

STUDY SESSION OF THE CITY COUNCIL  
CITY HALL, Fifth Floor  
6801 Delmar Blvd.  
University City, Missouri 63130  
**April 26, 2018**

**MEETING CALLED TO ORDER**

The City Council Study Session was held on the fifth floor of City Hall, on Thursday, April 26, 2018, Mayor Terry Crow called the Study Session to order at 6:13 p.m. In addition to the Mayor, the following members of Council were present:

Councilmember Paulette Carr  
Councilmember Steven McMahon  
Councilmember Tim Cusick  
Councilmember Stacy Clay; (Excused)  
Councilmember Bwayne Smotherson

Also in attendance was City Manager, Gregory Rose and City Attorney, John F. Mulligan Jr.

Hearing no requests to amend the agenda, the Mayor proceeded as follows:

**AGENDA**

**1. Presentations:**

Mr. Rose stated typically, there are at least three attributes that define a high-performing organization or community. They include a clear vision; a strong strategy for achieving that vision, and monitoring of those strategies to see how they are performing. The first presentation encompasses the vision; recommendations for achieving "*Work Plan Priorities*" in the upcoming fiscal year.

**WORK PLAN PRIORITIES:**

- **Economic Development** - *There is a need for a more targeted approach versus the shotgun approach, which utilizes limited resources in a manner that is neither effective nor efficient.*
  - Olive Blvd Master Plan - Consensus is needed to gain insight into the desired appearance and traffic flow in order to successfully recruit and retain businesses in this area.
  - Downtown (the Loop) Parking Study - A study to be conducted by the Dept. of Community Development and designed to address current issues and achieve clarity on long-term parking objectives.
  - Marketing Plan - Subsequent to the creation of an Economic Development Strategic Plan staff is recommending that a Marketing Plan be established to promote the City's assets related to business opportunities. This plan is slated for FY20

- Joint City/University Planning Team - Addresses issues of mutual concern.
  - Economic Development Retail Sales Tax Fund - Staff is recommending the creation of a matrix that aligns with Council's goals and objectives to evaluate proposed projects and achieve the desired outcome. *(More information will be forthcoming at the Strategic Planning Session tentatively scheduled for July.)*
  - Olive and North & South Development - Staff is diligently working to acquire this property which they believe is ripe for development.
  - Olive and Midland Development - Council's approval to hire an Economic Development Specialist will enhance staff's ability to aggressively market this property.
  - Hotel Feasibility Study - While the proposed development at Olive & I-170 includes a hotel, staff believes that the market has the capacity for additional lodging. This study would help developers generate a line of reasoning with respect to capacity and exposure.
- **Public Safety**
    - Police Facility - The annual operating budget proposes that the property acquisition and design take place in FY19 and that the construction of a new facility will begin in FY20.
    - Community Policing Strategy - This concept has been identified as a way to achieve efficiencies in policing. A new volunteer program will soon be rolled out by Chief Hampton, with the goal of enhancing community participation and engagement.
    - Enhanced Use of Technology - Cameras, drones, robotics, and analytics. Drones are currently being used and the annual operating budget suggests the purchase of dashboard cameras.
    - Fire Marshal - This position has been placed on hold until the necessary training has been completed to ensure successful performance of these duties. The anticipated goal of recruitment is FY20.
    - EMS Transport Evaluation - Mr. Rose stated today, he drafted a letter that will be included in the grant application for SAFER Grants. This grant enables cities to hire twelve new firefighters for a 25 percent match the first and second years, and a 65 percent match the third year. Council will be presented with a final report once staff has completed their analysis of the cost and value of fire-based EMS transport.

- Accreditation - This process, which is approximated to take four years to achieve, is being led by former U City Police Captain, Carol Jackson.
- **Encourage High-Quality Growth**
  - Visioning Process - Staff will be asking for support in developing a written statement of the community's long-term goals and strategic objectives.
  - Comprehensive Plan - An update to this plan will follow the visioning process.
  - Redevelopment Plan - Addresses the residential component of the I-170/Olive TIF.
  - Architectural Review Board - Suggestion by Councilmember McMahon, to replace or enhance the existing Infill Review Board.
  - Evaluation of Boards and Commissions - To determine their effectiveness, efficiency, and need.
  - Evaluation of Zoning Codes - To determine the effectiveness of U City's current codes.
  - Code Enforcement Analysis - To evaluate the City's zoning districts, housing stock, and ultimately move from code enforcement to a code compliance environment.
  - Parkview Garden Plan - Community Development has been charged with assertively executing Parkview's current plan.

