

ADOPTED
FY 2023 BUDGET



Blue Springs
Missouri

Adopted Annual Budget Fiscal Year 2022-23

October 1, 2022 – September 30, 2023



City of Blue Springs, Missouri
Principal Officials

Mayor and City Council

Honorable Carson Ross, Mayor

Honorable Jerry Kaylor	District I
Honorable Galen Ericson	District I
Honorable Kent Edmondson	District II
Honorable Chris Lievsay	District II
Honorable Susan Culpepper	District III
Honorable Ronald Fowler	District III

Administration

Mike Ekey	City Administrator
Christine Cates	Deputy City Administrator
Sarah Carnes	City Attorney
Karen Van Winkle	Director of Finance
Dan Hood	Director of Information Technology
Amy Willyard	Director of Human Resources
Bob Muenz	Chief of Police
Vacant	Director of Public Works
Dennis Dovel	Director of Parks and Recreation
Mike Mallon	Director of Community Development
Janson Norbury	Economic Development Director
Miranda Austerman	Communications Manager
Sheryl Morgan	City Clerk

City of Blue Springs, Missouri

2022-23 Annual Budget

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Blue Springs, Missouri

Office of Administration

Aug. 1, 2022

Honorable Mayor Ross and Members of the Council,

The Proposed Operating Budget for the Fiscal Year 2023 is hereby submitted for your consideration. This budget is the product of a comprehensive team effort from every level of the municipal organization, which benefits the entire City of Blue Springs.

Budget Process

This budget is the result of detailed and thoughtful consideration on the part of the City Administrator, Leadership Team, and staff during the past several months. At each step, staff takes into account the public service needs of the community, the City Strategic Plan and the goals and objectives of the Mayor and Council.

Budget development is not a quick or effortless process as each consideration must be weighed against the City's priorities, needs and limited resources. It is our hope that this proposed budget accurately and truly reflects those priorities outlined by the Council and our community.

The approval of the annual budget is the single most important endeavor of the City Council as it impacts future strategic planning and - due to its comprehensive nature – includes the whole range of services offered to meet the needs and desires of our residents. It serves as both a key financial tool that transparently shows how we intend to direct taxpayer dollars and give the public the opportunity to hold us accountable as good fiscal stewards.

Our core and essential services always receive the highest priority in committing funds, but all budgeting decisions present unique challenges due to the City's limited resources. In preparing this budget, staff used the modified zero-based budget and target-based budgeting approach. This combined approach requires each department to prepare their budget request as if they were doing it for the first time and with the understanding that available resources must be dedicated to targeted service areas that address our strategic goals. While taking historical context into account, staff reviews each budget request in line-item detail to avoid simple incremental additions to previously approved budget numbers. Staff also develops detail sheets for each appropriate line item to serve as a management tool during the implementation of the budget. All Department Directors requests are subsequently reviewed and deliberated by the City Administrator during department budget meetings. Those meetings and subsequent conversations with staff is how we arrived at the proposed budget in front of you for consideration.

Economic Condition and Outlook

The City anticipates continued growth in both residential and commercial development. Still, there exists on-going concerns around inflation, uncertainty about the future of the housing market and the possibility of higher borrowing rates that could change our economic outlook during this upcoming budget year. However, our community enjoys strong relationships with our business community and anticipate continued home building and expansion of our community light-industrial and logistics sector. The City will continue to see strong interest in business investment in our City with the hiring of our new Economic Development Director who will only bolster those relationships and our overall growth efforts to support on-going City services. Those consideration and others are reflected in this budget.

Proposed FY 2023 Budget

This budget includes summaries of revenues and expenditures for all City funds. Additionally, this budget provides expenditure information for each department or significant division where they exist within a particular fund. Financial information provided on the summary pages includes actual revenues and expenditures for FY 2020 and FY 2021, the FY 2022 adopted budget (including budget amendments during the year), and the FY 2023 City Administrator's proposals for Council consideration.

Immediately following this message is an executive summary that provides comparison detail and further summary information about the proposed FY 2023 budget, as well as presentation of the proposed budget by service area.

Acknowledgements

My sincere thanks go to all the department heads and division managers who worked hard to prepare this budget. It is a long, time-consuming process and they all use it to focus on excellence in service delivery to our residents

An incredibly special thank you to Budget Analyst Lori Turner, who plays a major role in producing this document, and to Ms. Christine Cates for her invaluable assistance and advice in putting this document before you. Without their work, this would not be possible. I am deeply grateful to all for their time and patience on my first budget with the City of Blue Springs.

Respectfully Submitted,



Mike Ekey, City Administrator



Blue Springs, Missouri

Office of Administration

Fiscal Year 2023 Total Budget Summary

Beginning Balance – General Fund

As part of the budget development process, staff always begins with the beginning balance from the close of the previous fiscal year which was \$18,919,429. This is a result of a decrease in fund balance of \$534,904. This decrease includes an expenditure of \$4.9 million for LAGERS prior service cost.

The FY 2022 revenues are projected to come in \$1,306,097 higher (5%) than the FY22 budget number. While most revenues are in line with budget expectations, there are some items of note in the current budget year that staff took into consideration as we prepared the proposed budget:

- Sales tax is projected to end the year at \$9.7 million which is \$607,800 or 6.69% over budget. Sales tax is budgeted to remain flat in FY 2023.
- Building permits are projected to end the year at \$1.4 million which is \$386,004 or 39.1% over budget. However, building permits are projected to decline in FY 2023 by \$274,621 or 20% lower due an expected slowdown in residential construction.
- Charges for services are projected to end FY 2022 at \$1.6 million, which is \$237,041 or 18.1% over budget. Most of this increase is due to increased participation in Parks youth sports programs.
- Charges for services are projected to decrease by \$48,376 or 3% in FY 2023 due to an expected decrease in requests for right of way permits.

Total expenditures for FY 2022 are projected to be \$1,613,014 below the expenditure budget (6%). It should be noted that this amount includes the one-time retention payment all employees will receive in September. This payment was possible because of the lowered payroll expenditures due to many open positions in the organization throughout the year.

The combination of the FY 2021 surplus, projected FY 2022 revenues being higher than budgeted results in a projected (gross) fund balance for FY 2023 to be an estimated \$16,664,627. This amount is subject to the City's Reserve Policy and staff cautions Council on committing these funds to projects outside of an emergency nature or that would require on-going expenditures.

General Fund Reserve Information

The City's General Fund Reserve Policy is currently 25% of General Fund operating expenditures. In July 2021, the City Council amended the Governmental Fund Balance Policy that complies with GASB Statement No. 54. The adopted reserve calculation in the policy is based upon the following goals:

1. Compliance with GASB Statement No. 54
2. Provide the capacity to provide sufficient cash flow for daily operating needs
3. Secure and maintain investment grade credit ratings
4. Offset economic downturns or revenue shortfalls and provide funds for unforeseen expenditures related to emergencies

In addition to reserves of 25%, each year 50% of the growth in unassigned fund balance will be allocated to the pavement management program each year. The reserve total amount for the FY 2023 budget year is estimated at \$7,347,128.

Table 1 provides additional projected fund balance, designation, and reserve information for the General Fund:

Table 1
Projected Fund Balance

General Fund	Projected Fund Balance Ending Sept. 30, 2023
Non-spendable & Restricted	\$ 2,445,394
25% Reserves	\$ 7,347,128
Other Assigned & Committed Funds	\$ 4,358,085
Unassigned	\$ 2,514,020
Total Fund Balance	\$16,664,627

FY 2023 Budgeted Revenues

Staff projects total FY 2023 budgeted revenues to be \$37,883,780 (50.59%) higher than the FY 2022 budget amount and \$35,378,169 (45.71%) more than the FY 2021 receipts. This is primarily due to the anticipated sale of bonds for the planned construction of the aquatic center.

The proposed revenue budget totals \$112,770,817 less \$2,936,532 of cash reserves totals \$109,834,284 for planned expenditures. The increase in cash reserves is primarily for capital projects in the Parks Sales Tax Fund that will be completed in a future year.

Table 2-A details the total proposed revenue budget for FY 2023:

Table 2-A
Comparison of Proposed FY 2023 Total Revenue Budget to Adopted FY 2022 Total Revenue Budget by Category

Category	Adopted Budget FY 2021-22	Proposed Budget FY 2022-23	Percentage Change	Percent of Total Budget
Taxes	\$ 41,687,665	\$ 42,879,768	2.86%	39.04%
Intergovernmental	\$ 4,995,101	\$ 4,619,739	-7.51%	4.21%
Charges for Services	\$ 2,327,376	\$ 2,581,215	10.91%	2.35%
Licenses and Permits	\$ 1,427,594	\$ 1,562,587	9.46%	1.42%
Fines and Forfeits	\$ 680,189	\$ 632,973	-6.94%	0.58%
Interest	\$ 1,664,542	\$ 1,060,700	-36.28%	0.97%
Golf Course Fees	\$ 1,571,126	\$ 1,920,894	22.26%	1.75%
Utility Fees	\$ 20,054,268	\$ 22,082,110	10.11%	20.10%
Other	\$ 505,907	\$ 430,830	-14.84%	0.39%
Bond Proceeds	\$ -	\$ 35,000,000	0.00%	31.87%
Use of Cash Reserves	\$ 8,617,408	\$ (2,936,532)	-134.08%	-2.67%
Total Budget	\$ 83,531,173	\$ 109,834,284	31.49%	100.00%

Revenues are expected to increase in nearly every category in the budget next year in varying amounts and percentages.

One item to note, is that Licenses and Permits will see an overall increase of 9.46%. However, building permits are budgeted to decline in FY 2023 by \$274,621 or 20% due an expected slowdown in residential construction. In a similar fashion, Charges for Services sees an increase overall, but we are budgeting a decrease of \$48,376 or 3% in FY 2023 due to a decrease in requests for right of way permits. Although both sub-category decreases are based on economic indicators, we remain confident that the growth areas in other revenue sources will continue to allow the City to provide a consistent high level of services to our residents.

Additionally, intergovernmental revenues and fines are projected to decrease 7.51% compared to the adopted FY 2022 budget.

Table shows the projected changes in revenues by fund. Revenues are monitored closely monthly to identify changes and trends as early as possible and to adjust accordingly.

Table 2-B details the total proposed budget for FY 2023 by fund:

Table 2-B
Comparison of Proposed FY 2023 Total Budget to Adopted FY 2022 Total Budget by Fund

Fund	Adopted Budget FY 2021-22	Proposed Budget FY 2022-23	Percentage Change	Percent of Total Budget
General	\$ 27,549,395	\$ 28,003,385	1.65%	25.50%
Hotel/Motel Tax	\$ 462,993	\$ 591,296	27.71%	0.54%
Public Safety Sales Tax	\$ 4,211,703	\$ 4,456,404	5.81%	4.06%
Parks Sales Tax	\$ 4,714,557	\$ 4,959,346	5.19%	4.52%
Debt Service	\$ 1,527,302	\$ 36,674,627	2301.27%	33.39%
Capital Projects	\$ 4,708,887	\$ 4,649,035	-1.27%	4.23%
TIF Capital Projects	\$ 7,047,913	\$ 6,890,365	-2.24%	6.27%
Fieldhouse	\$ 1,025,195	\$ 1,067,276	4.10%	0.97%
Golf Course	\$ 1,572,542	\$ 1,923,251	22.30%	1.75%
Water	\$ 11,060,970	\$ 11,416,116	3.21%	10.39%
Sewer	\$ 11,005,580	\$ 12,139,715	10.31%	11.05%
Use of Cash Reserves	\$ 8,644,135	\$ (2,936,532)	-133.97%	-2.67%
Total Budget by Fund	\$ 83,531,174	\$ 109,834,284	31.49%	100.00%

Table 2-B(a) details the total proposed budgeted expenditures for FY 23 by fund:

Table 2-B(a)
Comparison of Proposed FY 2023 Total Budget to Adopted FY 2022 Total Budget by Fund

Fund	Adopted Budget FY 2021-22	Proposed Budget FY 2022-23	Percentage Change	Percent of Total Budget
General	\$ 29,202,201	\$ 30,147,562	3.24%	27.45%
Hotel/Motel Tax	\$ 205,000	\$ 220,000	7.32%	0.20%
Public Safety Sales Tax	\$ 3,743,573	\$ 3,973,460	6.14%	3.62%
Parks Sales Tax	\$ 8,166,500	\$ 35,417,500	333.69%	32.25%
Debt Service	\$ 1,705,987	\$ 1,717,777	0.69%	1.56%
Capital Projects	\$ 10,176,000	\$ 6,206,000	-39.01%	5.65%
TIF Capital Projects	\$ 6,865,869	\$ 7,841,541	14.21%	7.14%
Fieldhouse	\$ 1,190,015	\$ 1,219,428	2.47%	1.11%
Golf Course	\$ 1,802,365	\$ 1,973,251	9.48%	1.80%
Water	\$ 10,473,888	\$ 10,814,748	3.25%	9.85%
Sewer	\$ 9,999,772	\$ 10,303,017	3.03%	9.38%
Total Budget by Fund	\$ 83,531,169	\$ 109,834,284	31.49%	100.00%

The budgets for all funds except the Capital Projects fund are increasing as compared to the adopted budget for FY 2022.

The individual revenue funds gives staff a clear picture of what areas are performing well and – in some cases – how to budget funds as those sources have restricted uses. Another way to

look at the revenues budget is a breakout of the uses for those revenues and how they fund specific areas in the organization by category.

Table 2-C details the total proposed budget for FY 2023:

Table 2-C
Comparison of Proposed FY 2023 Total Budget to Adopted FY 2022 Total Budget by Category

Category	Adopted Budget FY 2021-22	Proposed Budget FY 2022-23	Percentage Change	Percent of Total Budget
Personal Services	\$ 24,886,864	\$ 25,206,210	1.28%	22.95%
Supplies and Materials	\$ 3,070,359	\$ 3,232,757	5.29%	2.94%
Contractual Services	\$ 18,747,043	\$ 19,853,236	5.90%	18.08%
Sub-Total Operations	\$ 46,704,266	\$ 48,292,203	3.40%	43.97%
Debt Service	\$ 14,169,095	\$ 15,121,567	6.72%	13.77%
Capital Outlay	\$ 1,913,915	\$ 2,079,972	8.68%	1.89%
Capital Improvements	\$ 20,743,900	\$ 44,340,542	113.75%	40.37%
Total Budget	\$ 83,531,175	\$ 109,834,284	31.49%	100.00%

In a typical year, our staff are our top investment as they are the ones who serve our residents every day. This year, however, we are seeing a 113.75% increase in our Capital Improvement category. Every category in the budget increases over the adopted FY 2022 budget due to positive revenue forecast and restoring the operations budget to pre-COVID levels.

Fiscal Year 23 General Fund Revenue Summary

Table 3-A details the total General Fund revenues for FY 2023:

Table 3-A
Comparison of Proposed FY 2023 General Fund Revenues to Adopted FY 2022 General Fund Revenues

Revenue Source	Adopted Budget FY 2021-22	Proposed Budget FY 2022-23	Percent Change	Percent of Total Budget
Taxes	\$ 19,340,456	\$ 19,824,392	2.50%	65.65%
Administrative Charges	\$ 2,016,259	\$ 2,105,084	4.41%	6.97%
Licenses and Permits	\$ 1,427,594	\$ 1,562,587	9.46%	5.17%
Other Government Sources	\$ 4,104,528	\$ 3,925,939	-4.35%	13.00%
Charges for Services	\$ 1,312,331	\$ 1,549,372	18.06%	5.13%
Fines and Forfeits	\$ 679,309	\$ 632,625	-6.87%	2.09%
Interest Income	\$ 255,124	\$ 182,200	-28.58%	0.60%
Other	\$ 430,053	\$ 326,269	-24.13%	1.08%
Transfers In	\$ 231,713	\$ 89,093	-61.55%	0.30%
Total General Fund Revenues	\$ 29,797,367	\$ 30,197,562	1.34%	100%

General Fund revenues are projected to increase by 1.34% or \$400,195.

Some highlights from the proposed FY 2023 revenues in the General Fund are:

- Taxes are projected to increase by \$483,936 or 2.5% over the FY 2022 budget. Sales taxes are projected to be 6.69% over budget while property taxes are projected to be 7% less than budgeted in FY 2022. This decrease is due to a budgeting error and not a decrease in revenues.
- Fees and permits are projected to increase by \$134,993 or 9% over the FY 2022 budget. This is an increase over the FY 2022 budget, but a decrease from the FY 2022 year-end projection.
- Charges for services are projected to increase by \$237,041 or 18.1% over budget. This change is a result of the growth in Parks and Recreation youth sports programs.

FY 2023 General Fund Expenditures

Total budgeted expenditures and transfers in the General Fund are estimated at \$31,347,562 a decrease of \$1,354,638 (4.14%) from the adopted FY 2022 expenditures and transfers. Most of this decrease is due to the \$3 million transfer in FY 2022 to the Capital Projects Fund for the pavement management program, a reduction in the transfer to the Golf Course Fund and the elimination of the transfer to the Capital Projects Fund for debt service.

Table 4-A details the total General Fund budget for FY 2023

Table 4-A
Comparison of Proposed FY 2023 General Fund Budget to Adopted FY 2022 General Fund Budget

Category	Adopted Budget FY 2021-22	Proposed Budget FY 2022-23	Percentage Change	Percent of Operating Budget
Personal Services	\$ 20,173,685	\$ 20,456,609	1.40%	65.26%
Supplies and Materials	\$ 2,071,434	\$ 2,201,127	6.26%	7.02%
Contractual Services	\$ 6,194,882	\$ 6,730,776	8.65%	21.47%
Capital Outlay	\$ 762,200	\$ 759,050	-0.41%	2.42%
Transfers Out	\$ 3,500,000	\$ 1,200,000	-65.71%	3.83%
General Fund	\$ 32,702,200	\$ 31,347,562	-4.14%	100.00%

Compensation / Benefits / Staffing

Total salaries and personal costs are estimated at \$25,206,210 and make up approximately 23.19% of the total budget and 67.74% of the General Fund budget, where most employee costs are funded. There are several changes to the personnel services budget that result in an overall increase of \$319,345 in FY 2023, an 1.28% increase from FY 2022. For the first time, a vacancy allowance has been budgeted in the police department. Based upon the current labor market and the time it takes to fill vacant positions, funds are not included for four police officer positions. These positions will be filled as soon as possible, and the budget will be reviewed to determine if a budget amendment is needed. Additional changes are outlined below:

Non-Represented Employees

This budget continues year seven of the longevity plan where all full-time and part-time employees will receive a 2.5% pay increase at each 5-year service anniversary. The 2.5% is added to employee base salaries and effective Oct. 1, 2022, may result in a lump sum payment if the employee is at the maximum of their pay range. The budget includes funds for employee raises effective with the first paycheck in October.

Represented Employees

The employees represented by collective bargaining units are in the Police Department and the Public Works Department. The Fraternal Order of Police (FOP), Western Central Missouri Regional, Lodge #50 represent three bargaining units including Police Officers, Sergeants, and Lieutenants. A three-year agreement was approved in 2021. A three-year agreement with the International Association of Machinists (IAM) representing certain positions in the Public Works Department was approved in 2021. Negotiations are underway with the Communication Workers of America (CWA) for a new three-year agreement.

This budget includes 315.5 full-time equivalents which is a net increase of 1 position over the positions approved in the FY 2022 budget. The City Prosecutor, IT Support Specialist, two Police Custodians and a Recreation Coordinator - Athletics are new positions. The four Animal Control Officer positions have been eliminated due to the contract for animal control services with Pawportunities. Several other authorized positions have been changed as detailed in the chart below.

Table 5-A
Changes to Full-Time Employee Positions

Summary of Full-Time Equivalents:		
Adopted 2021-22 Budget FTEs		314.5
Department	Position	FTE Changes
City Prosecutor	City Prosecutor	1
Fieldhouse	Customer Relations Assistant	-1
Fieldhouse	Recreation Coordinator - Rec Center	1
Parks	Recreation Coordinator - Athletics	1
Police	Crisis Counselor	-1
Police	Victim Advocate	1
Police	Animal Control Officer	-3
Police - PSST	Animal Control Officer	-1
Police - PSST	IT Support Specialist	1
Police - PSST	Custodians	2
Public Works	Utilities Locator	-1
Public Works	Maintenance Worker	1
	Subtotal FTE Proposed Changes	1
Proposed Budget 2022-23 FTEs		315.5

Table 5-B details the total personal services budget for fiscal year 2023:

Table 5-B
Comparison of Proposed FY 2023 Personal Services Budget to Adopted FY 2022 Personal Services Budget

Account	Adopted Budget FY 2021-22	Proposed Budget FY 2022-23	Dollar Change	Percent Change	Percent of Total Budget
Full-Time Salaries	\$ 16,069,307	\$ 15,995,639	(73,668)	-0.46%	63.46%
Part-Time Salaries	\$ 1,043,694	\$ 1,106,280	62,586	6.00%	4.39%
Overtime	\$ 671,551	\$ 671,551	-	0.00%	2.66%
FICA	\$ 1,112,417	\$ 1,114,162	1,745	0.16%	4.42%
Medicare	\$ 261,034	\$ 260,222	(812)	-0.31%	1.03%
LAGERS	\$ 1,590,337	\$ 1,391,607	(198,730)	-12.50%	5.52%
Health Insurance	\$ 2,706,990	\$ 3,249,599	542,609	20.04%	12.89%
Dental Insurance	\$ 135,198	\$ 133,117	(2,081)	-1.54%	0.53%
Life Insurance	\$ 76,218	\$ 75,810	(408)	-0.54%	0.30%
Vision Insurance	\$ 25,199	\$ 24,938	(261)	0.00%	0.10%
Health Savings Account	\$ 200,250	\$ 199,800	(450)	100.00%	0.79%
EAP	\$ 6,424	\$ 6,343	(81)	-1.26%	0.03%
Unemployment Insurance	\$ 50,000	\$ 50,000	-	0%	0.20%
Worker's Compensation Insurance	\$ 938,239	\$ 927,143	(11,096)	-1.18%	3.68%
Total	\$ 24,886,858	\$ 25,206,210	319,352	1.28%	100.00%

The cost for employee health insurance is the most significant increase in the personal services budget. The premium increases for the year from the carrier exceeded 40%. The City absorbed this entire cost increase and implemented new deductible levels for the plans. LAGERS is projected to be \$198,730 or 20% less than FY 2022. This decrease is due to overall lower salaries, the budgeted vacancy allowance and revised rates from LAGERS.

Capital Improvements Program

The CIP guides the City in the planning, scheduling, and budgeting for maintenance, replacement, and major improvements related to City assets and infrastructure. It outlines expenditures, allocates existing funds, and anticipates future revenues to rehabilitate, restore, improve, and add to the City's infrastructure.

Each year, City staff, in conjunction with the Community Development Block Grant Advisory Committee and City Council, develops a CIP forecast for the next five fiscal years. The process begins in December each year and usually concludes in late spring with its adoption by the City Council. This year's CIP was adopted by the City Council on May 16, 2022. The proposed CIP for FY 2023 through FY 2027 identifies many potential CIP projects totaling \$211.5 million of which \$122.2 million are funded and \$89.3 million are unfunded. Although projects are recommended and adopted by the City Council each year, the CIP is only a proposed plan and may be adjusted following its adoption to reflect changes and emerging priorities of the City Council or changes in available funds.

The proposed budget for capital improvements and outlay for FY 2023 recommends capital expenditures totals \$46,420,514. Highlights of the approved amount include:

- \$35 million for the Aquatics facility
- \$4.8 million for the Pavement Management Program
- \$2.7 million for Water and Sewer system improvements
- \$2 million for capital outlay.
- \$26,822 to complete the purchase of a Lenco Bearcat Armored Vehicle that was ordered and approved July 18, 2022, due to long lead times for receipt of the equipment.
- \$150,000 for a police security camera pilot program

The Parks Sales Tax will fund \$8.2 million in projects for FY 2023 and was renewed with no sunset in April 2021.

Table 6-A
Proposed Capital Improvements and Capital Outlay for FY 2023

Improvement Type	Adopted Budget FY 2021-22	Proposed Budget FY 2022-23	Percent of Capital Budget
Parks and Recreation	\$ 8,166,500	\$ 35,417,500	76%
Public Safety	\$ -	\$ 176,822	0%
Street Improvements & Equipment	\$ 10,176,000	\$ 6,056,000	13%
Sanitary Sewer System	\$ 1,479,000	\$ 1,658,000	4%
Water System	\$ 922,400	\$ 1,032,220	2%
Capital Outlay and Equipment	\$ 1,962,915	\$ 2,079,972	4%
Total Improvements	\$ 22,706,815	\$ 46,420,514	100%

Please see the CIP section for detailed information on the adopted CIP and Budget in Brief section in the budget document for a detailed list of capital outlay items.

BLUE SPRINGS CITY COUNCIL & LEADERSHIP TEAM



CITIZENS



Miranda Austerman
Communications Mgr.



Mike Ekey
City Administrator



Jason Norbury
Economic Dev.



Sarah Carnes
City Attorney



Christine Cates
Deputy City Administrator

Budget

Municipal Court



Bob Muenz
Chief of Police

Administration

Comm. Services Bureau

Investigative Services

Operations



Public Works

Engineering

Utilities

Streets

Fleet Maintenance

Sewer Treatment



Mike Mallon
Community Dev.

Business Services

Planning

GIS Mapping

Codes Admin.



Dennis Dovel
Parks & Recreation

Administration

Fieldhouse

Park Maintenance

Golf Course

Vesper Hall Senior

Recreation

Building Maintenance



Karen Van Winkle
Finance

Utility Billing

Accounting



Dan Hood
Information Tech



Amy Willyard
Human Resources



Sheryl Morgan
City Clerk



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Blue Springs
Missouri**

For the Fiscal Year Beginning

October 01, 2021

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Blue Springs, Missouri for its annual budget for the fiscal year beginning October 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. This award is valid for a period of one year only.

Introduced by Councilmember Culpepper

ORDINANCE NO. 5152

AN ORDINANCE APPROVING, ADOPTING AND APPROPRIATING THE ANNUAL OPERATING AND CAPITAL BUDGETS OF THE CITY OF BLUE SPRINGS, MISSOURI, FOR THE FISCAL YEAR OCTOBER 1, 2022 – SEPTEMBER 30, 2023

WHEREAS, in accordance with Section 7.2 of the City Charter, the City Council does hereby adopt the Budget for the 2022-23 Fiscal Year, including proposed income, proposed operating expenditures, and proposed capital expenditures: and,

WHEREAS, total proposed expenditures shall not exceed the total of estimated income plus any surplus anticipated to be on hand at the end of the 2021-22 fiscal year; and,

WHEREAS, the City Council has held a Public Hearing for public comment and input on September 6, 2022, for the October 1, 2022 - September 30, 2023 Proposed Annual Budget as required by Section 7.5 of the City Charter;

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BLUE SPRINGS, MISSOURI, as follows:

SECTION 1. The Annual Budget of \$109,834,284, including organizational salary schedule, operating and expenses accounts for staff, boards and commissions, and the City Council, debt service fund accounts, special revenues funds, enterprise funds, capital projects funds and a Capital Improvements Program (CIP) of the City of Blue Springs, Missouri, for the fiscal year commencing October 1, 2022, and ending September 30, 2023, as submitted by the City Administrator and incorporated herein by reference, as if fully set out in this Ordinance, is hereby approved.

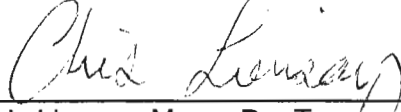
Fund	Appropriation Amount
General Fund	\$ 30,147,562
Hotel/Motel Tax Fund	\$ 220,000
Public Safety Sales Tax Fund	\$ 3,973,460
Parks Sales Tax Fund	\$ 35,417,500
Debt Service Fund	\$ 1,717,777
Capital Projects Fund	\$ 6,206,000
TIF Capital Projects Fund	\$ 7,841,541
Fieldhouse Fund	\$ 1,219,428
Golf Course Fund	\$ 1,973,251
Water Fund	\$ 10,814,748
Sewer Fund	\$ 10,303,017
TOTAL	\$ 109,834,284

SECTION 2. The City Administrator is hereby authorized to expend the funds as set forth in said Budget.

