

CITY OF BRENTWOOD
BOARD OF ALDERMEN WORKSHOP MEETING
WEBSTER UNIVERSITY
545 GARDEN AVENUE, WEBSTER GROVES, MO 63119

JUNE 8, 2012

The workshop was opened at 12:10 p.m. in the Paric Conference Room of Webster University, by Dr. Jim Brasfield, chair and professor of management and health services management at Webster University. Dr. Brasfield welcomed the board members and staff to Webster University. The board members were asked to introduce themselves.

Dr. Brasfield presented an introduction to political science and how board members can work together. He explained that politics is the art of the possible and said a successful politician learns to balance the trustee vs the delegate method of operation. The delegate votes as his constituents instruct him and the trustee considers the matter and votes for the good of all the people.

Dr. Brasfield then reviewed the roles of mayor and board member. He stated the mayor is responsible for the administration of laws and the board members for passing the laws. The legislative responsibility of the board is to consider how the constituent's needs are to be met. The board decides how money is to be spent. They need to be sure any disputes are handled freely. The budget is one big area of dispute and another is communication, especially on personnel matters. He explained that it is more appropriate to communicate personnel issues in executive session. Another big issue for the board is redevelopment. Some information must be kept private until the decision is made. Such discussions also should be held in executive session. Dr. Brasfield shared the model used in Crestwood when he was mayor – there was a committee made up of elected officials who would review development projects brought before the elected body and they would make recommendations back to the board. Alderwoman Saunders said she would support that model if implemented in Brentwood and would be interested in attending meetings when redevelopment projects are brought to the city's attention.

Mayor Kelly asked for the roll to be called prior to entering into the discussions of the day. Members present were Aldermen Maureen Saunders, Cindy Manestar, Andy Leahy, Tom Kramer, Keith Robertson, and Lee Wynn, and Mayor Pat Kelly. Also present were staff members Gina Jarvis, Ellen Rottjakob, Jim Nahmensen, and Bola Akande.

A fifteen minute recess was called at 1:45 and returned to order at 2 p.m.

Discussion on long-range plans that interest the Board of Aldermen:

1. Current Debt Service level. Mayor Kelly explained the current level and stated he believes we need to set aside 2% of the budget amount every month for reserve. We usually set aside what is not spent by the end of the year, but a monthly amount would be more appropriate.

Gina Jarvis suggested setting a range such as 15 to 25% of the budget to be kept in a reserve account. Tom Kramer asked how such a reserve is to be used. In his experience the city has never held a reserve study to forecast the need of a replacement account and how to fund it. He mentioned that issues come up that are not anticipated and we don't have a guidepost on how to cover those items. Mayor Kelly said we had a five year capital budget for trucks, etc., but not for maintenance and replacement items. Ms Jarvis said she is planning to work on a replacement plan for equipment. She also noted that infra-structure is usually handled as a debt service issue. Mr. Kramer said he would like a plan to prepare for issues instead of reacting when the need comes up. Ms Saunders thinks we need a capital reserve fund for infra-structure items separate from our operating reserve. Such a reserve would help our bond rating. Mr. Leahy wants to balance the budget and revenue. He sees a need to be more conservative in our expenses so we don't run into a problem with unexpected expenditures. We do have a capital improvement reserve. Mr. Robertson mentioned we need to reduce our utility expenses. Ms Akande asked how we can reach a 25% reserve. Mr. Kramer asked how we determine what is included in that 25%, and how do we know if that is enough or too much. Mayor Kelly said we use the GFOA (Government Finance Officers Association) standards. Dr. Brasfield asked what the personnel cost is – about 71% of the budget. He noted it would be easier to not pave streets than to lay off employees when an emergency comes up. The board needs to determine what can be put off temporarily in order to catch up. Mr. Kramer wants a rationale to use to set a debt reserve fund so we can be prepared. Ms Jarvis said there are different types of reserves – capital, emergency, and operating reserves. A 25% reserve would allow us to function for one quarter of the year. Our operating expense is \$12.8 million, so a \$3.2 million reserve would be needed. Mr. Kramer asked for the Finance department to establish a rationale for all three kinds of reserves.

