City Manager's Office
602 S Main Street
Joplin, Missouri 64801
417-624-0820 Ext. 1200

City Manager's Budget Message

August 12, 2024

Mayor and City Council,

With great excitement and optimism, I am pleased to present the proposed fiscal year 2025 budget. My excitement comes from the tangible improvements to the community in the past few years and the private sector investments which will bring new opportunities, amenities, and redevelopment to our community. Your goals and plans have enabled the strengthening of city services which in turn creates a stronger community, yields a higher quality of life for residents, and a city that is attractive for investment and growth. Your leadership is working! My optimism comes from the results we expect to see from the implementation of the City's long-term plans and the City's talented employees who work each day to make Joplin a better community. There are certainly challenges and issues to address, but I am confident we can continue improvement and the positive trajectory of the City. This budget, along with the resources provided and plans made will allow the City to continue working in the right direction.

1. Budget Request

The City has approximately twenty-five funds, each categorized by purpose. We are proposing a comprehensive expenditure of just over $213.8 million. This includes all proposed funding for daily operations, capital improvements, internal service and enterprise operations.

FY 2025 OVERALL BUDGET SUMMARY

Fund Type	FY 2025 Total Revenue	FY 2025 Operational Expenditures	FY 2025 Capital Expenditures	FY 2025 Transfers Out	FY 2025 Total Expenditures
General Fund	$ 41,389,548	$ 33,201,139	$ 1,870,675	$ 6,304,779	$ 41,376,593
Special Revenue Funds	$ 99,809,258	$ 54,375,075	$ 58,878,746	$ 11,026,779	$ 124,280,600
Capital Project Funds	$ 7,637,184	$ 1,712,000	$ 8,580,319	$ -	$ 10,292,319
Enterprise Funds	$ 36,171,100	$ 20,552,334	$ -	$ 1,826,439	$ 22,378,773
Internal Service Funds	$ 18,160,064	$ 15,325,988	$ -	$ 164,320	$ 15,490,308
Total Funds	$ 203,167,154	$ 125,166,536	$ 69,329,740	$ 19,322,317	$ 213,818,593

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General Fund: This fund includes budgets for fifteen 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. Dedicated Revenue

The services provided by the City of Joplin are predominantly funded by taxes. Voters have been presented with plans to improve the community, address service needs, or resolve problems. In exchange for support, the City has obligated tax dollars for specific purposes or expenditures. These include sales taxes of: 1% general sales tax, ½% general sales tax for public safety, ½% general sales tax for public safety pension, ¼% parks & stormwater sales tax, ½% transportation sales tax, and 3/8% capital improvement sales tax. Additionally, hotel/motel tax, property tax, and the use tax have all been approved for specified purposes.

- ½-Cent Public Safety Sales Tax – Approved in 2006, this tax dedicated funds for 30 additional police personnel, 34 additional fire personnel, neighborhood streetlights, a new Public Safety Training Center, two additional fire stations and related equipment, along with the replacement of other public safety equipment. This tax does not sunset and is projected to generate just over $9.0 million in FY25.
- ½-Cent Pension Sales Tax (Prop B) – Approved in 2019, this half-cent sales tax is dedicated to funding and closing the policemen's and firemen's pension plan and transitioning certain public safety employees to LAGERS. The tax will "sunset" or expire at the earlier of 12 years or when the pension plan reaches 120% funded status, which is projected to occur sometime in 2027.
- Hotel/Motel Tax – CVB – The hotel occupation license tax is assessed upon hotel/motel operators and is based on the room charge revenues collected. Currently, the rate as

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specified by City Code is 4%. The rate was increased from 2% to 4% by a vote of the people effective January 1, 2001. The revenues from this additional tax are dedicated for the promotion of conventions and tourism, festival support, entryway beautification and sports marketing.

- Property Tax – Health Department – Property tax is an ad valorem tax, based on the assessed valuation established by the Jasper and Newton County Assessors. The property tax levy must be set by August 31 each year. The City's property tax is levied each November 1 on the assessed value of real estate property listed as of the prior January 1, the lien date, and is due on or before December 31.
- Property Tax – Parks – Property tax is an ad valorem tax, based on the assessed valuation established by the Jasper and Newton County Assessors. The property tax levy must be set by August 31 each year. The City's property tax is levied each November 1 on the assessed value of real estate property listed as of the prior January 1, the lien date, and is due on or before December 31.
- Property Tax – Environmental – Property tax is an ad valorem tax, based on the assessed valuation established by the Jasper and Newton County Assessors. The property tax levy must be set by August 31 each year. The City's property tax is levied each November 1 on the assessed value of real estate property listed as of the prior January 1, the lien date, and is due on or before December 31.
- ¼-Cent Parks & Stormwater Sales Tax – Initially approved in 2001, renewed in 2011 and 2021, this quarter-cent tax is dedicated to parks and stormwater projects, specifically projects designated by a Citizen's Committee and approved by the voters of Joplin. This tax sunsets ten years from the effective date, which will be March 31, 2032.
- ½-Cent Transportation Sales Tax – With voter approval, this ½-cent sales tax was instituted in 1983 by the City. This tax is restricted to "transportation purposes;" which is defined as a mass transportation system, construction, reconstruction, repair and maintenance of streets, bridges, airports, land acquisition and rights-of-way related to these purposes, and other transportation-related activities. This tax does not sunset and is projected to generate just over $9.0 million in FY25.
- 3/8-Cent Capital Improvement Sales Tax – This tax may be used for capital improvements. Voters approved a three-eighths-cent sales tax effective January 1, 2005, renewed it in 2014 and again in 2024. This tax will sunset on December 31, 2036. The most recent renewal is expected to generate approximately $92m over twelve years for capital improvement projects.
- Use Tax (Proposition Action) – "Prop Action" is a broader set of 49 "Action Plans" designed to address citizens' needs that were brought forward during the City Manager's listening tour. This citizen-based strategic plan is funded through a use tax, which is like a sales tax, applied to purchases made from out-of-state vendors and shipped to Joplin.