Councilmember Carr stated she found some of Parkview's recommendations to be questionable, especially in light of the recent launch of the Trolley. Therefore, she is curious to know whether Community Development will also be tasked with the reevaluation of this plan in light of the pending traffic changes? Mr. Rose stated the plan would be reviewed to determine if portions are outdated and need modification.

- **Prudent Fiscal Management**
  - Five-Year Financial Forecasting - The Finance Department has been charged with developing an annual five-year forecast of revenue and expenditures that will assist the City with making sound business decisions.
  - Annual Financial Report - A quarterly summary of key financial indicators for employees and residents. Staff will look to enhance these reports by providing Council with a presentation that allows for questions and comments.
  - Pension Plan Analysis - A review of funding levels to determine long-term sustainability.

- Internal Service Fund - A costs and revenue review to ensure funds are balanced. A major component of this review will be a need analysis for the replacement of major equipment. No investments were made in previous years and U City's fleet is considerably outdated. This has resulted in the City having to invest more than normal for a city of this size.
- Solid Waste Rate Analysis - Staff is recommending the creation of a Solid Waste Advisory Committee to evaluate rate analysis reports, impending fees, and assist them in their review of the information contained therein. The goal is to ensure that if and when a rate increase is necessary, the community is well informed and educated, prior to its implementation.
- Evaluation of Purchasing Cards - A review to determine the feasibility of using purchasing cards and whether the City can utilize its buying power to get money back on the goods and services it procures.
- **Infrastructure**
  - Ten-Year CIP - Identification and ten-year review of the City's capital needs. There are significant needs associated with the City's infrastructure that should be acknowledged.
  - ADA Transition Plan - A ten-year plan headed by Public Works to ensure compliance with ADA requirements.
  - Space Needs Study - Identification of the City's current workspace and forecast of future renovation needs.
  - Storm Water Master Plan - Prioritization of the City's essential needs with respect to stormwater management, flood mitigation, and long-term prevention. Beginning in FY19, approximately \$200,000 has been allocated each year to address projects associated with the execution of this plan.
  - Sanitary Sewer Lateral Program - An analysis of the current program administration. Today, if a resident makes application for a sewer lateral repair and staff determines there is a crack, it is replaced and 80 percent of the associated expenses are paid by the City; in spite of the fact that a replacement may not be what is needed to fix the repair. Therefore, staff has been asked to restructure the program to include this qualification, wherein the City will no longer be bound to making unnecessary replacements.
  - MSD Waste Water Storage Tank Project - Staff is working with the consultants to evaluate this project and gain a clear understanding of its impact on the community.

- Sustainability Master Plan - Identification of the needs, opportunities, and priorities, to ensure that buildings are energy efficient and their carbon footprint is minimized.

Councilmember Carr questioned whether the City will be required to make a decision regarding the wastewater storage tanks prior to the completion of the community impact evaluation? Mr. Rose stated within the next couple of weeks, Council will be apprised of the consultant's recommendations, as well as staff's recommendations regarding the best placement options for U City. Staff will continue to work with MSD on the construction end of this project and that may extend over several years.

- **Community Quality of Life Amenities**

- Technical Training for Public - An initiative sponsored by CALOP which utilizes the library to provide training on video editing, robotics, coding, et cetera.
- Event Planning - The development and implementation of events that build and support a sense of community.
- Resident Survey - To provide staff with a sense of how residents' feel about the services provided.
- Streaming & Webcasting of City Council Meetings - Additional resources to enhance citizen engagement. Streaming is proposed for FY19; Webcasting is proposed for FY20.
- Citizen Survey - Although this has been omitted at this point in time, the intent is to create a mechanism; i.e., cards, where residents can provide immediate feedback on services. Cards will be made available at every frontline operation and forwarded to the City Manager's office.

- **Employees**

- Compensation & Classification Study - A study to evaluate salaries, benefits, and ensure that the City remains competitive in the marketplace. The anticipated completion date is June/July 2018.
- Employee Survey - An evaluation of the organization's working culture.
- Organizational Values – Creation of shared values for the entire city organization
- Gainsharing Program – An incentive program in which employees receive benefits directly as a result of cost-saving measures they initiate to improve the organization.
- Staffing Needs Assessment – Identification of the human resources needed to deliver high-quality services.