SECTION 3. This ordinance shall be in full force and effect from and after October 1, 2022.

PASSED by the City Council of the City of Blue Springs, Missouri, and approved by the Mayor Pro Tem of Blue Springs, this 19th day of September 2022.

CITY OF BLUE SPRINGS


Chris Lievsay, Mayor Pro Tem

ATTEST:


Erin Ford, Assistant City Clerk

1st Reading: September 6, 2022
2nd Reading: September 19, 2022



BUDGET IN BRIEF



City of Blue Springs, Missouri **October 1, 2022 - September 30, 2023**

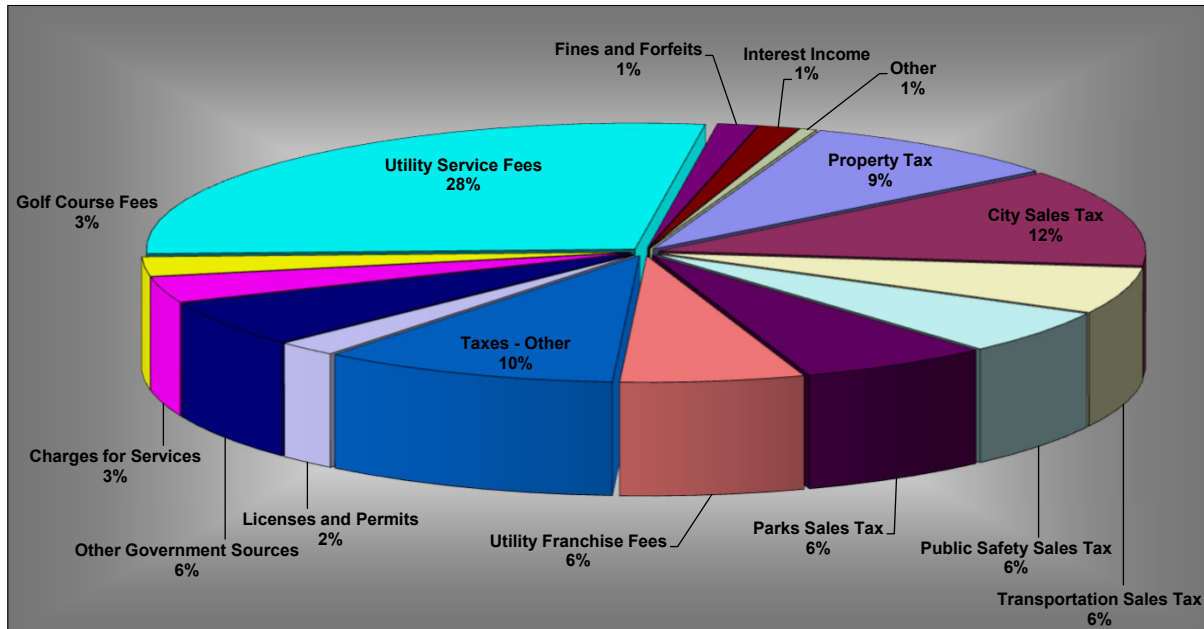
The Fiscal Year 2022-23 budget for the City of Blue Springs is the fiscal plan for this city for the next year. City Departments have set forth the goals and objectives they want to accomplish, including services and capital improvement projects.

Revenues

- The City of Blue Springs receives revenues from several sources, including property taxes, sales taxes, utility franchise fees, licenses fees, fines, charges for services, grants from other governmental agencies, donations, water sales and sewer services.
- Some of our largest revenue sources include:
 - \$10,957,602 Water Sales
 - \$9,693,692 1% City Sales Tax
 - \$10,717,958 Sewer Service
 - \$6,873,039 Property Taxes
 - \$6,890,365 Tax Increment Finance Tax (TIF)
 - \$4,619,739 Other Government Sources
 - \$4,927,132 Parks Sales Tax
 - \$4,610,035 Transportation Sales Tax
 - \$4,737,686 Utility Franchise Fees
 - \$4,412,390 Public Safety Sales Tax
- Overall revenues are expected to increase in nearly every category next year. General Fund is projected to increase by 1.65% or \$453,990. Intergovernmental revenues and interest are projected to decrease compared to the adopted FY 2021-22 budget.
- The General Fund balance is required to stay at or above an amount equal to 25 percent of General Fund operating expenditures to provide for a 25 percent Emergency Reserve Fund. In addition to the reserves each year, 50% of the growth in unassigned fund balance will be allocated to the pavement management program each year. The 2022-23 budget projects an Emergency and Budget Stabilization Fund amount of \$7,347,128 and anticipates fund balance will exceed this amount.

Where the Money Comes From

Revenue by Source



Fiscal Year 2022-23

Property Tax	\$ 6,873,039
City Sales Tax	\$ 9,693,692
Transportation Sales Tax	\$ 4,610,035
Public Safety Sales Tax	\$ 4,412,390
Parks Sales Tax	\$ 4,927,132
Utility Franchise Fees	\$ 4,737,686
Taxes - Other	\$ 7,625,794
Licenses and Permits	\$ 1,562,587
Other Government Sources	\$ 4,619,739
Charges for Services	\$ 2,581,215
Golf Course Fees	\$ 1,920,894
Utility Service Fees	\$ 21,675,560
Fines and Forfeits	\$ 1,039,523
Interest Income	\$ 1,060,700
Bond Proceed	\$ 35,000,000
Other	\$ 430,830
Use of Cash Reserves	\$ (2,936,532)
Total	\$ 109,834,284

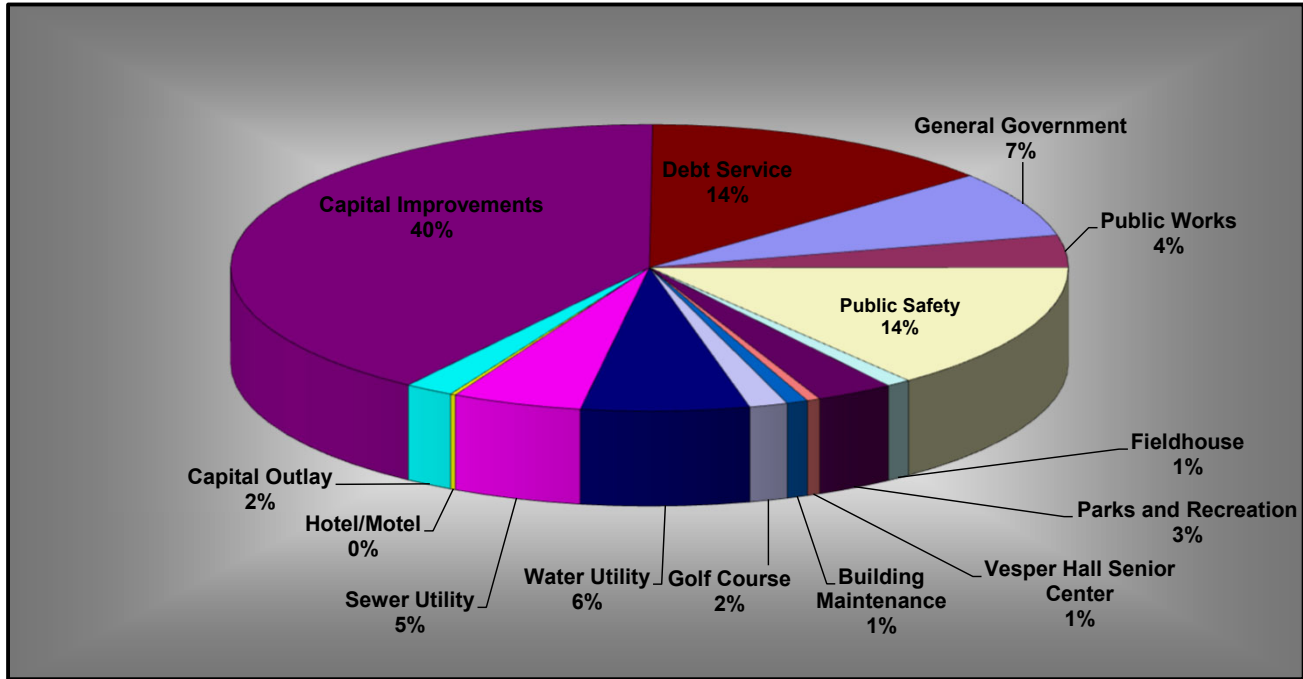
Expenditures

Expenditures for the City of Blue Springs in the Fiscal Year 2022-23 will total \$109,834,284.

- The Expenditures include funding for:
 - personal services costs (salaries and benefits)
 - supplies and materials
 - contracted services
 - debt service payments (principal and interest)
 - capital outlay for equipment, vehicles, and computer enhancements, and
 - capital improvement projects
 - Aquatics Center
- The City has 315.50 Full-time Positions (including all full-time and part-time employees). The FTEs has increased by 1 position compared to the 2021-22 adopted budget. The new positions include City Prosecutor, IT Support Specialist, two Police Custodians and a Recreation Coordinator – Athletics. The 4 Animal Control Officer positions have been eliminated due to the contract with Pawportunities.
- Capital Improvement expenditures focus on the following priority areas:
 - Sanitary Sewer and Water System Maintenance
 - Parks Deferred Maintenance
 - Pavement Maintenance Program
- Other major expenditure line items include Wholesale Water Purchases, Purchased Sewer Services, Facility Utilities, Street Light Utilities, Park Maintenance Supplies, Training, Fuel, Patrol Car Replacement, Street Maintenance Materials and Prisoner Expenses.

Where the Money Goes

Expenditures by Function



Fiscal Year 2022-23

General Government	\$ 8,207,566
Public Works	\$ 3,979,210
Public Safety	\$ 15,839,748
Fieldhouse	\$ 1,043,582
Parks and Recreation	\$ 3,277,240
Vesper Hall Senior Center	\$ 562,531
Building Maintenance	\$ 897,987
Golf Course	\$ 1,632,601
Water Utility	\$ 7,116,028
Sewer Utility	\$ 5,515,709
Hotel/Motel	\$ 220,000
Capital Outlay	\$ 2,079,972
Capital Improvements	\$ 44,340,542
Debt Service	\$ 15,121,567
Total	<u>\$ 109,834,284</u>

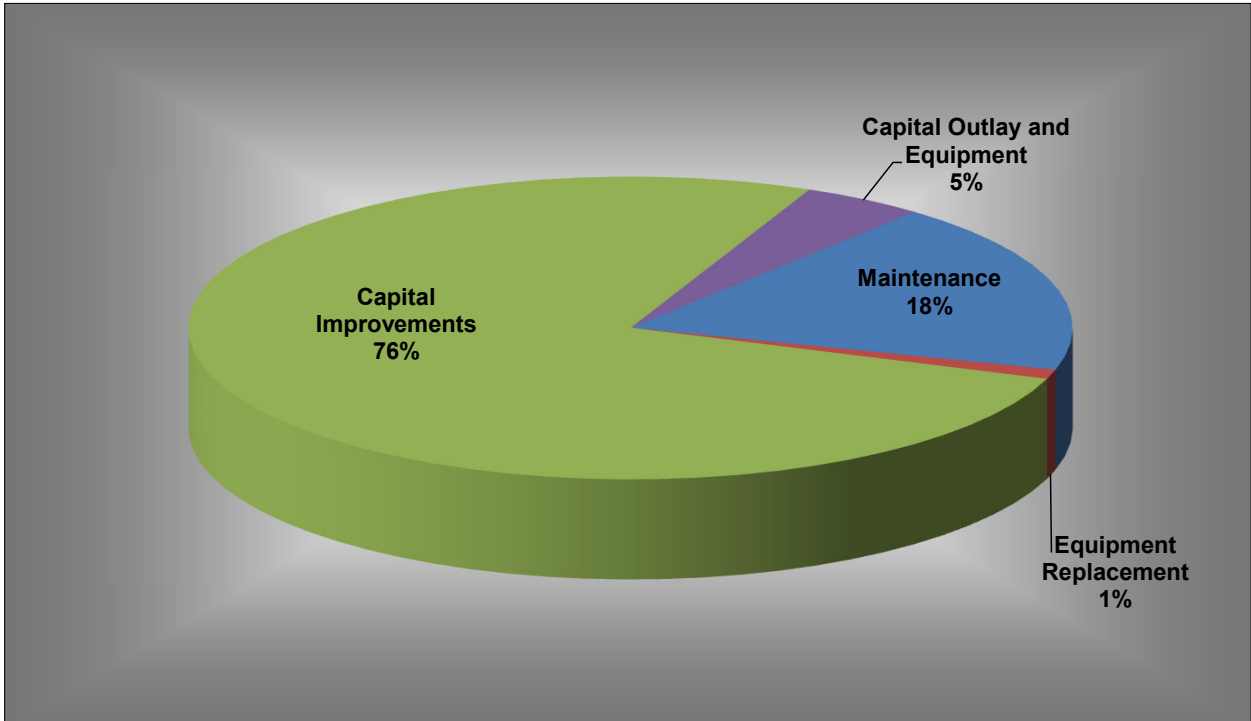
Capital Improvements

Total Expenditures: \$46,420,514

Maintenance		\$ 8,522,720
CD-03	Downtown Revitalization	\$ 60,000
PR-04	Adams Pointe Golf Club Improvements	\$ 85,000
PR-10	Duncan Road Trail Replacement	\$ 30,000
PR-16	Pink Hill Park Improvements	\$ 125,000
PR-18	Hidden Valley Park Improvements	\$ 637,500
ST-06	Pavement Maintenance Program	\$ 4,800,000
ST-27	Street Difference	\$ 75,000
ST-43	7 Highway Sidewalk Infill	\$ 650,000
ST-44	Concrete Repair and Maintenance	\$ 204,000
STM-06	Stormwater Maintenance	\$ 100,000
SAN-07	Citywide Maintenance	\$ 1,000,000
SNI-06	Sni-A-Bar Facility Plan	\$ 150,000
WA-12	Miscellaneous Watermain Maintenance	\$ 400,000
WA-14	Water Tank Maintenance Contract	\$ 206,220
Equipment Replacement		\$ 467,822
PR-73	Dump Truck with Snow Plow attachment	\$ 140,000
PS-11	Armored Vehicle Replacement	\$ 26,822
ST-24	Snow Plow / Dump Truck	\$ 167,000
SAN-17	12,000 lb. Hydraulic Excavator	\$ 68,000
WA-18	1.5 Ton Service Truck	\$ 66,000
Capital Improvements		\$ 35,350,000
CIP-Misc	Security Camaras Pilot program	\$ 150,000
BF-19	Public Utilities Building -Phase II	\$ 400,000
PR-40	Aquatic Facility	\$ 34,400,000
SAN-19	Sewer Infrastructure Deployment	\$ 200,000
WA-17	Water Infrastructure Deployment	\$ 200,000
Capital Outlay and Equipment		\$ 2,079,972
	Codes Administration	\$ 1,500
	Information Technology	\$ 77,000
	Police Administration	\$ 55,000
	Police Operations Bureau	\$ 407,150
	Police Staff Services	\$ 12,000
	Police Youth Outreach Unit	\$ 29,000
	Street Maintenance	\$ 17,800
	Recreation	\$ 20,600
	Facility Maintenance	\$ 18,000
	Parks Maintenance	\$ 121,000
	Utility Billing	\$ 1,000
	Water Operations	\$ 197,500
	Water Maintenance	\$ 68,000
	Sewer Operations	\$ 222,500
	Sewer Maintenance	\$ 66,000
	Public Safety Sales Tax Information Technology	\$ 2,500
	Public Safety Sales Tax Operations	\$ 117,500
	Public Safety Sale Tax Staff Services	\$ 52,000
	Miscellaneous Construction Projects	\$ 593,922

Capital Improvements

Type of Improvement

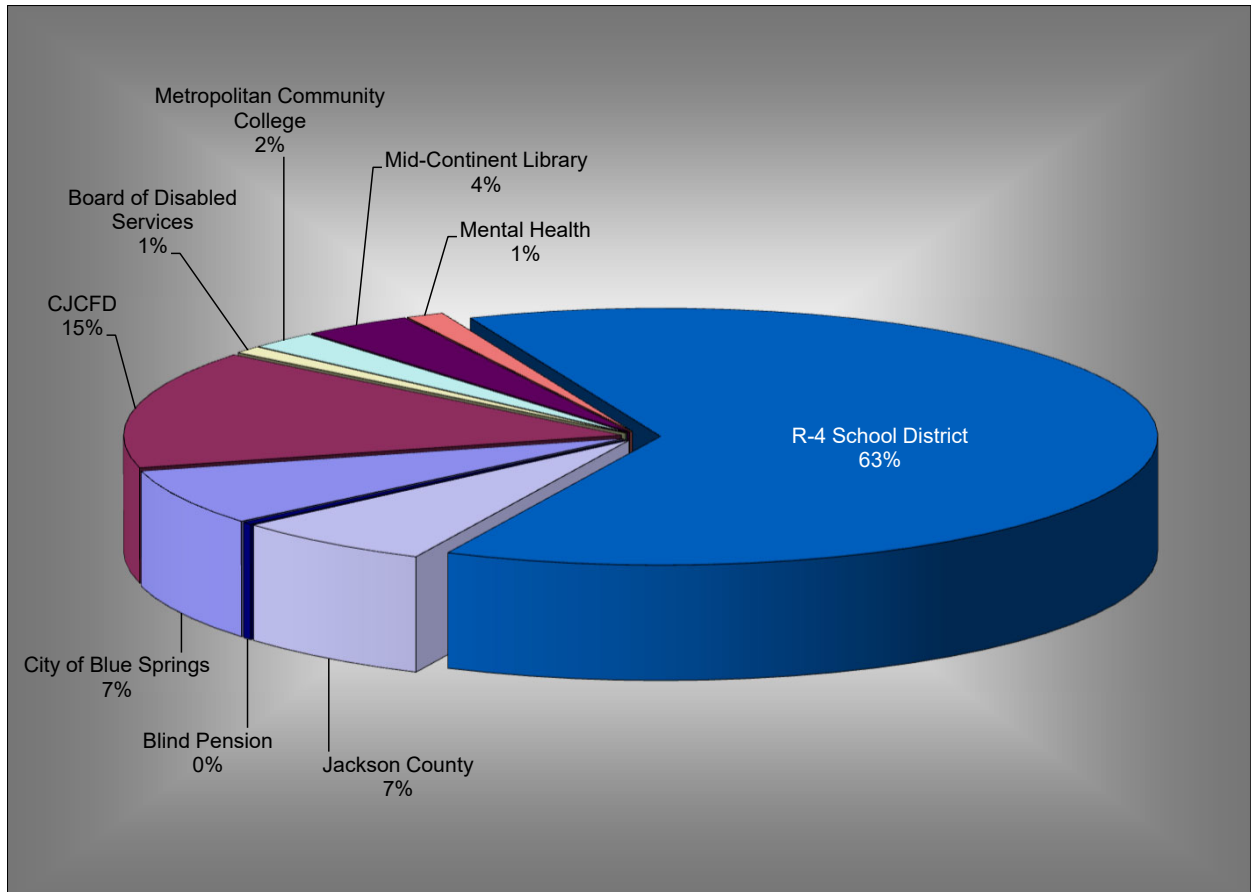


Fiscal Year 2022-23

Maintenance	\$ 8,522,720
Equipment Replacement	\$ 467,822
Capital Improvements	\$ 35,350,000
Capital Outlay and Equipment	\$ 2,079,972
Total	\$ 46,420,514

Where Your Tax Dollars Go

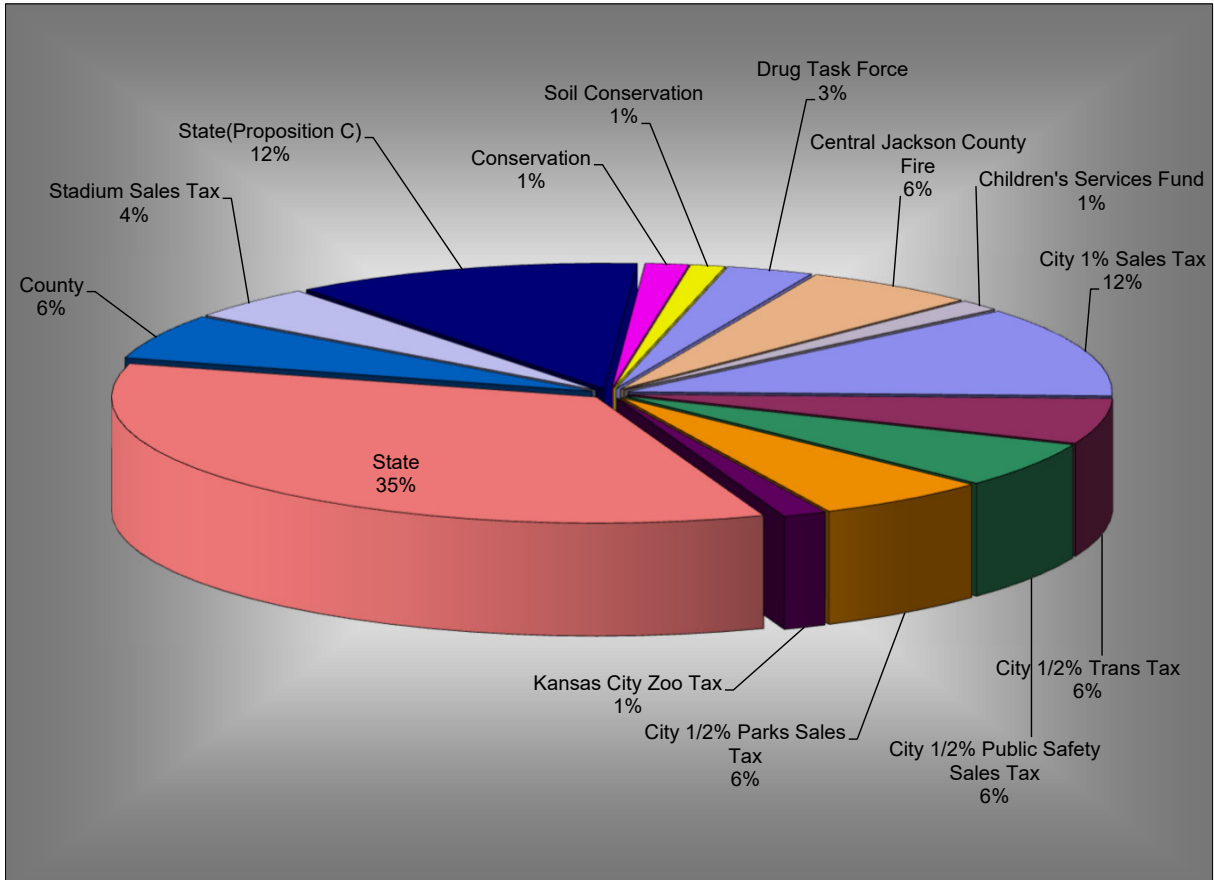
Property Tax Revenue Distribution



The 2022 property tax rate is \$9.0538 per \$100 assessed valuation. The City's portion of the \$9.0538 is \$0.6366. Of the \$0.6366, \$0.4866 goes to the General Fund for general government purposes and \$.15 pays debt service on general obligation bonds in the General Obligation Bond Debt Service Fund.

Where Your Tax Dollars Go

Sales Tax Revenue Distribution



The 2022 City sales tax rate is 8.600 % of gross sales. The City's portion of the 8.600 % is 1 percent. This is the largest general government revenue source for the City, and is used to finance general government and capital improvements. In addition, there is a .5 percent Transportation Sales Tax, which is used solely to finance transportation improvements, such as streets, a .5 percent Public Safety Sales Tax, which is used solely to finance Public Safety operations and a .5 percent Park Sales Tax, which is used solely to finance park improvements.

Summary of Available Net Assets

Fund	Total Estimated Available Net Assets 10/01/22	Projected Revenues	Budgeted Expenses	Operating Transfer In(Out)	Total Estimated Available Net Assets 9/30/23
General Fund	\$ 17,814,627	\$ 28,003,385	\$ 30,147,562	\$ 994,177	\$ 16,664,627
G.O. Bond Debt Service	\$ 2,210,267	\$ 1,674,627	\$ 1,717,777	\$ 250,000	\$ 2,417,117
Capital Projects	\$ 609,375	\$ 4,649,035	\$ 6,206,000	\$ 900,000	\$ (47,590)
TIF Capital Projects	\$ 6,148,966	\$ 6,890,365	\$ 7,841,541	\$ (38,846)	\$ 5,158,944
Fieldhouse	\$ 1,267,668	\$ 1,067,276	\$ 1,219,428	\$ 175,846	\$ 1,291,362
Park Sales Tax	\$ 1,013,877	\$ 39,959,346	\$ 35,417,500	\$ -	\$ 5,555,723
Golf Course	\$ 919,147	\$ 1,923,251	\$ 1,973,251	\$ 50,000	\$ 919,147
Water Utility	\$ 14,402,974	\$ 11,416,116	\$ 10,814,748	\$ (808,758)	\$ 14,195,585
Sewer Utility	\$ 17,603,495	\$ 12,139,715	\$ 10,303,017	\$ (1,296,326)	\$ 18,143,867
Hotel/Motel Tax	\$ 869,988	\$ 591,296	\$ 220,000	\$ (193,615)	\$ 1,047,669
Public Safety Sales Tax	\$ 6,408,881	\$ 4,456,404	\$ 3,973,460	\$ -	\$ 6,891,825

City of Blue Springs

Budget Summary Fiscal Year 2022-23

Revenues

By Source:

Property Tax	\$	6,873,039
City Sales Tax	\$	9,693,692
Transportation Sales Tax	\$	4,610,035
Public Safety Sales Tax	\$	4,412,390
Park Sales Tax	\$	4,927,132
Utility Franchise Fees	\$	4,737,686
Taxes - Other	\$	7,625,794
Licenses and Permits	\$	1,562,587
Other Government Sources	\$	4,619,739
Charges for Services	\$	2,581,215
Utility Service Fees	\$	21,675,560
Golf Course Fees	\$	1,920,894
Fines and Forfeits	\$	1,039,523
Interest Income	\$	1,060,700
Bond Proceed	\$	35,000,000
Other	\$	430,830
Use of Cash Reserves	\$	(2,936,532)
Total Projected Revenues	\$	<u>109,834,284</u>

Tax Rates (As of November 1, 2022)

Property Tax per \$100 assessed valuation:

City of Blue Springs	\$	0.6366
Central Jackson County Fire	\$	1.3449
Board of Disabled Services	\$	0.0836
Metropolitan Community College	\$	0.2028
Mid-Continent Library	\$	0.3240
Mental Health	\$	0.1113
R-4 School District	\$	5.7286
Jackson County	\$	0.5920
Blind Pension	\$	0.0300
Total	\$	<u>9.0538</u>

Sales Taxes per \$1.00 in sales:

City 1% Sales Tax	\$	0.01000
City 1/2% Transportation Sales Tax	\$	0.00500
City 1/2% Public Safety Sales Tax	\$	0.00500
City 1/2% Parks Sale Tax	\$	0.00500
Kansas City Zoo Tax	\$	0.00125
State	\$	0.03000
County	\$	0.00500
Central Jackson County Fire	\$	0.00500
Stadium Sales Tax	\$	0.00375
State (Proposition C)	\$	0.01000
Conservation	\$	0.00125
Soil Conservation	\$	0.00100
Drug Task Force	\$	0.00250
Children's Services Fund	\$	0.00125
Total	\$	<u>0.08600</u>

Expenditures

Expenditures by Function

General Government	\$	8,207,566
Public Works	\$	3,979,210
Public Safety	\$	15,839,748
Fieldhouse	\$	1,043,582
Parks and Recreation	\$	3,277,240
Vesper Hall Senior Center	\$	562,531
Building Maintenance	\$	897,987
Golf Course	\$	1,632,601
Water Utility	\$	7,116,028
Sewer Utility	\$	5,515,709
Hotel / Motel	\$	220,000
Total	\$	<u>48,292,203</u>

Operating Expenditures by Category

Personal Services	\$	25,206,210
Supplies and Materials	\$	3,232,757
Contracted Services	\$	19,853,236
Total	\$	<u>48,292,203</u>

Capital Improvement Expenditures

Community Development	\$	60,000
Parks	\$	35,417,500
Public Safety	\$	176,822
Streets	\$	5,996,000
Sanitary Sewer	\$	1,658,000
Water System	\$	1,032,220
Capital Outlay	\$	2,079,972
Total	\$	<u>46,420,514</u>

Debt Service Expenditures

General Obligation Debt	\$	1,717,777
Fieldhouse	\$	175,846
Golf Course Debt	\$	340,650
Public Safety Sales Tax Debt	\$	1,369,713
TIF Capital Projects	\$	6,276,774
Grain Valley / Tri-County	\$	2,400,000
Sewer	\$	2,840,808
Total	\$	<u>15,121,567</u>

Total Budgeted Expenditures	\$	<u>109,834,284</u>
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BUDGET MANUAL GUIDE

This budget document was prepared with two major objectives in mind: first, to present a document that is easy to read and understand by citizens, and secondly, to prepare a fiscal plan that can be utilized by the City Council and City Management to attain their goals and objectives in providing quality services at a reasonable cost to the citizens of Blue Springs.

