JOPLIN CITY COUNCIL WORKSESSION
MONDAY, AUGUST 9, 2021
5th FLOOR COUNCIL CHAMBERS
602 S. MAIN ST. JOPLIN MO
5:45 P.M.

Notice is hereby given that the City Council of the City of Joplin, Missouri, will hold a Work Session beginning at 5:45 p.m. on Monday, August 9, 2021 in the 5th Floor Council Chambers, 602. S. Main Street to discuss the topics below.

This meeting can be viewed via livestream at http://www.joplinmo.org/182/Video-Multimedia

AGENDA

1. **Budget Priorities Review**

   Documents:

   CITY MANAGER BUDGET MESSAGE .PDF
   AUGUST 9 BUDGET WORK SESSION PRESENTATION FINAL AUG 2.PDF

2. **2021 Sidewalk Assessment**

   Documents:

   2021 SIDEWALK ASSESMENT PROJECT PRESENTATION.PDF
   RAMP SKETCH.PDF
   JOPLINMO2019_SIDEWALKSURVEYREVIEWMAP_REV2.PDF
   SIDEWALKS2021.PDF

3. **Adjourn**

Joplin, built on generations of people with grit and determination, is a regional hub at the crossroads of America.
Our diverse people and employers thrive because of our healthy lifestyles, exceptional neighborhoods,
lifelong learning opportunities and cultural & recreational amenities.
Ad Omnia Parata
Together we are ready for anything.

Notice posted at 12:00 p.m. on this 5th day of August 2021. (RSMo 610.020)

City Manager's Office
602 S. Main Street
Joplin, Missouri 64801
(417)624-0820 Ext.200
(417)625-4707 (Fax)

CITY MANAGER'S BUDGET MESSAGE

August 9, 2021

Mayor and City Council,

It is an honor to submit to you the fiscal year 2022 budget message. As the city transitions to a new fiscal year, it is easy to see many challenges ahead for our community. Conversely, it is easy to see the potential for many opportunities that can bring about improvements. It is important to take inventory of both our challenges and successes that exist in the past, present, and future. This is critical as it helps inform where resources should be allocated through the budget process. A successful organization will proactively address the challenges it faces while also building on success. This is the practice that leads to improvement. The resources allocated in this budget will lead to improvement. I am confident saying this because despite the inventory of challenges from the last year, our community and organization has improved. This was made possible through your leadership and the dedication and resolve of city employees, business partners, stakeholders, and citizens.

1. Budget Request

The City has approximately 26 funds, each categorized by purpose. We are proposing a comprehensive expenditure of over $140.4 million. This includes all proposed funding for daily operations, capital improvements, internal service and enterprise operations.

FY 2022 OVERALL BUDGET SUMMARY

Fund Type	FY 2022 Total Revenue	FY 2022 Operational Expenditures	FY 2022 Capital Expenditures	FY 2022 Transfers Out	FY 2022 Total Expenditures
General Fund	$ 30,332,229	$ 24,469,390	$ 654,775	$ 5,588,626	$ 30,712,791
Special Revenue Funds	$ 57,110,157	$ 31,651,686	$ 37,818,096	$ 5,307,079	$ 74,776,861
Capital Project Funds	$ 4,573,000	$ 3,112,500	$ 1,545,000	$ -	$ 4,657,500
Enterprise Funds	$ 22,525,310	$ 15,790,348	$ -	$ 1,671,194	$ 17,461,542
Internal Service Funds	$ 12,525,205	$ 12,669,742	$ -	$ 133,313	$ 12,803,055
Total Funds	$ 127,065,901	$ 87,693,666	$ 40,017,871	$ 12,700,212	$ 140,411,749

General Fund: This fund includes budgets for 15 departments that provide mission critical services to our residents.

Special Revenue Funds: These funds are used to account for the proceeds of specific, and earmarked, revenue sources requiring separate accounting because of legal or regulatory provisions or administrative actions.

Capital Project Funds: The City utilizes these funds to record the receipt and disbursement of monies used to fund infrastructure projects.

Enterprise Funds: The City's enterprise funds hold the budgets for departments that operate in business type activities. These funds rely on revenue generated from sales of materials or services and for the most part, do not require funding from locally approved taxes.

Internal Service Funds: The City uses internal service funds, or proprietary funds, to account for operations and services where costs are allocated for the reimbursement of services to other departments.

2. Vision and Goals

On November 30, 2020, the Mayor and Council held a visioning and goal setting workshop to set direction for the organization. At this workshop, the Council established an aspirational vision for our community. The vision is….

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Without this vision, it would be easy for the organization to aimlessly wander through decisions with the hope of eventually finding success, but the vision makes a direct and clear statement that defines the expectations for the future of our community. The allocation of resources through the budget process should be subjected and measured by whether the expenditure enables the vision or detracts from the vision. Over a sustained period of time, with this habit, this vision will be met and it will be time for a newer and more aspirational vision than before. This is how transformation will occur.

Along with the vision, the Mayor and Council set goals for the organization to pursue with the purpose of reaching the vision. These goals define areas for desired improvements aimed at resolving the longstanding issues keeping the community from reaching the vision.

The goals were identified by listening to citizen concerns provided through the listening tour. The goals are:

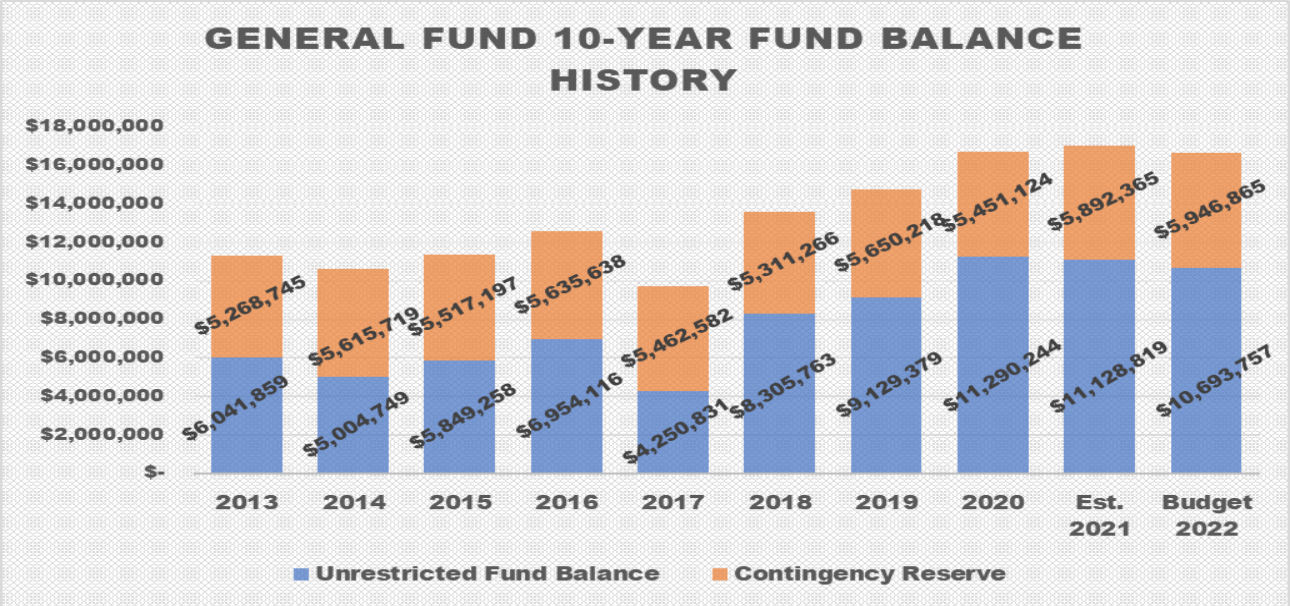


3. Review of Financial Condition – Operating Funds

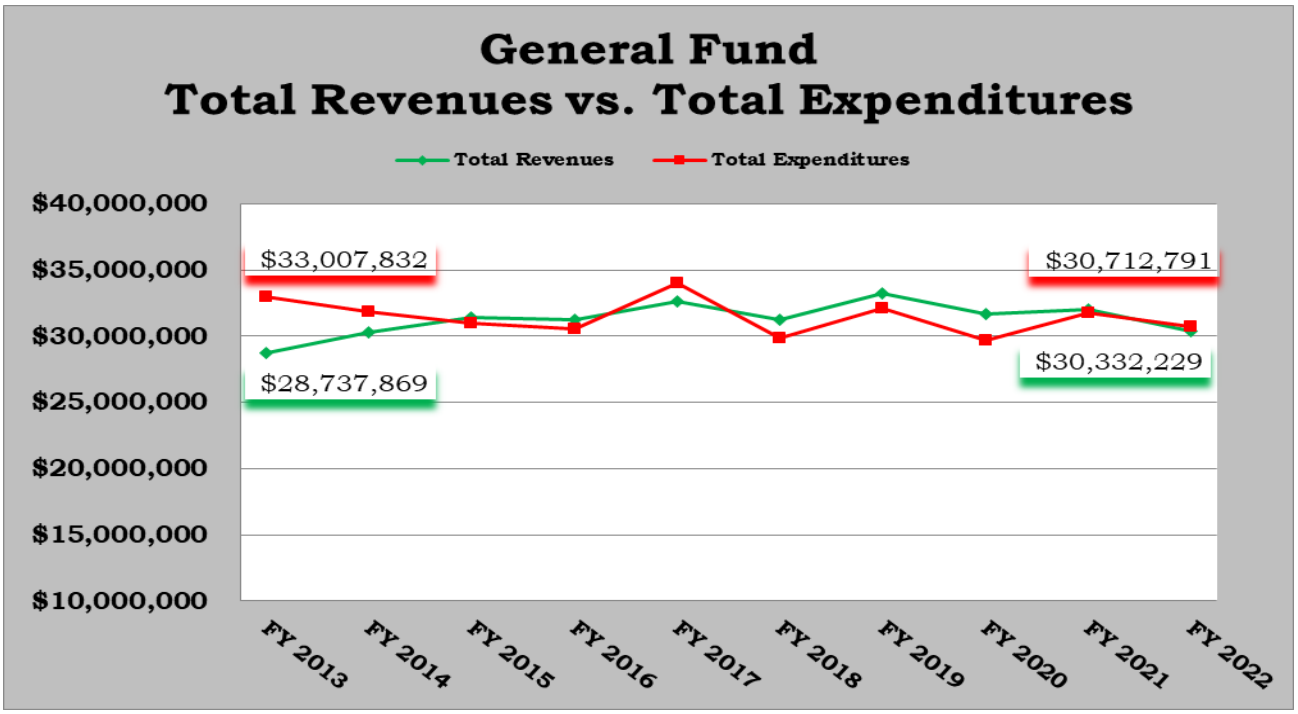
The City of Joplin has been entrusted with financial resources from taxpayers to provide municipal services within the community. These resources are scarce and must be protected through prudent decision making, so that the City can continue to provide reliable services to the community. The City cannot stop providing essential services, such as public safety services and infrastructure maintenance. The City must also seek to be a community of choice by providing desired amenities and attracting investment that further enhances the quality of life. Without resources to fund activities in these areas, the City will begin to decline, which will threaten the community's viability and health.

The clearest indicators of a city's financial condition are the strength of the revenue stream, reserve balance, and the commitment of expenditures for service. In terms of the City's revenue stream, the national economy is showing signs of a "k" shaped recovery as the country continues its response to the pandemic. Data suggests that through inflation and the incredible amount of federal assistance, revenue for the City of Joplin should increase. However, overall revenue is budgeted to decrease 3.9% from the 2021 fiscal year budget mainly due to the scheduled expiration of the parks and stormwater sales tax. While fiscal year 2022 sales tax is anticipated to increase 1.5% over the 2021 budget, without a use tax, further erosion of existing sales tax can be expected.

The City of Joplin has strong reserve balances in part as the result of the unanticipated increase in sales tax and other revenue. The general fund has experienced a surplus each year for the last three years and grew by over $3.1 million. The City will need to retain a portion of the surplus to allow for increased costs of future capital equipment replacement purchases. A portion of the reserve balance can be used for one-time costs that can help advance efforts towards the Council's goals. Of the City's 26 funds, the weakest fund balance can be found in the Golf Course fund. As an enterprise fund, the revenue received is insufficient to fund obligations and may require assistance from the general fund for capital, which erodes the resources available for all other City services.



The City has been fortunate to have strong leadership that is able to control expenditures and the commitments of resources into the future. A best practice for any organization is to not increase expenditures without first identifying how to "pay" for those expenditures. There is no better example of this principle than the effort to close the police and fire pension plan through a voter-approved dedicated sales tax along with migrating public safety employees to the LAGERS retirement system. This was a great achievement to protect our public safety retirees and Tier 1 employees' retirement benefits, while transitioning Tier II employees to a good retirement system. This effort was one step in improving public safety recruitment and retention over time while helping achieve long-term financial sustainability in the general fund.



The quote from last year's budget message remains true, "*While the City is in a position of strength with a positive reserve balance and controlled expenditures, the city is threatened by a lack of revenue. The City's revenue stream has not been able to keep pace with the community's growth and costs for service delivery and maintenance. Over time this has led to an erosion of capacity and ability to effectively deliver service and leaves no ability to address future needs*." City operations have been lean and efficient for many years with limited new resources, or new dollars, being directed to public safety efforts which still remain underfunded. Other general fund supported departments continue to be asked to provide additional services to the community without new resources.

