JOINT WORK SESSION MEETING
AGENDA
CITY OF CREVE COEUR
CITY COUNCIL, FINANCE TASK FORCE AND FINANCE COMMITTEE
300 NORTH NEW BALLAS RD
MARCH 11, 2019
6:00 PM

CALL TO ORDER

ROLL CALL

DISCUSSION ITEMS

1. **Approval of February 25, 2019 City Council Work Session Meeting Minutes**

2. **Police Station Construction Update**
   Summary: The City's project manager, Collette Hermann Koscielski of Navigate Building Solutions, will provide an update on progress of the new Police Station.

3. **Finance Task Force Follow Up Spreadsheet**
   Summary: The Finance Task Force, consisting of four members of the City Council and three members of the Finance Committee, has met for the last several months. The Task Force has completed a review of operating department budgets for possible expenditure reductions, and has developed recommendations for discussion with the City Council.

Pursuant to Section 610.022 RSMo., the City Council could, at any time during the meeting, vote to close the public meeting and move to closed session to discuss matters relating to litigation, legal actions and/or communications from the City Attorney as provided under Section 610.021(1) RSMo. and/or personnel matters under Section 610.021(13) RSMo. And/or employee matters under Section 610.021(3) RSMo. and/or real estate matters under Section 610.021(2) or other matters as permitted by Chapter 610.

Posted: __________________________ posted 03/7/2019
Deborah Ryan, MPCC
City Clerk

WORK SESSION MEETING
MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
FEBRUARY 25, 2019
6:00 PM

CALL TO ORDER

A regular meeting of the City Council of the City of Creve Coeur was called to order by Mayor Glantz at the City Council Chamber, 300 North New Ballas Rd, City of Creve Coeur Government Center, Creve Coeur, MO 63141 on Monday, February 25, 2019 at 6:00 PM.

Council Member, Ward 2 AJ Wang
Council Member, Ward 2 Ellen Lawrence
Council Member, Ward 3 Robert Hoffman
Council Member, Ward 3 Charlotte D'Alfonso
Council Member, Ward 3 Scott Saunders
Council Member, Ward 1 Alexis Travers
Council Member, Ward 3 Susan Baseley
Council Member, Ward 1 Heather Silverman

ROLL CALL

DISCUSSION ITEMS

1. Approval of February 11, 2019 City Council Work Session Meeting Minutes

RESULT:	**ACCEPTED [UNANIMOUS]**
MOVER:	Robert Hoffman, Council Member, Ward 3
SECONDER:	Susan Baseley, Council Member, Ward 3
AYES:	Glantz, Wang, Lawrence, Hoffman, D'Alfonso, Saunders, Travers, Baseley, Silverman

2. Review of Proposed Capital Improvement Program for FY2020-FY2024

Mark Perkins reveiwed the Captial Improvement Plat (exhibit A)
Council Member Lawerence asked if the city portion of the trail cost would be $30,000 and that is a third of the share.
Jim Heines stated parks grants are available to assist in building trails.
Council Member Lawrence stated she is concerned that there will be a lot of unexpected costs with developing trails.
Council Member Baseley requested a presentation regarding the ongoing costs of preservation of the older buildings.
Council Member D'Alfonso stated past Council Members have voiced they did not want the city to continue to spend funding on the upkeep of the historic buildings. The previously established Historic Preservation committee indicated that they would be

MINUTES
CITY OF CREVE COEUR
CITY COUNCIL
300 NORTH NEW BALLAS RD
FEBRUARY 25, 2019
6:00 PM

seeking grants or sponsors for the repairs and to day the city has not seeing any outside funding for these buildings.

Council Member Lawrence stated she would like to hear from the PHP.

Council Member Silverman stated she would like to hear from the Finance Task Force.

Mark Perkins stated staff will have more information for future meetings on the historic building repairs.

Council Member Baseley requested that the trails study be brought forward to current projects instead of future projects so we know what we can accomplish sooner.

Council Member Hoffman stated another project or need will have to be moved further into the future to bring forward a project.

Council Member D'Alfonso stated decisions by Council will have to be made in regards to priorities.

Capital Equipment -

Jim Heines reviewed the Capital Equipment Inventory and estimated schedule (exhibit B).

Mark Perkins stated any questions or comment on the CIP from citizens are posted on the city's website for review.

Adjourned at 6:58 pm

RESULT:	**ITEM DISCUSSED**

City Council
300 North New Ballas Rd
Creve-Coeur, MO 63141

SCHEDULED

Meeting: 03/11/19 06:00 PM
Department: City Administrator
Category: Report
Prepared By: Mark Perkins
Department Head: Carl Lumley

STAFF REPORT

Police Station Construction Update

The City's project manager, Collette Hermann Koscielski of Navigate Building Solutions, will provide an update on progress of the new Police Station.

PARIC EXPERIENCE. EXCELLENCE. NAVIGATE BUILDING SOLUTIONS

3/6/2019
City of Creve Coeur
Creve Coeur Police Department

MONTHLY PROJECT DASHBOARD – March 2019

Project Schedule Update

- Exterior brick masonry continues. Brick on the East elevation is nearly complete.
- Permanent gas service and permanent water service are both operational.
- Roof equipment screens were installed in February.
- Drywall is hung throughout the upper level.
- Spray-on fireproofing is being applied on the lower level structural steel.

4 Week Look-Ahead

- Complete brick on the East elevation and move to the West side.
- Begin footings for parking canopy and generator/trash enclosure.
- Start construction of large retaining wall.
- Complete permanent electric service to the building.
- Hang drywall on the lower level.
- Start taping/finishing drywall on the upper level.

Total Project Financial Summary

Post Bid Budget:	$10,332,347
Changes to Budget:	None
Current Budget:	$10,332,347

United Construction Contract

Original Contract:	$7,351,000
Changes to Date:	$291,489
Current Contract:	$7,642,489

Cash Flow/Projections

Proposed Change Orders:

- Changes to keying, hardware and security; Proposal is in review
- Schedule extension
- Second parking gate

Anticipated Change Orders:

- Winter weather provisions
- Interior signage coordination
- Retaining wall modifications
- Extension of Builder's Risk Policy

Contingency / Allowances

Original Contingency: $942,620

Contingency Spent: $488,038

- CO 1 thru CO 20
- Lockers + Storage Systems
- Additional Design Services
- Extension of CM Services
- Increase Materials Testing Contract

Proposed Changes: $150,269

Projected Contingency Remaining: $304,313

Owner Hot List / Risks

- Schedule Risks
  -Weather: Precipitation, Temperatures
- Budget Risks
  - All budget risks are being tracked on the Contingency Log.
- Miscellaneous Items:
  -None at this time.

Outstanding Submittals & Requests for Information (RFI)

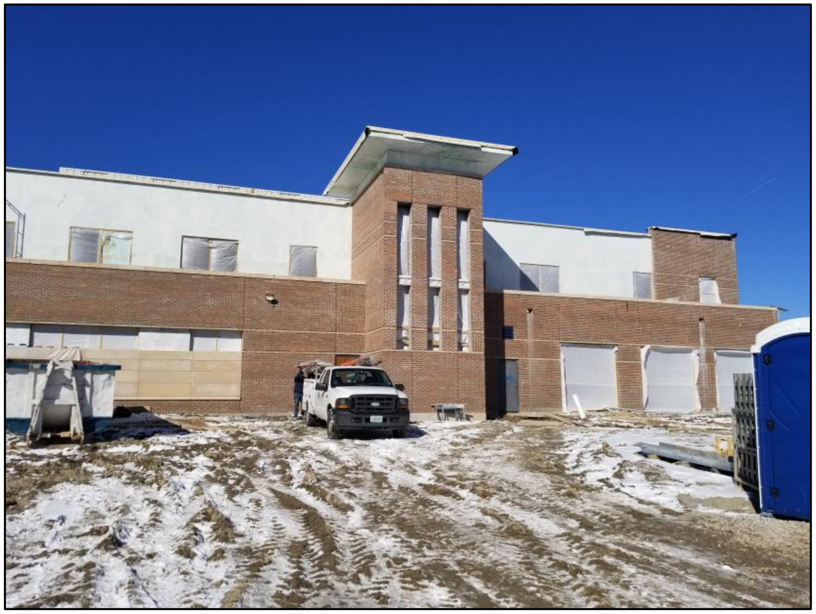
- 108 RFI's have been generated to date.
- Three RFI's are in review by the design team.
- No critical submittals in review at this time.

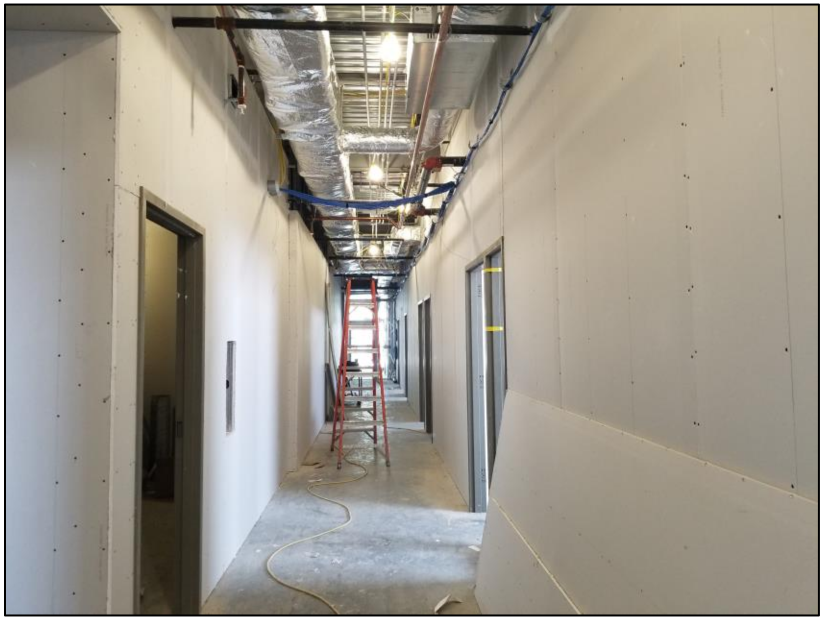
Schedule / Completion Date

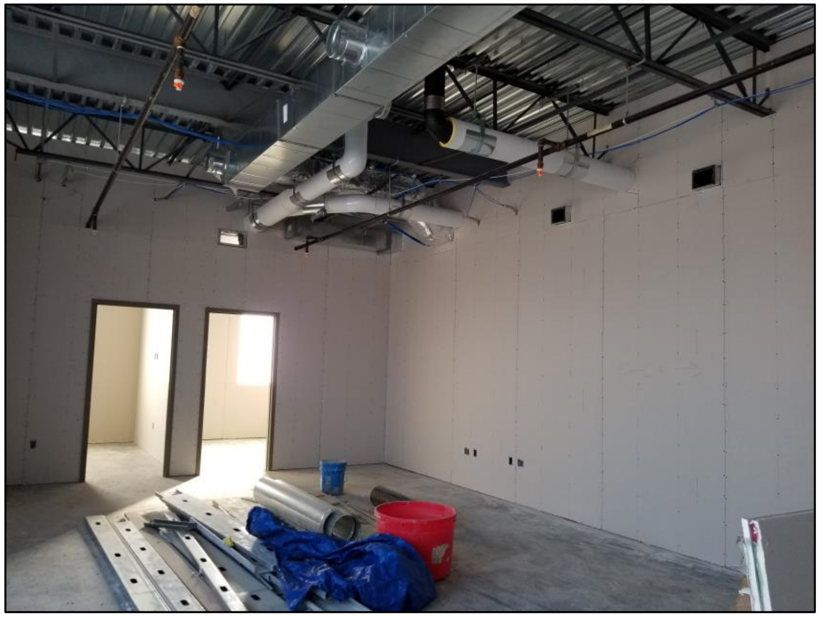
Contractual Substantial Completion Date: *March 2019**

**Contractual Substantial Completion Date will be revised per validated delay days. Contractor is claiming delays that could extend the completion into June. These delays will be further reviewed before a new Substantial Date is confirmed.*

Targeted Owner Move-In Date: *July 2019*







City Council
300 North New Ballas Rd
Creve-Coeur, MO 63141

Meeting: 03/11/19 06:00 PM
Department: City Council
Category: Report
Prepared By: Lori Obermoeller
Department Head: Lori Obermoeller

REVIEWED

STAFF REPORT

Finance Task Force Follow Up Spreadsheet

The Finance Task Force, consisting of four members of the City Council and three members of the Finance Committee, has met for the last several months. The Task Force has completed a review of operating department budgets for possible expenditure reductions, and has developed recommendations for discussion with the City Council.

Finance Task Force
Recommondations & Rankings
March 6, 2019

Ranking Descriptions:
1-Do ASAP - FY2020
2-Do in time - FY2021
3-Look at doing down the road - FY2022
4-Unknown, can decide later
5-Delete

		Amount of Savings					
		1	2	3	4	5	Comments
	Legal, Administration, IT						
A	Reduce Costs of Newsletter			X			Do not Reduce # of Issues; Only Consider Black & White
B	Increase Refress Rates of PC/Laptops/Printers/Peripherals			X			
C	Investigate Managed Print Services	$ 4,800					
D	Perform Phone Audit	$ 6,200					
E	Review Employee Benefits such as Health & Dental			X			Keep Competitive Work Environ.-So Continously Review
F	Reduce Vacation Buyback	$ 27,000					Reduce to 1 Week; Implement FY 2020
G	Consider Increasing the Legacy Pension Plan Employee Contribution	$ 34,000					Increase Contribution from 3% to 4% to be Consistent with LAGERS Plan; Implement FY 2020
H	Reduce Costs for Employee Events-Wellness/Recognition			X			
I	Evaluate City Paid Portion of City & Retiree Insurance w/ Different Options		X				Possible Options: Not Allow Duplicative Coverage; If Spouse can get Coverage thru Employer; Retiree Works and Employer Offers Coverage; Review MBRA Program
J	Offer Employees Eligible for Retirement Incentives to Retire				X		Look at Retirement Health Savings Account
K	Compare Employee Benefits with Other Cities	X					Continously Doing
L	Change OT over 8 Hours per Day and Overstated OT Rate		X				Implement OT over 40 hours on 1/1/21; Change OT Rate
	Finance, Interdepartmental						
A	Review Revenue Options		X				
B	Create a Centralized Customer Service Center		X				Will Review after Software Fully Implemented
C	Cross Train within Departments	X					
D	Go Paperless & Reduce Printing Costs	X					
E	Evaluate Positions as they Become Open for Possible Elimination	X					Continously Ongoing
F	Consider a Stipend for Cell Phones		X				Review Cell Phone Policy of City Provided Phone vs. Stipend
	Council/City Clerk/Legislative						
A	Get Wash U Intern to help with Codification				X		
B	Get Voice Recognition Sotware for Minutes					X	
	Municipal Court						
A	Muncipal Court Consolidation	$ 43,261					LT-Goal of Consolidating with only 4.5 Employees through Attrition

Finance Task Force
Recommondations & Rankings
March 6, 2019

Ranking Descriptions:
1-Do ASAP - FY2020
2-Do in time - FY2021
3-Look at doing down the road - FY2022
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5-Delete

		Amount of Savings					
		1	**2**	**3**	**4**	**5**	**Comments**
Police							
A	Go to Quarter-Master Uniform System	$ 20,000					Implement FY 2020
B	Add more Cities to WCDC Dispatching	X					Continously Doing
C	Change Public Safety Sales Tax Policy to allow 15% for Pension Costs	$ 127,500					Use 15% of the Public Safety Sales Tax $ for PD Pension
D	Reduce 1 Police Officer (from 50 to 49)	$ 93,765					Through Attrition FY2019
E	Firing Range Fees	$ 3,500					Annually Review the Fees Charged to Other Agencies to Recover the City's Costs
F	Look at Creating a Creve Coeur Police Tech Support Team	X					
Public Works							
A	Consider Charging Private Streets for Snow Plowing		X				Revisit in 2021
B	Consider Out-Sourcing Snow Plowing					X	
C	Do 1 Limb Pickup per month in the Summer Only			X			
D	Distribute EAB Tree Removal Program	X					Already doing
E	Consider Options for Historical Cabins, Schoolhouse & Tappmeyer House	X					Already doing
F	Start using Stainless Steel Spreaders on more than 1 Truck	$ 10,000					$10-15K depending on size; Will start in March 2019
G	Provide a List of Community Engagement & Special Events Activities	X					Done
H	Provide a List of all Farmer's Market Vendors & What they are Paying	X					Done
I	Give ICMA Survey to Task Force	X					Done
J	Consider Doing a Public Works Efficiency Study				X		Consider In-House or outside consultant for suggested study
K	Consider Billing for ROW Mowing			X			
L	Hire another Mechanic to Increase Life of Vehicles			X			
Community Development							
A	Consider Doing Residential Plumbing & Electric In-House			X			
B	Look at Increasing the Building Permit Fees		X				Look at 100% including Overhead Costs with an Index
C	Consider the Cost Benefits of Providing City Vehicles to Inspectors				X		
D	Evaluate the Efficiencies in Reducing Printing Costs with the New Software	X					Will do once Software Implementation is Complete
E	Revisit Consolidation of Building Dept with Neighboring Cities			X			To Be Revisited
Total Savings		**$370,026**	**$ -**	**$ -**	**$ -**	**$ -**	

Finance Task Force
Task Force Minutes
March 6, 2019
4:00 PM
PW Administrative Conference Room

I. Call to Order

Ellen Lawrence	Councilman	
Robert Hoffman	Councilman	
Charlotte D'Alfonso	Chair	
Larry Potashnick	Board Member	
Heather Silverman		(Absent)
Adam Shulenburger	Vice-Chair	
Tim Fogerty	Board Member	
Lori Obermoeller	Director of Finance	
Mark Perkins	City Administrator	
Sharon Stott	Assistant City Administrator	
Debbie Loso	Assistant	

II. Approval of Agenda

1. Motion to Approve Agenda

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Adam Shulenburger, Vice-Chair
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Shulenburger, Fogerty
ABSENT:	Silverman

III. Approval of Minutes

Approval of February 27, 2019 Finance Task Force Task Force Minutes

RESULT:	**ACCEPTED [UNANIMOUS]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Shulenburger, Fogerty
ABSENT:	Silverman

IV. Old Buisness

V. New Business

Rank Follow Up Questions

Mr. Shulenburger stated that he would be at the work session on Monday. He stated that he had a few questions about the follow up spreadsheet. On Packet Page 6, in regards to the Building Dept. under Community Development, he wanted to know if we could do an analysis of consolidating the building department with our neighboring cities, or at least make it a 3 where it will be reviewed down the road? The Task Force agreed to move it to a 3 and to do another review in the future. Mr.

Finance Task Force
Task Force Minutes
March 6, 2019
4:00 PM
PW Administrative Conference Room

Shulenburger also wanted to make the Public Works Study a 3 or 4 instead of deleting it. Dr. Hoffman said that there weren't any other cities that do what we do, so it's hard to compare to other cities. Mr. Shulenburger said that we paid $50 for the Parks Master Plan, so why can't we pay an expert to see how efficient we are with Public Works? Ms. Lawrence stated that she believed staff could complete this study instead of paying an outside company. Mr. Perkins said we would want to weigh the costs of hiring a consultant. Ms. D'Alfonso said she is not against doing a study, but hiring a consultant is not always the best solution. Mr. Shulenburger said that having it done internally is bias and staff has blinders on. Ms. D'Alfonso said she would be in favor of moving to a 3, but she would want to make sure we looked at the outcomes we would receive from consultant versus doing it in-house. She reminded the group that when we looked at outsourcing certain things, that many were much higher to outsource. Mr. Shulenburger stated that he is not suggesting outsourcing, but rather looking at how private entities do things versus how the City does it. Maybe we can learn from them and find more efficiencies.

Mr. Shulenburger stated that not hearing from the Judge or the Prosecutor in regards to the Court Consolidation is a mistake. Mr. Perkins assured the Task Force that the City has discussed the consolidation with the Judge and he does not have any issues with it. The Judge did make it known that he would like to continue to be Judge if possible. Prosecuting Attorneys are not really affected by this, so the City did not discuss the possible consolidation to them.

Mr. Shulenburger said that he believed we should look closer at the firing range fees. He believes the fees that we are charging to use the firing range are too low. He would like to make sure we look at what other firing ranges charge and make sure we are in line with those. Mr. Shulenburger would also like to see Creve Coeur allocate costs based on use. Mr. Perkins stated that charging for use of the firing range is new so this will be looked at and reviewed on an ongoing basis. Other entities that use our facility can go to the St. Louis County range at no cost, but it's more convenient to go to ours due to the location of the County's.

Mr. Shulenburger wanted to discuss the Stipend for Cell Phones under Community Development and possibly moving it from a 1 to a 2. He said everyone today has a cell phone and the private entities know this and no longer provide cell phones. He thinks it is time for the City to look at their policy of giving cell phones or stipends. Bring your own device (BYOD) is a very common thing now. He said people are using Google Voice to get a number to use, so others don't know their actual number. Even Police Officers are using Google Voice. However, he is not aware of the Sunshine requirements and how the Sunshine requirements will affect those that no longer get a City phone and have to use their own phone. Mr. Perkins said that we could review the cell phone policy of providing a cell phone vs. stipend and other possible ideas. The City currently provides 40 cell phones (21 smart phones & 19 flip phones) to department heads and supervisors, which is around $1,800 per year.

Mr. Potashnick wanted to discuss the retiree health insurance option. He asked if this was a voluntary expenditure. Mr. Perkins stated that it is voluntary. The City allows all retirees to stay on the City's health insurance plan, but for those employees hired before 2001, the City pays the same health coverage that the City has been paying when the employee retires. Once the retiree turns 65 years old, they have to come off of the plan. Police are the main beneficiaries of this benefit. Ms. D'Alfonso stated that she didn't think it was fair to take away a benefit that employees were promised years ago, and that's why the Task Force make it a 3. It can be revisited down the road should the City be forced with cutting more expenditures. Mr. Shulenburger said maybe the City could set up a

Retirement Medical Savings Account (RMSA) if they were to eliminate this option. With a RMSA, the employee doesn't lose the benefit completely and maybe it would save the City some money. It's similar to a Health Savings Account (HSA). He wasn't sure if it had a cap like the HSA, but thought we could look into it. Mr. Potashnick asked that we move this to a 2 since we have a large deficit over the next 5 years. Ms. D'Alfonso said that the 5-Year Forecast is pretty accurate for 1st three years and then after that, it's more of a guess. She said putting it as a 2 was saying that it is planned to do in the future where 3 is, "we will look at it, if things continue to decrease". We gave the employees the expectation that this benefit would be there, and she is not ready to take this benefit away. Mr. Potashnick stated that the City has looked at other benefits and changed them, even though the employee had them when they started, so this is no different. Mr. Shulenburger suggested two different options: if the spouse can get coverage through their employer, then we don't allow them to go on the City's plan; or if the retiree takes a job somewhere else that offers health coverage, that they have to take coverage with that new employer and not be on the City's plan. Ms. Lawrence agreed that it should be moved to a 2 and that the City should look at not allowing duplicative coverage. We don't know what the savings would be, but there would be savings, so it should be reviewed. This should be reviewed City-Wide and not just with the Retiree's. Mr. Shulenburger would like to have the Finance Committee review the different insurance options over the next year and then present a report to the City Council by the end of FY2020.

