



## City Manager's Budget Message

August 21, 2023

Mayor and City Council,

Since starting my position as City Manager three years ago, dramatic events such as the pandemic, the great resignation, the rise of inflation, and other national trends have yielded many new opportunities but also challenges for the organization. Despite the obstacles, the City and community have experienced great success that will provide positive momentum into fiscal year 2024. This may be one of the most exciting annual budgets to present because of the significant opportunities that exist that stand to strengthen the organization and improve the delivery of services to the community. The proposed allocation of funds within this budget serve to balance the needs of the various City departments and the needs of the community represented through the City Council. The key message is that the City is in a financial position to improve services rather than face reductions. The thoughtful and careful planning from the Mayor and Council and the City's Management Team have strengthened the organization which will allow for a greater Joplin.

### 1. Budget Request

The City has approximately twenty-five funds, each categorized by purpose. We are proposing a comprehensive expenditure of nearly \$179.3 million. This includes all proposed funding for daily operations, capital improvements, internal service and enterprise operations.

FY 2024 OVERALL BUDGET SUMMARY					
Fund Type	FY 2024 Total Revenue	FY 2024 Operational Expenditures	FY 2024 Capital Expenditures	FY 2024 Transfers Out	FY 2024 Total Expenditures
General Fund	\$ 39,653,335	\$ 29,485,845	\$ 4,596,899	\$ 6,248,326	\$ 40,331,070
Special Revenue Funds	\$ 86,214,564	\$ 42,780,761	\$ 45,769,469	\$ 6,365,747	\$ 94,915,977
Capital Project Funds	\$ 6,189,050	\$ 3,112,000	\$ 5,744,050	\$ -	\$ 8,856,050
Enterprise Funds	\$ 37,338,602	\$ 18,617,276	\$ -	\$ 1,730,585	\$ 20,347,861
Internal Service Funds	\$ 15,700,144	\$ 14,684,246	\$ -	\$ 164,278	\$ 14,848,524
<b>Total Funds</b>	<b>\$ 185,095,695</b>	<b>\$ 108,680,128</b>	<b>\$ 56,110,418</b>	<b>\$ 14,508,936</b>	<b>\$ 179,299,482</b>



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, 1/2% general sales tax for public safety, 1/2% general sales tax for public safety pension, 1/4% parks & stormwater sales tax, 1/2% 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.**

- **1/2-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 replacement of other public safety equipment. This tax does not sunset and is projected to generate approximately \$9.1 million.
- **1/2-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 early 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



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 approximately \$9.1 million.
- **3/8-Cent Capital Improvement Sales Tax** – This tax may be used for capital improvements. Voters approved a three-eighths-cent sales tax sales tax effective January 1, 2005 and renewed this tax on August 5, 2014. This tax will sunset on December 31, 2024.
- **Use Tax (Prop 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. 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 nearly \$4.9 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	\$1,566,720
1/2% General for Pension	\$783,360
1/2% General for Public Safety	\$783,360
1/4% Parks/Stormwater	\$391,680
1/2% Transportation	\$783,360
3/8% Capital Improvement	\$587,520
<b>Projected Total Use Tax Funding</b>	<b>\$4,896,000</b>

### 3. Vision and Goals

It cannot be overstated that having a vision and goals for the community from elected leaders is the most crucial determinant to a community's trajectory. The Mayor and Council have provided this leadership and have developed six ambitious goals that will help ensure Joplin remains a strong community now and into the future. As part of this budget, funds have been allocated to revisit these priorities and establish a new strategic direction following the next City Council election.