The City of Blue Springs is in compliance with the Government Finance Officers Association (GFOA) guidelines for budget presentation. The guidelines set forth by GFOA ultimately allowed the City to meet both of the objectives previously mentioned. This budget will continue to meet the requirements as:

- A Policy Document**
- A Operations Guide**
- A Financial Plan**
- A Communications Device**

The Budget document is prepared to provide information about the City, both financial and operational, from a variety of perspectives and degree of detail. The City's goal is to set plans and then to control the plan that has been initiated. The budget is one of the primary tools for setting and monitoring fiscal and program policies. When reading this document, it is useful to remember that it has been developed based on both organizational structure and financial structure.

In separate sections, the following information is provided:

Introduction – Includes the City Administrator's Budget Message, Organizational Chart, Distinguished Budget Award, and Ordinance Adopting the Budget.

Budget in Brief – Includes an overview of the Budget. This section highlights things such as Revenues, Expenditures, Capital Improvements, Tax Rates, and Debt Service Expenditures.

General Information – Includes the Budget Manual Guide, Budget Calendar, City funds and their descriptions, Facts & Figures, Financial Policies, Budgetary Basis and Controls, Accounting Principles, History and Demographic Statistics.

Budget Summaries – Includes Summary of Operating Statement that is divided up by Funds, which includes Revenues, Expenditures, Other Financing Sources and Available Net – End of the Year. A summary of Operating Expenditures is also provided.

Budget by Department – The departmental budgets, which are subdivided into divisions to account for the costs associated with specific activities or to account for the use of funds received from specific revenue sources. Each department is divided into seven major categories for comparative purposes.

Mission & Service Description – Describes the mission and duties of the department. A departmental goal is a broad statement of that department's mission. It is a statement that explains the reason for the existence of the department and establishes its direction.

Objectives – An objective is a specific, measurable achievement that an activity seeks to accomplish within a given time frame. Each objective is developed with a performance measure linked directly to it. The number of objectives will depend upon the size of the department and the number of different types of functions or services it performs.

Performance Measures – Performance measures are the results of an activity that can be measured and are linked directly to the Objectives.

Expenditures by Appropriation Unit - Each department has listed 2019-20, 2020-21 actual expenditures, 2021-22 adopted budget and the 2022-23 estimated budget and are divided into 5 major categories for comparative purposes.

- Personal Services – Includes wages, fringe benefits, and employee related expenses.
- Supplies and Materials – Includes office supplies, operating supplies, fuels and lubricants, etc.
- Contractual Supplies – Includes professional, training and education, contracted repairs, utilities, etc.
- Capital Outlay – Includes vehicles, and equipment. Equipment costs up to \$49,999 with a useful life greater than one year are considered capital outlay and are included in the operating budget.
- No. of Full-Time Equivalent Positions –Lists the number of employees employed in that division.

Expenditure by Fund – Indicates the fund that provides funding for the division.

Department Goals – A goal is a statement of what the department is intending to accomplish, to help focus attention on what services a department provides; helps broaden discussion about departments beyond by what they spend during that current fiscal year. City goals set the overall direction for the City, and as such, focus on priorities of program support and development. Goals ensure greater communication both internally and externally. Equally important, the goals have helped increase the City's accountability by providing the public with enhanced information about City services.

Capital Improvements – Capital Improvement Program is a five-year planning period for the City for long-term maintenance, equipment replacement, and capital investments with expenditures greater than \$50,000.

Revenue Information – All revenue sources in the City budget have been incorporated into this section of the budget. This section includes the Revenue Policy, projections, description of all revenue sources, summary pages of major revenues that represent at least seventy-five (75) percent of the total revenue for all funds, and detailed revenue spreadsheets for each fund.

Appendices – The following are highlighted in this section. Internal service Fund which is the City's Fleet Maintenance Department; they provide maintenance, repairs, fuel, and disposition of City vehicles and equipment as well interdepartmental support services: Personnel Information section you will find total of employees listed by department along with a chart with pay and salary structure: Debt Service gives you the City's Debt Service Schedule with tables listing the annual payments necessary to meet the debt service requirements: The City's assessed valuation and tax rates can be found here: General fund Revenue and Expenditure History will provide you with the last ten years of Revenue and Expenditure information: Budget Glossary section includes common acronym terms and definition of terms used throughout the budget document.

This budget document contains narratives that are simple and understandable, including graphs and charts for emphasis. The final adopted annual budget available and continues to be available for public inspection at various locations including the Public Libraries, City Clerk's office, and City of Blue Springs website (www.bluespringsgov.com).

FY 2023 Budget Development Calendar

October 2021						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						
November 2021						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				
December 2021						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	
January 2022						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					
February 2022						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					
March 2022						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

February 2022

2/25 Budget manual completed and ready for final review

March 2022

3/18 Complete Budget Worksheets
 3/22 Budget kickoff meeting – Director’s Meeting
 3/25 Distribute budget manual, instructions, expenditure, revenue projections to departments

April 2022

4/15 Department expenditure budget submitted to Administration
 4/15-29 Administration review budget information. Reconcile all budget numbers, changes, verify spreadsheet data, and prepare summary and detail reports
 4/29 Complete personnel budget

May 2022

5/2 Distribute budget manual department pages with performance measures and goal information to departments.
 5/20 Department performance measures and goals submitted to Administration

June 2022

6/1-30 Begin development of budget message and document
 6/1-10 Department budget meetings and mid-year review with Administration

July 2022

7/8 Administration meet with departments to discuss budget message and submittal (tentative)
 7/15 Budget document completed

August 2022

8/1 Budget submitted to City Council (legal requirement per charter)
 8/9 City Council Budget Work Session(tentative)

September 2022

9/6 First reading of Budget Ordinance (Labor Day holiday on Monday)
 9/19 2nd reading & Adoption of Budget Ordinance

October 2022

10/1 Fiscal year 2022-23 begins

April 2022						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
May 2022						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				
June 2022						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		
July 2022						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						
August 2022						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			
September 2022						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

City of Blue Springs, Missouri

Fiscal Year 2022-23

THIS DOCUMENT INCLUDES THE FOLLOWING FUNDS:

GENERAL FUND – principal fund for the City and accounts for all financial transactions not accounted for in other funds.

HOTEL/MOTEL TAX SPECIAL REVENUE FUND – accounts for the accumulation and disbursement of the City's 6.5% hotel/motel occupancy tax.

PUBLIC SAFETY SALES TAX FUND – accounts for the accumulation and disbursement of the City's ½ cent Public Sales Tax that can only be used for public safety purposes.

GENERAL OBLIGATION DEBT SERVICE FUND – accounts for the accumulation of resources for, and the payment of principal, interest and other related costs of the City's general obligation (G.O.) bonds.

CERTIFICATES OF PARTICIPATION – accounts for the accumulations of resources for, and the payment of principal, interest, and other related costs of the City's Certificates of Participation.

CAPITAL PROJECTS FUND – accounts for resources used for the acquisition and/or construction of capital facilities, except those accounted for in enterprise funds.

T.I.F. CAPITAL PROJECTS FUNDS – established for the Tax Increment Financing (T.I.F.) for Adams Farm TIF, Copperleaf Village TIF, Fall Creek TIF, Highway 7 & 40 Project A TIF, Highway 7 & 40 Project B TIF, Highway 7 & 40 Project C TIF, White Oak TIF, White Oak A TIF, Wood Chapel TIF.

FIELDHOUSE FUND – accounts for indoor recreational space related to all recreation activity services. All activities to provide these services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, and financing.

PARKS SALES TAX FUND - accounts for the accumulation and disbursement of the City's ½ cent Parks Sales Tax that is dedicated to deferred maintenance of the City's park system.

GOLF COURSE FUND – accounts for all golf activity services related to the City golf course plus professional shop sales. All activities to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, financing and related debt service.

WATER UTILITY FUND – accounts for the provision of water services to residents of the City. All activities necessary to provide such service are accounted for in this fund, including, but not limited to, administration, operations, maintenance, financing and related debt service, and billing collection.

SEWER UTILITY FUND - accounts for the provision of sewer services to residents of the City. All activities necessary to provide such service are accounted for in this fund, including, but not limited to, administration, operations, maintenance, financing and related debt service, and billing collection.

FLEET MAINTENANCE FUND – internal service fund accounting for maintenance of City-owned vehicles and equipment.

<p>FACTS & FIGURES</p> <hr style="width: 50%; margin: 0 auto;"/> <p>2022-23 BUDGET</p>
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- * Total Recommended Operating Budget..... **\$48,292,203**
- * Total Overall Budget..... **\$109,684,284**
- * Recommended General Fund Operating Budget..... **\$30,147,562**
- * Major Source of Revenue (City 1% Sales Tax) **\$9,693,692**
- * 32 Percent of General Fund Tax Revenues come from Sales Taxes
- * Property taxes totaling \$5,253,492 provides 19 percent of total General Fund Revenues
- * The City's total work force:
 - Full-time and part-time **315.50**
- * The largest department budget is Public Safety..... **\$16,511,577**
- * The largest capital project appropriation is \$34,400,000 for the Aquatic Facility
- * Total capital outlay budgeted in all funds..... **\$2,079,972**

FINANCIAL POLICIES

PURPOSE

The City of Blue Springs has an important responsibility to its citizens to carefully account for public funds, to manage municipal finances wisely and to plan the adequate funding of services and facilities desired and needed by the public.

Our fiscal policy has specific objectives designed to ensure our continued fiscal well-being. These objectives are:

- ✚ To protect the governing body's policy-making ability by ensuring that important policy decisions are not controlled by financial problems or emergencies.
- ✚ To enhance the City Council's policy-making ability by providing accurate information on program and operating costs.
- ✚ To assist the sound management of the City government by providing accurate and timely information on current and anticipated financial conditions.
- ✚ To provide sound principles to guide the important decisions of the City Council and of management which have significant fiscal impact.
- ✚ To set forth-operational principles which minimize the cost and financial risk of government consistent with the services desired by the public.
- ✚ To employ revenue policies which prevent undue or unbalanced reliance on any one source; which distribute the cost of municipal services fairly and which provide adequate funds to operate desired programs.
- ✚ To provide and maintain essential public facilities, utilities, and infrastructure.
- ✚ To protect and enhance the City's credit rating.
- ✚ To ensure the legal use of all City funds through efficient systems of financial security and internal control.

REVENUE POLICY

A diversified and stable revenue system will be maintained to shelter the government from short run fluctuations in any one-revenue source.

- ✚ Revenues for the next six (6) years will be projected and updated annually.
- ✚ Each existing and potential revenue source will be re-examined annually to ensure that they are kept current.
- ✚ One-time revenues will be used only for one-time expenditures. The City will avoid using temporary revenues to fund mainstream services.
- ✚ All revenue forecasts shall be conservative.
- ✚ Regular reports comparing actual to budgeted revenues will be prepared by Administration and presented to the Mayor and the City Council and the City Administrator to keep them abreast of the City's revenues.
- ✚ The City will maintain a high collection rate (ninety-five percent plus), consistent with the marginal cost of collection.
- ✚ All City funds shall be (a) safely invested, (b) with a sufficient level to liquidity to meet cash flow needs, and (c) invested at the maximum yield possible being safely invested with a sufficient level to liquidity to meet cash flow needs. One hundred percent (100 percent) of all idle cash will be continuously invested.
- ✚ The City will maximize the utilization of user charges in lieu of ad valorem taxes for services that can be individually identified and where the costs are directly related to the level of service. User fees shall be adjusted each year to reflect cost increases or decreases.

OPERATING BUDGET POLICY

Current operating expenses shall not exceed current operating revenues.

Regular reports comparing actual to budgeted expenditures will be prepared and presented to the Mayor and the City Council and the City Administrator to keep them abreast of the City's expenditures.

Departmental objectives will be integrated into the City's annual budget and monthly departmental reports.

Before the City undertakes any agreements that create fixed cost, the cost implications, both operating and capital, of such agreements will be fully determined for the current and future years.

All non-salary benefits, such as Social Security, pension and insurance, will be estimated and their impact on future budgets annually assessed. Employees will be provided an annual summary that informs them of their total compensation including benefits.

Cost analysis of salary increases will include the effect of such increases on the City share of related fringe benefits.

City will annually submit documentation to obtain the Award for Distinguished Budget Presentation from the Government Finance Officers Association (GFOA).

CAPITAL IMPROVEMENTS POLICY

City staff will prepare for the Council's adoption annually, a five (5) year Capital Improvements Program (CIP) that will detail each capital project, the estimated cost, the description and funding source. Future operating costs associated with new capital improvements will be projected and included in the operating budget forecast.

The City will determine and use the most effective and efficient method for financing all new capital projects as referenced in the Charter for the City of Blue Springs Section 7.4.

ACCOUNTING POLICY

The City will maintain high standards of accounting. Generally accepted accounting principles (GAAP) will be used in accordance with the standard developed by National Council on Government Accounting and endorsed by the Government Finance Officers Association (GFOA).

An independent annual audit will be performed by a public accounting firm, which will issue an official opinion on the annual financial statements and a management letter detailing areas that need improvement.

Full disclosure will be provided in the financial statements and bond representations. Financial systems will be maintained to monitor expenditures and revenues on a monthly basis, with a thorough analysis and adjustment of the Annual Budget at mid-year and any other appropriate time.

The accounting system will provide monthly information about cash position and investment performance.

The City will annually submit documentation to obtain the Certificate of Achievement for Excellence in Financial Reporting from GFOA.

DEBT POLICY

Long-term borrowing will be confined to construction of capital improvements and acquisition of capital equipment too large to be financed from current revenues.

Proceeds from long-term debt should only be used for construction project costs, acquisition of other fixed assets, bond issue costs, debt service reserve requirements, and refunding of outstanding bond issues and will not be used for current, ongoing operations.

Debt will be extinguished within a period not to exceed the expected useful life of the capital project or equipment.

The city should actively monitor its investment practices to ensure maximum returns on its invested bond funds while complying with Federal arbitrage guidelines.

The Finance Department should continually monitor outstanding debt issues to verify compliance with debt covenants.

The City's financial management policies should be oriented to maintain a balanced relationship between issuing debt and pay-as-you-go financing.

RESERVE POLICY

As of **September 30, 2021**, the City implemented GASB Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. This statement changed the fund balance classifications for the governmental funds. In the fund financial statements, governmental funds now report the following fund balance classifications:

Non-Spendable – This consists of amounts that cannot be spent because they are either not in spendable form or legally or contractually required to be maintained intact.

Restricted – This consists of amounts where constraints are placed on the use of those resources which are either externally imposed by creditors, grantors,

contributors, laws or regulations of other governments, or imposed by law through constitutional provisions or enabling legislation.

Committed – This consists of amounts which can only be used for specific purposes pursuant to constraints imposed by formal action of the City Council.

Assigned – This consists of amounts which are constrained by City management's intent to be used for a specific purpose but are neither formally restricted by external sources nor committed by City Council action. The City Administrator has the authority to assign amounts for a specific purpose in this category. Likewise, the City Administrator has the authority to take necessary actions to un-assign amounts in this category.

Unassigned – This consists of the residual fund balance that does not meet the requirements for the non-spendable, restricted, committed, or assigned classifications. A positive unassigned fund balance is only possible in the general fund.

The City has a fund balance policy that provides guidance for programs with multiple revenue sources. The policy is to use restricted resources first when expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available. For purposes of fund balance classification expenditures are to be spent from restricted fund balance first, followed in order by committed fund balance, assigned fund balance and lastly unassigned fund balance.

The City has stabilization arrangements that set aside 25% of the prior year's budgeted General Fund expenditures. The 25% is divided into two reserve categories, the emergency reserve at 17% and the budget stabilization reserve at 8%. The emergency reserve shall only be used if the City directly experiences a natural disaster that jeopardizes public safety, the Federal Government or State of Missouri formally declare a disaster or emergency or if no reasonable budget adjustments are available to continue providing essential services to the public. The budget stabilization reserve shall only be used if there is a sudden or unexpected decline in ongoing revenues greater than 8% of General Fund operating revenues, short term stabilization is needed to minimize significant changes in insurance rates or premiums, funds are needed as part of a matching grant for a major project for which budgeted funds are not available or for sudden or unexpected capital outlay replacement needs such as a facility failure. If the reserves are spent below the minimum required level, the City will develop and implement a plan to replenish the reserves. This plan will restore the reserves within 2 years for the emergency reserve and 5 years for the budget stabilization reserve. During an economic downturn, the timeline for restoring the reserves will not begin until revenues have stabilized.

ENTERPRISE FUND POLICY

Utility user charges will be based on cost of services and established to generate sufficient revenues to recover annual system operation, maintenance and equipment costs. Rates will be structured so that they are in accordance with all Federal and State regulations.

City staff will conduct a comprehensive rate study every three years for both the Water and Sewer Utilities. In each of the intervening years, the staff will review and update the current study.

The administrative service fee is a payment from the Water and Sewer Fund to the General Fund for the rental of building, cost of equipment, utilities and service usage provided by General Fund departments. Consequently, the amount of each year's service fee will be based on the estimated General Fund expenditures that represent direct services provided to Sewer and Water, less those that are directly billed.

Capital revenues, for system improvement and system expansion, will be fifteen (15) percent of the total fund budget and calculated as part of the user rates.

Capital set-aside from the user rates will be maintained for the sole purpose of covering the replacement cost of each utility's facilities and capital plant. The total reserve amount for each fund will be one (1) year's depreciation expense and will be used to minimize borrowing in the future.

The Sewer and Water Operation and Maintenance (O&M) Funds will maintain a cash reserve equal to six (6) weeks of operation and maintenance expenses. These funds will be used to avoid cash-flow interruptions, generate interest income, reduce need for short-term borrowing and assist in meeting any emergency expenses.

BUDGETARY PROCESS

The City and City Council follow this process to formulate the budget. In addition to meeting all legal requirements, this process is designed to draw on the ideas of the City employees, elected officials and citizens.

Late March - Departments begin formulating their departmental budgets.

Mid-April - Administration and City Administrator finalize revenue projections for the coming budget year. Departments submit program objectives and budget requests to the City Administrator.

Early June - The City Administrator meets with department directors to discuss goals, objectives, budget requests, capital improvement projects and program measurements.

Early July - The City Administrator formulates a balanced budget.

August 1 - The City Administrator distributes a recommended budget to the Mayor and City Council as referenced in the Charter for the City of Blue Springs Section 7.3.

Late August - The City advertises that a public hearing will be held on the budget. The advertisement invites citizen's comments relative to said proposed FY 2020-21 budget. Anyone desiring further information is invited to contact the City Clerk at 903 West Main Street, Blue Springs, Missouri, Monday-Friday, 8:00 a.m.-5:00 p.m., Phone # (816) 228-0110.

Early September - The Mayor and City Council hold a public hearing on the budget to obtain citizen comments.

Late September - The Mayor and City Council adopt the budget.

October 1 - The budget becomes effective. The City Administrator is authorized to approve overspending of budgeted line items; however, any major overspending of budgeted department expenditures or fund budgets requires approval by the City Council.

BUDGETARY BASIS AND CONTROLS

The City's policy is to prepare the annual budget for governmental fund types on the modified accrual basis, and proprietary fund types on the accrual basis.

Budgetary control is maintained at the department or fund level by encumbering funds for the estimated purchase amounts when purchase orders are released to vendors. Purchase orders, which result in an overrun of line item balances, are not released until approved by the Director of Finance. However, any major overspending of department or fund budgets requires approval of the City Council. Open encumbrances are reported as reservations of fund balance at year-end since the City intends to honor the purchase orders in the subsequent year.

Each year, the City develops its municipal budget based on zero-based budgeting technologies. Great emphasis and effort are made in the budget process to define program services, itemize in detail expenditure activities, establish performance standards and report productivity, where possible, on unit costs.

Equally important in the development of the annual budget is the preparation of the financing plan. The revenue side of the budget identifies revenues to be used in funding municipal services and forecasts the estimated income each will produce. The City's revenue plan will vary from year to year, as national and local economic conditions and other influences change.

BUDGETARY REPORTING

Administration will provide monthly reports of budget position to each Department Director, the City Administrator, Mayor and City Council.

AMENDED BUDGET PROCESS

It is the responsibility of the Department Directors to monitor the expenditures monthly. The Budget Analyst distributes monthly reports that are used to review and analyze expenditures to maintain control of spending and address goals and objectives with performance.

During the budget year, with approval of the City Administrator, a budget amendment will be prepared and submitted to the Mayor and City Council. In the event of an emergency, the City Administrator may authorize expenditure by a department, which is in an "overrun" situation.

The accounting system will provide monthly information about cash position and investment performance.

The City will annually submit documentation to obtain the Certificate of Achievement for Excellence in Financial Reporting from GFOA.

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SUMMARY OF SIGNIFICANT ACCOUNTING PRINCIPLES

The accounting and reporting policies of the City conform to generally accepted accounting principles applicable to local government. The following represents the more significant accounting and reporting policies and practices of the City:

In determining the agencies or entities, which comprise the City for financial reporting purposes, the criteria of oversight responsibility over such agencies or entities, special financing relationships and scope of public service provided by the agencies or entities are used. Oversight responsibility is determined by the extent of financial interdependence, control over the selection of the governing authority and management, ability to significantly influence operations and accountability for fiscal matters. Based on these criteria, there are no other agencies or entities which should be included in the financial statement of the City.

Basis of Presentation

The accounts of the City are organized on the basis of funds and groups of accounts, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts which comprise its assets, liabilities, equities, revenues and expenditures or expenses. The various funds are grouped by type in the financial statements. The following fund types and account groups are used by the City.

Governmental Fund Types

Governmental Fund Types include the general fund, special revenues funds, capital projects funds, debt service funds, and permanent funds. The Governmental Accounting Standards Board (GASB) has clarified the definitions of these funds as follows:

The General Fund: The general fund is used to account for all financial resources not accounted for and reported in another fund.

Special Revenue Fund: Special revenues funds are used to account and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects. The specific restricted or committed revenue sources should be expected to continue to comprise a substantial portion of the fund. The City's Special Revenue Funds are the Hotel Motel Tax, Public Safety Sales Tax and Park Sales Tax. Other resources reported in a special revenue fund, such as transfers or investment earnings, may be reported if they are also restricted, committed or assigned for the specific purpose of the fund.

Debt Service Fund: Debt service funds are used to account for all financial resources restricted, committed or assigned to expenditure for principal or interest.

Capital Project Fund: Capital projects funds are used to account for all financial resources restricted, committed or assigned to expenditure for capital outlays.

Permanent Fund: Permanent funds are used to account for resources restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs – that is, for the benefit of the government or its citizens.

Proprietary Fund Types

Proprietary Funds are those used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector. The measurement focus is upon determination of net income. The following are the City's proprietary fund types:

Enterprise Funds account for operations that provide a service to citizens, financed primarily by a user charge for the provision of that service, and activities where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability or other purposes. The City's Enterprise Funds are the Fieldhouse Fund, Golf Course Fund, Water Utility Fund and the Sewer Utility Fund.

Internal Service Funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governmental units, on a cost-reimbursement basis. The City's Internal Service Fund is the Fleet Maintenance Fund.

Fiduciary Fund Types

Agency Funds account for resources received and held by the City as agent and are to be expended as directed by the party for which the City is acting as agent. The City maintains seven agency funds, the Jackson County Tax Agency Fund, Employee Flex Benefit Agency Fund for City employees, Eastern Jackson County Betterment Council Agency Fund, Adams Farm Transportation Development District Fund, Coronado Drive (Walmart) Transportation Development District Fund, the Adams Dairy Landing CID Fund, the Oaks at Woods Chapel CID Fund and the White Oak CID.

Basis for Accounting

The modified accrual basis of accounting is utilized by all governmental and agency fund types. Under the modified accrual basis of accounting, revenues are recorded as collected unless susceptible to accrual, i.e., amounts measurable and available to finance the City's operations or of a material amount and not received at the normal time of receipt. Significant revenues which are considered susceptible to accrual include delinquent property taxes (on the basis of amounts expected to be collected within 60 days of year-end), sales, utility and franchise taxes, interest and certain State and Federal grants and entitlements. Expenditures, other than interest on long-term debt, are recorded when the liability is incurred.

In applying the susceptible-to-accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as guidance. There are, however, essentially two types of these revenues. In one, monies must be paid to the City; therefore revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to purpose of expenditure and are usually revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if the susceptible-to-accrual criteria are not met.

Licenses and permits, charges for services, fines and forfeitures, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

The accrual basis of accounting is utilized by the proprietary fund types. Under this basis of accounting, revenues are recognized when earned (including unbilled services) and expenses are recorded when liabilities are incurred.



Blue Springs

Missouri

Blue Springs' history, like that of so many Midwestern communities, is tied to the migration of settlers on their westward journey. Pioneers found the area to be an ideal stopover due to the abundance of cool, clean water. The major source of water came from a spring at the mouth of the east fork of the Little Blue River; hence the name 'blue springs.' The presence of water and a need for pioneer supplies led to the construction of a grist mill and permanent settlement at the site of the City's Burrus Old Mill Park.

The community of Blue Springs was organized as part of Jackson County in 1827 and became the fourth settlement in the county, pre-dating Kansas City.

An early settler, Franklin Smith, arrived in Blue Springs from Virginia in 1838 and became a leading figure in the community's development. He established the first post office in 1845, naming it after the well-known springs.

The settlement continued to grow near the springs until 1878, when the Chicago and Alton Railroad announced plans to build a station about one mile east of the original settlement. To take advantage of the commerce the railroad would bring, the town moved its center to the site of the new station and continued its development as a rural trading center.

Growth continued at a steady pace, and was hastened by the beginning of World War II, when the Lake City Arsenal munitions plant opened north of the city, employing many residents. Another stimulus to growth occurred in 1965, with the opening of Interstate 70, which greatly improved access to Kansas City, Missouri.

In 1970, Blue Springs had a population of 6,779. By 1980, the city had more than quadrupled, boasting a population of 25,936. In 2004, the population for the City exceeded 50,000 at 51,910. Today, Blue Springs is one of the fastest-growing cities in Missouri, boasting a population of 59,430 residents.

In the midst of the City's phenomenal growth and new development, community leaders continue to implement programs designed to maintain historical properties in order to preserve Blue Springs' historically significant elements and century-old roots.