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Because the use tax is a form of a sales tax, it mirrors the restrictions imposed by each of the sales taxes. For example, the use tax on goods purchased online increases revenue generated by the Public Safety Sales Tax and that new revenue cannot be used for anything other than what is allowed by State Statute and City Ordinance for that specific tax. It is expected that the Use Tax will generate just over $6.9 million in new revenue allocated across each of the sales tax areas, which has been earmarked to fund action plans. To see how the use tax compliments existing sales tax, please see the following table:

BUDGETED BREAKDOWN BY USE TAX CATEGORY	AMOUNT
1% General	$2,209,200
½% General for Pension	$1,104,600
½% General for Public Safety	$1,104,600
¼% Parks/Stormwater	$552,300
½% Transportation	$1,104,600
3/8% Capital Improvement	$828,450
Projected Total Use Tax Funding	$6,903,750

3. Vision and Goals

In February 2021, following a City Council retreat, the Council adopted 6 ambitious goals to lead the city towards a thriving community. The following goals balanced the need to correct longstanding issues while also positioning the City to take advantage of future opportunities and partnerships. Later this year, the Council will review these goals, the results to date, and look to modify the City's future priorities.



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Strategic Priorities:

In 2024, the following actions were taken towards implementation of Council's goals:

- Improved and increased staffing across a variety of departments and divisions has helped us rebolster and launch a series of initiatives to address council goals.
- Housing Revitalization Plan – The housing revitalization plan continued into FY24 after 5 applications were approved in FY22/23 which incentivized the demolition and construction of 5 new homes. The second round of applications have been received and 16 new applications are under review.
- Homelessness – A community-based strategic plan was completed which outlines numerous action items. For consideration during Issues and Options will be the hiring of a leadership level position to help advance the plan's priority action items along with partners.
- Economic Development – Prospect Village – City staff have assisted developers in planning for an approximately $375m mixed-use development which features an anchor retailer and an indoor sports venue. Prospect Village will be the single largest development in Joplin's history outside the development associated with the recovery from the 2011 tornado. The city also continues to invest in our industrial parks' expansions and infrastructure enhancements to anticipate and accommodate continued future growth.
- SMART Cities – In FY24, the City completed negotiations with Allo Fiber to bring high speed internet infrastructure to the community. Construction is beginning in FY24 and will continue through the fiscal year. This investment will help close the broadband gap, giving every resident a choice and accessibility to additional quality internet connections.
- Public Safety Staffing – In FY23, use tax revenue was used to fund 4 new positions for the Police Department and 3 new Captain swing positions within the Fire Department. In FY24, a Deputy Fire Marshal and an Assistant Training Chief from the general fund were added to the Fire Department. These investments helped address recommendations from the Fire Department's Resource Allocation Study that was completed in FY22. The proposed budget allocates funds for two additional Police Officer positions to help create a flex platoon within the Police Department. With these additional positions, and the three positions funded in FY23, the authorized strength for the Police Department has increased by 5 positions and represents 10,400 hours of additional enforcement capacity.
- Joplin Homeowners Assistance Program (JHAP) and Home Repair Program – The JHAP program launched in FY24 and was met with excitement as the City received nearly 139 income qualified applications. In late FY24, the City will launch the JHRP program which

aims to provide assistance toward the renovation and repair of deteriorating housing within qualified census tracts. Also, in FY24, city staff is working to deploy $2.0 million towards demolitions. In total, nearly $8 million has been earmarked towards strengthening neighborhoods and improving housing stock.

- Beautification – The City recently celebrated its sesquicentennial and is in the midst of a rebirth. Still, some places within the community continue to show their age. Therefore, included in the FY25 proposed budget are some much needed beautification projects. In the upcoming fiscal year, residents will see a renovated Ewert Park, a new park at Dover Hill, and an improved intersection at 4th and Murphy Blvd. In FY26, a downtown streetscape is planned along Main Street from 8th to 15th Street with an emphasis on beautification at 10th and Main Street. New park entryway signs and wayfinding, trails, benches, and other amenities are completed or currently underway. These visible projects will join some of the less visible projects such as the ARPA Stormwater project in improving the attractiveness of the community.

4. Review of Financial Condition – General Operating Funds

Past and present leaders for the City have managed city resources well by having balanced budgets, healthy reserves, and ensuring ongoing expenditures do not exceed ongoing revenues. The City of Joplin has received the Government Finance Officers Association (GFOA) certificate of achievement for excellence in financial reporting for 33 consecutive years. This award recognizes the City's dedication to properly account for and safeguard city resources and is an accomplishment that not many cities can claim. In FY25, the City will receive a report from the State Auditor which is likely to have recommendations for continued improvement. The recommendations and subsequent implementation from the state audit and past annual audits will further strengthen the City's management of scarce financial resources.