Mr. Hoffman wanted to remind the Task Force that this entire report to the City Council next Monday include items under 2, 3 or 4 that we are going to look at, and it does not mean we are necessarily going to do.

Mr. Perkins wanted to remind the Task Force that the city provides $600 per year to employees who elect to not be on the City's insurance plan or who elect to not put their spouse or dependents on the City's plan. This costs the City about $14,000 per year. Does this $600 really incentivize employees to not take the City's insurance? This could be a possible item to add to the list.

Mr. Potashnick would like to discuss the Overhead with the Building Department Fees and wants this item moved to a 1. Ms. D'Alfonso said that because of Better Together and the unknown, they agreed at the last meeting to make this a 2. They didn't want to raise a bunch of fees that they didn't need to do right now without knowing what is going to happen with Better Together. Normally she would agree that we should be increasing the fees to 100% so that the people that use this service are the ones that are paying for the City's costs. Mr. Shulenburger disagreed and said it is not good to run the City based on what we thing might happen. Mr. Perkins agreed that in-house items need to be done, but some things need to wait and he thinks increasing the building department fees is one of those items that needs to wait. Mr. Potashnick believes that the building fees should be reviewed yearly, and that we should not wait to do this increase. Ms. D'Alfonso is not in favor of making this a 1. Mr. Shulenburger thought we could make it 95% instead of 100% or maybe do once at 100% and Index it so we can increase it every year thereafter based on the Index. Ms. D'Alfonso still felt strongly about recouping 100% of the costs. Ms. Lawrence reminded the group that increasing the fees to recoup 90% or 100% was a significant savings. To recoup 90% meant $131,000 and 100% recoupment meant $180,000. Ms. D'Alfonso stated that we need it to be 100% with an Index. Mr. Potashnick stated that if we don't do an increase to the building fees to 100%, then the City needs to look at eliminating or disbanding the building department. Ms. D'Alfonso agreed, but she believes the residents will accept the increase of 100%. She believes that if residents don't want to pay for this service level at 100%, then the City should not be subsidizing it. Mr. Perkins stated that the Building Department will be losing a lot of employees due to retirements over the next three years, so this would be a good time to look all of this. The Task Force left this as a 2 and said that they would look at 100% recoupment of the building fees with an Index in FY2021.

Mr. Potashnick would like to see reduction of staff through attrition moved to each department. He believes that this entire process has been highly tactical, and instead of waiting through attrition, the City should be looking at positions now and seeing if any could be eliminated or reduced or combined with other positions. Mr. Perkins said we would move the attrition to Interdepartmental (all departments) instead of only having it under Community Development.

Mr. Perkins wanted to remind the Task Force that these items have not been discuss with the employees, so they may hear from the employees after the Monday work session in regards to some of the items. The one that may be brought up is the 1% increase in employee pension contribution for those employees in the Legacy Pension Plan, which makes them equal to the LAGER's employee pension contribution.

Ms. D'Alfonso stated that removing the dollar amounts for all items not in column 1 means that they are not finalized, so they didn't want to include those amounts in the spreadsheet. These are still unknowns.

VI. Discussion and Wrap Up

VII. Reports

Meeting Schedule

VIII. Adjournment

1. Motion to Adjourn

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Larry Potashnick, Board Member
SECONDER:	Adam Shulenburger, Vice-Chair
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Shulenburger, Fogerty
ABSENT:	Silverman

Finance Task Force Follow Up Questions

Legal, Administration, IT

- Look at reducing the costs of the newsletter through a reduction in the number of issues, printing black and white, moving to electronic, etc. Maybe have sponsorships or advertising in the newsletter –

  Current Cost (Color + Current Paper)
  8 page = $1,717/per issue*
  12 page = $2,470/per issue*
  Full Year Total (12 newsletters) = $22,110

  Color + Cheaper Paper
  8 page = $1,655/per issue*
  12 page = $2,435/per issue* (currently 2x per year)
  Full Year Total (12 newsletters) = $21,420

  BW + Current Paper
  8 page = $1,300/per issue*
  12 page = $1,876/per issue*
  Full Year Total (12 newsletters) = $16,752
  *Print approximately 8038 copies per issue/month; 8-page 10x per year; 12-page 2x per year.

  Advertising in Newsletter
  Based on information at this writing, Wentzville and O'Fallon newsletters permit company logos in recreation guides based on level of sponsorship for recreation programs.
- Increase refresh rates of PC/laptops/printers/peripherals - If we were to increase the refresh rate by 1 year (ex. 6 year swap instead of 5 year swap for workstations, 5 year swap instead of 4 year for laptops), we could see a possible savings of $4,000/year for workstations, and $2000/year for laptops.
- Investigate managed print services to determine if the city can reduce costs for toner, printer, maintenance, etc. – Transitioning to a managed print services based on estimate received in August of 2018, the City could see a savings of $4,800/year. This is based on current city and police set up. This savings would be reduced if we implement less printers in the new police building.
- Perform phone audit to possibly reduce the monthly costs due to lines that are no longer used - By eliminating lines no longer needed, or changing service for lines that are still required, the city could save up to $6,200/year.
- Look at municipal court consolidation similar to WCDC – currently looking at this with 3 other cities. More details to follow soon.
- Look at employee benefits such as health and dental insurance and possible reductions with either reducing city paid dependent portions, going to a high deductible plan or HSA Plan, etc. SLAIT would not recommend a higher deductible plan based on our comparable cities.

Finance Task Force Follow Up Questions

- Look at eliminating or reducing vacation buyback options for employees ($46K per year) – Could reduce to only allowing 1 week of buyback which reduces it to about $27K per year
- Look at increasing Legacy Pension Plan employee contribution from 3% to 4% like it is with LAGERS employees ($34K per year)
- Look at reducing the costs for employee events such as wellness and recognition programs ($3,500 is employee appreciation luncheon)
- Review/reduce the city-paid portion of retiree insurance ($173K per year for 16 retirees). See attached Exhibit 1
- Look at offering employees eligible for retirement to stay on health insurance to encourage voluntary retirement – have not looked at this yet
- Look at and compare employee benefits with other cities (distribute SLACMA Survey). See attached Exhibit 2
- How does OT calculation on anything over 8 hours per day compare to other cities? How many other Cities pay OT at a rate higher than 1.5? Holiday Pay is also calculated with this higher rate. The City currently pays OT on anything over 8 hours per day. We surveyed 12 cities and 12 pay overtime on anything over 40 hours per week; we are the only city that pays on anything over 8 hours per day. The City pays OT based on an 80 hour pay period where we are really 86.67 hour pay period, so the OT rate and holiday pay are overstated. See attached Exhibit 3

Finance, Interdepartmental

- Look at certain revenue fees to make sure they are comparable to surrounding municipalities (such as business license fees) This will be reviewed after expenditure study
- Look at creating a centralized customer service center as you walk into the building to provide more efficiencies and cost savings – with so many changes going on, it is best to look at this down the road after software implementation, police moves out, possible court consolidation, etc.
- Look at cross training and making sure it is done in each department and between departments – this is currently going on with finance and building and will continue as new software is implemented
- Look at going paperless and reducing printing costs, such as electronic paychecks, consolidating printers, etc. This will be evaluated once software is in place. The new software should cut down on paper and printing costs.

Mayor/City Clerk/Legislative

- Look at getting a Wash U intern for City Clerk's office for codification or something else – still looking into
- Costs of voice recognition software & attorney's recommendations of software –

Finance Task Force Follow Up Questions

We could use the program for notes and then modify. We would not be required to keep everything. The meetings are live on the website and those recordings are kept on file, but this is something to look into.

Municipal Court

- Look at court consolidation. How would it be set up, would court be during day and at night, would we consolidate Judges & Pas – this is currently being reviewed and something will be presented soon.
- Look at PA service standards and expectations – have had discussions with PA. Message is on PA's recorder stating instructions on what to do if defendant or lawyer. Website is also being updated. PA's software is almost up and running as well, which will help make things more efficient
- Look at allowing defendants to post bonds online – current meeting scheduled in March with Police and online company
- Look at having Martha trained on showing meeting rooms to citizens – currently being done
- Look at housing docket changes, especially with the code enforcement department – still need to do
- Look at debt collection with new Show Me Court Software – Show Me Court is already up and running – just waiting on PA software so tickets can get entered into software…should be any day now

Police

- Look at reducing the Uniform Allowance and going to a Quarter-Master System and setting up a Dry Cleaner Discount - The uniform allowance for the patrol division was $46,824 and has been reduced to $28,700 utilizing a Quarter Master System.
- WCDC – look at adding more cities - Met with the Chief of Ladue Police Department about joining the WCDC. The Operations Committee presented some costs for their consideration.
- Prop P (Public Safety Sales Tax) Policy and raising the amount to fund pension costs. We can revisit during the budget process and we see how much it's going to cost to fund the new police building - Suggesting the pension contribution from Prop P be changed from 10% to 15%.
- Evaluate current reduction of 50 officers to 49 to see if we need to fill vacant position - The PD has been operating at 49 and have been full staffed. Manpower allotment has been adequate since moving to the 12 hour shifts.
- Look at firing range fee that we charge others. Staff will come back with a recommendation fee to the Task Force - The PD has 10 agencies that are using our firing range and are now being charged $350 a year. Our total income per

Finance Task Force Follow Up Questions

year will be $3,150 and also includes the recycling of used brass which will bring in an additional $560 a year, bringing out total income per year at $3,711.00.
- Look at creating a Creve Coeur Police Tech Support Team to help the department out

Public Works

- Look at charging private streets a yearly snow plowing fee. We have approximately 30 lane miles of private streets in the city which we currently provide snow plow services. As you are aware each winter is different with the number of snow and ice events and due to the uniqueness of each storm each event is treated differently. We could charge each subdivision on a time and material basis for each storm, or a blanket charge for the winter season based upon our average number of winter events. At this time, we are estimating a cost of $30,000 - $40,000 per year to provide snow and ice control service the private streets.
- Look at out-sourcing snow plowing for 1 of the routes (pilot program). Our Pilot program could be the private streets. Bidding out those services would give us a better idea of the cost to provide snow and ice control service to the private streets. Please be aware that this will require additional staff time for invoicing and accounting.
- Look at only doing 1 limb pickup per month instead of 1 per week in the summer only. Currently our chipping crew is only able to collect ½ of the city each week so it actually takes 2 weeks to make it through the city, thus providing 2 pickups a month per residential property. I don't think we would see a reduction in the volume of brush or time savings if we went to one pickup per month. I believe we will just see larger and more piles sitting at the curb for a longer period of time waiting to be collected.
- Make sure we are giving residents information about our EAB Tree Removal Program. We currently drop off door hangers in advance of tree removals for the EAB program. We can add information or a second sheet informing residents of the shared cost tree program to help notify residents that there is a city program to help with the cost of replanting.
- Look at all future options for the Historical Cabins, the Lake Schoolhouse and the Tappmeyer House. The city contracted with a consultant to evaluate the condition of the two cabins and Lake School House. Their report will identify any necessary repair/reconstruction that is needed and estimated costs. The report will also estimate the value of the cabins as is to a salvage company in the event the city chooses not to make major investments into reconstruction of the buildings. We anticipate the report to be submitted to the city by mid-February 2019.
- Start using Stainless Steel spreaders on more than 1 truck; extending their life and not having to purchase a new spreader with every new truck purchase. Public works staff had planned to re-use the stainless-steel spreader for a previous truck on our one-ton purchase for FY 2019. However, we have an opportunity to purchase a used aerial bucket truck from the City of Clayton so the one-ton

purchase will be postponed until next year. Re-using our stainless-steel spreaders could save between $10,000 and $15,000 on the purchase of new trucks depending on the size of the truck/spreader.

- Provide a list of all community engagement activities and special events that we offer residents and the costs for each. See Attached Exhibit 4
- Provide a list of all of the Farmer's Market vendors and what they are paying. See Attached Exhibit 5
- Give ICMA Survey Report to Task Force. Yes. See attached Exhibit 6
- Look at costs of doing a Public Works Efficiency Study. I am not sure who performs these types of studies, but we can look into this maybe with APWA to get a list of consultants.
- Look at billing for ROW mowing ($15K-$20K per year). Our currently contract is about $16,500 for mowing specific areas of the ROW. There are a number of areas such as medians on New Ballas, Olive, and other small triangles at intersections which we will not be able to give up. However, there are some smaller areas that we may be able to turn over to adjacent property owners as the Ordinance states. Moreover, we began minimizing our Flail Mowing program this past year by requesting residents to keep their bushes, trees, and honeysuckle cut back from the roads and sidewalks. In the past, this typically took a 3-man crew 12-16 weeks to go through the entire city cutting back the brush in the ROW hanging out into roads and sidewalks.
- Look at maybe hiring another mechanic to increase the life of the vehicles and reducing overall maintenance costs? The mechanic we have is capable of maintaining our fleet and performing some PM for the Police. If we were to take over more work from the Police, and/or other divisions, it would require a second mechanic to keep up with the work load.

Community Development

- Look at doing residential plumbing and electric again. What are the savings? Look at by type and fees for the last 3 years? The building official has requested (from St. Louis County) a summary of all of the residential electrical permits and residential plumbing permits St. Louis County has issued for this type of work in Creve Coeur during Calendar Years 2016, 2017 and 2018. The city knows the number of these types of permits that have been issued during the past 3 years, but is still waiting for the dollar amounts associated with those permit fees.
- Look at increasing the building permit fees to capture more of the costs of providing these services. Please see TABLE ONE (revised) Exhibit 7
- Look at offering a stipend for cell phones instead of providing a low-cost model to employees. The City's monthly cost for providing flip phones to the inspectors is $33.00 per employee. If provided as a monthly stipend with an equivalent value with 7 employees, the stipend would be $231.00 per month.
- Look at costs of providing a city vehicle to inspectors so they don't have to use their own personal vehicle and get reimbursed for mileage. This would require

Finance Task Force Follow Up Questions

further analysis to determine average annual miles traveled, cost for the purchase of vehicles, expected life cycle for the vehicles, annual maintenance costs, and insurance. With this information, the City could then identify how to recover those costs, likely through permit fees. The Building Division's current annual budget for mileage reimbursement is $12,000 and the Planning Division's is $1,300.

- Look at including overhead in with building code enforcement costs to see what 90% and 100% recovery costs would be. Also look at what it would be if recovery costs were 100% without overhead. Please see TABLE ONE (revised) Exhibit 7 and TABLE THREE (revised) Exhibit 8
- Evaluate the efficiencies and reduction in printing costs with the new software. Once the ENERGOV software is fully implemented, savings of approximately $4,000 - $5,000 in annual printing costs for building permit applications, inspection request sheets, (etc.) should be realized
- Distribute report from years ago that analyzed joining building departments with other cities such as Frontenac, Town & Country, Olivette, etc. Can we look at updating the report? The study from 2010 is attached Exhibit 9. It is important to note that this study was prepared as a result of a substantial decline in building permit activity during a deep national economic recession. The report concluded that the consolidation of building services between municipalities is not compelling (p. 3).
- As retirements happen and employees leave, we should be looking at the possibility of reducing staff through attrition. The Community Development Department has low turnover; however, as employees leave service with the City, those positions would be reviewed to determine if changes are necessary. The shared position of Administrative Supervisor with the Public Works Department is a recent example of a change in duties as a result of a retirement.

EXHIBIT 1

#	Type of Coverage	# of Insured Bodies	DOB	*Retiree Current Age	Years until Medicare	Total Monthly Premium Amount	City Monthly Cost	Category
1	FAM	3	11/7/1961	57	8	1,633.23	1,334.73	Police
2	ES	2	9/6/1954	64	1	1,182.69	974.31	Police
3	EC	2	10/20/1963	55	10	1,070.06	884.20	Police
4	EC	2	10/31/1962	56	9	1,070.06	884.20	Police
5	FAM	3	7/28/1956	62	3	1,633.23	1,334.73	General
6	EE	1	2/3/1958	60	5	563.16	478.68	Police
7	EE	1	8/18/1959	59	6	563.16	478.68	General
8	ES	2	8/31/1954	64	1	1,182.69	974.31	Police
9	ES	2	3/10/1958	60	5	1,182.69	974.31	General
10	ES	2	11/12/1962	56	9	1,182.69	974.31	Police
11	ES	2	7/2/1955	63	2	1,182.69	974.31	General
12	EE	1	4/25/1962	56	9	563.16	478.68	Police
13	FAM	3	11/28/1956	62	3	1,633.23	1,334.73	Police
14	EE	1	10/22/1964	54	11	563.16	478.68	Police
15	ES	2	9/21/1955	63	2	1,182.69	974.31	Police
16	EC	3	11/24/1961	57	8	1,070.06	884.20	General
			32	59.25	5.75	17,458.65	14,417.37	

RETIREES INSURANCE TOTAL ANNUAL **$209,503.80** **$173,008.44**

EE (4);
ES (6);
EC (3);
FAM (3)

PD (11);
General (5)

**data as of 12/30/2018*

EXHIBIT 2

HEALTH INSURANCE SURVEY 2017

Assembled by City of Des Peres

Sorted by % Premiums Paid	AVERAGE	Wildwood	Lake St L	Ellisville	Bridgeton	Des Peres	Ballwin	Creve Coeur	Rock Hill	Sunset Hills	Ferguson	Crestwood	Clayton
Purchased Thru		Broker	SLAIT	Broker	Broker	SLAIT	SLAIT	SLAIT	SLAIT	Broker	SLAIT	Broker	SLAIT
Carrier		UHC	Anthem	Cigna	UHC	Anthem	Anthem	Anthem	Anthem	UHC	Anthem	UHC	Anthem
Deductibles													
In-Network - Employee	1,444	2,000	500	1,000	500	1,000	1,500	1,500	1,500	2,000	500	5,000	1,500
In-Network - Family	2,889	4,000	1,000	2,000	1,000	2,000	3,000	3,000	3,000	4,000	1,000	10,000	3,000
Out-Network - Employee	3,135	6,000	1,000	3,000	1,000	2,000	3,000	3,000	3,000	6,000	2,000	10,000	3,000
Out-Network- Family	6,426	12,000	2,000	6,000	2,000	4,000	6,000	6,000	6,000	12,000	4,000	20,000	6,000
HRA Reimbursement													
Employee	49.5%	90.0%	0.0%	100.0%	0.0%	50.0%	66.7%	73.3%	100.0%	37.5%	0.0%	100.0%	66.7%
Family	47.9%	45.0%	0.0%	100.0%	0.0%	50.0%	66.7%	73.3%	100.0%	37.5%	0.0%	100.0%	66.7%
Net Employee Deductible	481	200	500	$ -	500	500	500	400	$ -	1,250	500	$ -	500
Net Family Deductible	1,028	2,200	1,000	$ -	1,000	1,000	1,000	800	$ -	2,500	1,000	$ -	1,000
Premiums:													
Employee	549.06	576.84	597.21	611.49	629.00	581.05	437.82	541.30	604.73	432.21	578.91	572.98	467.69
Emp + Child(ren)	1,037.56	652.34	1,045.14	1,068.90	1,293.00	1,133.19	1,345.00	1,028.51	1,178.42	756.44	1,117.20	1,004.30	841.84
Emp + Spouse	1,187.58	1,761.16	1,194.39	1,223.00	1,419.00	1,350.47	833.64	1,136.77	1,168.00	864.46	1,217.85	1,145.94	982.15
Full Family	1,588.08	1,757.84	1,642.32	1,681.63	1,922.00	1,733.50	1,345.00	1,569.81	1,843.44	1,188.64	1,707.30	1,575.67	1,356.30
Paid by City													
Employee	92.8%	100.0%	92.8%	90.0%	100.0%	90.0%	94.5%	85.0%	100.0%	100.0%	90.0%	89.0%	90.0%
Emp + Child(ren)	77.9%	100.0%	87.3%	85.0%	80.7%	90.0%	81.3%	82.6%	75.0%	78.8%	78.0%	79.0%	75.0%
Emp + Spouse	77.3%	100.0%	87.1%	85.0%	82.4%	90.0%	85.9%	82.4%	75.0%	75.8%	76.9%	79.0%	75.0%
Full Family	73.4%	100.0%	85.1%	85.0%	87.0%	75.0%	81.3%	81.7%	75.0%	70.1%	73.5%	71.0%	75.0%

EXHIBIT 2

Paid by City													
Employee	509.73	576.84	554.00	550.34	629.00	522.95	413.60	460.10	604.73	419.13	521.02	509.95	420.92
Emp + Child(ren)	807.91	652.34	912.69	908.57	1,043.00	1,019.87	1,094.02	849.87	883.82	596.04	870.91	793.40	631.38
Emp + Spouse	922.45	1,761.16	1,039.72	1,039.55	1,169.00	1,215.42	715.92	936.48	876.00	655.19	936.34	905.29	736.61
Full Family	1,169.39	1,757.84	1,398.36	1,429.39	1,672.00	1,300.13	1,094.02	1,282.91	1,382.58	833.06	1,254.48	1,118.73	1,017.23
Paid By Employee													
Employee	39.33	-	43.21	61.15	-	58.11	24.22	81.20	-	13.08	57.89	63.03	46.77
Emp + Child(ren)	229.65	-	132.45	160.34	250.00	113.32	250.98	178.64	294.61	160.40	246.29	210.90	210.46
Emp + Spouse	265.13	-	154.67	183.45	250.00	135.05	117.72	200.29	292.00	209.27	281.51	240.65	245.54
Full Family	418.69	-	243.96	252.24	250.00	433.38	250.98	286.90	460.86	355.58	452.82	456.94	339.08

Employee Maximum Monthly													
Emp Premium + Net Deductible													
Employee	79.38	16.67	84.88	61.15	41.67	99.77	65.89	114.53	-	117.25	99.56	63.03	88.44
Emp + Child(ren)	316.99	183.33	215.78	160.34	333.33	196.65	334.31	245.31	294.61	368.73	329.62	210.90	293.79
Emp + Spouse	350.78	183.33	238.00	183.45	333.33	218.38	201.05	266.96	292.00	417.60	364.84	240.65	328.87
Full Family	506.03	183.33	327.29	252.24	333.33	516.71	334.31	353.57	460.86	563.91	536.15	456.94	422.41

FOOTNOTES:

