JOPLIN CITY COUNCIL WORKSESSION
5:45 P.M.
MONDAY, AUGUST 10, 2020
JOPLIN CITY HALL
5th FLOOR COUNCIL CHAMBERS
602 S. MAIN

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 10, 2020 in the 5th Floor Council Chambers, 602 S. Main Street to discuss the following topics:

AGENDA

1. Convention and Visitors Advisory Board Proposed Changes

2. Budget review

3. Adjourn

If you are in need of disability related auxiliary aids or services, contact the City Clerk's Office (417) 624-0820 ext. 1220. Forty-eight hours' notice is requested.

Notice posted at 12:00 pm on this 6th day of August 2020 (RSMo 610.020)

Members of Council;

This working document is for the August 10 work session.

BACKGROUND:

Over several meetings in mid-2019, the then CVB Advisory Board chairman, Mike Wilson, met with Roger Doman, chairman, Joplin Sports Authority Board of Directors (JSA), and Pete Hall, president, Southwest Missouri Lodging Association (SWMLA). Chairman Wilson arranged these meeting with approval of the CVB AB.

As an attempt to bring the three agencies to a more common ground for the greater good of Joplin tourism, two goals were agreed upon:

1. To provide the City and our board members with recommendations that all three entities work together to facilitate the development of a tourism facility; and

2. To work together in a good faith effort free of politics, preconceived agendas, and past differences.

At the October 2019 meeting of the CVB AB, Chairman Wilson presented seven (7) proposals. The first 5 of these proposals have been presented to council before through correspondence from Mr. Hall.

The CVB AB over several meetings discussed the proposals and at their February 2020 meeting came to some level of agreement on all seven.

During the work session these seven proposals will be presented along with the CVB AB recommended actions.

On pages 2 & 3 is the original letter Chairman Wilson presented to the CVB AB in October 2019. The remainder pages packet are the motions, votes and recommended actions from the advisory board. Page 11 is a summary of the actions being requested.

Respectfully,

Patrick Tuttle

Original proposals submitted by then-Chairman Mike Wilson to the members of the CVB Advisory Board at their October 2019 meeting

October 22, 2019

Dear Fellow, JCVB Board members,

As you know and with your approval for the last couple months, the chairpersons for Joplin Convention and Visitors Bureau Advisory Board (JCVB AB), Roger Doman, Joplin Sports Authority Board of Directors (JSA BOD), and Pete Hall, Southwest Missouri Lodging Association (SWMLA) have been meeting in an effort to create a path for the development of a tourism facility while promoting a spirit of unity, trust, and transparency.

At the beginning of our discussions, we agreed on the following goals:

3. To provide the City and our board members with recommendations that all three entities work together to facilitate the development of a tourism facility; and
4. To work together in a good faith effort free of politics, preconceived agendas, and past differences.

We feel that we have accomplished these goals and, in the process, have created a better understanding and appreciation for what is truly at stake for our community.

After many hours of discussion and review, we have agreed to present the following recommendations to you for your consideration and approval:

1. The JCVB AB should be reduced to 9 board seats with 4 of those seats remaining dedicated to hoteliers.
2. The Joplin Area Chamber of Commerce board seat should be returned to its pre-2009 requirements and that the individual appointed to that seat must be held to the same limits and requirements as the other board seats.
3. The JCVB AB be allowed to perform its required duties as specifically stated in the municipal code. These include:
    A. Authority to elect their own officers. Sec. 30-271.
    B. Authority to create its own rules and regulations as it deems necessary for its operation. Sec. 30-272.
    C. Ability to fulfill its duty to provide the recommendation to the City Manager and the City Council on the allocation of the funds. Sec. 30-273 (a) and Sec. 30-257 (b1).
    D. Ability to fulfill its duty to provide the recommendation to the City Manager and the City Council various methods, including employment of personnel or procurement of contractual relations, in order to promote tourism, conventions, and other related activities. Sec. 30-273 (b).

4. The City seek an opinion from an independent higher legal authority with municipal government background to interpret Sec. 30-273 (a), Sec. 30-257 (b1), and Sec. 30-273 (b) to resolve the differences in how they are currently being interpreted. This determination will be accepted by all affected parties.
5. Nominations for open JCVB AB seats must be recommended to the City Council by the JCVB AB.
6. An industry accredited performance reporting process be implemented for both the CVB and the JSA and is to be made available to the public on a monthly, quarterly, and annual basis.
7. The City conducts a valid tourism facility development study performed by an accredited industry professional to determine the viability of various types of tourism facilities. This study should prioritize these potential projects based on the return on investment, economic, and tourism impact. The study is to be reviewed and approved by the JCVB AB for recommendation to the City Manager and City Council. Their recommendations as to the type of tourism facility as a result of this study will be supported by the three organizations previously mentioned.

With the City Council's approval of the above proposals the JCVB AB, JSA BOD, and the SWMLA have committed to supporting a 2% increase in the lodging tax for the purpose of developing a tourism facility.

Joplin is at the crossroads of decisions which will have a great economic impact on our City's future growth. While it is without question that Joplin has made a significant and commendable recovery following the May 2011 tornado disaster, there is still much to be done to position our community and citizens for a brighter and more prosperous future. Tourism will play a major economic role in that growth.

As your chairperson, I wholeheartedly endorse this proposal mainly due to its positive impact on our local economy as well as social and cultural implications. The byproduct of the success of this proposal will enhance the unification of Joplin!

I encourage you to ask any questions you might have. My plan with your approval is to proceed to the Joplin City Council, and with their support we will reach out to our citizens, and community organizations. Reality of a tourism facility is a win/win for every aspect of our community and region.

Thank you for your support!

Mike Wilson

Motions, Votes and Recommendations regarding the proposed changes to Joplin Convention & Visitors Bureau Advisory Board from the October 2019 meeting, as voted upon by the CVB AB at their December 17, 2019 and February 18, 2020 meetings

PROPOSAL #1:

THE JCVB AB SHOULD BE REDUCED TO 9 BOARD SEATS WITH 4 OF THOSE SEATS REMAINING DEDICATED TO HOTELIERS. *SEC. 30-271.*

FROM THE DECEMBER 17, 2019 CVB AB MEETING MINUTES

Motion: Item #1 be forwarded for council's consideration as written.

- The current board is made of 11 members. If this change is approved, it is recommended to attrite two (2) members as their terms expire (one in 2020 and one in 2021), unless vacated early. The future board would include 4 hoteliers, 1 Chamber rep, 1 restaurant rep, 1 at-large.
- One of the two existing at-large positions would be eliminated. It was not determined by this vote which of the existing positions; media, attraction or retail would be eliminated to bring the count to 9 members.

Motion by Mr. Greninger, seconded by Mr. Kluth. Vote was 10-0-1 -- 10 in favor – 0 opposed – 1 absent.

PROPOSAL #2:

THE JOPLIN AREA CHAMBER OF COMMERCE BOARD SEAT SHOULD BE RETURNED TO ITS PRE-2009 REQUIREMENTS AND THAT THE INDIVIDUAL APPOINTED TO THAT SEAT MUST BE HELD TO THE SAME LIMITS AND REQUIREMENTS AS THE OTHER BOARD SEATS. *SEC. 30-271.*

FROM THE DECEMBER 17, 2019 CVB AB MEETING MINUTES

Motion: Item #2 be forwarded for council's consideration to return the Chamber position back to the same term limitations as all other board members. The placement of the existing Chamber representative did comply with how this seat was filled in the past, but the language in the Joplin Municipal Code (*Sec. 30-271*) requires a change to secure this practice in the future.

- *The chamber member shall be the President of the Joplin Area Chamber of Commerce or his/her designee who shall be subject to confirmation of the council. Any such designee shall be an employee or board member of the chamber. All members shall be appointed for a term of three years. The member of the chamber may serve more than two consecutive terms. The board shall elect from its membership a chairman, vice-chairman, and secretary.*
- It is recommended that the second to last line, "*The member of the chamber may serve more than two consecutive terms."* should be stricken and that person follow the same terms as all board members.

Motion was made by Mr. Greninger, seconded by Mr. Nienkamp. Vote was 10-0-1 -- 10 in favor – 0 opposed – 1 absent.

PROPOSAL #3:

THE JCVB AB BE ALLOWED TO PERFORM ITS REQUIRED DUTIES AS SPECIFICALLY STATED IN THE MUNICIPAL CODE. THESE INCLUDE:

a) AUTHORITY TO ELECT THEIR OWN OFFICERS. *SEC. 30-271.*

b) AUTHORITY TO CREATE ITS OWN RULES AND REGULATIONS AS IT DEEMS NECESSARY FOR ITS OPERATION. *SEC. 30-272.*

c) ABILITY TO FULFILL ITS DUTY TO PROVIDE THE RECOMMENDATION TO THE CITY MANAGER AND THE CITY COUNCIL ON THE ALLOCATION OF THE FUNDS. *SEC. 30-273 (A) AND SEC. 30-257 (B1).*

d) ABILITY TO FULFILL ITS DUTY TO PROVIDE THE RECOMMENDATION TO THE CITY MANAGER AND THE CITY COUNCIL VARIOUS METHODS, INCLUDING EMPLOYMENT OF PERSONNEL OR PROCUREMENT OF CONTRACTUAL RELATIONS, IN ORDER TO PROMOTE TOURISM, CONVENTIONS, AND OTHER RELATED ACTIVITIES. *SEC. 30-273 (B).*

FROM THE DECEMBER 17, 2019 CVB AB MEETING MINUTES

Motion: Item #3 in total was tabled until a meeting with the City Attorney to learn his interpretation of these items within the structure of the Municipal Code to clarify member misunderstandings or misinterpretations.

- Following a meeting as motioned the board will consider what action, if any to take on all the items.

Motion by Mr. Greninger, seconded by Mr. Nienkamp. Vote to table was 10-0-1 -- 10 in favor – 0 opposed – 1 absent.

FROM THE FEBRUARY 18, 2020 CVB AB MEETING MINUTES

a) AUTHORITY TO ELECT THEIR OWN OFFICERS. *SEC. 30-271.*

- The Advisory Board elects' officers every year at the December meeting.

Motion: No change to this practice. Motion by Ms. Comer, seconded by Ms. DuBois. Vote was 9-0-1 – 9 in favor – 0 opposed – 1 absent.

b) AUTHORITY TO CREATE ITS OWN RULES AND REGULATIONS AS IT DEEMS NECESSARY FOR ITS OPERATION. *SEC. 30-272.*

- The CVB AB current does not have by-laws.

Motion: To form a sub-committee of three (3) board members and one (1) CVB staff member to draft CVB AB by-laws. The Chair will appoint members to the sub-committee. Motion by Mr. Greninger, seconded by Ms. Palmer. Vote was 8-1-1 – 8 in favor – 1 opposed (Comer) – 1 absent.

c) ABILITY TO FULFILL ITS DUTY TO PROVIDE THE RECOMMENDATION TO THE CITY MANAGER AND THE CITY COUNCIL ON THE ALLOCATION OF THE FUNDS. *SEC. 30-273 (A) AND SEC. 30-257 (B1).*

- *30-273 (A)* pertains to the first 2% of the tax collected and creates the operations of the CVB.
- *30-257 (B1)* pertains to the second 2%, which carries the specific voter intent to, *include managing the funds to promote sports marketing for regional, national, and international sporting events, beautification of entryways into the city, special events, such as displays, festivals or celebrations intended to attract visitors from the region to the city*.
- CVB purchases or allocations of funds in excess of $5,000 or any item requiring city council approval comes before the CVB AB in advance.
- The CVB AB reviews the budget involving the above codes except for (*funds to promote sports marketing*) the Joplin Sports Authority budget.