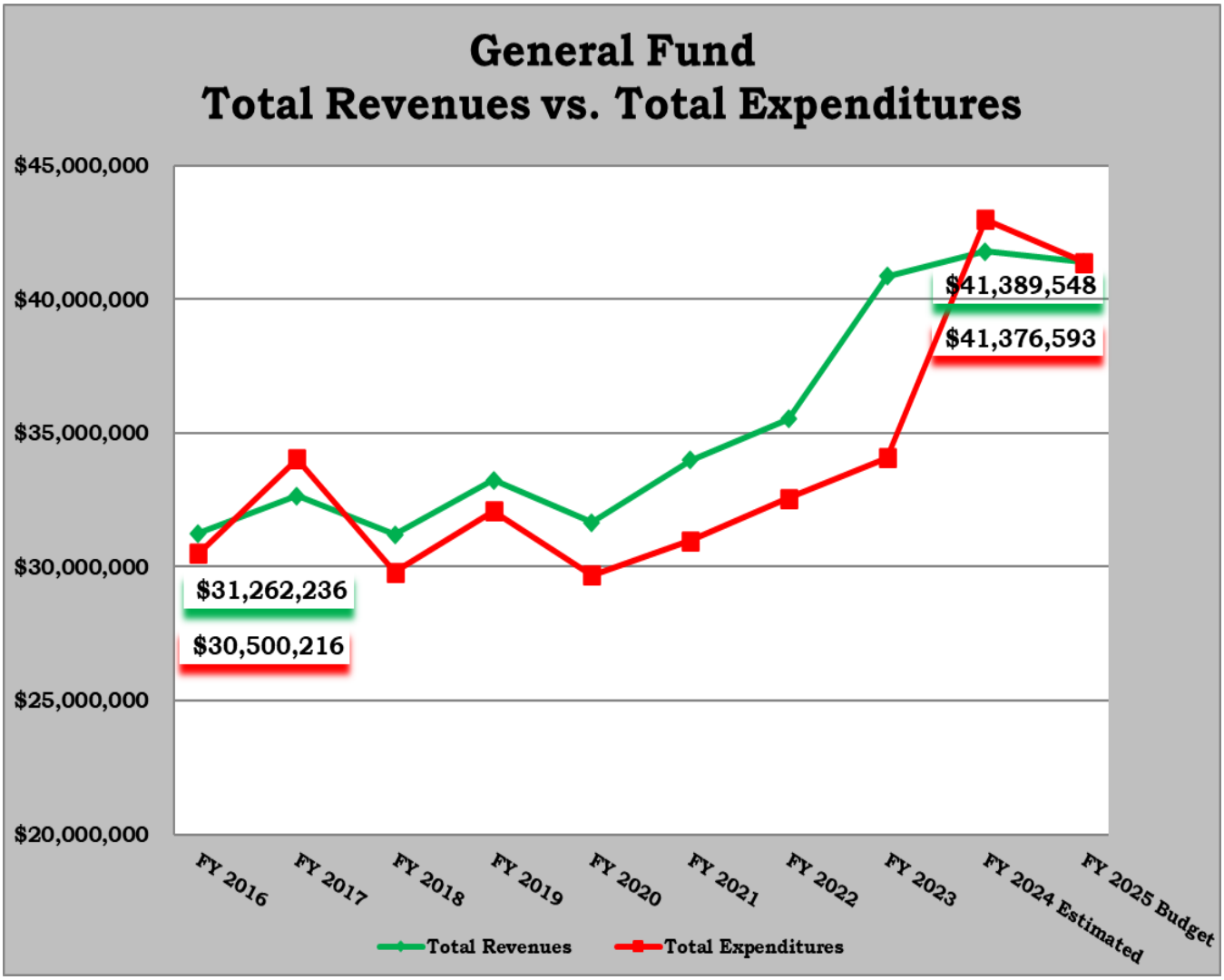
The City uses a financial model to project future revenues and expenditures. This tool helps ensure the City is "living within our means" and shows that despite strong revenue growth over the last four fiscal years there will be limited opportunities to address long-term needs as revenue is expected to flatten beginning in FY25.

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GENERAL FUND FIVE-YEAR MODEL EXCLUDING USE TAX/PROPOSITION ACTION					
DESCRIPTION	**FY 2023 ACTUAL**	**FY 2024 ESTIMATED**	**FY 2025 BUDGET**	**FY 2026 ESTIMATED**	**FY 2027 ESTIMATED**
Total Revenue	$ 39,064,575	$ 39,683,007	$ 39,180,348	$ 39,131,048	$ 39,759,424
Total Operating Expenses	$ 26,968,672	$ 28,369,280	$ 30,813,106	$ 31,245,481	$ 32,536,358
Total Capital Expenses	$ 943,322	$ 6,052,654	$ 1,749,775	$ 1,500,000	$ 750,000
Total Transfers Out	$ 5,522,990	$ 6,972,878	$ 6,304,779	$ 6,367,827	$ 6,431,505
Net Change in Fund Balance	$ 5,629,591	$ (1,711,805)	$ 312,688	$ 17,740	$ 41,561

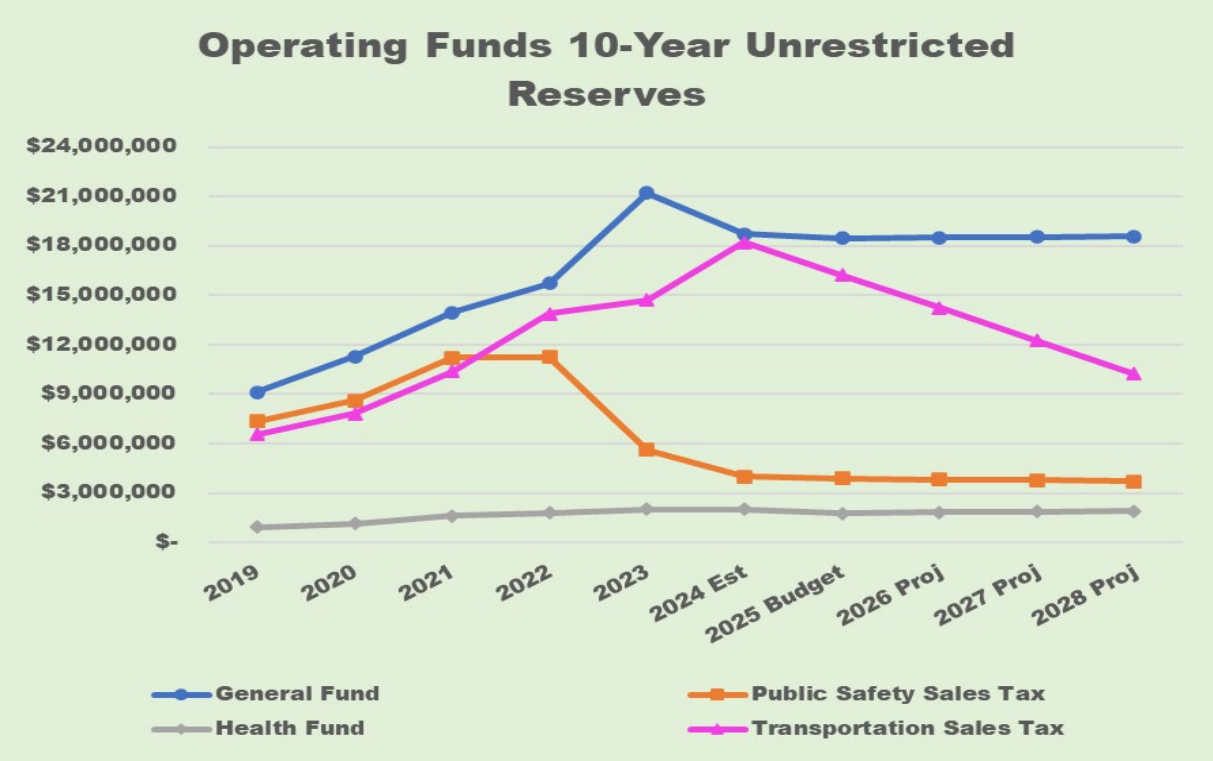
The big three items to review when analyzing a city's financial capacity are revenues, expenditures, and reserves. The biggest threat to the City's financial position comes from minimal revenue growth. Expenditures can be managed and reserves used in times of need, but the lack of revenue growth severely limits the City's ability to provide the expected levels of service throughout the community. As an organization, the City receives constant feedback about the need for more enforcement, or maintenance, or capital projects to name a few; however, the limited growth of tax revenue hampers the City's ability to meet these expectations.