Survey Timing	All data presented is as of January 1, 2017
Aggregate Contribution	is an estimate of the average premium paid by the city representing 1 employee in each group. The author understands that the employee censu
Bridgeton	Pays 100% of Premiums for Employees; Rate for other levels of coverage vary based on date of hire. If hired before 2012, monthly employee co
Chesterfield	Has only a 2 Tiered Premium System: Employee and Familly whether he family is EMP-Child(ren), EMP-Spouse or EMP- Spouse and Child(ren)
Frontenac	Pays 90.0% of employee premium + 60.0% of difference between dependent coverage and employee premiums
Glendale	Purchased thru ACA Exchange; Premiums for Employees & Dependants Age Based; Glendale Pays 100% of employee coverage + 90.0% of differe
Hazelwood	Pays 100%of Employee Coverage + 50.0% of difference between other levels of coverage and employee coverage
Kirkwood	Offers Employees 2 Plan Options: (1) with 100% Co-Insurance and (2) with 80% Co-Insurance; city conributions are different between plans; Dat
Manchester	Pays 90.0% of employee only coverage; for other levels of coverage pays 50.0% of employee premum + part of difference between coverage an
Maryland Heights	Pays 100%of Employee Coverage + 50.0% of difference between other levels of coverage and employee coverage
Sunset Hills	Offers 2 Plans- a PPO (reflected in the survey) and (HSAPlan) within in-network deductibles of $2,600/$5,200 and premiums of $333.69(E),$58
Wildwood	Pays 100% of Premium for all coverages

EXHIBIT 2

HEALTH INSURANCE SURVEY 2017

Assembled by City of Des Peres

Sorted by % Premiums Paid	Maplewood	Glendale	Hazelwood	U City	M Heights	St Ann	Brentwood	Olivette	Webster	Town & Country	Frontenac	Manchester	Chesterfield	Kirkwood	R Heights
Purchased Thru	SLAIT	Exchange	Broker	SLAIT	SLAIT	SLAIT	SLAIT	SLAIT	Broker	SLAIT	SLAIT	Broker	SLAIT	Broker	SLAIT
Carrier	Anthem	Anthem	Cigna	Anthem	Anthem	Anthem	Anthem	Anthem	Cigna	Anthem (HSA)	Anthem	UHC	Anthem	BCBS	Anthem
Deductibles															
In-Network - Employee	250	3,500	1,000	250	250	1,500	1,500	1,000	500	2,000	1,000	5,000	1,500	750	500
In-Network - Family	500	7,000	2,000	500	500	3,000	3,000	2,000	1,000	4,000	2,000	10,000	3,000	1,500	1,000
Out-Network - Employee	500	7,000	3,000	500	500	3,000	3,000	2,000	2,000	4,000	2,000	10,000	3,000	150	1,000
Out-Network- Family	1,500	14,000	6,000	1,500	1,500	6,000	6,000	4,000	4,000	8,000	4,000	20,000	6,000	3,000	2,000
HRA Reimbursement										(HSA)					
Employee	100.0%	92.9%	0.0%	0.0%	0.0%	0.0%	75.0%	0.0%	100.0%	50.0%	50.0%	85.0%	100.0%	0.0%	0.0%
Family	100.0%	92.9%	0.0%	0.0%	0.0%	0.0%	75.0%	0.0%	100.0%	50.0%	50.0%	85.0%	100.0%	0.0%	0.0%
Net Employee Deductible	$ -	250	1,000	250	250	1,500	375	1,000	$ -	1,000	500	750	$ -	750	500
Net Family Deductible	$ -	500	2,000	500	500	3,000	750	2,000	$ -	2,000	1,000	1,500	$ -	1,500	1,000
Premiums:		Age Based													
Employee	598.40	634.62	639.61	548.19	621.56	525.62	480.72	490.38	559.06	367.71	495.61	631.18	428.02	636.36	536.35
Emp + Child(ren)	1,017.63		1,215.37	986.56	1,112.57	998.67	918.00	955.57	1,045.59	717.05	966.44	1,104.56	1,193.63	1,103.12	1,177.63
Emp + Spouse	1,316.49	1,269.24	1,344.42	1,151.00	1,392.28	1,103.80	1,012.58	1,025.06	1,320.13	772.20	1,040.78	1,262.37	1,193.63	1,260.72	1,303.21
Full Family	1,615.69		1,918.99	1,589.47	1,752.78	1,524.30	1,397.15	1,378.97	1,638.37	1,121.54	1,511.62	1,735.76	1,193.63	1,786.50	1,801.99
		At Age 50													
Paid by City															
Employee	100.0%	100.0%	100.0%	85.0%	100.0%	91.0%	100.0%	80.0%	100.0%	100.0%	90.0%	90.0%	76.6%	81.2%	90.0%
Emp + Child(ren)	73.0%	71.4%	81.7%	75.0%	77.9%	73.0%	76.2%	75.1%	77.0%	75.6%	75.4%	72.9%	67.9%	69.4%	68.2%
Emp + Spouse	84.0%	71.4%	73.8%	75.0%	72.3%	73.0%	73.7%	74.8%	73.0%	73.8%	74.3%	70.0%	67.9%	68.1%	66.5%
Full Family	65.0%	71.4%	66.7%	75.0%	67.7%	73.0%	67.2%	73.6%	67.0%	67.2%	69.8%	64.5%	67.9%	63.5%	61.9%

EXHIBIT 2

Paid by City															
Employee	598.40	634.62	639.61	465.96	621.56	478.31	480.72	392.31	559.06	367.71	446.05	568.06	328.02	517.04	482.71
Emp + Child(ren)	742.87		992.79	739.92	867.07	729.03	699.36	717.94	805.10	542.39	728.55	804.75	810.83	765.88	803.35
Emp + Spouse	1,105.85	906.23	992.02	863.25	1,006.92	805.77	746.65	766.58	963.69	569.96	773.15	883.66	810.83	858.77	866.15
Full Family	1,050.20		1,279.31	1,192.10	1,187.17	1,112.74	938.94	1,014.31	1,097.71	753.62	1,055.66	1,120.30	810.83	1,135.04	1,115.53
Paid By Employee															
Employee	-	-	-	82.23	-	47.31	-	98.07	-	-	49.56	63.12	100.00	119.32	53.64
Emp + Child(ren)	274.76		222.58	246.64	245.50	269.64	218.64	237.63	240.49	174.66	237.89	299.81	382.80	337.24	374.28
Emp + Spouse	210.64	363.01	352.40	287.75	385.36	298.03	265.93	258.48	356.44	202.24	267.63	378.71	382.80	401.95	437.06
Full Family	565.49		639.68	397.37	565.61	411.56	458.21	364.66	540.66	367.92	455.96	615.46	382.80	651.46	686.46

Employee Maximum Monthly

Emp Premium + Net Deductible															
Employee	-	20.83	83.33	103.06	20.83	172.31	31.25	181.40	-	83.33	91.23	125.62	100.00	181.82	95.31
Emp + Child(ren)	274.76		389.25	288.31	287.17	519.64	281.14	404.30	240.49	341.33	321.22	424.81	382.80	462.24	457.61
Emp + Spouse	210.64	404.68	519.07	329.42	427.03	548.03	328.43	425.15	356.44	368.91	350.96	503.71	382.80	526.95	520.39
Full Family	565.49		806.35	439.03	607.28	661.56	520.71	531.33	540.66	534.59	539.29	740.46	382.80	776.46	769.79

FOOTNOTES:
Survey Timing
Aggregate Contribution

Bridgeton
Chesterfield
Frontenac
Glendale
Hazelwood
Kirkwood
Manchester
Maryland Heights
Sunset Hills
Wildwood

EXHIBIT 2

3.c

January 2018 Dental Benefits Survey

	Lake Saint Louis	Ballwin	Brentwood	Chesterfield		Clayton	Creve Coeur	Des Peres	ECDC	Ferguson	Frontenac	Maplewood	Maryland Heights	Olivette	Richmond Heights	Rock Hill	St. Ann	Town & Country	Webster Groves		University City	University City
Carrier	Delta Dental	Delta Dental	Delta Dental	Delta Dental	Delta Dental	Delta Dental	Delta Dental	The Standard	Delta Dental	SunLife/Assurant	Delta Dental	Delta Dental	Reliance Standard	Delta Dental	Delta Dental	MetLIfe	Standard	Delta Dental	Sunlife/Assurant	Sunlife/Assurant	Delta Dental	Delta Dental
Plan Name	Delta Dental PPO	PPO - DentacareM	Delta Dental PPO	Delta Dental PPO (Low Option)	Delta Dental PPO (High Option)	Delta Dental PPO- *self-insured*	Delta Dental PPO	PPO	Delta Dental PPO	Dental PPO	Delta Dental PPO			Delta Dental PPO	Delta Dental PPO		Ameritas PPO	Delta Dental PPO	PPO High	PPO Low	High Option- PPO	Low Option-PPO
Contract Term	7/1/17-6/30/19	6/1/2017-6/1/2018	7/1/17 - 6/30/18			10/1/16 - 9/30/18	1/1/2017 -12/31/2018	1/1/18-12/31/19	6/1/17-5/31/18	7/1/17-6/30/18	7/1/17/6/30/18			7/1/17-6/30/18	6/1/17-5/31/18	1/1/18-12/31/18	1/1/18-12/31/18	1/1-12/31/18	1/1/18-12/31/18	1/1/18-12/31/18	7/1/17-6/30/18	7/1/17-6/30/18
Calendar Year Deductible	0	50EE/150 FAM	25	50 emp/150 family	50 emp/150 family	50 emp / 150 family	25 emp/75 family	50 emp/150 family	$25/person; $75 family limit	50	25 ind / 75 fam	25	25/50 and 50/100	25 ind/75 family	$25 per person/$75 family	50 emp/150 family	0	50 emp/150 family	25	50	50 emp/150 fam	75 ind/unlim fam
Annual Maximum	2,000	1,000	1,000	1,000	1,000	1,250	1,500	1,000	1,000	1,500	$1000 ind / $2000	1,000	1500 and 1000	2,000	1,000	1,000	1,000	1,000	1,500	1,500	1,500	1,000
Preventative Services Coverage	100%	100%	80%	100%	100%	100%	100%	100%	100%	100%	100%	80%	100%	100%	100%	100%	100%	100%	100%	80%	100%	100%
Basic Services Coverage	100%	90%	80%	80%	90%	80%	80%	90%	90%	80%	80%	80%	90%/80%	80%	90%	100%	90%	90%	90%	80%	90%	70%
Major Services Coverage	60%	60%	80%	50%	60%	65%	60%	60%	60%	50%	80%	80%	60%/50%	60%	60%	60%	60%	60%	60%	50%	60%	50%
Orthodontia	50%/$1,000 max	50%/1,000 max	50%/$1,000 max	50%/$1,000 max	50%/$1,000 max	50%/$1,000 max	50%/1,500 max	50%	50%/$1,000 max	50%/1,500 max	50% /$1,000 max	50%/1,000 max	1000 manimum	50%/$1,000 max	50%/$1,000 max	50%/$1000 max	50%/1,500	50%/1,000 max	2,000 max	1,500 max	$2,000 lifetime	$1,000 lifetime
Monthly Premiums:																						
Employee	38.27	33.78	32.15	28.13	36.71	32.28	40.31	28.12	38.39	23.01	41.13	36.35	31.12	48.17	38.39	32.08	31.99	34.06	33.50	23.54	$36.12	$11.99
Emp + Child(ren)	84.91	68.22	N/A	55.75	72.73	76.59	92.22	65.18	88.25	50.64		n/a	67.68	114.54	88.25	73.70	88.64	73.23	84.00	62.00	N/A	N/A
Emp + Spouse	78.28	68.22	N/A	N/A	N/A	65.14	80.63	56.85	76.78	62.46		n/a	63.52	101.05	76.78	65.09	65.52	69.68	65.18	47.00	N/A	N/A
Full Family	133.88	125.16	82.89	95.32	117.02	109.45	123.85	92.49	127.69	97.64	106.06	93.80	82.28	141.60	127.69	114.23	122.16	116.24	128.00	86.00	$106.07	$32.44
Paid by City																						
Employee	38.27	32.24	32.15	28.13	28.13	32.28	26.76	25.31	38.39	20.89	41.13	36.35	31.12	38.54	34.55	32.08	-	34.06	-	-	$0	$0
Emp + Child(ren)	80.47	32.24	N/A	41.93	41.93	57.63	56.71	58.66	63.31	39.61		n/a	-	85.00	59.47	73.70	-	68.23	-	-	N/A	N/A
Emp + Spouse	73.89	32.24	N/A	N/A	N/A	48.89	49.58	51.17	57.58	47.61		n/a	-	75.55	53.74	65.09	-	64.68	-	-	N/A	N/A
Full Family	124.23	32.24	32.15	61.72	61.72	81.82	76.17	69.37	83.03	71.45	80.09	36.35	-	103.94	79.19	114.23	-	111.24	-	-	$0	$0
Paid By Employee																						
Employee	0	1.54	0	0	8.58	0	13.55	2.81	0	2.12	-	0	0	4.44	3.84	0	31.99	0	33.50	23.54	$36.12	$11.99
Emp + Child(ren)	4.44	35.98	N/A	13.82	30.80	18.96	35.51	6.52	24.94	11.03	N/A	N/A	42.48	13.63	28.78	-	88.64	5.00	84.00	62.00	N/A	N/A
Emp + Spouse	4.39	35.98	N/A	N/A	N/A	16.25	31.05	5.69	19.20	14.85	N/A	N/A	32.40	11.77	23.04	-	65.52	5.00	65.18	47.00	N/A	N/A
Full Family	9.65	92.92	50.74	33.60	55.30	27.63	47.68	23.12	44.66	26.19	25.97	57.45	57.08	17.38	48.50	-	122.16	5.00	128.00	86.00	$106.07	$32.44
Percentage Paid by City																						
Employee	100.0%	95.4%	100.0%	100.0%	76.6%	100.0%	66.4%	90.0%	100.0%	90.8%	100.0%	100.0%	100.0%	80.0%	90.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Emp + Child(ren)	94.8%	47.3%	N/A	75.2%	57.7%	75.2%	61.5%	90.0%	71.7%	78.2%	N/A	N/A	0.0%	74.2%	67.4%	100.0%	0.0%	93.2%	0.0%	0.0%	N/A	N/A
Emp + Spouse	94.4%	47.3%	N/A	N/A	N/A	75.1%	61.5%	90.0%	75.0%	76.2%	N/A	N/A	0.0%	74.8%	70.0%	100.0%	0.0%	92.8%	0.0%	0.0%	N/A	N/A
Full Family	92.8%	25.8%	38.8%	64.8%	52.7%	74.8%	61.5%	75.0%	65.0%	73.2%	75.5%	38.8%	0.0%	73.4%	62.0%	100.0%	0.0%	95.7%	0.0%	0.0%	0.0%	0.0%
Census																						
Employee	21	52	49	61.00	43.00	55	32	28	13		13	40	200	24	57	9		19	40	33	55	71
Emp + Child(ren)	11	39	N/A	34.00	33.00	13.00	9	26	1			N/A	70.00	13.00	23	7.00		9.00	9	4	N/A	N/A
Emp + Spouse	11		N/A			22.00	13	18	8			N/A	42.00	10.00	12	2.00		5.00	8	9	N/A	N/A
Full Family	37	44	63	20.00	25.00	72	36	29	2		40	53	30	25	29	13		22	20	4	32	34
Not enrolled	2	2	0	16.00	0	11	19	0	2		0	0	0	3	4			0	5	32		

NOTES:

Brentwood: We also allow retirees on the plan - WHOLLY at their expense, currently with 12 single, 9 family coverage

Richmond Heights: We also allow retirees to continue on the plan indefinitely---wholly at their own expense, currently 11 single, 10 employee/spouse, 1 family coverage

ECDC: We also allow retirees to continue on the plan indefinitely--wholly at their own expense, currently 2 single and 1 employee/spouse

Chesterfield: Coverage options are EE, E+1 Dependent, and Family.

Town and Country: census includes employee count only and 5 retirees who pay 100% of the expense.

Maplewood: we allow retirees on the plan as well, at their expense

EXHIBIT 3

Overtime Survey

City	Notes
Ballwin	OT applies for any hours exceeding 40 hours per week.* Paid leave is included in total hours worked (sick, vacation, holiday, personal).
Brentwood	OT applies for any hours exceeding 40 hours per week; sick leave does not apply toward OT eligibility calculation.
Clayton	OT applies for any hours anything exceeding 40 hours per week. Exception Fire Dept. is paid 2.1 x normal hourly rate.
Creve Coeur	OT applies for any hours exceeding regular daily work schedule; exception 44 hours for season golf; all paid leave is included in total hours worked (sick, vacation, holiday, personal, comp).
Dellwood	OT applies for any hours exceeding 40 hours per week; only actual hours worked is counted toward time worked.
Des Peres	OT applies for any hours exceeding 40 hours per week; exception for 28-day @ 165 hours for commission officers.
Hazelwood	OT applies for any hours exceeding 40 hours per week. Sick leave is included in total hours worked.
Maryland Heights	OT applies for any hours exceeding 40 hours per week; exception for commissioned officers overtime is calculated for more than 86 hours in a 14-day period. Paid leave is included in total hours worked.
Olivette	OT applies for any hours exceeding 40 hours per week; exception sick leave does not count toward hours worked.
Richmond Heights	OT applies for any hours exceeding 40 hours per week; exception is police exceeding 160 hours in a 28-day cycle; hours worked credit does not apply for jury/witness duty, suspension, FMLA, miliary leave, leave authorized leave with pay, holiday leave, authorized leave without pay, funeral leave. Leave that does count toward hours worked: sick leave, on-duty injury leave, vacation, mandatory training, comp leave.
St. Charles County	OT applies for any hours exceeding 40 hours per week; exception law enforment anything over 86 hours in a 14-day cycle. Paid time off is included in hours worked.
St. Peters	OT applies for any hours exceeding 40 hours; exception of commissioned officers hours worked in excells of 160 hours in a 28-day period. Paid leave is in hours worked calculation with exception of unscheduled time off and medical leave.
Wentzville	Overtime applies for any hours exceeding 40 hours; exception commissioned officers anything over 85.5 in a pay period; 52 hours for seasonal. Paid time off is included in total hours worked.

EXHIBIT 3

Overtime Calculations using 80 hours per pay period vs 86.67 hours per pay period

FT Employees work 2,080 hours per year.

If you are paid **semi-monthly**, you would take the 2,080 hours and divide by 24 pay periods to get the number of hours that are worked in a semi-monthly pay period. 2080/24=**86.67**

If you are paid **bi-weekly**, you would take the 2,080 hours and divide by 26 pay periods to get the number of hours that are worked in a bi-weekly pay period. 2080/26=**80**

Overtime Calculation using 80 hours per pay period

Salary	Semi-Monthly Amount	Hourly Rate (using 80 hours)	OT Rate
$50,000	50,000/24 pay periods = $2,083.33	2083.33/**80** = $26.0417	26.0417*1.5 = **$39.06**

Overtime Calculation using 86.67 hours per pay period

Salary	Semi-Monthly Amount	Hourly Rate (using 86.67 hours)	OT Rate
$50,000	50,000/24 pay periods = $2,083.33	2083.33/**86.67** = $24.0375	24.0375*1.5 = **$36.06**

EXHIBIT 4

Creve Coeur Community Outreach and Special Events

1. **Mayor's Holiday Appreciation Event** - $7,000*
2. **Creve Coeur Invitational Event** - $2,000*
3. **Council Night Dinners -** $12,000*
4. **National Night Out, Crime Prevention, Neighborhood Watch** events **-** $3,000*
5. **DARE Program** – $2,694* – ($2,000 reimbursed by participating schools)
6. **Coffee with a COP** (x3) $400*
7. **Crime Prevention***– $1,500* reimbursement for Crime Reports. In addition, the Partnership purchases the supplies for certain events or equipment, such as
    a. **Trunk or Treat Program**
    b. **Creve Coeur Days**
    c. **Rape Aggression Defense Classes**
8. **Arbor Day Event** - $700*
9. **Creve Coeur Business Awards** - $300*
10. **Employee Recognition Luncheon -** $3,500*
11. **Beautification Awards -** $200*
12. **Silver Screen Series -** $4,000*
13. **Farmer's Market** - $6,754 Revenue; $19,963 Exenditures; Net -$13,209*
14. **Concert Series** - $0; $9,020 Expenditures; Net -$9,020*
15. **Heart to Heart** - $8,770 Revenue; 5,860 Expenditures; Net -$2,909*

**Cost does not include staff salaries and benefits to coordinate, plan, and attend events.*

EXHIBIT 5

City of Creve Coeur

Printed 2/13/2019, 12:23 PM

GL Account Distribution - Detail

Tran Date 1/1/2018 to 7/12/2018 / Selected Accounts / All Sources

Customer/Descr	Tran Date	Src	Tran ID	Pmt ID	Invoice	Item Descr	Debit	Credit	Net
Sales/Discounts/Tax							**$0.00**	**$4,217.00**	**($4,217.00)**
01-00-00-4536 - FM - Farmer's Market							**$0.00**	**$4,217.00**	**($4,217.00)**
POS	1/11/2018	pos	91606			Sponsorship-Far	$0.00	$745.00	($745.00)
Lavy, Beth	2/8/2018	reg	93261			Weekly Vendor F	$0.00	$10.00	($10.00)
Lavy, Beth	2/8/2018	reg	93261			Weekly Vendor F	$0.00	$10.00	($10.00)
Reitenour, Kristina	3/8/2018	reg	94557			Farmer's Market	$0.00	$60.00	($60.00)
Senter, Trish	3/8/2018	reg	94558			Farmer's Market	$0.00	$225.00	($225.00)
Mitchell, LaHoma	3/8/2018	reg	94559			Farmer's Market	$0.00	$10.00	($10.00)
Jokerst, Amanda	3/8/2018	reg	94560			Weekly Vendor F	$0.00	$10.00	($10.00)
Pohl, Bill	4/4/2018	reg	95841			Farmer's Market	$0.00	$325.00	($325.00)
De La Torre, Alejandro	4/5/2018	reg	95900			Farmer's Market	$0.00	$225.00	($225.00)
Hannibal, Louis	4/5/2018	reg	95901			Farmer's Market	$0.00	$225.00	($225.00)
Lavy, Beth	4/12/2018	reg	96215			Farmer's Market	$0.00	$325.00	($325.00)
Ragland, Cathy	4/12/2018	reg	96216			Farmer's Market	$0.00	$225.00	($225.00)
Mitchell, LaHoma	4/13/2018	reg	96231			Farmer's Market	$0.00	$325.00	($325.00)
Windy Lake Farm	5/7/2018	reg	96998			Farmer's Market	$0.00	$24.00	($24.00)
Windy Lake Farm	5/7/2018	reg	96998			Farmer's Market	$0.00	$24.00	($24.00)
Windy Lake Farm	5/7/2018	reg	96998			Farmer's Market	$0.00	$24.00	($24.00)
Windy Lake Farm	5/7/2018	reg	96998			Farmer's Market	$0.00	$24.00	($24.00)
Windy Lake Farm	5/7/2018	reg	96998			Farmer's Market	$0.00	$24.00	($24.00)
Odelehr, Farm	5/7/2018	reg	96999			Farmer's Market	$0.00	$225.00	($225.00)
Hodges, Toni	5/7/2018	reg	97000			Farmer's Market	$0.00	$40.00	($40.00)
Dodson, Susan	5/7/2018	reg	97001			Farmer's Market	$0.00	$80.00	($80.00)
Wagenseller, Dave	5/7/2018	reg	97002			Farmer's Market	$0.00	$60.00	($60.00)
Gabler, Terri	5/7/2018	reg	97003			Farmer's Market	$0.00	$80.00	($80.00)
Gardner, Jo	5/7/2018	reg	97004			Farmer's Market	$0.00	$60.00	($60.00)
Guthrie, Emmy	5/7/2018	reg	97005			Farmer's Market	$0.00	$40.00	($40.00)
Steffer, Anna	5/7/2018	reg	97006			Farmer's Market	$0.00	$80.00	($80.00)
Hennen, Deb	5/14/2018	reg	97124			Farmer's Market	$0.00	$40.00	($40.00)
Wild Flower Farm LLC	5/14/2018	reg	97125			Farmer's Market	$0.00	$24.00	($24.00)
Wild Flower Farm LLC	5/14/2018	reg	97125			Farmer's Market	$0.00	$20.00	($20.00)
Wolfford, Kim	5/14/2018	reg	97126			Farmer's Market	$0.00	$40.00	($40.00)
Rogers, Rachael	6/4/2018	reg	97441			Farmer's Market	$0.00	$24.00	($24.00)
Sullivan, Donna	6/4/2018	reg	97442			Farmer's Market	$0.00	$80.00	($80.00)
Rivera, Ana	6/19/2018	reg	97988			Farmer's Market	$0.00	$40.00	($40.00)
Tzveelvova, Maia	6/19/2018	reg	97989			Farmer's Market	$0.00	$40.00	($40.00)
Foss, Tim	6/19/2018	reg	97990			Farmer's Market	$0.00	$20.00	($20.00)
Hishaw, Melanie	6/19/2018	reg	97991			Farmer's Market	$0.00	$100.00	($100.00)
Williams, Cheryl	6/19/2018	reg	97992			Farmer's Market	$0.00	$40.00	($40.00)
Hubbell, Pam	6/19/2018	reg	97993			Farmer's Market	$0.00	$20.00	($20.00)
Suchland, Jeff	7/2/2018	reg	98722			Farmer's Market	$0.00	$20.00	($20.00)
Rhea, Stephanie	7/2/2018	reg	98724			Farmer's Market	$0.00	$20.00	($20.00)
Pergadia, Prabha	7/9/2018	reg	99030			Farmer's Market	$0.00	$20.00	($20.00)
Rose, Haley	7/9/2018	reg	99031			Farmer's Market	$0.00	$20.00	($20.00)
Brand, Raymond	7/9/2018	reg	99032			Farmer's Market	$0.00	$100.00	($100.00)
Talcott, Janet	7/9/2018	reg	99033			Farmer's Market	$0.00	$20.00	($20.00)
Hueffmeier, Rita	7/9/2018	reg	99034			Farmer's Market	$0.00	$24.00	($24.00)

Note: Rounding may occur in sales tax sections, since sales tax is maintained beyond two decimal places.