<b>Improving Community Appearance</b>	<b>Addressing Declining Neighborhoods</b>	<b>Increasing Economic Development</b>	<b>Addressing Homelessness</b>	<b>Decreasing Crime &amp; Increasing Safety</b>	<b>Grow Resilient Revenue</b>
					



### Strategic Priorities:

To date, the City has completed the following "Action Plans":

- Adoption of a new zoning code
- Adoption of a complete streets program
- Operational Assessment of the Planning & Neighborhood Services Divisions
- Addition of two Park Ranger positions

The following Action Plans are in progress:

- Housing Revitalization Plan – The housing revitalization plan continues into FY24 after 5 applications were approved in FY22/23 that incentivized the demolition and construction of 5 new homes. The second round of applications have been received and 5 new applications are under review.
- Annexation – In FY22, the City annexed two significant residential areas being served by City sewer. In FY23, two large tracts of property near I-249 and 7<sup>th</sup> Street were annexed and there are additional properties near the Wildwood development that can soon be annexed.
- Homelessness – Community Education for Donations – Work will start soon to deploy signage that encourages donations to non-profit organizations rather than panhandlers. Additionally, the City will utilize social media to further these efforts.
- Homelessness – Strategic Plan – The City is currently working with community partners to establish a strategic plan to help guide community-wide efforts to address the needs of the homeless community.
- Recruitment and Retention – In FY21, the City established a recruitment incentive for the Police Department whereby a financial incentive is granted to experienced Police Officers who transfer to Joplin. In FY22, the incentive amount increased from \$5,000 to \$10,000.
- SMART Cities – In FY22, the Fiber Gap Analysis was completed. A consultant has been hired to develop and implement a Broadband Plan for Joplin based on this analysis.
- 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.
- Property Maintenance Code – In FY23, a recommended property maintenance code update has been presented to the Proposition Action Committee and the City Council. An ordinance for the adoption of the updated code will be presented to City Council during the current fiscal year.



**City Manager's Office**

602 S Main Street  
Joplin, Missouri 64801  
417-624-0820 Ext. 1200

- Maintain City Properties – The City is actively maintaining the identified properties. The creation of a GIS map is underway, along with the development of an ongoing maintenance plan.
- Joplin Homeowners Assistance Program (JHAP) and Home Repair Program – This program will start in the upcoming fiscal year through local and State American Rescue Plan Act (ARPA) grant funds.
- Beautification – Staff have already begun incorporating beautification policy goals into existing project planning and agreements. The first beautification project located at 4<sup>th</sup> and Murphy is currently under design with construction bids expected to be released before the end of the current fiscal year. By creating attractive and engaging public spaces, these efforts intend to attract more visitors and businesses, which can help stimulate economic growth.
- Facilities – The Justice Center Facilities Assessment is underway. The recommended next steps will be presented to City Council yet this year.



#### 4. Review of Financial Condition – General Operating Funds

A city's financial condition can best be determined by analyzing the available revenue to support expenditures. This is most often expressed in our personal lives as "living within our means". Since 2021, the City has experienced strong revenue growth which has helped address long standing issues with compensation and staffing. The revenue growth is mainly due to the addition of the use tax in the 2022 fiscal year and increased sales tax which is being driven by inflation.



The other component to a city's financial condition is the existence of reserve balances or how much the city has saved for future needs. Currently, the City has approximately \$44.6 million in reserves across all operating funds. These funds help replace capital equipment such as fire trucks, computers, and other equipment. During fiscal year 2023, the City conducted a facilities assessment to plan for the repair and maintenance of major systems in City facilities. The takeaway from this assessment is that the City needs approximately \$4.0m in funding every year to maintain City facilities. This level of expenditure will strain the City's reserve balances and more revenue will be needed to keep city buildings open and operating.

Having a strong financial condition requires planning for the future. The local economy is strong with historically low unemployment, but inflationary pressure remains a concern. In October, the City will begin receiving new revenue from an additional 3% sales tax on the purchase of marijuana. It is anticipated that this new tax will increase revenue by \$300,000 annually. This combined with increased interest income will help fund operational and capital costs.

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 there will be limited opportunities to address long-term needs.