Motion: To fulfill City Code *Sec. 30-257 (b1)*, as originally voted in by the citizens of Joplin, and as oversight of the entire expenditure of funds generated from the lodging tax, the CVB AB request to review the Joplin Sports Authority budget annually, in a timely manner so that the CVB AB can make any budget recommendation to the CM/Council by July 31st. This is in line with how the CVB AB currently provides input on the distribution of the special event grant funds and entry-way beautification portion of the CVB budget. Motion by Ms. Comer, seconded by Mr. Nienkamp. Vote was 8-1-1 – 8 in favor – 1 abstained (Greninger) – 1 absent.

d) ABILITY TO FULFILL ITS DUTY TO PROVIDE THE RECOMMENDATION TO THE CITY MANAGER AND THE CITY COUNCIL VARIOUS METHODS, INCLUDING EMPLOYMENT OF PERSONNEL OR PROCUREMENT OF CONTRACTUAL RELATIONS, IN ORDER TO PROMOTE TOURISM, CONVENTIONS, AND OTHER RELATED ACTIVITIES. *SEC. 30-273 (B).*

- City Attorney Edwards' interpretation of this section is that the CVB AB can suggest contracted services or personnel - consultants, third-party services, etc. It does not mean the CVB AB is involved in any hiring or firing decisions regarding full-time CVB (City) staff. This is the responsibility of the City Manager. The CVB AB can make recommendation to the City Manager.

Motion: Make no changes to the wording of this code. The CVB AB, through the Chairman, should make recommendations to the CM when necessary. Motion by Ms. Palmer, seconded by Mr. Nienkamp. Vote was 9-0-1 – 9 in favor – 0 opposed – 1 absent.

PROPOSAL #4:

THE CITY SEEK AN OPINION FROM AN INDEPENDENT HIGHER LEGAL AUTHORITY WITH MUNICIPAL GOVERNMENT BACKGROUND TO INTERPRET SEC. 30-273 (A), SEC. 30-257 (B1), AND SEC. 30-273 (B) TO RESOLVE THE DIFFERENCES IN HOW THEY ARE CURRENTLY BEING INTERPRETED. THIS DETERMINATION WILL BE ACCEPTED BY ALL AFFECTED PARTIES.

FROM THE DECEMBER 17, 2019 CVB AB MEETING MINUTES

Motion: Item #4 was tabled until a meeting with the City Attorney to learn his interpretation of the items within the structure of the Municipal Code to clarify member misunderstandings or misinterpretations.

- Following a meeting as motioned the board will consider what action, if any to take on all the items.

Motion by Mr. Greninger, seconded by Mr. Nienkamp. Vote to table was 10-0-1 -- 10 in favor – 0 opposed – 1 absent.

FROM THE FEBRUARY 18, 2020 CVB AB MEETING MINUTES

- If this proposal implies the Missouri Attorney General opine on this, the initiating request must be from locally elected state official. The City's lobbyist, providing consultation, stated that for such an investigation to be undertaken, there would need be serious concerns and evidence of malpractice or misinterpretation.
- There are years of precedence with how the CVB AB has been advised regarding City Code. There have been no challenges over the years, plus a financial audit of the City from three years ago found no wrongdoing related to how the lodging tax is or has been allocated or spent. The current and previous city attorneys have provided the same basic interpretation - Chuck Brown, Brian Head, and Peter Edwards.
- If "seeking a higher legal authority" means hiring a law firm which specializes in municipal government law, there would be considerable time and expense in such an endeavor. There would also have to be legal case law in existence to establish such an opinion or ruling.

Motion: Take no action on seeking a higher legal authority on the interpretations of the city code. Motion by Mr. Greninger, seconded by Ms. Slifka. Vote was 9-0-1 – 9 in favor – 0 opposed – 1 absent.

PROPOSAL #5:

NOMINATIONS FOR OPEN JCVB AB SEATS MUST BE RECOMMENDED TO THE CITY COUNCIL BY THE JCVB AB.

FROM THE DECEMBER 17, 2019 CVB AB MEETING MINUTES

Motion: Item #5 be forwarded for council's consideration as written.

- The board desires a voice in filling vacancies on the advisory board to assure it continues to advance tourism interest.

Motion by Mr. Greninger, seconded by Mr. Greim. Vote was 10-0-1 -- 10 in favor – 0 opposed – 1 absent.

PROPOSAL #6:

AN INDUSTRY ACCREDITED PERFORMANCE REPORTING PROCESS BE IMPLEMENTED FOR BOTH THE CVB AND THE JSA AND IS TO BE MADE AVAILABLE TO THE PUBLIC ON A MONTHLY, QUARTERLY, AND ANNUAL BASIS.

FROM THE DECEMBER 17, 2019 CVB AB MEETING MINUTES

Motion: Item #6 be forwarded for council's consideration as written.

- It is recommended that the CVB and JSA share tourism software that makes their jobs more efficient, track leads, communicates better with the hotel partners and can evaluate ROI.

Motion by Mr. Greninger, seconded by Mr. Nienkamp. Vote was 10-0-1 -- 10 in favor – 0 opposed – 1 absent.

PROPOSAL #7:

THE CITY CONDUCTS A VALID TOURISM FACILITY DEVELOPMENT STUDY PERFORMED BY AN ACCREDITED INDUSTRY PROFESSIONAL TO DETERMINE THE VIABILITY OF VARIOUS TYPES OF TOURISM FACILITIES. THIS STUDY SHOULD PRIORITIZE THESE POTENTIAL PROJECTS BASED ON THE RETURN ON INVESTMENT, ECONOMIC, AND TOURISM IMPACT. THE STUDY IS TO BE REVIEWED AND APPROVED BY THE JCVB AB FOR RECOMMENDATION TO THE CITY MANAGER AND CITY COUNCIL. THEIR RECOMMENDATIONS AS TO THE TYPE OF TOURISM FACILITY AS A RESULT OF THIS STUDY WILL BE SUPPORTED BY THE THREE ORGANIZATIONS PREVIOUSLY MENTIONED.

FROM THE DECEMBER 17, 2019 CVB AB MEETING MINUTES

Motion: Item #7 seeks city council's support for the CVB advisory board to form a 10-member Tourism Feasibility Committee made of two members each from the CVB, JSA, Lodging Association and Parks & Rec boards, plus two members at-large, to write an RFP, interview candidates, select a provider, then conduct a Tourism Venue Feasibility Study to determine the best tourism venue(s) that would serve the Joplin market, to include but not limited to type of venues, potential locations, funding sources, private/public partnerships, operation costs and short and long-term sustainability, to include prioritization based on the return on investment, and economic and tourism impact. This study would be completed in CY2020.

- Following this study, the committee would report the findings to council to include a plan of action and timeline. Funding for this study would come from the CVB budget and/or tourism reserve fund.

Motion by Mr. Greninger, seconded by Mr. Greim. Vote was 10-0-1 -- 10 in favor – 0 opposed – 1 absent.

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Summary

Proposal # 1	Approve board size reduction
Proposal # 2	Approve change to City Code 30-271 (Chamber rep term)
Proposal # 3 A & B	No action required
Proposal # 3 C	Approve CVB AB's review action of JSA's Budget
Proposal # 3 D	Seek CVB AB input when necessary
Proposal # 4	No action required
Proposal # 5	Seek CVB AB input when necessary
Proposal # 6	Support this motion
Proposal # 7	Approve the CVB AB's recommendation

CONVENTION & VISITORS BUREAU ADVISORY BOARD PROPOSALS

AUGUST 10, 2020



CVB ADVISORY BOARD PROPOSALS

- **GOALS**
  - Foster communication and cooperation between CVB, Joplin Sports Authority (JSA) and SW Missouri Lodging Association (SWMLA)
  - Engendering support for initiatives which would lead to a tourism venue
- **PROCESS**
  - CVB AB approves Chairman Wilson meeting with JSA and SWMLA to work toward goals
  - CVB AB was presented with 7 recommendations for approval
  - CVB AB considered these recommendations and have agreed upon the following proposals for City Council approval

STRUCTURE OF THE CVB

- A department of the City of Joplin
- Operates from 4% lodging tax and receives zero funding from the City's General Revenue fund
- 4 person staff
- Focuses on marketing Joplin to leisure, business, and group travelers who come from a distance greater than 70-miles from Joplin -- to generate visits that will result in an overnight stay, longer visits, and more frequent returns

STRUCTURE OF THE CVB

- Through **destination marketing**, the CVB positions the *VisitJoplinMO* brand in digital, social media, and print-based platforms to energize an interest in visiting Joplin
- 24 hotels are located within the Joplin tax-base
- These properties account for an inventory of 2,035 rooms daily
- Annually these account for some 738,395 available rooms in Joplin
- In 2019, $1.2M was collected in lodging tax. It took $35,938,101 in sales to generate this result, or 428,145 of the available rooms inventory sold. Resulting in an annual Occupancy Rate of 60.9% from an annual Average Daily Rate (ADR) of $83.60

PROPOSAL #1

- **THE JCVB AB SHOULD BE REDUCED TO 9 BOARD SEATS WITH 4 OF THOSE SEATS REMAINING DEDICATED TO HOTELIERS. *SEC. 30-271*.**

Motion: Item #1 be forwarded for council's consideration as written.

The current board is made of 11 members. If this change is approved, it is recommended to attrite two (2) members as their terms expire (one in 2020 and one in 2021), unless vacated early. The future board would include 4 hoteliers, 1 Chamber rep, 1 restaurant rep, 1 at-large.

One of the two existing at-large positions would be eliminated. It was not determined by this vote which of the existing positions; media, attraction or retail would be eliminated to bring the count to 9 members.

PROPOSAL #2

- **THE JOPLIN AREA CHAMBER OF COMMERCE BOARD SEAT SHOULD BE RETURNED TO ITS PRE-2009 REQUIREMENTS AND THAT THE INDIVIDUAL APPOINTED TO THAT SEAT MUST BE HELD TO THE SAME LIMITS AND REQUIREMENTS AS THE OTHER BOARD SEATS. *SEC. 30-271*.**

Motion: Item #2 be forwarded for council's consideration to return the Chamber position back to the same term limitations as all other board members.

It is recommended that the second to last line of the Municipal Code, "*The member of the chamber may serve more than two consecutive terms.*" should be stricken and that person follow the same terms as all board members.

PROPOSAL #3 (A)

- **THE JCVB AB BE ALLOWED TO PERFORM ITS REQUIRED DUTIES AS SPECIFICALLY STATED IN THE MUNICIPAL CODE. THESE INCLUDE:**

a) AUTHORITY TO ELECT THEIR OWN OFFICERS. *SEC. 30-271.*

The Advisory Board (has and does) elect its officers every year at the December meeting.
The practice has been that officers can hold their positions for two consecutive terms.
Motion: No change to this practice.

PROPOSAL #3 (B)

- **THE JCVB AB BE ALLOWED TO PERFORM ITS REQUIRED DUTIES AS SPECIFICALLY STATED IN THE MUNICIPAL CODE. THESE INCLUDE:**

b) AUTHORITY TO CREATE ITS OWN RULES AND REGULATIONS AS IT DEEMS NECESSARY FOR ITS OPERATION. *SEC. 30-272.*

Motion: To form a sub-committee of three (3) board members and one (1) CVB staff member to draft CVB AB by-laws. The Chair will appoint members to the sub-committee.

UPDATE: The advisory board approved by-laws at their July 2020 meeting and are now in effect.