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While revenues are showing signs of flattening, expenditures are growing. In FY25, the City will have an additional cost of nearly $1.0 million across all funds for increased insurance expenses stemming from property and liability insurance and workers compensation insurance. This is a big impact to the City's financial condition as the increased cost takes away from what limited revenue growth is expected in FY25.

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Lastly, reserve balances remain strong due to prudent financial management, but to address longstanding issues within the greater community and organization, reserves will be needed. In FY25, the City will plan for the demolition of Memorial Hall and the development of Memorial Park. In addition, it is necessary to begin planning for the replacement of Fire Station 3. These two items could shrink reserves by $10 million to $15 million leaving little financial capacity to address any critical or emergency response needs. These expenditures, coupled with needed expenditures for facility maintenance and vehicle replacements will place the City in a position to "rebuild" reserves for the long-term financial health of the City. This will slow growth and may hinder services.

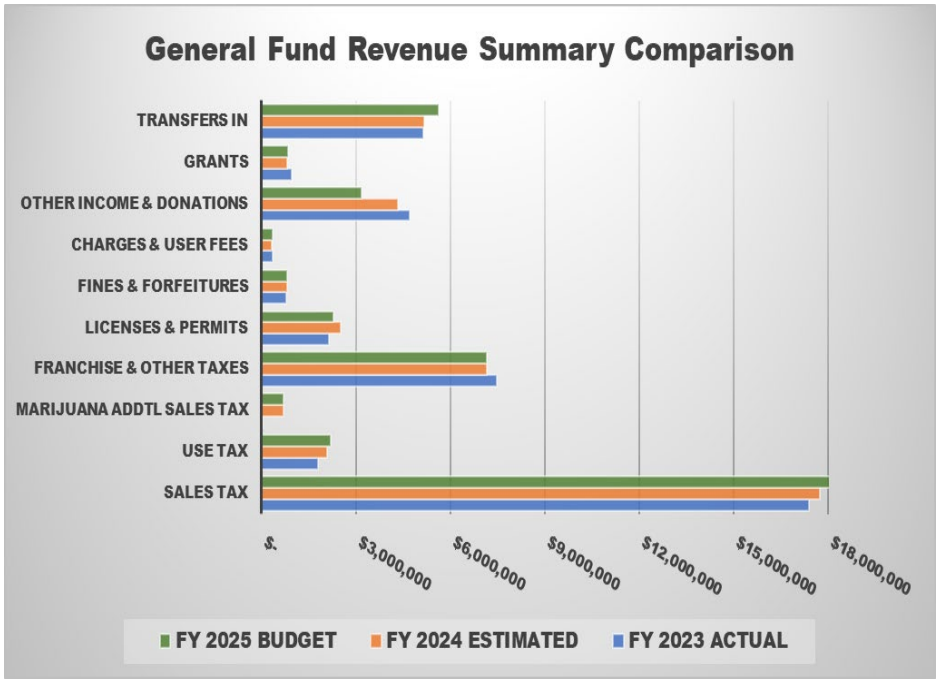
5. General Fund Overview

The 2025 overall general fund expenditures will decrease over $1.6 million from the 2024 projected actual expenditures. The main reason for the decrease is the reduction in capital outlay. The anticipated 2024 capital outlay is just over $6.7 million, while the 2025 capital budget is nearly $1.9 million for a reduction of over $4.8 million from last year. The City's General Fund accounts for the bulk of the city's operating revenue and expenditures. 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 revenues and expenditures.

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General Fund Revenue:

Sales Tax: Sales tax is the primary source of funds for all general city services, capital projects, and capital equipment. Sales tax collections in FY21 reached the highest level ever due to the impact of COVID-19 on our local economy, jumping 13% over FY20. With inflation reaching the highest levels since the 1980's, FY22 sales tax revenue rose another 1.7% over the prior record-setting year. As a result of these recent increases in sales tax, over the last five years, year-to-year growth in sales tax averaged 4.2%, while the average annual increase over the last ten years is 3.0%. While the 2025 economic outlook indicates GDP will grow at a moderate pace; inflation, trade tensions and policy uncertainty could impact this anticipated growth. With this in mind, the budgeted amount for FY25 general sales tax is $18,113,364, which amounts to a 2% increase over the FY24 estimated amount.



Franchise Tax: Franchise tax is the second largest source of funds for 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. A new issue emerged in FY21 following the approval of state legislation which 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. Over the last ten years, franchise tax had been decreasing an average 1% through fiscal year 2020. However, beginning in fiscal year 2021, cost increases in utilities have resulted in an average annual increase of just over 7%. This equates to an average annual increase in

franchise tax of 1.8% in total over the last ten years. As a result, the FY25 budget reflects no change in overall franchise tax revenue compared to the projected collections for FY24.