2. Strategic Investment or Re-investment. Mayor Kelly said we must use CDs, money market accounts, or commercial papers for our investments. We need to watch where our investments are put, since they must be guaranteed. Ms Jarvis said we have done federal investments, but not commercial papers. Dr. Brasfield noted we must follow state regulations and be careful where we put our surplus funds. Cash flow can be a problem with tax income vs expenses. The members agreed to stay in reserves for emergencies.
3. City-wide Capital Improvement Projects. These will be discussed at a later meeting.
4. Funding Public Streets. Mr. Leahy asked which streets in Brentwood we are actually responsible for; i.e. is Hanley Industrial Court our responsibility? Ms Akande said we will get that answer, but she believes it is Brentwood's responsibility. Mayor Kelly said we don't have the manpower and funding to do all the streets, but it is close to time to redo all of them. Mr. Nahmensen said we are getting ready to go back on Hanley Industrial Court. In the past, various types of concrete were used and we need to get going again in July. Mr. Leahy asked about streets that are not concrete and the residents don't like chip seal. Mr. Nahmensen said

we use concrete when we replace streets. Mr. Leahy asked if all of the streets have been evaluated, are we doing certain streets each year, and how do we proceed? Do we coordinate our work with that of the utilities? Ms Saunders asked why there is a question about whether we own Hanley Industrial – Ms Rottjakob said we have not fully reviewed that issue, but it looks like that street is Brentwood's. Mayor Kelly said we don't have the plat books for our streets, and we don't know why they are missing. We can go to the County records to find the information. Mr. Leahy asked if we took over all the streets in Brentwood Forest. Mr. Kramer said the main streets were deeded to the city, but the coves were not. Ms Saunders asked for direction on complaints about residential streets when commercial seems to be a priority. Dr. Brasfield said they could do a comparison study of all the streets and determine priority for maintenance on them. Then, set a five-year plan to take care of each street. That would help the board members to have an answer for resident's questions. Each street gets a rating and is put on the plan based on that rate. He mentioned the possibility of micro-surface on several streets so that more streets can be fixed for the same amount of money. Mayor Kelly said that is what we have done. He said a developer of Hanley Industrial Court wants to meet with the board members; he will try to get more of the commercial owners to establish an association to get work done in the area. Mr. Leahy asked about the width of some of our streets; he asked if we can establish a decent width so fire trucks and other emergency vehicles can get through. Mayor Kelly said if we widen the streets, we will have to remove all the trees. The fire chief said we will get to any emergency and there is no need to widen the streets. Ms Manestar said we could designate no parking on one side of the narrow streets. Mr. Wynn said he lived on one of the narrow streets and the people are divided on what to do; most of them want the streets left alone. Mr. Leahy mentioned that school buses can't use those narrow streets and believes we need to fix the problem. Mr. Kramer asked if we would need to get a CID established for Hanley Industrial Court. Mayor Kelly said we are already fixing that court this summer and it would take two or three years to establish a CID.

5. Other Infra-structure Improvements. Public Works is doing a good job on the sidewalks. On walking trails, are we phasing out the concrete walls along those trails ... yes. The tree limbs need to be trimmed over the trails. Mr. Robertson said the other wards have walking trails and his ward needs a walking trail. He asked if one could be put in along with another project already being done. He knows there are problems because of the smaller lots in that area, but would like to have something considered, maybe with the Great Rivers Greenway Trail. The railroad does not want the tracks to be used. Mayor Kelly said some of the property owners don't want to sell their rights-of-way for a trail. Mr. Robertson said there are other ways to establish a trail. He recommended we get a committee established to market a trail and develop a plan.
6. Community Center and City Hall. This will be discussed next Monday.