PROPOSAL #3 (C)

- **The JCVB AB be allowed to perform its required duties as specifically stated in the municipal code. These include:**

c) **Ability to fulfill its duty to provide the recommendation to the City Manager and the City Council on the allocation of the funds. *Sec. 30-273 (a) and Sec. 30-257 (b1).***

PROPOSAL #3 (C)

- **THE JCVB AB BE ALLOWED TO PERFORM ITS REQUIRED DUTIES AS SPECIFICALLY STATED IN THE MUNICIPAL CODE. THESE INCLUDE:**

c) **ABILITY TO FULFILL ITS DUTY TO PROVIDE THE RECOMMENDATION TO THE CITY MANAGER AND THE CITY COUNCIL ON THE ALLOCATION OF THE FUNDS. *SEC. 30-273 (A) AND SEC. 30-257 (B1).***

The original 2% voters approved in 1988, established an occupational license tax on hotel, motel and motor courts in the city. This funding source provided for the Convention & Visitors Bureau to promote *tourists, conventions and other related activities in the City*.

A second 2%, voters approved in 2000, was primarily *…to promote sports marketing for regional, national and international sporting events, beautification of entryways into the City, special events, such as displays, festivals or celebrations* intended to attract visitors from the region to the City, and other related activities in the City designed to promote the City of Joplin, and its features, as a destination for outside visitors and tourists.

PROPOSAL #3 (C)

- **THE JCVB AB BE ALLOWED TO PERFORM ITS REQUIRED DUTIES AS SPECIFICALLY STATED IN THE MUNICIPAL CODE. THESE INCLUDE:**

c) **ABILITY TO FULFILL ITS DUTY TO PROVIDE THE RECOMMENDATION TO THE CITY MANAGER AND THE CITY COUNCIL ON THE ALLOCATION OF THE FUNDS. *SEC. 30-273 (A) AND SEC. 30-257 (B1).***

Motion: To fulfill City Code *Sec. 30-257 (b1)*, as originally voted in by the citizens of Joplin, and as oversight of the entire expenditure of funds generated from the lodging tax, the CVB AB request to review the Joplin Sports Authority budget annually, in a timely manner so that the CVB AB can make any budget recommendation to the CM/Council by July 31. This is in line with how the CVB AB currently provides input on the distribution of the Special Event grant funds and Entry-way Beautification portions of the CVB budget.

PROPOSAL #3 (D)

- **THE JCVB AB BE ALLOWED TO PERFORM ITS REQUIRED DUTIES AS SPECIFICALLY STATED IN THE MUNICIPAL CODE. THESE INCLUDE:**

d) **ABILITY TO FULFILL ITS DUTY TO PROVIDE THE RECOMMENDATION TO THE CITY MANAGER AND THE CITY COUNCIL VARIOUS METHODS, INCLUDING EMPLOYMENT OF PERSONNEL OR PROCUREMENT OF CONTRACTUAL RELATIONS, IN ORDER TO PROMOTE TOURISM, CONVENTIONS, AND OTHER RELATED ACTIVITIES. *SEC. 30-273 (B)*.**

Motion: Make no changes to the wording of this code. The CVB AB, through the Chairman, should make recommendations to the CM when necessary.

PROPOSAL #4

- **THE CITY SEEK AN OPINION FROM AN INDEPENDENT HIGHER LEGAL AUTHORITY WITH MUNICIPAL GOVERNMENT BACKGROUND TO INTERPRET SEC. 30-273 (A), SEC. 30-257 (B1), AND SEC. 30-273 (B) TO RESOLVE THE DIFFERENCES IN HOW THEY ARE CURRENTLY BEING INTERPRETED. THIS DETERMINATION WILL BE ACCEPTED BY ALL AFFECTED PARTIES.**

Motion: Take no action on seeking a higher legal authority on the interpretations of the city code.

PROPOSAL #5

- **NOMINATIONS FOR OPEN JCVB AB SEATS MUST BE RECOMMENDED TO THE CITY COUNCIL BY THE JCVB ADVISORY BOARD.**

Motion: Item #5 be forwarded for council's consideration as written.
The board desires a voice in filling vacancies on the advisory board to assure it continues to advance tourism interest.

PROPOSAL #6

- **AN INDUSTRY ACCREDITED PERFORMANCE REPORTING PROCESS BE IMPLEMENTED FOR BOTH THE CVB AND THE JSA AND IS TO BE MADE AVAILABLE TO THE PUBLIC ON A MONTHLY, QUARTERLY, AND ANNUAL BASIS.**

Motion: Item #6 be forwarded for council's consideration as written.
It is recommended the CVB and JSA share tourism software that makes their jobs more efficient, track leads, communicates better with the hotel partners and can evaluate ROI.

UPDATE: Pre-COVID, efforts were arranged to merge JSA into the existing CVB CRM (Customer Relationship Management) iDSS/Tempest software in use.

PROPOSAL #7

- **THE CITY CONDUCTS A VALID TOURISM FACILITY DEVELOPMENT STUDY PERFORMED BY AN ACCREDITED INDUSTRY PROFESSIONAL TO DETERMINE THE VIABILITY OF VARIOUS TYPES OF TOURISM FACILITIES. THIS STUDY SHOULD PRIORITIZE THESE POTENTIAL PROJECTS BASED ON THE RETURN ON INVESTMENT, ECONOMIC, AND TOURISM IMPACT. THE STUDY IS TO BE REVIEWED AND APPROVED BY THE JCVB AB FOR RECOMMENDATION TO THE CITY MANAGER AND CITY COUNCIL. THEIR RECOMMENDATIONS AS TO THE TYPE OF TOURISM FACILITY AS A RESULT OF THIS STUDY WILL BE SUPPORTED BY THE THREE ORGANIZATIONS PREVIOUSLY MENTIONED.**

PROPOSAL #7

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Motion: Item #7 seeks city council's support for the CVB advisory board to form a 10-member Tourism Feasibility Committee made of two members each from the CVB, JSA, Lodging Association and Parks & Rec boards, plus two members at-large, to write an RFP, interview candidates, select a provider, then conduct a Tourism Venue Feasibility Study to determine the best tourism venue(s) that would serve the Joplin market, to include but not limited to type of venues, potential locations, funding sources, private/public partnerships, operation costs and short and long-term sustainability, to include prioritization based on the return on investment, and economic and tourism impact. This study would be completed in CY2020.

Following this study, the committee would report the findings to council to include a plan of action and timeline.

Funding for this study would come from the CVB budget and/or tourism reserve fund.

COUNCIL ACTION

- **Summary**
- **Proposal # 1 – Approve board size reduction**
- **Proposal # 2 – Approve change to City Code 30-271 (Chamber rep term)**
- **Proposal # 3 A & B – No action required**
- **Proposal # 3 C – Approve CVB AB's review action of JSA's Budget**
- **Proposal # 3 D – Seek CVB AB input when necessary**
- **Proposal # 4 – No action required**
- **Proposal # 5 – Seek CVB AB input when necessary**
- **Proposal # 6 – Support this motion**
- **Proposal # 7 – Approve the CVB AB's recommendation**

CVB ADVISORY BOARD PROPOSALS

- **QUESTIONS & DISCUSSION…**

CITY OF JOPLIN MISSOURI

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 6, 2020

Mayor and City Council,

The annual budget process provides a great opportunity to reflect on organizational accomplishments, deficiencies, progress, needs, limitations and many other aspects that together provide insight into the City's trajectory. These are entertaining thoughts because those thoughts provide a foundation for the City to plan for its future. The future for the City of Joplin and the community can be a place full of opportunity, prosperity, and an environment where all people can thrive. I know this future is possible. I know it is possible because I am surrounded by amazing co-workers who are dedicated and passionate about making the city better. I know it is possible because of your leadership. Collectively, I see a group with vision and a group that is not afraid to be bold in the pursuit of improvement. The resources allocated in this budget make it possible to take a step forward to a bright future.

1. Budget Request

The City has approximately 25 funds, each categorized by purpose. We are proposing a comprehensive expenditure of nearly $123 million. This includes all proposed funding for daily operations, capital improvements, internal service and enterprise operations.

FY 2021 BUDGET SUMMARY

Fund Type	FY 2021 Total Revenue	FY 2021 Operational Expenditures	FY 2021 Capital Expenditures	FY 2021 Transfers Out	FY 2021 Total Expenditures
General Fund	$ 30,175,046	$ 22,431,548	$ 1,068,460	$ 5,611,126	$ 29,111,134
Special Revenue Funds	$ 50,106,426	$ 28,897,349	$ 25,318,734	$ 5,055,823	$ 59,271,906
Capital Project Funds	$ 4,692,360	$ 2,690,000	$ 2,077,360	$ -	$ 4,767,360
Enterprise Funds	$ 34,988,720	$ 16,373,919	$ -	$ 1,642,834	$ 18,016,753
Internal Service Funds	$ 11,403,581	$ 11,240,434	$ -	$ 134,177	$ 11,374,611
Total Funds	$ 131,366,133	$ 81,633,250	$ 28,464,554	$ 12,443,960	$ 122,541,764

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

It is important for an organization to have a vision and goals as they provide direction and focus to City operations. For a vision and goals to be meaningful, it is important to have collaboration and "buy-in" through engagement of the community. This is the reason why I have embarked on a "listening tour". I am thankful for the Mayor and Council's support of this effort. My hope is that this effort will lead to an articulate vision for the community and operational plans that place Joplin in a position for prosperity, opportunity, and allow all residents the ability to thrive.

As part of the listening tour, I am asking all residents and business owners for their response to the following questions:

- What makes Joplin special?
- What is something Joplin doesn't do well?
- What do you see as opportunities for Joplin?
- What is the biggest threat facing Joplin?
- What would you like to see change in Joplin over the next 5, 10, and 15 years?

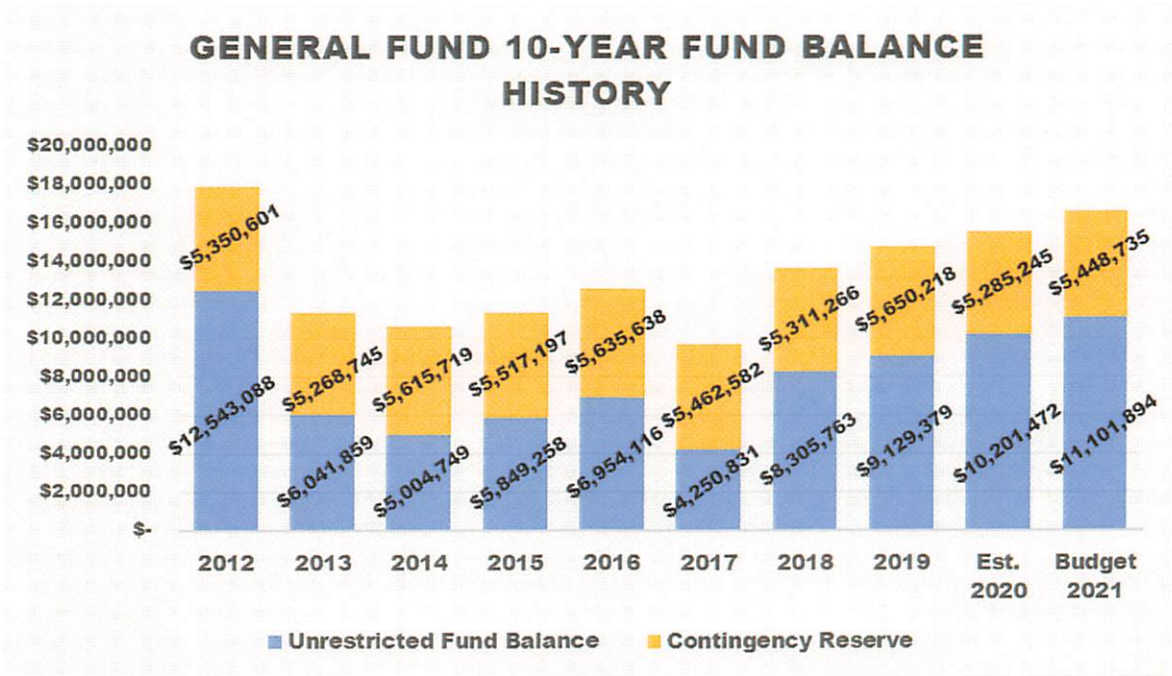
Using feedback from this survey, I will compile a report for the Mayor and Council to review during a Council workshop that is tentatively scheduled for November. During the workshop, the Mayor and Council will be asked to identify the key themes and priorities emerging from the report. The City's Management Team stands ready to assist the Mayor and Council in identifying goals and action plans that will positively impact the community.