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. Large building projects drive this category from time to time as shown by the recent growth in Joplin. However, budgeted revenue is based on the "normal" revenue without including large building projects. As such, the proposed budget reflects an anticipated decrease of 9.5% from estimated collections in fiscal year 2024.

General Fund Expenditures:

GENERAL FUND EXPENDITURES BY CATEGORY
INCLUDING USE TAX/PROPOSITION ACTION

CATEGORY	FY 2023 ACTUAL	FY 2024 ESTIMATED	FY 2025 BUDGET	PROPOSED CHANGE AMOUNT	%
Personnel Services	$ 20,399,509	$ 21,743,225	$ 24,148,714	$ 2,405,489	11.1%
Operational Supplies	$ 5,511,103	$ 5,931,286	$ 6,630,559	$ 699,273	11.8%
Other Purchases/Services	$ 1,422,730	$ 1,624,571	$ 2,421,866	$ 797,295	49.1%
Capital Outlay	$ 1,227,396	$ 6,720,197	$ 1,870,675	$ (4,849,522)	-72.2%
Transfers Out	$ 5,522,990	$ 6,972,878	$ 6,304,779	$ (668,099)	-9.6%
Total GF Expenditures	$ 34,083,728	$ 42,992,157	$ 41,376,593	$ (1,615,564)	-3.8%

Personnel Services: Personnel services represent the largest percentage of the overall general fund budget at over 58% with transfers or almost 69% without transfers. Personnel services increased 18.4% over 2023 actuals and 11.1% over 2024 estimates. One key goal of the City over the last several years has been wage improvements to help ensure the delivery of quality services to the citizens and visitors of the community. These wage improvements, combined with additional personnel to carry out the Action Plans developed to meet the City Council goals, accounts for the increase in personnel since 2023.

Operational Supplies, Other Purchases & Services, Capital Outlay, Transfers Out: The organization continues to reorient its focus and efforts towards achieving goals set by the Council. The FY25 operational supplies budget includes a one-time cost associated with a contract to assist with the deployment of city-wide fiber broadband access. Additionally, there is

an increase due to the addition of the new Communications and Marketing Department. As a result of these costs, operational supplies in the FY25 budget are increasing 11.8%.

The use of one-time general fund reserves for the remaining portion of the Housing Revitalization Action Plan in the amount of $600,000 along with an increase in the General Liability Insurance allocation is included in other purchases/services, increasing this area by more than 49%.

A key element of the FY25 budget is the reduction in capital outlay from FY24. In FY24, Public Safety capital outlay totaled nearly $5.5 million. The build time for fire engines of approximately 36 months changed the planning and budgeting process for their replacement. As such, the FY24 capital budget included the replacement of Fire Engines 2 and 3, as well as the replacement of Ladder 12 with a used Quint. The replacement of three Fire Trucks, Police Vehicles, other Operating Vehicles and an update of the Door Security Badge System resulted in one of the largest general fund capital budgets in recent history. While the FY25 capital budget includes various upgrades and improvements in technology, the continuation of the upgraded fire hose, new fire operations vehicles, the replacement of three emergency sirens, and the replacement of various motor vehicles, this category is still decreasing from FY24 by over 72%.

Lastly, in FY24, the parks subsidy was increased due to the maintenance of buildings and equipment, including the replacement of the museum boiler/chiller. With the decrease in capital outlay in the Parks Fund in FY25, the parks subsidy reduced accordingly, resulting in a decrease in Transfers Out of 9.6%.

6. Key Initiatives

Key initiatives are organizational and departmental plans that will be pursued utilizing the budgeted resources. These initiatives represent the City's annual operations or work plan for the upcoming year. City staff continues to bare a significant workload as the ARPA and BIL Grant projects brought forward in 2023 begin to shift from planning to delivery. I couldn't be more proud of our extremely dedicated staff working to advance ARPA projects, action plans, and other long-term goals. Within the FY25 budget, funding is proposed to allow for the following key initiatives.

- Redesign of City Website – The Communications and Marketing team have begun planning for a new city website. The website will offer an opportunity to improve communication, add efficiency to processes, and provide a greater level of transparency to the public. Planning is expected to wrap up in April of 2025 and city staff will then shift towards implementation.
- Community Revitalization Projects – Utilizing nearly $7m of ARPA funding, the City is finishing the JHAP 2 program and will shift focus to JHRP, or minor home repair program. The JHRP program will provide up to $25,000 for qualifying individuals to

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make minor home repairs such as roofs, exterior siding, HVAC, and other improvements designed to extend the life of a home.

- Public Safety – In FY25, the Police Department will launch a new "crime tip hotline" which allows investigators the opportunity to partner with residents to help solve crimes and decrease the time needed for investigations. This addition, coupled with a mental health social worker program, should provide additional capacity to the department by allowing officers more time to focus on true enforcement activities.
- Capital Improvements – The FY25 budget includes a significant level of funding for capital projects. In April voters approved the renewal of the Capital Improvement Sales Tax (CIST) which provides much needed funding for the development of new infrastructure, maintenance of existing infrastructure, and creates opportunities for economic development. The CIST program revenue combined with funding received from grants represents over $136.5 million. ARPA funding alone is nearly $37.6 million and the projects proposed will need to be complete by December 31, 2026. It cannot be understated, the ARPA efforts represent a significant workload not dissimilar to the recovery efforts from the May 22, 2011 tornado.
- The FY25 includes funding or continues funding for the following projects:
    - Ewert Park Splash Park with Ice Ribbon and other Renovations - $5,001,375
    - Dover Outdoor Recreation Area (DORA) - $2,733,288
    - ARPA Stormwater (9 locations) - $2,958,000
    - Sunnyvale Stormwater Improvement - $1,138,000
    - Street Overlay - $2,500,000
    - 10th & Main Beautification - $1,000,000
    - Downtown Streetscaping (8th to 15th) - $5,136,269
    - Zora Widening from Rangeline to MO-249 (Phase I & II) - $7,000,000
    - 6th & Virginia Parking Garage Modifications - $4,000,000
    - 20th Street from Schifferdecker to Central City - $13,000,000
    - 7th Street City-Owned Sidewalks - $2,000,000
    - City-wide Broadband Project - $5,000,000
    - ARPA Drinking Water Infrastructure - $5,000,000
    - Runway 13-31 Rehabilitation - $11,800,000
    - Tin Cup Parallel Line (Phase 2) - $2,000,000
    - Crane Road – Arbor Hills Lift Station Elimination - $3,000,000