GENERAL FUND FIVE-YEAR MODEL					
EXCLUDING USE TAX/PROPOSITION ACTION					
DESCRIPTION	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
	ACTUAL	ESTIMATED	BUDGET	ESTIMATED	ESTIMATED
Total Revenue	\$ 34,423,130	\$ 37,530,873	\$ 38,086,615	\$ 36,118,932	\$ 36,672,516
Total Operating Expenses	\$ 25,072,237	\$ 27,009,323	\$ 28,968,842	\$ 28,857,380	\$ 29,650,839
Total Capital Expenses	\$ 1,848,985	\$ 2,290,348	\$ 4,596,899	\$ 1,500,000	\$ 1,150,000
Total Transfers Out	\$ 5,639,610	\$ 5,125,370	\$ 6,248,326	\$ 5,673,326	\$ 5,786,793
Net Change in Fund Balance	\$ 1,862,298	\$ 3,105,832	\$ (1,727,452)	\$ 88,226	\$ 84,884

**5. General Fund Overview**

The overall general fund budget will increase over \$5.2 million from the 2023 projected actual expenditures. The main reason for the increase is budgeted capital outlay of nearly \$4.6 million. 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



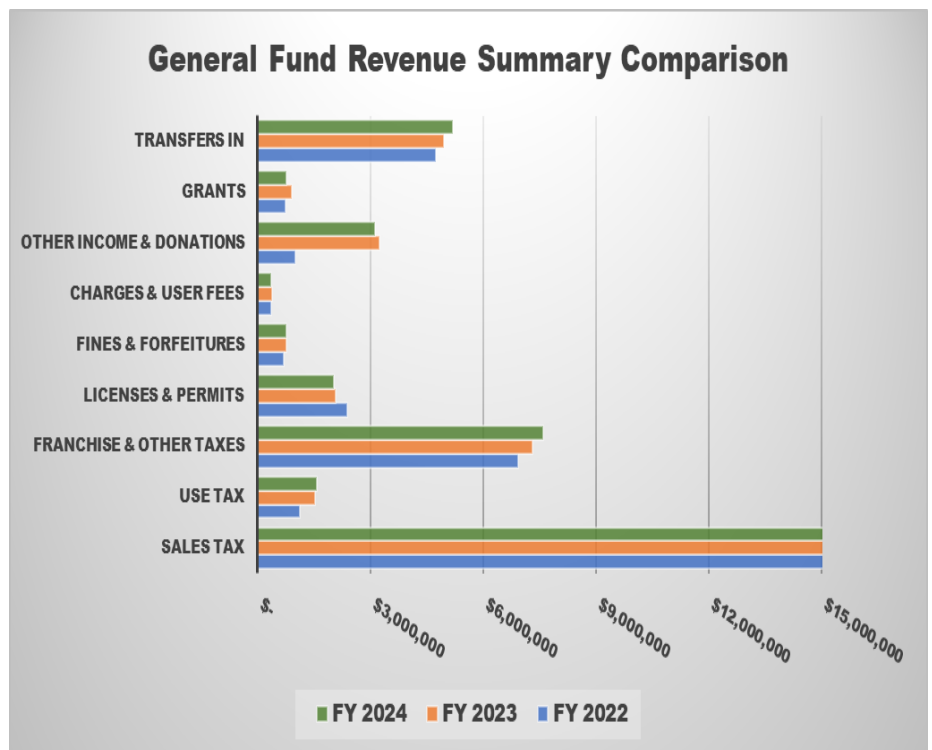


city. As such, it is important to understand the forecasts and estimates for revenues and expenditures.

**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 4.4%, while the average annual increase over the last ten years is 2.7%. Inflationary pressure, rising interest rates and the impact of the Fed's action to slow demand has created much uncertainty with the economic outlook. As such, forecasting sales tax revenue has an added degree of difficulty compared to past fiscal years. For FY24, the budgeted amount for general sales tax is \$18,234,540 which amounts to a 2% increase over the FY23 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 that will incrementally decrease cable franchise taxes from a rate of 5% to 2.5% by 2027. This could result in a decrease of \$110,000 in annual revenue by the time the new maximum rate is in effect. 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 5%. This equates to an average annual increase in franchise tax of 1.5% in total over the last ten years. As a result, the FY24 budget reflects no change in overall franchise tax revenue compared to the projected collections for FY23.