My hope is that the outcome of the listening tour will be a strategic framework of goals and plans that are intentional and supported by the community. This framework will provide a foundation for the City's work efforts into the future.

3. Review of Financial Condition – Operating Funds

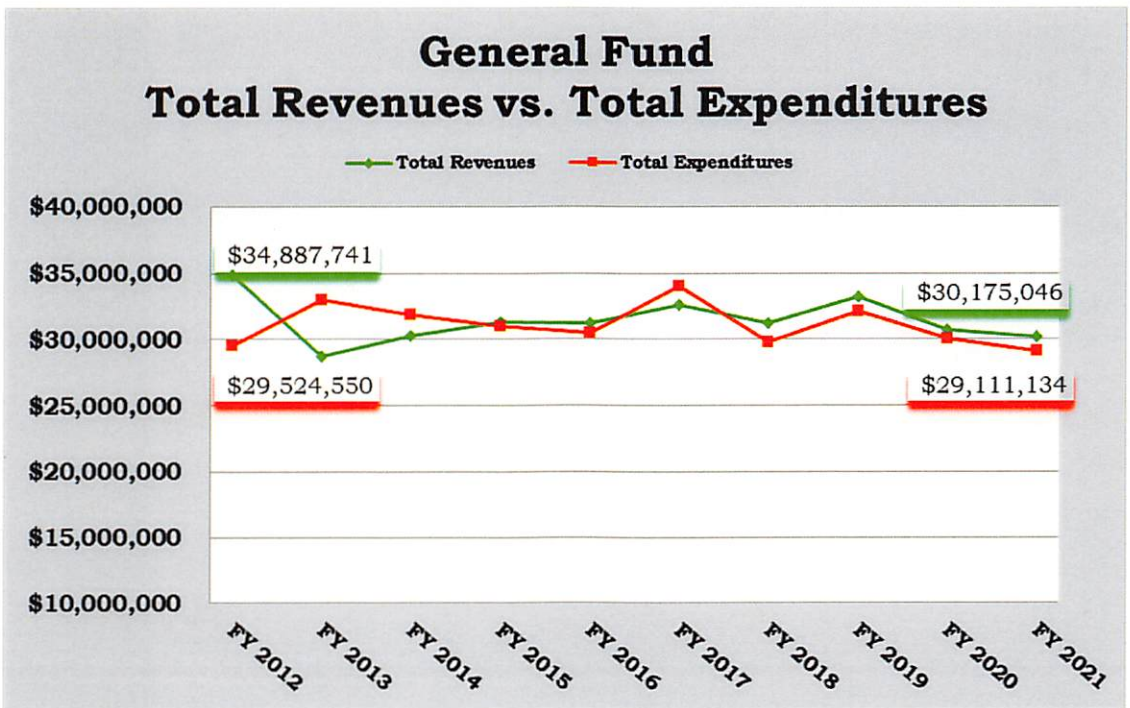
The City of Joplin has been entrusted with financial resources from taxpayers to provide municipal services within the community. These resources are scarce and must be protected through prudent decision making, so that the City can continue to provide reliable services to the community. The City cannot 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 attract 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 reserve balance, strength of the revenue stream, and the commitment of expenditures for service. The City of Joplin is fortunate for the leadership that has protected and rebuilt the city's reserve balance following the tornado in 2011. Through approval of past budgets, the city's elected leaders have been able to balance the organizational needs by providing resources to the organization without creating significant deficits. This would not have been possible without leadership and assistance from Leslie Haase, the City of Joplin's Finance Director. She has been in the unenviable position of assisting the Mayor and Council through tough decision-making processes. She is passionate about helping the City be the best organization possible which makes her an asset to the community.



The City has done an excellent job in controlling expenditures and the commitments of resources into the future. The City has not increased expenditures without first identifying how to "pay" for those expenditures. There are several initiatives the city has undertaken to contain or decrease costs and future projects are planned to continue this effort. Here are some specific projects:

- LED light conversion resulting in lower utility costs (some facilities complete with some still in progress)
- Transition to Voice-Over-Internet-Phone (VOIP) resulting in lower utility costs (capital has been purchased, implementation in progress)
- Installed turf at Wendell Redden and Joe Becker Stadium using parks/stormwater sales tax savings to reduce parks maintenance costs
- Paid off debt issued for City Hall and Joe Becker Stadium, which reduced annual repayment expenditures
- Paid off Recovery TIF Bonds resulting in the closure of that TIF District, which allowed the City to retain the full sales tax, franchise tax and property tax in the District
- Closed the Policemen's and Firemen's Pension Plan through a voter-approved dedicated ½-cent sales tax, migrating public safety employees to the LAGERS retirement system from the underfunded pension plan
- The dedicated pension sales tax will also buy down the LAGERS retirement rate for the public safety employees over the next two years, decreasing the cost to the general fund
- Reduced overtime costs and other various operational costs to be as efficient and effective as possible



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.

GENERAL FUND FIVE-YEAR MODEL

DESCRIPTION	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 BUDGET	FY 2022 ESTIMATED	FY 2023 ESTIMATED
Total Revenue	$ 33,252,675	$ 30,737,661	$30,175,046	$ 30,778,547	$ 31,086,332
Total Operating Expenses	$ 23,207,187	$ 21,718,001	$22,431,548	$ 23,900,178	$ 24,378,182
Total Capital Expenses	$ 945,342	$ 2,502,935	$ 1,068,460	$ 750,000	$ 700,000
Total Transfers Out	$ 7,937,841	$ 5,809,605	$ 5,611,126	$ 6,000,000	$ 6,000,000
Net Change in Fund Balance	$ 1,162,305	$ 707,120	$ 1,063,912	$ 128,369	$ 8,151

There is a clear link between resources provided by the community to the level of service by the city organization. This is clear when looking at the recently passed sales tax election to correct the pension funding for public safety personnel. The funds made available by the community will allow for a significant pool of new resources that will be used to address recruitment and retention efforts. Improving wages will help the City attract and retain the personnel that are precious and necessary for the delivery of service. While the new funds are appreciated, more are necessary if we are going to address the tremendous amount of need in the community.

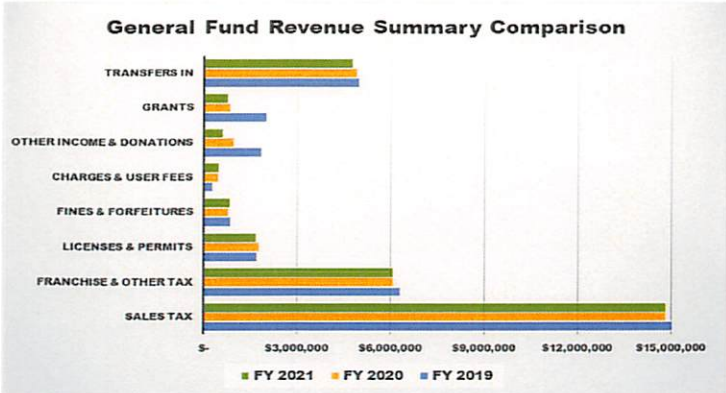
4. General Fund Overview

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: It is difficult to gauge the future impact of COVID-19 on the economy, particularly, on Joplin's sales tax collections. Sales tax is Joplin's largest revenue source. Predictions about the economic recovery are constantly changing, but the latest information indicates the true economic impact is being delayed due to stimulus monies received by individuals and businesses. Over the last ten years, Joplin's average annual sales tax increase has been 1.7%. Without the impact of the pandemic, the budget would have reflected an increase in gross sales tax of 1.5%. However, due to the uncertainty of our economy, the fiscal year 2021 budget reflects a decrease in gross sales tax of 2% from the actual collections in fiscal year 2019.

Franchise Tax: 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 1.6%, with the decrease over the most recent years coming in higher than the ten-year average. As a result, the fiscal year 2021 budget reflects a decrease in overall franchise tax revenue of 3.8% from the actual collections in fiscal year 2019.



Licenses & Permits: Other than overhead transfers in, licenses and permits represents the next highest revenue source in the general fund. While large building projects drive this category from time to time, this revenue source is fairly consistent over the long-term. As such, the proposed budget nearly matches the actual collections in fiscal year 2019.

General Fund Expenditures:

The overall general fund budget is down nearly $3 million from 2019 actual expenditures and down nearly $1 million from the estimated 2020 actuals. Personnel services represents the largest percentage of the overall budget at 59% with transfers or 73.5% without transfers. Personnel services is increasing about 4.6% over 2020. 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. The remaining increase is the result of closing the policemen's and firemen's pension plan, which is now being funded by the new ½-cent pension sales tax and transitioning those public safety employees that migrated to the LAGERS retirement system from the general fund.

Overall budgeted supplies are decreasing by about $52,000, while capital expenditures are decreasing by over $1.4 million and transfers out are decreasing by nearly $200,000.

GENERAL FUND EXPENDITURES BY CATEGORY

CATEGORY	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 BUDGET	PROPOSED CHANGE AMOUNT	%
Personnel Services	$ 18,138,544	$ 16,496,291	$17,261,978	$ 765,687	4.6%
Operational Supplies	$ 4,021,445	$ 3,911,058	$ 4,001,472	$ 90,414	2.3%
Other Purchases/Services	$ 1,047,198	$ 1,310,652	$ 1,168,098	$ (142,554)	-10.9%
Capital Outlay	$ 945,342	$ 2,502,935	$ 1,068,460	$ (1,434,475)	-57.3%
Transfers Out	$ 7,937,841	$ 5,809,605	$ 5,611,126	$ (198,479)	-3.4%
Total GF Expenditures	$ 32,090,370	$ 30,030,541	$29,111,134	$ (919,407)	-3.1%

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.

The proposed budget was developed with one key goal prioritized above all others. The proposed fiscal year 2021 budget will preserve as much funding capacity as possible, without negatively impacting service, to create a pool of funding to improve wages. At this present time, from an operational perspective, inadequate pay is the biggest barrier limiting the city's ability to provide quality services. With inadequate pay, the city is not able to attract or retain qualified personnel who are the prerequisite for all service. Within this proposed budget, approximately $1.1 million has been set aside in the general fund for wage improvements. If the full amount is allocated for compensation adjustments, the result would be an overall increase of 9% in compensation for employees.

Additional initiatives that will be pursued in fiscal year 2021 include:

- Continuation of migration to online business licensing and online building permitting software tools.
- Begin the process to obtain accreditation from the American Public Works Association.
- Create a workforce training program for municipal jail and dispatch operations.
- Plan and support the 10th anniversary of the 2011 EF-5 tornado.
- Complete master planning efforts for Parks and Stormwater facilities in anticipation of the Parks and Stormwater sales tax renewal. This includes master planning for Memorial Hall and Ewert Park.
- Conduct Fiber and Connectivity Gap Analysis for SMART City effort.
- Replace and Upgrade of the diesel fuel island at the Public Works Center.
- Begin phase 1 of 4 to replace all public safety portable and mobile radios to improve interoperability with other partner agencies.
- Continue response to COVID-19 pandemic.