GENERAL FUND FIVE-YEAR MODEL

DESCRIPTION	FY 2020 ACTUAL	FY 2021 ESTIMATED	FY 2022 BUDGET	FY 2023 ESTIMATED	FY 2024 ESTIMATED
Total Revenue	$ 31,653,595	$ 32,057,244	$30,332,229	$ 30,938,874	$31,557,651
Total Operating Expenses	$ 22,577,149	$ 24,224,026	$24,469,390	$ 24,714,084	$25,208,366
Total Capital Expenses	$ 1,545,368	$ 1,942,276	$ 654,775	$ 700,000	$ 800,000
Total Transfers Out	$ 5,569,300	$ 5,611,126	$ 5,588,626	$ 5,500,000	$ 5,500,000
Net Change in Fund Balance	$ 1,961,778	$ 279,816	$ (380,562)	$ 24,790	$ 49,285

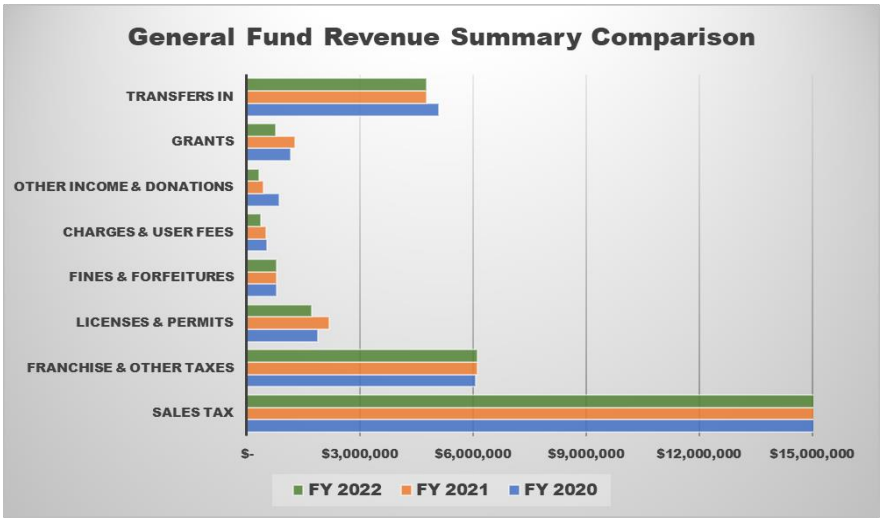
4. General Fund Overview

The City's General Fund accounts for a bulk of the city's operating revenue and expense. It is within this fund where you can see most of the daily operating costs for the city. As such, it is important to understand the forecasts and estimates for revenue and expenditures.

General Fund Revenue:

Sales Tax: Sales tax is the primary source of funds for all city services, capital projects, and capital equipment. Monthly sales tax collections in the current fiscal year (FY21) were inconsistently positive compared to previous years. Over the last 5 years, year-to-year growth in sales tax averaged 2.3%. In comparison, the expected increase in sales tax from FY20 to FY21 is anticipated to be 4.6%. We believe the increase can mainly be attributed to inflation and federal assistance to recover from the COVID-19 pandemic. As such, forecasting sales tax revenue has an added degree of difficulty compared to past fiscal years. For FY22, the budgeted amount for general fund sales tax is $15,428,000, which amounts to an 1.5% increase over the FY20 actual amount. Despite positive growth in sales tax, erosion will continue without a use tax that would capture lost sale tax from online purchases. The lack of the use tax is the greatest threat that hampers the City's ability to provide services.

Franchise Tax: Franchise tax is the second largest source of funds for general city services and is levied as a percentage of gross receipts on utility bills. The city has five different kinds of franchise taxes with those being assessed on electric, telephone, water, natural gas, and cable utilities. Franchise tax is also difficult to budget for several reasons. As a tax on utilities, these collections are extremely dependent upon weather. Telephone and cable franchise taxes have been severely impacted over the last several years as cell phone plans have changed drastically and as internet-based television options are impacting the demand for traditional cable television. Over the last ten years, there has been an average annual decrease of .8%, with the decrease over the most recent years coming in higher than the ten-year average. A new issue emerged in FY21 following the approval of state legislation that will incrementally decrease cable franchise taxes from a rate of 5% to 2.5% by 2027. This could result in a decrease of $110,000 in annual revenue by the time the new maximum rate is in effect. This obviously exacerbates the issues surrounding a weak revenue stream. As a result, the FY22 budget reflects essentially no change in overall franchise tax revenue compared to the actual collections in FY20.



Licenses & Permits: License and permit fees reimburse the costs associated with regulating, on behalf of citizens, the businesses and construction activity occurring within the city. Other than overhead transfers in, licenses and permits represent the next highest revenue source in the general fund. Building permit revenue can fluctuate from year-to-year driven by large building projects. As such, the proposed budget reflects an anticipated decrease of over 8.5% from the actual collections in fiscal year 2020.

Also, in general fund charges and user fees revenues, the City has been collecting a rights-of-way fee. Similar to the reduction of cable franchise fees, the state legislature enacted legislation to eliminate the City's ability to charge for accessing the City's rights-of-way fees using the linear foot calculations. This is expected to result in an annual decreased revenue amount of $115,000.

General Fund Expenditures:

Personnel Services: The overall general fund budget will increase over $1 million from 2020 actual expenditures, but decrease over $1 million from the estimated 2021 actuals. Personnel services represents the largest percentage of the overall budget at 60.8% with transfers or 74.3% without transfers. Personnel services is increasing about 1.4% over FY21 estimated actuals. The budget includes the step increase under the current pay plan, varying from 2% to 2.5% on an employee's anniversary date for those eligible employees.

Operational Supplies, Other Purchases/Services: A key element of the FY22 budget is the increase in operational supplies expenditures. The organization is reorienting its focus and effort towards achieving goals set by the Council. Following the development of action plans, certain service areas need a comprehensive assessment of service levels, practices, and policies to identify new standards and practices needed to accomplish the goals set by Council. The FY22 budget includes funding for a review of development services, a space needs assessment for public safety, and an operational analysis of public communications capacity. Overall budgeted supplies are increasing by nearly 6% or just over $253,000, while other purchases are decreasing by nearly the same amount or just over $271,000. Capital expenditures are decreasing by nearly $1.3 million and transfers out are remaining nearly unchanged, decreasing by $22,500.

GENERAL FUND EXPENDITURES BY CATEGORY

CATEGORY	FY 2020 ACTUAL	FY 2021 ESTIMATED	FY 2022 BUDGET	PROPOSED CHANGE AMOUNT	%
Personnel Services	$ 17,179,848	$ 18,410,005	$ 18,673,157	$ 263,152	1.4%
Operational Supplies	$ 4,078,802	$ 4,285,351	$ 4,538,596	$ 253,245	5.9%
Other Purchases/Services	$ 1,318,499	$ 1,528,670	$ 1,257,637	$ (271,033)	-17.7%
Capital Outlay	$ 1,545,368	$ 1,942,276	$ 654,775	$ (1,287,501)	-66.3%
Transfers Out	$ 5,569,300	$ 5,611,126	$ 5,588,626	$ (22,500)	-0.4%
Total GF Expenditures	$ 29,691,817	$ 31,777,428	$ 30,712,791	$ (1,064,637)	-3.4%

5. Key Initiatives

The budget is a policy document, financial plan, operations guide, and communication device all in one. For the budget to be an operations guide and communication device, in a transparent fashion, the budget should describe the organization's priorities and key work efforts for the upcoming year, so that the public will have an awareness of how funding will be utilized.

Following the leadership and direction set by the Mayor and Council through the goal setting process, as part of the FY22 budget, resources have been allocated towards accomplishing the following initiatives:

Address Declining Neighborhoods:

- Review of current property maintenance code
- Focus on Vacant/Dilapidated Structures

Improve Community Appearance:

- Continuation of the sale of surplus property
- Continuation of Parks Beautification and Enhance Program
- Continuation of Volunteer Recruitment Efforts for Adopt-A-Park Program
- Review Current Sign Code and Implement Updated Zoning Code

Increase Economic Opportunities for All:

- Finish migration to online building permit and business license options
- Execute an initial broadband project based on findings from the current internet gap analysis and recommendations from the Smarter Joplin Steering Committee and Working Group, based on the goals set forth in the Smarter Joplin Plan adopted by City Council

Address Homelessness:

- Improve maintenance of city-owned property

Reduce Crime and Increase Safety:

- Develop & implement community engagement & policing plan

Create and Grow Resilient Revenue:

- November 2021 and April 2022 election initiatives

Key Accomplishments from FY21

- Development and adoption of City Council vision and goals
- Development of action plans to achieve City Council goals
- Continued improvement of compensation for City employees
- Completion of Memorial Hall Study, Ewert Pool Study, Parks Master Plan and Stormwater Master Plan
- Election for Renewal of ¼-cent Parks/Stormwater Sales Tax and preparation for Use Tax Initiative
- Development of Management Team values, goals, and key action plan
- Continued COVID-19 response through vaccinations, contact tracing, and testing
- Transition to required State Court software system
- Began migration to voice over internet phones
- Completed transit master plan, fiber and connectivity gap analysis, ADA transition plan, and housing study
- Began Police and Fire resource allocation studies
- Supported 10th year remembrance of the 2011 EF-5 tornado

6. Capital Improvement Projects and Capital Equipment

The annual budget also includes funds for capital projects that were previously approved by voters and/or the Mayor and Council. Funding for these projects has been "earmarked" or dedicated solely for each project. A few significant projects are highlighted below:

CAPITAL PROJECTS OVER $100,000		
Category	**Project Name**	**Cost**
Public Safety Sales Tax	Construciton of Fire Station #7	$ 2,700,000
Parks & Stormwater Sales Tax	Stormwater Minor System Improvements	300,000
Parks & Stormwater Sales Tax	Culvert Improvements, Lone Elm & Murphy	465,000
Parks & Stormwater Sales Tax	Ditch & Culvert, Connecticut b/t 32nd & 35th	656,000
Parks & Stormwater Sales Tax	Ditch & Culvert, Connecticut b/t 35th & 37th	518,000
Parks & Stormwater Sales Tax	Channel Improvement, Canterbury Ditch 3rd to 7th	850,000
Parks & Stormwater Sales Tax	Ditch, 2nd & Oliver/McCoy	130,000
Parks & Stormwater Sales Tax	McClelland to Town Green via Tin Cup Trail	275,000
Parks & Stormwater Sales Tax	Low Water Bridge to Grand Falls Trail	1,210,000
Transportation Sales Tax	Street Maintenance	150,000
Transportation Sales Tax	Neighborhood Improvement	500,000
Transportation Sales Tax	Street Projects	1,000,000
Capital Improvement	Neighborhood Transportation-Sidewalks	150,000
Capital Improvement	32nd Street-Schifferdecker to Country Club	5,250,000
Capital Improvement	32nd Street-Country Club to Central City	5,250,000
Capital Improvement	Street Surface Repair	500,000
Capital Improvement	Connecticut-32nd to 44th	3,100,000
Capital Improvement	Zora-Rangeline to MO 249	6,100,000
Capital Improvement	6th Street & Virginia Parking Garage	2,287,000
Capital Improvement	Traffic Signal Upgrades	500,000
Infrastructure Improvements	15th Street Extension	1,500,000
Airport	ARFF & Snow Removal Equipment Bldg	260,000
Sanitary Sewer	Turkey Creek Equipment Bldg	700,000
Sanitary Sewer	East Baker's Branch Sewer Extension	1,735,000
Sanitary Sewer	I-44 North Exit 4 Sewer Extension	230,000
Sanitary Sewer	I & I Rehabilitation	1,500,000
Sanitary Sewer	60" Trunk Line Rehabilitation	1,500,000
Sanitary Sewer	East Town Sewer Improvements	350,000

Equipment and technology are important assets for a service organization. These tools allow our dedicated workforce to be more efficient and productive in their work which creates a multiplier effect. Similar to funding for maintenance, it is important for the organization to plan for the replacement of equipment at the end of its useful life. Without planning, the City is vulnerable by not having the necessary funding to replace the needed equipment. Additionally, delayed replacement can create additional maintenance needs and consume capacity within the organization. The fiscal year 2022 budget includes funding for the following capital equipment purchases. However, not all equipment requests can be funded at this time without using monies from the reserve balance. Using reserve monies is a risk that could threaten the City's finances and operations during emergencies. Additional resources are necessary to fully equip City employees for service delivery.

CAPITAL EQUIPMENT PURCHASES OVER $10,000		
Department	**Capital Asset**	**Cost**
General Fund		
City Clerk - Administration	Replacement Roof - Records Storage Facility	$ 25,000
Comm. Planning - Building Regulations	Replacement 1/2-Ton Regular Cab 4x4 Truck	26,000
Public Works - City Facility Maintenance	Replacement Carpet - Small Offices	15,000
Public Works - City Facility Maintenance	Fire Bay Sprinkler System	75,000
Public Works - City Hall Maintenance	Replacement ADA Ramp - West Entrance	55,000
Public Works - City Hall Maintenance	Replacement Carpet - 1st Floor - Phase 2 of 4	15,000
Public Works - Engineering	Replacement 1/2-Ton Regular Cab 4x4 Truck	26,000
Public Works - Engineering	Replacement Plotter	15,000
Police - Uniform Services	Replacement UTV Vehicle (Drug Forfeiture Funds)	28,000
Police - Uniform Services	Replacement K9 (2)	40,000
Police - Uniform Services	Crash Data Equipment Update	20,000
Police - Uniform Services	Body Camera & Accessories (7)	16,100
Police - Jail Services	Live Scan Digital Fingerprint Machine	21,000
Police - Federal Grants	Replacement DWI Vehicle	40,000
Police - Federal Grants	Cyber Crime Equipment	10,000
Fire - Operations	Replacement EKG Monitor (8) - Installment 5 of 5	48,000
Fire - Operations	Replacement Truck Emergency Operating Equipment	38,700
Parks & Recreation - Cemeteries	Replace Utility Truck with 3/4-Ton Crew Cab Flatbed Truck	32,600
Parks & Recreation - Cemeteries	Replacement Zero-Turn Mower	18,000
Public Safety Sales Tax Fund		
Police	Replacement Squad Vehicle with Squad SUV (13)	$ 509,405
Police	Replacement Squad SUV Equipment (13)	100,100
Police	Replacement In-Car Video System (13)	81,900
Police	Replacement Radar Unit (8)	12,000
Police	Replacement Covert Pole Camera (2)	24,900
Police	Body Camera & Accessories (6)	13,800
Police	Conversion of Police CAD & RMS Data to New Software System	305,250
Fire	Fire Engine #7 & Equipment	875,000
Fire	Fire Brush Truck #7	50,000
Fire	Replacement Sedan with 3/4-Ton Crew Cab 4x4 Truck	36,200
Fire	Replacement Fire Station Alerting System	342,000
Fire	Fire RMS System	30,150
CVB Fund		
Special Projects	Resurface Wayfinding Signs	$ 40,000
Special Projects	Grand Falls Wayfinding	12,000
Health & Welfare Fund		
Administration	Replacement Minivan	$ 27,000
Animal Control	Replacement 3/4-Ton Cab & Chassis	27,800
Federal Grants	Electronic Medical Records System	22,000
Parks & Recreation Fund		
Pools	Replacement Diving Board (2) Schifferdecker	$ 12,500
Pools	Replacement Sail Canopy (2) Schifferdecker	11,500
Museum Operations	Replacement Roof - Phase 2 of 3	46,000
Athletic Complex	Replacement 1/2-Ton Crew Cab 4x4 Truck	32,000
Parks & Public Grounds	Replacement 1/2-Ton Regular Cab 4x4 Truck	26,000
Parks & Public Grounds	Replacement Zero-Turn Mower (2)	36,000
Parks & Public Grounds	Replacement Loader (Transfer from Streets)	19,000