**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 2.3% from estimated collections in fiscal year 2023.

**General Fund Expenditures:**

GENERAL FUND EXPENDITURES BY CATEGORY INCLUDING USE TAX/PROPOSITION ACTION					
CATEGORY	FY 2022	FY 2023	FY 2024	PROPOSED CHANGE	
	ACTUAL	ESTIMATED	BUDGET	AMOUNT	%
Personnel Services	\$ 18,492,991	\$ 20,098,297	\$ 22,098,852	\$ 2,000,555	10.0%
Operational Supplies	\$ 5,588,603	\$ 5,702,045	\$ 5,339,690	\$ (362,355)	-6.4%
Other Purchases/Services	\$ 990,643	\$ 1,479,062	\$ 2,047,303	\$ 568,241	38.4%
Capital Outlay	\$ 1,848,985	\$ 2,722,412	\$ 4,596,899	\$ 1,874,487	68.9%
Transfers Out	\$ 5,639,610	\$ 5,125,370	\$ 6,248,326	\$ 1,122,956	21.9%
<b>Total GF Expenditures</b>	<b>\$ 32,560,832</b>	<b>\$ 35,127,186</b>	<b>\$ 40,331,070</b>	<b>\$ 5,203,884</b>	<b>14.8%</b>

**Personnel Services:** Personnel services represents the largest percentage of the overall general fund budget at nearly 55% with transfers or almost 65% without transfers. Personnel services is increasing 19.5% over 2022 actuals and 10% over 2023 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.

**Operational Supplies, Other Purchases & Services, Capital Outlay, Transfers Out:** A key element of the FY24 budget is the reduction in operational supplies, even during a time of rising utility costs and inflation driving up the cost of supplies and materials. The organization continues to reorient its focus and effort towards achieving goals set by the Council. The FY22 and FY23 budgets included one-time costs associated with various assessments and planning

tools that will serve as the foundation for further development of the Action Plans to accomplish the goals set by Council. As a result of the one-time costs included in these budgets, operational supplies in the FY24 budget are decreasing 6.4%. The use of one-time general fund reserves for the remaining portion of the Housing Revitalization Action Plan in the amount of \$800,000 is included in other purchases/services in the FY24 proposed budget, increasing this area by more than 38%. The anticipated new build time for fire engines of approximately 36 months has necessarily changed the planning and budgeting process for their replacement. With this in mind, the capital budget includes 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 have increased capital expenditures by nearly 69%. The parks fund also includes nearly \$1 million in capital outlay due to the maintenance of buildings and equipment, including the replacement of the museum boiler/chiller. These capital expenditures require an increase in the subsidy from the general fund, resulting in an increase in Transfers Out of nearly 22%.

## 6. Key Initiatives

More important than the financial information contained within the budget is communicating what the financial resources will bring to the community. The budget serves as an operational plan for the organization. As City Manager, it is my duty to align operational efforts to support the City Council's goals. The major initiatives planned for the 2024 fiscal year are:

- JHAP 2.0 – The Joplin Housing Assistant Program (2.0) is a continuation of a highly successful program used during the 2011 tornado recovery. The program will provide financial assistance to qualifying residents to help purchase homes. The City received \$3.0 million from the Community Revitalization ARPA Grant and work will begin in FY24.
- Minor Home Repair – Another grant funded program will launch in FY24 to fund minor home improvements for qualifying residents. The Community Revitalization ARPA grant will allow for \$2.0 million to be spent toward improving the housing stock within the community.
- Vacant and Dangerous Buildings – Also included in the Community Revitalization ARPA grant is \$2.0 million for the demolition of dangerous structures for future residential home building. This will accelerate the existing demolition program and help pave the way for additional housing.
- Capital Improvements – The upcoming fiscal year has major capital improvement plans. In addition to the continuation of the parks/stormwater and capital improvement sales tax projects, the City has been awarded \$45.6 million in grant funds to complete \$80.1 million in projects. Of the \$179.3 million total budget, nearly \$76 million is allocated for capital improvements. This is the largest amount of capital expenditures for the



city, not counting the tornado recovery. The major capital improvements that will begin design and possibly construction in FY24 include:

- o Ewert Park Renovations - \$5,985,625
- o Downtown Streetscaping (Main Street - 8<sup>th</sup> to 15<sup>th</sup>) - \$5,600,000
- o ARPA Stormwater (9 locations) - \$6,126,000
- o Airport Runway 13-31 - \$9,900,000
- o Dover Outdoor Recreation (DORA) - \$3,425,000
- o Zora Widening from Rangeline to MO-249 - \$9,200,000
- o ARPA Drinking Water Infrastructure - \$5,000,000
- o ARPA Wastewater - \$4,478,782
- o Tin Cup Parallel Line - \$5,000,000

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

CAPITAL PROJECTS OVER \$100,000			CAPITAL PROJECTS OVER \$100,000		
Category	Project Name	Cost	Category	Project Name	Cost
Parks & Stormwater Sales Tax	Low Water Bridge to Grand Falls Trail	\$ 1,300,000	Capital Improvement	Zora - Rangeline to MO 249	9,200,000
Parks & Stormwater Sales Tax	Ewert Park Splash Park w/Ice Ribbon	5,000,000	Capital Improvement	Neighborhood Transportation Improvements (Sidewalks)	150,000
Parks & Stormwater Sales Tax	Ewert Park Covered Basketball Court	550,000	Capital Improvement	Street Surface Repair	600,000
Parks & Stormwater Sales Tax	Ewert Park Amphitheater	250,000	Capital Improvement	6th Street & Virginia Parking Garage	3,000,000
Parks & Stormwater Sales Tax	Dover Outdoor Recreation (DORA)	3,425,000	Capital Improvement	Existing Traffic Signal Upgrades - 4th & Murphy	375,000
Parks & Stormwater Sales Tax	Tin Cup Trail Phase II	1,000,000	Capital Improvement	Intersection Improvements - 4th & Murphy	500,000
Parks & Stormwater Sales Tax	Install Security Lighting	1,510,000	Infrastructure Improvements	Drinking Water Infrastructure	5,000,000
Parks & Stormwater Sales Tax	Playground Updates (Ewert Park)	156,250	Infrastructure Improvements	Main Street - 8th to 15th Street Streetscape	5,600,000
Parks & Stormwater Sales Tax	Install Security Cameras	300,000	Airport	Commercial Terminal Expansion (Design)	650,000
Parks & Stormwater Sales Tax	Electrical at Mercy Park	250,000	Airport	Runway 13-31	9,900,000
Parks & Stormwater Sales Tax	Ditch & Culvert, Connecticut b/t 32nd & 35th	656,000	Sanitary Sewer	East 20th Street Sewer Extension (Design)	300,000
Parks & Stormwater Sales Tax	Ditch & Culvert, Connecticut b/t 35th & 37th	518,000	Sanitary Sewer	ARPA Wastewater - 12th & Iowa Sewer Improvements	4,478,782
Parks & Stormwater Sales Tax	ARPA Stormwater Projects (9)	6,126,000	Sanitary Sewer	Sewer Main Line Replacement	350,000
Transportation Sales Tax	Street Maintenance	150,000	Sanitary Sewer	4th & Highland Sewer Improvement	400,000
Transportation Sales Tax	Neighborhood Improvement	500,000	Sanitary Sewer	Manhole Rehabilitation	250,000
Transportation Sales Tax	Street Projects	1,500,000	Sanitary Sewer	Tin Cup Parallel Line	5,000,000
Transportation Sales Tax	Beautification Projects	783,360	Sanitary Sewer	Crane Road - Arbor Hills Lift Station Elimination	2,500,000
Capital Improvement	Beautification Projects	587,520	Sanitary Sewer	Glendale Parallel Sewer Improvement	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 2024 budget includes funding for the following capital equipment purchases. However, not all equipment requests can be funded at this time without using monies from the reserve balance. Using reserve monies is a risk that could threaten the City's finances and operations during emergencies. Additional resources are necessary to fully equip City employees for service delivery.