Local Development Organizations

Blue Springs Chamber of Commerce

1000 West Main Street
Blue Springs, Missouri 64015-3799
Phone: 816.229.8558
Fax: 816.229.1244
E-mail: www.bluespringschamber.com

Blue Springs Downtown Alive

1124 Main Street Suite #206
Blue Springs, Mo 64015
Phone: 816.228.2300
E-mail: www.downtownbluesprings.com

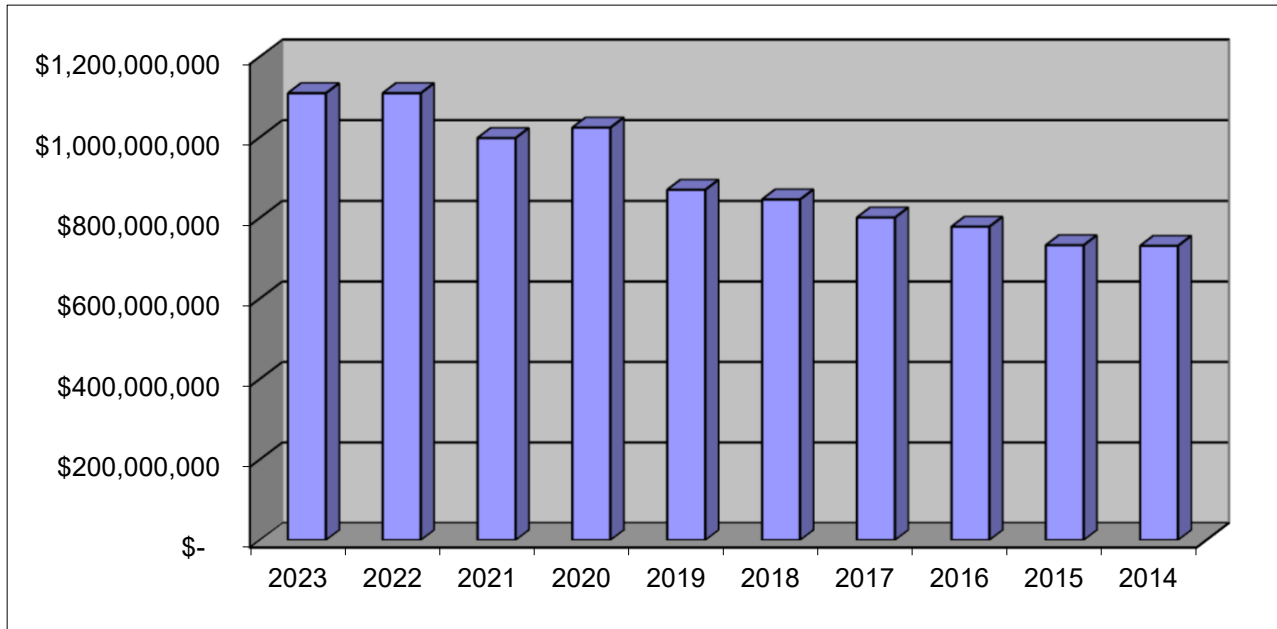


Major Manufacturers and Employers

In the City of Blue Springs

Company	Product / Service	Employment
Blue Springs School District	Public Schools	2037
St. Mary's Hospital	Health Care	598
Hy-Vee Food Store	Grocery Store	545
Fike Corporation (World Headquarters)	Safety Valve Release Manufacturer	471
Wal-Mart	Discount Department/Food Store	426
Price Chopper	Grocery Store	331
City of Blue Springs	Government	309
Target	Discount Department Store	300
Faurecia	Door & Instrument Panel Manufacturer	300
St. Mary's Villages	Skilled Nursing, Rehabilitation, Memory Care, Assisted Living	206
Kohl's Distribution Center	Warehouse Distribution	204
Central Jackson County Fire Protection	Fire and Emergency Medical Service	133
Home Depot	Retail Hardware/Home Improvements	132
Blue Springs Ford Sales	Auto Sales	130
WestRock Company	Fiberboard Container Manufacturer	125
Texas Roadhouse	Restaurant	110
Molle Chevrolet	Auto Sales	100
The Parkway Senior Living	Senior Living Community	97

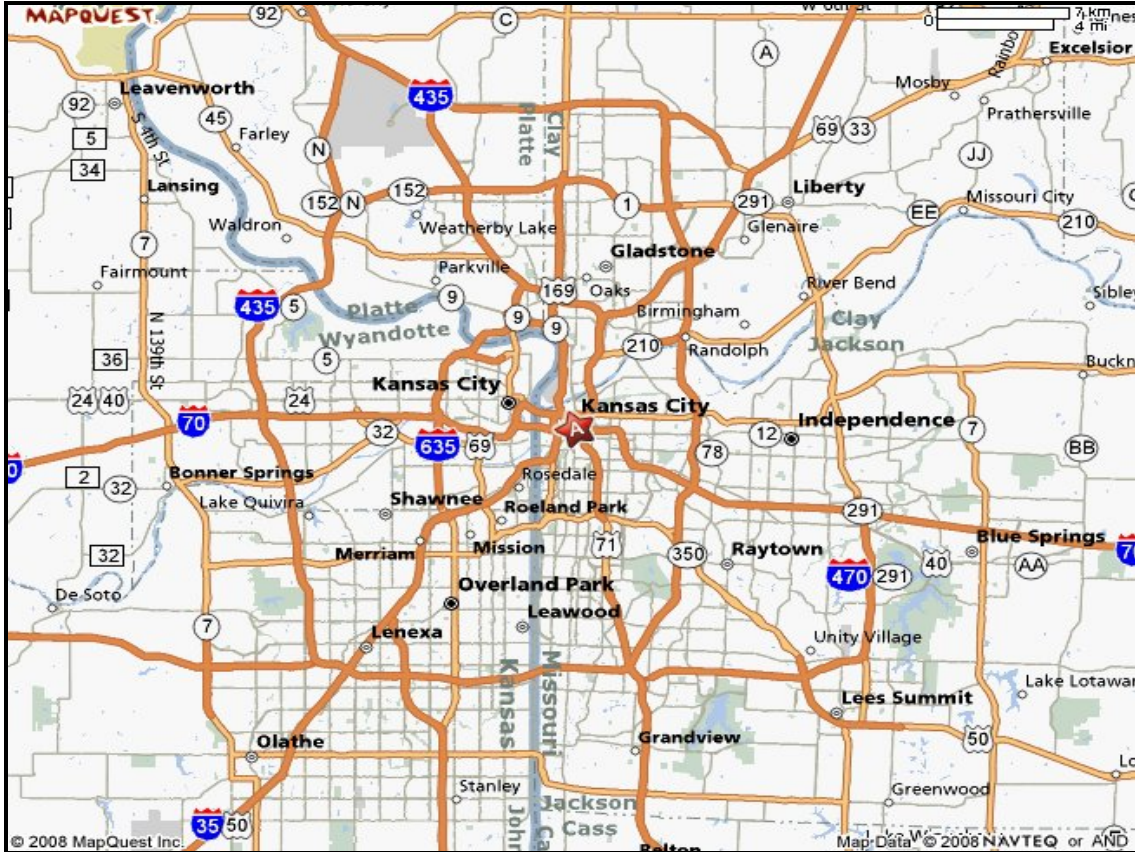
Total Taxable Assessed Valuation Last Ten Years



<u>Fiscal Year Ended September 30</u>	<u>Total Taxable Assessed Value</u>
2023	\$ 1,109,604,999
2022	\$ 1,109,604,999
2021	\$ 998,479,438
2020	\$ 1,024,281,766
2019	\$ 870,057,897
2018	\$ 846,085,624
2017	\$ 801,207,750
2016	\$ 778,541,930
2015	\$ 732,627,840
2014	\$ 731,056,283

(The city was involved in a statewide reassessment program in 1985. Jackson County reassesses all County property every two years thereafter).

Geographic Location & Size



Blue Springs is a thriving suburban community located 25 minutes east of downtown Kansas City which is conveniently accessible by three interchanges providing residents and business with easy access to Interstate 70. Blue Springs total land size is 14,142 acres or 22.1 square miles and is the 7th largest city in the Greater Kansas City metropolitan area.

Blue Springs is served by several Interstate highways (I-70, I-470 & I-435). Our community is also served by several State highways (Missouri 7, U.S. 40, AA and M-291).

Average Climate

Month	Average High	Average Low	Rainfall (inches)
January	40	22	1.3
February	43	24	1.5
March	56	37	2.8
April	66	46	3.8
May	75	56	5.1
June	85	66	5.5
July	89	70	4.2
August	87	68	3.8
September	80	60	4.9
October	67	48	3.5
November	55	37	3.0
December	43	26	1.9

Blue Springs, Mo Weather Facts

- * July is on average the warmest month.
- * The Highest recorded temperature was 108°F in 1980.
- * January on average is coolest month.
- * The lowest recorded temperature was -25°F in 1989.
- * The maximum average precipitation occurs in June.

Source: Weather Atlas & National Centers for Environmental Information & Weather Channel

Demographic and Economic Statistics

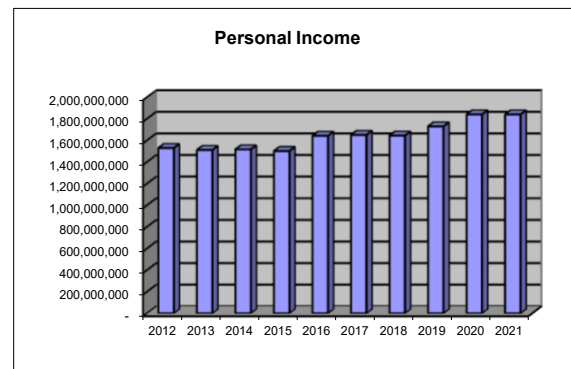
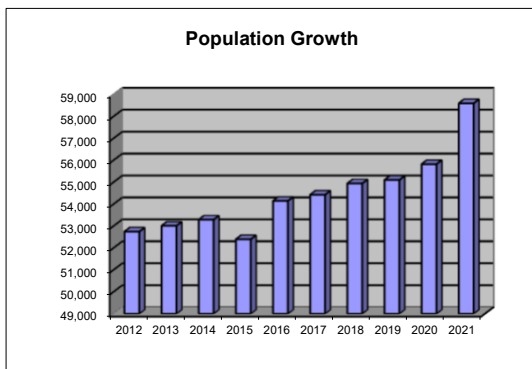
Last Ten calendar Years

Population Growth

Calendar Year	Population (1)	Median Age (1)	School Enrollment (1)
2012	52,749	34.70	14,447
2013	53,014	33.10	14,586
2014	53,294	35.60	14,524
2015	52,401	36.20	14,383
2016	54,148	35.60	14,382
2017	54,431	35.40	14,738
2018	54,945	35.90	14,880
2019	55,104	34.50	15,067
2020	55,829	35.40	15,087
2021	58,603	35.40	15,194

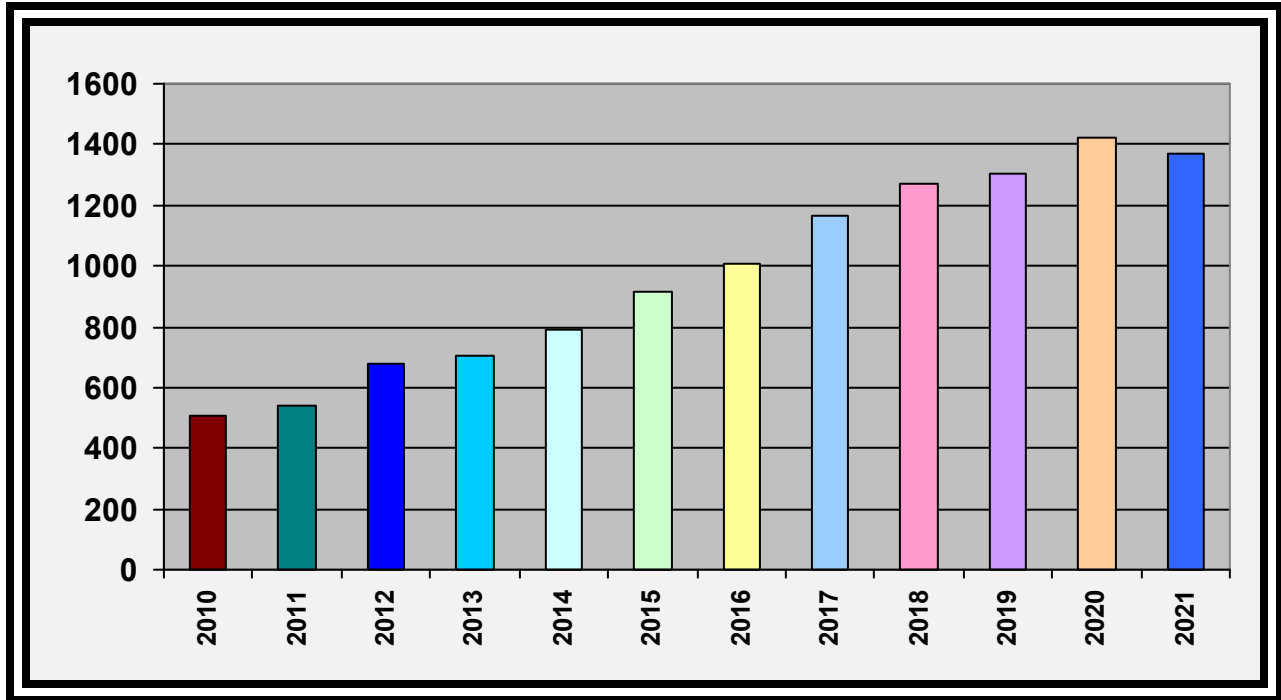
Personal Income

Calendar Year	Personal Income (thousands of dollars)	Per Capita Personal Income (1)	Unemployment Rate (1)
2012	1,529,510,004	28,996	5.20%
2013	1,511,005,028	28,502	6.30%
2014	1,516,587,358	28,457	5.60%
2015	1,501,969,863	28,908	5.10%
2016	1,641,875,656	28,663	4.90%
2017	1,650,456,782	30,322	4.90%
2018	1,644,339,015	29,927	3.70%
2019	1,729,604,352	31,388	2.10%
2020	1,839,788,866	32,954	3.00%
2021	1,840,016,994	31,398	3.90%



Sources: (1) Comprehensive Annual Financial Report - Statistical Section-Demographics and Economic Statistics

Building Permits Issued Last Ten Years



**Year Ended
December 31**

**Building Permits
Residential / Commercial**

2012	677
2013	704
2014	792
2015	914
2016	1009
2017	1164
2018	1268
2019	1303
2020	1,425
2021	1369

Information obtained from City's Community Development Department

City of Blue Springs

Miscellaneous Statistics

The City operates under a Home Rule Charter and is governed by a Mayor and six-member City Council, who appoint a City Administrator. The City has adopted a Comprehensive Plan and has a unified Development Code.

Date of incorporation	September 7th, 1880
Date of becoming a fourth-class city	January 12th, 1904
Form of government	Mayor / City Council / City Administrator
Legislative district:	Missouri Senate 8th; Missouri House 54th and 55th; U.S. Congressional District 4th, 5th and 6th
Sales Tax Rate:	8.600%
Property Tax Levy:	\$9.1094 per \$100 assessed value
Number of employees	315.5
Area (in square miles)	22.1

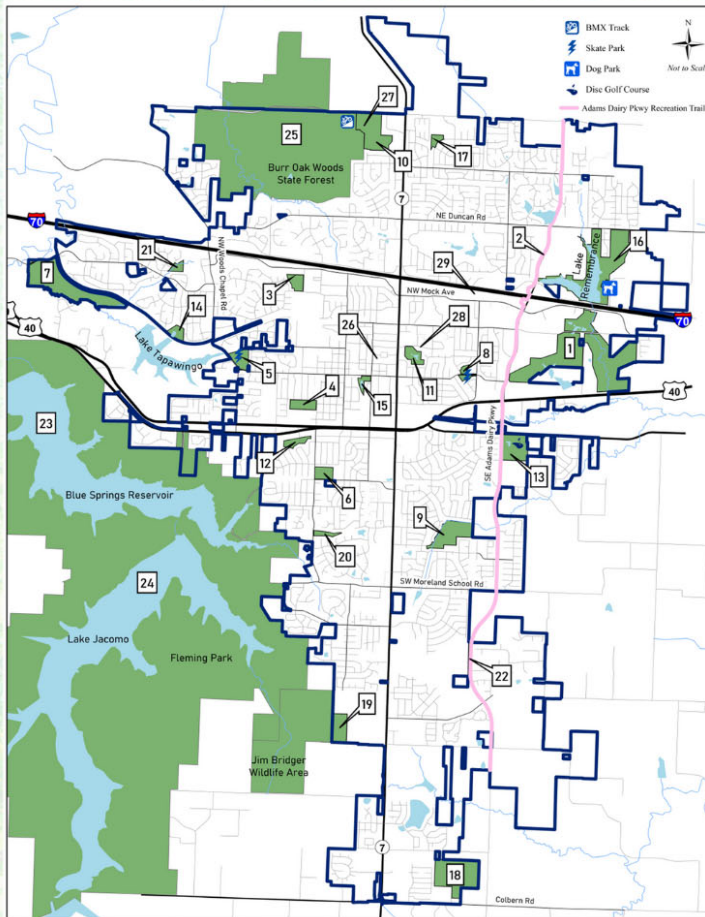
City of Blue Springs Facilities and Services

Police Protection:	
Number of stations	1
Number of sub-stations	3
Number of sworn police officers	100
Number of vehicular patrol units	38
Number of Citations Issued	8,070
Streets & Highways	
Total Area (square miles)	22
Paved Miles	250
Number of street lights	316
Street overlay (miles)	Overlay - 9.4
Potholes Repaired	10,148
Crack Sealing (lane miles)	9
Water Utility Services:	
Supplier:	Blue Springs Water Division
Source:	Kansas City Water Company Independence Water Company Tri-county Water Authority
Number of customers	21,782
Miles of water mains	281
Number of fire hydrants	2,567
Average daily consumption (millions of gallons)	4.5
Water main breaks	95
New water connections	59
Sewer Utility Services	
Supplier:	Sni-A-Bar Wastewater Treatment Facility Division Little Blue Sewer District
Number of customers	22,884
Miles of sanitary sewers	285
Miles of storm sewers	145
Number of treatment plants	1
New sewer connections	394
Average daily treatment (millions of gallons)	5.0
Parks & Recreation	
Public Parks	15 Developed 6 Undeveloped
Recreation Center - Blue Springs Fieldhouse	1
Senior Community Center	1
Dog Park Facility	1
Conference centers	1

Miscellaneous Statistics Continued

Splash Pad	1
Public golf courses	2
Miles of walking/bike trails	14 miles paved trails, 4 miles of shared-use trails
Park Shelter Reservations	904
Vesper Hall Senior Center Rentals	145
Number of Participants in Recreation Programs	10,500
Congregate and Home Delivered meals served to Senior Citizens	24,002
Volunteer hours performed at Vesper Hall Senior Center	11,799
Number of senior citizens that paid for round trip transportation services within Blue Springs City limits	4,596
Community Development	
Building Permits Issued	1,369
Number of Nuisance Violations Cited	2,020
Other Public Facilities & Services (not included in reporting entity)	
Blue Springs R-IV School District	
Elementary and Secondary Education Overview	
<i>The nationally recognized AAA Blue Springs R-IV School District earned Expansions Management Magazines Gold Medal Award, the highest award for quality education, community resources and support. In addition, the Blue Springs School District was singled out by the Wall Street Journal as one of the top school districts in the nation. The district continues to earn dozens of awards annually for its academic programs and student performance.</i>	
Elementary Schools:	13
Middle Schools:	4
Freshman Center	1
High Schools:	3
Performing Arts Centers	2
Early Childhood and Special Services	4
Community Colleges	1
<i>Students living in Blue Springs have access to 54 colleges, universities and technical schools in the metropolitan area including Graceland University, Park University, Columbia College, University of Missouri at Kansas City, Rockhurst University, William Jewell College, Avila, Central Missouri State University, University of Kansas Edwards Campus and Blue Valley Community College.</i>	
Fire Protection & Emergency Medical Services	
Number of stations	5 (4 in Blue Springs City Limits)
Number Advanced Life Support Ambulances	5
Number of Fire Pumpers	4
Number of Ladder Trucks	1
Number of firefighters/paramedics/EMT's	131
Number of volunteers	10
Average number of calls answered per year	8,000
Insurance Services Office (ISO) Rating	Class I
Hospitals - St. Mary's Medical Center	1
Outpatient Clinics	4
Lodging Facilities	10
Bur Oak Wood Wildlife Refuge and Nature Trails	1,071 acres
Restored 1855 Missouri Town	Jackson County Parks and Recreation
Lakes	
Blue Springs	720 acres
Lake Jacomo	970 acres
Lake Remembrance	54 acres

BLUE SPRINGS PARKS AND FACILITIES



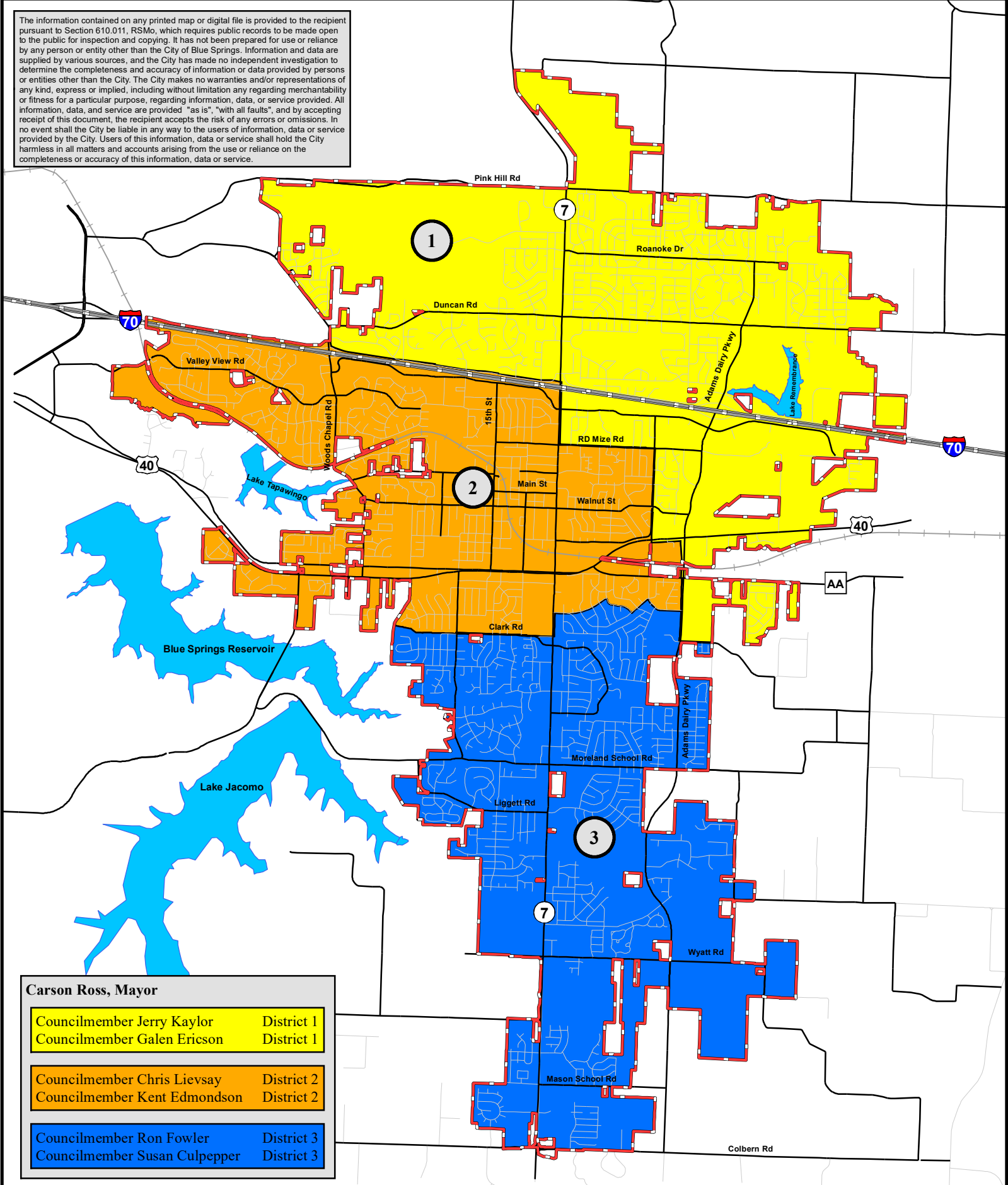
1. Adams Pointe Golf Club
1601 NE R.D Mize Rd
2. Adams Dairy Parkway Trail
2401 SE Ashton Drive
3. Baumgardner Park
2204 SW South Ave
4. Burrus Old Mill Park
112 NW Woods Chapel Rd
5. Franklin Smith School Park
1609 SW Clark Rd
6. Hidden Valley Sports Complex
6500 NW Valley View Rd.
7. James Walker School Park
214 SE Walnut St
8. Keystone Park
2214 SE Keystone Dr
9. Pink Hill Park
2715 NW Park Rd
10. Rotary Park at Railroad Lake
600 NW Vesper St
11. Ward Park
1000 SW 22nd St
12. Wilbur Young Park
1100 SE Adams Dairy Pkwy
13. Woods Chapel Park
3925 NW Dogwood Terrace
14. Central Park
15. Gregory o. Grounds Park/
Lake Remembrance
16. Northeast Park Site*
17. Roscoe Righter Park*
18. Southwest Park*
19. Stone Creek Park*
20. Valley View Park*
21. Willow Tree Park*
22. Blue Springs Lake/Fleming Park
Contact Jackson County Parks + Rec
at 816-503-4800
23. Lake Jacomo/Fleming Park
Contact Jackson County Parks + Rec
at 816-503-4800
24. Burr Oak Woods Nature Center - State Forest
Contact MO Dept of Conservation
at 816-228-3766
25. City Hall
903 W Main St
26. Park Maintenance Complex
2715 NW Park Dr
27. Vesper Hall Community Center
400 Vesper St
28. Fieldhouse
425 NE Mock Ave
29. Fieldhouse
425 NE Mock Ave

*Site Presently Undeveloped

PARK AMENITIES

- 15 developed public parks
- 6 undeveloped parks
- 599 total park acres
- 383 developed acres
- 188 undeveloped acres
- 28 preserved acres
- 17 park shelters
- 2 gazebos
- 15 playgrounds
- 21 tennis courts
- 10 sand volleyball courts
- 7 basketball courts
- 15 softball fields
- 7 baseball fields
- 12 soccer fields
- 3 football fields
- 3 practice ball fields
- 2 skateboard parks
- 1 community garden
- 1 splash pad
- 8 walking trails
- 1 BMX track
- 2 lakes/3 ponds
- 4 fishing areas
- 6 water/fountain features
- 1 public golf course, 18 holes
- 1 Senior Center
- 1 Fieldhouse
- 1 disc golf course

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Carson Ross, Mayor

Councilmember Jerry Kaylor	District 1
Councilmember Galen Ericson	District 1
Councilmember Chris Lievsay	District 2
Councilmember Kent Edmondson	District 2
Councilmember Ron Fowler	District 3
Councilmember Susan Culpepper	District 3