CAPITAL EQUIPMENT PURCHASES OVER $10,000		
Department	**Capital Asset**	**Cost**
Transportation Sales Tax Fund		
Street Maintenance	Replacement Equipment Barn Garage Door (12)	$ 20,040
Street Maintenance	Replacement Front-End Loader	203,000
Street Maintenance	Replacement Front-End Loader with Quick Connect	209,000
Traffic Control	Replacement 1-Ton Regular Cab Utility Bed Truck with Arrow Boards	60,000
Traffic Control	Replacement Striper	310,000
Traffic Signal Maintenance	Replacement Traffic Signal Controller (10)	34,000
Traffic Signal Maintenance	Replacement Traffic Signal Control Box (3)	24,000
Paratransit System	Replacement 22' MAPS Vehicle (2)	156,000
Paratransit System	Replacement Trolley Vehicle	85,000
Regional Airport Fund		
Airport	HVAC Expansion (Delta Control)	$ 30,000
Airport	Carpet Replacement - Terminal Building - Phase 2 of 3	38,000
Airport	Insulate & Heating System - Deicer & Paint Locker	25,000
Airport	ADA Ramp - General Aviation Terminal	50,000
Airport	LED Light Conversion - Commercial Terminal High Bay	10,000
Airport	Replacement Loader (Transfer from Streets)	52,000
Golf Course Fund		
Administration	Replacement Soffits & Guttering - Clubhouse	$ 11,000
Administration	Replacement Golf Cart (30)	69,000
Grounds Maintenance	Replacement Zero-Turn Mower	18,000
Grounds Maintenance	Replacement Fairway Mower	71,000
Grounds Maintenance	Fairway Grass Change	25,000
Sanitary Sewer Fund		
Sewer Treatment	Replacement Sludge Pump - Turkey Creek (2) & Shoal Creek	$ 105,000
Sewer Treatment	Replacement Exhaust System - Filter Press Building - Turkey Creek	75,000
Sewer Treatment	Rehabilitate Screw Pump (2) Turkey Creek	1,000,000
Sewer Treatment	Centrifuge for Dewatering of Biosolids - Shoal Creek	1,250,000
Sewer Treatment	Replacement Front-End Loader	70,000
Sewer Treatment	10' Loader Bucket	10,000
Sewer Treatment	Replacement Boiler - Shoal Creek	120,000
Sewer Treatment	Replacement Refrigerated Sampler (2) - Turkey Creek & Shoal Creek	15,000
Sewer Treatment	Flexible Screw Conveyor - Filter Press Building - Turkey Creek	50,000
Sewer Treatment	Replacement Disc Rotor - Turkey Creek	210,000
Sewer Maintenance	Replacement Rodder Truck	185,000
Sewer Maintenance	Replacement Push Camera	10,000
Emergency Communications Fund		
Dispatch Services	Replacement Dispatch Console (2)	$ 30,700
Radio Services	Replace Portable XTS5000 Radio with APX6000 (Police Radios) (39)	176,280
Radio Services	Replace Mobile XTL5000 Radio with APX6500 (Police Radios) (34)	154,700
Radio Services	Replace Mobile XTL2500 Radio with APX6500 (Fire Radios) (10)	45,500

7. Workforce

Workforce, or employee counts, is described as a ratio of full-time equivalents (FTE) where one full-time employee is estimated to work 2,080 hours annually or 2,912 hours for certain fire department personnel. In the FY22 budget, funding is allocated for a total of 584.7 FTE.

FY 2022 POSITIONS BY FUND SUMMARY

FUND TYPE	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 PROPOSED	PROPOSED CHANGE
General Fund	258.95	258.95	259.90	0.95
Special Revenue Funds	220.30	221.75	221.75	-
Enterprise Funds	76.25	76.25	76.25	-
Internal Service Funds	27.60	27.60	26.80	(0.80)
Total Positions by Fund	583.10	584.55	584.70	0.15

FTE Proposed Changes:
General Fund: Add Intern .15 FTE and Human Resources Funding Change .80FTE
Internal Service Funds: .80 Reduction due to Human Resources Funding Change

Improving compensation for City employees remains one of the most significant challenges facing the organization. A storm of issues both locally and nationally, such as "boomers" leaving the workforce, reduced interest in public service careers, smaller applicant pools, inflation, and higher starting wages has made improving compensation a critical priority. Every year, the City will need to make wage improvements if it is to remain competitive and allow for adequate staffing. Funding for a step increase has been included in the FY22 budget which is anticipated to add approximately $273,300 in new expense to this budget and future budgets. Additionally, to adequately maintain the city's pay structure, funding has been included to conduct an internal equity study that will ensure the proper placement of positions within the pay plan, based on the compensable factors in the job descriptions while also factoring the market comparisons. The study will also analyze starting pay rates to determine if improvements can be made fairly without causing compression, but also keeping pace with the growing minimum wage established by the State of Missouri, federal government, and regional trends. It is anticipated that this study will be complete by spring at which point it will be presented to the Mayor and Council for a discussion about possible additional wage improvements.

For a service organization like the City of Joplin, the organization's workforce fulfills the duties and responsibilities committed by the City for the benefit of the community. When there is a need for more or improved services, in most cases, increasing the organization's capacity or workforce is necessary to achieve the desired goal. Without additional resources, it is difficult for the City to increase the workforce to necessary levels. In FY21, the City funded two staffing and resource studies to analyze the needs for the Police and Fire Department. Those studies are expected to be complete by fall, close to the adoption of the FY22 budget. It is anticipated that the studies will show a need to increase staffing for the Police and Fire Departments. Without a new source of funds, the City will be unable to increase staffing levels in any areas across the City to provide additional services to achieve the City Council goals and action plans. For this reason, voters will be asked to approve a use tax on November 2, 2021. If approved, the new

funds created by the use tax will be used to address the action plans to meet the goals to help transform our community into what is desired by citizens.

Finally, funding has been included in the FY22 budget to establish benchmarks and define service levels for the organization. Using data this analysis should provide a comprehensive "measuring stick" that can be used to identify efficiencies and opportunities for improved performance and service. As outlined throughout this message, more and more is being asked of city employees, therefore it is important to identify all the services provided by the city, establish expectations for those services by defining levels of service, and optimize existing staffing levels to meet community priorities. This information can then be used as the basis to determine if a further staffing analysis is necessary to enhance service.

8. Summary

In looking to the future, the inventory of challenges would seem overwhelming in the absence of plans to meet those challenges head on. In the last year, as an organization, we have developed meaningful goals and action plans to respond to our challenges. We can be confident in these plans because we have leadership and direction from our Mayor and Council, the dedication of City employees, and the grit and determination of our community. The path forward will be difficult, especially during the second year of a pandemic, but the reward will come because it's been done here before.

Please take a minute to imagine how great the future of Joplin can be if we continue on this path, unite as a community, and take advantage of the opportunities ahead of us. I am thankful to serve the citizens of Joplin, our Mayor and Council, and dedicated employees.

Respectfully,



Nicholas Edwards
City Manager | City of Joplin

CITY OF JOPLIN
FISCAL YEAR 2022 PROPOSED BUDGET

AUGUST 9, 2021



FISCAL YEAR 2022 PROPOSED BUDGET

WHAT IS A BUDGET?

- Policy Document
- Financial Plan
- Operations Guide
- Communication Device

FISCAL YEAR 2022 PROPOSED BUDGET

WHAT ARE THE BENEFITS OF THE ANNUAL BUDGET PROCESS?

- Presents an opportunity to reflect on organization and our accomplishments
- Provides insight into the City's future plans
- Serves as an instrument to implement the City's vision and goals
- Describes the organization's priorities and key initiatives for the upcoming year
- Provides public awareness of how funding will be utilized

FISCAL YEAR 2022 PROPOSED BUDGET

- **FINANCIAL STORY OF 2021**
  - COVID-19 Impact on National and Local Economy
  - Increased Sales Tax Revenue, Permit Fees, and Federal Grants
  - Decreased Interest Income
  - Increased Expenditures for Specific Projects
  - Increased Capital Outlay due to Fiscal Year 2020 delay

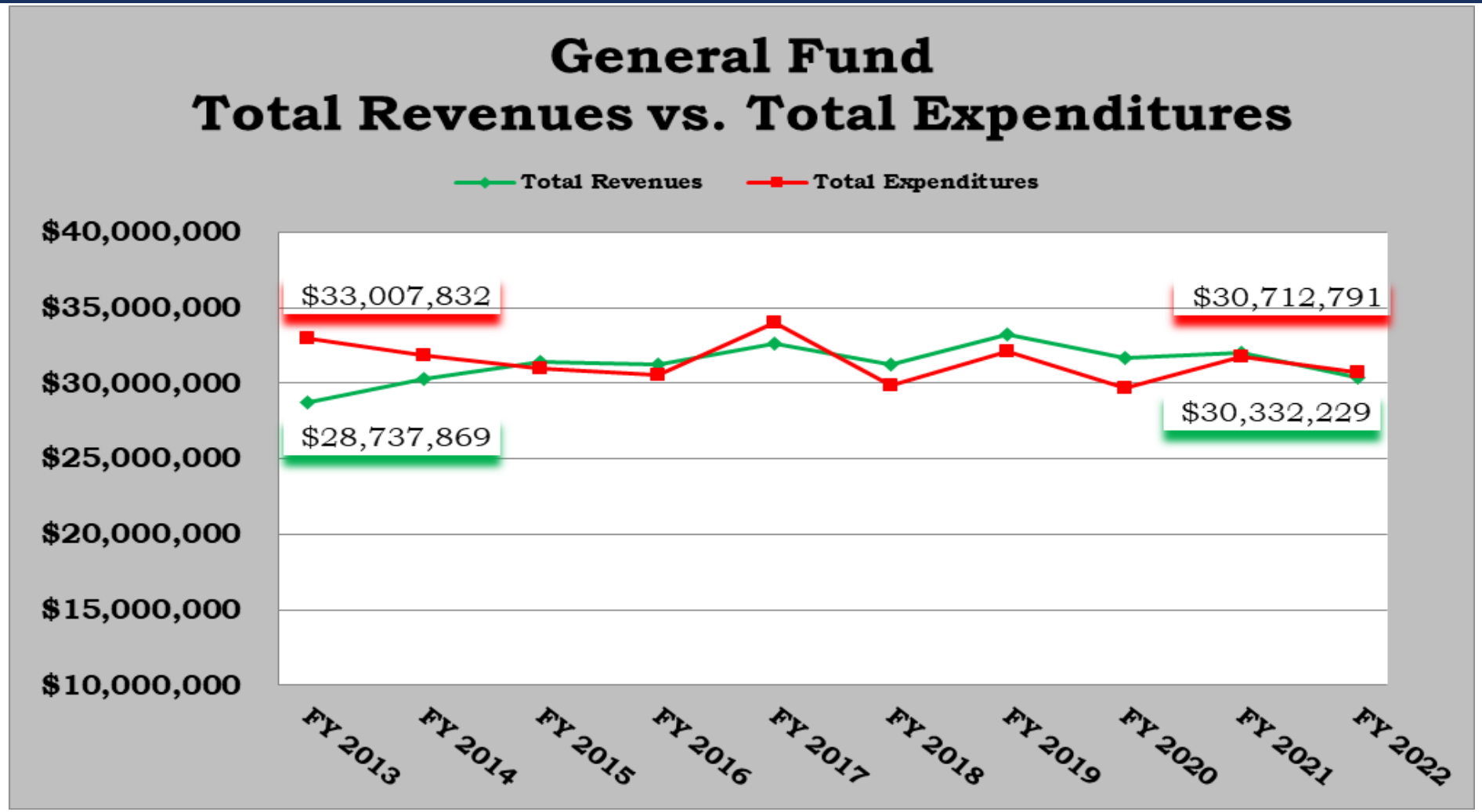
FISCAL YEAR 2022 PROPOSED BUDGET

- **IMPACT OF 2021 ON 2022 PROPOSED BUDGET**

TOTAL BUDGET

- Overall Budget Revenue Decrease of nearly 4% from Fiscal Year 2021 Adopted Budget
- Overall Budget Expenditure Increase of over 11% from Fiscal Year 2021 Adopted Budget
- Overall Capital Expenditure Decrease of 10% over Fiscal Year 2021 Adopted Budget

FISCAL YEAR 2022 PROPOSED BUDGET



FISCAL YEAR 2022 PROPOSED BUDGET

IMPACT OF 2021 ON 2022 PROPOSED BUDGET

GENERAL FUND REVENUE

- Budgeted Increase of 1.5% in Sales Tax from 2020 Actuals, but Decrease of 3% from 2021 Estimated Actuals
- No Budget Change in Franchise Tax from 2020 Actuals and 2021 Estimated Actuals
- Budgeted Decrease of 8.5% in Licenses and Permits from 2020 Actuals and nearly 21% Decrease from 2021 Estimated Actuals
- Budgeted Decrease of 47% in Charges and Assessments from 2020 Actuals and 34% Decrease from 2021 Estimated Actuals
- Budgeted Decrease of 69% in Interest Income from 2020 actuals

