetery - This new committee was established and is working toward making improvements at the cemetery and bringing about awareness of the historic value of the cemetery. There have already been a few events: Tree Planting and Civil War Marker dedication ceremony, Jesse Kirk Stone setting and dedication, and Red, White and Blue Festival event. New adopt a plot policy was developed.

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# 2014 GOALS

## Economic Development

### **Insure that the community's comprehensive economic development programs are retained**

- Coordinate/encourage quarterly meetings with all economic development operations
- Understand the budgets of each economic development organization within the community
- Facilitate partnerships whenever possible between the economic development organizations
- Work to maintain the Economic Development Alliance, one-stop economic development shop

### **Expand economic development efforts to include other areas of focus specific to the City's efforts, excluding industrial recruitment and tourism**

- Meet with Major Employers annually
- Work with local realtors, building owners to market available commercial buildings
- Inventory existing businesses to determine gaps in services and work to attract franchising businesses to the community
- Attend the monthly Chamber of Commerce Economic Development Committee meeting
- Market the low interest loan program available to downtown building owners to improve store fronts/facades
- Market City's airport property identifying businesses ideal for this location
- Develop incubator program with KREDI and MREIC at the EDA building
- Work with educational institutions to find out how to retain workforce to adapt to new work environment

### **Continue to work with the Kirksville Regional Economic Development Incorporated (K-REDI), Kirksville Area Chamber of Commerce, and the Missouri Rural Enterprise and Innovation Center to attract and expand business in Kirksville**

- Support day-to-day operations through use of city facilities, access to staff expertise, etc.
- Maintain Community Profile, keep website up to date including property listings, develop flyers, brochures when needed,
- Provide up-to-date information on airport services and improvements
- Identify incentives based upon criteria established in City Council Policy #9 Economic Development
- Assist with the preparation of individualized presentations under direction of Director of Job Creation
- Pursue state and federal incentives available for projects as recommended by KREDI and staff

### **Continue to work with the Tourism Office to develop a tourism program expanding the number of visitors to Kirksville**

- City Manager and a Council appointee will serve on Tourism Board
- Assist in identifying target organizations, events and activities
- Provide City support in planning, organizing and hosting events
- Encourage a comprehensive marketing plan that includes benchmarks for success

- Support efforts to promote Kirksville along new Highway 63.

**Work with the State of Missouri, TIF Commission, downtown partners, KDIC, downtown businesses, property owners, residents and the community on DREAM**

- Continue to work with the State of Missouri on DREAM process
- Identify projects key for collaboration
- Meet with the KDIC to discuss DREAM and Downtown Progress including membership/fundraising status

**City should focus on retail and service sector attraction and retention**

- Identify potential retail companies that are needed to meet community needs soliciting interest through mail, email and telephone contacts
- Identify potential service providers that are needed to meet community needs soliciting interest through mail, email and telephone contacts
- Assemble list of available properties through local real estate offices that would be placed on City website and marketed to targeted retail and service companies
- Develop low interest loan program including application requirements to include financial information, focus of the loans, and process for review and approval
- Help businesses develop a web presence
- Develop a shop local campaign – include success stories
- Conduct surveys to find out why people shop in Kirksville, why businesses chose to locate to Kirksville

**Quality of Life**

**Develop Survey instruments throughout the year that focus on timely community issues.**

- Use Kirksville Connection to ask questions of citizens seeking input on a variety of topics. Questions in the Connection should be limited to no more than 3
- Work with other organizations and community groups to determine interest of citizens on topics of mutual interest (similar to Day Care and Community Needs Assessment)

**Continue to identify infrastructure needs within existing areas of the City of Kirksville**

- Annually evaluate the quality of existing streets using paver system, water working with Missouri DNR on owner supervised program, sewer, storm drainage, and lighting
- Identify future needs for each community park through the creation of park plans
- Work to eliminate sub-standard housing conditions as identified using low interest loan funds
- Explore the possibility of implementing a wireless network for the community
- **Continue to provide support to the Adair County Humane Society to guarantee the sustainability of these animal care services**
- Evaluate the existing hike/bike trail plans and develop a complete streets plan to implement

**Continue to implement and enforce beautification efforts to promote community pride**

- Work with Community Groups to encourage a focus on “Community Pride”
- Implement a plan to maintain the downtown public spaces identifying those areas that are the responsibility of the City’s Public Works Department
- Enforce City property maintenance codes

- Expand the City's Adopt-a-Street Program, evaluate an Adopt-a-Spot Program
- Use loan repayment funds to provide low interest loans to qualifying home owners for housing renovations including roofs, windows, siding, etc.
- Create a Community Day to reinvest back into the community