City of Blue Springs
 903 W. Main St. Blue Springs, MO 64015
Council Districts

N

 1 inch = 5,000 feet
 Date: 12/14/2021

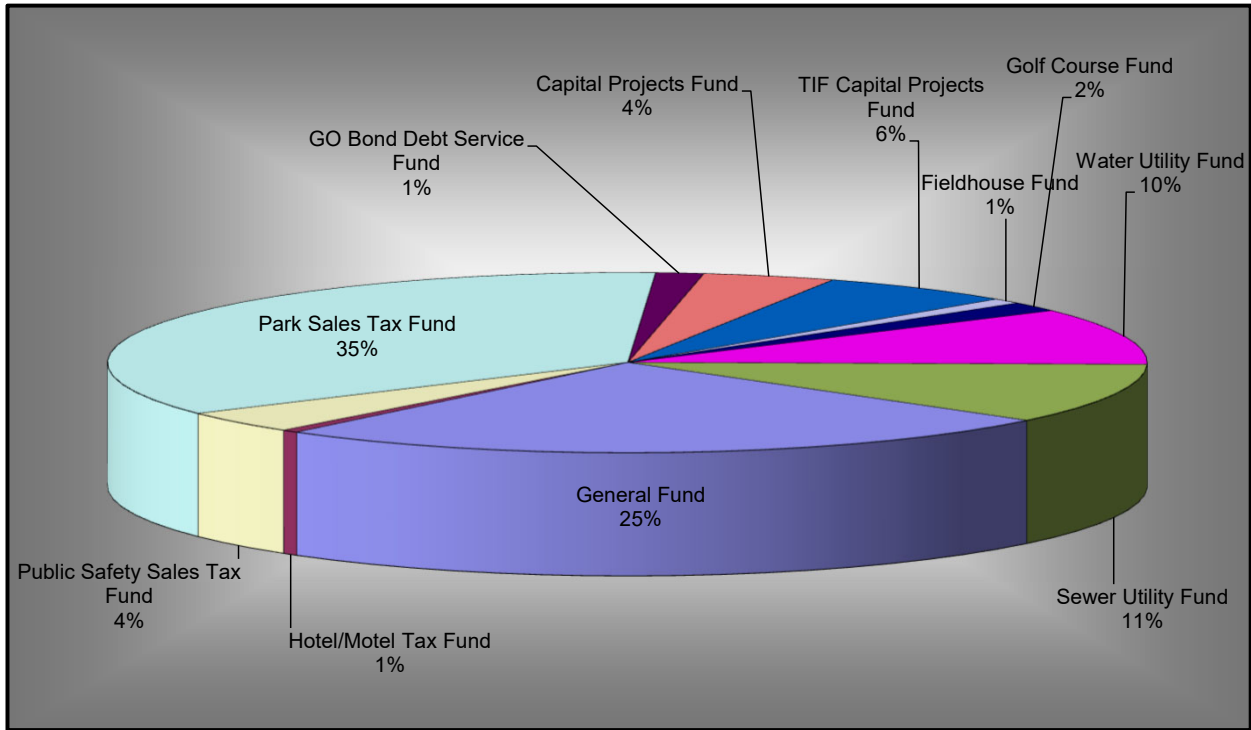


Revenue Summaries by Fund



Revenues by Fund

Fiscal Year 2022-23



Fund	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23	% Change from 2021-22
General Fund	\$ 29,132,705	\$ 28,855,492	\$ 28,003,385	-3%
Hotel/Motel Tax Fund	602,724	633,707	591,296	-7%
Public Safety Sales Tax Fund	4,414,370	4,456,450	4,456,404	0%
Park Sales Tax Fund	4,948,386	4,959,346	39,959,346	706%
GO Bond Debt Service Fund	1,530,430	1,675,993	1,674,627	0%
Capital Projects Fund	4,592,940	4,985,108	4,649,035	-7%
TIF Capital Projects Fund	6,961,632	6,890,365	6,890,365	0%
Fieldhouse Fund	836,654	919,243	1,067,276	16%
Golf Course Fund	1,962,850	2,107,281	1,923,251	-9%
Water Utility Fund	11,717,595	11,416,116	11,416,116	0%
Sewer Utility Fund	10,692,360	11,538,542	12,139,715	5%
Total	\$ 77,392,645	\$ 78,437,644	\$ 112,770,817	44%
Use of Cash Reserves	\$ (3,998,743)	\$ 4,097,157	\$ (2,936,532)	
Grand Total	\$ 73,393,904	\$ 82,534,799	\$ 109,834,284	

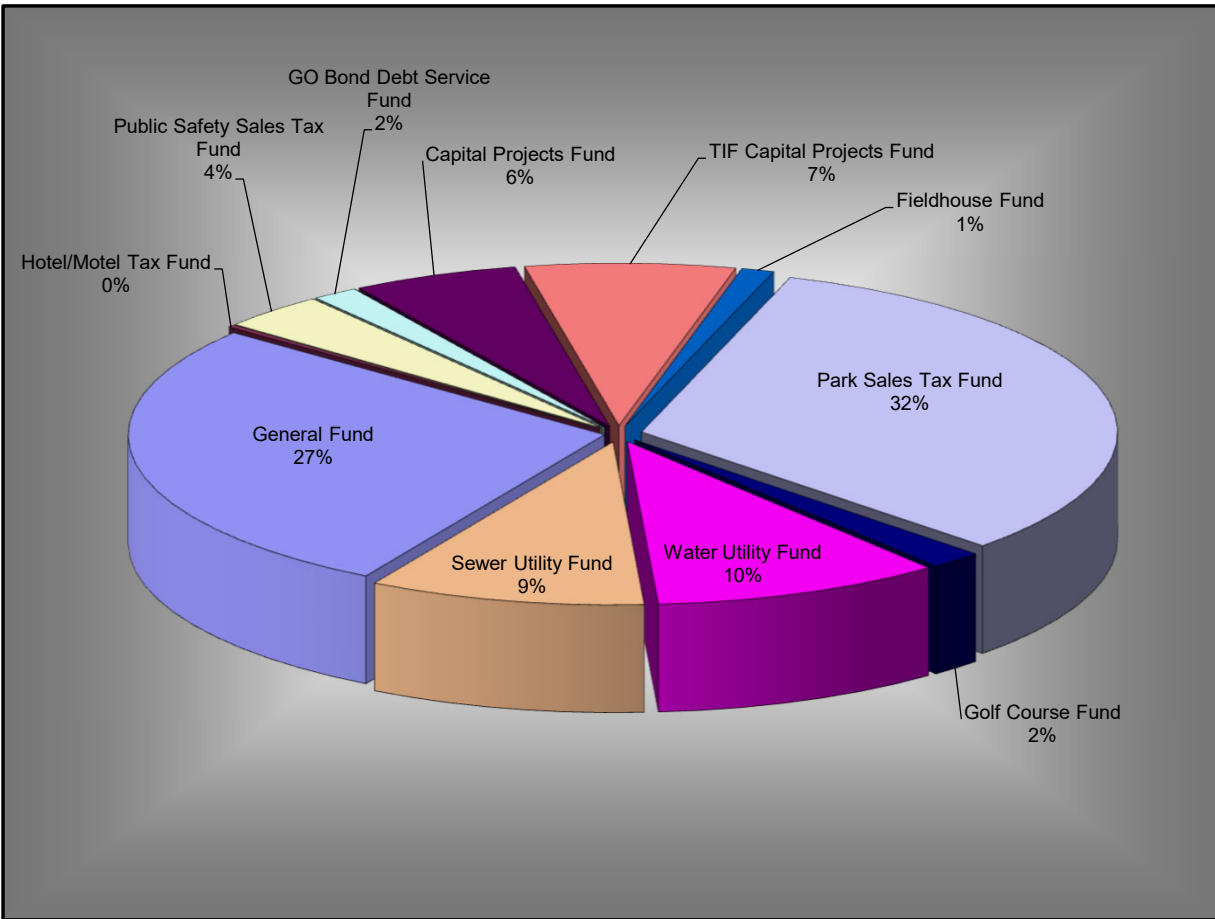
Total Revenues by Fund and Category

Fund	Taxes	Licenses and Permits	Other Gov't Sources	Charges for Services	Fines and Forfeits	Interest Income	Other	Total	Cash Reserves*	Grand Total
General Fund	\$ 19,824,392	\$ 1,562,587	\$ 3,925,939	\$ 1,549,372	\$ 632,625	\$ 182,200	\$ 326,269	\$ 28,003,384	1,182,478	\$ 29,185,862
Hotel/Motel Tax Fund	584,348	-	-	-	348	6,601	-	\$ 591,296	(177,681)	\$ 413,615
Public Safety Sales Tax Fund	4,412,390	-	-	-	-	44,014	-	\$ 4,456,404	(482,943)	\$ 3,973,461
GO Debt Service Fund	1,642,050	-	-	-	-	32,577	-	\$ 1,674,627	(206,850)	\$ 1,467,777
Capital Projects Fund	4,610,035	-	-	-	-	39,000	-	\$ 4,649,035	656,965	\$ 5,306,000
TIF Capital Projects Fund	6,879,422	-	-	-	-	10,944	-	\$ 6,890,365	990,023	\$ 7,880,388
Fieldhouse Fund	-	-	-	1,031,843	-	8,556	26,878	\$ 1,067,276	(23,694)	\$ 1,043,582
Park Sales Tax Fund	4,927,132	-	-	-	-	32,214	35,000,000	\$ 39,959,346	(4,541,846)	\$ 35,417,500
Golf Course Fund	-	-	-	1,920,894	-	2,357	-	\$ 1,923,251	0	\$ 1,923,251
Water Utility Fund	-	-	-	10,957,602	215,850	177,959	64,705	\$ 11,416,116	207,389	\$ 11,623,505
Sewer Utility Fund	-	-	693,800	10,717,958	190,700	524,279	12,979	\$ 12,139,715	(540,372)	\$ 11,599,343
Total	\$ 42,879,768	\$ 1,562,587	\$ 4,619,739	\$ 26,177,669	\$ 1,039,523	\$ 1,060,700	\$ 35,430,830	\$ 112,770,817	\$ (2,936,532)	\$ 109,834,284

* General fund use of cash reserves includes Central Garage operating transfer of \$32,478

Appropriation by Fund

Fiscal Year 2022-23



Fund	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23	% Change from 2021-22
General Fund	\$ 30,838,445	\$ 27,589,188	\$ 30,147,562	9%
Hotel/Motel Tax Fund	\$ 198,742	\$ 229,000	\$ 220,000	-4%
Public Safety Sales Tax Fund	\$ 4,127,445	\$ 3,811,690	\$ 3,973,460	4%
GO Bond Debt Service Fund	\$ 1,694,696	\$ 1,705,957	\$ 1,717,777	1%
Capital Projects Fund	\$ 6,567,383	\$ 9,010,442	\$ 6,206,000	-31%
TIF Capital Projects Fund	\$ 6,719,556	\$ 8,857,118	\$ 7,841,541	-11%
Fieldhouse Fund	\$ 626,807	\$ 843,011	\$ 1,219,428	145%
Park Sales Tax Fund	\$ 3,521,734	\$ 8,166,500	\$ 35,417,500	434%
Golf Course Fund	\$ 1,998,804	\$ 1,887,050	\$ 1,973,251	5%
Water Utility Fund	\$ 9,470,117	\$ 10,385,627	\$ 10,814,748	4%
Sewer Utility Fund	\$ 7,630,174	\$ 10,049,220	\$ 10,303,017	3%
Total	\$ 73,393,905	\$ 82,534,802	\$ 109,834,284	33%

Summary of Appropriation by Fund and Function

Fund/Function	Personal Services	Supplies and Materials	Contracted Services	Operating Total	Capital Outlay	Capital Improvements	Debt Service	Fund Total
General Fund								
City Council	\$ 140,405	\$ -	\$ 302,200	\$ 442,605	\$ -	\$ -	\$ -	
Law Department	206,448	250	26,570	233,268	-	-	-	
City Prosecutor	187,850	4,250	20,520	212,620	-	-	-	
Municipal Court	427,431	16,460	79,301	523,192	-	-	-	
City Administration	786,693	4,497	77,489	868,679	-	-	-	
Communications	167,239	24,750	85,285	277,274	-	-	-	
Human Resources	299,819	17,650	318,514	635,983	-	-	-	
Economic Development	106,054	-	165,000	271,054	-	-	-	
Information Technology	441,710	76,700	265,820	784,230	77,000	-	-	
Planning & Development	542,751	4,835	471,218	1,018,804	1,500	-	-	
Codes Administration	789,908	19,738	101,636	911,282	-	-	-	
GIS Program	92,369	-	45,008	137,377	-	-	-	
Finance	430,787	4,750	319,636	755,173	-	-	-	
Business Services	143,213	5,358	16,609	165,180	-	-	-	
Police Administration	331,862	10,628	229,975	572,465	55,000	-	-	
Police Operations Bureau	6,006,044	673,660	610,680	7,290,383	407,150	-	-	
Police Staff Services	2,445,009	66,740	237,090	2,748,839	12,000	-	-	
Police Community Youth						-	-	
Outreach Unit	2,388,744	165,010	269,381	2,823,135	29,000	-	-	
Public Works Administration	716,676	8,148	103,100	827,924	-	-	-	
Streets	1,170,621	501,475	1,479,191	3,151,287	17,800	-	-	
Parks Administration	401,580	15,500	90,760	507,840	-	-	-	
Recreation	535,482	105,653	232,300	873,435	20,600	-	-	
Parks Maintenance	1,013,582	290,278	592,106	1,895,966	121,000	-	-	
Building Maintenance	388,156	74,470	435,361	897,987	18,000	-	-	
Vesper Hall Senior Center	296,179	110,326	156,026	562,531	-	-	-	
General Fund Total	\$ 20,456,609	\$ 2,201,127	\$ 6,730,776	\$ 29,388,512	\$ 759,050	\$ -	\$ -	\$ 30,147,562
Hotel Motel Tax Fund	-	-	220,000	\$ 220,000	-	-	-	\$ 220,000
Public Safety Tax Fund	1,716,307	136,804	551,815	\$ 2,404,926	172,000	26,822	1,369,713	\$ 3,973,460
Debt Service Fund	-	-	-	\$ -	-	-	1,717,777	\$ 1,717,777
TIF Fund	-	-	970,845	\$ 970,845	593,922	-	6,276,774	\$ 7,841,541
COPs Debt Service Fund	-	-	-	\$ -	-	-	-	\$ -
Capital Improvements Fund	-	-	-	\$ -	-	6,206,000	-	\$ 6,206,000
Fieldhouse Fund	681,790	117,503	244,290	\$ 1,043,582	-	-	175,846	\$ 1,219,428
Park Sales Tax Fund	-	-	-	\$ -	-	35,417,500	-	\$ 35,417,500
Golf Course Fund	-	-	1,632,601	\$ 1,632,601	-	-	340,650	\$ 1,973,251
Water Utility Fund	1,296,656	296,877	5,522,495	\$ 7,116,028	266,500	1,032,220	2,400,000	\$ 10,814,748
Sewer Utility Fund	1,054,848	480,447	3,980,414	\$ 5,515,709	288,500	1,658,000	2,840,808	\$ 10,303,017
Grand Total	\$ 25,206,211	\$ 3,232,757	\$ 19,853,238	\$ 48,292,203	\$ 2,079,972	\$ 44,340,542	\$ 15,121,566	\$ 109,834,284



General Fund



**General Fund
Statement of Available Net Assets**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Revenues				
Taxes	\$ 18,115,793	\$ 19,239,819	\$ 19,799,152	\$ 19,824,392
Licenses and Permits	1,283,648	1,502,636	1,837,208	1,562,587
Other Government Sources	4,451,709	5,757,214	4,033,024	3,925,939
Charges for Services	851,191	1,388,160	1,597,748	1,549,372
Fines and Forfeits	580,544	553,379	542,159	632,625
Interest Income	338,089	171,305	182,200	182,200
Other	1,279,361	520,193	864,003	326,269
Total Revenues	\$ 26,900,339	\$ 29,132,705	\$ 28,855,492	\$ 28,003,385
Expenditures				
General Government	\$ 5,932,102	\$ 7,964,170	\$ 6,540,219	\$ 7,315,221
Public Works	689,065	916,419	798,086	827,924
Highways and Streets	2,650,959	2,907,409	3,059,083	3,169,087
Public Safety	12,136,088	14,854,501	12,939,353	13,937,973
Social Services	465,633	495,603	537,457	562,531
Parks and Recreation	3,135,894	3,700,313	3,714,989	4,334,827
Total Expenditures	\$ 25,009,771	\$ 30,838,445	\$ 27,589,188	\$ 30,147,562
Excess of Revenues Over (Under) Expenditures	\$ 1,890,568	\$ (1,705,740)	\$ 1,266,304	\$ (2,144,177)
Other Financing Sources (Uses)				
Operating Transfers In	\$ 2,082,100	\$ 2,201,539	\$ 2,128,891	\$ 2,194,177
Operating Transfers Out	(675,086)	(1,030,703)	(4,500,000)	(1,200,000)
Total Other Financing Sources (Uses)	\$ 1,407,025	\$ 1,170,837	\$ (2,371,109)	\$ 994,177
Increase (Decrease) in Available Net Assets	3,297,593	(534,903)	(1,104,805)	(1,150,000)
Available Net Assets - Beginning of the Year	16,154,644	19,454,333	18,919,432	17,814,627
Available Net Assets - End of the Year	\$ 19,454,333	\$ 18,919,432	\$ 17,814,627	\$ 16,664,627

**General Fund
Revenue Summary**

Revenues	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes				
Sales Tax	\$ 8,564,329	\$ 9,321,302	\$ 9,693,692	\$ 9,693,692
Property Taxes	4,851,218	5,256,351	5,253,492	5,253,492
Surplus TIF Proceeds	-	-	-	-
Spire	707,465	735,166	985,391	985,391
Evergy	2,495,998	2,515,290	2,524,051	2,549,291
Telephone	197,249	178,065	170,258	170,258
Comcast Cable	546,816	598,660	572,556	572,556
Wireless Communications	326,571	248,898	231,636	231,636
ATT Video	154,730	121,278	110,577	110,577
Railroad and Utility Taxes	90,010	98,415	95,474	95,474
PILOT	7,972	14,468	10,655	10,655
Interest - City Sales Tax	17,540	964	5,097	5,097
Interest - Delinquent Property Taxes	46,554	50,137	43,399	43,399
Cigarette Taxes	109,342	100,825	102,873	102,873
Subtotal	\$ 18,115,793	\$ 19,239,819	\$ 19,799,152	\$ 19,824,392
Licenses and Permits				
Business Licenses	\$ 205,995	\$ 215,430	\$ 230,291	\$ 230,291
Security Licenses	210	480	546	546
Liquor Licenses	52,732	57,023	52,115	52,115
Liquor ID Cards	24,380	16,640	17,874	17,874
Solicitors License	420	898	267	267
City Stickers	140,448	153,805	129,767	129,767
Interest - City Stickers	6,749	6,718	6,446	6,446
Building Permits	829,425	1,021,342	1,373,104	1,098,483
Sign Permits	18,339	25,300	21,574	21,574
Street Cut Permits	-	-	-	-
Fireworks Permits	4,950	5,000	5,225	5,225
Subtotal	\$ 1,283,648	\$ 1,502,636	\$ 1,837,208	\$ 1,562,587
Other Government Sources				
State Shared Revenues				
State Fuel Tax	\$ 1,340,450	\$ 1,405,191	\$ 1,453,583	\$ 1,453,583
State Motor Vehicle License Fees	237,026	260,023	245,436	245,436
Motor Vehicle Sales Taxes	485,701	575,575	520,265	520,265
State Intangible Tax	12,885	3,471	21,207	21,207
Replacement Tax	327,766	313,930	338,724	338,724
Federal Grants				
Bulletproof Vest Grant	-	7,885	89	89
Click It or Ticket	-	401	3,694	3,694

**General Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Community Development Block Grant (CDBG)	254,509	235,016	225,899	225,899
Community Development Project (CDBG) - COVID	-	353,469	-	-
COVID-19 Grant	755,698	1,595,229	182,578	-
Domestic Violence Grant	163,673	144,060	174,281	174,281
MARC Home Evidence Based Classes Grant	2,880	-	-	-
MARC Meals Grant	142,877	71,983	94,156	123,362
MARC Meals Transportation Grant	22,605	89,239	44,855	91,141
MARC Senior Center Grant	30,000	30,000	30,000	30,000
Missouri Department of Transportation - Hazardous Moving	12,096	4,183	3,360	3,360
MODOT - Blueprint for Safer Roadways	-	1,258	-	-
Sobriety Checkpoint Grant	7,710	2,428	8,694	8,694
State Grants				
Cyber Crimes Task Force	40,031	70,216	57,493	57,493
Jackson County & Other Local Sources				
Crime Prevention (Crises Counselors)	24,915	21,029	15,065	15,065
Combat - DARE	149,551	150,000	251,416	251,416
Jackson County Drug Task Force	295,070	283,623	237,944	237,944
Reimbursement From Other Governments	146,264	139,004	124,287	124,287
Subtotal	\$ 4,451,709	\$ 5,757,214	\$ 4,033,024	\$ 3,925,939
Charges for Services		\$ 0		
Community Development				
Plan Review Fees	\$ 178,119	\$ 253,575	\$ 380,663	\$ 266,464
Subdivision Planning Fees	25,673	28,291	29,812	29,812
Nuisance Violations	24,984	24,726	25,006	25,006
Building Reinspection Fees	130	1,235	1,714	1,714
Construction Investigation Fees	2,835	3,970	2,732	2,732
Public Hearing Fees	32,189	33,989	28,739	28,739
Public Safety				
False Alarm Fees	1,775	4,250	9,149	9,149
Animal Control Fees	2,129	4,829	3,927	3,927
Lab Fees	-	-	3	3
Prisoner Housing Fees	11,620	7,035	10,714	10,714
Patrol Vehicle Usage Fees	-	40	0	0
Summer Camp & School Break Camp	-	-	-	-
Municipal Court				
Municipal Court Costs	45,670	36,080	37,683	45,219
Municipal Court Program Fees	33,946	31,792	28,265	33,919
Public Works				
Construction and Inspection Fees	156,276	344,568	245,239	171,409
Street Light Upgrade Agreements	6,950	10,652	95,009	95,009
Street Sign Construction Fee	1,198	10,643	3,049	3,049

**General Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
TIF Application Fees	22,868	27,450	27,198	27,198
Parks and Recreation				
Parks Administration	27,745	55,585	54,823	56,937
Recreation Fees	213,278	451,506	528,769	600,862
Park Facility Fees	27,495	31,739	18,439	19,968
Vesper Hall Senior Center	36,310	26,203	66,816	117,543
Subtotal	\$ 851,191	\$ 1,388,160	\$ 1,597,748	\$ 1,549,372
Fines and Forfeits				
Late Payment Penalties	\$ 5,671	\$ 6,971	\$ 8,690	\$ 8,690
Court Fines	574,872	546,408	533,469	623,935
Subtotal	\$ 580,544	\$ 553,379	\$ 542,159	\$ 632,625
Interest Income				
Interest	\$ 338,089	\$ 171,305	\$ 182,200	\$ 182,200
Subtotal	\$ 338,089	\$ 171,305	\$ 182,200	\$ 182,200

**General Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Other Miscellaneous				
Sales and Rentals	\$ 928,128	\$ 315,088	\$ 728,240	\$ 241,851
Settlements and Restitutions	46,727	43,953	39,909	-
Donations - Parks and Recreation	13,000	15,114	21,288	22,905
Donations - Youth Outreach Unit	5,100	3,390	565	565
Donations - Public Art	7,025	8,525	3,163	3,163
Donations - Police	5,250	15,850	19,932	19,932
Donations - Veterans Way Memorial	-	920	500	500
Donations - Miscellaneous	3,000	6,100	2,000	2,000
Sponsorships	-	12,175	6,075	6,075
Pay Phone Commissions	1,000	-	157	157
Photocopy and Postage Charges	18,224	23,777	11,165	11,165
Other Miscellaneous Income	251,906	75,301	31,010	17,956
Subtotal	\$ 1,279,361	\$ 520,193	\$ 864,003	\$ 326,269
Total General Fund Revenues	\$ 26,900,337	\$ 29,132,707	\$ 28,855,492	\$ 28,003,385
Other Financing Sources				
From Water Fund	\$ 1,170,487	\$ 1,199,484	\$ 1,177,205	\$ 1,184,923
From Sewer Fund	833,765	864,275	864,275	920,161
From Fleet Maintenance	32,478	32,478	32,478	32,478
From Capital Projects Fund	-	55,480	-	-
From Mall at Fall Creek TIF Fund	-	-	-	-
From Copperleaf Village TIF Fund	410	360	500	500
From 7 Highway and 40 Highway TIF Fund	2,015	1,466	1,600	2,805
From 7 Highway and 40 Highway "C" TIF Fund	6,404	6,833	6,500	6,500
From Highway 7 & Highway 40 "A" TIF Fund	1,016	1,161	1,000	1,000
From White Oak TIF	4,606	5,368	6,000	6,000
From White Oak TIF A	69	83	100	100
From Adams Farm TIF Fund	14,775	16,889	20,000	20,000
From Woods Chapel TIF Fund	735	663	1,942	1,942
From Hotel/Motel Tax Fund	15,341	17,000	17,291	17,769
Subtotal	\$ 2,082,100	\$ 2,201,539	\$ 2,128,891	\$ 2,194,177
Use of Cash Reserves	\$ (3,297,593)	\$ 534,903	\$ 1,104,805	\$ 1,150,000
Grand Total General Fund Revenue	\$ 25,684,841	\$ 31,869,147	\$ 32,089,188	\$ 31,347,562

**General Fund
Budget Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Amounts Available for Appropriation				
Taxes	\$ 18,115,793	\$ 19,239,819	\$ 19,799,152	\$ 19,824,392
Licenses and Permits	1,283,648	1,502,636	1,837,208	1,562,587
Other Government Sources	4,451,709	5,757,214	4,033,024	3,925,939
Charges for Services	851,191	1,388,160	1,597,748	1,549,372
Fines and Forfeits	580,544	553,379	542,159	632,625
Interest Income	338,089	171,305	182,200	182,200
Other	1,279,361	520,193	864,003	326,269
Other Financing Sources	2,082,100	2,201,539	2,128,891	2,194,177
Use of Cash Reserves	(3,297,593)	534,903	1,104,805	1,150,000
Total Available for Appropriation	\$ 25,684,841	\$ 31,869,147	\$ 32,089,188	\$ 31,347,562
Budgeted Expenditures				
Operating Expenses				
Personal Services	\$ 17,621,787	\$ 23,016,335	\$ 18,945,683	\$ 20,456,609
Supplies and Materials	1,493,538	1,523,060	2,017,984	2,201,127
Contracted Services	5,180,002	5,771,159	5,898,751	6,730,776
Capital Outlay	714,436	527,862	726,770	759,050
Subtotal	\$ 25,009,771	\$ 30,838,444	\$ 27,589,188	\$ 30,147,562
Operating Transfers				
Transfer to Capital Projects Fund	607,362	305,480	4,250,000	1,150,000
Transfer to Golf Course Fund	67,102	206,695	250,000	50,000
Transfer to Fieldhouse Fund	622	724	-	-
Transfer to Fleet Maintenance	-	517,804	-	-
Subtotal	\$ 675,086	\$ 1,030,703	\$ 4,500,000	\$ 1,200,000
 Total Budgeted Expenditures	 \$ 25,684,841	 \$ 31,869,147	 \$ 32,089,188	 \$ 31,347,562



Hotel/Motel Tax Special Revenue Fund



Hotel/Motel Tax Special Revenue Fund
Statement of Available Net Assets

	Actual	Actual	Estimated	Budgeted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Revenues				
Taxes	\$ 423,550	\$ 597,422	\$ 626,759	\$ 584,348
Fines and Penalties	-	20	348	348
Interest Income	18,284	5,280	6,601	6,601
Total Revenues	\$ 441,835	\$ 602,724	\$ 633,707	\$ 591,296
Expenditures				
Contractual Services	\$ 123,099	\$ 198,742	\$ 229,000	\$ 220,000
Total Expenditures	\$ 123,099	\$ 198,742	\$ 229,000	\$ 220,000
Excess of Revenues Over (Under) Expenditures	\$ 318,736	\$ 403,982	\$ 404,707	\$ 371,296
Other Financing Sources (Uses)				
Operating Transfers In	\$ -	\$ -	\$ -	\$ -
Operating Transfers Out	(1,197,605)	(192,846)	(193,137)	(193,615)
Total Other Financing Sources (Uses)	\$ (1,197,605)	\$ (192,846)	\$ (193,137)	\$ (193,615)
Increase (Decrease) in Available Net	\$ (878,869)	\$ 211,136	\$ 211,571	\$ 177,681
Available Net Assets - Beginning of the Year	\$ 1,326,150	\$ 447,281	\$ 658,417	\$ 869,988
Available Net Assets - End of the Year	\$ 447,281	\$ 658,417	\$ 869,988	\$ 1,047,669

**Hotel/Motel Tax Special Revenue Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes				
Hotel/Motel Occupancy Tax	\$ 423,550	\$ 597,422	\$ 626,759	\$ 584,348
Subtotal	\$ 423,550	\$ 597,422	\$ 626,759	\$ 584,348
Fines and Penalties				
Late Payment Penalties	\$ -	\$ 20	\$ 348	\$ 348
Subtotal	\$ -	\$ 20	\$ 348	\$ 348
Interest Income				
Interest on Investments	\$ 18,284	\$ 5,280	\$ 6,601	\$ 6,601
Subtotal	\$ 18,284	\$ 5,280	\$ 6,601	\$ 6,601
Total Hotel/Motel Tax Fund Revenues	\$ 441,835	\$ 602,724	\$ 633,707	\$ 591,296
Other Financing Sources				
Operating Transfers	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -
Use of Cash Reserves	\$ 878,869	\$ (211,136)	\$ (211,571)	\$ (177,681)
Grand Total Hotel/Motel Tax Special Revenue Fund	\$ 1,320,704	\$ 391,587	\$ 422,137	\$ 413,615