EXHIBIT 5

City of Creve Coeur

GL Account Distribution - Detail

Tran Date 1/1/2018 to 7/12/2018 / Selected Accounts / All Sources

Customer/Descr	Tran Date	Src	Tran ID	Pmt ID	Invoice	Item Descr	Debit	Credit	Net
						Report Totals:	**$0.00**	**$4,217.00**	**($4,217.00)**
						Net Receivables:	**$87,863.95**		

Note: Rounding may occur in sales tax sections, since sales tax is maintained beyond two decimal places.

City of Creve Coeur

EXHIBIT 5

GL Distribution

Shift Date: 7/1/2018 - 12/31/2018
Creve Coeur ,Online

Sales and Tax

Post Date	Receipt #	Purchase #	Entry Type	Purchase Description	Debit Amount	Credit Amount	Total
01-00-00-4536 - FM - FARMER'S MARKET					**$40.00**	**$1,328.00**	**($1,288.00)**
Ana Rivera						**$20.00**	($20.00)
09/17/2018	2289	7575	Payment	Farmers Market 2018		$20.00	
Cape, Debbie						**$20.00**	($20.00)
07/23/2018	443	3381	Payment	Farmers Market 2018		$20.00	
Cross, Lu						**$20.00**	($20.00)
07/23/2018	444	3382	Payment	Farmers Market 2018		$20.00	
De La Torre, Alejandro						**$10.00**	($10.00)
12/03/2018	4625	10491	Payment	Farmers Market 2018		$10.00	
Difani, Laura						**$20.00**	($20.00)
12/03/2018	4618	10484	Payment	Farmers Market 2018		$10.00	
12/03/2018	4619	10485	Payment	Farmers Market 2018		$10.00	
Dodson, Sue						**$120.00**	($120.00)
07/23/2018	452	3390	Payment	Farmers Market 2018		$20.00	
10/01/2018	2588	7920	Payment	Farmers Market 2018		$20.00	
12/03/2018	4622	10488	Payment	Farmers Market 2018		$10.00	
08/15/2018	1361	6405	Payment	Farmers Market 2018		$20.00	
08/27/2018	1722	6782	Payment	Farmers Market 2018		$20.00	
12/03/2018	4614	10479	Payment	Farmers Market 2018		$10.00	
10/17/2018	3044	8467	Payment	Farmers Market 2018		$20.00	
Excellsior Chiropractor						**$20.00**	($20.00)
08/15/2018	1367	6411	Payment	Farmers Market 2018		$20.00	
Farmers Market, Melanie						**$20.00**	($20.00)
08/15/2018	1368	6412	Payment	Farmers Market 2018		$20.00	
Guerrier, Rachel						**$60.00**	($60.00)
08/15/2018	1363	6407	Payment	Farmers Market 2018		$20.00	
08/27/2018	1723	6783	Payment	Farmers Market 2018		$20.00	
07/23/2018	449	3387	Payment	Farmers Market 2018		$20.00	
Hanstein, Cheri						**$20.00**	($20.00)
08/27/2018	1719	6778	Payment	Farmers Market 2018		$20.00	
Hennen, Debb						**$40.00**	($40.00)
07/23/2018	450	3388	Payment	Farmers Market 2018		$20.00	
08/27/2018	1716	6775	Payment	Farmers Market 2018		$20.00	
Hishaw, Melanie					**$20.00**	**$80.00**	($60.00)
10/01/2018	2585	7917	Payment	Farmers Market 2018		$20.00	
09/10/2018	2116	7409	Payment	Farmers Market 2018		$20.00	
09/17/2018	2287	7409	Payment	Farmers Market 2018		$10.00	

City of Creve Coeur

GL Distribution

Shift Date: 7/1/2018 - 12/31/2018
Creve Coeur ,Online

EXHIBIT 5

Sales and Tax

	Post Date	Receipt #	Purchase #	Entry Type	Purchase Description	Debit Amount	Credit Amount	Total
	10/17/2018	3042	8465	Payment	Farmers Market 2018		$20.00	
	09/17/2018	2116	7409	Reversing	Farmers Market 2018	$20.00		
	09/17/2018	2287	7409	Payment	Farmers Market 2018		$10.00	
Lavy, Beth							**$10.00**	($10.00)
	12/03/2018	4624	10490	Payment	Farmers Market 2018		$10.00	
Lovell, Paula							**$20.00**	($20.00)
	08/15/2018	1366	6410	Payment	Farmers Market 2018		$20.00	
Mock, Carol							**$60.00**	($60.00)
	08/27/2018	1715	6773	Payment	Farmers Market 2018		$20.00	
	08/15/2018	1357	6401	Payment	Farmers Market 2018		$20.00	
	09/10/2018	2113	7406	Payment	Farmers Market 2018		$20.00	
Pat Yorke							**$20.00**	($20.00)
	08/15/2018	1376	6422	Payment	Farmers Market 2018		$20.00	
Pergadia, Prabha							**$20.00**	($20.00)
	08/27/2018	1726	6786	Payment	Farmers Market 2018		$20.00	
Pohl, Bill							**$20.00**	($20.00)
	12/03/2018	4620	10486	Payment	Farmers Market 2018		$20.00	
Rose, Hayley							**$140.00**	($140.00)
	08/27/2018	1724	6784	Payment	Farmers Market 2018		$20.00	
	08/15/2018	1374	6419	Payment	Farmers Market 2018		$20.00	
	07/23/2018	447	3385	Payment	Farmers Market 2018		$20.00	
	08/15/2018	1356	6400	Payment	Farmers Market 2018		$20.00	
	08/27/2018	1713	6772	Payment	Farmers Market 2018		$20.00	
	07/23/2018	445	3383	Payment	Farmers Market 2018		$20.00	
	08/15/2018	1360	6404	Payment	Farmers Market 2018		$20.00	
Ross, Larry							**$188.00**	($188.00)
	10/01/2018	2586	7918	Payment	Farmers Market 2018		$24.00	
	10/17/2018	3041	8464	Payment	Farmers Market 2018		$24.00	
	07/23/2018	451	3389	Payment	Farmers Market 2018		$24.00	
	08/15/2018	1375	6421	Payment	Farmers Market 2018		$24.00	
	09/10/2018	2112	7405	Payment	Farmers Market 2018		$24.00	
	12/03/2018	4615	10480	Payment	Farmers Market 2018		$10.00	
	08/27/2018	1721	6781	Payment	Farmers Market 2018		$24.00	
	12/03/2018	4621	10487	Payment	Farmers Market 2018		$10.00	
	08/15/2018	1359	6403	Payment	Farmers Market 2018		$24.00	
Steffer, Anna							**$160.00**	($160.00)
	08/15/2018	1362	6406	Payment	Farmers Market 2018		$20.00	
	12/03/2018	4623	10489	Payment	Farmers Market 2018		$10.00	
	08/15/2018	1355	6399	Payment	Farmers Market 2018		$20.00	

City of Creve Coeur

EXHIBIT 5

GL Distribution

Shift Date: 7/1/2018 - 12/31/2018
Creve Coeur ,Online

Sales and Tax

	Post Date	Receipt #	Purchase #	Entry Type	Purchase Description	Debit Amount	Credit Amount	Total
	12/03/2018	4616	10481	Payment	Farmers Market 2018		$10.00	
	09/10/2018	2115	7408	Payment	Farmers Market 2018		$20.00	
	07/23/2018	448	3386	Payment	Farmers Market 2018		$40.00	
	07/23/2018	446	3384	Payment	Farmers Market 2018		$20.00	
	08/15/2018	1373	6418	Payment	Farmers Market 2018		$20.00	
Sullivan, Donna						**$20.00**	**$170.00**	($150.00)
	10/01/2018	2584	7916	Payment	Farmers Market 2018		$20.00	
	12/03/2018	4617	10483	Payment	Farmers Market 2018		$10.00	
	09/10/2018	2114	7407	Payment	Farmers Market 2018		$20.00	
	08/27/2018	1718	6777	Payment	Farmers Market 2018		$20.00	
	10/01/2018	2587	7919	Payment	Farmers Market 2018		$20.00	
	10/17/2018	3043	8466	Payment	Farmers Market 2018		$20.00	
	08/15/2018	1364	6408	Payment	Farmers Market 2018		$20.00	
	09/17/2018	2288	7407	Payment	Farmers Market 2018		$10.00	
	09/17/2018	2114	7407	Reversing	Farmers Market 2018	$20.00		
	08/27/2018	1725	6785	Payment	Farmers Market 2018		$20.00	
	09/17/2018	2288	7407	Payment	Farmers Market 2018		$10.00	
Vast Produce LLC							**$10.00**	($10.00)
	12/03/2018	4626	10492	Payment	Farmers Market 2018		$10.00	
Wagonseller, Dave							**$20.00**	($20.00)
	08/15/2018	1358	6402	Payment	Farmers Market 2018		$20.00	
Williams, Cheryl							**$40.00**	($40.00)
	08/27/2018	1717	6776	Payment	Farmers Market 2018		$20.00	
	08/15/2018	1365	6409	Payment	Farmers Market 2018		$20.00	
						$40.00	**$1,328.00**	**($1,288.00)**
					Totals:	**$40.00**	**$1,328.00**	**$1,288.00**

EXHIBIT 6

Key Performance Indicators for Open Access Benchmarking: Data

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	Measure Type	Service Area	Measure Name	Average: All Responses	Clayton, MO	Creve Coeur, MO	Kirkwood, MO	Maplewood, MO	Richmond Heights, MO	All responses: Minimum	Maximum	Number of responses
			Fiscal Year		2017	2017	2017	2017	2017			
					MO	MO	MO	MO	MO			
					amuskopf@clay	SStott@CreveCo	raglangl@kirkwo	t-hyde@cityofma	phylton@richmo			
A1	Outcome	Code Enforcemt.	Code Enforcement cases resolved through forced compliance	70	20	32	154	90	55	20	154	5
A2	Outcome	Code Enforcemt.	Average calendar days, Inspection to forced compliance	105	125	60			131	60	131	3
A3	Outcome	Code Enforcemt.	Average calendar days, Inspection to voluntary compliance	49	27	21	123	50	22	21	123	5
A4	Outcome	Code Enforcemt.	Percentage of cases resolved through forced compliance	22%	8%	16%	70%	0.096	0.05	5%	70%	5
A5	Output	Code Enforcemt.	Total code cases available for resolution during the reporting period	744	661	206	914	940	1,001	206	1,001	5
A6	Efficiency	Facilities	Admin/office facilities, Custodial expenditure per square foot	$1.60	$2.14	$2.35	$0.98		$0.95	$0.95	$2.35	4
A7	Outcome	Finance	Accounts payable: Percentage of accounts payable transactions processed within 30 calendar days	95.0%		100%			0.9	90%	100%	2
A8	Output	Fire/EMS	EMS: Total BLS and ALS Responses	1,714	1,592		3,021	893	1,351	893	3,021	4
A9	Input	Fire/EMS	Expenditure: Total fire/EMS personnel and operations (including support charged to department)	$4,103,373	4,451,147		$6,104,109	$2,283,467	3574768	2,283,467	6,104,109	4
A10	Outcome	Fire/EMS	Fire confinement: Residential 1-2 Family Structures: Percentage Confined to Object or Room of Origin	67.3%	100.0%		50.0%	35.3%	84.0%	35.3%	100.0%	4
A11	Output	Fire/EMS	Fire Incidents: Residential: Total 1-2 family, multi-family, and other		22		21	34	80	21	80	4
A12	Input	Fire/EMS	Hours paid, Sworn fire/EMS, including overtime	98,980	109,332		171,238	55,733	59,616	55,733	171,238	4
A13	Outcome	Fire/EMS	% of cardiac patients w/pulsatile rhythms upon delivery to a hospital	50%	50.0%		46%	17%	89.0%	17%	89%	4
A14	Outcome	Fire/EMS	Survey: Fire Service Quality, Among all respondents: % Excellent or Good	94%	94%		93%			93%	94%	2

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	Measure Type	Service Area	Measure Name	Average: All Responses	Clayton, MO	Creve Coeur, MO	Kirkwood, MO	Maplewood, MO	Richmond Heights, MO	Minimum	Maximum	Number of responses
			Fiscal Year		2017	2017	2017	2017	2017	All responses:		
					MO	MO	MO	MO	MO			
					amuskopf@clay	SStott@CreveCo	raglangl@kirkwo	t-hyde@cityofma	phylton@richmo			
A15	Outcome	Fire/EMS	Emergency fire travel time: % 4 Min or under: From conclusion of turnout to arrival on scene		5%		43%	75%	92.0%	5%	92%	4
A16	Outcome	Fire/EMS	Emergency fire response time: % of responses with a total time of 6 minutes, 20 seconds and under from call entry to arrival on scene (dispatch + turnout + travel time)		72%		76%	70%	74.0%	70%	76%	4
A17	Descriptor	General Govt.	Expenditures: General fund personnel and operations	$15,976,991	$24,661,554	$14,503,306	$22,477,076	$8,649,426	$9,593,591	8,649,426	24,661,554	5
A18	Descriptor	General Govt.	Median household income	$76,107	$96,429	$93,398	$77,917	$41,469	$71,323	$41,469	$96,429	5
A19	Descriptor	General Govt.	Percentage of Housing units that are vacant	9.1%		6.2%	7.8%	12.2%	10.0%	6%	12%	4
A20	Descriptor	General Govt.	Percentage of population below poverty level	6.3%	1.6%	4.7%	4.4%	14.2%	6.7%	2%	14%	5
A21	Descriptor	General Govt.	Percentage of population (>= 25) w/bachelor's degree or higher	69.7%	78.2%	68.8%	61.8%		70.0%	62%	78%	4
A22	Descriptor	General Govt.	Percentage of population 17 or under (Juvenile)	18.8%	13.8%	18.4%	23.2%		20.0%	14%	23%	4
A23	Descriptor	General Govt.	Population: Residential population of jurisdiction	15,742	15,939	18,702	27,635	7,948	8,486	7,948	27,635	5
A24	Descriptor	General Govt.	Population: Peak daytime or seasonal total (may incl. non-residents)	49,615	46,000	53,230				46,000	53,230	2
A25	Descriptor	Fire/EMS	Residential population of area served: Fire suppression	15,340	15,939		28,985	7,948	8,486	7,948	28,985	4
A26	Descriptor	Fire/EMS	Residential population of area served: Emergency Medical Services	15,340	15,939		28,985	7,948	8,486	7,948	28,985	4
A27	Descriptor	Police	Residential population of area served: Police	16,012	15,939	18,702	28,985	7,948	8486	7,948	28,985	5
A28	Descriptor	General Govt.	Square miles of land area served	5.3	2.5	10.2	9.28	1.5	3	2	10	5
A29	Outcome	General Govt.	Survey: Quality of all local government services: % Excellent or Good	92%	93%	94%	87.6%			88%	94%	3
A30	Descriptor	General Govt.	Unemployment rate	3.5%	2.6%	2.9%	2.3%	6.2%	3.4%	2.3%	6.2%	5

EXHIBIT 6

Key Performance Indicators for Open Access Benchmarking: Data

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	Measure Type	Service Area	Measure Name	Average: All Responses	Clayton, MO	Creve Coeur, MO	Kirkwood, MO	Maplewood, MO	Richmond Heights, MO	Minimum	Maximum	Number of responses
				Fiscal Year	2017	2017	2017	2017	2017			
					MO	MO	MO	MO	MO	All responses:		
					amuskopf@clay	SStott@CreveCo	raglangl@kirkwo	t-hyde@cityofma	phylton@richmo			
A31	Input	Highways	Expenditures, Road rehabilitation: Paved lane miles	$2,097,811	$2,482,138	$2,341,601	$5,114,012	$117,194	$434,112	$117,194	$5,114,012	5
A32	Descriptor	Highways	Paved lane miles for which the jurisdiction is responsible	128	99.0	180.0	247	62.2	50.0	50	247	5
A33	Outcome	Highways	Paved Lane Miles Assessed as Satisfactory as a Percentage of Miles Assessed	77%	91.0%	74.4%	46.7%		94.7%	47%	95%	4
A34	Input	Human Resources	Hours paid to all jurisdiction staff	398,055	463,819	244,559	707,527	177,414	396,955	177,414	707,527	5
A35	Outcome	Human Resources	Percentage of new full-time employees completing probationary period	85%	100.0%	80.0%	100.0%		58.3%	58%	100%	4
A36	Outcome	Human Resources	Sick Leave Hours Used: All Employees	11,374	12,794	10,728	21,486	3,744	8,118	3,744	21,486	5
A37	Outcome	Human Resources	Sick Leave Hours Used: Sworn Fire/EMS	3,428	3,599		6,102	1,190	2,822	1,190	6,102	4
A38	Outcome	Human Resources	Sick Leave Hours Used: Sworn Police	3,026	2,595	4,257	5,014	1,291	1,975	1,291	5,014	5
A39	Outcome	Human Resources	Turnover rate: All full-time employees	6.52%	3.5%	7.3%	8.7%	10.0%	3.1%	3%	10%	5
A40	Outcome	Human Resources	Turnover rate: Public safety full-time employees	5.81%	2.3%	4.6%	3.8%	16.0%	2.3%	2%	16%	5
A41	Input	Info. Tech.	Expenditures: Information technology personnel and operations	$664,447	924,125	$230,679	$838,537			$230,679	$924,125	3
A42	Output	Info. Tech.	Help desk (IT): Number of requests received	1,698	1,591	1,805				1,591	1,805	2
A43	Descriptor	Info. Tech.	IT: Number of endpoints served	252	249	115	391			115	391	3
A44	Outcome	Info. Tech.	Percentage of help desk requests resolved within 4 work hours	68%	60%	75.8%				60%	76%	2
A45	Input	Library	Expenditures: Library personnel and operations	$1,042,443			$1,946,130	$496,506	$684,693	$496,506	$1,946,130	3
A46	Outcome	Library	Library: Circulation for all library facilities (hard copy materials)	228,405			466,169	81,930	137,115	81,930	466,169	3
A47	Outcome	Library	Library: Circulation for all library facilities (electronic materials)	17,220			34,738	6,174	10,748	6,174	34,738	3
A48	Descriptor	Library	Number of library visits	137,251			225,173	40,756	145,824	40,756	225,173	3
A49	Descriptor	Library	Number of registered borrowers	15,196			29,172	6,716	9,700	6,716	29,172	3
A50	Descriptor	Parks and Rec.	Developed park acreage: Total	108	78	95	330	27.22	9	9	330	5

EXHIBIT 6

Key Performance Indicators for Open Access Benchmarking: Data

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				Fiscal Year	2017	2017	2017	2017	2017			
					Clayton, MO	Creve Coeur, MO	Kirkwood, MO	Maplewood, MO	Richmond Heights, MO			
					MO	MO	MO	MO	MO	All responses:		
	Measure Type	Service Area	Measure Name	Average: All Responses	amuskopf@clay	SStott@CreveCo	raglangl@kirkwo	t-hyde@cityofma	phylton@richmo	Minimum	Maximum	Number of responses
A51	Efficiency	Parks and Rec.	Park maintenance expenditures	$695,434	$984,638	$457,678	$1,297,981	$478,788	$258,086	$258,086	$1,297,981	5
A52	Output	Parks and Rec.	Recreation Community Centers: Class/program/facility registrants	121,858	333,144	16,822	108,675		28,791	16,822	333,144	4
A53	Outcome	Parks and Rec.	Survey: Parks: Quality of Parks: % Excellent or Good	92%	92.0%	92.0%				92%	92%	2
A54	Output	Permits	Development inspections: Number of Commercial/industrial	1,777	5,574	2,521	248	533	11	11	5,574	5
A55	Output	Permits	Development inspections: Number of Residential	3,532	5,019	3,641	8,446	545	11	11	8,446	5
A56	Outcome	Permits	Development permits: Average calendar days from application to issuance: Commercial	36	24	15	115	5	21	5	115	5
A57	Outcome	Permits	Development permits: Average calendar days from application to issuance: Residential	23	21	20	46	5	21	5	46	5
A58	Outcome	Permits	Development: Average calendar days from request to inspection: Commercial	1.7	1.3	1	2	1	3	1	3	5
A59	Outcome	Permits	Development: Average calendar days from request to inspection: Residential	1.7	1.5	1	2	1	3	1	3	5
A60	Output	Police	DUI Arrests	55	45	146	40	20	22	20	146	5
A61	Outcome	Police	Number of traffic accidents involving fatalities	0.4	0	1	0	0	1	0	1	5
A62	Output	Police	Number of traffic accidents involving alcohol with fatalities	-	0	0	0	0	0	0	0	5
A63	Output	Police	Expenditures: Sworn police overtime	$125,762	$201,793	$120,428	$205,136	$44,181	$57,270	$44,181	$205,136	5
A64	Input	Police	Expenditures: Sworn police salaries and benefits (excluding OT)	$4,361,782	$5,393,377	$4,682,359	$5,750,187	$2,775,465	$3,207,521	$2,775,465	$5,750,187	5
A65	Input	Police	Hours Paid: Sworn police staff	104,804	104,549	102,282	129,459		82,924	82,924	129,459	4
A66	Outcome	Police	Percentage of property crimes cleared	39%	33%	24%	27.0%	69.0%	44.0%	24%	69%	5
A67	Outcome	Police	Percentage of violent crimes cleared	68%	74%	100%	42.0%	86.0%	40.0%	40%	100%	5
A68	Output	Police	Police calls: Calls for service resulting in a unit being dispatched	18,067	19,372		25,486	9,874	17,537	9,874	25,486	4