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:

Category	Project Name	Cost
Street Construction Project	15th Street Extension	1,400,000
Street Construction Project	32nd Street - Schifferdecker to Country Club Road (Construction)	3,267,500
Street Construction Project	32nd Street - Country Club to Central City Road (Construction)	3,267,500
Street Construction Project	Connecticut - 32nd to 44th (Construction)	3,500,000
Street Construction Project	Zora - Rangeline to MO 249 (Construction)	4,900,000
Sanitary Sewer Project	Joplin Creek Lone Elm Interceptor (Construction)	1,700,000
Sanitary Sewer Project	Glendale Interceptor Replacement - Phase 1 (Construction)	1,630,000
Regional Airport Project	Reconstruction of Runway 18/36	14,000,000
Stormwater Project	Ditch & Culvert Improvements, Connecticut between 32nd & 35th	636,001
Stormwater Project	Channel Improvements, Canterbury Ditch 3rd to 7th (Construction)	850,000
Parks & Recreation Project	McClelland to Town Green via Tin Cup Trail (Design & Construction)	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 2021 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 $10k

Department	Capital Asset	Cost
	General Fund	
City Council - Administration:	Replacement Van	$ 26,000
City Clerk - Administration:	Replacement Roof - Records Storage Facility	15,000
City Clerk - Administration:	Security Fence - Records Storage Facility	16,500
Planning and Development	Replacement 1/2-Ton Regular Cab 4x4 Truck	26,700
Public Works	Construct Sally Port - Police Station - Phase 2 of 2	100,000
Public Works	Repair Roof Fire Escape	15,000
Public Works	Seal South Brick Wall	60,000
Public Works	Replacement Carpet - 3rd Floor - Phase 1 of 2	15,000
Public Works	Replacement 1/2-Ton Regular Cab 4x4 Truck	26,700
Police - Uniform Services:	Replacement Squad Vehicle (7)	267,400
Police - Uniform Services:	Replacement Squad Equipment (7)	53,900
Police - Uniform Services:	Replacement In-Car Video System (7)	44,100
Police - Uniform Services:	Replacement Radar Unit (7)	17,500
Police - Uniform Services:	Body Camera & Accessories (6)	15,300
Police - Uniform Services:	Replacement Taser (20)	36,400
Police - Uniform Services:	Rehabilitate SWAT Robot	24,000
Police - Federal Grants:	Replacement DWI Vehicle	38,200
Police - Federal Grants:	Replacement DWI Vehicle Equipment	7,700
Police - Federal Grants:	Replacement Crash Reconstruction Equipment	46,000
Police - Federal Grants:	Cyber Crime Equipment	10,000
Fire - Operations:	Structural Repairs & Concrete Apron - Station 3	10,000
Fire - Operations:	Replacement Truck Emergency Operating Equipment	13,000
Fire - Operations:	Replacement EKG Monitor (8) - Installment 4 of 5	48,000
Fire - Operations:	Replacement High Lift Air Bags & Controllers	15,500
Fire - Operations:	Backup EKG Monitor	26,000

Capital Equipment Purchases over $10k

Department	Capital Asset	Cost
Public Safety Sales Tax Fund		
Police:	Replacement Squad Vehicle (6)	$ 229,200
Police:	Replacement Squad Vehicle Equipment (6)	46,200
Police:	Replacement In-Car Video System (6)	37,800
Police:	Replacement Radar Unit (6)	15,000
Police:	Replacement Body Camera & Accessories (5)	12,750
Police:	Replacement Taser (20)	36,400
Police:	Mobile Drug Screener	32,000
Public Safety Training Center:	Upgrade Audio Visual Equipment	24,000
Parks & Recreation Fund		
Museum Operations:	Replacement Roof - Phase 1 of 3	30,000
Stadium Maintenance:	Replacement Clubhouse AC Unit (2)	16,000
Parks & Public Grounds:	Replacement 2-Ton Dump Truck	80,000
Solid Waste Management Fund		
Special Programs:	Replacement Leaf Pickup Machine (2)	$ 150,000
Transportation Sales Tax Fund		
Street Maintenance:	Replacement Pothole Patch Truck (Chassis & Body)	$ 205,875
Street Maintenance:	Street Maintenance	150,000
Street Maintenance:	Street Projects (Overlay)	1,000,000
Traffic Signal Maintenance:	Replacement Traffic Signal Control Box (3)	22,500
Paratransit System:	Replacement 22' MAPS Vehicle	65,000
Paratransit System:	Replacement Trolley Vehicle	90,000
Regional Airport Fund		
Airport:	Carpet Replacement - Terminal Building - Phase 1 of 3	$ 38,000
Airport:	Repair RGL Airfield Lights	15,000
Airport:	Ramp LED Light Conversion (8) - Terminal Building	12,000
Airport:	Replacement Batwing Rotary Cutter Mower	18,500
Airport:	Replacement UHF Radio & Weather Equipment Base	15,640
Airport:	Tower Software Upgrade	56,177
Golf Course Fund		
Grounds Maintenance:	Replacement Greens Mower (3)	$ 165,000

Capital Equipment Purchases over $10k

Department	Capital Asset	Cost
Sanitary Sewer Fund		
Sewer Treatment:	Replacement Building Windows (30) - Turkey Creek	$ 30,000
Sewer Treatment:	Replacement Admin. Building Air Conditioner (2) - Turkey Creek & Shoal Creek	40,000
Sewer Treatment:	Replace Wood Siding with Metal - Turkey Creek	30,000
Sewer Treatment:	Replacement Admin. Building Gutters - Turkey Creek	25,000
Sewer Treatment:	Rehabilitate Golf Links Lift Station	80,000
Sewer Treatment:	Drying Bed Cover (2) - Shoal Creek	900,000
Sewer Treatment:	Replacement Zero-Turn Mower	16,000
Sewer Treatment:	Replacement 1/2-Ton Regular Cab Truck	25,000
Sewer Treatment:	Replacement Generator - Turkey Creek	140,000
Sewer Treatment:	Replace Piston Pump (2) - Turkey Creek	40,000
Sewer Treatment:	Replace North Digester Cover Valves (9) - Turkey Creek	12,000
Sewer Treatment:	Replacement Raw Sewage Pump (2) - Shoal Creek	30,000
Sewer Treatment:	Replace SCADA RTU Panel (8) -Turkey Creek	50,000
Sewer Treatment:	Replacement Control Panel - Flying J Lift Station	10,000
Sewer Maintenance:	Replacement Rodder Truck with Vactor/Jetter Combo	450,000
Central Garage Fund		
Central Garage:	Replacement Diesel Fuel Island	$ 300,000
Emergency Communications Fund		
Dispatch Services:	911 Phone System Upgrade	57,407
Radio Services:	Replace Portable XTS5000 Radio with APX6000 (Police Radios) (34)	146,200
Radio Services:	Replace Portable XTS2500 Radio with APX6000XE (Fire Radios) (10)	43,000
Radio Services:	Replace Mobile XTL5000 Radio with APX6500 (Police Radios) (34)	147,220
Radio Services:	Replace Mobile XTL2500 Radio with APX6500 (Fire Radios) (10)	43,300

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 FY21 budget, funding is allocated for a total of 581.7 FTE.

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 service, 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.

FY 2021 POSITIONS BY FUND SUMMARY

FUND TYPE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 PROPOSED	PROPOSED CHANGE
General Fund	258.10	258.95	259.05	0.10
Special Revenue Funds	223.30	220.30	218.80	(1.50)
Enterprise Funds	75.50	76.25	76.25	-
Internal Service Funds	27.60	27.60	27.60	-
Total Positions by Fund	584.50	583.10	581.70	(1.40)

FTE Proposed Changes:
General Fund: Add Part-Time Municipal Judge.
Special Revenue Funds: Reduction in Grant-Funded positions.

8. Summary

It is with purpose that this message does not overly reference the current covid-19 pandemic. The pandemic will not be an excuse for the City to not seek improvement. I feel confident making the statement that the City's employees are determined to provide the best service possible regardless of the pandemic. This is a testament to their dedication and commitment to service. Knowing this about my co-workers leads me to believe that the organization can respond to any challenge. We have important challenges ahead of us. I look forward to working with you in the coming months to identify a fresh new vision for the City of Joplin. This work will be important for us as it will determine a path beyond the status quo and set a trajectory for the organization above the current plateau.

With this proposed budget, I am confident that the resources, as allocated within, will allow the organization to take a step forward towards a better future.

Respectfully,

Nicholas Edwards
City Manager | City of Joplin

CITY OF JOPLIN
FISCAL YEAR 2021 PROPOSED BUDGET

AUGUST 10, 2020



FISCAL YEAR 2021 PROPOSED BUDGET

- **WHAT IS A BUDGET?**
  - Policy Document
  - Financial Plan
  - Operations Guide
  - Communication Device

FISCAL YEAR 2021 PROPOSED BUDGET

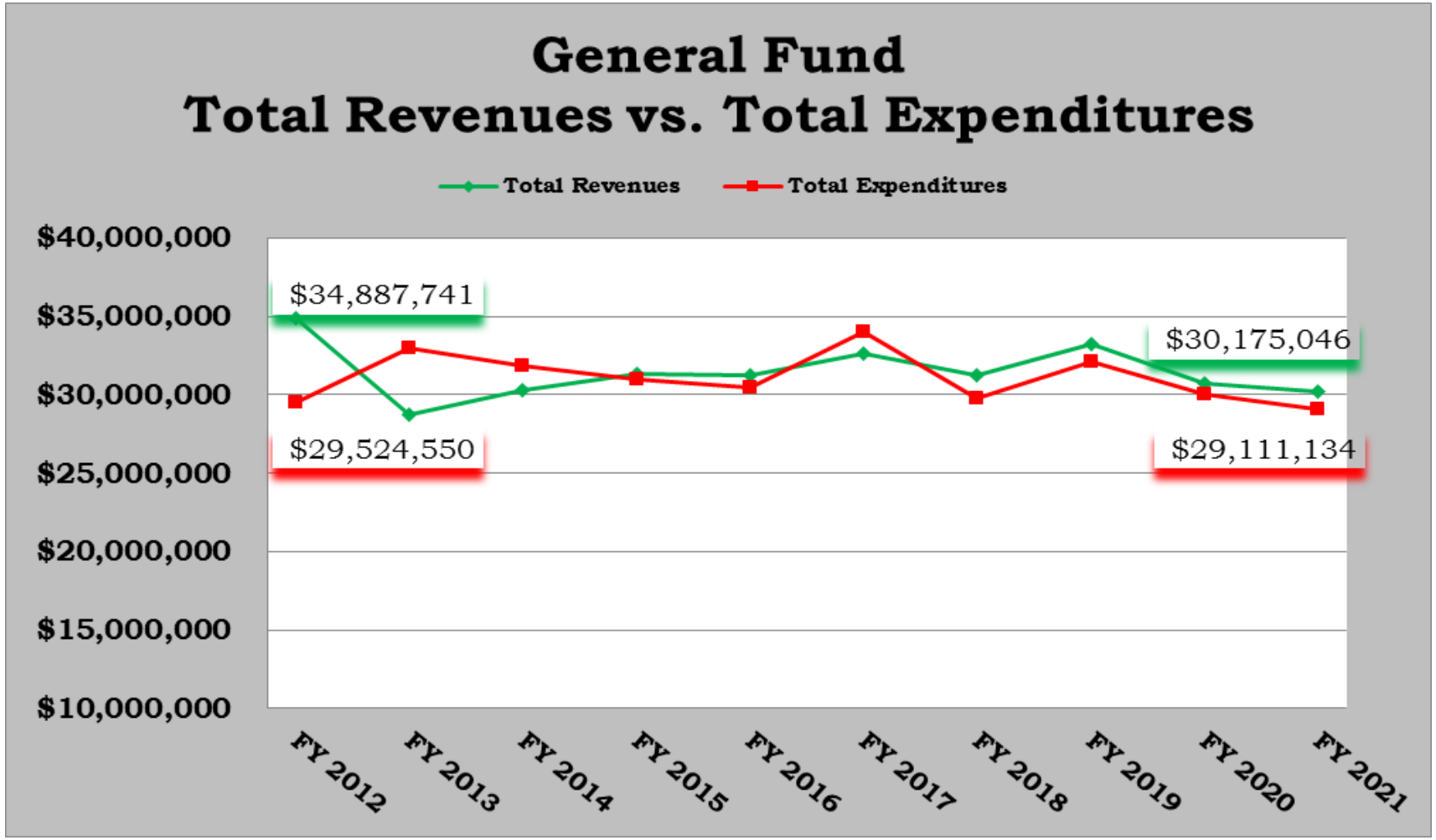
WHAT ARE THE BENEFITS OF THE ANNUAL BUDGET PROCESS?