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The annual budget also includes funds for capital projects which 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			CAPITAL PROJECTS OVER $100,000		
Category	Project Name	Cost	Category	Project Name	Cost
Parks & Stormwater Sales Tax	ARPA Stormwater Projects Group B	$2,958,000	Capital Improvement Sales Tax	7th Street City-Owned Sidewalks	$2,000,000
Parks & Stormwater Sales Tax	Sunnyvale Stormwater Improvements	1,138,000	Capital Improvement Sales Tax	20th Street - Country Club to Central City Road	3,000,000
Parks & Stormwater Sales Tax	Ewert Splash Park with Ice Ribbon	4,172,000	Capital Improvement Sales Tax	7th Street & Illinois Intersection	500,000
Parks & Stormwater Sales Tax	Ewert Park Covered Basketball Court	550,000	Capital Improvement Sales Tax	ADA Citywide Sidewalks	625,000
Parks & Stormwater Sales Tax	Ewert Park Amphitheater	250,000	Capital Improvement Sales Tax	Street Surface Repair	835,000
Parks & Stormwater Sales Tax	Dover Outdoor Recreation (DORA)	2,733,288	Capital Improvement Sales Tax	Bridge Maintenance	125,000
Parks & Stormwater Sales Tax	Playground Updates	441,250	Capital Improvement Sales Tax	Traffic Signal Updates	210,000
Transportation Sales Tax	Street Maintenance	150,000	American Rescue Plan Act Fund	Justice Center Grant	573,875
Transportation Sales Tax	Neighborhood Improvement	500,000	American Rescue Plan Act Fund	Citywide Broadband Project	5,000,000
Transportation Sales Tax	Street Projects (Overlay)	2,500,000	American Rescue Plan Act Fund	Drinking Water Infrastructure	5,000,000
TST - Proposition Action	10th & Main Beautification Project	500,000	Infrastructure Improvement	Infrastructure CDBG-DR	3,000,000
Capital Improvement - Prop Action	10th & Main Beautification Project	500,000	Infrastructure Improvement	Cox Ave Box Culvert	300,000
Capital Improvement Sales Tax	Building Maintenance - Replacement Chiller - City Hall	400,000	Infrastructure Improvement	Streetscape 8th to 15th Street along Main Street	5,136,269
Capital Improvement Sales Tax	Zora - Rangeline to MO 249 (ROW)	100,000	Airport	Runway 13-31 Rehabilitation	11,800,000
Capital Improvement Sales Tax	Neighborhood Transportation Improvement	150,000	Sanitary Sewer	East 20th Sewer Extension (Design)	300,000
Capital Improvement Sales Tax	Zora - Rangeline to MO 249 Phase I & II	7,000,000	Sanitary Sewer	Sewer Rehabilitation (I&I)	1,500,000
Capital Improvement Sales Tax	6th & Virginia Parking Garage Modifications	4,000,000	Sanitary Sewer	Tin Cup Parallel Line - Phase II	2,000,000
Capital Improvement Sales Tax	20 Street - Schifferdecker to Country Club Road	10,000,000	Sanitary Sewer	Crane Road - Arbor Hills Lift Station Elimination	3,000,000

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 2025 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.

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CAPITAL EQUIPMENT PURCHASES OVER $10,000		
Department	**Capital Asset**	**Cost**
General Fund		
Communications - Proposition Action	Employee Intranet Website	$ 50,000
Community Planning - Proposition Action	1/2 Ton 4x4 Extended Cab Pickup Truck	45,000
Finance - Accounting Services	Online Business License Option	40,000
Finance - Accounting Services	Accounts Receivable Software Training	20,000
Information Technology - Administration	Intercom System - City Hall	50,000
Information Technology - Administration	Upgrade Primary Disk Backup System	31,800
Information Technology - Administration	Replacement City Hall Camera System	20,000
Information Technology - Administration	Replacement Server (2)	20,000
Information Technology - Administration	Asset Management System	104,000
Municipal Court - Administration	Replacement Computer (8)	10,800
Public Works - City Facility Maintenance	Replacement Basement Roof	50,000
Public Works - City Facility Maintenance	Floor Scrubber	12,000
Police - Uniform Services	Replacement Squad Vehicle with Squad SUV (2)	102,000
Police - Uniform Services	Replacement Squad SUV Equipment	58,000
Police - Uniform Services	Replacement Taser (51 Users) - Phase 2 of 5	46,410
Police - Uniform Services	Replacement Body Camera (8)	20,000
Police - Uniform Services	Replacement SWAT Rifles (8) - Phase 3 of 3	30,000
Police - Uniform Services	Replacement Patrol Rifles (14) - Phase 1 of 3	27,580
Police - Professional Standards	Replacement Ruggedized Tablet (5)	27,000
Police - Special Services	E-Bicycle (2)	10,500
Police - Federal Grants	Replacement DWI Squad SUV	51,000
Police - Federal Grants	Replacement Squad SUV Equipment	29,000
Police - Federal Grants	Cyber Crimes Grant Equipment	20,000
Fire - Operations	Building Upgrade - Station 3 - Front Apron	25,000
Fire - Operations	Building Upgrade - Station 5 - Bay Doors	15,000
Fire - Operations	Replacement Flatbed Trailer	10,500
Fire - Operations	Replacement Frontline Attack Hose - Phase 2 of 3	150,000
Fire - Operations	Replacement Fire Truck Equipment Replacement Plan	45,400
Fire - Prevention & Training	3/4 Ton Quad Cab 4x4 Pickup Truck	50,000
Fire - Prevention & Training	Pickup Truck Equipment	14,000
Fire - Prevention & Training	Communications Kit	15,000
Fire - Prevention & Training	Replacement Confined Space Air Kit	12,000
Parks & Recreation - Cemetery	Electric and Lights for Flag Pole - Fairview	12,000
Parks & Recreation - Cemetery	Electric and Lights for Flag Pole - Parkway	10,000
Parks & Recreation - Cemetery	Pavilion - Osborne Cemetery	47,000
Parks & Recreation - Cemetery	Lowering Device and Tent	21,500
Parks & Recreation - Cemetery	Replacement 1 Ton Dump Truck	70,000
Parks & Recreation - Cemetery	20' Enclosed Trailer	12,100
Emergency Management - Operations	Replacement Siren (3)	111,000
Neighborhood Improvement - Administration	Replacement Compact Pickup Truck (3)	120,000
Neighborhood Improvement - Administration	Replacement Ruggedized Tablet (3)	16,200