EXHIBIT 6

Key Performance Indicators for Open Access Benchmarking: Data

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	Measure Type	Service Area	Measure Name	Fiscal Year / Average: All Responses	2017 Clayton, MO (MO) amuskopf@clay	2017 Creve Coeur, MO (MO) SStott@CreveCo	2017 Kirkwood, MO (MO) raglangl@kirkwo	2017 Maplewood, MO (MO) t-hyde@cityofma	2017 Richmond Heights, MO (MO) phylton@richmo	All responses: Minimum	Maximum	Number of responses
A69	Outcome	Police	Top Priority calls: Average time, dispatch to arrival on scene (in seconds)	179	176	120	243	169	187	120	243	5
A70	Outcome	Police	Top Priority calls: Average time from receipt to dispatch (in seconds)	120	88	60	75	279	100	60	279	5
A71	Workload	Police	UCR Part I Property Crimes: Reported	413	27	325	534	638	543	27	638	5
A72	Workload	Police	UCR Part I Violent Crimes: Reported	48	19	17	33	132	39	17	132	5
A73	Efficiency	Procuremnt	Dollar amount of purchases made via purchasing card/credit card as a percentage of all purchases	3%	0.9%	4.0%	3.0%			1%	4%	3
A74	Outcome	Risk Mgt.	Workers compensation, Number days lost to injury: All departments	117	151	22.5	181		113	23	181	4
A75	Outcome	Risk Mgt.	Workers compensation, Number days lost to injury: Sworn Fire/EMS	53	45		0		113	0	113	3
A76	Outcome	Risk Mgt.	Workers compensation, Number days lost to injury: Sworn Law Enforcement	11	13	22.5	8		0	0	23	4
A77	Outcome	Risk Mgt.	Third party vehicle liability, Number of accidents: Marked police vehicles per 100,000 miles driven	2.27	1.09	0	3	5		0	5	4
A78	Output	Risk Mgt.	Workers compensation claims: Number	15	19	7	32	4	14	4	32	5
A79	Efficiency	Solid Waste	Expenditures, Refuse collection and disposal, per account	$191.43	$298.00	$157.54	$115.72	$194.46		$116	$298	4
A80	Outcome	Sustaina-bility	Waste Diversion: Percentage diverted	34%	34.0%	30.6%	47.2%	26.1%		26%	47%	4

Calculated fields -- No data entry necessary:

		Service Area	Measure Name	Average	Clayton, MO	Creve Coeur, MO	Kirkwood, MO	Maplewood, MO	Richmond Heights, MO	Minimum	Maximum	Number of responses
Calc1		General Gov't	Population density	3,862.2	6,375.6	1,829.9	2,977.9	5,298.7	2,828.7	1,830	6,376	5
Calc2		Human Resources	FTEs: Total jurisdiction	191.4	223.0	117.6	340.2	85.3	190.8	85	340	5
Calc3		Fire/EMS	FTEs: Sworn Fire&EMS	47.6	52.6		82.3	26.8	28.7	27	82	4
Calc4		Police	FTEs: Sworn Police	50.4	50.3	49.2	62.2		39.9	40	62	4

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			Fiscal Year		2017	2017	2017	2017	2017			
					MO	MO	MO	MO	MO	All responses:		
					amuskopf@clay	SStott@CreveCo	raglangl@kirkwo	t-hyde@cityofma	phylton@richmo			
Calc5		Human Resources	**Total Jurisdiction FTEs per 1,000 Population**	13.2	14.0	6.3	12.3	10.7	22.5	6.3	22.5	5
Calc6		Fire/EMS	**FTEs: Sworn Fire&EMS per 1,000 population**	3.2	3.3		2.8	3.4	3.4	2.8	3.4	4
Calc7		Police	**FTEs: Sworn Police per 1,000 population**	3.2	3.2	2.6	2.1		4.7	2.1	4.7	4
Calc8		Human Resources	**Sick leave hours used per FTE: All employees**	66.6	57.4	91.2	63.17	43.89	77.3	44	91	5
Calc9		Human Resources	**Sick leave hours used per FTE: Sworn fire&EMS**	75.6	68.5		74.1	44.4	115.5	44	115	4
Calc10		Human Resources	**Sick leave hours used per FTE: Sworn police**	70.9	51.6	86.6	80.6		64.9	52	87	4
Calc11		General Gov't	**Expenditures per capita: All general fund services**	$1,071	$1,547	$775	$813	$1,088	$1,131	$775	$1,547	5
Calc12		Fire/EMS	**Expenditures per capita: Fire&EMS**	$300	$279		$211	$287	$421	$211	$421	4
Calc13		Fire/EMS	**Total BLS and ALS responses per 1,000 population**	118.9	99.9		104.2	112.4	159.2	100	159	4
Calc14		Fire/EMS	**Residential fire incidents per 1,000 population served**	4.0	1.4		0.7	4.3	9.4	1	9	4
Calc15		Highways	**Expenditures, paved road rehabilitation, Per paved lane mile**	$13,870	$25,072	$13,009	$20,705	$1,884	$8,682	$1,884	$25,072	5
Calc16		Info. Tech.	**IT expenditures per endpoint served**	$2,621	$3,711	$2,006	$2,145			$2,006	$3,711	3
Calc17		Library	**Library expenditures per visitor**	$8.51			$8.64	$12.18	$4.70	$5	$12	3
Calc18		Library	**Library expenditures per registered borrower**	$70.41			$66.71	$73.93	$70.59	$67	$74	3
Calc19		Parks and Rec.	**Park maintenance expenditure per developed park acre**	$13,528	$12,624	$4,818	$3,933	$17,590	$28,676	$3,933	$28,676	5
Calc20		Parks and Rec.	**Parks and recreation class/program/facility registrants per 1,000 population**	7,281.5	20,901	899	3,933		3,393	899	20,901	4
Calc21		Police	**Sworn police overtime as a percentage of total sworn police compensation**	2.6%	3.6%	2.5%	3.4%	1.6%	1.8%	2%	4%	5
Calc22		Police	**Calls for service per sworn police FTE**	411.6	385.4		409.5		439.9	385	440	3
Calc23		Police	**Calls for service per 1,000 population**	1,350.9	1,215.4		879.3	1,242.3	2,066.6	879	2,067	4
Calc24		Police	**DUI arrests per 1,000 population**	3.4	2.82	7.81	1.38	2.52	2.59	1.38	7.81	5

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	Measure Type	Service Area	Measure Name	Average: All Responses	Clayton, MO	Creve Coeur, MO	Kirkwood, MO	Maplewood, MO	Richmond Heights, MO	Minimum	Maximum	Number of responses
Fiscal Year					2017	2017	2017	2017	2017			
					MO	MO	MO	MO	MO	All responses:		
					amuskopf@clay	SStott@CreveCo	raglangl@kirkwo	t-hyde@cityofma	phylton@richmo			
Calc25		Police	Number of traffic accidents involving fatalities per 1,000 population	0.1		0.05			0.12	0.05	0.12	2
Calc26		Police	Number of traffic accidents involving alcohol w/fatalities per 1,000 population	#DIV/0!						0.00	0.00	0
Calc27		Police	UCR Part I Property Crimes Reported per 1,000 population	36.4	1.7	17.4	18.4	80.3	64.0	1.7	80	5
Calc28		Police	UCR Part I Violent Crimes Reported per 1,000 population	4.9	1.2	0.9	1.1	16.6	4.6	0.9	17	5
Calc29		Risk Mgt.	Workers comp claims per 100 FTEs	7.2	8.5	6.0	9.4	4.7	7.3	4.7	9	5
Calc30		Risk Mgt.	Worker days lost to injury per 100 FTEs	49.8	67.7	19.1	53.2		59.2	19.1	68	4
Calc31		Risk Mgt.	Worker days lost to injury per 100 FTEs (Sworn Fire&EMS)	160.0	85.6		0.0		394.3	0.0	394	3
Calc32		Risk Mgt.	Worker days lost to injury per 100 FTEs (Sworn Police)	21.1	25.9	45.8	12.9		0.0	0.0	46	4
Calc33		Info. Tech.	IT Help Desk Requests per Endpoint Served	11.0	6.4	15.7				6.4	16	2
Calc 34		Info. Tech.	IT as a share of total General Fund expenditures	3.0%	3.7%	1.6%	3.7%			1.6%	4%	3
Calc 35		Libraries	Hard copy circulation per registered borrower	14.1			15.98	12.20	14.14	12.20	15.98	3
Calc 36		Libraries	Electronic circulation per registered borrower	1.1			1.19	0.92	1.11	0.92	1.19	3

EXHIBIT 7

TABLE ONE (revised)

BUILDING DIVISION

PERCENTAGE (%) OF RECOVERED BUILDING CODE ENFORCEMENT COSTS

	FY2019 (projected)	FY2019 (projected)	FY2018	FY2017	FY2016	FY2015	FY2014	5 FY AVG.
TOTAL REVENUE COLLECTED *	$984,515	$886,064	$741,332	$651,221	$709,073	$856,547	$537,562	$699,147
TOTAL EXPENDITURES**	$984,515	$984,515	$971,349	$925,009	$870,391	$804,833	$752,977	$864,912
LOSS / GAIN	0	-$98,451	-$230,017	-$273,788	-$161,000	+$51,614	-$215,415	-$110,376
% of RECOVERED COSTS***	100%	90%	76%	71%	82%	106%	72%	81%

*TOTAL REVENUE COLLECTED is the sum total of building permit fees, commercial certificate of occupancy fees, sign permit fees, demolition permit fees, fence permit fees and escrow deductions. It does NOT include any REVENUE COLLECTED by the Apartment Re-Occupancy Program. Dollar amounts are from the Finance Department's Fiscal Year Revenue Statements.

TOTAL EXPENDITURES are the total costs for operating the plan submittal, plan review, permit issuance, field inspection, escrow release and archiving processes that make up the building code enforcement program. ***It also includes any Total Non-Departmental Overhead and Total Municipal Property Overhead*. It does NOT include any operating costs for the Apartment Re-Occupancy Program. Dollar amounts are from the Finance Department's Fiscal Year Expenditure Statements.

***% of RECOVERED COSTS – Since 2/1/2011 (the last time the city raised its permit fees per Ordinance No. 5166) the city's goal has been for the Building Division to recover at least 80% of its building code enforcement costs each fiscal year. The new city goal is for the Building Division to recover at least 90% or 100% of its building code enforcement costs each fiscal year.

Based on the city's FY2019 Budget, the projected BUILDING CODE ENFORCEMENT COSTS for FY2019 are $984,515 (which is $1,088,515 for the Total Building Division Expenditures minus $104,000 for the operating costs of the Apartment Re-Occupancy Program). The new city goal is for the Building Division to recover 90% of these costs or $886,064.

In order for the Building Division to reach this goal, the building permit fees would need to be raised from a present charge of $6.00 per $1,000 of construction costs to $7.00 per $1,000 of construction costs.

EXAMPLE: The present building permit fee for a $100,000 room addition is $600.oo. The proposed building permit fee for a $100,000 room addition would be $700.oo.

Based on the city's FY2019 Budget, the projected BUILDING CODE ENFORCEMENT COSTS for FY2019 are $984,515 (which is $1,088,515 for the Total Building Division Expenditures minus $104,000 for the operating costs of the Apartment Re-Occupancy Program). The new city goal is for the Building Division to recover 100% of these costs or $984,515.

In order for the Building Division to reach this goal, the building permit fees would need to be raised from a present charge of $6.00 per $1,000 of construction costs to $7.50 per $1,000 of construction costs.

EXAMPLE: The present building permit fee for a $100,000 room addition is $600.oo. The proposed building permit fee for a $100,000 room addition would be $750.oo.

EXHIBIT 8

TABLE THREE (revised)

BUILDING DIVISION

ACTUAL OPERATING COSTS OF THE BUILDING DIVISION

FROM FISCAL YEAR 2014 – FISCAL YEAR 2018

$$	FY2018	FY2017	FY2016	FY2015	FY2014	5 FY AVG.
TOTAL CITY GENERAL FUND EXPENDITURES *	15,137,654	14,917,575	14,509,410	14,525,096	14,659,276	14,749,802
TOTAL BUILDING DIVISION EXPENDITURES **	1,073,571	1,034,377	961,047	899,412	844,406	956,563
TOTAL BUILDING DIVISION REVENUE ***	843,962	727,046	774,818	921,597	616,571	776,799
ACTUAL OPERATING COSTS OF THE BUILDING DIVISION	229,609	307,331	186,229	+22,185	227,835	179,764
% OF THE TOTAL CITY EXPENDITURES THAT WERE OPERATING COSTS OF THE BUILDING DIVISION	1.5%	2.1%	1.3%	0%	1.6%	1.2%

*Dollar amounts are from the Finance Department's Fiscal Year Budget Reports.

TOTAL BUILDING DIVISION EXPENDITURES are the total costs for operating the plan submittal, plan review, permit issuance, field inspection, escrow release and archiving processes that make up the building code enforcement program and the apartment re-occupancy program. ***It also includes any Total Non-Departmental Overhead and Total Municipal Property Overhead.* Dollar amounts are from the Finance Department's Fiscal Year Budget Reports.

***TOTAL BUILDING DIVISION REVENUE COLLECTED is the sum total of building permit fees, apartment re-occupancy fees, commercial certificate of occupancy fees, sign permit fees, demolition permit fees, fence permit fees and escrow deductions. Dollar amounts are from the Finance Department's Fiscal Year Revenue Statements.

EXHIBIT 9

INTEROFFICE MEMORANDUM

Date: August 23, 2010

To: Mark Perkins, City Administrator
From: Jaysen Christensen, Assistant to the City Administrator
Subject: Building Inspections Analysis

The hardest hit revenue source in the City in terms of percentage decline over the past two years has been building permit fees. The construction slowdown has resulted in a decline in building department revenues from a high of $722,615 in FY2008 to $366,240 for FY2010. This represents a decline of 49% or $356,375 over the past two years.

Alternatives for improving the viability of the building department are being considered including regional solutions such as contracting with or consolidating services with other local governments. A survey of building inspection services for Creve Coeur, Frontenac, Ladue, and Olivette has been completed to facilitate discussion and explore opportunities to reduce expenditures and/or increase revenues while maintaining existing service levels for all of the cities involved. The City has also revisited the idea of contracting building inspections to St. Louis County.

Key findings from this research are provided herein.

Consolidating Building Inspections.
Creve Coeur, Olivette, Frontenac, and Ladue each has its own building inspector in addition to FTEs dedicated to chief building official/commissioner, plans reviewer, and clerical duties which may suggest that there are opportunities to reduce expenditures through consolidation. However, while consolidation would reduce expenditures, it may not reduce expenditures enough to make this an attractive alternative.

For example, as shown on page 5, if Olivette were to contract its building inspections to Creve Coeur, Creve Coeur would experience a net loss of $74,000 (difference of increased expenditures from new revenue); however, Olivette would experience a savings of $91,089 by eliminating its building services deficit (see line 46 on page 2 of the attached spreadsheet).

Consolidating services between Creve Coeur and Ladue or Creve Coeur and Frontenac would result in net positive revenues for Creve Coeur (approximately $27,188 and $6,972 respectively). By contracting with Creve Coeur, Ladue and Frontenac would experience savings of $42,864 and $61,076 as a result of eliminating deficits.

Contract	CC Net Revenue	Net Savings of Olivette, Ladue, Frontenac
CC + Olivette	($74,089)	$91,089
CC + Ladue	$27,188	$42,864
CC + Frontenac	$6,972	$61,076

Under the above scenario, a contract between Olivette and Creve Coeur would clearly not be viable to Creve Coeur. Even contracting Ladue's services to Creve Coeur may not be attractive enough for Creve Coeur ($27,188 in net positive revenues to Creve Coeur) to justify the time and effort of implementing the consolidation.

Additionally, the scenarios above and those presented on page 5 assume that each city would be responsible for continuing to administer its own property maintenance program.

Contracting Services to St. Louis County.
St. Louis County currently provides inspection and permit services to Creve Coeur for electrical, plumbing, commercial mechanical, and elevators. The City provides in-house inspection and permit services for the commercial and residential building codes and the residential mechanical code; however, Creve Coeur can also contract these services to the County at no cost to the City. The paragraphs below summarize key advantages and disadvantages of contracting inspections to St. Louis County.

Advantages to Contracting Services to County.
- No cost to Creve Coeur. County building code enforcement services are provided at no cost to municipalities. Permit applicants pay for plan review, permit processing, and inspections for construction work. All permit fees are calculated to cover the County's costs. The City experienced a building code services deficit of $177,690 in FY2010 (line 46 on page 2 of the spreadsheet). Contracting services to the County would eliminate this deficit.
- Eliminate staffing challenges. City staff can be under-utilized during periods of construction slowdowns and likewise spread too thin during construction spurts. The City eliminated 2.5 positions in 2009 in response to the slowdown in construction and permit activity.
- Permitees are already going to the County to obtain mechanical, electrical, and plumbing permits (MEPs).

Disadvantages to Contracting Services to County.
- Loss of control of building standards and codes. Contracting services to the County would require the City to adopt all County codes.
- Loss of control over responsiveness and customer service.
- Convenience for permit applicants. Applicants would be required to go to Clayton or a County satellite office (nearest being on Clarkson Road in Chesterfield) although most projects require MEP inspections thereby requiring the applicant to still visit the County to obtain permits. Additionally, most Creve Coeur permits are obtained by contractors, not residents.
- Loss of potential future net positive revenues. As shown on page 6 of the attached analysis, net revenues (total revenues minus total expenditures) have been positive in all but two of the previous nine years.
- Loss of institutional knowledge of buildings in City. The City maintains an excellent archive of records for its buildings, which help to more effectively service public information requests and conduct proper building code plan reviews for tenant finish projects and additions.
- The City has approved 56 building code modifications for 56 older, un-sprinkled, commercial buildings that required the installation of an automatic fire detection system and a fire alarm system throughout these buildings in lieu of restoring their 1-hour fire resistance rated corridors. This is a solution that allows the building owner to address the building safety needs without significant expense of restoring the 1-hour fire resistance rated corridor. The County has no such code modification.
- The County will not review building plans for zoning compliance.
- If the City's building department is dismantled, it would be very difficult to re-establish a new department if the City is not satisfied with County inspections.

Mechanical, Electrical, and Plumbing (MEPs).
Total estimated revenues for mechanical, electrical, and plumbing inspections (MEPs) in the four cities is projected to be $351,655 (see page 4 of the attached survey results). This is based on County MEP revenues for Creve Coeur for the 12-month period ending December 2009. The ratio of the County's MEP revenues in Creve Coeur to Creve Coeur's own building permit revenues was applied to the other three cities to project MEP revenues in those cities (excluding mechanical and plumbing inspections in Ladue as Ladue provides these inspections in house and was able to provide actual mechanical and plumbing revenues).

The County was not able to report how many FTEs were required to provide MEP inspections for Creve Coeur. It is our understanding that combined MEP inspections in a city typically demand slightly fewer FTEs than building inspections. Based on this assumption, it would require three full-time inspectors to provide MEP inspections to the four cities. It is also assumed that these inspectors would review most or all plans relating to their inspections. It is estimated that one additional clerical FTE would be needed to support MEP inspections in the four cities. Existing building inspectors could be used as back-up plumbing inspectors, and ¼ of one FTE was estimated for this need.

The projected cost of salary and benefits for 4.25 additional FTEs (2 mechanical/electrical inspectors, 1 clerk, 1 plumbing inspector, and ¼ back-up plumbing inspector) is $352,500 per year (see page 4), which would result in a net loss of $835.

Projected MEP Revenues	$351,665
Projected MEP Expenditures	$352,500
Difference	($835)

It therefore appears to be unlikely that a four-city consortium providing MEP inspections would result in significant, if any, net revenues, at least based on the current permit volume. It is also unlikely that a four-city consortium would be able to provide a higher level of service for MEP inspections as the County has a significant amount of experience providing these services and a depth of certified MEP inspectors.

Merits of Continuing Building Inspection Services In-House.
As indicated above, keeping building inspections in-house allows the City to maintain control of building standards/codes, responsiveness, and customer service; provide a more convenient location for permit applicants, and keep institutional knowledge of buildings in the community. Continuing in-house services also has potential fiscal merits.

As shown on page 6, building department revenues have exceeded expenditures in all but 3 of the past 10 years. Even when factoring in the expected deficit in FY2011, total revenues exceed total expenditures by $440,882 for the period FY2001 to FY2011.

Additionally, the City should of course be cautious with any consideration to eliminate in-house building inspections. If the City is not satisfied with outsourced inspections, re-establishing a new department would be a slow and difficult process.

Conclusion.
While contracting MEP inspections and/or consolidating building permit services with adjacent municipalities does not appear to be as viable as hoped for, there may be more to learn from the survey as the other cities review and consider the data. Contracting services with St. Louis County appears to be viable from a financial perspective. The City may wish to further discuss the pros and cons of contracting building inspections to the County.