- Safety Program – A program to ensure employees work and operate in a safe environment as mandated by OSHA.
- Onboarding Program – A program where new employees acquire the necessary knowledge, skills, and behaviors in order to become effective organizational members

**CAPITAL IMPROVEMENT- 5 YEARS:**

Mr. Rose stated although this presentation will not go into great detail, he would be happy to respond to any questions Council might have.

The Capital Improvement Plan (CIP) will extend from FY19 to FY23, and was created with the same aforementioned priorities in mind.

- ❖ *CIP - A summary of U City’s capital investments for the next 5 years. This plan is evaluated on an annual basis and modified where it is deemed necessary.*

**Five-Year Investment Summary**

- Fire Departments (\$530,000)
- Parks, Recreation, and Forestry (\$945,000)
- Police Department (\$6,224,760)
- Public Works Department/Infrastructure (\$17,838,812)
- A total of approximately 25.5 million dollars in capital improvements

**CIP Objectives**

*The vast majority of these projects have been included in the Proposed Annual Operating Budget.*

- Fire Department
  - Purchase of a Replacement Pumper Truck; \$250,000 allocation each year for the next two years.
  - Drone (\$30,000). The City has one drone with a 30 minute flight time. A second drone is needed as a backup.
- Parks, Recreation & Forestry
  - (\$500,000) Tree Replacement Program; initial allocation of \$110,000 in FY19.
  - (\$315,000) Heman Park Pool Renovations for FY19
  - (\$130,000) Ruth Park Golf Course Lighting Install for FY20; per approval of the Enterprise Fund.

Councilmember Smotherson questioned whether the Enterprise Fund would be used strictly for the Golf Course? Mr. Rose stated an Enterprise Fund is structured so that monies generated from a specific business, i.e., the Golf Course, goes towards that operation. However, there are other funding mechanisms to address capital needs for parks.

- Police Department
  - New Police Station (\$6,000,000). Design implemented in FY19 for 1.3 million dollars; construction to begin in FY20.
  - Dashboard Cameras (\$209,760). The first allocation of \$76,000 will occur in FY19.
  - License Plate Readers (\$15,000); proposed for FY19.

Councilmember Carr asked whether the 6 million dollar allocation for the police facility would require something different than what had originally been contemplated? Mr. Rose stated what is being proposed is that the City continues to utilize the existing modular units the police are currently housed in. Roughly 3 million dollars has been invested in this project, and he believes this asset still has a useful lifespan. Maintaining these units will enable the City to operate two facilities, one near the Loop area; which has the highest incident of petty crimes, and the other at the northwest corner of the City around 82<sup>nd</sup> Street, where the most severe crimes occur.

Mr. Rose stated this is also a good time to address a question posed by a citizen, who asked whether there is enough evidence to support the need for two facilities? The rationale has more to do with crime prevention through environmental design, which encourages eyes-on. One reason why each facility will be located near a park is to have eyes-on that park and hopefully create a safer environment. Mr. Rose stated while this concept should not be viewed as some sort of magic bullet that is going to solve all of the City's crime problems, he does believe it will create a greater presence in the community, more citizen engagement, and perhaps, a stronger desire to assist the police in the prevention or faster resolution of crimes. So this strategy should be viewed as simply another tool being utilized to combat crime and help residents feel safer.

Councilmember Cusick asked Mr. Rose for the estimated lifespan of the modular units? Mr. Rose stated staff's belief is that the units probably have a lifespan of five to eight years, which will give the City, time to make a decision about long-term options. But at this point in time, he would not recommend taking the units out of the downtown area.

- Public Works Department
  - Westgate Ave Improvements (\$1.165 M). The bulk of this allocation includes a grant with matching funds. The design phase is scheduled for FY19, with construction to follow.
  - Street Maintenance Program (\$3.5M)
  - Curb and Sidewalk Improvements (\$2.37M)
  - Storm Water Master Plan and Projects (\$1M)

Councilmember Carr stated in the fall of 2017, the Storm Water Task Force was formed to investigate problems within the City, and that project allowed for the hiring of a consultant to assist the Task Force in exploring these issues.