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CAPITAL EQUIPMENT PURCHASES OVER $10,000		
Department	**Capital Asset**	**Cost**
Public Safety Sales Tax Fund		
Police - Proposition Action	Squad SUV with Equipment	$ 80,000
Police - Proposition Action	Automatic License Plate Reader Camera (10) - Phase 2 of 3	34,000
Police - Proposition Action	Investigative Forensic Examiner Equipment - Phase 2 of 3	33,700
Police - Proposition Action	Evidence Storage System	300,000
Police - Proposition Action	Portable and Mobile Radio (2)	21,000
Police - Proposition Action	MDC and Docking Station (2)	11,000
Police - Public Safety Sales Tax	Replacement Taser (29 Users) - Phase 2 of 5	26,390
Police - Public Safety Sales Tax	Replacement Body Camera (8)	20,000
Fire - Proposition Action	Squad SUV	51,000
Fire - Proposition Action	Squad SUV Equipment	11,000
Public Safety Training Center	Upgrade HVAC System	14,000
Public Safety Training Center	Gear Washer	16,500
Health & Welfare Fund		
Environmental Health	Replacement Compact SUV	$ 35,000
Animal Control	Replacement 3/4 Ton Crew Cab 4x4 Pickup Truck	50,000
Animal Control	Replacement Animal Control Carrier	22,000
Federal Grants	Cybersecurity Grant Equipment	113,186
Parks & Recreation Fund		
Pools	Replacement Rock Wall - Schifferdecker	$ 33,516
Pools	Replacement Acrylic Panels Splash Playground - Schifferdecker	20,000
Museum Operations	Exterior Paint/Repair Soffits & Column - Westside Exterior	31,100
Museum Operations	Replacement Basement Doors	20,000
Athletic Complex	Replacement Shade Structure - Soccer and Tennis	60,000
Stadium Maintenance	Replacement Locker Room Roof and Gutter	45,000
Stadium Maintenance	Replacement Benches and Bat Racks - Dugout	13,000
Parks & Public Grounds	Replacement 3/4 Ton Crew Cab 4x4 Pickup Truck	50,000
Parks & Public Grounds	Replacement Cab Tractor	62,000
Parks & Public Grounds	Replacement Zero-Turn Mower	21,500
Parks & Public Grounds	Replacement Sidearm Mower with Zero-Turn Mower	21,500
Parks & Public Grounds	Repair Foot Bridge - Redings Mill	24,000
Parks and Stormwater Sales Tax Fund		
Stormwater Projects	Minor System Improvements	$ 25,000
Parks - Proposition Action	1/2 Ton 4x4 Extended Cab Pickup Truck with Equipment	50,000
Parks Projects	Ewert Park Kiosk & Interpretive Signage	29,375
Parks Projects	Turf Replacement - Miracle Field	29,000
Parks Projects	Overlay/Resurface Sports Courts	96,000
Parks Projects	Cunningham Basketball Court to Sand Volleyball	90,000

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CAPITAL EQUIPMENT PURCHASES OVER $10,000		
Department	**Capital Asset**	**Cost**
Transportation Sales Tax Fund		
Street Maintenance	1/2 Ton 4x4 Extended Cab Pickup Truck	$ 45,000
Street Maintenance	Replacement Semi-Truck Cab Only	180,000
Street Maintenance	Replacement Trailer	70,000
Street Maintenance	Replacement Sidearm Mower with Tractor with Long-Arm Mower Attachment	240,000
Street Maintenance	Replacement Zero-Turn Mower	21,500
Street Maintenance	Replacement Roller	70,000
Street Maintenance	Replacement Bushhog Rotary Mower	215,000
Traffic Signal Maintenance	Replacement Traffic Signal Controller (10)	50,000
Traffic Signal Maintenance	Replacement Traffic Signal Conflict Monitor (20)	24,000
Traffic Signal Maintenance	Intersection Detection System (2)	26,000
Paratransit System	Replacement HVAC System	15,000
Paratransit System	Fixed Route Reporting Software	100,000
Capital Improvement Sales Tax Fund		
Capital Improvement Sales Tax	1/2 Ton 4x4 Extended Cab Pickup Truck	$ 45,000
Capital Improvement Sales Tax	Street Surface Repair	75,000
American Rescue Plan Act (ARPA) Fund		
Special Projects	Fire Emergency Operating Equipment	10,146
Infrastructure Fund		
Infrastructure Projects	Energy Efficiency Grant	$ 119,050
Infrastructure Projects	Tree City USA	25,000
Regional Airport Fund		
Airport	Replacement Carpet - Commercial Terminal	$ 32,000
Airport	ARFF Building Furniture	21,000
Airport	Replacement Rotating Beacon	18,600
Golf Course Fund		
Administration	Replacement HVAC - Clubhouse	$ 11,000
Administration	Replacement Windows - Clubhouse	30,000
Grounds Maintenance	Replacement Utility Vehicle	13,000
Grounds Maintenance	Utility Vehicle	13,000
Grounds Maintenance	Replacement Slope Mower	58,000
Grounds Maintenance	Pull Behind Blower	12,000
Grounds Maintenance	Replacement Slit Seeder	23,000
Grounds Maintenance	Root Prune Attachment	25,000