EXHIBIT 9

		Creve Coeur	Frontenac	Ladue	Olivette
1	**General Information**				
2	Current Code Version	2003 IBC 2003 IRC	2006 IBC 2006 IRC	2006 IBC 2006 IRC	2006 IBC 2006 IRC 2006 IPMC
3	ISO rating for building code enforcement	4	3	NA	4
4	**Building Code Enforcement (County or City)**				
5	Residential bldg code	city	city	city	city
6	Commercial bldg code	city	city	city	city
7	**Mechanical Code (County or City)**				
8	Residential mechanical code	city	**county**	city	**county**
9	Commercial mechanical code	**county**	**county**	city	**county**
10	**Electrical Code (County or City)**				
11	Residential electrical code	**county**	**county**	**county**	**county**
12	Commercial electrical code	**county**	**county**	**county**	**county**
13	**Plumbing Code (County or City)**				
14	Residential plumbing code	**county**	**county**	city	**county**
15	Commercial plumbing code	**county**	**county**	city	**county**
16	**Staffing***				
17	Chief Building Official	1	1	0.5	0.5
18	Building inspectors - total FTEs	3	1	1	1
19	Plan reviewers - total FTEs	1			1
20	Property maintenance - total FTEs	**	**	**	**
21	Other building division FTEs (clerical, etc.)	1	0.35	1	1
22	TOTAL building division FTEs	6	2.35	2.5	3.5
23	Number of residential and commercial permits issued in past 12 months per FTE in building division	78	25	103	68
24	**Activity**				
25	Total COMMERCIAL building permits - past 12 months (new construction, tenant finishes, alterations, additions)	140	14	22	55
26	Total RESIDENTIAL building permits - past 12 months (new dwellings, remodels, additions, basement finishes, decks, residential mechanical if city inspected)	329	44	236	183
27	TOTAL residential and commercial permits issued in past 12 months	469	58	258	238
28	Total OTHER permits - past 12 months (retaining wall, excavation, signs, fences, demolitions, pools, etc.)	381	80	116	509
29	TOTAL permits (all permits) issued in past 12 months	1319	196	623	747

* Include partial FTEs where appropriate.

** property maintenance enforcement responsibility shared among bldg inspectors

EXHIBIT 9

		Creve Coeur	Frontenac	Ladue	Olivette
30	Building Code - no. of inspections in past 12 months	5300	499	1300	3184***
31	Mechanical Code - no. of inspections in past 12 months		0		0
32	Plumbing Code - no. of inspections in past 12 months		0		0
33	Electrical Code - no. of inspections in past 12 months		0	0	0
34	Value of commercial permits issued in previous fiscal year	$ 110,000,000	Do not have commercial and residential broken out - $7,037,763	$ 6,083,047	$ 4,800,000
35	Value of residential permits issued in previous fiscal year	$ 19,000,000	included in 34 above	$ 31,740,469	$ 6,600,000
36	TOTAL value of permits issued in previous fiscal year.	$ 129,000,000	$ 7,037,063	$ 37,823,516	$ 11,400,000
37	**Revenues**				
38	Total building permits revenue - past 12 months revenue	$ 366,240	$ 73,472.00	$ 100,188	$ 88,911
39	Mechanical Code permits - past 12 months revenue (city/county)	$ 67,911	county	$ 5,620	County
40	Electrical Code permits - past 12 months revenue (city/county)	$ 77,551	county	County	County
41	Plumbing Code permits - past 12 months revenue (city/county)	$ 43,927	county	$ 16,410	County
42	Total permit revenues received by city in past 12 months	$ 366,240	$ 73,472.00	$ 122,218.00	$ 88,911.00
43	**Expenditures**				
44	Total annual expenditures on building inspections services (do <u>not</u> include property maintenance enforcement)	$ 543,930	$ 134,548	$ 165,082	$ 180,000
45	Average expenditures per residential/commercial bldg permit issued (line 44 divided by line 27)	$ 1,160	$ 2,320	$ 640	$ 756
46	Deficit (line 44 minus minus line 42)	$ 177,690	$ 61,076	$ 42,864	$ 91,089
47	Current General Fund Budget	$ 14,703,274	$ 5,241,480		$ 7,197,467
48	Bldg Dept Deficit as a % of General Fund	1.2%	1.2%	#DIV/0!	1.3%
49	**Fee Schedule**				
50	Residential permit fee	$4 per $1,000 of project valuation (exclude cost of land and professional fees)	see table	Base $100, $4 per $1,000 of project cost.	$3.43 per $1000 of project valuation

* Include partial FTEs where appropriate.

** property maintenance enforcement responsibility shared among bldg inspectors

EXHIBIT 9

		Creve Coeur	Frontenac	Ladue	Olivette
51	Commercial permit fee	$4 per $1,000 of project valuation (exclude cost of land and professional fees)	see table	Base $100, $6 per $1,000 of project cost	$3.40 per $1000 of project valuation
52	**Escrow Deposits**				
53	Single Family Residence	$2,500	$5,000	$5,000	$5,000
54	Room Addition / Garage Addition	$1,000	$5,000	$1,000	$1,000
55	Swimming Pool	$1,000	$5,000	$1,000	$1,000
56	Basement Finish / Interior Remodel	$500	$5,000	$500	$500
57	Retaining Wall / Deck (Over $5000)	$500	$5,000	$500	$500
58	All Projects Less Than $7,500*	Escrow Waived	$0	N/A	Escrow Waived
59	**Escrow Deposits - Demolition**				
60	Site Improvement	Dependent on Cost of Construction	excavations vary depending on scope of work	N/A	
61	Moving of Building	$500	$5,000	N/A	500
62	**Escrow Deposits - Excavation**				
63	Driveway	$500	$1000 - 10000 depending of area	N/A	$0
64	Greater than 3 feet from Road on Private	$50	same as above	N/A	$500
65	Under Road or Close to Edge of Road on Private Property	$1,000	same as above	N/A	$2,000
66	Utility Company Infrastructure Repairs	$1,000	same as above	N/A	$50

* Include partial FTEs where appropriate, e.g. if a plan reviewer spends 50% of his time conducting inspections, indicate .50 FTE under "plan reviewer" and .50 FTE under "building inspector".

** property maintenance enforcement responsibility shared among bldg inspectors

*** Olivette is the only city that has an apartment reoccupancy inspection program

* Include partial FTEs where appropriate.

** property maintenance enforcement responsibility shared among bldg inspectors

EXHIBIT 9

Projected Revenues for MEPs

	CC	Front	Ladue	Olivette	TOTAL
Mechanical	$ 67,911	$ 16,169	$5,620*	$ 28,753	**$ 112,833**
Electrical	$ 77,551	$ 18,465	$ 36,998	$ 32,834	**$ 165,848**
Plumbing	$ 43,927	$ 10,459	$16,410*	$ 18,598	**$ 72,984**
TOTAL	$ 189,389	$ 45,093	$ 59,028	$ 80,185	**$ 351,665**

* These represent actual revenues for Ladue as Ladue is already performing all plumbing and mechanical inspections in-house.

Projected Expenditures for MEPs

Two (2) cross-trained mechanical/electrical inspectors salary/benefits	$ 180,000
One (1) plumbing inspector salary/benefits*	$ 90,000
1/4 FTE salary/benefits for backup plumbing inspector	$ 22,500
One (1) additioanl clerical FTE salary/benefits	$ 60,000
TOTAL	$ 352,500

* Existing bldg inspectors would serve as back-up plumbing inspectors

EXHIBIT 9

New FTEs that CC would need to provide building Inspections

	Clerical	Inspector	Plan Reviewer	Manager (CBO)	Total New FTEs	New Exp	New Rev	Net Rev
CC + Olivette	1	1	0	0	2	$ 163,000	$ 88,911	$ (74,089)
CC + Ladue	1	0	0	0	1	$ 73,000	$ 100,188	$ 27,188
CC + Frontenac	1	0	0	0	1	$ 66,500	$ 73,472	$ 6,972
CC + Frontenac + Olivette	1	1	0	0	2	$ 169,500	$ 162,383	$ (7,117)
CC + Ladue + Olivette	1	1	0	0	2	$ 176,000	$ 189,099	$ 13,099
CC + Ladue + Frontenac	1	1	0	0	2	$ 169,500	$ 173,660	$ 4,160
CC + Ladue + Olivette + Fronte	1	2	1	0	4	$ 362,500	$ 262,571	$ (99,929)

EXHIBIT 9

	St. John's Contract	Building Permit Fees	Total Building Dept Revenues*	Building Dept Expenditures**	Revenues minus Expenditures
FY2011***	$ 77,022	$ 256,000	$ 333,022	$ 545,566	$ (212,544)
FY2010	$ 102,696	$ 263,544	$ 366,240	$ 543,930	$ (177,690)
FY2009	$ 98,076	$ 506,514	$ 604,590	$ 672,109	$ (67,519)
FY2008	$ 97,140	$ 625,475	$ 722,615	$ 600,721	$ 121,894
FY2007	$ 89,796	$ 449,225	$ 539,021	$ 520,581	$ 18,441
FY2006	$ 83,163	$ 574,762	$ 657,925	$ 524,008	$ 133,917
FY2005	$ 20,442	$ 752,361	$ 772,803	$ 464,767	$ 308,036
FY2004		$ 288,489	$ 288,489	$ 429,050	$ (140,561)
FY2003		$ 535,402	$ 535,402	$ 450,144	$ 85,258
FY2002		$ 489,095	$ 489,095	$ 375,130	$ 113,965
FY2001		$ 530,372	$ 530,372	$ 272,686	$ 257,686
Total FY01-11	**$ 491,313**	**$ 5,015,239**	**$ 5,839,574**	**$ 5,398,692**	**$ 440,882**

* Bldg permit fees plus revenues from st. john's contract. Annual revenue from St John's equals approximately $102,000. The contract expires in March 2011 and is not expected to be renewed.

** Does not include cost of property maintenance enforcement

*** Projected

Finance Task Force
Task Force Minutes
October 24, 2018
4:00 PM
Administrative Conference Room

I. Call to Order

Ellen Lawrence	Councilman
Robert Hoffman	Councilman
Charlotte D'Alfonso	Councilman
Larry Potashnick	Board Member
Ronald Abeles	Board Member
Heather Silverman	
Adam Shulenburger	Board Member
Lori Obermoeller	Director of Finance
Debbie Loso	Assistant
Mark Perkins	City Administrator
Tracy Brothers	Finance Clerk

II. Approval of Agenda

Mr. Hoffman began the meeting as acting Chairperson.

Approval of Agenda

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Heather Silverman
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Abeles, Silverman, Shulenburger

III. New Business

Election of Chair and Vice-Chair

Ms. Lawrence nominated Ms. D'Alfonso for chairperson and Mr. Shulenburger for vice-chair. Members nominated accepted the nomination with present voting aye.

Calendar

The Task force was given six months to complete the task. The Task Force will meet every two weeks for two hours beginning on November 14, 2018 at 4:00 to 6:00 PM. The follow meeting dates have been agreed upon; November 28, 2018, December 12, 2018, January 2, 16, and 30, 2019.

Discuss Purpose and Establish Objective

The Task Force determined the objective of the Task Force is cost reduction. The Task Force decided to meet with each individual department, review their budget, and get feedback from them on how they could reduce cost in their departments or what ideas they may have in making it more efficient. The Task Force will take the next scheduled meeting to review and determine a line of questions to ask departments, and to create their mission statement and purpose in case questions arise why the City is taking an in depth look at cost reductions. Each member will submit questions to Ms. Obermoeller no later than the morning of November 7, 2018 or sooner if possible. She will compile all questions and have for the next scheduled meeting. The decision was made to meet with

Finance Task Force
Task Force Minutes
October 24, 2018
4:00 PM
Administrative Conference Room

two small or one large department per meeting with the meeting lasting two hours. This will give the Task Force enough time to interview the department and have discussion afterward.

The meeting scheduled on November 28, 2018 the Task Force will be meeting with the Administration, IT and Finance departments.

IV. Adjournment

Motion to Adjourn

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Larry Potashnick, Board Member
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Abeles, Silverman, Shulenburger

Finance Task Force
Task Force Minutes
November 14, 2018
4:00 PM
Administrative Conference Room

I. Call to Order

Ellen Lawrence	Councilman	
Robert Hoffman	Councilman	
Charlotte D'Alfonso	Chair	
Larry Potashnick	Board Member	(Absent)
Ronald Abeles	Board Member	(Absent)
Heather Silverman		
Adam Shulenburger	Vice-Chair	
Tim Fogerty	Board Member	
Lori Obermoeller	Director of Finance	
Sharon Stott	Assistant City Administrator	
Mark Perkins	City Administrator	
Debbie Loso	Assistant	

II. Approval of Agenda

Approve

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick, Abeles

III. Approval of Minutes

Approval of October 24, 2018 Finance Task Force Task Force Minutes

RESULT:	**ACCEPTED [UNANIMOUS]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick, Abeles

IV. Old Buisness

V. New Business

Discussion of Mission Statement and Purpose

A question was raised if the Task Force was discussing revenues and expenditures or just expenditures. Ms. Obermoeller pointed out that the City Council asked the Task Force to address expenditures. The Task Force felt like they would primarily address expenditures, but as revenues came up, they would go ahead and discuss the revenues. They didn't want the Task Force meeting with all of the departments and then later having another group meeting with the departments to discuss the revenues. It seemed more productive to discuss revenues as they relate to that department while interviewing each department.

The following Mission statement was created: The Finance Task Force will investigate and report to the City Council options and recommendations for expenditure reductions and overall financial health of the City while continuing to provide high level services.

The following Goals & Objectives were created:
Goal: To fully examine city expenditures in order to ensure that we are being the best stewards of tax payer dollars.

Goal: To review each department to ensure that services are being provided efficiently and meeting appropriate quality standards.

Goal: Provide recommendations to the City Council.

Objective: Hear presentations from each city department
Objective: Provide each department with a list of questions
Objective: Have facilitated discussion in order to identify where efficiencies can be improved
Objective: Create a written report of recommendations

Discussion of Submitted Questions

There was a lot of discussion of what questions to ask all of the departments. Adam wanted to make sure that we didn't have to stick to just the list of questions...he wanted to be able to ask other questions as well. The group decided that they would create a list of questions that would help the departments get their thoughts together and that would help the Task Force know what other questions to ask during the interview. The following questions were created as a list for all departments to complete and submit for the agenda packets prior to the department's scheduled interview:

- Provide a list of services which are currently outsourced
- How would your department reduce cost by 5, 10, or 20 percent annually? How do you see your department reducing costs? This would include short-term tactical suggestions as well as over-arching strategic ideas.
- How can we better collaborate with other cities or the county to provide efficiencies to our current operating model? What would be the potential economic impact of such actions?
- Can you think of any public/private partnerships that would reduce costs and benefit the City?
- Is there aspects of your department's services or tasks that could be outsourced? Why would this work/not work?
- Are you in contact with similar departments in other communities? If so, are there efficiencies occurring (short and long term) in these other agencies that could work for Creve Coeur?
- What long term items/processes should the city be looking at to effectively control costs, increase revenue or increase efficiency?
- Which services can be eliminated or performed less frequently? Which services could be performed by another department or combined with another department?
- Identify additional services that would be beneficial "if only there was enough time."
- Are there any services or tasks performed by your department "just because we always have done it"?
- Identify services that could be performed more quickly, better, more easily by switching to an

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improved method. How much improvement could result?
- Are there any services you or your staff could do better with more knowledge, training?

The following questions will be verbal questions that will be asked by the Task Force to each department:
- What are your concerns about this process?
- What do we need to know that we are not asking you?
- What is council missing - what do you want us to know as we look at revenue and costs that might not be evident?

Adam handed out an example of a report that St. Louis County prepares on code enforcement contracts that they do for other municipalities. He wondered if this would be possible for departments to do on other things. The group decided it would be too time consuming and not enough time to do.
Along with these questions, the following items would be provided: Organizational Chart, Job Descriptions for each department, and Budget Narratives for each department.
The next meeting will be with Administration/IT/Legal and Finance/Interdepartmental

Timeline for Department Interviews

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick, Abeles

VI. Other Business

Meeting Schedule

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick, Abeles

VII. Adjournment

Adjourn

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick, Abeles

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I. Call to Order

Ellen Lawrence	Councilman	
Robert Hoffman	Councilman	
Charlotte D'Alfonso	Chair	
Larry Potashnick	Board Member	(Absent)
Ronald Abeles	Board Member	(Absent)
Heather Silverman		
Adam Shulenburger	Vice-Chair	
Tim Fogerty	Board Member	
Mark Perkins	City Administrator	
Sharon Stott	Assistant City Administrator	
Lori Obermoeller	Director of Finance	
Debbie Loso	Assistant	
Barry Glantz	Mayor	

II. Approval of Agenda

1. Motion to Approve Agenda

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Ellen Lawrence, Councilman
SECONDER:	Robert Hoffman, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick, Abeles

III. Approval of Minutes

Approval of November 14, 2018 Finance Task Force Task Force Minutes

1. Motion to Approve Minutes

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Tim Fogerty, Board Member
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick, Abeles

IV. Old Buisness

V. New Business

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FY19 Working Personnel

Organization Chart

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick, Abeles

Detail Analysis

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick, Abeles

Department Interviews

Legal, Admin, IT

Chair Ms. D'Alfonso asked if there were any questions from the answers provided by Administration, Information Systems or Legal. A question was asked how the department plans on making the reduction of 5, 10 or 20% because it wasn't stated how the department would achieve this. Mr. Perkins commented that the departments were supposed to provide short bullets as answers with the intent of providing more detail during the interview. Plus, any sensitive information was not supposed to be put in the packets. We do not want departments or employees worrying about their jobs. If the Task Force ever wants to get into more specifics, they can ask at the meetings. However, keep in mind that these are open and recorded meetings. Mr. Shulenburger asked if the Task Force could ever have closed meetings to discuss personnel, but Mr. Perkins stated that he didn't believe so, but would check with City Attorney.

Outside of the newsletter, which is 7.3% of Administration's budget, the biggest expense (like most department's) is from Personnel. Mr. Perkin's stated that 72% of the City's budget is from Personnel expenditures.

Mr. Hoffman stated that we would get a lot of pushback if we eliminated the newsletter. He also wanted to remind the group that departments will have different opinions than City Council. Ms. Lawrence stated that we are a service organization so we need to figure out a way to provide these services cheaper. Mr. Shulenburger suggested advertising or having sponsorships in Newsletter to help pay for the costs.

In regards to PC/Laptops, the replacements could be delayed longer than 5 years to help reduce costs.

A Phone Audit could be done to reduce lines no longer needed. Charlotte asked if an audit was planned already. Staff stated that it was not, but we would look at in the future.

A Consolidation of Court was discussed. It could be similar to the consolidation of dispatch to WCDC. This idea will be reviewed at the next interview.

Having SLAIT increase the benefits offered for Dental, Life, EAP, etc. is something that has been asked before but because most cities are with Delta Dental, cities don't want to change so it's not beneficial for SLAIT to offer. It's very different from health.

Some other suggestions for reduction in costs are as follows: 1) look at reducing city paid

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dependent portion of insurance; 2) eliminate or reduce vacation buy-back (City pays out $46K per year which is up to 10 days per employee and only about 15 employee elect this per year); 3) increase required employee contribution in Old Legacy Pension Plan to match LAGER's required 4% contribution (equates to about $34K per year); 4) review/reduce employee relations events ($3,500 is cost of employee appreciation luncheon); 5) don't allow retirees to stay on the City's insurance ($180K per year); 6) change health insurance plan to high deductible or HSA

Legal Budget Narrative

Administrative Budget Narratives

IT Budget Narrative

Legal, Admin and IT Job Descriptions

Legal, Admin, and IT Task Force Answers

Finance

Like the Administrative and Information Systems Departments, most of the costs for Finance is in Personnel. In FY2018, Finance changed one of its full-time positions to part-time, saving about $50K per year.

Some items discussed by the task force are as follows: 1) are employee paychecks electronic? Ms. Obermoeller stated that it is not at this time, but we will look at possibly doing this in the future since this is something the new software is capable of doing. We just need to make sure receiving it electronic is secure; 2) we need to look at printer costs and how we can reduce the amount of paper we print. Ms. Obermoeller said once business license and other modules get set up with the citizen self service portal, this will allow citizens to print their own business license and possibly other things. Plus, more functions will be done through email instead of mailing notifications.

Not only the reduction of expenditures should be reviewed, but also the review of business license fees, in addition to looking at other possible revenue sources. Business license fees are the lowest in the area and we should be more comparable to surrounding municipalities.

The discussion of having a central customer service area was also discussed. The task force would like to see this looked at in the future to see if there would be any efficiencies or cost savings in implementing.

There was also some discussion of making sure all departments are not only cross-trained within the departments, but also cross-trained between departments, so that employees understand the entire flow from the beginning to the end, and how one department's transactions affect other departments.

Finance Budget Narrative

Finance Job Descriptions

Finance Dept Task Force Answers

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Interdepartmental

Interdepartmental Budget Narrative

Interdepartmental Depart Task Force Answers

VI. Reports

Meeting Schedule

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick, Abeles

VII. Adjournment

VIII. Communications

The following items are take-aways from the interviews that the task force would like to possibly consider for the future:

- Look at reducing the costs of the newsletter through a reduction in the number of issues, printing black and white, moving to electronic, etc.
- Increase refresh rates of PC/laptops/printers/peripherals
- Investigate managed print services to determine if the city can reduce costs for toner, printer, maintenance, etc.
- Perform phone audit to possibly reduce the monthly costs due to lines that are no longer used
- Look at municipal court consolidation similar to WCDC
- Look at employee benefits such as health and dental insurance and possible reductions with either reducing city paid dependent portions, going to a high deductible plan or HSA Plan, etc.
- Look at eliminating or reducing vacation buyback options for employees
- Look at increasing Legacy Pension Plan employee contribution from 3% to 4% like it is with LAGERS employees
- Look at reducing the costs for employee events such as wellness and recognition programs
- Review/reduce the city-paid portion of retiree insurance
- Look at offering employees eligible for retirement to stay on health insurance to encourage voluntary retirement
- Look at certain revenue fees to make sure they are comparable to surrounding municipalities (such as business license fees)
- Look at creating a centralized customer service center as you walk into the building to provide more efficiencies and cost savings
- Look at cross training and making sure it is done in each department and between departments

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I. Call to Order

Ellen Lawrence	Councilman	
Robert Hoffman	Councilman	
Charlotte D'Alfonso	Chair	
Larry Potashnick	Board Member	(Absent)
Heather Silverman		
Adam Shulenburger	Vice-Chair	
Tim Fogerty	Board Member	
Lori Obermoeller	Director of Finance	
Mark Perkins	City Administrator	
Sharon Stott	Assistant City Administrator	

II. Approval of Agenda

1. Motion to Amend the Agenda

Amended the Agenda to do Court 1st and then Legislative

RESULT:	**AMENDED [UNANIMOUS]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

2. Motion to Approve Agenda as Amended

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

III. Approval of Minutes

Approval of November 28, 2018 Finance Task Force Task Force Minutes

Amend the minutes to add No InkJet printer at every desk under Communications

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RESULT:	**ACCEPTED AS AMENDED [UNANIMOUS]**
MOVER:	Ellen Lawrence, Councilman
SECONDER:	Robert Hoffman, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

IV. Old Buisness

Organization Chart

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

Detail Analysis

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

Questions

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

V. New Business

Department Interviews

Legislative

Legislative Budget Narrative

Legislative Job Description

Legislative Task Force Answers

Mr. Shulenburger asked why we don't do the codification in-house? Debbie Ryan said that she does not have enough time to do herself and only a few cities do it themselves. Mr. Shulenburger asked if we ever thought about using an intern from Washington University to do this? Ms. Ryan said that we have a part-time person help with other things, but she would look into an intern as well.

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Ms. Lawrence asked about the costs for voice recognition software for taking minutes at meetings. Ms. Ryan did not know the costs but would get the costs. Mr. Shulenburger said that it was only $600 for a one-time fee. Ms. D'Alfonso asked that we look into this and check with the City Attorney to see if we really want verbatim minutes.