CAPITAL EQUIPMENT PURCHASES OVER \$10,000		
Department	Capital Asset	Cost
<b>General Fund</b>		
Comm. Planning - Building Regulations	Replacement Sedan with 4x4 Sport Utility Vehicle	43,000
Finance - Accounting Services	Replacement Computer (10)	12,000
Information Technology - Administration	Replacement Voice Over Internet Phone (VOIP) Server (2)	36,000
Information Technology - Administration	Door Security Badge System Upgrade	75,000
Public Works - Engineering	Replacement 1/2 Ton Crew Cab 4x4 Pickup Truck	46,000
Public Works - Engineering	Replacement 4x4 Sport Utility Vehicle	43,000
Public Works - Engineering	Replacement Drone	20,000
Police - Uniform Services	Replacement K9 Sport Utility Vehicle	43,000
Police - Uniform Services	Replacement K9 Equipment Sport Utility Vehicle	20,000
Police - Uniform Services	Replacement Squad Vehicle with Squad SUV (5)	215,000
Police - Uniform Services	Replacement Squad SUV Equipment (5)	90,000
Police - Uniform Services	Replacement Taser (51 Users) - Phase 1 of 5	46,410
Police - Uniform Services	Replacement SWAT Rifles (8) - Phase 1 of 3	24,000
Police - Uniform Services	Replacement K9	14,000
Police - Special Services	Replacement All Terrain Vehicle (2)	18,200
Police - Federal Grants	Equipment for Cyber Crimes Grant	20,000
Police - Federal Grants	Equipment for JAG Grant	24,214
Fire - Operations	Convert 1 1/2 Ton 4x4 Truck to Fleet Maintenance Pickup Truck	60,000
Fire - Operations	Replacement Ladder with Used Quint	800,000
Fire - Operations	Replacement Fire Engine 2	1,300,000
Fire - Operations	Replacement Fire Engine 3	1,300,000
Fire - Operations	Fire Truck Equipment Replacement Plan	26,800
Fire - Prevention & Training	Replacement 1 Ton Extended Cab 4x4 Pickup Truck w/Service Body	80,000
Parks & Recreation - Cemeteries	Replacement Zero-Turn Mower	21,000
Parks & Recreation - Cemeteries	Replacement Agricultural Sprayer	11,000
Emergency Management - Operations	Replacement Siren #3 (4th & Adele)	35,000