\$10,000 was also set aside, which to her knowledge, has not been used. So, her question is whether that money will now be used to fund this proposed study? Sinan Alpaslan, Director of Public Works and Parks, stated that after conferring with other municipalities regarding the costs associated with conducting this type of study, it was determined that costs could go up to half of a million dollars. So, the City's approach is based on those examples, with \$200,000 representing the cumulative value. Thereafter, the cost of implementing projects for years two, three, four and five, would be prioritized by the Master Plan and community involvement.

- ADA Curb Ramp Design and Construction (\$250,000); \$50,000 for design and construction.
- Enhanced Street Lighting (\$750,000)
- Park Improvements (\$2.65M)
- City Facility Improvements (\$3.5M)

Mr. Rose stated when the staff meetings were moved to the fifth floor he noticed that whenever it would rain buckets had to be placed everywhere. Apparently, there is damage to the dome which is now penetrating into the walls. So there is a definite need to reinvest in these facilities, and delays will only increase the amount of money that will have to be spent down the road.

- Parking Meter Replacement Program (\$310,000); \$110,000 for FY19. This program consists of two phases. Phase 1 replaces the old coin-operated meters with credit-card meters. This makes it easier for users and has the potential to generate more revenue for the City. Phase II will be focused on increasing the City's enforcement efforts.
- Morgan-Wilshire Road and Drainage Improvements (\$250,000)
- Space Needs Study (\$30,000)
- Solid Waste Rate Study (\$35,000)
- Softball Field #6 Heman Park Improvements (\$30,000)
- U City in Bloom Street Island Improvements (\$105,000)
- Solid Waste Grant (Recycling) (\$600,000)

Councilmember Carr stated her concern is that if, for some reason, the park is utilized for the placement of storage tanks, the \$30,000 spent on improvements will be money wasted. Mr. Rose stated some of the capital improvement projects will not start until the middle of next fiscal year. So it is not likely that any improvements would be made to the softball field until the issue with MSD has been resolved. Councilmember Carr asked Mr. Rose for the rationale behind spending \$105,000 for U City in Bloom when there are several City parks in dire need of renovations and new playground equipment? Mr. Rose stated U City in Bloom is a beautification program that has been in existence for a couple of years, which he believes adds value to the City.



However, the City will be increasing their efforts to invest in City parks and he believes they will be able to strike a pretty good balance. But if it's Council's desire to make changes in those areas they have the authority to do so.

- Ackert Walkway Improvements (\$311,969). Wash U has expressed interest in assisting, and staff is working to generate as many grant opportunities as possible.
- Purchasing Golf Sprayer Unit (\$40,000)
- City-Wide Energy Efficiency Master Plan (\$30,000)
- Canton Ave Resurfacing and Upgrades (\$900,000). The vast majority of these funds come from a grant which allows for the construction of sidewalks.

### **ANNUAL OPERATING BUDGET:**

The proposed FY18-19 Annual Operating Budget does not deviate with respect to the aforementioned priorities.

### **Challenged FY-18 Funds**

- General Fund Loans
- \$500,000 to Parking Garage
- \$500,000 to Golf Course
- \$6.0 million to Public Safety Sales Tax
- Initial Organization Restructuring

Mr. Rose stated he will be seeking approval from Council to initiate a loan from the General Fund to the parking garage and Golf Course, who are both challenged with the inability to pay some of their bills. These loans would be structured in a way that allows each fund a period of several years to grow and refurbish prior to repayment of the debt.

Council will also be asked to approve a loan out of the committed funds within the General Fund, to the Public Safety Sales Tax Fund for construction costs associated with the substation.

Mr. Rose stated since there is an immediate need, his intent is for half of the positions associated with his initial restructuring of the organization to go into effect on July 1, rather than wait until the new fiscal year.

- Assistant City Manager of Economic Development
- Assistant City Manager of Communications
- Forestry Director of Parks, Recreation & Forestry; FY19. This new department was added to focus on more service delivery.
- Human Resources Director; FY20

### **Resident Property Tax Bill**

- University City receives 8.4% of a \$100.00 assessed valuation.
- Example of Tax Bill:  $38,000 \times 8,2269 / 100 = \$3,126$

### Budget Highlights

- Design of Police Station
- Two (2) percent COLA
- Citizen Satisfaction Survey
- Space Needs Study
- Same or Reduced Tax Rate
- Exceeds 17% fund balance for General Fund
- Increase in Capital Spending
- Restructured Organization
- Moves City from an Asset/Cash-Basis Budget to a Cash-Basis Budgeting, making it easier to understand the City's financial position.
- Total Revenues 30.7 million dollars
- Total Expenditures 31.1 million dollars
- The fund end balance for all funds is roughly 18 million dollars