Municipal Court

Municipal Court Budget Narrative

Municipal Court Job Descriptions

Municipal Court Task Force Answers

Adam Shulenburger asked that we defer the discussion of the possible court consolidation until the Judge and Prosecuting Attorney (PA) are present to discuss as well. Mark Perkins stated that we are working on putting the numbers in a budget format now and will have more to discuss later and at that time we will have the Judge present. The Task Force agreed to go ahead and discuss what was submitted so far.

Mr. Perkins said that the other cities that have consolidated have not renewed judge contracts as they expire. Mr. Shulenburger asked the term limit and expiration of our Judge? It is a 4-year term and the terms expire April 2019.

Mr. Shulenburger asked how the other cities that have consolidated hold court for each of the municipalities? Mr. Perkins stated that they are all held in the same location, but there is a different docket with different times for each city. Our consolidation would be an intergovernmental agreement that would specify the terms. It would have to be cooperatively determined, and all employees would probably be under the City of Creve Coeur instead of a separate entity like WCDC, because there wouldn't be as many employees.

Mr. Shulenburger asked if the PA and PA assistant would be discussed as well? Mr. Perkins said that he wasn't sure it could get much less because it's already a lot less than it was, but we would review it.

Mr. Hoffman asked what happens with ordinances and codes? Mr. Perkins said that the ordinances and codes will stay the same for each municipality because 1 Judge can do all as long as each city has a separate docket so the Judge can separate it out. It's no different than the same Judge serving multiple locations now.

Mr. Shulenburger asked if we can start holding court during the day? Yes, court can be held during the day, which a lot of attorneys like so that they don't have to attend as many evening courts. It would save on overtime costs.

Ms. Lawrence asked about the debt collection with Show Me Court software? Ms. Caswell stated that the new software will have the resources available to collect the outstanding balances. The new software has the capability of collecting fines and court costs from the defendant's tax returns. Ms. Lawrence asked if we could opt out of the debt collection and

Ms. Caswell stated that we could not.

Ms. D'Alfonso asked about changing the housing docket so that the PA first meets with the Code Enforcement Department and defendant without involving the courts. Ms. Caswell said that we do get a lot of defendants in first to get them in compliance where the court isn't really involved. It's more of a meeting with the Defendant, the code enforcement department and the PA.

Mr. Shulenburger said that he tried calling the City to get a hold of the PA and he was told that he had to call the PA directly and was given the number. When he called the number, there was no message on the PA recorder saying when he would get a call back. He thinks it needs to be stated so attorneys know what to expect and don't keep calling the court department to ask. Mr. Perkins said that we would be talking to the PA and setting up some service standards or expectations to address these concerns. It is a good idea to let attorneys know a time frame.

Ms. D'Alfonso asked if we could start posting bonds online. The police department has some concerns that they don't know when the bond has been paid or posted, but we will check with the police department to see if we can do. It doesn't cost the city anything to do online. The Task Force all agreed that we need to get the police on board.

Questions about citizens roaming downstairs and wanting information about renting rooms was discussed. Mr. Perkins said that we have been dealing with this issue for years. We have talked about having Martha (the receptionist) do it when we know someone wants to look at the rooms. We will put better instructions on the website and maybe even put information downstairs for people to see Martha for additional information.

Mr. Hoffman said that council currently does not hear any complaints about court so we need to be careful what we change. We don't want to make changes that are going to cause more complaints.

Mr. Fogerty asked that we discuss the vacation buyback some more from the last meeting. Ms. D'Alfonso said that we would get through the Q&A for both departments and then we could discuss at the end.

VI. Discussion and Wrap Up

Mr. Fogerty asked if the Pay in Lieu of Vacation was the right thing for the City and if the City can still afford to offer it? Mr. Shulenburger pointed out that the City is buying it back at a higher rate. Ms. Lawrence wondered if the carry over amount was too high; does the City need to look at reducing it? Ms. D'Alfonso asked if the City ever looked at 10 hour work days so the office could be open later for citizens. Ms. Obermoeller said that this was done in previous cities and very few citizens came in after 5, but those that did were only for the building department (issuing permits). Plus, employees hated having to stay late one day per week. It was later eliminated since there was very little value to doing. Plus, with the new software, more and more is being offered online so there is little need to be open later.

Ms. D'Alfonso asked how Creve Coeur's benefits compare to other cities? How does the overtime calculation on anything over 8 hours per day compare to what other cities are doing? Do other cities offer

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sick leave buy back? Ms. Stott said that we do continuously look and compare benefits with other cities because there are always surveys going around. Ms. Stott also relayed to the Task Force that staff did reach out to SLAIT after the last meeting about a higher deductible health insurance plan and they would not recommend a higher deductible plan based on our comparable cities.

The following items are the take-aways from the interviews that the Task Force would like to possibly consider or to have staff research in the future:

- Getting at Wash U intern for City Clerk's office for codification or something else
- Costs of voice recognition software & attorney's recommendations of software
- Look at court consolidation. How would it be set up, would court be during day and at night, would we consolidate Judges & PAs,
- Look at PA service standards or expectations
- Look at allowing defendants to post bonds online
- Look at having Martha trained on showing meeting rooms to citizens
- Look at housing docket changes
- Look at debt collection with new Show Me Court Software
- Look at and compare employee benefits with other cities

VII. Reports

Meeting Schedule

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

VIII. Adjournment

1. Motion to Adjourn

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Ellen Lawrence, Councilman
SECONDER:	Heather Silverman
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

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Task Force Minutes
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4:00 PM
PW Administrative Conference Room

I. Call to Order

Ellen Lawrence	Councilman	
Robert Hoffman	Councilman	
Charlotte D'Alfonso	Chair	
Larry Potashnick	Board Member	(Absent)
Heather Silverman		(Absent)
Adam Shulenburger	Vice-Chair	
Tim Fogerty	Board Member	
Glenn Eidman	Chief of Police	
Jon Romas	Police Captain	
Lori Obermoeller	Director of Finance	
Debbie Loso	Assistant	
Mark Perkins	City Administrator	
Sharon Stott	Assistant City Administrator	

II. Approval of Agenda

1. Motion to Approve Agenda

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Ellen Lawrence, Councilman
SECONDER:	Robert Hoffman, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Shulenburger, Fogerty
ABSENT:	Potashnick, Silverman

III. Approval of Minutes

Approval of December 19, 2018 Finance Task Force Task Force Minutes

IV. Old Buisness

Organization Chart

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Shulenburger, Fogerty
ABSENT:	Potashnick, Silverman

Detail Analysis

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RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Shulenburger, Fogerty
ABSENT:	Potashnick, Silverman

Questions

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Shulenburger, Fogerty
ABSENT:	Potashnick, Silverman

V. New Business

Department Interviews

Police

Police Combined Narratives FY19

Police Job Descriptions

Police Task Force Answers

Chief Eidman stated that vehicle & equipment maintenance is currently outsourced and it costs about $1,500 per vehicle to do a change-over of moving equipment from old vehicle to new vehicle. They have 26 vehicles with 15 marked cars. Vehicle Maintenance includes gas. SUVs cost about $.08 per mile to drive. They normally drive them about 80K - 85K miles before retiring them. Mr. Shulenburger asked how we chose 85K miles? The Chief replied that if they go much over 85K miles, then the City gets a lot less when we try to sell them. We normally have 18 months to 3 years before we sell them. The Chief stated that they have looked at leasing but it's really not a good option. Every year, we purchase vehicles slightly under the State Contract. Mr. Shulenburger asked if the vehicles that we purchased are specially equipped and the answer was yes.

Ms. Lawrence asked if the outsourcing of the prisoners will stop once the new building is completed and the answer was no. Creve Coeur is only a temporary holding facility where it is monitored remotely. It costs $35/day at County.

Ms. Lawrence asked how cutting the uniform allowance affects the employees? It was noted that most cities do not give a clothing allowance to every employee like Creve Coeur does, but rather allots a certain dollar amount to each employee, but then pays for the uniforms through the city's vendor. We currently give a uniform allowance of $1,100 per each commissioned officer. Going to a quarter-master system would cut it to $600 per employee and would be paid directly to the vendor by the City instead of going to the employee (this is called a quarter-master system). Mr. Shulenburger asked if the City and employee paid SS/Medicare on the clothing allowance now and the answer was yes. So really this reduction saves more because the City will not be paying the SS/Medicare taxes. Ms. Lawrence asked if we could do the quarter-master system? Chief said yes. He also stated that he would visit

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setting up a Dry Cleaner for discounts for employees that want to take their laundry to the cleaners.

Ms. Lawrence stated that we may need to revisit the Prop P (Public Safety Sales Tax money) policy. The current policy says that we can allocate 10% for pension, but she believes this may need to be increased. However, we need to wait to see how much the police building ends up needing from these funds before making any changes. Ms. Lawrence likes using Prop P for pension costs.

Ms. Lawrence asked who the City would add to West Central Dispatch Center (WCDC) if we could. Maybe Glendale, Ladue, or Des Peres. Problem with those cities is that they also have fire departments. WCDC doesn't do fire departments so that's the issue with those cities not wanting to join now. Ms. D'Alfonso suggested that the Council start talking with those city's council members to see if they are interested.

Dr. Hoffman stated that the 10% and 20% reduction options were unrealistic. Mr. Perkins said that we were able to reduce 50 sworn officers down to 49 last fall when an officer retired and when we switched to the new 12-hour shifts. The change to 12-hour shifts made this possible. We were able to move a traffic officer to crime prevention. We have a required minimum of 5 officers on at all times, but with the 12-hour shifts we have 6 scheduled each day. Of course, there are vacations and sick days so we aren't always fully staffed, but with more on, it eliminates the need to fill days off, which then creates less OT. Ms. Lawrence would like to see how it goes with just 49 officers before deciding to fill the vacant position. Ms. D'Alfonso asked how long it takes to hire someone? The answer was that it does take some time, but because of the new 12-hour shift, the new shift allows them more time to get someone instead of having to rush as much as they did before. Dr. Hoffman, Ms. Lawrence and Ms. D'Alfonso all commented that they have noticed more officers out with the new 12-hour shifts.

Ms. Lawrence asked if the reduction from 2 FT to 2 PT non-commissioned staff were already done and the answer was yes.

Mr. Shulenburger asked why Creve Coeur officers don't do off duty at theatres? Chief responded that the theatres can get officers cheaper with the County so they normally use them. Chief said they are so busy now, that they would not be able to take on additional orders. The Chief stated that they would like to focus more on proactive things.

Mr. Shulenburger asked about the firing range and if we were recouping our costs with only collecting $3,500 from outside agencies. The Chief stated that he believes so.

Ms. Lawrence asked if we were getting all of the grant opportunities possible or were we missing out on any opportunities due to not being able to apply. Chief stated that he did not believe we were missing out on any.

Mr. Shulenburger asked if we see other cities outsourcing their police departments with Creve Coeur? The Chief said the we are always looking for those opportunities, but those opportunities really aren't out there. Mr. Perkins said that the only real possibility of gaining is through annexation. If we annex north, we could get some then. Mr. Shulenburger asked if other cities do that? It was answered that North County Coop did it. Mr. Perkins said that if the county were to take over our police department, we don't know how many officers they

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would have cover Creve Coeur, but it would probably not be as many. The Chief stated that the level of service would definitely go down.

Mr. Shulenburger asked how our level of service compared to Town & Country (T&C) and Frontenac? It was answered that T&C doesn't answer alarm calls and Frontenac goes to any and every call.

Mr. Shulenburger asked if other cities have the same level of service that we provide would be better candidates for combining? Ms. D'Alfonso doesn't want to lose the excellent service that we already have with the police department. She believes we are already a lot more proactive than most communities. Chief said Creve Coeur has more traffic accidents. Ms. D'Alfonso asked what the Chief meant by being having more proactive law enforcement activity? Chief said to do things like money laundering, cyber-crime, etc. Chief said that we used to have a full-time employee to focus on asset forfeitures/seizure money, but that was cut.

Ms. Lawrence said that we have a lot of well-educated, retired residents that could probably help the police department out. Maybe we need to set up a Creve Coeur Police Tech Support Team. Need to check with City Attorney. Maybe this will help us be more productive and effective.

Ms. Lawrence stated that if the Chief hears of ways to make it better for employees to let them know.

Mr. Shulenburger asked why we don't do DUI Check Points anymore? Chief said not a lot came out of doing those and it was expensive. It was more educational. Plus, the State doesn't fund those any more. We still do some, but not as many.

VI. Discussion and Wrap Up

The following items are the take-aways from the interviews that the Task Force would like to possibly consider or to have staff research in the future:

- Uniform Allowance reduction and setting up a Dry Cleaner Discount and Quarter Master
- WCDC - adding more cities
- Prop P (Public Safety Sales Tax) Policy and raising the amount to fund pension costs. We can revisit during the budget process.
- Evaluate current reduction of 50 officers to 49 to see if we need to fill vacant position
- Look at firing range fee that we charge others. Staff will come back with a recommendation fee to the Task Force
- Look at creating a Creve Coeur Police Tech Support Team to help the department out

VII. Reports

Meeting Schedule

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RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Shulenburger, Fogerty
ABSENT:	Potashnick, Silverman

VIII. Adjournment

Finance Task Force
Task Force Minutes
January 16, 2019
4:00 PM
PW Administrative Conference Room

I. Call to Order

Ellen Lawrence	Councilman	
Robert Hoffman	Councilman	
Charlotte D'Alfonso	Chair	
Larry Potashnick	Board Member	(Absent)
Heather Silverman		
Adam Shulenburger	Vice-Chair	
Tim Fogerty	Board Member	
Lori Obermoeller	Director of Finance	
Mark Perkins	City Administrator	
Sharon Stott	Assistant City Administrator	
Debbie Loso	Assistant	
Jim Heines	Public Works Director	
Mike Fogg	Operations Superintendent	

II. Approval of Agenda

1. Motion to Approve Agenda

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

III. Approval of Minutes

Approval of January 2, 2019 Finance Task Force Task Force Minutes

IV. Old Buisness

Organization Chart

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

Detail Analysis

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RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

Questions

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

V. New Business

Department Invterviews

Public Works

Public Works Combined Narratives FY19

Public Works Job Descriptions

Public Works Task Force Answers

Ms. Lawrence asked about dead animal pick up (Packet Page 15) and who picked them up? Mr. Heines stated that we contract with a company to pick up the large animals, but Public Works picks up the small animals.

Packet Page 17, Acct 6251 - Street Light Maintenance - Do we want to make subdivisions pay for part of this expenditure? If we ask subdivisions to pay, then they probably won't and then the streets will be dark and security may be an issue.

Packet Page 44 - Mr. Shulenburger asked if leaf and limb pickup was offered by Republic? They do offer unlimited leaf and limb pickup for $9 per month. However, this $9 rate was offered because they know we pick up leaf and limbs free so if we no longer offer this free service, the fee might go up. Plus, they don't vacuum the leaves like we do.

Mr. Shulenburger asked why the savings for charging private streets snow plowing services and leaf/limb pickup was so low ($30,000-$40,000)? Mr. Heines said that savings amount was only for the cost of snow plowing. Mr. Shulenburger asked if we could outsource snow plowing? Yes, but it may be difficult finding someone that can do the entire city and to also be cheaper than what the City can do it for. Mr. Shulenburger asked what the mileage was per truck? The chipper truck is the highest mileage with 60-70K miles. We get 10-12 years on 2-Ton Trucks (we have 9). We also have 9 spreaders for all of the 2-Ton Trucks. 1-Ton Trucks are used for daily work. With the last snow storm, we had 6 2-Ton Trucks in operation. We have 9 routes in the City, but we don't have enough manpower to operate all 9 trucks.

Mr. Shulenburger asked why the savings wasn't higher with snow plowing? There is material savings, but you can't really cut manpower with only 20% of the streets being private so there

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is no savings with labor. You might, however, be able to eliminate a truck if we no longer did private streets. Mr. Shulenburger asked if we could do snow plowing for unincorporated areas to try to gain money? Not really a good idea because we won't be able to get compensated from the County for doing their road. Would Olivette be interested? Don't really know. We looked at outsourcing leaf pickup with Olivette and we were better deal for them, but they knew that our residents would be taken care of first and they would be 2nd, so they didn't want that. Snow plowing would be the same. Ms. Silverman asked if we could do with any other cities? We have talked about this before with other cities, but the level of service with other cities are so different. Town & Country doesn't even offer leaf vacuuming. Olivette contracts leaf service out, but they do plow their own streets for snow removal. You also might make the Creve Coeur residents angry if you did other cities and then their service level suffered because of it. Probably not a real good idea to try to take on more streets. Maybe we can try outsourcing 1 route at a time for snow plowing to see how it works? It might be hard to find contractors willing to commit to doing it without paying some price upfront, but we can look into it. Ms. Lawrence commented that we would probably have the same problem we had with mowing where we couldn't get people to do it. Mr. Fogg stated that the State tried to do this before and the costs were so high that they didn't do.

Ms. D'Alfonso asked why we are vacuuming leaves for private streets that are closed off to the public? Most often these streets aren't closed off to the public…they have 1 end open, just not both ends. We do, however, plow gated streets. We don't maintain the streets for private streets, but we do the snow plowing. We have about 30 lane miles out of 150 that are private, so that's about 20% of our streets. Maybe we need to start charging private streets a yearly fee for snow plowing? Mr. Shulenburger asked what we would charge all residents for leaf and limb service if we went to a fee for all? Ms. D'Alfonso said, "that is the last thing we would want to change because that is the one service that all residents really want". Mr. Perkins said the City of Kirkwood went to a fee base program, but then eventually stopped that and got out the business altogether. Now they only sell bags and stickers. We would need more staff to do a fee-based program if the City were to charge residents. Leaf and Limb fixed costs are higher than variable costs. Maybe we can eliminate 2 employees which would be the only real savings.

Ms. Lawrence said that maybe we should do 1 limb pickup per month instead of 1 per week in the summer only? Maybe we should also encourage more residents to use Republic Services. Staff will look into offering less in summer only.

Dr. Hoffman asked how many residents participate in the EAB Tree Removal Program? We get quite a few. We have been offering the program for 2 years now, but we don't replant unless it is City Property or in a Park. Ms. Lawrence would like to make sure that we are giving residents information on the program when we take trees down in the ROW. Maybe we can put brochure in with the letter that we send out before we remove the tree?

Packet Page 44 & 45 - Historical Cabins and School House - Dr. Hoffman wanted to know why we restore these buildings? Mr. Heines said they are getting a cost to restore these buildings now, but we could also look at the cost of having them removed and include that in the report. Staff will also look at possibility of selling the Tappmeyer House or other options available.

Packet Page 45 - Stainless Steel Spreaders - City currently only uses the stainless-steel spreaders once per vehicle, but we could take off of the retired truck and put on the new vehicle so that we get 2 vehicle lives out of them.

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Packet Page 45 - Farmers Market - Ms. D'Alfonso said that we have been doing the Farmer's Market for 4 years now and it still isn't self-sustaining. It costs the City about $9K per year to operate it. How many people use it? Ms. Lawrence said that the vendors say that they have a lot of people that come and buy a lot, but they do just that and don't stick around. We don't rent that space, so no cost there, but the vendors would prefer a more visible spot closer to Olive Road. Sales are up 30% from last year. We have about 12 vendors. We charge $100 - $150 per vendor. Danforth Center has shown some interests in hosting the Farmers Market, but they aren't ready yet. Question was asked why we do the Farmer's Market if we are losing $9K per year? We do it for Community Engagement. Plus, our goal was to break even, but it just hasn't happened yet. There was discussion of moving it to Fresh Market area. Looking at other areas as well.

Task Force would like to see a list of what community engagement activities or special events we offer residents and the costs of each. They would also like to see a list of the vendors for the Farmer's Market and what they are paying?

Packet Page 46 - Horticultural Program - Ms. Lawrence asked about the horticultural program and whether we have ever contacted UMSL? Yes, we have used other schools. They normally do the design and figure it all out and don't charge. Mr. Heines said the cost to maintain the landscaping throughout the City is very high and adding additional areas make it hard for staff to keep up. Mr. Shulenburger asked if we could outsource the gardening. We already outsource some of hit, but we maintain some ourselves. Ms. D'Alfonso asked if we could have a Landscaping Day? Ms. Stott commented that it is expensive to do and we have to worry about the liability costs. Mr. Shulenburger suggested putting up signs when someone maintains the area just like they do along highways. Ms. D'Alfonso said it is getting harder and harder to find volunteers for anything. Are there any areas that are more labor intensive than others? Olive medians are the most labor-intensive area. Staff looks at low maintenance and drought tolerant plants for landscaping as much as possible. Ms. D'Alfonso said that AVISRE at NLC had a bulb that you put in the ground to release water on golf courses so maybe we need to look into that for landscaping throughout the City.

Packet Page 47 - Public Works Efficiencies - Mr. Shulenburger asked if we have ever had an outside company look at Public Works efficiencies? ICMA does a benchmarking with other local municipalities that we participate in and use to compare data. The only problem with this data is that every city looks and answers the questions differently so basically, "garbage in, garbage out" exists. But staff will distribute the ICMA report to the Task Force. Seems like Creve Coeur is always within the same group of responses as most others which is good that we aren't the outlier.
Mr. Perkins said that there are consultants out there that will look at efficiencies because he knows Maryland Heights did one and he thinks it was around $10K. Mr. Shulenburger said that he believes spending money to do a Public Works Study would be justified since we are spending $50K on Park Plan. It might be good to know what are the Best Practices.

Packet Page 48 - ROW Mowing - What is the cost savings if we give back to the subdivisions to do themselves? $15K/$20K per year. Flail Mower for ROW is used April - June/July and is the most expensive part. We could start billing like we do for tall weeds. If we do, then we would first send a letter that we cut the ROW, but that the next time, they will be charged. Olive is the biggest problem area. Ms. D'Alfonso wanted to know the Return on Investment for the automated irrigation systems? We need irrigation system on the west side of the City, but we can't even get bids. No one wants to do it. We are continuously looking for drought resistant landscaping, but still a big problem area.

Mr. Heines wanted to point out that there are some items that get charged to his budget that are expensive that are beyond his control. For example, when the street lights and planters get hit, they are very expensive to replace. And while insurance normally covers these costs, the expenditure comes out of his budget, where the revenue goes into a revenue account. He just wanted to point that out.

Mr. Heines also said that the new software will show costs for programs, so they will be able to track that better in the future.

Packet Page 15 - Fleet Maintenance Expenditures - It is very cost effective to bring maintenance in house. If we do Police Equipment Changeover, this is not cost effective per the Police Chief. Staff will not look at the costs of bringing Changeover in-house. If we were to add another mechanic, would that increase the life of our vehicles and reduce the overall costs? Staff will look into this.

Mr. Shulenburger asked how often we rebid outsourced items? We do this often.