FISCAL YEAR 2022 PROPOSED BUDGET

- **IMPACT OF 2021 ON 2022 PROPOSED BUDGET**

GENERAL FUND EXPENDITURES

- General Fund Budget Increase of 2% over Fiscal Year 2021 Adopted Budget
- General Fund Capital Expenditure Decrease of over 38% over Fiscal Year 2021 Adopted Budget

FISCAL YEAR 2022 PROPOSED BUDGET

FISCAL YEAR 2021 KEY ACCOMPLISHMENTS

- Development and Adoption of City Council Vision and Goals
- Development of Action Plans to Achieve City Council Goals
- Continued Improvement of Compensation for City Employees
- Completion of Memorial Hall Study, Ewert Pool Study, Parks Master Plan and Stormwater Master Plan
- Election for Renewal of ¼-Cent Parks/Stormwater Sales Tax and Preparation for Use Tax Initiative

FISCAL YEAR 2022 PROPOSED BUDGET

FISCAL YEAR 2021 KEY ACCOMPLISHMENTS

- Development of Management Team Values and Goals, along with Key Action Plans
- Continued COVID-19 Response through Vaccinations, Contact Tracing, Case Investigations and Testing
- Transitioned to Required State Court Software System
- Began Migration to Voice Over Internet Phones (VOIP)
- Continuation of Migration to Online Building Permits and Business License Options

FISCAL YEAR 2022 PROPOSED BUDGET

FISCAL YEAR 2021 KEY ACCOMPLISHMENTS

- Completed Transit Master Plan, Fiber & Connectivity Gap Analysis for SMART City Plan, Analysis of Street Network to accommodate separated Bike Lanes, ADA Transition Plan and Housing Study
- Continuation of Parks Beautification and Enhancement Program
- Conducted Police and Fire Resource Allocation Studies
- Awarded and Implemented Trash and Recycling Contract
- Supported 10th year Remembrance of the 2011 EF-5 Tornado

FISCAL YEAR 2022 PROPOSED BUDGET

OVERALL FISCAL YEAR 2022 BUDGET GOALS

- Basis for this year's budget development was built on two key goals prioritized above all others:
  - Alignment of Resources to City Council Vision and Goals
  - Begin Implementation of Action Plans that don't require additional funding through the Use Tax, specifically Plans requiring one-time funding sources or no additional funding
- Secondarily, Continue to Improve Compensation for City Employees

FISCAL YEAR 2022 PROPOSED BUDGET

IMPLEMENTATION OF ACTION PLANS

Included in Proposed Fiscal Year 2022 Budget:

- Planning Assessment
- Public Information & Communications Assessment
- Justice Center Facilities Assessment
- Cost of Elections and Education for November and April Initiatives

FISCAL YEAR 2022 PROPOSED BUDGET

- **IMPLEMENTATION OF ACTION PLANS**
  - Review of Current Property Code Maintenance
  - Continuation of Sale of Surplus Property
  - Continuation of Migration to Online Building Permit and Business License Options
  - Develop & Implement Community Engagement & Policing Plan
  - Focus on Vacant/Dilapidated Structures to reduce Risk to Community

FISCAL YEAR 2022 PROPOSED BUDGET

IMPLEMENTATION OF ACTION PLANS

- Continuation of Parks Beautification and Enhancement Program
- Continuation of Volunteer Recruitment Efforts for Adopt-A-Park Program
- Continuation of Development and Implementation of SMART City Plan
- Review of Current Sign Code and Implement Updated Zoning Code
- Continuation of Evaluation and Planning for Future Growth

FISCAL YEAR 2022 PROPOSED BUDGET

IMPROVE CITY EMPLOYEE COMPENSATION

During Fiscal Year 2021:

- Implemented a 9% adjustment to the entire pay plan based on the Completed Market Study effective November 1, 2020
- Adopted a Compensation Pay Philosophy by Resolution 2021-002 on January 4, 2021
- Provided Employee Evaluation Training for Supervisors and Employees in August of 2021
- Updated Employee Evaluations, including an Employee Self-Evaluation Tool effective November 1, 2021
- Updated Management Team Evaluations effective November 1, 2021
- Updated all City Job Descriptions, including an FLSA Review of each Position and Updated Job Titles as needed effective November 1, 2021

FISCAL YEAR 2022 PROPOSED BUDGET

IMPROVE CITY EMPLOYEE COMPENSATION

Included in Proposed Fiscal Year 2022 Budget:

- Step Increase granted automatically on Employee Anniversary Date for eligible employees during first year of Updated Employee Evaluations
- Internal Equity Study, with results anticipated Mid-Year (Internal Work Team Role):
  - Utilizes the Market Study and the Updated Job Descriptions
  - Ensures the Placement of Positions within the Pay Plan is based on compensable factors such as physical demands, duties and responsibilities, work environment, level of experience and level of education
  - Will likely Result in ***some*** Positions changing Pay Ranges up or down within the Pay Plan (To Date, no new Funding Source has been identified)
  - Internal Equity Study will include Analysis of the Impact of Eliminating the First Step of the Pay Plan to further address improving compensation as a result of National and local workforce pressures
- Begin Revision of Employee Rules & Regulations
- Commission Benchmark and Level of Service Study

FISCAL YEAR 2022 PROPOSED BUDGET

- **OVERALL BUDGET HIGHLIGHTS INCLUDED IN PROPOSED BUDGET**

- General Fund is a Balanced Operational Budget, while projecting to utilize Fund Balance for Specific One-Time Costs related to Action Plans
- 2%-2.5% Step Increase on Anniversary Dates for Eligible Employees-Overall Estimated Cost $273,300
- General Employees LAGERS rate increase from 12.9% to 13.3%-Overall Estimated Cost $57,000
- Police Employees LAGERS rate increase from 16.4% to 17.4%-Overall Estimated Cost $38,000
- Fire Employees LAGERS rate decrease from 19.8% to 17.7% due to Pension Sales Tax one-time contribution of $1,000,000-Overall Estimated Savings $70,000
- Projected Increase in Employee Insurance Benefits-Overall Estimated Cost $169,000

FISCAL YEAR 2022 PROPOSED BUDGET

- **SUMMARY OF PROPOSED BUDGET**
  - Overview of Financial Condition
  - Discussion of Key Efforts for Fiscal Year 2022
  - Have Developed a Broad Financial Plan

FISCAL YEAR 2022 PROPOSED BUDGET

- **TOTAL BUDGET INFORMATION**

FY 2022 POSITIONS BY FUND SUMMARY

FUND TYPE	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 PROPOSED	PROPOSED CHANGE
General Fund	258.95	258.95	259.90	0.95
Special Revenue Funds	220.30	221.75	221.75	-
Enterprise Funds	76.25	76.25	76.25	-
Internal Service Funds	27.60	27.60	26.80	(0.80)
Total Positions by Fund	583.10	584.55	584.70	0.15

FTE Proposed Changes:

General Fund: Add Intern .15 FTE and Human Resources Funding Change .80FTE

Internal Service Funds: .80 Reduction due to Human Resources Funding Change

FISCAL YEAR 2022 PROPOSED BUDGET

TOTAL BUDGET INFORMATION

FY 2022 OVERALL BUDGET SUMMARY

Fund Type	FY 2022 Total Revenue	FY 2022 Operational Expenditures	FY 2022 Capital Expenditures	FY 2022 Transfers Out	FY 2022 Total Expenditures
General Fund	$ 30,332,229	$ 24,469,390	$ 654,775	$ 5,588,626	$ 30,712,791
Special Revenue Funds	$ 57,110,157	$ 31,651,686	$ 37,818,096	$ 5,307,079	$ 74,776,861
Capital Project Funds	$ 4,573,000	$ 3,112,500	$ 1,545,000	$ -	$ 4,657,500
Enterprise Funds	$ 22,525,310	$ 15,790,348	$ -	$ 1,671,194	$ 17,461,542
Internal Service Funds	$ 12,525,205	$ 12,669,742	$ -	$ 133,313	$ 12,803,055
Total Funds	$ 127,065,901	$ 87,693,666	$ 40,017,871	$ 12,700,212	$ 140,411,749

FY 2022 BUDGET SPECIAL REVENUE FUND SUMMARY

FUND	FY 2022 Total Revenue	FY 2022 Operational Expenditures	FY 2022 Capital Expenditures	FY 2022 Transfers Out	FY 2022 Total Expenditures
1/2-Cent Pension	$ 7,714,000	$ 7,214,000	$ -	$ -	$ 7,214,000
Public Safety	$ 7,730,000	$ 4,690,694	$ 5,104,321	$ 1,649,134	$ 11,444,149
CVB Fund	$ 1,416,500	$ 1,274,715	$ 56,000	$ 71,066	$ 1,401,781
Health Fund	$ 2,815,230	$ 2,665,279	$ 76,800	$ 65,402	$ 2,807,481
Parks Fund	$ 3,406,700	$ 3,032,973	$ 243,875	$ 109,369	$ 3,386,217
Solid Waste Fund	$ 3,305,395	$ 3,032,182	$ -	$ 52,329	$ 3,084,511
Parks/Stormwater Sales Tax	$ 1,928,500	$ 896,236	$ 4,545,800	$ 324,164	$ 5,766,200
Transportation Sales Tax	$ 12,667,290	$ 6,097,798	$ 2,857,800	$ 2,487,750	$ 11,443,348
Capital Improvement Sales Tax	$ 6,985,500	$ 521,145	$ 24,932,000	$ 538,853	$ 25,991,998
Community Planning	$ 2,238,372	$ 2,226,664	$ 1,500	$ 9,012	$ 2,237,176
American Rescue Plan Act	$ 6,889,870	$ -	$ -	$ -	$ -
Economic Development Fund	$ 12,800	$ -	$ -	$ -	$ -
Total Special Revenue Funds	$ 57,110,157	$ 31,651,686	$ 37,818,096	$ 5,307,079	$ 74,776,861

FISCAL YEAR 2022 PROPOSED BUDGET

TOTAL BUDGET INFORMATION

FY 2022 BUDGET CAPITAL PROJECTS FUND SUMMARY

FUND	FY 2022 Total Revenue	FY 2022 Operational Expenditures	FY 2022 Capital Expenditures	FY 2022 Transfers Out	FY 2022 Total Expenditures
Infrastructure	$ 4,530,000	$ 3,000,000	$ 1,545,000	$ -	$ 4,545,000
Revolving Public Improvements	$ 43,000	$ 112,500	$ -	$ -	$ 112,500
Total Capital Projects Funds	$ 4,573,000	$ 3,112,500	$ 1,545,000	$ -	$ 4,657,500

FY 2022 BUDGET ENTERPRISE FUND SUMMARY

FUND	FY 2022 Total Revenue	FY 2022 Operational Expenditures	FY 2022 Capital Expenditures	FY 2022 Transfers Out	FY 2022 Total Expenditures
Airport	$ 2,634,510	$ 2,816,750	$ -	$ 199,637	$ 3,016,387
Golf Course	$ 877,300	$ 813,265	$ -	$ 29,307	$ 842,572
Sanitary Sewer	$ 19,013,500	$ 12,160,333	$ -	$ 1,442,250	$ 13,602,583
Total Enterprises Funds	$ 22,525,310	$ 15,790,348	$ -	$ 1,671,194	$ 17,461,542

FY 2022 BUDGET INTERNAL SERVICE FUND SUMMARY

FUND	FY 2022 Total Revenue	FY 2022 Operational Expenditures	FY 2022 Capital Expenditures	FY 2022 Transfers Out	FY 2022 Total Expenditures
Central Garage	$ 1,577,750	$ 1,467,798	$ -	$ 43,873	$ 1,511,671
Health Self-Insurance	$ 6,500,000	$ 6,967,600	$ -	$ -	$ 6,967,600
Worker's Compensation	$ 1,009,492	$ 1,017,857	$ -	$ -	$ 1,017,857
Liability & Property	$ 1,123,815	$ 1,333,565	$ -	$ -	$ 1,333,565
Emergency Communications	$ 2,314,148	$ 1,882,922	$ -	$ 89,440	$ 1,972,362
Total Internal Service Funds	$ 12,525,205	$ 12,669,742	$ -	$ 133,313	$ 12,803,055

FISCAL YEAR 2022 PROPOSED BUDGET

GENERAL FUND INFORMATION

FY 2022 GENERAL FUND POSITIONS BY DEPARTMENT

DEPARTMENT	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 PROPOSED	PROPOSED CHANGE	% OF TOTAL
City Manager	4.00	4.00	4.15	0.15	1.6%
City Clerk	2.00	2.00	2.00	-	0.8%
Legal Services	6.25	6.25	6.25	-	2.4%
Human Resources	3.60	3.60	4.40	0.80	1.7%
Building Regulations	6.00	6.00	6.00	-	2.3%
Finance	10.00	10.00	10.00	-	3.8%
Information Technology	6.00	6.00	6.00	-	2.3%
Municipal Court	9.50	9.50	9.50	-	3.7%
Public Works	17.40	17.40	17.40	-	6.7%
Police	109.80	109.80	109.80	-	42.2%
Fire	71.00	71.00	71.00	-	27.3%
Cemeteries	7.20	7.20	7.20	-	2.8%
Emergency Management	2.00	2.00	2.00	-	0.8%
Neighborhood Improvement	4.20	4.20	4.20	-	1.6%
Total GF Positions	258.95	258.95	259.90	0.95	100.0%