**Hotel/Motel Tax Special Revenue Fund
Budget Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Amounts Available for Appropriation				
Taxes	\$ 423,550	\$ 597,422	\$ 626,759	\$ 584,348
Fines and Penalties	-	20	348	348
Interest Income	18,284	5,280	6,601	6,601
Operating Transfers	-	-	-	-
Use of Cash Reserves	878,869	(211,136)	(211,571)	(177,681)
Total Available for Appropriation	\$ 1,320,704	\$ 391,587	\$ 422,137	\$ 413,615
Budget Expenditures				
Contractual Services	\$ 123,099	\$ 198,742	\$ 229,000	\$ 220,000
Subtotal	\$ 123,099	\$ 198,742	\$ 229,000	\$ 220,000
Operating Transfer to General Fund	\$ 15,341	\$ 17,000	\$ 17,291	\$ 17,769
Operating Transfer to Fieldhouse	175,846	175,846	175,846	175,846
Operating Transfer to Capital Projects Fund	1,006,418	-	-	-
Operating Transfer to COPs Debt Service Fund	-	-	-	-
Subtotal	\$ 1,197,605	\$ 192,846	\$ 193,137	\$ 193,615
Total Budgeted Expenditures	\$ 1,320,704	\$ 391,587	\$ 422,137	\$ 413,615





**Public Safety Sales
Tax
Special Revenue Fund**



**Public Safety Sales Tax Fund
Statement of Available Net Assets**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Revenues				
Taxes	\$ 3,964,642	\$ 4,383,967	\$ 4,412,390	\$ 4,412,390
Interest Income	75,168	26,803	44,014	44,014
Other Revenue	-	3,600	46	-
Total Revenues	\$ 4,039,810	\$ 4,414,370	\$ 4,456,450	\$ 4,456,404
Expenditures				
General Government	\$ 1,795,919	\$ 2,199,633	\$ 2,104,091	\$ 2,404,926
Capital Outlay	397,473	301,220	82,500	172,000
Capital Projects	4,812	177,110	273,178	26,822
Debt Service	1,447,467	1,449,485	1,351,922	1,369,713
Total Expenditures	\$ 3,645,670	\$ 4,127,445	\$ 3,811,690	\$ 3,973,460
Excess of Revenues Over (Under) Expenditures	\$ 394,140	\$ 286,925	\$ 644,760	\$ 482,943
Other Financing Sources (Uses)				
Operating Transfers In	\$ -	\$ -	\$ -	\$ -
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	\$ -	\$ -	\$ -	\$ -
Increase (Decrease) in Available Net	\$ 394,140	\$ 286,925	\$ 644,760	\$ 482,943
Available Net Assets - Beginning of the Year	\$ 5,083,062	\$ 5,477,198	\$ 5,764,122	\$ 6,408,881
Available Net Assets - End of the Year	\$ 5,477,198	\$ 5,764,122	\$ 6,408,881	\$ 6,891,825

**Public Safety Sales Tax Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes				
Public Safety Sales Tax	\$ 3,964,642	\$ 4,383,967	\$ 4,412,390	\$ 4,412,390
Subtotal	\$ 3,964,642	\$ 4,383,967	\$ 4,412,390	\$ 4,412,390
Interest Income				
Interest on Investments	\$ 75,168	\$ 26,803	\$ 44,014	\$ 44,014
Subtotal	\$ 75,168	\$ 26,803	\$ 44,014	\$ 44,014
Other Revenues				
Bond Proceeds	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	-	3,600	46	-
Subtotal	\$ -	\$ 3,600	\$ 46	\$ -
Public Safety Sales Tax Fund Revenues	\$ 4,039,810	\$ 4,414,370	\$ 4,456,450	\$ 4,456,404
Other Financing Sources				
Operating Transfer from General Fund	\$ -	\$ -	\$ -	\$ -
Operating Transfer from Capital Projects Fund	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Use of Cash Reserves	\$ (394,140)	\$ (286,925)	\$ (644,760)	\$ (482,943)
Grand Total Public Safety Sales Tax Special Revenue Fund	\$ 3,645,670	\$ 4,127,445	\$ 3,811,690	\$ 3,973,460

**Public Safety Sales Tax Fund
Budget Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Amounts Available for Appropriation				
Taxes	\$ 3,964,642	\$ 4,383,967	\$ 4,412,390	\$ 4,412,390
Interest Income	75,168	26,803	44,014	44,014
Other Financing Sources	-	-	-	-
Other Revenue	-	3,600	46	-
Use of Cash Reserves	(394,140)	(286,925)	(644,760)	(482,943)
Total Available for Appropriation	\$ 3,645,670	\$ 4,127,445	\$ 3,811,690	\$ 3,973,460
Budget Expenditures				
General Government	\$ 1,795,919	\$ 2,199,633	\$ 2,104,091	\$ 2,404,926
Capital Outlay	397,473	301,220	82,500	172,000
Capital Projects	4,812	177,110	273,178	26,822
Debt Service	1,447,467	1,449,485	1,351,922	1,369,713
Subtotal	\$ 3,645,670	\$ 4,127,445	\$ 3,811,690	\$ 3,973,460
Operating Transfers				
Operating Transfer to Capital Projects Fund	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -
Total Budgeted Expenditures	\$ 3,645,670	\$ 4,127,445	\$ 3,811,690	\$ 3,973,460





**General Obligation Bond
Debt Service Fund**



**General Obligation Bond Debt Service Fund
Statement of Available Net Assets**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Revenues				
Taxes	\$ 1,465,584	\$ 1,503,656	\$ 1,643,416	\$ 1,642,050
Interest Income	29,882	26,774	32,577	32,577
Other Miscellaneous	-	-	-	-
Total Revenues	\$ 1,495,466	\$ 1,530,430	\$ 1,675,993	\$ 1,674,627
Expenditures				
Principal Retirement	\$ 1,065,000	\$ 1,105,000	\$ 1,170,000	\$ 1,225,000
Interest and Fixed Charges	628,832	589,697	535,957	492,777
Total Expenditures	\$ 1,693,832	\$ 1,694,696	\$ 1,705,957	\$ 1,717,777
Excess of Revenues Over (Under) Expenditures	\$ (198,367)	\$ (164,266)	\$ (29,964)	\$ (43,150)
Other Financing Sources (Uses)				
Operating Transfers In	\$ 500,000	\$ 500,000	\$ 500,000	\$ 250,000
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	\$ 500,000	\$ 500,000	\$ 500,000	\$ 250,000
Increase (Decrease) in Available Net	\$ 301,633	\$ 335,734	\$ 470,036	\$ 206,850
Available Net Assets - Beginning of the Year	\$ 1,102,861	\$ 1,404,496	\$ 1,740,230	\$ 2,210,267
Available Net Assets - End of the Year	\$ 1,404,496	\$ 1,740,230	\$ 2,210,267	\$ 2,417,117

**General Obligation Bond Debt Service Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes				
Property Taxes	\$ 1,443,082	\$ 1,479,052	\$ 1,619,547	\$ 1,619,547
Railroad and Utility Taxes	22,503	24,604	23,869	22,503
PILOT	-	-	-	-
Subtotal	\$ 1,465,584	\$ 1,503,656	\$ 1,643,416	\$ 1,642,050
Interest Income				
Interest on Operating Funds	\$ 17,741	\$ 12,564	\$ 19,868	\$ 19,868
Interest on Investments	-	-	-	-
Intergovernmental Agency Interest	12,142	14,210	12,709	12,709
Interest Subsidy-2009B Build America Bonds	-	-	-	-
Subtotal	\$ 29,882	\$ 26,774	\$ 32,577	\$ 32,577
Other Miscellaneous Revenue				
Bond Proceeds	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Total G.O. Bond Fund Revenues	\$ 1,495,467	\$ 1,530,430	\$ 1,675,993	\$ 1,674,627
Other Financing Sources				
Operating Transfer from Capital Projects Fund	\$ 500,000	\$ 500,000	\$ 500,000	\$ 250,000
Subtotal	\$ 500,000	\$ 500,000	\$ 500,000	\$ 250,000
Use of Cash Reserves	\$ (301,633)	\$ (335,734)	\$ (470,036)	\$ (206,850)
Grand Total General Obligation Bond Debt Service Fund	\$ 1,693,832	\$ 1,694,696	\$ 1,705,957	\$ 1,717,777

**General Obligation Bond Debt Service Fund
Budget Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Amounts Available for Appropriation				
Taxes	\$ 1,465,584	\$ 1,503,656	\$ 1,643,416	\$ 1,642,050
Interest Income	29,882	26,774	32,577	32,577
Other Financing Sources	500,000	500,000	500,000	250,000
Use of Cash Reserves	(301,633)	(335,734)	(470,036)	(206,850)
Total Available for Appropriation	\$ 1,693,832	\$ 1,694,696	\$ 1,705,957	\$ 1,717,777
Budget Expenditures				
Serial Bond Maturities	\$ 1,065,000	\$ 1,105,000	\$ 1,170,000	\$ 1,225,000
Interest Expense	603,635	562,534	510,044	466,064
Fiscal Agent Fees	25,197	27,163	25,913	26,713
Total Budgeted Expenditures	\$ 1,693,832	\$ 1,694,696	\$ 1,705,957	\$ 1,717,777





Capital Projects Fund



Capital Projects Fund
Statement of Available Net Assets

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Revenues				
Taxes	\$ 4,045,115	\$ 4,462,542	\$ 4,610,035	\$ 4,610,035
Other Government Sources	99,900	110,648	101,908	-
Charges for Services	-	-	-	-
Interest Income	58,727	19,749	39,000	39,000
Other	-	-	234,165	-
Total Revenue	\$ 4,203,742	\$ 4,592,940	\$ 4,985,108	\$ 4,649,035
Expenditures				
Capital Projects	\$ 5,698,197	\$ 6,567,383	\$ 9,010,442	\$ 6,206,000
Total Expenditures	\$ 5,698,197	\$ 6,567,383	\$ 9,010,442	\$ 6,206,000
Excess of Revenues Over (Under) Expenditures	\$ (1,494,455)	\$ (1,974,443)	\$ (4,025,334)	\$ (1,556,965)
Other Financing Sources (Uses)				
Operating Transfers In	\$ 1,613,780	\$ 305,480	\$ 4,250,000	\$ 1,150,000
Operating Transfers Out	(500,000)	(555,480)	(500,000)	(250,000)
Total Other Financing Sources (Uses)	\$ 1,113,780	\$ (250,000)	\$ 3,750,000	\$ 900,000
Increase (Decrease) in Available Net Assets	\$ (380,676)	\$ (2,224,443)	\$ (275,334)	\$ (656,965)
Available Net Assets - Beginning of the Year	\$ 3,489,828	\$ 3,109,151	\$ 884,709	\$ 609,375
Residual equity transfer out	-	-	-	-
Available Net Assets - End of the Year	\$ 3,109,151	\$ 884,709	\$ 609,375	\$ (47,590)

**Capital Projects Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes				
Sales Tax	\$ 4,045,115	\$ 4,462,542	\$ 4,610,035	\$ 4,610,035
Other Taxes	-	-	-	-
Subtotal	\$ 4,045,115	\$ 4,462,542	\$ 4,610,035	\$ 4,610,035
Other Government Sources				
Federal Grants	\$ -	\$ 4,458	\$ -	\$ -
Reimbursement from Woods Chapel CID	16,746	28,999	19,908	-
Reimbursement from Woods Chapel TIF	83,154	77,192	82,000	-
Subtotal	\$ 99,900	\$ 110,648	\$ 101,908	\$ -
Charges for Services				
Subtotal	\$ -	\$ -	\$ -	\$ -
Interest Income				
Interest on Investments	\$ 43,201	\$ 521	\$ 17,000	\$ 17,000
Interest on Operating Account	15,526	19,227	22,000	22,000
Subtotal	\$ 58,727	\$ 19,749	\$ 39,000	\$ 39,000
Other Miscellaneous				
Miscellaneous Revenue	-	-	234,165	-
Subtotal	\$ -	\$ -	\$ 234,165	\$ -
Total Capital Projects Fund Revenues	\$ 4,203,742	\$ 4,592,940	\$ 4,985,108	\$ 4,649,035
Other Financing Sources				
Operating Transfer from General Fund	\$ 607,362	\$ 305,480	\$ 4,250,000	\$ 1,150,000
Operating Transfer from Hotel/Motel Fund	\$ 1,006,418	-	-	-
Operating Transfer from Public Safety Sales Tax Fund	-	-	-	-
Operating Transfer from Sewer Fund	-	-	-	-
Operating Transfer from Water Fund	-	-	-	-
Subtotal	\$ 1,613,780	\$ 305,480	\$ 4,250,000	\$ 1,150,000
Use of Cash Reserves	\$ 380,676	\$ 2,224,443	\$ 275,334	\$ 656,965
Grand Total Capital Projects Fund	\$ 6,198,197	\$ 7,122,863	\$ 9,510,442	\$ 6,456,000

**Capital Projects Fund
Budget Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Amounts Available for Appropriation				
Taxes	\$ 4,045,115	\$ 4,462,542	\$ 4,610,035	\$ 4,610,035
Other Government Sources	99,900	110,648	101,908	-
Charges for Services	-	-	-	-
Interest Income	58,727	19,749	39,000	39,000
Other Miscellaneous	-	-	234,165	-
Operating Transfers	1,613,780	305,480	4,250,000	1,150,000
Use of Cash Reserves	380,676	2,224,443	275,334	656,965
Total Available for Appropriation	\$ 6,198,197	\$ 7,122,863	\$ 9,510,442	\$ 6,456,000
Budgeted Expenditures				
Land/Buildings	\$ 1,124,364	\$ 1,149,560	\$ -	\$ -
Streets and Highways	4,412,271	5,285,278	9,010,442	6,206,000
Other Capital Improvements	161,562	132,544	-	-
Subtotal	\$ 5,698,197	\$ 6,567,383	\$ 9,010,442	\$ 6,206,000
Operating Transfers				
Transfer to Debt Service Funds	\$ 500,000	\$ 500,000	\$ 500,000	\$ 250,000
Transfer to Fieldhouse	-	-	-	-
Transfer to General Fund	-	55,480	-	-
Transfer to Public Safety Sales Tax Fund	-	-	-	-
Subtotal	\$ 500,000	\$ 555,480	\$ 500,000	\$ 250,000
Total Budgeted Expenditures	\$ 6,198,197	\$ 7,122,863	\$ 9,510,442	\$ 6,456,000





T.I.F Capital Projects Fund



Tax Increment Finance Capital Projects Fund
Statement of Available Net Assets

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Revenues				
Taxes	\$ 6,283,064	\$ 6,959,276	\$ 6,879,422	\$ 6,879,422
Interest Income	47,507	2,356	10,944	10,944
Other Income	-	-	-	-
Total Revenue	\$ 6,330,571	\$ 6,961,631	\$ 6,890,365	\$ 6,890,365
Expenditures				
Capital Outlay	\$ 5,582,827	\$ 6,719,556	\$ 8,857,118	\$ 7,841,541
Total Expenditures	\$ 5,582,827	\$ 6,719,556	\$ 8,857,118	\$ 7,841,541
Excess of Revenues Over (Under) Expenditures	\$ 747,743	\$ 242,074	\$ (1,966,753)	\$ (951,176)
Other Financing Sources (Uses)				
Operating Transfers In	\$ -	\$ -	\$ -	\$ -
Operating Transfers Out	(30,030)	(32,823)	(36,642)	(38,846)
Total Other Financing Sources (Uses)	\$ (30,030)	\$ (32,823)	\$ (36,642)	\$ (38,846)
Increase (Decrease) in Available Net Assets	\$ 717,713	\$ 209,252	\$ (2,003,394)	\$ (990,023)
Available Net Assets - Beginning of the Year	\$ 7,225,402	\$ 7,943,115	\$ 8,152,361	\$ 6,148,966
Available Net Assets - End of the Year	\$ 7,943,115	\$ 8,152,361	\$ 6,148,966	\$ 5,158,944

**Tax Increment Finance Capital Projects Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes				
PILOTS	\$ 2,265,789	\$ 2,334,762	\$ 2,110,463	\$ 2,110,463
Economic Activity Taxes	4,017,274	4,624,513	4,768,959	4,768,959
Subtotal	\$ 6,283,064	\$ 6,959,276	\$ 6,879,422	\$ 6,879,422
Interest Income				
Interest on Investments	\$ 47,507	\$ 2,356	\$ 10,944	\$ 10,944
Subtotal	\$ 47,507	\$ 2,356	\$ 10,944	\$ 10,944
Charges for Services				
Subtotal	\$ -	\$ -	\$ -	\$ -
Other Revenues				
Miscellaneous Income	\$ -	\$ -	\$ -	\$ -
Bond Proceeds	-	-	-	-
Other Financing Sources - Refunding 2015	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Total TIF Capital Project Fund Revenues	\$ 6,330,571	\$ 6,961,631	\$ 6,890,365	\$ 6,890,365
Other Financing Sources	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -
Use of Cash Reserves	\$ (717,713)	\$ (209,252)	\$ 2,003,394	\$ 990,023
Grand Total Capital Projects Fund	\$ 5,612,857	\$ 6,752,379	\$ 8,893,759	\$ 7,880,388

**Tax Increment Finance Capital Projects Fund
Budget Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Amounts Available for				
Taxes	\$ 6,283,064	\$ 6,959,276	\$ 6,879,422	\$ 6,879,422
Interest Income	47,507	2,356	10,944	10,944
Other Income	-	-	-	-
Use of Cash Reserves	(717,713)	(209,252)	2,003,394	990,023
Total Available for Appropriation	\$ 5,612,857	\$ 6,752,379	\$ 8,893,759	\$ 7,880,388
Budgeted Expenditures				
Adams Farm	\$ 3,767,830	\$ 4,061,656	\$ 6,272,280	\$ 5,642,961
Copperleaf Village	76,635	80,258	87,580	85,455
Fall Creek	2,598	-	-	-
Highway 7 & 40 Project A	554,259	755,979	619,714	598,011
Highway 7 & 40 Project B	382,272	343,786	320,301	303,176
Highway 7 & 40 Project C	31,943	33,209	32,967	32,967
White Oak	585,699	1,272,784	1,286,227	977,663
White Oak A	974	1,573	35,480	9,088
Woods Chapel	180,616	170,310	202,569	192,221
Subtotal	\$ 5,582,827	\$ 6,719,556	\$ 8,857,118	\$ 7,841,541
Operating Transfers				
Transfer to General Fund	\$ 30,030	\$ 32,823	\$ 36,642	\$ 38,846
Transfer to Capital Projects Fund	-	-	-	-
Subtotal	\$ 30,030	\$ 32,823	\$ 36,642	\$ 38,846
Total Budgeted Expenditures	\$ 5,612,857	\$ 6,752,379	\$ 8,893,759	\$ 7,880,388





Fieldhouse Fund



Fieldhouse Fund
Statement of Available Net Assets

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Revenues				
Charges for Services	\$ 804,809	\$ 804,652	\$ 886,023	\$ 1,031,843
Interest Income	10,339	5,577	8,556	8,556
Sales and Rentals	19,401	20,893	19,679	19,678
Other	5,400	5,533	4,985	7,200
Total Revenues	\$ 839,949	\$ 836,654	\$ 919,243	\$ 1,067,276
Expenditures				
Personal Services	\$ 413,036	\$ 489,823	\$ 489,024	\$ 681,790
Materials and Supplies	69,396	68,879	109,800	117,503
Contracted Services	185,130	179,759	244,187	244,290
Capital Outlay	5,506	-	-	-
Debt Service	175,846	(124,154)	-	175,846
Capital Expenditures	355,175	12,500	-	-
Total Expenditures	\$ 1,204,090	\$ 626,807	\$ 843,011	\$ 1,219,428
Excess of Revenues Over (Under) Expenditures	\$ (364,140)	\$ 209,848	\$ 76,232	\$ (152,152)
Other Financing Sources (Uses)				
Operating Transfers In	\$ 176,468	\$ 176,570	\$ 175,846	\$ 175,846
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	\$ 176,468	\$ 176,570	\$ 175,846	\$ 175,846
Increase (Decrease) in Net Assets	\$ (187,672)	\$ 386,417	\$ 252,078	\$ 23,694
Available Net Assets - Beginning of the Year	\$ 816,845	\$ 629,173	\$ 1,015,590	\$ 1,267,668
Available Net Assets - End of the Year	\$ 629,173	\$ 1,015,590	\$ 1,267,668	\$ 1,291,362

**Fieldhouse Fund
Revenue Summary**

Revenues	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Charges for Services				
Adult Leagues	\$ 2,055	\$ 3,735	\$ 11,446	\$ 17,690
Youth Leagues	37,427	51,622	52,592	58,801
Fitness Programs	-	-	-	6,200
Tournaments	2,570	175	4,500	3,360
Facility Rentals	51,353	46,288	50,000	67,800
Concessions	1,196	1,284	1,937	1,937
Facility Memberships	710,209	701,548	765,548	876,055
Subtotal	\$ 804,809	\$ 804,652	\$ 886,023	\$ 1,031,843
Fines and Forfeits				
	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -
Other Government Sources				
	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -
Interest Income				
	\$ 10,339	\$ 5,577	\$ 8,556	\$ 8,556
Subtotal	\$ 10,339	\$ 5,577	\$ 8,556	\$ 8,556
Sales and Rentals				
Sale of Property	\$ 726	\$ 3,774	\$ 1,006	\$ 1,006
Fieldhouse Lease	18,675	17,119	18,673	18,672
Subtotal	\$ 19,401	\$ 20,893	\$ 19,679	\$ 19,678
Other Revenues				
Reimbursements from Other Governments	-	-	-	-
Donations-Fieldhouse	5,300	-	5,000	7,200
Sponsorships	-	5,600	-	-
Miscellaneous Revenue	100	(67)	(15)	0
Subtotal	\$ 5,400	\$ 5,533	\$ 4,985	\$ 7,200
Total Fieldhouse Fund Revenue	\$ 839,949	\$ 836,654	\$ 919,243	\$ 1,067,276
Other Financing Sources				
From General Fund	\$ 285	\$ -	\$ -	\$ -
From General Fund CDBG	337	724	-	-
From Capital Projects Fund	-	-	-	-
From Hotel/Motel Tax Fund	175,846	175,846	175,846	175,846
Subtotal	\$ 176,468	\$ 176,570	\$ 175,846	\$ 175,846
Use of Cash Reserves	\$ 187,672	\$ (386,417)	\$ (252,078)	\$ (23,694)
Grand Total Fieldhouse Revenue Fund	\$ 1,204,089	\$ 626,807	\$ 843,011	\$ 1,219,428

**Fieldhouse Fund
Budget Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Amounts Available for Appropriation				
Charges for Services	\$ 804,809	\$ 804,652	\$ 886,023	\$ 1,031,843
Fines and Forfeits	-	-	-	-
Interest Income	10,339	5,577	8,556	8,556
Sales and Rentals	19,401	20,893	19,679	19,678
Other Miscellaneous	5,400	5,533	4,985	7,200
Operating Transfers	176,468	176,570	175,846	175,846
Use of Cash Reserves	187,672	(386,417)	(252,078)	(23,694)
Total Available for Appropriation	\$ 1,204,089	\$ 626,807	\$ 843,011	\$ 1,219,428
Budgeted Expenditures				
Operating Expenses				
Personal Services	\$ 413,036	\$ 489,823	\$ 489,024	\$ 681,790
Materials and Supplies	69,396	68,879	109,800	117,503
Contracted Services	185,130	179,759	244,187	244,290
Total Operating	\$ 667,563	\$ 738,461	\$ 843,011	\$ 1,043,582
Capital Improvements				
Capital Outlay	\$ 5,506	\$ -	\$ -	\$ -
Capital Improvements	355,175	12,500	-	-
Debt Service	175,846	(124,154)	-	175,846
Total Capital	\$ 536,527	\$ (111,654)	\$ -	\$ 175,846
Subtotal	\$ 1,204,089	\$ 626,807	\$ 843,011	\$ 1,219,428
Operating Transfers				
Subtotal	\$ -	\$ -	\$ -	\$ -
Total Budgeted Expenditures	\$ 1,204,089	\$ 626,807	\$ 843,011	\$ 1,219,428





Parks Sales Tax Fund



Parks Sales Tax Fund
Statement of Available Net Assets

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Revenues				
Taxes	\$ 4,409,022	\$ 4,894,974	\$ 4,927,132	\$ 4,927,132
Interest Income	43,265	23,411	32,214	32,214
Other Revenue	30,000	30,000	-	35,000,000
Total Revenues	\$ 4,482,288	\$ 4,948,386	\$ 4,959,346	\$ 39,959,346
Expenditures				
Capital Improvements	\$ 3,480,795	\$ 3,521,734	\$ 8,166,500	\$ 35,417,500
Debt Service	-	-	-	-
Total Expenditures	\$ 3,480,795	\$ 3,521,734	\$ 8,166,500	\$ 35,417,500
Excess of Revenues Over (Under) Expenditures	\$ 1,001,493	\$ 1,426,652	\$ (3,207,154)	\$ 4,541,846
Other Financing Sources (Uses)				
Operating Transfers In	\$ -	\$ -	\$ -	\$ -
Operating Transfers Out	(1,371,899)	-	-	-
Total Other Financing Sources (Uses)	\$ (1,371,899)	\$ -	\$ -	\$ -
Increase (Decrease) in Available Net	\$ (370,406)	\$ 1,426,652	\$ (3,207,154)	\$ 4,541,846
Available Net Assets - Beginning of the Year	\$ 3,164,785	\$ 2,794,379	\$ 4,221,031	\$ 1,013,877
Available Net Assets - End of the Year	\$ 2,794,379	\$ 4,221,031	\$ 1,013,877	\$ 5,555,723

**Parks Sales Tax Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes				
Parks Sales Tax	\$ 4,409,022	\$ 4,894,974	\$ 4,927,132	\$ 4,927,132
Subtotal	\$ 4,409,022	\$ 4,894,974	\$ 4,927,132	\$ 4,927,132
Interest Income				
Interest on Investments	\$ 43,265	\$ 23,411	\$ 32,214	\$ 32,214
Subtotal	\$ 43,265	\$ 23,411	\$ 32,214	\$ 32,214
Other Revenues				
Bond Proceeds	\$ -	\$ -	\$ -	\$ 35,000,000
Miscellaneous Revenue	30,000	30,000	-	-
Subtotal	\$ 30,000	\$ 30,000	\$ -	\$ 35,000,000
Parks Sales Tax Fund Revenues	\$ 4,482,288	\$ 4,948,386	\$ 4,959,346	\$ 39,959,346
Other Financing Sources				
Operating Transfer from General Fund	\$ -	\$ -	\$ -	\$ -
Operating Transfer from Capital Projects Fund	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Use of Cash Reserves	\$ 370,406	\$ (1,426,652)	\$ 3,207,154	\$ (4,541,846)
Grand Total Parks Sales Tax Special Revenue Fund	\$ 4,852,694	\$ 3,521,734	\$ 8,166,500	\$ 35,417,500

**Parks Sales Tax Fund
Budget Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Amounts Available for Appropriation				
Taxes	\$ 4,409,022	\$ 4,894,974	\$ 4,927,132	\$ 4,927,132
Interest Income	43,265	23,411	32,214	32,214
Other Financing Sources	-	-	-	-
Other Revenue	30,000	30,000	-	35,000,000
Use of Cash Reserves	370,406	(1,426,652)	3,207,154	(4,541,846)
Total Available for Appropriation	\$ 4,852,694	\$ 3,521,734	\$ 8,166,500	\$ 35,417,500
Budget Expenditures				
Capital Improvements	\$ 3,480,795	\$ 3,521,734	\$ 8,166,500	\$ 35,417,500
Debt Service	-	-	-	-
Subtotal	\$ 3,480,795	\$ 3,521,734	\$ 8,166,500	\$ 35,417,500
Operating Transfers				
Operating Transfer to Golf Course	\$ 1,371,899	\$ -	\$ -	\$ -
Subtotal	\$ 1,371,899	\$ -	\$ -	\$ -
Total Budgeted Expenditures	\$ 4,852,694	\$ 3,521,734	\$ 8,166,500	\$ 35,417,500