Public Works Outsourced Services

VI. Discussion and Wrap Up

The following items are the take-aways from the interviews that the Task Force would like to possibly consider or to have staff research for the future:

- Look at charging private streets a yearly snow plowing fee
- Look at out sourcing snow plowing for 1 of the routes (pilot program)
- Look at only doing 1 limb pickup per month instead of 1 per week in the summer only
- Look at all future options for the Historical Cabins, the Lake Schoolhouse and the Tappmeyer House
- Start using Stainless Steel spreaders on more than 1 truck; extending their life and not having to purchase a new spreader with every new truck purchase
- Provide a list of all community engagement activities and special events that we offer residents and the costs for each
- Provide a list of all of the Farmer's Market vendors and what they are paying
- Give ICMA Survey Report to Task Force
- Look at costs of doing Public Works Efficiencies Study
- Look at billing for ROW mowing
- Look at costs to bring Police Vehicle Change Over inhouse and maybe hiring another mechanic to help with this. Would this mechanic also increase the life of the vehicles and reducing overall costs?

VII. Reports

Meeting Schedule

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RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

VIII. Adjournment

1. Motion to Adjourn

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Ellen Lawrence, Councilman
SECONDER:	Tim Fogerty, Board Member
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger, Fogerty
ABSENT:	Potashnick

Finance Task Force
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I. Call to Order

Ellen Lawrence	Councilman	
Robert Hoffman	Councilman	
Charlotte D'Alfonso	Chair	
Larry Potashnick	Board Member	
Heather Silverman		
Adam Shulenburger	Vice-Chair	(Absent)
Tim Fogerty	Board Member	
Lori Obermoeller	Director of Finance	
Mark Perkins	City Administrator	
Sharon Stott	Assistant City Administrator	
Debbie Loso	Assistant	
Steve Unser	Building Official	
Jason Jaggi	Director of Community Development	

II. Approval of Agenda

Motion to Approve Agenda

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Silverman, Fogerty
ABSENT:	Shulenburger

III. Approval of Minutes

Approval of January 16, 2019 Finance Task Force Task Force Minutes

Amend minutes Packet Page 6 to reflect that the Police Department said having the equipment change-over on new police vehicles brought in-house was not cost effective.

RESULT:	**ACCEPTED AS AMENDED [UNANIMOUS]**
MOVER:	Ellen Lawrence, Councilman
SECONDER:	Robert Hoffman, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Silverman, Fogerty
ABSENT:	Shulenburger

IV. Old Buisness

Organization Chart

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RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Silverman, Fogerty
ABSENT:	Shulenburger

Detail Analysis

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Silverman, Fogerty
ABSENT:	Shulenburger

Questions

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Silverman, Fogerty
ABSENT:	Shulenburger

V. New Business

Department Interviews

Community Development

Community Development Combined Narrative FY19

Community Development Job Descriptions

Community Development Task Force Answers

Mr. Potashnick asked about the history of the elevator inspections done by the County? Mr. Unser stated that in 1986 when he started, everything was done in-house, but then some items were outsourced to the County due to workload, instead of hiring staff. Elevator services were one of those items outsourced. Then electrical, plumbing and mechanic services were next to be outsourced. Now Creve Coeur does building, plan review and residential mechanical (HVAC) permits and inspections. Mr. Potashnick asked if we could outsource everything? Yes, but there would be less than 1% savings. Mr. Jaggi stated that the BOCA code used to be little, but it is not used any more. Creve Coeur now uses ICC Codes (International Code Council), which is more complex so that's part of the reason for the change and need for a more specialized skill set. Mr. Potashnick stated that it would be easier for the customer if everything was done by one entity. It was stated that Creve Coeur inspectors are not like others; they do inspections the next day which doesn't happen with the County. The sequence of inspections is what affects the timing of inspections, which is part of the customers frustrations. Less than 1% savings is $130,376. Ms. Lawrence said that most of her calls in regards to the building department are about building inspections and she knows those calls would increase with County. Ms. Silverman asked about training? Mr.

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Unser stated that the inspectors are certified by International Code Council. Once certified, then they must get 15 hours of training per every 3 years. Dr. Hoffman said that he gets a lot of calls about the turn-a-round time and it turns out to be County inspections. Ms. D'Alfonso asked if there were any fees could be increased to help offset the cost. Mr. Unser said yes. County provides permit reports for plumbing and electric, but not sure hiring another employee is warranted unless the fees could cover employee costs. Apartment Re-occupancy is another area that the fee structure could change to address illegal re-occupancies and multiple inspections potentially resulting in increase revenue.

Ms. Lawrence asked what illegal occupancy was? When an inspector goes out to do an inspection on vacant property and the unit is occupied. There is a penalty fee which is double the conditional occupancy (CO) fee ($75 x 2 = $150) and there is a $100 penalty so it costs them $175 extra when there is an illegal occupancy. Mr. Jaggi said that the penalties and fees aren't really enough to deter landlords from occupying the units because they can get that month's rent, pay the penalties and still come out ahead. Ms. Silverman asked if we could raise the penalties? Mr. Jaggi said that they started the apartment re-occupancy in 2012 so it probably is time to revisit the fees. Dr. Hoffman asked if we were limited in the amount of fines we could charge? Through the court system, yes, we are limited, but we can adjust the fees based on our costs. Mr. Perkins said that they have talked about bringing back another in-house inspector, but they wouldn't even need to hire another employee because current staff can do plumbing. We do have to be careful about bringing too much back in-house because of recessions. But the advantage is a better level of service. We are waiting to see the efficiencies created from the software and possible staffing changes. Ms. D'Alfonso would like to look at benefits, costs and savings of doing residential plumbing and electric again. Look at type and fees for each for last 3 years. Ms. Lawrence would like to wait to hire or add more staffing until after we have had the opportunity to evaluate efficiencies from the new software.

Enforcement levels are lower…what does this mean? Doing more inspections in less area. Mr. Unser said that our inspectors spend more time at the job site which means we can catch more problems. Our ordinances are more restrictive. County would have to follow our ordinances if they were to take over. Ms. D'Alfonso asked about sharing with other cities? We can't find inspectors right now and we looked at Town & Country, Maryland Heights a few years ago and no one is interested. Cities have adopted different codes. Creve Coeur uses 2009, some use 2015. County uses 2009. Some, however, have deleted part of the codes such as Energy Conservation. Creve Coeur has not deleted portions of the code. Mr. Unser said that the City is more responsive and does a better job because we spend more time doing the inspections. County Plan Review will take 6 - 8 weeks, where Creve Coeur will do within 1 - 2 weeks.

Ms. Lawrence would like to look at two topics on Packet Page 60 under #8. 1) increasing building permit fees to capture more of the costs of providing these services; and 2) offering a stipend for cell phones instead of providing low-cost model phones to employees. As well as, whether we should really be requiring inspectors to utilize a personal vehicle and reimburse those employees for mileage instead of providing city vehicles to inspectors as discussed on Packet Page 61.

Ms. Silverman asked if we should be addressing more property maintenance issues? Dr.

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Hoffman and Ms. Lawrence wondered the same thing. Most of their calls are regarding property maintenance. However, we are legally limited on what we can do. Ms. Silverman asked if they could be given a list of those problem properties and what actions have been taken on each. Yes, we know which properties are the reoccurring ones, so we could put together a list of those and distribute. We can't issue a warrant any more for those that don't show up to court. Full-time Code Enforcement Officer spends 10-15% of his time dealing with code enforcement and the rest doing apartment re-occupancy inspections. Ms. D'Alfonso said that the Citizen Survey showed Creve Coeur being better than other cities, even though the building department has complaints.

Packet page 64 looks at Building Code Enforcement Cost. Page 66 looks at Apartment Re-Occupancy and Page 65 combines all costs. Mr. Perkins said that Table 1 on Building Code Enforcement Costs has a 90% recovery of costs instead of the 86% that we have used in the past. Mr. Potashnick asked why it wasn't 100%? How does this compare to other cities? It was stated that we are more aggressive than most cities and if we recover 100%, then we would be at the top of other cities. However, Table 1 does not include Overhead and we could include those. Mr. Jaggi said that costs aren't usually the complaints that he hears…most of the complaints are because they are more restrictive in codes. We aren't as welcoming as other cities, but ours are what our residents want.

Ms. D'Alfonso said that charts on Packet page 67 - 69 are in line with other cities. When are we going to increase our fees? It was stated that after this Task Force review, we had planned on discussing with the Council during the budget process.

Mr. Potashnick asked why we don't adjust the fees annually? Mr. Perkins said that we usually look at it every 3 - 5 years. Mr. Potashnick said maybe we need to do more often; we don't have to adjust every year, but at least look at it? Mr. Perkins said we do review more often and our goal has increased to 90% funding. Mr. Potashnick would like to see us add overhead and see what the numbers look like. Everyone agreed that we should see the numbers at 90% and 100% with overhead, as well as 100% without overhead. It was also stated that we can present these numbers during the budget process. Mr. Potashnick asked why we care about being close to other cities' fees? It was stated that we don't want to discourage people from getting permits. And permits fees are doubled if you don't get one and get caught.

Ms. D'Alfonso said that this group needs to talk about revenues after we conclude our expenditure interviews. She would like to see this brought up at the next City Council meeting so we can't keep moving forward after we finish expenditures.

Mr. Potashnick asked Community Development how they would cut 10% across the board? Can you cut and still maintain same level of service? If we cut staff, we'd have to cut service per Mr. Jaggi. We are hoping though to lower operational costs with the new software by being more efficient and going paperless. We spend about $7,000 in printing costs.

In 2009, we lost 2.5 employees due to cut backs, but have since rehired. We were down 6 and now we have 9 employees.

Mr. Potashnick asked if we could consolidate and save? Mr. Jaggi wasn't sure. Level of

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service is so different and most cities are not interested. Mr. Perkins said that 5 - 6 years ago the City did an analysis with Frontenac, Town & Country and Olivette to see what they could all do to join the building department with these cities. We didn't see any substantial savings. We will share the report, and we could look at doing the analysis again.

Mr. Potashnick said the County has a higher volume. Yes, but that includes annual inspections where they go in and out quickly. Our inspectors are more thorough. Mr. Potashnick asked if we could we spend time less time on the inspections? Yes, but we tend to and prefer to take longer on inspections instead of reducing time for the inspection. Eventually, we may reduce the amount of time we spend with those inspections. Mr. Potashnick's stated that his experience has been that if you force employees to be more efficient, they will figure it out.

Ms. D'Alfonso said that residents would be willing to pay more to keep services. We have to be careful about cutting staff because we will probably lose our concierge service that we have come to expect. Ms. D'Alfonso said that as retirements happen, we should look at cutting through attrition if possible.

Community Developmnt Staff Report

VI. Discussion and Wrap Up

The following items are the take-aways from the interviews that the Task Force would like to possibly consider or to have staff research for the future:

- Look at doing residential plumbing and electric again. What are the savings? Look at by type and fees for the last 3 years?
- Look at increasing the building permit fees to capture more of the costs of providing these services.
- Look at offering a stipend for cell phones instead of providing a low-cost model to employees.
- Look at costs of providing a city vehicle to inspectors so they don't have to use their own personal vehicle and get reimbursed for mileage.
- Look at including overhead in with building code enforcement costs to see what 90% and 100% recovery costs would be. Also look at what it would be if recovery costs were 100% without overhead.
- Evaluate the efficiencies and reduction in printing costs with the new software.
- Distribute report from years ago that analyzed joining building departments with other cities such as Frontenac, Town & Country, Olivette, etc. Can we look at updating the report?
- As retirements happen and employees leave, we should be looking at the possibility of reducing staff through attrition.

VII. Reports

Meeting Schedule

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RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Silverman, Fogerty
ABSENT:	Shulenburger

VIII. Adjournment

Motion to Adjourn

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Tim Fogerty, Board Member
SECONDER:	Heather Silverman
AYES:	Lawrence, Hoffman, D'Alfonso, Potashnick, Silverman, Fogerty
ABSENT:	Shulenburger

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I. Call to Order

Ellen Lawrence	Councilman	
Robert Hoffman	Councilman	
Charlotte D'Alfonso	Chair	(Absent)
Larry Potashnick	Board Member	
Heather Silverman		
Adam Shulenburger	Vice-Chair	(Absent)
Tim Fogerty	Board Member	(Absent)
Lori Obermoeller	Director of Finance	
Mark Perkins	City Administrator	
Sharon Stott	Assistant City Administrator	
Jason Valvero	Director of Parks & Recreation	
Tim Brinks	Assistant Director of Parks & Recreation	

II. Approval of Agenda

1. Motion to Approve Agenda

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Heather Silverman
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, Potashnick, Silverman
ABSENT:	D'Alfonso, Shulenburger, Fogerty

III. Approval of Minutes

Approval of January 30, 2019 Finance Task Force Task Force Minutes

Mr. Potashnick wanted clarification on Packet Page 3 that less than 1% savings of $130,376 is a representation of the entire General Fund Budget. Ms. Lawrence wanted clarification that most of her calls are about building inspections and not just calls in regards to the building department.

RESULT:	**ACCEPTED AS AMENDED [UNANIMOUS]**
MOVER:	Ellen Lawrence, Councilman
SECONDER:	Heather Silverman
AYES:	Lawrence, Hoffman, Potashnick, Silverman
ABSENT:	D'Alfonso, Shulenburger, Fogerty

IV. Old Buisness

Organization Chart

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V. New Business

Department Inter Views

Dielmann Recreation Center

Dielmann Recreation Center Combined Narratives FY19

Dielmann Recreation Center Job Descriptions Combined

Dielmann Recreation Center Task Force Answers

Mr. Potashnick asked if they could get an organizational chart with an actual head count in every position. Ms. Stott distributed a Summary of Full-Time Authorized Personnel by Department from the budget book.

Director of Parks & Recreation Jason Valvero and Assistant Director Tim Brinks went through the answers to all of the questions. Below are a few items that were discussed in more detail:

Packet page 40 talked about Goose Roundup. This is where they come and physically remove the geese and take them to a different location. It is very effective and more effective than having the dog.

Ms. Lawrence asked if we could plant native grasses on the golf course? No, native grasses are too tall for golfers and they just don't work for golf courses.

Using more part-time staffing was discussed, but it's really had to find reliable part-time employees. Plus, there's a skill to cutting the golf greens, so we really need employees experienced in grass cutting for the golf course.

Dr. Hoffman asked why we don't have concessions at the ice rink open more? We should be selling hot chocolate, coffee, popcorn, snacks, etc. Mr. Brinks said that if the Rockets are playing a game, they do open the concessions. However, some times the Rockets will schedule a game without them knowing it is a game, so the concessions may not get opened for every game. But for the most part, the concessions are open for every game, every weekend and all golf or special events. The concessions used to be open 11 - 6 every day, but it just wasn't cost effective to do every day. They have tried to open for practices, but no one really eats during practices. Vending machines do very well and we keep 100% of the profit. However, we don't really have the space for many more vending machines.

Sponsorships for concerts haven't been as good as the last few years because they only have about 350 people attending the concerts so people don't want to sponsor a small group. It cost about $2,000 to put a concert on. Not sure how many of the attendees are residents. Question was asked if they can get rid of the bandwagon? Some bands don't need it, but others have to have it. Plus, there is no electric if there isn't the bandwagon, so that would be an issue. Can we look at doing more international programming groups? Yes, but still won't attract that many more people.

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The Farmer's Market location was discussed. Still trying to find a good location. Legion Hall is a possible option and it will help eliminate public works costs and Johnny on the Spot costs.

Mr. Valvero stated that they do lots of cross promotions with concerts and camps with other municipalities.

The LED light replacement program in the Ice Rink hasn't happened yet because it's really not effective to do all at once.

The irrigation system for the golf course was installed in 1974, so it's really old technology. The looked at having it replaced last year, but it was way more expensive to replace than they anticipated. The question was asked how much longer it will last? The guess was another 10 years. Then what will the City do? No real plan on what to do after that, but will probably look at Grants. We can get about $475,000 every other year through the 1/10 cent St. Louis County Parks Tax and we usually get some of these funds. The current system uses staff labor to adjust the heads, but it doesn't always take a lot of staff time.

Ms. Lawrence asked about HVAC training costs and if it would save to train maintenance person to know? They currently look at opportunities to train staff when they can.

Mr. Potashnick asked what they would do if they had to do a 20% increase in revenues to cover costs, could they do it and be self-sustaining? No, we would price ourselves out of the market. We are currently about 20% less than the private facilities, but at about the same as other municipalities. Mr. Potashnick asked if we could increase revenues 5% a year over the next 4 years? No, not really. The staff does increase revenues whenever they can, but we can't promise to be able to do 5% every year for the next 4 years.

Ms. Lawrence was wondering if we could do Groupons? Maybe have a 2-hour Golf Getaway? Mr. Valvero stated that they do Groupons with the Ice Arena, but they don't do for Golf because it costs the City money.

Ms. Lawrence wants staff to look at adding more vending machines in the Dielmann Center lobby so people have more options when the concessions are shut down.

Mr. Potashnick asked if we could monetize the golf course? If we did, we would have to change the comprehensive plan in order to do. Currently, the plan says it has to be a park or a golf course. Mr. Potashnick asked if we could sell Millennium Park? No, there are deed restrictions that prevent us from selling this park. It was mentioned that we are currently in the process of selling Fountain Park. Mr. Potashnick asked if those funds could go into the General Fund to help relieve that fund? This can be looked at.

The next meeting will be a wrap up of the interviews with answers to many of the questions that came from each session. Finance Director Obermoeller will also distribute revenue presentations that were handed out to the Finance Committee last year.

Farmers Market Memo 2018

VI. Discussion and Wrap Up

Finance Task Force
Task Force Minutes
February 13, 2019
4:00 PM
PW Administrative Conference Room

VII. Reports

Meeting Schedule

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, Potashnick, Silverman
ABSENT:	D'Alfonso, Shulenburger, Fogerty

VIII. Adjournment

Finance Task Force
Task Force Minutes
February 27, 2019
4:00 PM
PW Administrative Conference Room

I. Call to Order

Ellen Lawrence	Councilman	
Robert Hoffman	Councilman	
Charlotte D'Alfonso	Chair	
Larry Potashnick	Board Member	(Absent)
Heather Silverman		
Adam Shulenburger	Vice-Chair	(Remote)
Tim Fogerty	Board Member	(Absent)
Lori Obermoeller	Director of Finance	
Mark Perkins	City Administrator	
Sharon Stott	Assistant City Administrator	
Debbie Loso	Assistant	

II. Approval of Agenda

1. Motion to Approve Agenda

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Heather Silverman
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger
ABSENT:	Potashnick, Fogerty

III. Approval of Minutes

Approval of February 13, 2019 Finance Task Force Task Force Minutes

Ms. Lawrence asked that the minutes be amended to add that she wants staff to look at adding more vending machines in the Diehlmann Center lobby so people have more options when the concessions is shut down.

RESULT:	**ACCEPTED AS AMENDED [4 TO 0]**
MOVER:	Robert Hoffman, Councilman
SECONDER:	Ellen Lawrence, Councilman
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman
ABSTAIN:	Shulenburger
ABSENT:	Potashnick, Fogerty

IV. Old Buisness

V. New Business

Final Combinded Questions & Follow Ups

Finance Task Force
Task Force Minutes
February 27, 2019
4:00 PM
PW Administrative Conference Room

Ms. Lawrence wanted to make a statement and suggestion before starting. She has been thinking that if the Task Force were to just cut half of a million, then that will go a long way. She would like to see all of the follow up questions be ranked by easy, moderate or difficult and ranked by priority. She thinks we can get to $500,000 pretty easy, which will then add up over multiple years.

The 5-year General Fund projections were handed out and discussed. It was noted that the $400,000 transfer out of the General Fund is not discretionary. These funds are from the County Road & Bridge Tax and State Statute requires that they be used for improvements and repairs of public roads, streets and bridges within the city, which is why half of the revenue is transferred to the Capital Fund.

It was also pointed out that while this is a 5-year projection, there is more confidence in the 3-year projections. As you move further out, it gets more difficult to predict what is going to happen.

Mr. Shulenburger wanted to state for the record that we could increase the building fees to help recover the costs, but he still struggles with the overall costs in the building department. He still thinks the need of the building department should be reviewed further.

Ms. D'Alfonso would like to see us put the list of follow up questions in priority as well. She suggested listing each one as either a 1 for easy, 2 for moderate, 3 not so easy, 4 for unknown or 5 for delete.

Dr. Hoffman agreed with the recommendation of ranking the questions, but wanted to state that it was clear after going through this process that the departments do a good job of watching their money which is why there wasn't much to cut.

The Task Force then proceed through the questions and the attached spreadsheet summarizes their recommendations. Below are a few comments on some of the items:

- Ms. Lawrence does not want to see the newsletter cut at all because of the usefulness of the document. Mr. Perkins asked if it could be cut to every other month? Dr. Hoffman and Ms. D'Alfonso said No. Ms. Silverman said maybe they could work towards that in the future as the community demographics change. Ms. D'Alfonso said that she would prefer they do the black and white option before reducing any of the issues. Ms. Lawrence agreed with Ms. D'Alfonso. Maybe over time, residents will feel less reliant on the newsletter, but at this point in time, that is not the case. Mr. Perkins asked if the number of pages could be reduced. No one really thought it could be reduced. Ms. D'Alfonso wondered if we could email to those that want to opt out of receiving it? Staff commented that they have tried that before and not many people respond so it doesn't really help.
- Ms. Lawrence wants to make sure no one is using ink jets.
- A Court consolidation spreadsheet was distributed and discussed and all were in favor with moving forward with this. The only wildcard right now is Ladue. We are not sure if they are onboard, but they can always come on board later if they decided not to do now.
- Ms. Lawrence wanted to see the Vacation Buyback reduced to 1 week. It was agreed to implement this in FY 2020.
- Ms. Lawrence believes there is a fairness issue with the pension plans having different employee contribution percentages and thinks they should both be the same, which is 4%. All agreed and decided to make this effective FY 2020.
- Health insurance for retirees was discussed, but they all agreed that this should not be done.

Finance Task Force
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- Ms. D'Alfonso thought the OT should be looked at and changed to be paid on anything over 40 hours per week since there are no other cities that do this, instead of anything over 8 hours per day. All agreed this should be done and implemented January 1, 2021. It was also agreed that the OT rate should not be overstated and the City should move towards correcting this.
- Ms. Lawrence would like to see 15% of the public safety sales tax money be used for pension. She would like to have these funds transferred to the General Fund to reduce the city's current pension contribution from the Legacy DB Plan and from LAGERS. Staff will verify the funds can be used for pension.
- The Task Force does not want to charge private streets for snow removal at this time.

It was decided that the next step is to report these recommendations to the Council at the March 11 work session. Staff will prepare a summary of the savings for each one of the rankings. The Task Force will meet next Wednesday to discuss the report.

Revenues and Expenditures

Alternative Revenue Source

VI. Discussion and Wrap Up

VII. Reports

Meeting Schedule

RESULT:	**DEFERRED [UNANIMOUS]**
AYES:	Lawrence, Hoffman, D'Alfonso, Silverman, Shulenburger
ABSENT:	Potashnick, Fogerty

VIII. Adjournment