GENERAL FUND EXPENDITURES BY CATEGORY

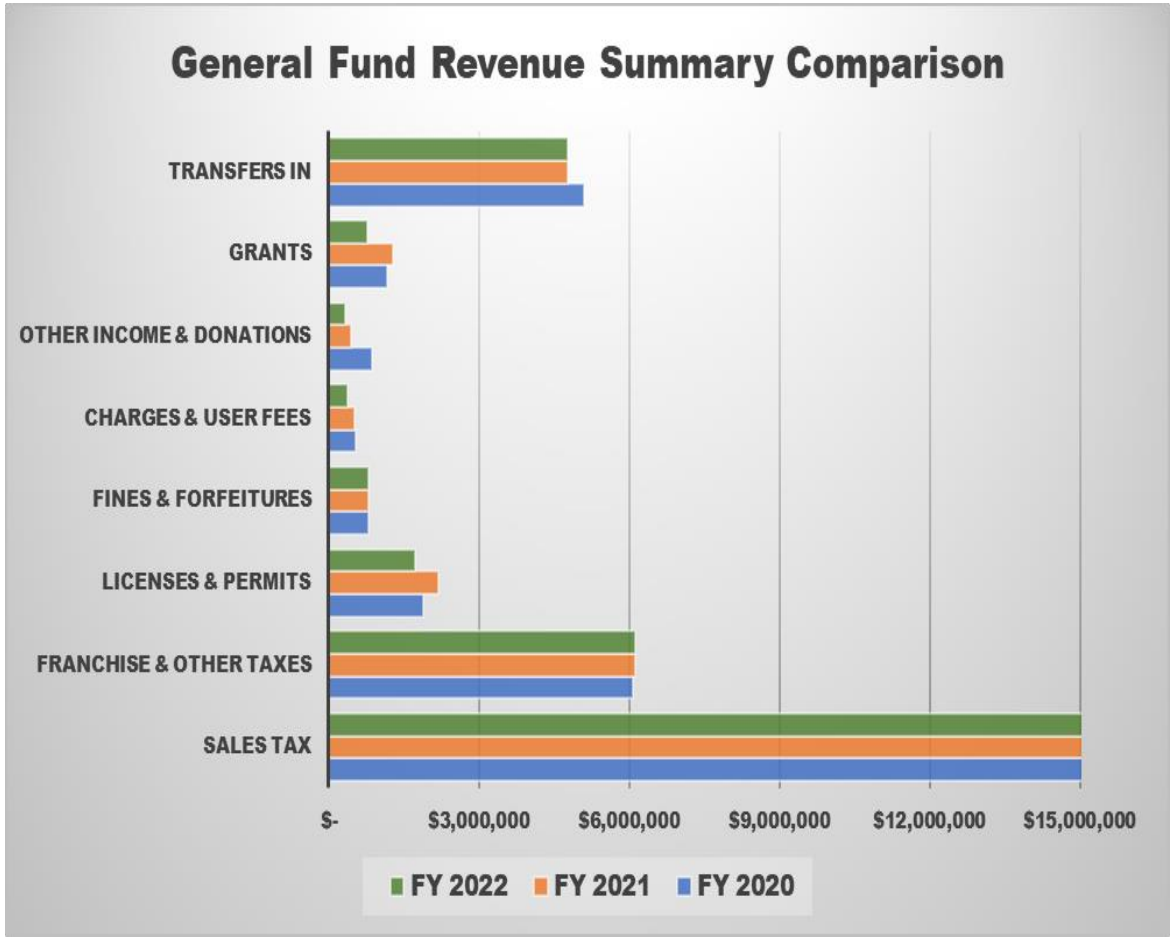
CATEGORY	FY 2020 ACTUAL	FY 2021 ESTIMATED	FY 2022 BUDGET	PROPOSED CHANGE AMOUNT	%
Personnel Services	$ 17,179,848	$ 18,410,005	$18,673,157	$ 263,152	1.4%
Operational Supplies	$ 4,078,802	$ 4,285,351	$ 4,538,596	$ 253,245	5.9%
Other Purchases/Services	$ 1,318,499	$ 1,528,670	$ 1,257,637	$ (271,033)	-17.7%
Capital Outlay	$ 1,545,368	$ 1,942,276	$ 654,775	$ (1,287,501)	-66.3%
Transfers Out	$ 5,569,300	$ 5,611,126	$ 5,588,626	$ (22,500)	-0.4%
Total GF Expenditures	$ 29,691,817	$ 31,777,428	$30,712,791	$ (1,064,637)	-3.4%

FISCAL YEAR 2022 PROPOSED BUDGET

GENERAL FUND INFORMATION

FY 2022 BUDGET GENERAL FUND REVENUES

GENERAL FUND REVENUE	FY 2020 ACTUAL	FY 2021 ESTIMATED	FY 2022 BUDGET	PROPOSED CHANGE AMOUNT	%
Sales Tax	$ 15,199,077	$ 15,900,000	$15,428,000	$ (472,000)	-3.0%
Franchise & Other Taxes	$ 6,078,315	$ 6,120,000	$ 6,120,000	$ -	0.0%
Licenses & Permits	$ 1,900,296	$ 2,193,100	$ 1,737,350	$ (455,750)	-20.8%
Fines & Forfeitures	$ 791,900	$ 799,200	$ 799,200	$ -	0.0%
Charges & User Fees	$ 547,978	$ 527,449	$ 367,464	$ (159,985)	-30.3%
Other Income & Donations	$ 867,696	$ 453,065	$ 330,400	$ (122,665)	-27.1%
Grants	$ 1,167,852	$ 1,296,203	$ 779,794	$ (516,409)	-39.8%
Transfers In	$ 5,100,481	$ 4,768,227	$ 4,770,021	$ 1,794	0.0%
Total General Fund Revenue	$ 31,653,595	$ 32,057,244	$30,332,229	$ (1,725,015)	-5.4%