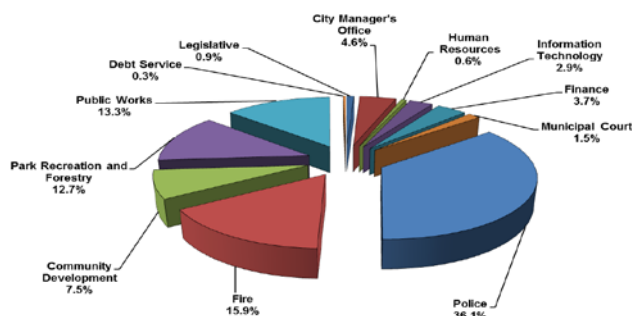
Councilmember Carr questioned whether the ending fund balance was cash or cash and assets? Mr. Rose stated this is a cash-based budget, meaning there are 18 million dollars on-hand for all funds.

### REVENUE SOURCES PER PERCENTAGE

	Amount	Percentage
Property Taxes	\$ 3,525,500	15.5%
Sales & Use Tax	6,666,000	29.3%
Intergovernmental	2,177,000	9.6%
License	715,000	3.0%
Gross Receipts Tax	6,469,300	28.4%
Inspection Fees and Permits	1,125,000	4.9%
Charges for Services	250,000	1.2%
Parks and Recreation Fees	892,000	3.9%
Municipal Court and Parking	808,500	3.5%
Interest	50,000	0.2%
Miscellaneous Revenue	124,500	0.5%
<b>Total Revenue</b>	<b>\$ 22,802,800</b>	<b>100.0%</b>

❖ *U City is heavily dependent on gross receipt and sales & use taxes, therefore careful attention should be paid to fluctuations in the economy.*

### GENERAL FUND REVENUES



- **Transfers**

- \$150,000 transfer from the General Fund to the Golf Course for additional maintenance personnel and overhead costs. Currently, there is only one maintenance person for the Golf Course.
- \$400,000 transfer from the Capital Improvement Fund to cover public safety equipment; i.e., cars or debt service payment for the fire truck.
- \$133,000 transfer from the EDRST Fund to the General Fund to cover the cost of the proposed Economic Development position.
- \$300,000 transfer from the Public Safety Sales Tax Fund to cover the increased cost of salaries associated with natural step increases and COLA.
- A total of \$1,058,000 will be transferred into the General Fund.

- **General Fund Summary**

- Total Revenues: \$23,860,800
- Total Expenditures: \$23,716,900
- Ending Fund Balance: \$8,122,900

**OTHER FUNDS:**

- **Public Safety Sales Tax Fund**

- Total Revenues: \$1,700,000
- Total Expenditures: \$1,966,200
- Ending Fund Balance: \$6,533,800; *(based on the assumption that all loans are approved.)*

- **Capital Improvement Fund**

- Total Revenues: \$2,402,000
- Total Expenditures: \$2,785,200
- Ending Fund Balance: \$1,611,800

- **Park & Storm Water Fund**

*This fund has been placed on hold until it has been replenished.*

- Total Revenues: \$1,301,000

- Total Expenditures: \$1,044,300
- Ending Fund Balance: \$256,700

- **EDRST Funds**

- Total Revenues: \$703,400
- Total Expenditures: \$702,400
- Ending Fund Balance: \$1,236,000

Mr. Rose stated that although the intent long-term is to restructure this program to follow more along the lines of what the Ordinance requires, Council will be asked for a determination on how the funds should be administered during this year of transition.

- **Enterprise Funds**

- Solid Waste Fund; proposed zero balance
- Parking Garage Fund
- Golf Course Fund. One way to increase revenue in this fund is to extend the hours of operations.

Mr. Rose stated while the purchase of two trucks has been proposed for Solid Waste he is likely to amend that to one until the level of revenue and expenditures have been reviewed.

**DEPARTMENT HIGHLIGHTS:**

- **City Manager's Office**

- Upgrade of the Economic Development Assistant Director to Director Level
- Add Assistant to City Manager - Economic Development
- Add Assistant to City Manager - Communication
- Conduct Citizen Satisfaction Survey
- Add Webcasting/Streaming of Council Meetings

- **Finance Department**

- Assistant Director of Finance.