Golf Course Fund



Golf Course Fund
Statement of Available Net Assets

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Operating Revenues				
Charges for Services	\$ 1,446,690	\$ 1,957,060	\$ 2,104,924	\$ 1,920,894
Interest Income	929	2,261	2,357	2,357
Intergovernmental	-	-	-	-
Miscellaneous	12,614	3,530	-	-
Total Operating Revenues	\$ 1,460,233	\$ 1,962,851	\$ 2,107,281	\$ 1,923,251
Expenditures				
Contractual Services	1,355,145	1,528,634	1,550,000	1,632,601
Debt Service	336,893	338,240	337,050	340,650
Capital Expenditures	36,603	131,930	-	-
Total Operating Expenditures	\$ 1,728,641	\$ 1,998,804	\$ 1,887,050	\$ 1,973,251
Excess of Revenues Over (Under) Expenditures	\$ (268,408)	\$ (35,953)	\$ 220,231	\$ (50,000)
Other Financing Sources (Uses)				
Operating Transfers In	\$ 335,740	\$ 206,695	\$ 250,000	\$ 50,000
Operating Transfers Out	-	-	-	-
Total Other Financing Sources (Uses)	\$ 335,740	\$ 206,695	\$ 250,000	\$ 50,000
Increase (Decrease) in Net Assets	\$ 67,332	\$ 170,742	\$ 470,231	\$ (0)
Available Net Assets - Beginning of the Year	\$ 210,843	\$ 278,174	\$ 448,916	\$ 919,147
Available Net Assets - End of the Year	\$ 278,174	\$ 448,916	\$ 919,147	\$ 919,147
Less Restricted Net Assets	\$ (234,187)	\$ (234,187)	\$ (234,187)	\$ (234,187)
Available Net Assets - End of the Year	\$ 43,987	\$ 214,729	\$ 684,960	\$ 684,960

**Golf Course Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Charges for Services				
Green Fees	\$ 581,463	\$ 870,923	\$ 921,516	\$ 783,012
Pro Shop Revenue	194,858	278,594	315,579	326,600
Range Revenue	82,939	149,201	144,736	128,217
Cart Rental Fees	224,599	308,138	312,812	293,937
Prepared Food Revenue	362,830	350,204	410,283	389,130
Subtotal	\$ 1,446,690	\$ 1,957,060	\$ 2,104,924	\$ 1,920,894
Other Government Sources				
	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -
Interest Income				
	\$ 929	\$ 2,261	\$ 2,357	\$ 2,357
Subtotal	\$ 929	\$ 2,261	\$ 2,357	\$ 2,357
Miscellaneous				
	\$ 12,614	\$ 3,530	\$ -	\$ -
Subtotal	\$ 12,614	\$ 3,530	\$ -	\$ -
Total Golf Course Fund Revenue	\$ 1,460,233	\$ 1,962,851	\$ 2,107,281	\$ 1,923,251
Other Financing Sources				
Operating Transfer from General Fund	\$ 299,137	\$ 206,695	\$ 250,000	\$ 50,000
Operating Transfer from Capital	-	-	-	-
Projects Fund				
Operating Transfer from Parks Sales	36,603	-	-	-
Tax Fund				
Subtotal	\$ 335,740	\$ 206,695	\$ 250,000	\$ 50,000
Use of Cash Reserves	\$ (67,332)	\$ (170,742)	\$ (470,231)	\$ 0
Grand Total Golf Course Fund Revenue	\$ 1,728,641	\$ 1,998,804	\$ 1,887,050	\$ 1,973,251

**Golf Course Fund
Budget Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Amounts Available for Appropriation				
Charges for Services	\$ 1,446,690	\$ 1,957,060	\$ 2,104,924	\$ 1,920,894
Other Government Sources	-	-	-	-
Interest Income	929	2,261	2,357	2,357
Miscellaneous	12,614	3,530	-	-
Operating Transfers	335,740	206,695	250,000	50,000
Use of Cash Reserves	(67,332)	(170,742)	(470,231)	0
Total Available for Appropriation	\$ 1,728,641	\$ 1,998,804	\$ 1,887,050	\$ 1,973,251
Budgeted Expenditures				
Operating Expenses	\$ -	\$ -	\$ -	\$ -
Contracted Services	1,355,145	1,528,634	1,550,000	1,632,601
Debt Service	336,893	338,240	337,050	340,650
Capital Improvements	36,603	131,930	-	-
Subtotal	\$ 1,728,641	\$ 1,998,804	\$ 1,887,050	\$ 1,973,251
Operating Transfers				
Transfer to General Fund	\$ -	\$ -	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -
Total Budgeted Expenditures	\$ 1,728,641	\$ 1,998,804	\$ 1,887,050	\$ 1,973,251





Water Utility Fund



Water Utility Fund
Statement of Available Net Assets

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Operating Revenues				
Charges for Services	\$ 10,615,604	\$ 11,232,510	\$ 10,957,602	\$ 10,957,602
Fines and Forfeits	274,171	246,629	215,850	215,850
Intergovernmental	-	-	-	-
Interest Income	346,959	130,688	177,959	177,959
Sales and Rentals	51,703	76,698	64,705	64,705
Other Miscellaneous	35,562	31,070	-	-
Total Operating Revenues	\$ 11,323,999	\$ 11,717,595	\$ 11,416,116	\$ 11,416,116
Operating Expenditures				
Personal Services	\$ 1,235,126	\$ 1,417,539	\$ 1,199,874	\$ 1,296,656
Materials and Supplies	290,980	279,805	273,303	296,877
Purchased Water and Sewer Services	3,725,083	3,888,945	4,275,370	4,335,370
Contracted Services	927,559	985,948	1,085,320	1,135,765
Utilities	42,268	39,750	51,360	51,360
Debt Service	2,338,991	2,420,395	2,400,000	2,400,000
Capital Expenditures	450,427	437,735	1,100,400	1,298,720
Total Operating Expenditures	\$ 9,010,434	\$ 9,470,117	\$ 10,385,627	\$ 10,814,748
Excess of Revenues Over (Under) Expenditures	\$ 2,313,565	\$ 2,247,477	\$ 1,030,489	\$ 601,368
Other Financing Sources (Uses)				
Operating Transfers In	\$ 324,040	\$ 340,718	\$ 333,897	\$ 376,165
Operating Transfers Out	(1,141,009)	(1,199,484)	(1,177,205)	(1,184,923)
Total Other Financing Sources (Uses)	\$ (816,969)	\$ (858,766)	\$ (843,308)	\$ (808,758)
Increase (Decrease) in Net Assets	\$ 1,496,596	\$ 1,388,711	\$ 187,181	\$ (207,389)
Available Net Assets - Beginning of the Year	\$ 11,330,487	\$ 12,827,083	\$ 14,215,794	\$ 14,402,974
Available Net Assets - End of the Year	\$ 12,827,083	\$ 14,215,794	\$ 14,402,974	\$ 14,195,585
Less Restricted Net Assets	\$ -	\$ -	\$ -	\$ -
Available Net Assets - End of the Year	\$ 12,827,083	\$ 14,215,794	\$ 14,402,974	\$ 14,195,585

**Water Utility Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Charges for Services				
Water Services	\$ 10,269,865	\$ 10,962,391	\$ 10,534,681	\$ 10,534,681
Connections and Service Fees	340,215	264,013	417,964	417,964
Hydrant Meter Usage Fees	4,155	4,125	3,037	3,037
Hydrant Meter Inspection Fees	500	1,100	1,056	1,056
Department of Natural Resources Fees	869	882	864	864
Subtotal	\$ 10,615,604	\$ 11,232,510	\$ 10,957,602	\$ 10,957,602
Fines and Forfeits				
Fines and Penalties	\$ 274,171	\$ 246,629	\$ 215,850	\$ 215,850
Subtotal	\$ 274,171	\$ 246,629	\$ 215,850	\$ 215,850
Other Government Sources				
	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -
Interest Income				
Interest on Investments	\$ 346,959	\$ 130,688	\$ 177,959	\$ 177,959
Subtotal	\$ 346,959	\$ 130,688	\$ 177,959	\$ 177,959
Sales and Rentals				
Sale of City Property	\$ 42,700	\$ 67,695	\$ 51,200	\$ 51,200
Lease Revenue	9,003	9,003	13,505	13,505
Subtotal	\$ 51,703	\$ 76,698	\$ 64,705	\$ 64,705
Other Revenues				
Miscellaneous Income	\$ 35,562	\$ 31,070	\$ -	\$ -
Subtotal	\$ 35,562	\$ 31,070	\$ -	\$ -
Total Water Utility Fund Revenue	\$ 11,323,999	\$ 11,717,595	\$ 11,416,116	\$ 11,416,116
Operating Transfers from Sewer Fund	\$ 324,040	\$ 340,718	\$ 333,897	\$ 376,165
Use of Cash Reserves	\$ (1,496,596)	\$ (1,388,711)	\$ (187,181)	\$ 207,389
Grand Total Water Utility Fund Revenue	\$ 10,151,443	\$ 10,669,601	\$ 11,562,832	\$ 11,999,670

**Water Utility Fund
Budget Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Amounts Available for Appropriation				
Charges for Services	\$ 10,615,604	\$ 11,232,510	\$ 10,957,602	\$ 10,957,602
Fines and Forfeits	274,171	246,629	215,850	215,850
Other Government Sources	-	-	-	-
Interest Income	346,959	130,688	177,959	177,959
Sales and Rentals	51,703	76,698	64,705	64,705
Other Miscellaneous	35,562	31,070	-	-
Operating Transfers	324,040	340,718	333,897	376,165
Use of Cash Reserves	(1,496,596)	(1,388,711)	(187,181)	207,389
Total Available for Appropriation	\$ 10,151,443	\$ 10,669,601	\$ 11,562,832	\$ 11,999,670
Budgeted Expenditures				
Operating Expenses				
Personal Services	\$ 1,235,126	\$ 1,417,539	\$ 1,199,874	\$ 1,296,656
Materials and Supplies	290,980	279,805	\$ 273,303	\$ 296,877
Purchase of Water Services	3,725,083	3,888,945	\$ 4,275,370	\$ 4,335,370
Contracted Services	927,559	985,948	\$ 1,085,320	\$ 1,135,765
Utilities	42,268	39,750	\$ 51,360	\$ 51,360
Total Operating	\$ 6,221,016	\$ 6,611,987	\$ 6,885,227	\$ 7,116,028
Debt Service				
Revenue Bond Debt	\$ 2,338,991	\$ 2,420,395	\$ 2,400,000	\$ 2,400,000
Total Debt Service	\$ 2,338,991	\$ 2,420,395	\$ 2,400,000	\$ 2,400,000
Capital Improvements				
Capital Outlay	\$ 230,726	\$ 116,152	\$ 178,000	\$ 266,500
Capital Improvements	219,701	321,583	\$ 922,400	\$ 1,032,220
Total Capital	\$ 450,427	\$ 437,735	\$ 1,100,400	\$ 1,298,720
Subtotal	\$ 9,010,434	\$ 9,470,117	\$ 10,385,627	\$ 10,814,748
Operating Transfers				
Transfer to General Fund	\$ 1,141,009	\$ 1,199,484	\$ 1,177,205	\$ 1,184,923
Transfer to Capital Projects Fund	-	-	-	-
Subtotal	\$ 1,141,009	\$ 1,199,484	\$ 1,177,205	\$ 1,184,923
Total Budgeted Expenditures	\$ 10,151,443	\$ 10,669,601	\$ 11,562,832	\$ 11,999,670





Sewer Utility Fund



Sewer Utility Fund
Statement of Available Net Assets

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Operating Revenues				
Charges for Services	\$ 9,183,437	\$ 9,682,512	\$ 10,116,485	\$ 10,717,958
Interest Income	1,191,448	646,498	524,279	524,279
Intergovernmental	144,739	134,574	694,100	693,800
Fines and Forfeits	102,617	215,583	190,700	190,700
Sales and Rentals	-	-	-	-
Other Miscellaneous	16,250	13,193	12,979	12,979
Total Operating Revenues	\$ 10,638,491	\$ 10,692,360	\$ 11,538,542	\$ 12,139,715
Operating Expenditures				
Personal Services	\$ 959,860	\$ 1,242,336	\$ 1,039,031	\$ 1,054,848
Materials and Supplies	277,411	220,755	485,309	480,447
Purchased Water and Sewer Services	2,081,668	2,294,880	2,504,405	2,539,844
Contracted Services	830,130	685,887	1,038,875	1,017,761
Utilities	418,444	402,605	402,540	422,809
Debt Service	620,311	556,670	2,844,060	2,840,808
Capital Expenditures	1,866,046	2,227,041	1,735,000	1,946,500
Total Operating Expenditures	\$ 7,053,870	\$ 7,630,174	\$ 10,049,220	\$ 10,303,017
Excess of Revenues Over (Under) Expenditures	\$ 3,584,621	\$ 3,062,186	\$ 1,489,322	\$ 1,836,698
Other Financing Sources (Uses)				
Operating Transfers In	\$ -	\$ -	\$ -	\$ -
Operating Transfers Out	(1,114,254)	(1,204,993)	(1,198,172)	(1,296,326)
Total Other Financing Sources (Uses)	\$ (1,114,254)	\$ (1,204,993)	\$ (1,198,172)	\$ (1,296,326)
Increase (Decrease) in Net Assets	\$ 2,470,367	\$ 1,857,193	\$ 291,150	\$ 540,372
Available Net Assets - Beginning of the Year	\$ 12,984,784	\$ 15,455,151	\$ 17,312,344	\$ 17,603,495
Available Net Assets - End of the Year	\$ 15,455,151	\$ 17,312,344	\$ 17,603,495	\$ 18,143,867
Less Restricted Net Assets	\$ -	\$ -	\$ -	\$ -
Available Net Assets -End of the Year	\$ 15,455,151	\$ 17,312,344	\$ 17,603,495	\$ 18,143,867

**Sewer Utility Fund
Revenue Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Charges for Services				
Landfill Construction Fee	\$ 20,208	\$ 27,018	\$ 22,625	\$ 22,625
Special Assessment Revenue - 2009	-	-	-	-
Sewer Services	8,681,828	9,277,369	9,621,448	10,222,922
Connections and Service Fees	481,400	378,125	472,412	472,412
Subtotal	\$ 9,183,437	\$ 9,682,512	\$ 10,116,485	\$ 10,717,958
Other Government Sources				
Reimbursements from Other Governments	\$ 144,739	\$ 134,574	\$ 694,100	\$ 693,800
Subtotal	\$ 144,739	\$ 134,574	\$ 694,100	\$ 693,800
Fines and Forfeits				
Fines and Penalties	\$ 102,617	\$ 215,583	\$ 190,700	\$ 190,700
Subtotal	\$ 102,617	\$ 215,583	\$ 190,700	\$ 190,700
Interest Income				
	\$ 1,191,448	\$ 646,498	\$ 524,279	\$ 524,279
Subtotal	\$ 1,191,448	\$ 646,498	\$ 524,279	\$ 524,279
Sales and Rentals				
Sale of City Property	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -
Other Revenues				
Miscellaneous Income	\$ 16,250	\$ 13,193	\$ 12,359	\$ 12,359
Donations	-	-	620	620
Subtotal	\$ 16,250	\$ 13,193	\$ 12,979	\$ 12,979
Total Sewer Utility Fund Revenue	\$ 10,638,491	\$ 10,692,360	\$ 11,538,542	\$ 12,139,715
Use of Cash Reserves	\$ (2,470,367)	\$ (1,857,193)	\$ (291,150)	\$ (540,372)
Grand Total Sewer Utility Fund Revenue	\$ 8,168,124	\$ 8,835,167	\$ 11,247,392	\$ 11,599,343

**Sewer Utility Fund
Budget Summary**

	Actual FY 2019-20	Actual FY 2020-21	Estimated FY 2021-22	Budgeted FY 2022-23
Amounts Available for Appropriation				
Charges for Services	\$ 9,183,437	\$ 9,682,512	\$ 10,116,485	\$ 10,717,958
Fines and Forfeits	102,617	215,583	190,700	190,700
Interest Income	1,191,448	646,498	524,279	524,279
Other Government Sources	144,739	134,574	694,100	693,800
Sales and Rentals	-	-	-	-
Other Miscellaneous	16,250	13,193	12,979	12,979
Use of Cash Reserves	(2,470,367)	(1,857,193)	(291,150)	(540,372)
Total Available for Appropriation	\$ 8,168,124	\$ 8,835,167	\$ 11,247,392	\$ 11,599,343
Budgeted Expenditures				
Operating Expenses				
Personal Services	\$ 959,860	\$ 1,242,336	\$ 1,039,031	\$ 1,054,848
Materials and Supplies	277,411	220,755	485,309	480,447
Purchase of Sewer Services	2,081,668	2,294,880	2,504,405	2,539,844
Contracted Services	830,130	685,887	1,038,875	1,017,761
Utilities	418,444	402,605	402,540	422,809
Total Operating	\$ 4,567,513	\$ 4,846,464	\$ 5,470,160	\$ 5,515,709
Debt Service				
Lease-Purchase Agreements	\$ 620,311	\$ 556,670	\$ 2,844,060	\$ 2,840,808
Total Debt Service	\$ 620,311	\$ 556,670	\$ 2,844,060	\$ 2,840,808
Capital Improvements				
Capital Outlay	\$ 154,679	\$ 123,827	\$ 256,000	\$ 288,500
Capital Improvements	1,711,368	2,103,214	1,479,000	1,658,000
Total Capital	\$ 1,866,046	\$ 2,227,041	\$ 1,735,000	\$ 1,946,500
Subtotal	\$ 7,053,870	\$ 7,630,174	\$ 10,049,220	\$ 10,303,017
Operating Transfers				
Transfer to Capital Projects Fund	\$ -	\$ -	\$ -	\$ -
Transfer to Water Fund	280,489	340,718	333,897	376,165
Transfer to General Fund	833,765	864,275	864,275	920,161
Subtotal	\$ 1,114,254	\$ 1,204,993	\$ 1,198,172	\$ 1,296,326
Total Budgeted Expenditures	\$ 8,168,124	\$ 8,835,167	\$ 11,247,392	\$ 11,599,343





Summary of Operating Expenditures



Summary of Operating Expenditures (Excluding Capital Outlay)

Function	Actual FY 2019-20	Actual FY 2020-21	Adopted FY 2021-22	Estimated FY 2022-23
City Council	\$ 245,089	\$ 239,847	\$ 316,758	\$ 442,605
Law Department	255,742	303,259	250,396	233,268
City Prosecutor	120,945	150,947	170,001	212,620
Municipal Court	415,985	476,714	497,806	523,192
City Administration	734,973	1,275,677	875,120	868,679
Communications	211,221	234,701	258,426	277,274
Human Resources	612,223	646,575	644,307	635,983
Economic Development	161,323	240,589	275,302	271,054
Information Services	752,121	830,100	781,869	784,230
Planning & Development	776,021	1,499,020	944,887	1,018,804
Codes Administration	727,405	897,114	882,418	911,282
Geographic Information Systems	68,958	132,458	129,954	137,377
Finance	608,700	784,597	720,286	755,173
Business Services	129,291	168,221	161,864	165,180
Police Administration	456,886	620,524	555,266	572,465
Police Operations Bureau	6,403,534	8,190,708	7,444,994	7,290,383
Police Investigative Services Bureau	2,432,706	2,973,057	2,554,385	2,748,839
Police Community Services Bureau	2,351,530	2,778,358	2,731,884	2,823,135
Public Works Administration	689,065	916,419	824,730	827,924
Public Works Streets	2,650,959	2,893,414	3,011,545	3,151,287
Parks Administration	424,093	551,911	514,123	507,840
Parks Recreation	443,018	552,910	635,455	873,435
Parks Maintenance	1,537,588	1,821,407	1,885,695	1,895,966
Building Maintenance	622,384	645,169	726,311	897,987
Vesper Hall Senior Center	463,543	486,856	597,219	562,531
Total General Fund	\$ 24,295,303	\$ 30,310,553	\$ 28,391,001	\$ 29,388,512
Golf Course Fund	1,344,442	1,528,634	1,465,315	1,632,601
Fieldhouse Fund	667,563	738,461	1,014,169	1,043,582
Hotel/Motel Tax Fund	123,099	198,742	205,000	220,000
Public Safety Sales Tax Fund	1,795,919	2,199,633	2,306,652	2,404,926
Tax Increment Finance Fund	1,053,297	1,020,351	890,280	970,845
Water Utility Fund	5,995,435	6,611,987	6,970,131	7,116,028
Sewer Utility Fund	4,567,513	4,846,464	5,412,713	5,515,709
Total Enterprise Funds	\$ 15,547,268	\$ 17,144,272	\$ 18,264,260	\$ 18,903,691
Total Operating Budget	\$ 39,842,571	\$ 47,454,825	\$ 46,655,262	\$ 48,292,203
Appropriation Units				
Personal Services	21,548,349	27,883,221	24,886,859	25,206,210
Supplies and Materials	2,055,830	2,125,177	3,070,359	3,232,757
Contracted Services	16,238,393	17,446,428	18,698,043	19,853,236
Total Operating Budget	\$ 39,842,571	\$ 47,454,825	\$ 46,655,262	\$ 48,292,203

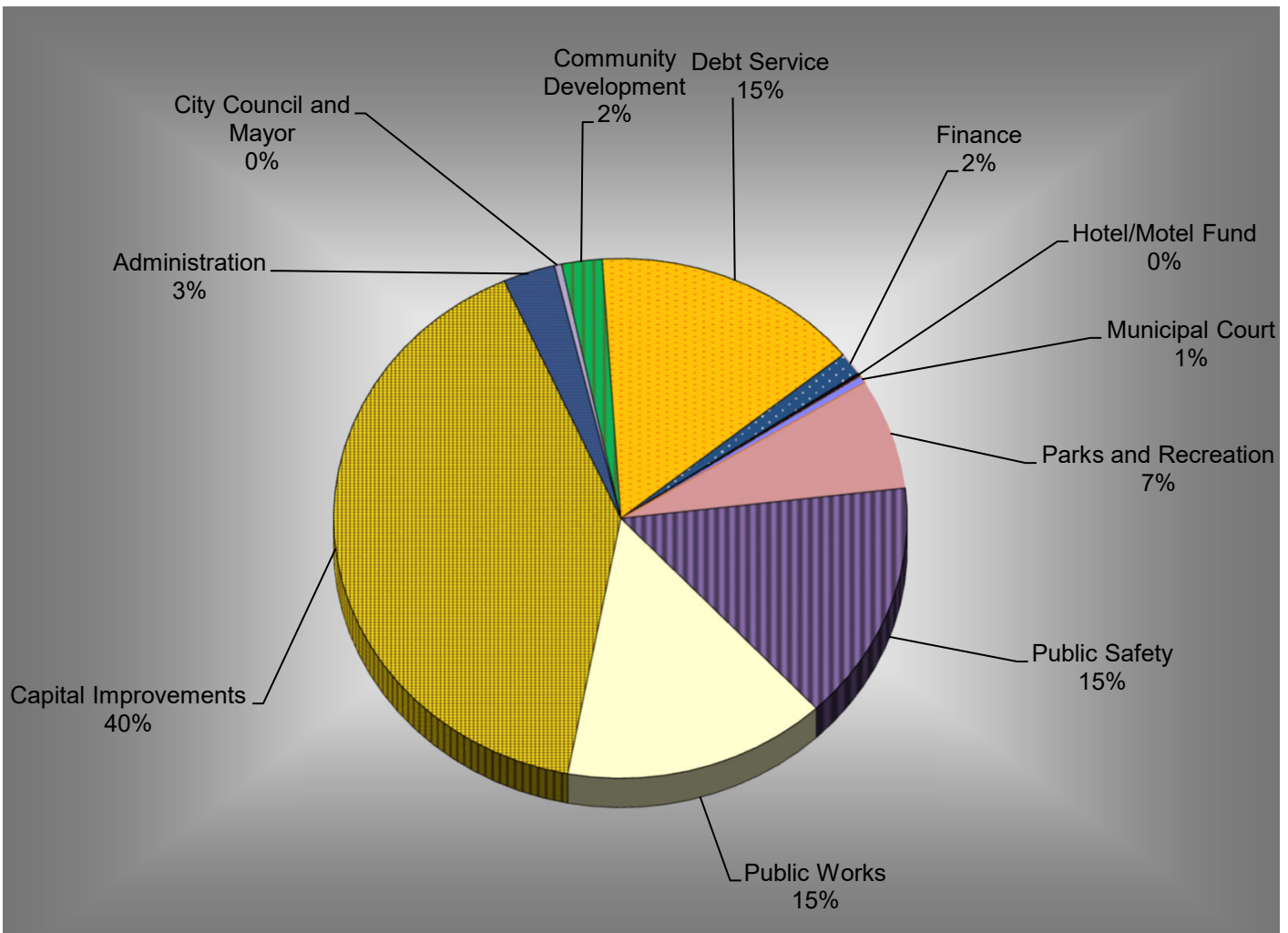


Total Budget-All Departments

Budget \$109.8M FTE Positions 315.5

Total Budget
Budget \$109.8M FTEs 315.5

Budget by Department



Total Budget

<u>Expenditures by Department</u>	Actual 2020-21	Adopted 2021-22	Estimated 2022-23
Administrative			
Administration	\$ 1,275,677	\$ 875,120	\$ 868,679
Communications	234,701	258,426	277,274
Human Resources	646,575	644,307	635,983
Information Technologies	1,016,509	916,365	1,008,429
Law Department	303,259	250,396	233,268
City Prosecutor	150,947	170,001	212,620
City Council and Mayor	239,847	316,758	442,605
Community Development			
Planning & Development	1,499,020	944,887	1,020,304
Business Services	168,221	161,864	165,180
Codes Administration	897,114	944,418	911,282
Economic Development	240,589	275,302	271,054
Geographic Information Systems	132,458	129,954	137,377
Debt Service			
General Obligation Bonds	1,694,697	1,705,987	1,717,777
Public Safety Sales Tax	1,449,485	1,351,921	1,369,713
TIF Capital Projects	6,719,558	6,865,869	7,841,541
Fieldhouse	(124,154)	175,846	175,846
Golf Course	338,240	337,050	340,650
Sewer	556,670	2,844,060	2,840,808
Water	2,420,395	2,402,357	2,400,000
Finance			
Accounting	784,597	720,286	755,173
Utility Billing	738,891	803,779	794,330
Hotel/Motel Tax Fund	198,742	205,000	220,000
Municipal Court	476,714	497,806	523,192
Parks and Recreation			
Parks Administration	551,911	514,123	507,840
Building Maintenance	645,169	777,311	915,987
Vesper Hall Senior Center	495,603	597,219	562,531
Fieldhouse	738,461	1,014,168	1,043,582
Golf Course	1,528,634	1,465,315	1,632,601
Park Maintenance	1,950,324	2,011,095	2,016,966
Recreation	552,910	635,455	894,035
Public Safety			
Police Administration	1,411,712	1,387,111	1,521,208
Police Operations Bureau	9,683,327	8,872,115	8,822,434
Police Staff Services	3,363,475	3,015,806	3,082,660
Police Community Youth Outreach Unit	2,794,782	2,839,654	2,941,397
Public Works			
Operations and Engineering	916,419	824,730	827,924
Sewer Maintenance	913,875	1,005,223	1,077,271
Sewer Operations	3,067,970	3,394,012	3,432,548
Sni-A-Bar Treatment Plant	930,991	1,235,477	1,252,390
Streets	2,907,409	3,013,345	3,169,087
Water Maintenance	4,929,968	5,294,842	5,528,564
Water Operations	1,117,108	1,092,510	1,101,634
Sub-Total Operating Expenses	\$ 60,558,797	\$ 62,787,271	\$ 65,493,742
Capital Improvements	12,835,452	20,743,900	44,340,542
Total	\$ <u>73,394,276</u>	\$ <u>83,531,171</u>	\$ <u>109,834,284</u>