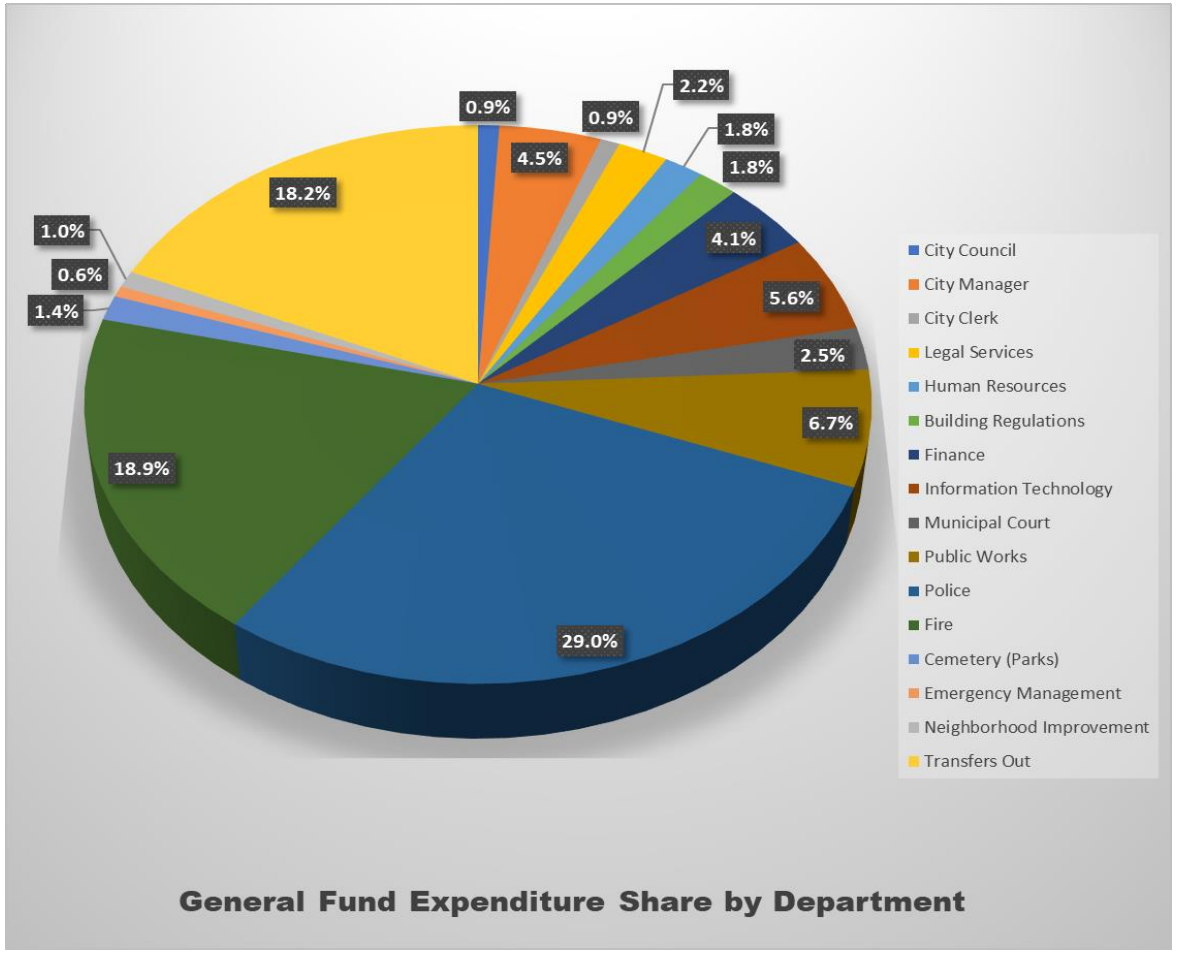


FISCAL YEAR 2022 PROPOSED BUDGET

GENERAL FUND INFORMATION

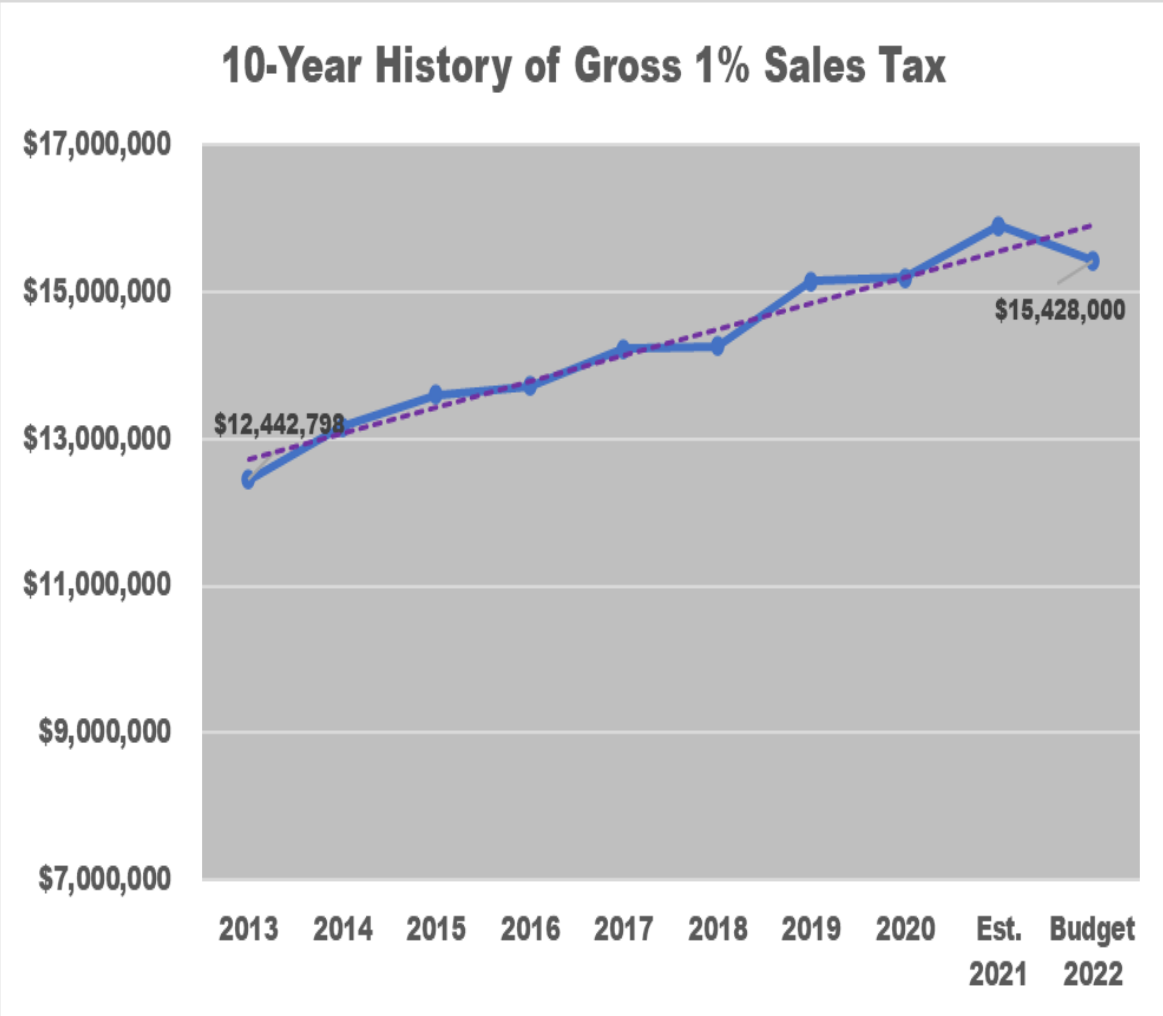
FY 2022 BUDGET GENERAL FUND EXPENDITURES BY DEPARTMENT

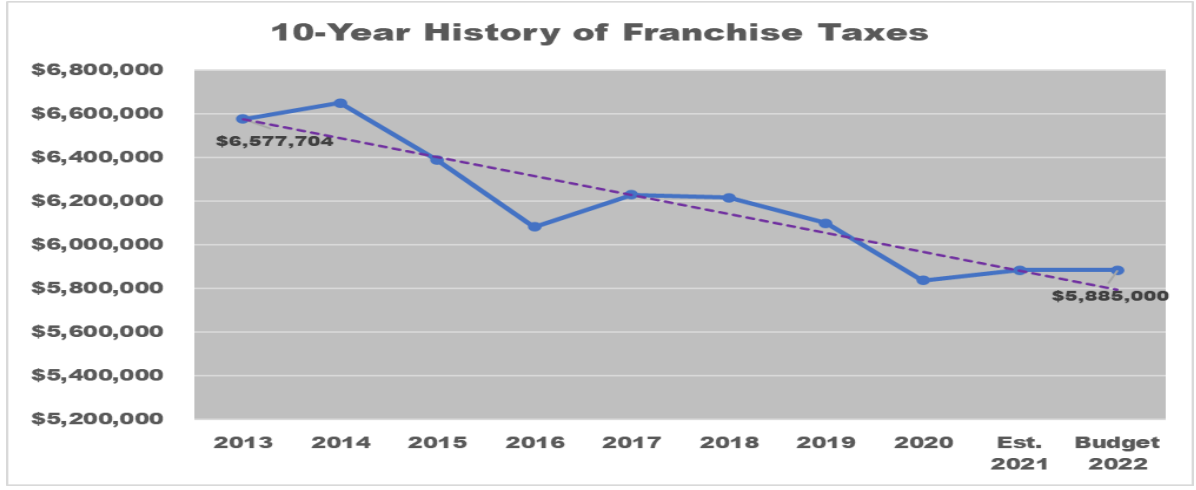
DEPARTMENT	FY 2020 ACTUAL	FY 2021 ESTIMATED	FY 2022 BUDGET	PROPOSED CHANGE AMOUNT	%
City Council	$ 193,927	$ 574,705	$ 285,832	$ (288,873)	-50.3%
City Manager	$ 703,603	$ 944,530	$ 1,385,955	$ 441,425	46.7%
City Clerk	$ 222,788	$ 251,250	$ 261,343	$ 10,093	4.0%
Legal Services	$ 622,021	$ 680,909	$ 685,684	$ 4,775	0.7%
Human Resources	$ 385,033	$ 402,876	$ 537,494	$ 134,618	33.4%
Building Regulations	$ 482,053	$ 542,109	$ 545,004	$ 2,895	0.5%
Finance	$ 1,191,134	$ 1,247,436	$ 1,249,610	$ 2,174	0.2%
Information Technology	$ 1,745,730	$ 1,804,029	$ 1,716,198	$ (87,831)	-4.9%
Municipal Court	$ 682,118	$ 796,563	$ 759,542	$ (37,021)	-4.6%
Public Works	$ 1,872,748	$ 2,024,924	$ 2,069,209	$ 44,285	2.2%
Police	$ 9,016,373	$ 9,211,372	$ 8,899,029	$ (312,343)	-3.4%
Fire	$ 6,162,230	$ 6,751,961	$ 5,802,926	$ (949,035)	-14.1%
Cemetery (Parks)	$ 432,612	$ 428,485	$ 440,727	$ 12,242	2.9%
Emergency Management	$ 171,220	$ 211,430	$ 190,833	$ (20,597)	-9.7%
Neighborhood Improvement	$ 238,933	$ 293,723	$ 294,779	$ 1,056	0.4%
Transfers Out	$ 5,569,300	$ 5,611,126	$ 5,588,626	$ (22,500)	-0.4%
Total General Fund Expenditures	$ 29,691,823	$ 31,777,428	$ 30,712,791	$ (1,064,637)	-3.4%

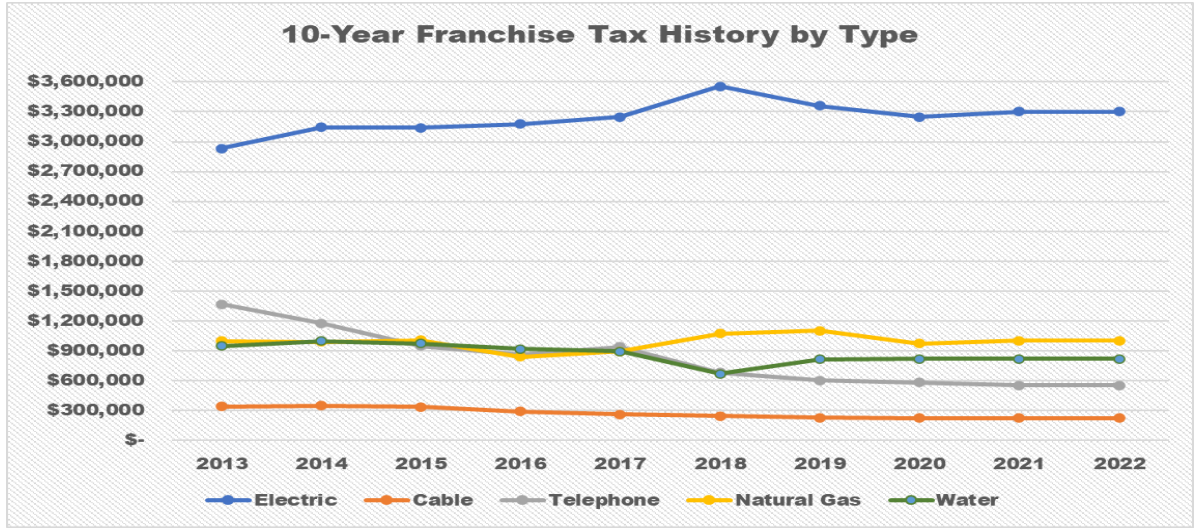


FISCAL YEAR 2022 PROPOSED BUDGET

GENERAL FUND INFORMATION





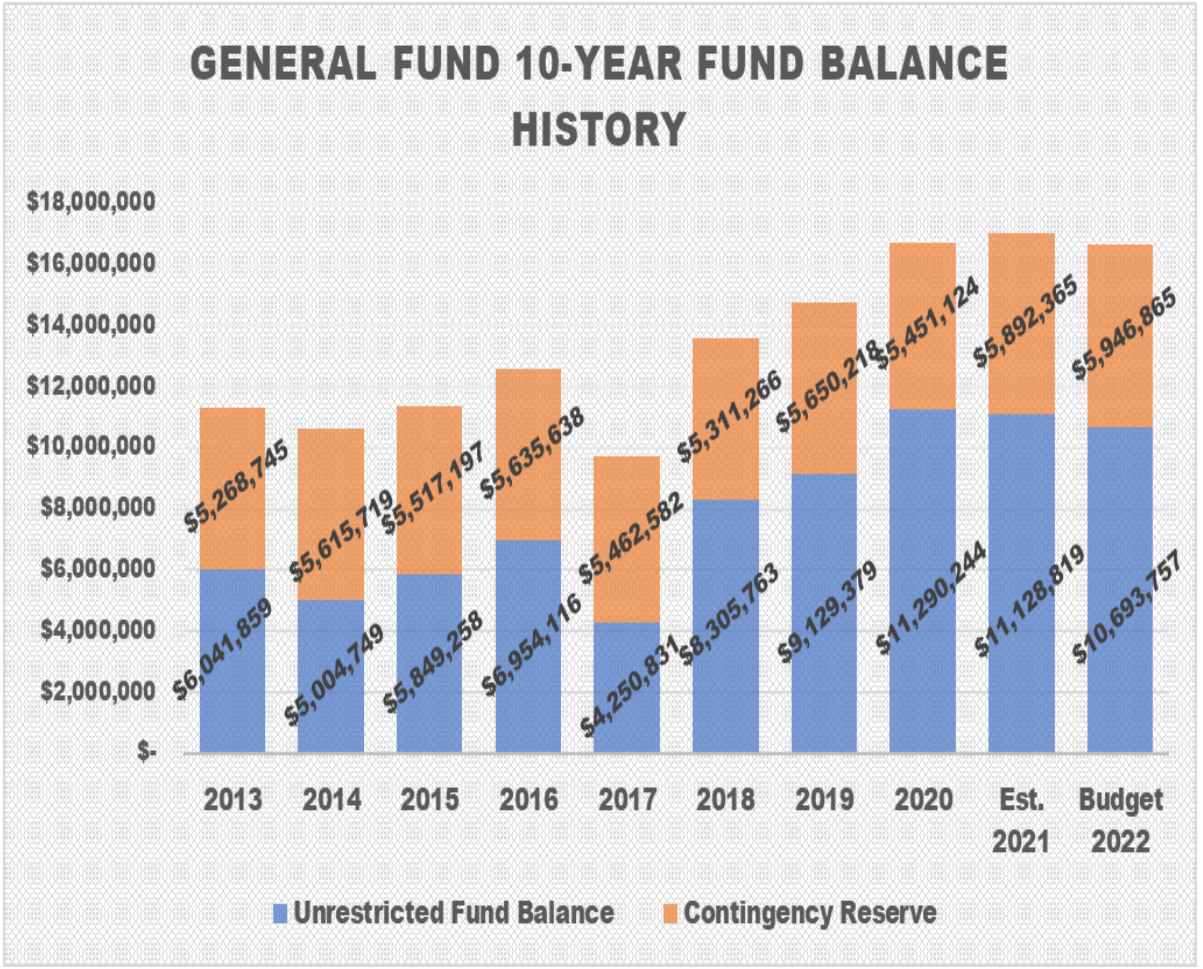


FISCAL YEAR 2022 PROPOSED BUDGET

GENERAL FUND INFORMATION

GENERAL FUND 10-YEAR HISTORY OF FUND BALANCE

FISCAL YEAR	UNRESTRICED AMOUNT	CONTINGENCY AMOUNT	TOTAL FUND BALANCE
2013	$ 6,041,859	$ 5,268,745	$ 11,310,604
2014	$ 5,004,749	$ 5,615,719	$ 10,620,468
2015	$ 5,849,258	$ 5,517,197	$ 11,366,455
2016	$ 6,954,116	$ 5,635,638	$ 12,589,754
2017	$ 4,250,831	$ 5,462,582	$ 9,713,413
2018	$ 8,305,763	$ 5,311,266	$ 13,617,029
2019	$ 9,129,379	$ 5,650,218	$ 14,779,597
2020	$ 11,290,244	$ 5,451,124	$ 16,741,368
Est. 2021	$ 11,128,819	$ 5,892,365	$ 17,021,184
Budget 2022	$ 10,693,757	$ 5,946,865	$ 16,640,622



FISCAL YEAR 2022 PROPOSED BUDGET

- **WHAT ARE THE INDICATORS OF A CITY'S FINANCIAL CONDITION?**
  - Reserve Balance
  - Strength of Revenue Stream
  - Commitment of Expenditures for Service

FISCAL YEAR 2022 PROPOSED BUDGET

- **FUTURE PLANNING**
  - One important piece of good decision making is understanding that today's decisions impact the future ability to provide quality services
  - 5-year General Fund Financial Planning Model
  - Biggest concern for the City's future financial condition is that the current revenue growth is not keeping pace with the expenditure growth despite efforts to become as efficient and effective as possible

GENERAL FUND FIVE-YEAR MODEL

DESCRIPTION	FY 2020 ACTUAL	FY 2021 ESTIMATED	FY 2022 BUDGET	FY 2023 ESTIMATED	FY 2024 ESTIMATED
Total Revenue	$ 31,653,595	$ 32,057,244	$30,332,229	$ 30,938,874	$ 31,557,651
Total Operating Expenses	$ 22,577,149	$ 24,224,026	$24,469,390	$ 24,714,084	$ 25,208,366
Total Capital Expenses	$ 1,545,368	$ 1,942,276	$ 654,775	$ 700,000	$ 800,000
Total Transfers Out	$ 5,569,300	$ 5,611,126	$ 5,588,626	$ 5,500,000	$ 5,500,000
Net Change in Fund Balance	$ 1,961,778	$ 279,816	$ (380,562)	$ 24,790	$ 49,285

FISCAL YEAR 2022 PROPOSED BUDGET

- **ADDITIONAL KEY INITIATIVES FOR 2022**

GENERAL FUND

- Museum Strategic Plan Study
- Complete a City-wide Brand Public Service Announcement
- Continue Records Storage Facility Improvements
- Continuation of Migration to Online Building Permit and Business License Options
- Coordination of ARPA Funding
- Continuation of Migration to Voice Over Internet Phone (VOIP)
- Upgrade or Migrate Police & Fire Records Management Systems and CAD System
- Assess & Improve City-wide IT Network Infrastructure and Security
- Continuation of Transition to mandated State Court Software System
- Continuation of Progress towards APWA Accreditation
- Restructure Police Fleet and Develop Fleet Policy
- Revise and Update the Local Emergency Operations Plan

FISCAL YEAR 2022 PROPOSED BUDGET

- **ADDITIONAL KEY INITIATIVES FOR 2022**

OTHER FUNDS

- Complete Installation of Public Safety Street Lights
- Complete Tourism Venue Economic Development Study
- Upgrade Wayfinding Graphics, Add Grand Falls Wayfinding & Tri-State Marker
- Continue COVID-19 efforts including Vaccinations, Case Investigations, Community Partnerships & Adaptation to New Developments
- Conduct Community Health Needs Assessment
- Research Park Outdoor Programming Options & Create Community Fitness Program

- Complete Solid Waste Master Plan
- Continue to Complete Projects on Current Parks & Stormwater Sales Tax List
- Implement Assessment & Remediation from ADA Transition Plan
- Complete Multi-Modal Master Plan, Traffic Signal Master Plan and Facilities Master Plan for CIP Renewal
- Continue to Complete Projects on Current Capital Improvements Sales Tax List
- Continue Reconstruction of Runway 18/36
- Continue Airport Marketing Initiative for Joplin flights
- Host Schifferdecker Golf Course 100-Year Anniversary
- Reduction of Inflow & Infiltration (I&I) on the private side through two Pilot Programs
- Evaluate & Assess Emergency Communications Operations

FISCAL YEAR 2022 PROPOSED BUDGET

- **NEXT STEPS IN 2022 BUDGET PROCESS**

- Public Hearing for Proposed Budget on August 16, 2021
- Public Hearing and Set Property Tax Rates on August 16, 2021
- City Council Budget Work Sessions covering Budget Overview and Issues & Options scheduled for September 27-28, 2021
- Fiscal Year 2022 Budget Adoption on October 18, 2021

FISCAL YEAR 2021 PROPOSED BUDGET

ORGANIZATION'S NEXT STEPS

- Align Resources to City Council Vision and Goals
- Continue Development of Action Plans
- Utilize the City's Budget as a Tool to Implement the Action Plans



FISCAL YEAR 2022 PROPOSED BUDGET

- **QUESTIONS?**

2021 Sidewalk Assessment

How to Develop an ADA Self-Evaluation & Transition Plan

- Required of all entities
  - Rehabilitation Act of 1973
    - USDOT Implementing Regulations (49 CFR 27)
  - Americans w/Disabilities Act of 1990
    - DOJ Implementing Regulations (28 CFR 35)

Self Assessment

- Purpose & Opportunity
  - Identify barriers that prevents persons with disabilities from access (includes evaluation of policies/practices)
  - Key – provide equivalent access to the maximum extent feasible

What are Barriers?