**Sponsor community-wide events – include all events whether cash or in-kind support given**

- Red, White and Blue Festival
- Friday Nights on the Square
- Art in the Park program
- Cape Air Airfest
- NEMO Triathlon
- TSU Parade
- KHS Parade
- St. Patricks Day Parade
- Provide staff and equipment support to Truman, ATSU and public school for special events

**Establish Open Communications**

- Promote events
- Create a robust online presence through website
- Respond to citizen comments through use of electronic medium
- Develop surveys that provide feedback to the City

**Work with Community and Community Organizations on Items of Mutual Interest**

**Fiscal Responsibility and Efficiency in Government**

**Cost Saving Ideas**

- Produce cost savings ideas on how to reduce the budget – focusing on increments of \$5,000 or more
- Track cost savings measures and carry implemented ideas over year after year including the evaluation of savings using OPIS (oil price information service)
- Encourage employees to come up with cost savings measures

**Long Range Planning**

- Analyze costs compared to benefits for new projects or programs, as part of the research process
- Develop long range plans of 5 years and 10 years plus for all city owned buildings and facilities
- Develop a five-year rolling revenue projections for each of the following funds: General, Capital Improvements, Transportation Sales Tax, Airport, Aquatic Center
- Continue to develop an action plan to address upcoming state regulations for the wastewater treatment plant to insure compliance with new State and Federal regulations

**Staff Retention**

- Provide orientation to all new employees including review of personnel benefits and job responsibilities
- Complete performance assessments within 30 days of employee's anniversary date
- Explore incentives for those individuals who perform beyond expectations
- Continue recognition of work by City Manager providing small incentives

- Minimize recruitment and training costs and lost productivity by increasing retention levels of employees through improved wages
- Improve communications at all levels of the organization through newsletters, payroll stuffers, employee meetings, email correspondence, department meetings
- Provide necessary training needed to maintain required certifications
- Develop a plan to encourage employees interested in advancement

### **Build Partnerships**

- Continue the implementation of joint purchasing for office supplies and building maintenance supplies. Work to identify other possible internal purchases to include common items like safety equipment, herbicides, etc.
- Explore with other governmental groups – i.e. school district, county, etc. on potential joint purchasing projects
- Explore technology enhancements that would allow citizens more access to City services online such as bill payments, permit purchasing, license renewals
- Continue partnership meetings with Adair County Commission, Kirksville R-III, Truman State University and ATSU
- Develop partnerships with other organizations – Arts Association, KDIC, Chamber of Commerce, etc.
- Identify other partnerships, hosting meetings to identify shared goals and agendas
- Continue to foster strong relations with existing community partners – Chamber of Commerce, Kirksville Airport Association, Kirksville Arts Association, KDIC, KBSA, service clubs and other organizations
- Continue to work with State and Federal partners on shared goals and agendas – DNR, MDC, MoDOT, FAA, and state and local representatives
- Build partnerships with citizens on shared issues of concern
- Continue to work within Region B RHSOC of the state of Missouri

## **Protect City Owned Assets**

### **Asset Inventory**

- Insure that responsible city purchasing practices are in place and followed
- Determine what are the City's assets – people, property, equipment, services, etc.
- Analyze the overall value of experience and training that is currently in place for city positions
- Determine the effectiveness of establishing a city-wide Inventory system to track all city-owned property
- Secure an engineering firm to work with the City on future Airport projects

### **Asset Protection**

- Complete a survey of peer cities including list of services provided to determine how we compare
- Continue to implement and update long-range plans for capital assets – water, sewer, streets, buildings, parks and airport
- Prepare a comprehensive document that includes the five-year plans for water, sewer and streets, incorporate the long range plans of the City's Comprehensive Plan into this document
- Develop long-range plans for public buildings, parks and airports
- Determine costs of long-range plans, calculate costs and outline funding plans to support efforts

- ➡ Work with other partners of the E911 Joint Services Board to develop a long-term sustainability plan for the E911 Center

### **Community Pride**

- ➡ Communicate capital plans to the citizens through the Kirksville Connection, hosted public venues, website and cable channel 3
- ➡ Communicate this information to the general public through City Council meetings, Commission Meetings
- ➡ Work with citizen groups to establish ways to address issues that arise through collaborations identifying responsibilities of all concerned and determining appropriate course of action for each
- ➡ Support the efforts of organizations who are focusing on a community pride campaign

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**FUTURE STUDY SESSION TOPICS**

- Traffic and Parking Ticket Review
- Motor Scooter Regulations
- Parking Plan for Downtown
- Utility Rate Review
- Budget Review
- Brush Site Issues and Solutions
- Incubator Concept for EDA
- Wastewater Treatment Plant Update
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