7. Widening the Commercial Corridor. Mr. Kramer said this is a big issue and the needs of the community growth would possibly interfere with the residents' needs. Our commercial growth will continue. Is this an issue the city needs to take on or wait for developers to propose widening Brentwood Boulevard. Mr. Kramer noted the county wants 25 more feet of right-of-way if we change any curb cuts on Brentwood. It is part of the future plan and we know residents are against it, but we know something has to be done soon. The commercial is growing and will continue to do so, and we need to discuss the area roughly between O B Clarkes and Manchester. Mr. Leahy said it would take one row of houses on each side of the street. Mayor Kelly said we could set the line at 250 feet on each side of the center of the street. Some of that area is already zoned commercial even though residents are there. Ms Rottjakob said there are ways to be flexible with the zoning. Right now, developers don't want to work with our zoning laws. We do need to update the comprehensive plan. Ms Saunders thinks we need a vision for what we see for the Brentwood City Hall and recreation center area. Mayor Kelly said we had a vision but it didn't get done. We need to include that in the Town Center/City Square Concept. Dr. Brasfield said a vision is needed for five years from now and begin planning for that vision. It needs to include a fiscal component. A strategy needs to be developed on how to retain/increase the retail and commercial areas. We need to develop a general sense of what we want to do in the future. Mr. Leahy asked if we must provide services to maintain the city or do we bring in more commercial to keep the funds in the city. Mayor Kelly said a good commercial area is important; we see empty stores all along Brentwood and Manchester, but the big stores will usually stay full and the smaller retail stores hurt. Prior to the economic fallout, without adding commercial and retail, the property values in the city would decrease. St. Louis County is losing the high income families and seeing an increase in lower income families. This reduces tax revenues for all. Mr. Kramer said the zoning plan is a reflection of what the city wants and what we plan to look like. He noted the plan does show increased commercial with no buffer between the commercial and residential areas. Ms Rottjakob said a lot of the recommendations in the Comprehensive Plan have been completed. Mr. Kramer said that is not the case in the zoning section of the plan. However, we have to begin progressing with the plan. If we don't make changes, we will be stagnant and the commercial corridor will not have been addressed. Mayor Kelly said we do want to widen the corridor, but on the basis of businesses coming in. He noted one proposal was to put in a Burger King on Brentwood; if we had already changed the zoning, we could not have stopped them from being right in the center of our planned city center. Ms Saunders mentioned part of the disappointment is the parking in front of the businesses instead of underground parking or a parking structure. Maybe we can have that with new development. Mr. Leahy said he has only had two people speak to him in the last ten years about this commercial upgrade. He doesn't think we need it. Mr. Robertson mentioned the building his office is in that is seriously out of date; it is not handicapped accessible and is half empty. Mayor Kelly mentioned empty lots in the city that owners won't sell or want too high a price for. Mr. Kramer wants the dialogue on this project to continue, not necessarily begin rezoning. Dr. Brasfield noted developers are not going to be able to go through eminent domain any more. They will choose an easier location. Developers have

more problems dealing with a lot of property owners and updating property than with buying property out of the city and building from the ground up, including infrastructure. The board needs to keep the long term vision in mind. Ms Saunders said we must be proactive, not reactive, for future needs. Mr. Robertson noted we need to get the emphasis on the infrastructure and old buildings. It was mentioned during this discussion by Alderwoman Saunders that she would not support eminent domain if additional properties needed to be purchased for the widening of the roadway.

Mr. Wynn stated he was glad to see how well everyone got along today. Mayor Kelly thanked Dr. Brasfield for hosting the meeting and providing the facilities.

The worksession closed at 4 p.m.

Dorris Carter,
Recording Secretary

Approved with amendments the 16th day of July, 2012.

Attest:

Pat Kelly, Mayor

Bola Akande,
City Clerk/Administrator

DISCUSSION ITEMS

1. Communication – Improve how board communicates
2. New Development Discussion
 - a. Create a committee that models a committee similar to one in Crestwood on new developments in Brentwood.
3. Discussion on the Community Center
4. Discussion on Debt Service Level
 - a. Develop a Policy Document with parameters for determining reserve level for:
 - i. Operations Budget– 3 months (90 day reserve level) vs. 6 months (180 days reserve level)
 - ii. Capital Budget – 3 months (90 day reserve level) vs. 6 months (180 days reserve level)
 - iii. Emergency – 3 months (90 day reserve level) vs. 6 months (180 days reserve level)
 - b. Discussion on Strategic Investments or Reinvestments of Surplus Revenue
 - i. Should the funds be left in reserves
5. Capital Improvements Budget
 - a. Develop a Capital Improvement Schedule for equipment.
 - b. City Wide Streets Maintenance Schedule
 - c. Streets
 - i. Use Report – Pavement Management Inventory
 - ii. Tie into 5 year CIP
 - iii. Use CAP funding to cover expense revenue
 - iv. Work with Jim and CBB to phase this into the budget
 - d. Sidewalks
 - e. Walking Trails – Pursue Great River Greenways Grants for this
 - i. Mayor ask Great River Greenway Executive Director to attend PWC meetings
 - ii. Send letter from Mayor in support of connecting to trails in Brentwood
 - f. Extend Trails - Comprehensive Trail Plan
6. Updating the Comprehensive Plan
7. Widening the Commercial Corridor for future land use and retail expansion along Brentwood Blvd & Manchester Road.
 - a. Widening from O B Clarke’s onto Manchester
 - b. Residents are against it
 - c. Depth
 - d. Land Use vs. Zoned use
 - e. Update of Comprehensive Plan – FY 13 Budget fund
Input from residents
Is there support from residents?
Overlay District