Emergency Point Repairs



Transition Plan

- Developing the Evaluation
  - Agency commitment
    - Resources
    - Funding
    - Staff resources (i.e., survey/maintenance staff, interns)
    - Or contract with knowledgeable consultants

Sidewalk Assessment





Transition Plan

- Purpose & Scope
  - Set forth steps necessary to complete modifications identified through evaluation
  - self-evaluation (those areas not covered in a previously developed plan)
  - Provide a schedule for completing modifications
  - DOJ reference to Program Access Plan

Transitions Plan

- Content (at a minimum)
  - Identify physical obstacles
  - Describe the methods to make facilities accessible
  - Specify the schedule for achieving completion (if longer than 1 year, identify steps to be taken each year but as expeditiously as possible)

Transition Plan

- Content (cont.)
  - Identify official responsible for implementation of plan
  - Estimated Cost of each modification
  - Status column to record completion date

Transition Plan

- Important things to remember
  - Prioritize modifications (using same criteria as self-evaluation)
  - Coordinate/integrate schedule of modifications with planned alterations (paving, building, utility work)
  - Inform/educate persons with authority over budget/prioritizing projects

Accessibility Issue



Accessibility Issue



Accessibility Issue



Accessibility Issue



Transition Plan

- Important things to remember
  - Transition Plan is a living document – evolving planning & monitoring tool
  - As boundaries grow, so does the need to incorporate acquired facilities into Self-Evaluation/Transition Plan process
  - Special Requests/Complaints & Transition Plan schedule

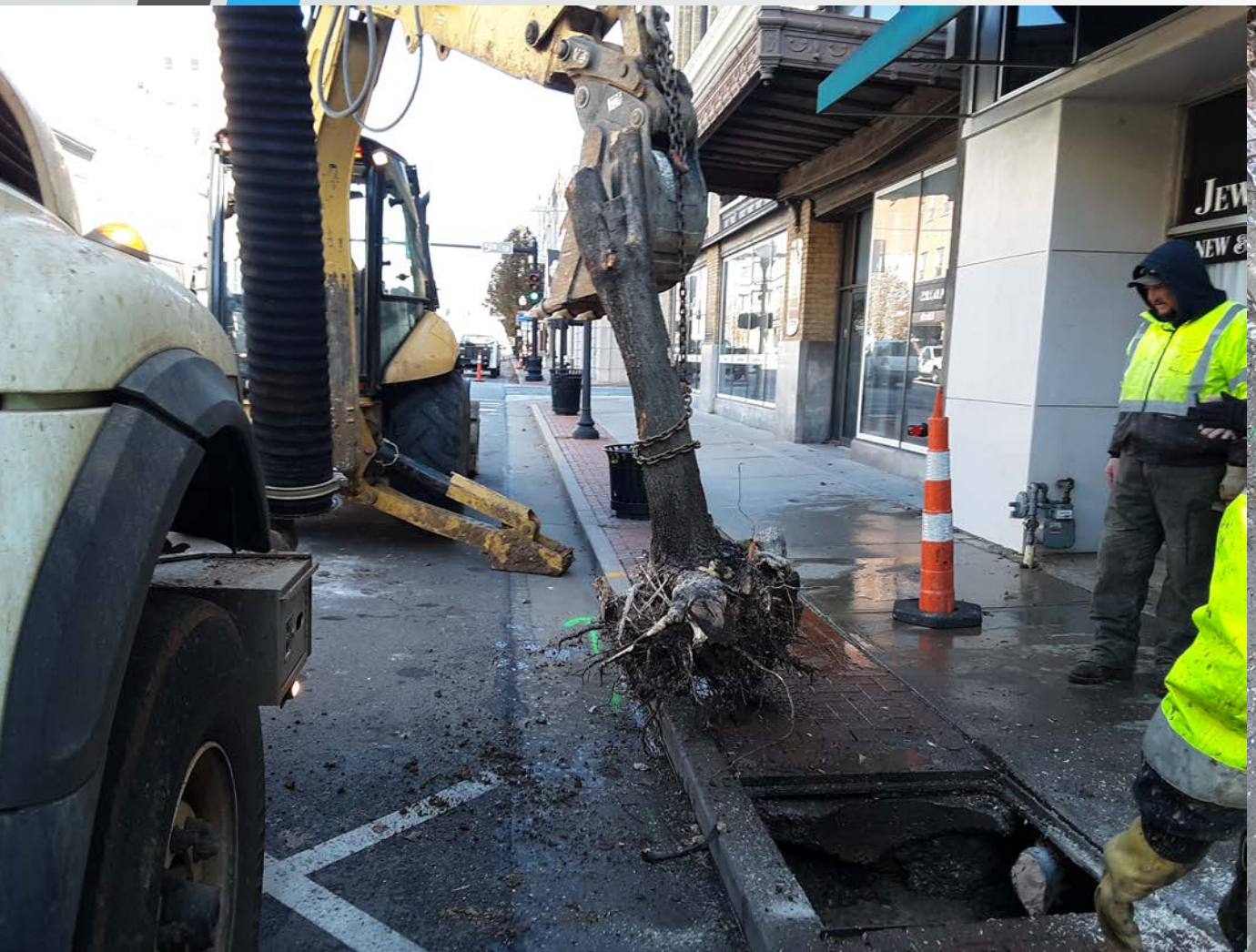
Transition Plan

- Complaints & Priorities
  - Analyze & Identify Complaints
  - Evaluate Area (those areas not covered in a previously developed plan)
  - Provide a schedule for completing modifications and receive public feedback
  - Improve Accessibility

Emergency Point Repair

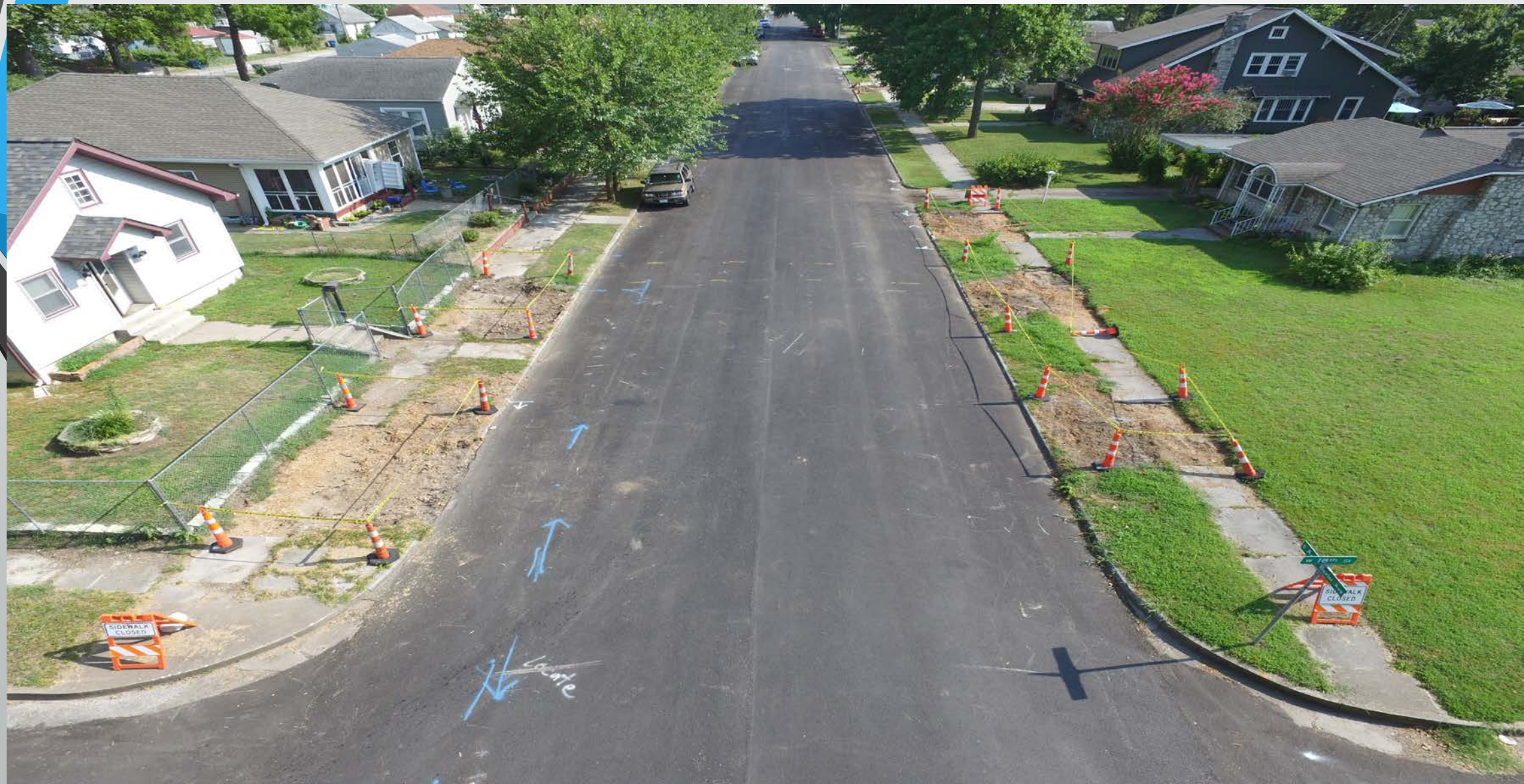


Accessibility Issue





Accessibility Issue



Transition Plan & Self Assessment

Ramp Project

Review Map

ADA Map

Joplin's Sidewalk History

- At the turn of the last Century, like many City's, Joplin included sidewalks on both sides of the street for new subdivisions. The subdivisions generally had higher population density and followed a pedestrian centric plan.



Joplin's Sidewalk History

With the popularity of automobiles, the public began to move toward lower density 'open" residential developments that were planned in a more automobile centric way. In the 1960's sidewalks were dropped as a requirement in residential plats.



Joplin's Sidewalk History

In the 1990's Joplin added a requirement for sidewalk on one side of the street for all new residential subdivisions.

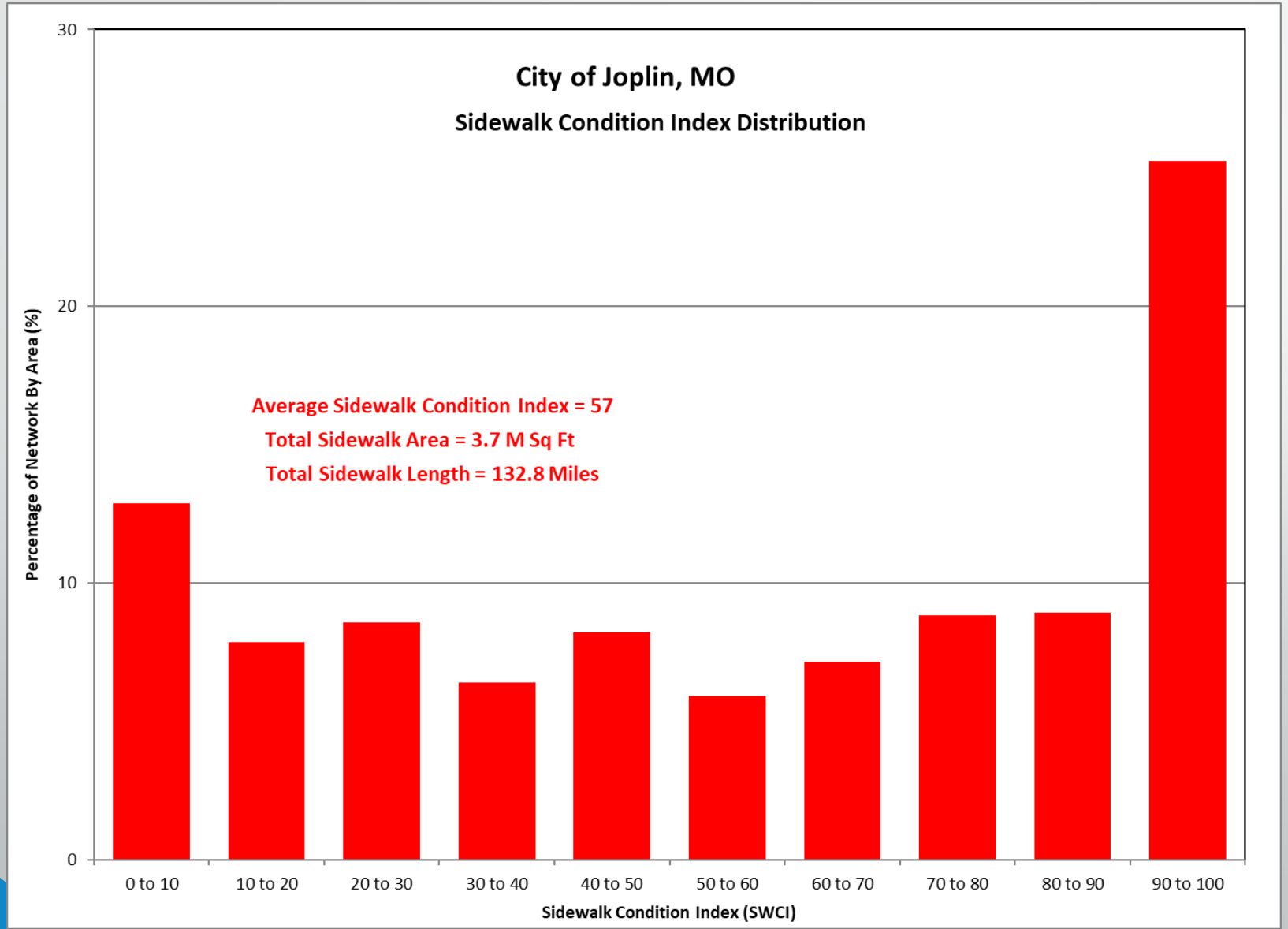


2020-21 Sidewalk Assessment Project

- In 2019, the City contracted with Olsson and IMS to provide a city-wide sidewalk analysis.
- Data was gathered using an ATV with various mounted instruments including LIDAR, GPS, and HD video.
- Using the data gathered, a sidewalk inventory was created that includes material and type of sidewalk, grade, cross-slope, types of deficiencies, pictures of the sidewalks, and much more.



Results of the Sidewalk Assessment



Rehabilitation Methods

- Mudjacking – Process in which material composed of cement, sand, and soil is injected under the sidewalk to lift sunken panels.