- Presents an opportunity to reflect on organization
- 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 2021 PROPOSED BUDGET

- **FINANCIAL STORY OF 2020**
  - COVID-19 Impact on National and Local Economy
  - Decreased Revenue
  - Decreased Expenses by postponing capital purchases and training opportunities
  - Reductions in Services

FISCAL YEAR 2021 PROPOSED BUDGET



FISCAL YEAR 2021 PROPOSED BUDGET

IMPACT OF 2020 ON 2021 PROPOSED BUDGET

- Budgeted Decrease of 2% in sales tax from 2019 actuals
- Budgeted Decrease of 3.8% in franchise tax from 2019 actuals
- Additional capital expenses rolled from 2020 to 2021 budget

FISCAL YEAR 2021 PROPOSED BUDGET

OVERALL FISCAL YEAR 2021 BUDGET GOALS

- Basis for this year's budget development was built on one key goal prioritized above all others:
  - Without impacting services provided, reserve as much capacity as possible to create a pool of resources to improve wages for recruiting and retention efforts
- Secondarily, provide a "COVID-19" safety net to try to address the uncertainty surrounding the overall economic recovery from the pandemic effects

FISCAL YEAR 2021 PROPOSED BUDGET

RECRUITMENT AND RETENTION

- Various factors, such as the upward movement of minimum wage and low unemployment rates prior to COVID-19, have impacted the City's ability to attract and retain employees as shown through our vacancies over the last several years
- Competitive Market Wages will improve employee recruitment and retention, in turn assisting the City in providing quality services
- A Custom Market Study has been commissioned by the City and is slated to be presented to City Council on September 14, 2020 as part of the FY 2021 budget development process
- Nearly $1.1 million has been reserved in the general fund for wage improvements

FISCAL YEAR 2021 PROPOSED BUDGET

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

- 2%-2.5% Step Increase for Eligible Employees-Overall Estimated Cost $250,000
- General Employees LAGERS rate increase from 12.5% to 12.9%-Overall Estimated Cost $53,000
- Closure of Pension Plan and Transition of Public Safety Employees to LAGERS-Overall Estimated Savings $885,000
- Employee Insurance Benefits-Overall Estimated Savings $50,000
- Stopped Transfer from Public Safety Sales Tax to the General Fund for the 2018 public safety wage adjustments

FISCAL YEAR 2021 PROPOSED BUDGET

- **TOTAL BUDGET INFORMATION**

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FTE Proposed Changes:

General Fund: Add Part-Time Municipal Judge.

Special Revenue Funds: Reduction in Grant-Funded positions.

FISCAL YEAR 2021 PROPOSED BUDGET

TOTAL BUDGET INFORMATION

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FY 2021 BUDGET SPECIAL REVENUE FUND SUMMARY

FUND	FY 2021 Total Revenue	FY 2021 Operational Expenditures	FY 2021 Capital Expenditures	FY 2021 Transfers Out	FY 2021 Total Expenditures
1/2-Cent Pension	$ 7,424,000	$ 5,525,000	$ -	$ -	$ 5,525,000
Public Safety	$ 7,435,000	$ 4,346,973	$ 453,660	$ 1,145,016	$ 5,945,649
CVB Fund	$ 1,209,000	$ 1,209,665	$ 17,200	$ 73,592	$ 1,300,457
Health Fund	$ 2,676,010	$ 2,503,310	$ 6,900	$ 64,601	$ 2,574,811
Parks Fund	$ 3,500,150	$ 3,177,651	$ 190,000	$ 133,484	$ 3,501,135
Solid Waste Fund	$ 3,085,500	$ 2,877,486	$ 150,000	$ 52,732	$ 3,080,218
Parks/Stormwater Sales Tax	$ 4,012,000	$ 842,095	$ 3,998,599	$ 319,143	$ 5,159,837
Transportation Sales Tax	$ 11,800,294	$ 6,120,214	$ 1,540,875	$ 2,726,483	$ 10,387,572
Capital Improvement Sales Tax	$ 6,768,000	$ 142,686	$ 18,955,000	$ 533,545	$ 19,631,231
Community Planning	$ 2,181,472	$ 2,152,269	$ 6,500	$ 7,227	$ 2,165,996
Economic Development Fund	$ 15,000	$ -	$ -	$ -	$ -
Total Special Revenue Funds	$ 50,106,426	$ 28,897,349	$ 25,318,734	$ 5,055,823	$ 59,271,906

FISCAL YEAR 2021 PROPOSED BUDGET

TOTAL BUDGET INFORMATION

FY 2021 BUDGET CAPITAL PROJECTS FUND SUMMARY

FUND	FY 2021 Total Revenue	FY 2021 Operational Expenditures	FY 2021 Capital Expenditures	FY 2021 Transfers Out	FY 2021 Total Expenditures
Infrastructure	$ 4,662,360	$ 2,600,000	$ 2,077,360	$ -	$ 4,677,360
Revolving Public Improvements	$ 30,000	$ 90,000	$ -	$ -	$ 90,000
Total Capital Projects Funds	$ 4,692,360	$ 2,690,000	$ 2,077,360	$ -	$ 4,767,360

FY 2021 BUDGET ENTERPRISE FUND SUMMARY

FUND	FY 2021 Total Revenue	FY 2021 Operational Expenditures	FY 2021 Capital Expenditures	FY 2021 Transfers Out	FY 2021 Total Expenditures
Airport	$ 16,601,220	$ 2,632,246	$ -	$ 182,050	$ 2,814,296
Golf Course	$ 762,500	$ 785,521	$ -	$ 24,000	$ 809,521
Sanitary Sewer	$ 17,625,000	$ 12,956,152	$ -	$ 1,436,784	$ 14,392,936
Total Enterprises Funds	$ 34,988,720	$ 16,373,919	$ -	$ 1,642,834	$ 18,016,753

FY 2021 BUDGET INTERNAL SERVICE FUND SUMMARY

FUND	FY 2021 Total Revenue	FY 2021 Operational Expenditures	FY 2021 Capital Expenditures	FY 2021 Transfers Out	FY 2021 Total Expenditures
Central Garage	$ 1,588,250	$ 1,456,305	$ -	$ 44,811	$ 1,501,116
Health Self-Insurance	$ 5,930,000	$ 5,922,600	$ -	$ -	$ 5,922,600
Worker's Compensation	$ 698,073	$ 782,313	$ -	$ -	$ 782,313
Liability & Property	$ 1,379,058	$ 1,319,058	$ -	$ -	$ 1,319,058
Emergency Communications	$ 1,808,200	$ 1,760,158	$ -	$ 89,366	$ 1,849,524
Total Internal Service Funds	$ 11,403,581	$ 11,240,434	$ -	$ 134,177	$ 11,374,611

FISCAL YEAR 2021 PROPOSED BUDGET

GENERAL FUND INFORMATION

FY 2021 GENERAL FUND POSITIONS BY DEPARTMENT

DEPARTMENT	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 PROPOSED	PROPOSED CHANGE	% OF TOTAL
City Manager	3.00	4.00	4.00	-	1.5%
City Clerk	2.00	2.00	2.00	-	0.8%
Legal Services	6.40	6.25	6.25	-	2.4%
Human Resources	3.60	3.60	3.60	-	1.4%
Building Regulations	6.00	6.00	6.00	-	2.3%
Finance	10.00	10.00	10.00	-	3.9%
Information Technology	6.00	6.00	6.00	-	2.3%
Municipal Court	9.50	9.50	9.60	0.10	3.7%
Public Works	17.40	17.40	17.40	-	6.7%
Police	109.80	109.80	109.80	-	42.4%
Fire	71.00	71.00	71.00	-	27.4%
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	258.10	258.95	259.05	0.10	100.0%

GENERAL FUND EXPENDITURES BY CATEGORY

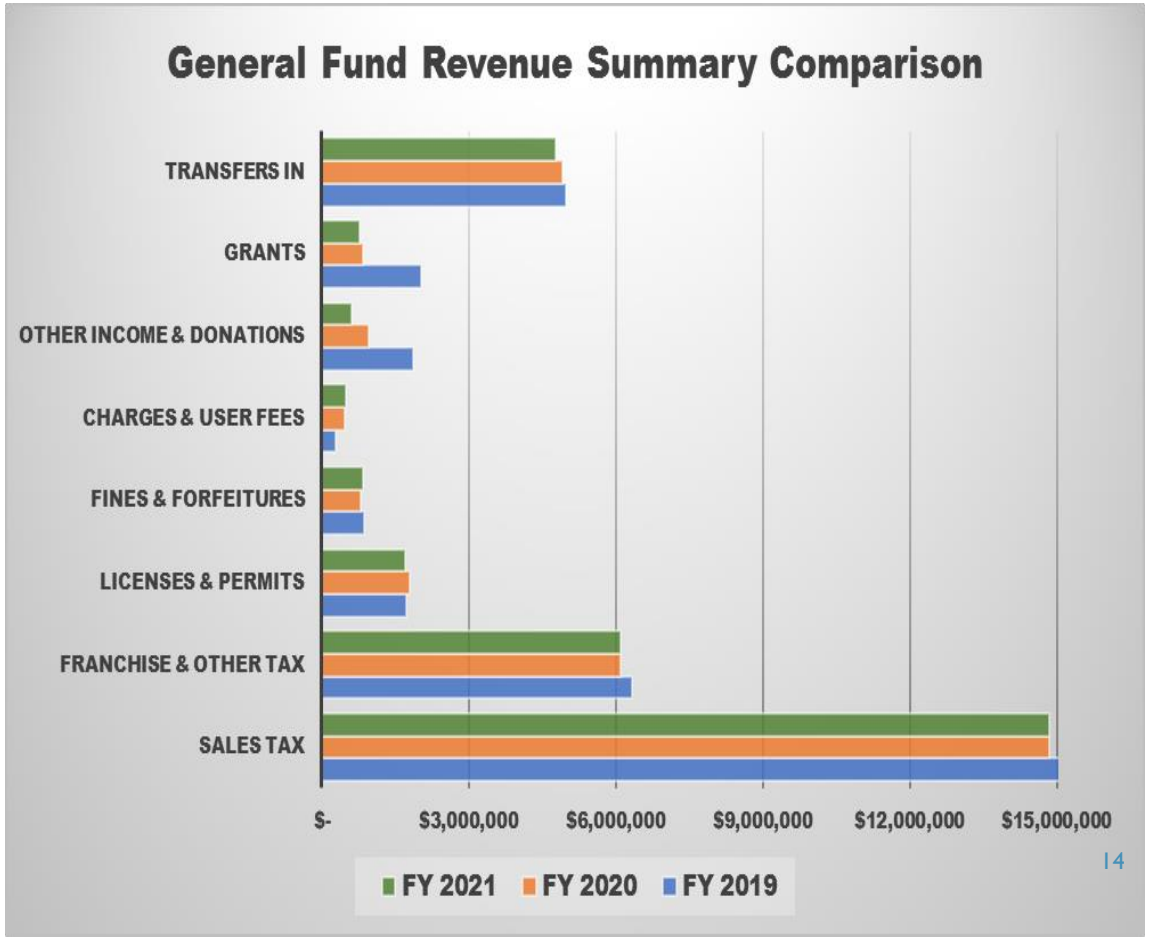
CATEGORY	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 BUDGET	PROPOSED CHANGE AMOUNT	PROPOSED CHANGE %
Personnel Services	$ 18,138,544	$ 16,496,291	$17,261,978	$ 765,687	4.6%
Operational Supplies	$ 4,021,445	$ 3,911,058	$ 4,001,472	$ 90,414	2.3%
Other Purchases/Services	$ 1,047,198	$ 1,310,652	$ 1,168,098	$ (142,554)	-10.9%
Capital Outlay	$ 945,342	$ 2,502,935	$ 1,068,460	$ (1,434,475)	-57.3%
Transfers Out	$ 7,937,841	$ 5,809,605	$ 5,611,126	$ (198,479)	-3.4%
Total GF Expenditures	$ 32,090,370	$ 30,030,541	$29,111,134	$ (919,407)	-3.1%