CAPITAL EQUIPMENT PURCHASES OVER \$10,000		
Department	Capital Asset	Cost
<b>Public Safety Sales Tax Fund</b>		
Police	Replacement Squad Vehicle with Squad SUV	\$ 43,000
Police	Replacement Squad SUV Equipment	36,000
Police	Replacement Sedan with Sport Utility Vehicle	43,000
Police	Replacement Sport Utility Vehicle Equipment	28,000
Police	Replacement Taser (29 Users) - Phase 1 of 5	26,390
Police - Proposition Action	Automatic License Plate Reader Camera (10)	31,500
Police - Proposition Action	Investigative Forensic Examiner Equipment - Phase 1 of 3	23,000
Police - Proposition Action	Covet Pole Camera (2)	26,000
Public Safety Training Center	Replacement Zero-Turn Mower	15,000
<b>CVB Fund</b>		
Special Projects	Wayfinding Signage - Grand Falls	\$ 25,000
<b>Health &amp; Welfare Fund</b>		
Environmental Health	Replacement Sedan with Sport Utility Vehicle	\$ 43,000
Environmental Health	Replacement Regular Cab Pickup Truck	42,000
Federal Grants	Equipment for Health Grant	29,700
Federal Grants	Equipment for Cyber Security Grant	186,500
<b>Parks &amp; Recreation Fund</b>		
Pools	Replacement Rock Wall - Schifferdecker	\$ 11,500
Pools	Repair Open Flume Tube Slide - Schifferdecker	28,529
Pools	Repair Open Flume Body Slide - Schifferdecker	11,590
Museum Operations	Replacement Water Boiler/Chiller	575,000
Museum Operations	Replacement Security System w/Camera	17,800
Museum Operations	Replacement Roof - Phase 4 of 4	44,000
Museum Operations	Replacement Floor - Multi-Use Room	27,600
Athletic Complex	Replacement HVAC System - Redden & Soccer	11,500
Athletic Complex	Replacement Parking Lot Lights w/LED	12,000
Athletic Complex	Replacement Soccer Goal (4)	14,000
Parks & Public Grounds	Replacement Roof - Ewert, Humphrey, and Leonard Restrooms	60,000
Parks & Public Grounds	Replacement Finish Mower	31,000
Parks & Public Grounds	Landscape Rake Attachment - Skid Steer	12,000
Parks & Public Grounds	Six Way Dozer Blade Attachment - Skid Steer	11,000
Parks & Public Grounds	Transfer Slope Mower from WWT	15,000
<b>Solid Waste Management Fund</b>		
Planning & Management Administration	Replacement Leaf Vacuum (2)	\$ 150,000
<b>Parks and Stormwater Sales Tax Fund</b>		
Stormwater Projects	Minor System Improvements	\$ 25,000
Parks Projects	Ewert Park Kiosk & Interpretive Signage	\$ 29,375
Parks Projects	Overlay/Resurface Courts	\$ 96,000



CAPITAL EQUIPMENT PURCHASES OVER \$10,000		
Department	Capital Asset	Cost
<b>Transportation Sales Tax Fund</b>		
Street Maintenance	Replacement Garage Door - Streets Building	\$ 45,000
Street Maintenance	Replacement 3/4 Ton Crew Cab 4x4 Pickup Truck	60,000
Traffic Signal Maintenance	Replacement Traffic Signal Controller (10)	40,000
Traffic Signal Maintenance	Intersection Detection System (2)	40,000
Paratransit System	Replacement HVAC System	15,000
Paratransit System	Delta Controls for HVAC System	20,000
Paratransit System	Replacement 22' MAPS Vehicle (2)	270,000
<b>Infrastructure Fund</b>		
Infrastructure Projects	Energy Efficiency Grant	119,050
Infrastructure Projects	Tree City USA	25,000
<b>Regional Airport Fund</b>		
Airport	Replacement HVAC System - General Aviation	\$ 15,000
Airport	HVAC Delta Controls - Commercial Terminal	19,100
Airport	Replacement Zero-Turn Mower	21,000
Airport	Pavement Marking Heat Machine	12,100
<b>Golf Course Fund</b>		
Administration	Replacement Carpet - Clubhouse	\$ 16,000
Grounds Maintenance	Replacement Sand Storage Bin	18,000
Grounds Maintenance	Replacement 1/2 Ton 4x4 Crew Cab Pickup Truck	46,000
Grounds Maintenance	Replacement Computer for Irrigation System	38,000
<b>Sanitary Sewer Fund</b>		
Sewer Treatment	Replacement Trickling Filter Media (2) - Turkey Creek	\$ 3,500,000
Sewer Treatment	UV Building Cover	50,000
Sewer Treatment	Digester Complex - Shoal Creek	400,000
Sewer Treatment	Digester Complex - Turkey Creek	285,000
Sewer Treatment	Utility Vehicle 4x4	25,000
Sewer Treatment	Security Camera System - Turkey Creek	25,000
Sewer Treatment	Replacement Slope Mower	65,000
Sewer Maintenance	Replacement Rodder Pickup Truck with Vactor Pickup Truck	310,000
Sewer Maintenance	Replacement 3/4 Ton Regular Cab 4x4 Pickup Truck	60,000
<b>Central Garage Fund</b>		
Garage	Replacement Exhaust System for Building	\$ 121,000
Garage	Replacement Tire Changer	18,600
Garage	Two Post Lift	23,700
Garage	Replacement Two Post Lift	14,800
<b>Emergency Communications Fund</b>		
Dispatch Services	Replacement Dispatch Console (3) - Phase 2 of 3	\$ 68,200
Radio Services	Replacement Portable XTS5000 Radio with APX6000 (10)	60,000
Radio Services	Replacement Mobile XTL5000 Radio with APX6500 (2)	13,500
Radio Services	Replacement Dispatch Fire Alerting System	18,000
Radio Services	Replacement Van with 1/2 Ton Crew Cab 4x4 Pickup Truck	46,000