- Grinding – Any uneven ledges in the sidewalk are ground down to provide a flush surface.



Rehabilitation Methods

- Local Rehabilitation – Localized patching or replacing in areas of isolated damage or non-compliance.



Rehabilitation Methods

- Remove and Replace – The complete removal and reconstruction of areas of sidewalk. This includes any necessary tree removal, driveway reconstruction, ADA ramp additions, etc.



Program Options for Sidewalk Repairs & Replacement

- Option 1 – Full repair/replacement of infrastructure. This option would follow the style of the Disaster Recovery projects. Fixing damages to sidewalk, ADA ramps, curb and gutter, roadway, etc. and adding ADA ramps where they are not present.



Program Options for Sidewalk Repairs & Replacement

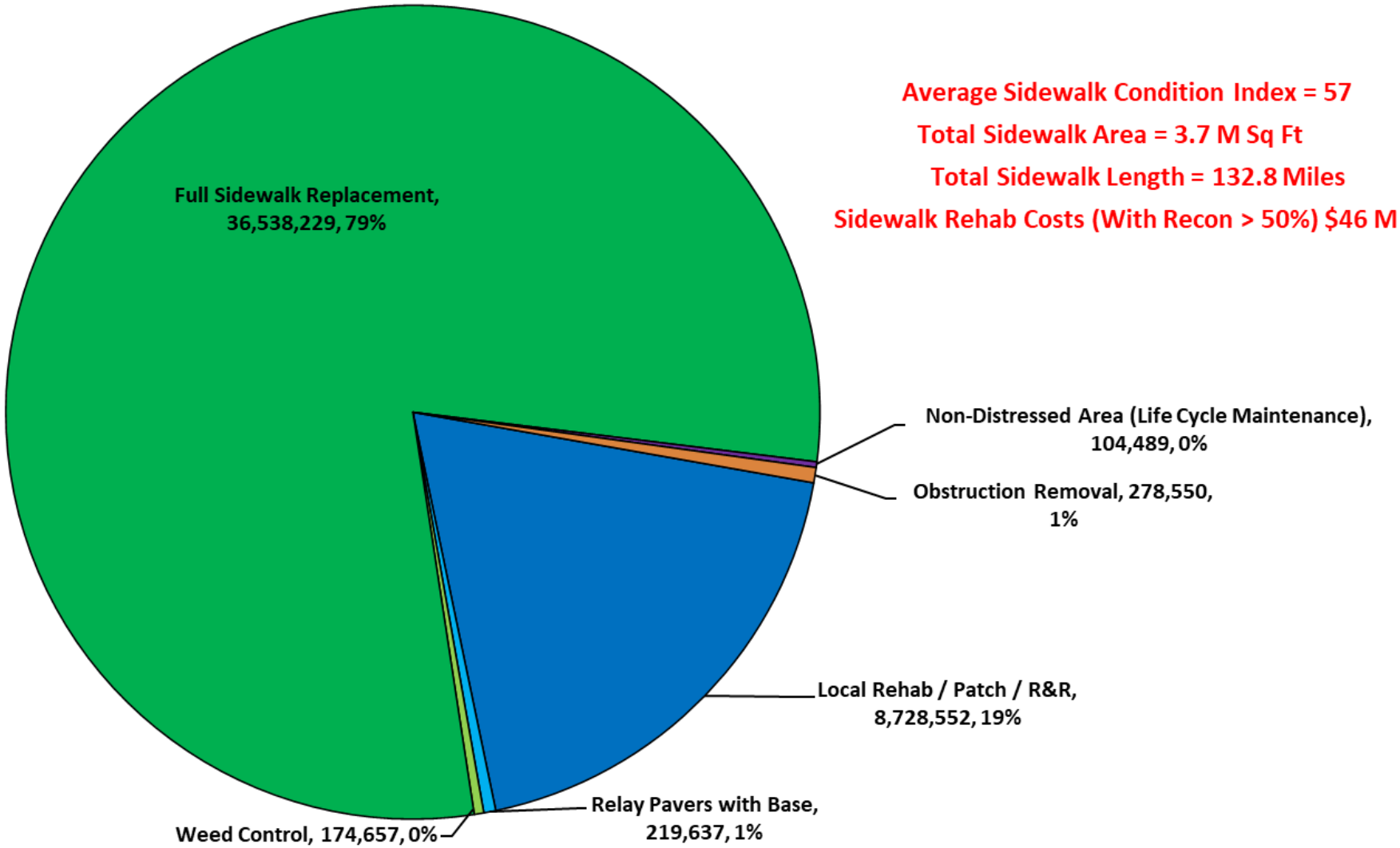
- Option 2 – Perform local rehabilitation where feasible and full removal and replacement where it is not. This includes tree removals, driveway reconstruction, and construction of new ADA ramps where necessary.



City of Joplin, MO

Sidewalk Rehab Actions By Cost

(Rehab Cost $K, % of Total Cost)



Average Sidewalk Condition Index = 57

Total Sidewalk Area = 3.7 M Sq Ft

Total Sidewalk Length = 132.8 Miles

Sidewalk Rehab Costs (With Recon > 50%) $46 M

Trees and Sidewalks

- City of Joplin became a member of Tree City USA in 2007.
- The Council adopted a new tree ordinance in 2011 that included appropriate tree varieties, safe spacing, and correct maintenance for trees in the right of way.



Tree Removal With Sidewalk Replacement

- This tree was heaving the sidewalk, the curb & gutter, and posed a danger to the public.





Pavers and Limestone Slab Sidewalks

- Sidewalks composed of brick pavers or limestone slabs are not ADA compliant in most cases.
- More maintenance is required for brick pavers to keep a smooth surface.
- Pavers and stone slabs require a different approach for utility work and repairs.



Pavers and Limestone Slab Sidewalks

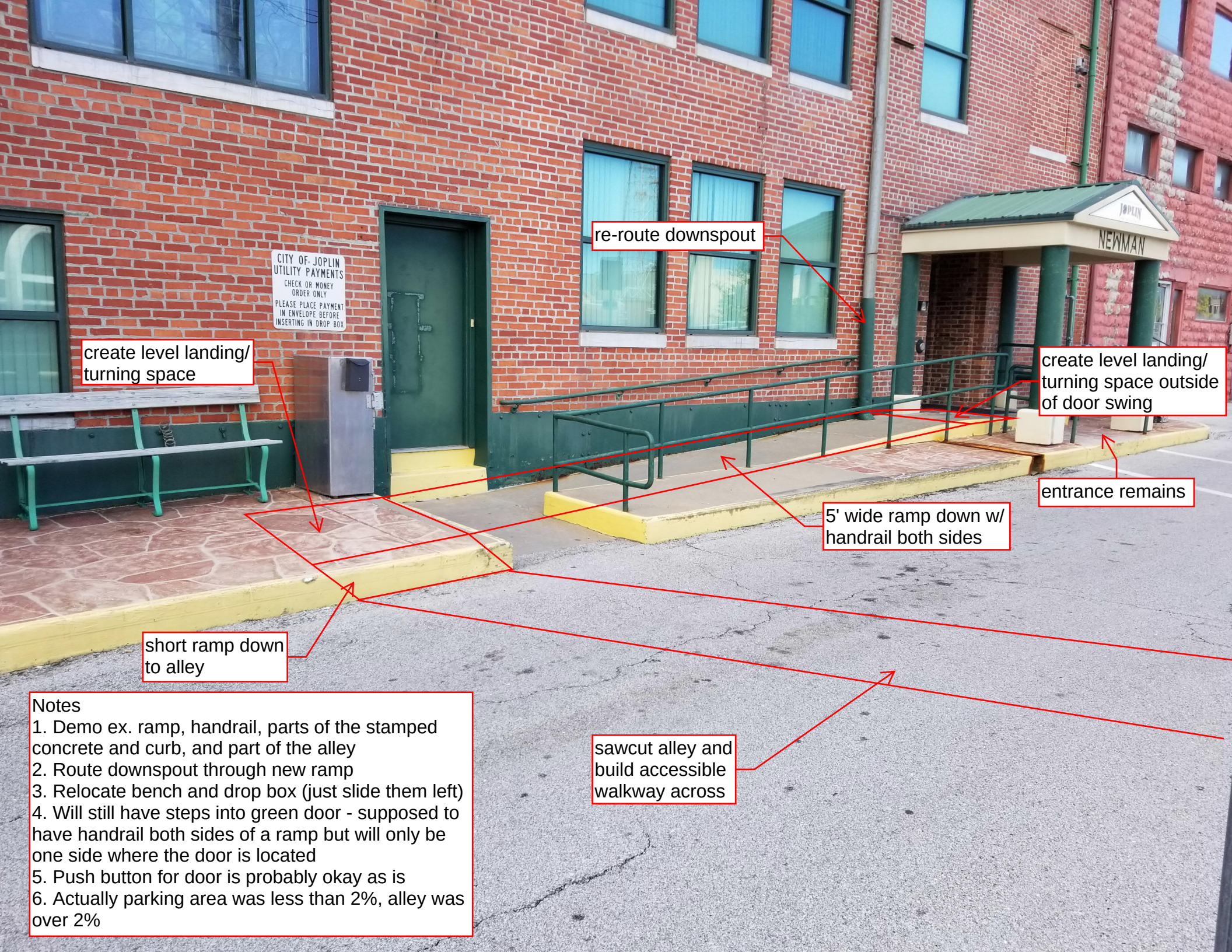
- The limestone slab and paver sidewalks are often only part of a block with sections of concrete sidewalk on the same block.



Next Steps

- Include a policy for trees and a way to develop a tree inventory for public right of way.
- Research Best Practices of other Communities
- Continue evaluation cost
- Prioritize
- Reconsider Property owners to maintain

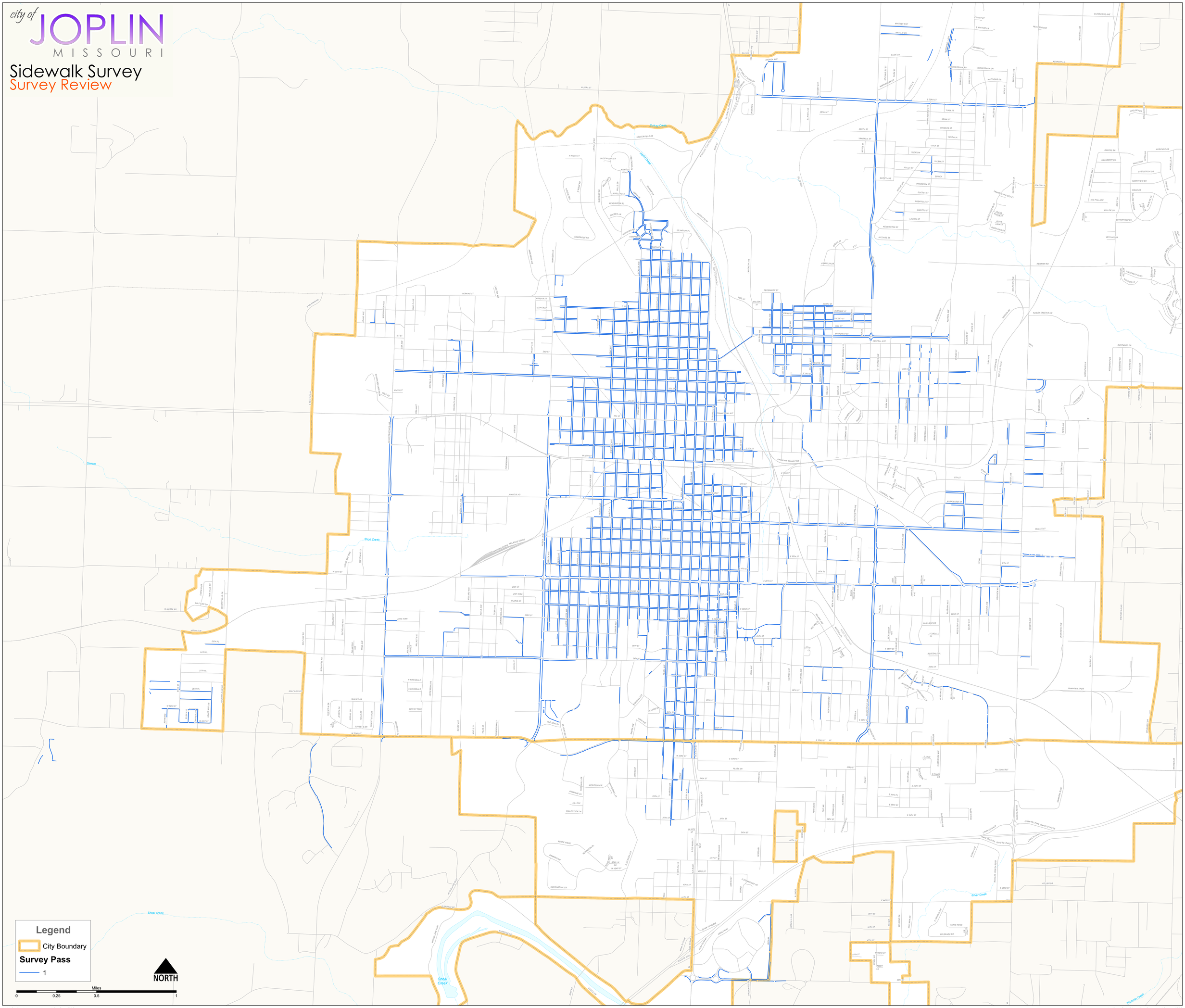
QUESTIONS????



Notes
1. Demo ex. ramp, handrail, parts of the stamped concrete and curb, and part of the alley
2. Route downspout through new ramp
3. Relocate bench and drop box (just slide them left)
4. Will still have steps into green door - supposed to have handrail both sides of a ramp but will only be one side where the door is located
5. Push button for door is probably okay as is
6. Actually parking area was less than 2%, alley was over 2%

city of JOPLIN
MISSOURI

Sidewalk Survey
Survey Review



Legend

Sidewalks

ObservedCondition

- Excellent
- Very Good
- Good
- Fair
- Marginal
- No SW / Ramp
- Poor
- Very Poor