FISCAL YEAR 2021 PROPOSED BUDGET

GENERAL FUND INFORMATION

FY 2021 BUDGET GENERAL FUND REVENUES

GENERAL FUND REVENUE	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 BUDGET	PROPOSED CHANGE AMOUNT	%
Sales Tax	$ 15,150,748	$ 14,848,000	$14,848,000	$ -	0.0%
Franchise & Other Tax	$ 6,336,558	$ 6,100,000	$ 6,100,000	$ -	0.0%
Licenses & Permits	$ 1,734,273	$ 1,799,050	$ 1,707,700	$ (91,350)	-5.1%
Fines & Forfeitures	$ 859,987	$ 797,800	$ 846,400	$ 48,600	6.1%
Charges & User Fees	$ 291,080	$ 481,374	$ 505,064	$ 23,690	4.9%
Other Income & Donations	$ 1,868,047	$ 964,150	$ 619,150	$ (345,000)	-35.8%
Grants	$ 2,019,482	$ 845,250	$ 780,505	$ (64,745)	-7.7%
Transfers In	$ 4,992,500	$ 4,902,037	$ 4,768,227	$ (133,810)	-2.7%
Total General Fund Revenue	$ 33,252,675	$ 30,737,661	$30,175,046	$ (562,615)	-1.8%