**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 FY24 budget, funding is allocated for a total of 616.45 FTE.

**FY 2024 POSITIONS BY FUND SUMMARY**

<b>FUND TYPE</b>	<b>FY 2022 ACTUAL</b>	<b>FY 2023 ACTUAL</b>	<b>FY 2024 PROPOSED</b>	<b>PROPOSED CHANGE</b>
General Fund	258.95	266.40	268.40	2.00
Special Revenue Funds	221.75	243.00	244.00	1.00
Enterprise Funds	76.25	77.25	77.25	-
Internal Service Funds	27.60	26.80	26.80	-
<b>Total Positions by Fund</b>	<b>584.55</b>	<b>613.45</b>	<b>616.45</b>	<b>3.00</b>

FTE Proposed Changes:  
 General Fund: Public Works-Add Building Maintenance Technician position and Fire-Add Fire Training Chief position  
 Special Revenue Funds: Public Works-Add a Traffic Signal Technician position

As of August 1, 2022, the City had over 75 open, but funded full-time positions and as of Aug 1, 2023, the City has approximately 60 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.

Included in the budget are funds to provide "step increases" for all City employees and an additional 2% cost of living adjustment (COLA). These wage increases cost just over \$1.1 million. The COLA increase should help the City maintain the current market position compared to other cities in the state. During FY23, the City's Finance Committee reviewed the City's financial condition to look for ways to provide a long-term solution to future wage increases and staffing needs. I am thankful for the Committee's hard work and believe there are real solutions that can be explored to help with this issue. The Committee will make a presentation to the City Council shortly after the start of the fiscal year.





## 8. Summary

Since starting my position as City Manager three years ago, the City, with your support and leadership have worked to address many long standing issues facing the community. Together, we have been able to secure approximately \$80.1 million in capital funding through ARPA and other grants for significant community projects. Thankfully, voters have renewed the Parks and Stormwater Tax that will enhance the amenities and safety of our community. Also, voters approved the Use Tax which will strengthen services and allow city staff to tackle blight, safety, appearance, homelessness, and many other challenges that have been decades in the making. The key to all these efforts is the ability to attract and retain talented employees. During my tenure, we have been able to improve wages for public safety employees about 35% and approximately 20% for general employees on average, which has gone a long way in addressing the critical priority identified in 2019.

The City is poised to take a giant leap forward in the upcoming years. The City Council's leadership and support to develop ambitious long-range plans will serve the community well for decades. These plans would be meaningless without exceptional staff who choose to serve the community. I want to thank my dedicated co-workers for doing the hard work of serving others. Together as a team, we have exciting work that will leave a legacy of improvement.

Respectfully,

A handwritten signature in black ink, appearing to read "Nicholas Edwards". The signature is fluid and cursive, with a long horizontal stroke at the end.

Nicholas Edwards  
City Manager | City of Joplin