Mr. Rose stated the position of Asst. Director of Finance was encouraged by the City's audit that recommended greater oversight. The position has been filled and continues to be funded in the Proposed Budget.

- **Municipal Courts**

- Maintain the current level of service

- **Information Technology**

- Network upgrade
- Replace Domain Controllers
- Replace Spam Filters
- Fifth Floor AV Improvements
- MS Office 2016 Licensing

- **Police Department**

- Upgrade Captain to Assistant Police Chief. Funds for this position have only been allocated for a three month period.
- Vehicle Replacement
- Purchase of Dashboard Cameras
- Police Station Design

- **Fire Department**

- Funding for half of the cost for a Pumper Truck
- Funding for Drone Purchase

Councilmember Carr stated her assumption is that at some point this year Council will be presented with an analysis of relative EMS costs? Mr. Rose stated although these costs are pretty much ready to go, he has elected to wait until after the results of the Safer Grant have been announced before seeking Council's interest in having a third party review the calculations that Fire has made regarding the upstart and ongoing costs.

- **Public Works**

- Add Part-Time Construction Inspector.

Mr. Rose stated his recommendation to Council will be that the funding for this position be covered under the Capital Fund. There are so many capital needs and in part, one of the reasons is because the City does not have the staff to drive those projects.

- Funds Solid Waste Rate Study
  - Moves Facility Maintenance to Public Works. Previously, this facility was operating under Community Development.
  - Funds Facility Improvements
  - Funds Park Improvements
  - Funds Storm Water Master Plan
  - Funds City Wide Space Needs Assessment
  - Funds Ackert Walkway
  - Funds Morgan-Wilshire Drainage Improvements
  - Funds Street Maintenance
  - Adds Part-time Front Desk Clerk for customer service.
  - Removes Park Maintenance and creates an actual Park, Recreation & Forestry Department.
- **Community Development**
    - Removes Economic Development responsibility
    - Removes Facility Maintenance responsibility
    - Removes Recreation responsibility
    - Maintains Current Service Levels for all Other Operations
  - **Parks, Recreation & Forestry**
    - Funds Director for New Department Within Parks, Recreation and Forestry
    - Funds Heman Pool Improvements
    - Funds Tree Replacement Program
    - Creates Golf Course Enterprise Fund

**ON THE HORIZON:**

- EMS Transport; anticipated analysis completion date, August 2018.
- Human Resources Director; postponed until FY20
- Sewer Lateral Program

- Pension Funds Contribution; anticipated study completion date, May 2018.
- Non-Profit Funding (EDRST)
- Commission on Senior Issues Request; a request to fund a pilot transport program and the Chair has been invited to address Council. This has not been included in the Proposed Budget.
- “Closer Review” with respect to efficiency and effectiveness.

Mr. Rose then made the following statement:

*"In an effort to ensure that our local operations are efficient and effective, I will be asking the Mayor and Council for permission to invite a State audit of the City's operations. The audit will focus on cost allocations, programs, and operations such as the Sewer Lateral Program. In addition, a review of the Solid Waste Operations, Fleet Operations, Parking Garage, and capital projects is needed. I have no reason to suspect that any fraudulent activity has occurred, and this will simply be an opportunity to gain recommendations from the State on how U City might serve its residents better."*

- Amendments to Proposed Budget

Mr. Rose stated Council will be presented with three documents in June; (1) the FY19 Work Plan; (2) the Capital Improvement Plan, and the Annual Operating Budget outlining all recommended amendments.

2. Roll-Call vote to go into a Closed Council Session according to RSMo 610.021 (1)Legal actions, causes of action or litigation involving a public governmental body and any confidential or privileged communications between a public governmental body or its representatives and its attorneys.

Councilmember Carr moved to approve, seconded by Councilmember McMahon.

Roll Call Vote Was:

**Ayes:** Councilmember McMahon, Councilmember Cusick, Councilmember Smotherson, Councilmember Carr and Mayor Crow.

**Nays:** None.

Councilmember Clay was not present.

## A. ADJOURNMENT

Mayor Crow closed the Study Session at 7:25 p.m. to go into a Closed Session on the second floor. The Closed Session Reconvened in an open session at 8:15 p.m.

LaRette Reese  
City Clerk