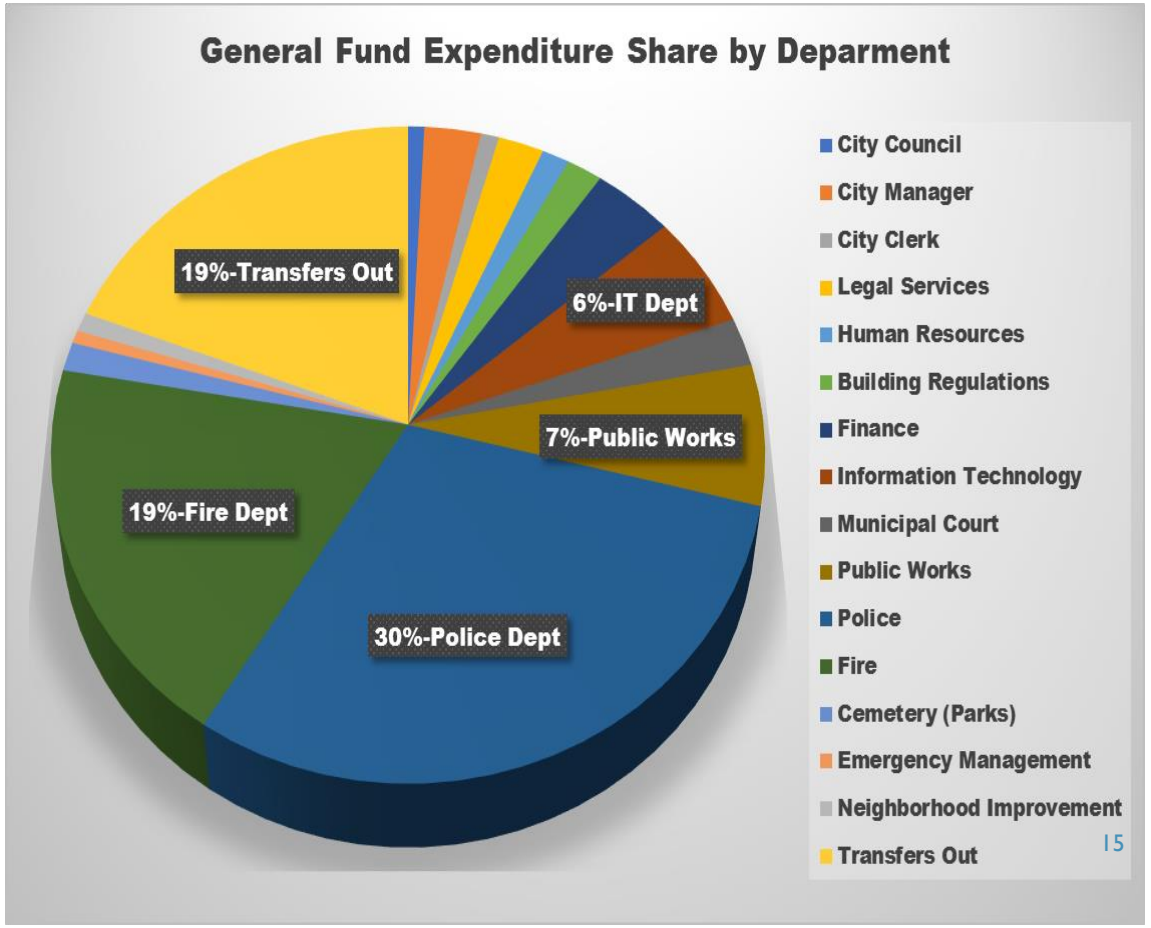


FISCAL YEAR 2021 PROPOSED BUDGET

GENERAL FUND INFORMATION

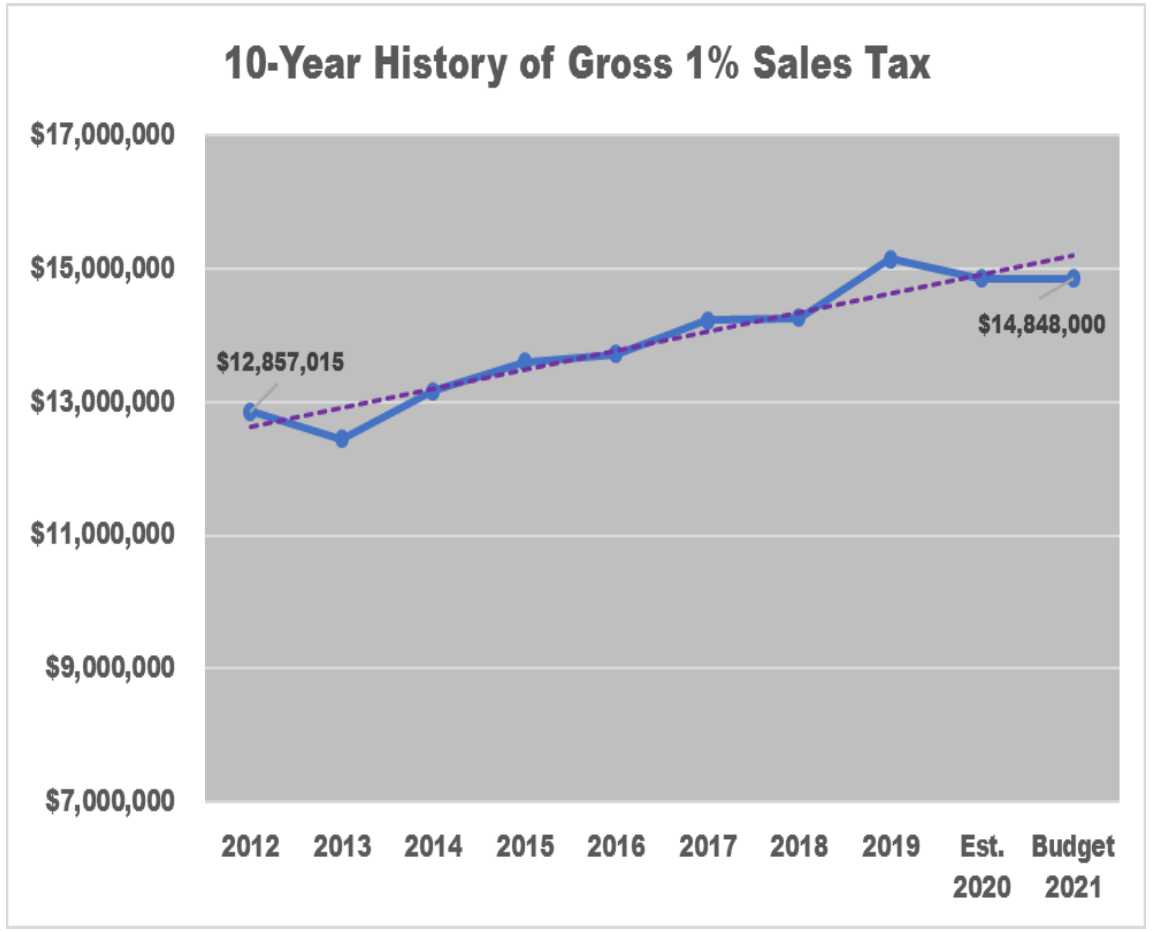
FY 2021 BUDGET GENERAL FUND EXPENDITURES BY DEPARTMENT

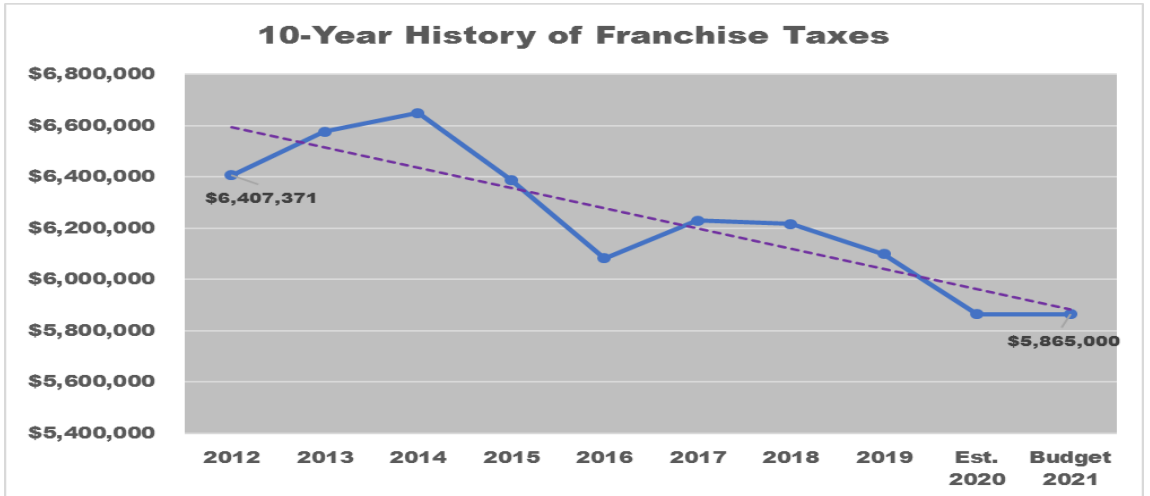
DEPARTMENT	FY 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 BUDGET	PROPOSED CHANGE AMOUNT	%
City Council	$ 173,592	$ 193,050	$ 233,338	$ 40,288	20.9%
City Manager	$ 773,586	$ 709,507	$ 814,838	$ 105,331	14.8%
City Clerk	$ 173,200	$ 231,180	$ 261,879	$ 30,699	13.3%
Legal Services	$ 596,218	$ 652,031	$ 656,802	$ 4,771	0.7%
Human Resources	$ 429,973	$ 360,639	$ 396,731	$ 36,092	10.0%
Building Regulations	$ 482,669	$ 476,959	$ 512,677	$ 35,718	7.5%
Finance	$ 1,142,316	$ 1,145,380	$ 1,158,176	$ 12,796	1.1%
Information Technology	$ 1,680,363	$ 1,735,738	$ 1,672,641	$ (63,097)	-3.6%
Municipal Court	$ 687,804	$ 658,635	$ 699,336	$ 40,701	6.2%
Public Works	$ 1,911,013	$ 1,930,880	$ 2,017,575	$ 86,695	4.5%
Police	$ 9,220,338	$ 8,576,716	$ 8,718,629	$ 141,913	1.7%
Fire	$ 6,067,401	$ 6,702,745	$ 5,480,040	$ (1,222,705)	-18.2%
Cemetery (Parks)	$ 394,302	$ 432,035	$ 413,023	$ (19,012)	-4.4%
Emergency Management	$ 171,538	$ 177,297	$ 188,007	$ 10,710	6.0%
Neighborhood Improvement	$ 248,213	$ 238,144	$ 276,316	$ 38,172	16.0%
Transfers Out	$ 7,937,842	$ 5,809,605	$ 5,611,126	$ (198,479)	-3.4%
Total General Fund Expenditures	$ 32,090,368	$ 30,030,541	$29,111,134	$ (919,407)	-3.1%

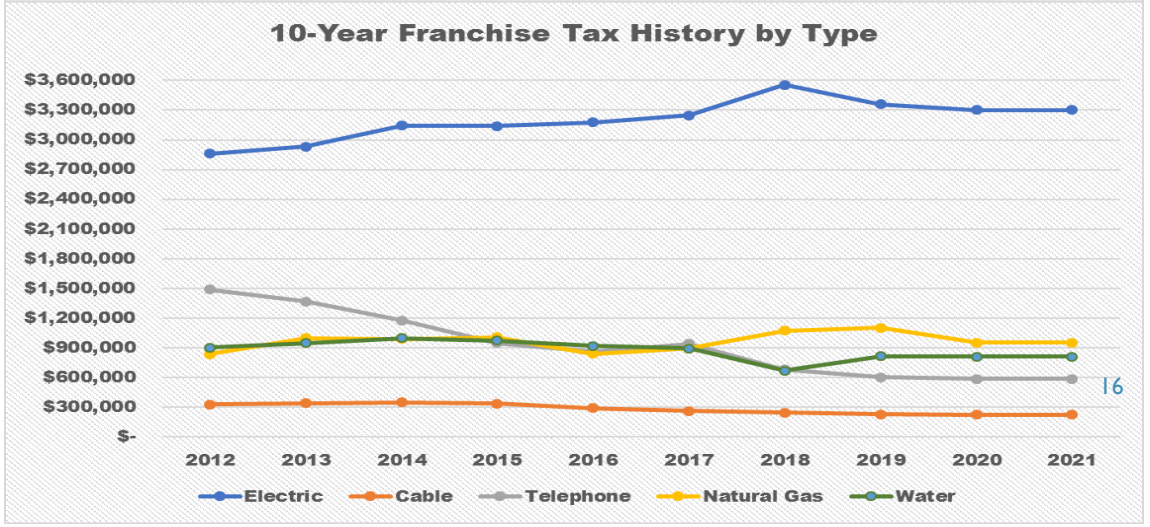


FISCAL YEAR 2021 PROPOSED BUDGET

GENERAL FUND INFORMATION





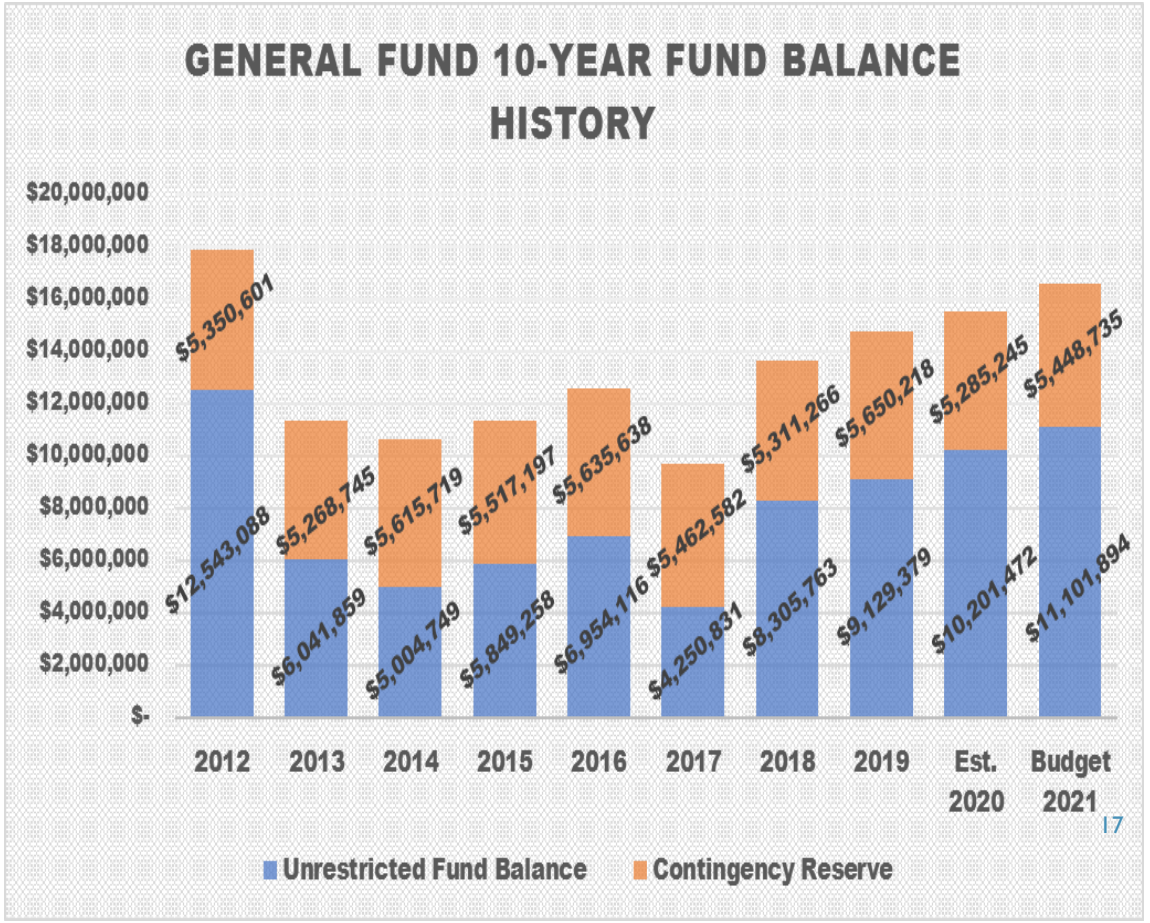


FISCAL YEAR 2021 PROPOSED BUDGET

GENERAL FUND INFORMATION

GENERAL FUND 10-YEAR HISTORY OF FUND BALANCE

FISCAL YEAR	UNRESTRICED AMOUNT	CONTINGENCY AMOUNT	TOTAL FUND BALANCE
2012	$ 12,543,088	$ 5,350,601	$ 17,893,689
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
Est. 2020	$ 10,201,472	$ 5,285,245	$ 15,486,717
Budget 2021	$ 11,101,894	$ 5,448,735	$ 16,550,629



FISCAL YEAR 2021 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 2021 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 2019 ACTUAL	FY 2020 ESTIMATED	FY 2021 BUDGET	FY 2022 ESTIMATED	FY 2023 ESTIMATED
Total Revenue	$ 33,252,675	$ 30,737,661	$30,175,046	$ 30,778,547	$ 31,086,332
Total Operating Expenses	$ 23,207,187	$ 21,718,001	$22,431,548	$ 23,900,178	$ 24,378,182
Total Capital Expenses	$ 945,342	$ 2,502,935	$ 1,068,460	$ 750,000	$ 700,000
Total Transfers Out	$ 7,937,841	$ 5,809,605	$ 5,611,126	$ 6,000,000	$ 6,000,000
Net Change in Fund Balance	$ 1,162,305	$ 707,120	$ 1,063,912	$ 128,369	$ 8,151

FISCAL YEAR 2021 PROPOSED BUDGET

- **KEY INITIATIVES FOR 2021**

GENERAL FUND

- Continuation of Transition to required State Court Software System
- Implement Revised Employee Evaluations
- Continuation of migration to Online Business License and Online Building Permit options
- Begin Process towards APWA Accreditation
- Establish a Field Training Program for the Jail and Dispatch
- Develop a 5-year Fire Dept. Strategic Plan
- Begin Discussion of Reimplementation of Neighborhood Revitalization Program

- Council Workshop
- Downtown Alliance Neighborhood Revitalization Program
- 1/4-Cent Parks/Stormwater Sales Tax Renewal
- Continuation of Implementation of Building Permit System resulting in Online Building Permit option
- Continuation of migration to Mobile Software for inspectors and neighborhood enforcement officers
- Continuation of migration to Voice Over Internet Phones (VOIP)
- Begin Phase 1 of 4 to Replace all Public Safety Portable and Mobile Radios to improve interoperability with other partner agencies

FISCAL YEAR 2021 PROPOSED BUDGET

- **KEY INITIATIVES FOR 2021**

OTHER FUNDS

- Continue COVID-19 efforts such as contact tracing, case investigations, testing and Vaccination Programs
- Award and Implement Residential Trash and Recycling Contract
- Complete Master Planning efforts for Parks & Stormwater Sales Tax Renewal, including Ewert Pool and Memorial Hall Studies
- Reconstruction of Runway 18/36
- Reduction of Inflow & Infiltration (I&I) from public and private sources
- Grand Falls Wayfinding
- Support the 10th year remembrance of the 2011 EF-5 tornado
- Outsource Headstone resetting at various cemeteries
- Continuation of Beautification and Enhancement Program
- Complete and Implement Transit Master Plan
- Implement Assessment & Remediation from ADA Transition Plan
- Conduct Fiber and Connectivity Gap Analysis for SMART City Plan
- Conduct Analysis of existing Street Network to accommodate separated bike lanes
- Replacement and Upgrade of Diesel Fuel Island at Public Works Center

FISCAL YEAR 2021 PROPOSED BUDGET

NEXT STEPS IN 2021 BUDGET PROCESS

- Public Hearing for Proposed Budget on August 17, 2020
- Set Property Tax Rates on August 24, 2020
- City Council Work Session on Custom Market Study on September 14, 2020
- City Council Budget Work Sessions covering Budget Overview and Issues & Options scheduled for September 22-24, 2020 as needed
- Fiscal Year 2021 Budget Adoption on October 19, 2020

FISCAL YEAR 2021 PROPOSED BUDGET

ORGANIZATION'S NEXT STEPS

- Develop a Vision and Goals
- Develop Strategies for achieving the vision
- Create goals and objectives to accomplish the vision
- Utilizing the City's budget as a tool, implement the Plan



FISCAL YEAR 2021 PROPOSED BUDGET

- **QUESTIONS?**