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CAPITAL EQUIPMENT PURCHASES OVER $10,000		
Department	**Capital Asset**	**Cost**
Sanitary Sewer Fund		
Sewer Treatment	Replacement Trickling Filter Media (2) - Turkey Creek	$ 4,000,000
Sewer Treatment	Replacement Oxidation Ditch Aeration Equipment (2) - Turkey Creek	4,800,000
Sewer Treatment	Replacement Blower - Turkey Creek	225,000
Sewer Treatment	Replacement Belt Filter Press Controls - Turkey Creek	125,000
Sewer Treatment	Replacement Boiler Controls - Turkey Creek	50,000
Sewer Treatment	Replacement Master Control Center - Turkey Creek	350,000
Sewer Treatment	Replacement Seal Holes - Turkey Creek	50,000
Sewer Treatment	Replacement Manholes & Line - Turkey Creek	170,000
Sewer Treatment	Replacement Master Control Center - Shoal Creek	250,000
Sewer Treatment	Replacement Boiler Controls - Shoal Creek	25,000
Sewer Treatment	Replacement Drive Easy Grit Collector - Shoal Creek	50,000
Sewer Treatment	Plant Tuck Point Update - Shoal Creek	75,000
Sewer Treatment	Replacement 1/2 Ton 4x4 Extended Cab Pickup Truck	45,000
Sewer Treatment	Replacement 4400 Gallon Sludge Hauler	250,000
Sewer Treatment	Industrial Wood Chipper	45,000
Sewer Treatment	Replacement Zero-Turn Mower	21,500
Sewer Treatment	Replacement Lab Dishwasher	19,000
Sewer Treatment	Replacement Ruggedized Tablet (2)	10,600
Sewer Maintenance	Replacement 1/2 Ton 4x4 Regular Cab Pickup Truck	42,000
Sewer Maintenance	Replacement Ruggedized Tablet (2)	10,600
Sewer Maintenance	Residential Sewer Extension	50,000
Central Garage Fund		
Garage	Replacement 3/4 Ton 4x4 Regular Cab Pickup Truck	$ 48,000
Emergency Communications Fund		
Dispatch Services	Mobile Dispatch Radio Console	$ 130,000
Radio Services	Replacement Backup Battery - South Mountain	22,000
Radio Services	Replacement Remote for Console (5)	14,000
Radio Services	Replacement Base Radio - Storm Siren	12,000
Radio Services	Replacement Portable Radio (2) for the Airport	11,000
Radio Services	Replacement Mobile Radio (2) for the Airport	11,000

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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 FY25 budget, funding is allocated for a total of 634.95 FTE.

FY 2025 POSITIONS BY FUND SUMMARY

FUND TYPE	FY 2023 ACTUAL	FY 2024 ACTUAL	FY 2025 BUDGET	ACTUAL CHANGE
General Fund	266.40	275.65	276.65	1.00
Special Revenue Funds	243.00	246.50	254.50	8.00
Enterprise Funds	77.25	77.00	77.00	-
Internal Service Funds	26.80	26.80	26.80	-
Total Positions by Fund	613.45	625.95	634.95	9.00

FTE Changes:
General Fund: Add a Lead Building Inspector; an Administrative Assistant; Reclassify an Engineering Technician to a Right-of-Way Technician in TST; Delete a Land Surveyor; add a Plans Reviewer
Special Revenue Funds: Add 2.0 Police Officers; Add a Park Ranger; Add a Right-of-Way Manager; Add a Right-of-Way Technician, Reclassify a General Fund Engineering Technician to Right-of-Way Technician; add 2.0 Project Coordinators

The City has experienced a remarkable turnaround in attracting new employees, retaining existing employees, and adding staff capacity. The credit is due to the Council's support of employees through the approval of collective bargaining agreements, the implementation of the internal equity study, and the approval of the Use Tax. As of August 1, 2022, the City had over 75 open, but funded full-time positions and as of August 1, 2024, the City has approximately 35 open full-time positions. Recent wage improvements have helped the City fill positions, but more work is necessary to fund additional staffing and additional wage improvements.

In FY25, the City will need to re-evaluate position classifications regarding exempt and non-exempt status. FLSA standards continue to change which increases the salary thresholds required to be exempt (excluded from overtime) versus non-exempt (eligible for overtime). These changes are expected to increase personnel costs as more employees may be eligible for overtime.

Included in the budget are funds to provide "step increases" for all City employees without a cost-of-living adjustment (COLA). The step increases cost approximately $625,000.

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Compensation, while improved, is an area needing continual improvement. The next opportunity to significantly address compensation and staffing challenges will come from the renewal of the "Prop B" sales tax. Planning for the renewal will need to start soon, so that a proposal can be presented to the public for their consideration. Leading up to a renewal effort, and in accordance with the Council's adopted Compensation Philosophy, the HR department will conduct a compensation study to analyze the City's compensation amounts to the market.

8. Summary

Optimism continues to be present through the budget process and continued implementation of the significant and historical plans which are underway. The community has invested in itself financially through a variety of tax renewals and city staff have added to the financial improvement by aggressively pursuing grants. These resources have made it possible for improved public safety services, better maintenance of infrastructure, more reliable and efficient services, and a better quality of life for residents. These building blocks are the foundation for continued community growth and improvement. Strengthening the organization and community gives way to economic development as evident by the Prospect Village proposal. I am confident in my fellow co-workers and the strength in leadership from the City Council that more improvement is on the horizon.

I look forward to the upcoming Council retreat so that we'll have an opportunity to redefine a new ambitious course with bold initiatives to help ensure the optimism turns into a reality. It is an honor and privilege to serve this community, my hometown, and a place full of people that we care about deeply.

Respectfully,



Nicholas Edwards
City Manager | City of Joplin