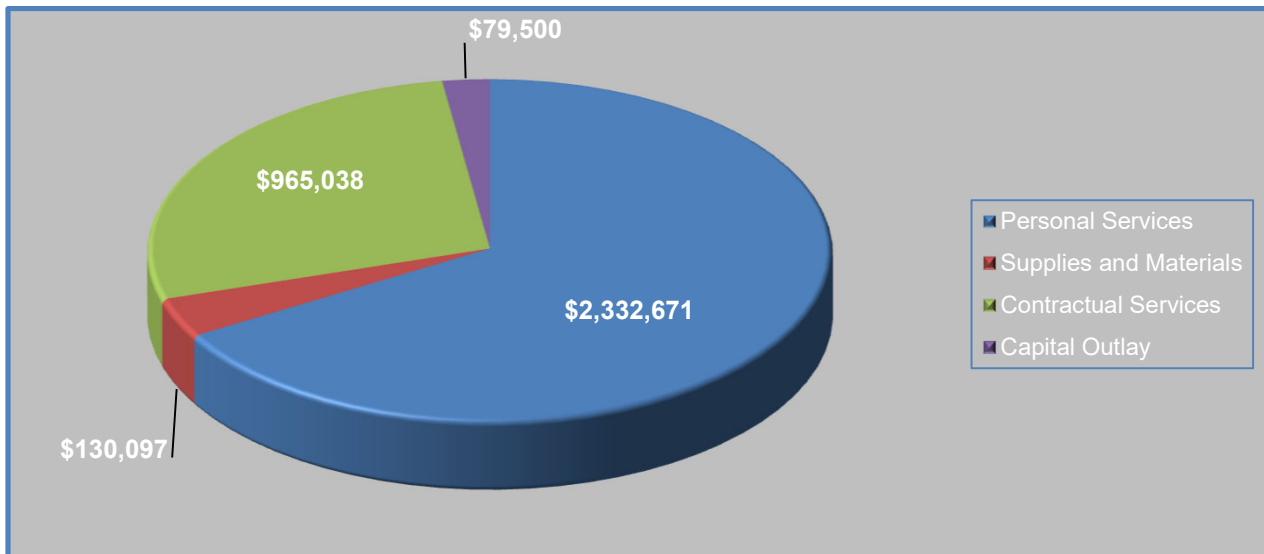
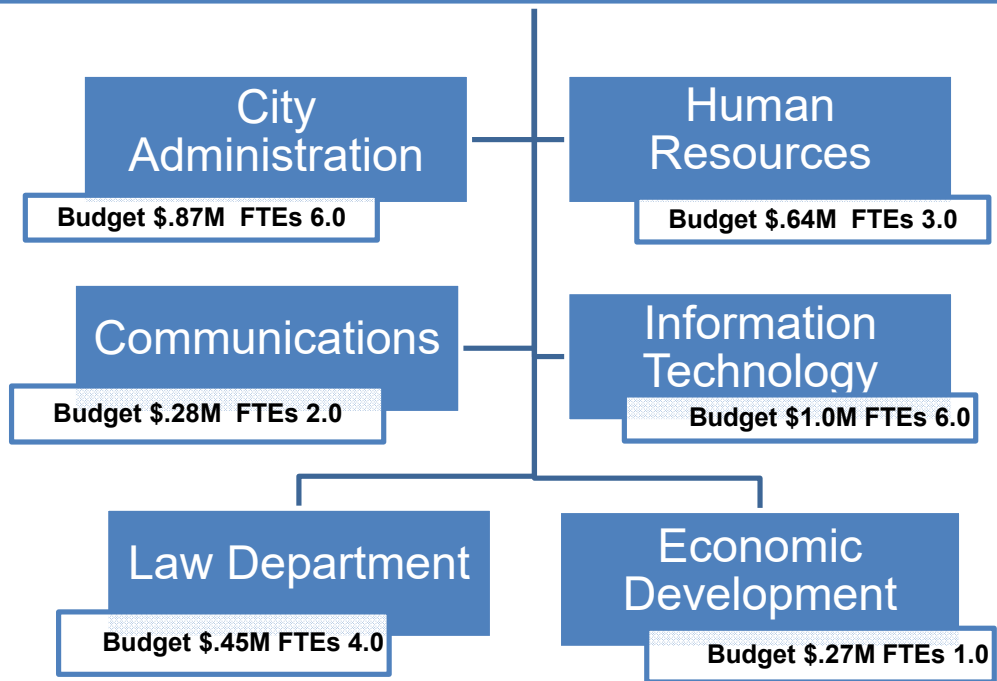


Administration



ADMINISTRATION

Budget \$3.51M FTE Positions 22



Administration

Authorized Positions

Authorized Positions	Range	2021	2022	2023
City Administrator	N/A	1	1	1
City Attorney	N/A	1	1	1
Deputy City Administrator	17	0	0	1
Information Technology Director	14	1	1	1
Human Resources Director	14	1	1	1
City Prosecutor	14	0	0	1
Economic Development Director	14	0	1	1
Assistant to the City Administrator	13	1	1	0
Communications Manager	13	1	1	1
Network Engineer	13	1	1	1
City Clerk	11	1	1	1
Database Administrator	10	1	1	1
Public Safety Technology Specialist	10	1	1	1
Management / Financial Analyst	9	1	1	1
Multi-Media Specialist	9	1	1	1
PC Support Specialist	9	1	1	1
IT Support Specialist	9	0	0	1
Human Resources Coordinator	8	1	1	1
Deputy City Clerk	8	1	1	1
Human Resources Assistant	7	1	1	1
Legal Administrative Assistant	7	1	1	1
Administrative Assistant	6	0	1	1
Prosecuting Attorney Clerk	6	1	1	1
TOTAL AUTHORIZED POSITIONS		18	20	22
General Fund		17	19	20
Public Safety Sales Tax Fund		1	1	2
TOTAL AUTHORIZED POSITIONS BY FUND		18	20	22

Administration

Administration is the focal point of activities between the Mayor, City Council and City Departments, providing administrative leadership for the organization and translating policy as determined by the City Council into operating programs. The department directs the delivery of municipal services and provides expert advice on City Operations, community visioning and intergovernmental/regional cooperation. In addition, the department manages records and provides communication services both to the community and City employees.

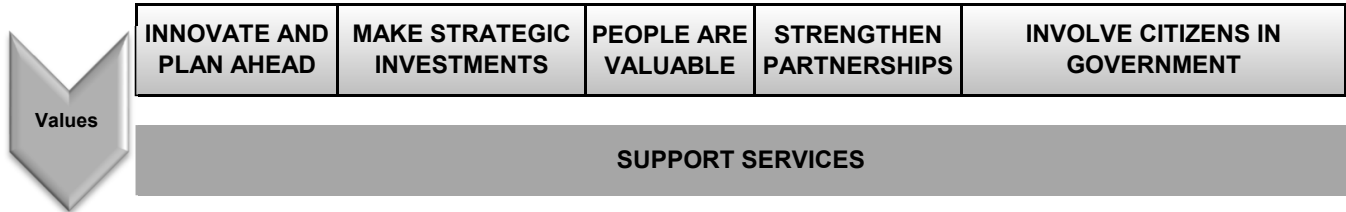
Major Services

- ◆ Provide Administrative Support to Economic Development Initiatives and Strategic Goals
- ◆ Continue Programming for Channel 7 (CTV 7)
- ◆ Provide On-going Funding for Management and Customer Service Training
- ◆ Provide Legal Services to the Mayor and City Council, City Departments and City Boards and Commissions
- ◆ Provide support for an average of 375 employees through Human Resources
- ◆ Prepare and Implement the City's Annual Budget
- ◆ Provide ongoing communications with residents, community partners and businesses through a variety of methods
- ◆ Provide technical recommendations, strategic direction, support and network security for the City's data, communication, disaster recovery and e-Government needs

Highlighted Accomplishments

- ◆ Continue to advance the goals of the five-year Strategic Plan based upon the Strategic Plan Framework
- ◆ Facilitate Records Management Policy utilizing physical and electronic Records Centers
- ◆ Continued COVID-19 communications to employees and residents
- ◆ Developed best practices and guidelines manual for website content editors and implemented training to continue to
- ◆ Worked with the Chamber of Commerce to develop and produce the Blue Springs Strong campaign
- ◆ 3.8 million impressions across all City social media channels
- ◆ Redesigned the Blue Springs New Resident Guide
- ◆ Worked with Parks to successfully market and educate voters about Parks Sales Tax Renewal.
- ◆ Produced 25 original videos including the reoccurring Blue Springs Point of View and Police in Motion segments. Implemented "What's Happening in Blue Springs" series
- ◆ Processed 118 new hires, including seasonal staff
- ◆ Reported 342 1095-C forms directly to IRS - required to comply with Affordable Care Act reporting requirements - Kronos system provided the data and we were able to transmit to the IRS
- ◆ Contracted with data security vendor to perform a comprehensive network security assessment
- ◆ Worked with HR and CBIZ to ensure network security met requirements for cyber-insurance coverage
- ◆ Worked with PD to on the acquisition of new portable radios and programmed radios for new regional radio transmission encryption
- ◆ Worked with Parks to develop City-owned fiber and parks surveillance camera projects using CARES and ARPA funds
- ◆ Worked with PD to develop Emergency Operations Center and Mobile Command Vehicle projects using ARPA funds
- ◆ Broadcast live feed of City Council and Planning Commission meetings via link on City's website
- ◆ Negotiated Union Contract with Communication Workers (Dispatchers)
- ◆ Successful retention of KC Bobcat who completed construction of a new facility
- ◆ Created an updated Economic Development Policy
- ◆ Sunset Plaza CID and Redevelopment, North Price Chopper CID and Redevelopment
- ◆ Successfully resolved legal matters to the benefit of the City and its residents
- ◆ Tracked dangerous buildings and assisted with enforcing abatements of nuisances including scheduling and prosecuting at public hearings
- ◆ Successfully obtained a stipulated order against developer of abandoned multi-million dollar building project public nuisance
- ◆ Planned and coordinated large group Public Official Liability Training
- ◆ Direct and assist outside legal counsel, provide research and records, for litigation
- ◆ Filled urgent need in Prosecutor's office by self directed learning & training to keep prosecution of cases running smoothly
- ◆ Began atypical process of annexation of established subdivisions

Administration



Departmental Goals

1. Implement City Council priorities and goals based upon the Strategic Plan Framework and citizen survey action plans.
2. Provide timely responses to Council and citizen requests for information.
3. Submit for and receive Distinguished Budget Presentation Award through the Government Finance Officer's Association.
4. Utilize digital and traditional communication tools to enhance public information and engagement.
5. Promote the value of key City services through communication and education and establish public trust by communicating with timeliness and transparency.
6. Provide benefits communication, conduct annual insurance open enrollment, and host annual wellness fair.
7. Provide IT assistance in implementation of the timekeeping and payroll system, the online business license and permitting system, and public safety online crime reporting.
8. Research and implement enhanced system security measures and technologies.
9. Utilize and support technology to improve organizational and individual productivity.
10. Assist Council and staff in maximizing the City's position with respect to legal opportunities, options, requirements and restrictions while minimizing risk.
11. Draft and review contracts, policies, and other legal documents for the City.
12. Oversee benefits and compensation administration and compliance.
13. Successfully transition Prosecutor and staff into Law Department.

Expenditures By Category	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Personal Services	1,733,553	2,699,267	2,110,064	2,332,671
Supplies and Materials	109,802	108,360	128,937	130,097
Contractual Services	1,082,998	975,600	1,106,915	965,038
Capital Outlay	101,952	85,031	44,000	79,500
TOTAL EXPENDITURES	\$ 3,028,304	\$ 3,868,258	\$ 3,389,916	\$ 3,507,305
General Fund	2,950,500	3,766,199	3,296,421	3,360,107
Public Safety Sales Tax Fund	77,804	102,059	93,495	147,199
TOTAL EXPENDITURES BY FUND	\$ 3,028,304	\$ 3,868,258	\$ 3,389,916	\$ 3,507,305
TOTAL POSITIONS / FTE	19.0	18.0	20.0	22.0

Administration

City Administration

Mission: To provide administrative leadership to the organization and assist the City Council in developing, implementing, and evaluation policies and programs to serve the citizens and businesses of Blue Springs.

Service Description: Administration is the focal point of activities between the Mayor, City Council and City Departments, providing administrative leadership for the organization and translating policy as determined by the City Council into operating programs. The department directs the delivery of municipal services and provides expert advice on City Operations, community visioning and intergovernmental/regional cooperation. In addition, the department manages records and provides communication services both to the community and City employees.

Objectives	Goal Alignment
A Provide leadership to the elected officials and professional staff on citywide issues.	1
B Respond to Council and citizen requests for information.	2
C Ensure that citizens receive excellent customer service from employees.	2
D Ensure that city services are provided at the highest level of quality within available funding.	2

Performance Measures	2021 Actual	2022 Adopted	2023 Approved
A Percent of citizens satisfied with effectiveness	75%	75%	75%
B Percent of responses to citizen requests that meet or exceed expectations of responsiveness	72%	72%	72%
C Percent of Citizens satisfied with customer service from employees	76%	76%	76%
D Percent of citizens satisfied with overall quality of services provided by the city	70%	70%	70%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	649,679	1,195,953	779,403	786,693
Supplies and Materials	9,274	6,448	5,537	4,497
Contractual Services	76,020	73,276	90,180	77,489
Capital Outlay	50,104	-	-	-
TOTAL EXPENDITURES	\$ 785,077	\$ 1,275,677	\$ 875,120	\$ 868,679
General Fund	785,077	\$ 1,275,677	875,120	868,679
TOTAL EXPENDITURES BY FUND	\$ 785,077	\$ 1,275,677	\$ 875,120	\$ 868,679
TOTAL POSITIONS / FTE	5.0	5.0	6.0	6.0

Administration

Communications

Mission: The City of Blue Springs Communications Division intends to communicate to our citizens and our partners with purpose and transparency; to strengthen communication and engagement with our residents; and to provide meaningful interactions with the public through a variety of methods to effectively reach all populations.

Service Description: Communications facilitate communication to the public, media and employees regarding City services and to assist the city departments in developing and disseminating informative materials about City programs and activities to the citizens.

Objectives	Goal Alignment
A Educate the community on the services provided and information that helps residents and stakeholders conduct business with the City.	4, 5
B Continue to enhance the information provided and user-friendliness of the City's website.	4, 5
C Enhance communication efforts through the use of digital and social media tools to educate residents about key City services and initiatives.	4, 5
D Utilize video content on Channel 7 as a communication/citizen education tool.	4, 5

Performance Measures	2021 Actual	2022 Adopted	2023 Approved
A Percent satisfaction with availability of information about City programs/services	57%	N/A	60%
B Percent of satisfaction with the user friendliness of the City's Web site	52%	N/A	55%
C Percent satisfaction with information provided through City's Social Media pages	42%	N/A	50%
D Number of original content videos created and meetings broadcast per year.	75	N/A	80%

N/A - Created new performance measures to better align with the department goals in the Communication Plan

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	157,396	191,483	162,891	167,239
Supplies and Materials	15,184	11,694	24,250	24,750
Contractual Services	38,641	31,525	71,285	85,285
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 211,220	\$ 234,701	\$ 258,426	\$ 277,274
General Fund	211,220	234,701	258,426	277,274
TOTAL EXPENDITURES BY FUND	\$ 211,220	\$ 234,701	\$ 258,426	\$ 277,274
TOTAL POSITIONS / FTE	2.0	2.0	2.0	2.0

Administration

Economic Development

Mission: To develop, implement and promote programs and activities that support economic growth and development in Blue Springs including small business assistance, business retention and recruitment, marketing and promotion, research and dissemination of local economic indicators and reports, and development and redevelopment of existing community resources and infrastructure.

Service Description: The Economic Development Department, with support of the advisory council, is responsible for all activities that impact the economic growth and development of the community. Activities include business retention and attraction, marketing and promotion, research and dissemination of statistical data, reports and the development and redevelopment of existing city resources and infrastructure.

Objectives	Goal Alignment
A Attract and retain jobs paying family supporting wages, and increase capital investment.	7
B Market, promote and communicate the value, benefit and attractiveness of Blue Springs for investment, growth, and living.	7
C Provide business assistance, small business and entrepreneurial support, community information, and referral services to existing and new employers regarding doing business in Blue Springs.	7

Performance Measures		2021 Actual	2022 Adopted	2023 Approved
A	Generate a project pipeline for new business investments that are site and community competitive	1	10	10
B	Value of Development and Redevelopment Projects	\$81,596,695	\$85,000,000	\$85,000,000
C	Gain insights from existing businesses in a targeted visitation program	10	12	12

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	-	121,061	110,302	106,054
Supplies and Materials	-	38	-	-
Contractual Services	161,323	119,490	165,000	165,000
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 161,323	\$ 240,589	\$ 275,302	\$ 271,054
General Fund	161,323	240,589	275,302	271,054
TOTAL EXPENDITURES BY FUND	\$ 161,323	\$ 240,589	\$ 275,302	\$ 271,054
TOTAL POSITIONS / FTE	0.0	0.0	1.0	1.0

Administration

Human Resources

Mission: To provide administration and management of the City's employee compensation and benefits package, coordinate employee recruitments, coordinate safety and risk management, and coordinate ongoing workforce development and training.

Service Description: Human Resources provide employee recruitment services, applicant screening, testing, benefits and compensation administration, and coordinates the safety and risk management programs.

Objectives	Goal Alignment
A Provide equal employment, promotion and transfer opportunities for applicants and employees.	6
B Oversee benefits and compensation administration and compliance.	13
C Provide a comprehensive employee safety, loss control and risk management program.	7
D Provide employee training and development for all office personnel.	6, 7
E Oversee and facilitate employee training and development for all field personnel.	6, 7

Performance Measures	2021 Actual	2022 Adopted	2023 Approved
A Percent of turnover of full-time and part-time regular employees	21%	0%	20%
B Percent compliance with EEO4 reporting, ACA reporting and DOJ EEOP reporting	100%	100%	100%
C Work with CBIZ to obtain dividend from MO Employers Mutual (MEM) our new work comp insurance provider	100%	0%	100%
D Work with CBIZ to encourage employees to participate in Humana Go365 wellness program to provide rewards to employees and potential rate reductions at renewal time	9%	20%	30%
E Percent of office personnel receiving semi-annual safety and professional development and/or compliance training	20%	100%	100%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	245,111	279,289	292,992	299,819
Supplies and Materials	12,593	14,311	18,250	17,650
Contractual Services	354,519	352,975	333,065	318,514
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 612,223	\$ 646,575	\$ 644,307	\$ 635,983
General Fund	612,223	646,575	644,307	635,983
TOTAL EXPENDITURES BY FUND	\$ 612,223	\$ 646,575	\$ 644,307	\$ 635,983
TOTAL POSITIONS / FTE	3.0	3.0	3.0	3.0

Administration

Information Technology

Mission: The Information Technology Department provides technical recommendations, strategic direction, support and network security for the City's data, communication, disaster recovery and e-Government needs.

Service Description: Information Technology is responsible for implementing and maintaining all computer hardware, network systems, applications and telephones needed by City employees to perform their tasks.

Objectives	Goal Alignment
A Provide data system and telephone Help Desk support to city employees	10
B Deploy, administer and maintain the City-wide data communications network	9
C Deploy, administer and maintain the City's electronic databases	9
D Plan, schedule and implement projects that upgrade the functionality and reliability of the City's data and information systems	8
E Administer Public Safety digital radio communications system	9

Performance Measures	2021 Actual	2022 Adopted	2023 Approved
A Percent of major projects with a formal project plan	80%	90%	90%
B Percent of major projects completed within the deadline as defined in the project plan	80%	100%	90%
C Percent of Dept. Directors met with per budget year to ensure IT is meeting their technology needs related to support and progress on funded projects	100%	100%	100%
D Percent of "urgent request" Help Desk calls responded to within 20 minutes	85%	90%	90%
E Percent of scheduled maintenance tasks completed on time	95%	90%	90%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	460,998	605,872	512,625	578,569
Supplies and Materials	70,727	72,684	74,700	78,700
Contractual Services	298,200	252,921	285,040	271,660
Capital Outlay	51,848	85,031	44,000	79,500
TOTAL EXPENDITURES	\$ 881,774	\$ 1,016,509	\$ 916,365	\$ 1,008,429
General Fund	803,969	914,449	822,869	861,230
Public Safety Sales Tax Fund	77,804	102,059	93,495	147,199
TOTAL EXPENDITURES BY FUND	\$ 881,774	\$ 1,016,509	\$ 916,365	\$ 1,008,429
TOTAL POSITIONS / FTE	5.0	5.0	5.0	6.0

Administration

Law / City Prosecutor

Mission: To provide legal services to the Mayor, City Council, City Administrator, department directors, and City boards and commissions.

Service Description: The City Attorney provides legal services to the Mayor, City Council, City Administrator, department directors, city boards and commissions and works with outside counsel preparing for and coordinating litigation.

The City Prosecutor is responsible for prosecuting city ordinance violations in the City's Municipal Court and trials de novo, appeals, and jury trials in the Circuit Court of Jackson County.

Objectives		Goal Alignment
A	Prepare and research ordinances and resolutions as requested.	11
B	Defend the City in litigation to limit the City's financial exposure and maintain city policies.	10
C	Review contracts, agreements, and other documents, as requested, to ensure compliance with local, state, and federal laws.	11
D	Attend City Council, Planning Commission and Board of Adjustment Meetings as well as other meetings as required by the City.	10

Performance Measures		2021 Actual	2022 Adopted	2023 Approved
A	Ordinances and resolutions prepared	228	200	200
B	Number of general litigation cases handled and monitored annually	8	8	8
C	Number of contracts, agreements and other documents reviewed annually	295	400	300
D	Council Meetings (regular and special), Planning Commission, Board of Adjustment, Land Bank, etc. meetings attended	80	100	100

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	220,369	305,609	251,852	394,298
Supplies and Materials	2,024	3,184	6,200	4,500
Contractual Services	154,294	145,413	162,345	47,090
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 376,688	\$ 454,207	\$ 420,397	\$ 445,888
General Fund - Law	255,742	303,259	250,396	233,268
General Fund - City Prosecutor	120,945	150,947	170,001	212,620
TOTAL EXPENDITURES BY FUND	\$ 376,688	\$ 454,207	\$ 420,397	\$ 445,888
TOTAL POSITIONS / FTE	3.0	3.0	3.0	4.0



City Council and Mayor

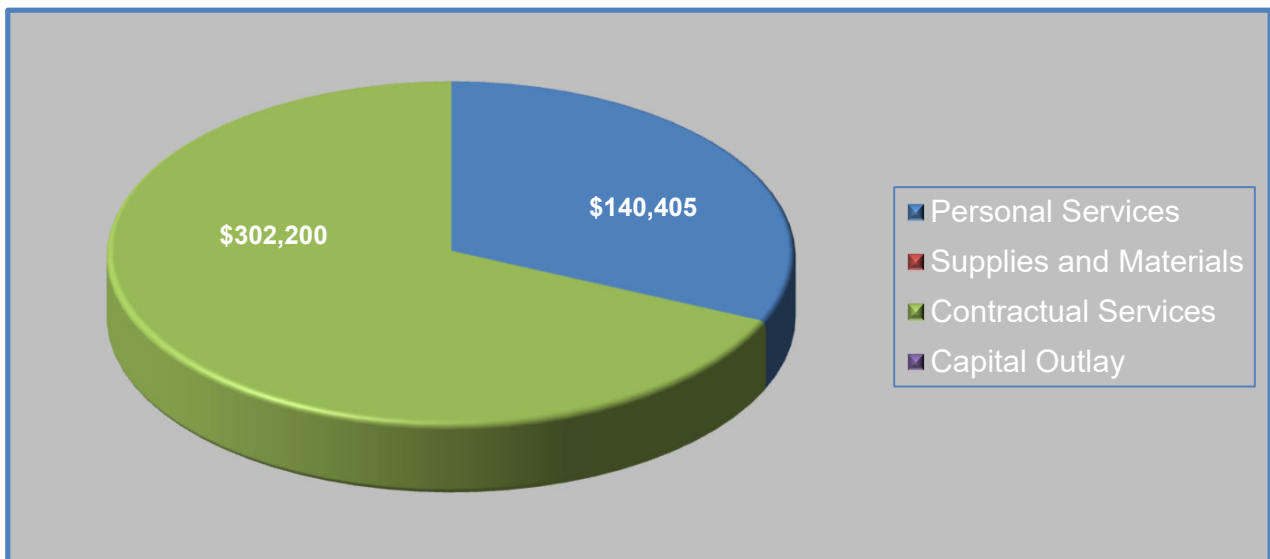


CITY COUNCIL and MAYOR

Budget \$.44M FTE Positions 3.5

City Council and Mayor

Budget \$.44M FTEs 3.5



City Council and Mayor

Authorized Positions

Authorized Positions	Range	2021	2022	2023
Mayor	N/A	0.5	0.5	0.5
Council Member - District 1	N/A	0.5	0.5	0.5
Council Member - District 1	N/A	0.5	0.5	0.5
Council Member - District 2	N/A	0.5	0.5	0.5
Council Member - District 2	N/A	0.5	0.5	0.5
Council Member - District 3	N/A	0.5	0.5	0.5
Council Member - District 3	N/A	0.5	0.5	0.5
TOTAL AUTHORIZED POSITIONS		3.5	3.5	3.5
General Fund		3.5	3.5	3.5
TOTAL AUTHORIZED POSITIONS BY FUND		3.5	3.5	3.5

City Council and Mayor

The City Council is the governing body of the City of Blue Springs and is responsible for establishing laws and policies in accordance with State, Federal and City Charter requirements. The Mayor and the six-member City Council appoint citizens to various boards, commissions and committees to carry out City Council policies, ordinances, and to advise the City Council on a wide variety of community and region issues.

Major Services

- ◆ Work with the Eastern Jackson County Betterment Council and the Blue Springs Economic Development Council to promote Eastern Jackson County as a business destination point and develop a legislative agenda that will have a positive effect on Eastern Jackson County cities
- ◆ Work with Missouri Municipal League and National League of Cities to support legislation that will positively impact local and regional communities
- ◆ Continue funding for Public Art Commission
- ◆ Identify opportunities to implement various strategic initiatives and policy goals

Highlighted Accomplishments

- ◆ Continued to advance goals of the Strategic Plan Framework
- ◆ Created the Economic Development Council and modified delivery method of economic development activities
- ◆ Provided ongoing support and leadership to the Mid America Regional Council in areas relating to transportation, public safety, health, and environmental sustainability
- ◆ Made many presentations and public appearances and local and regional events supporting organizations such as: Truman Heartland Community Foundation, Rotary, Community Services League, Downtown Alive, Blue Springs Chamber of Commerce, Blue Springs Historical Society, DARE graduations, National Night out Against Crime, Citizen Public Safety Academy, and many others

City Council and Mayor



INNOVATE AND PLAN AHEAD	MAKE STRATEGIC INVESTMENTS	PEOPLE ARE VALUABLE	STRENGTHEN PARTNERSHIPS	INVOLVE CITIZENS IN GOVERNMENT
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SUPPORT SERVICES



Departmental Goals

1. Reappoint members to vacant positions for city boards and commissions.
2. Approve annual operating budget.
3. Approve annual Capital Improvements Plan (CIP).
4. Facilitate timely responses to citizen requests and inquiries by working with Administration and other departments.
5. Work with the Blue Springs Chamber of Commerce and Downtown Alive! to promote common goals related to community development and other business-related issues.
6. Participate in legislative activities throughout the year including Missouri Municipal League, National League of Cities, and Eastern Jackson County Betterment Council.
7. Hold City Council work sessions to discuss long-range policy issues.
8. Implement policy goals identified in the Strategic Plan Framework.
9. Participate in periodic leadership development training opportunities.
10. Work with the Economic Development Council to establish economic development priorities, goals, and policies.

Expenditures By Category	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Personal Services	121,682	159,859	125,937	140,405
Supplies and Materials	-	-	-	-
Contractual Services	123,407	79,988	190,821	302,200
Capital Outlay	2,000	-	-	-
TOTAL EXPENDITURES	\$ 247,089	\$ 239,847	\$ 316,758	\$ 442,605
General Fund	247,089	239,847	316,758	442,605
TOTAL EXPENDITURES BY FUND	\$ 247,089	\$ 239,847	\$ 316,758	\$ 442,605
TOTAL POSITIONS / FTE	3.5	3.5	3.5	3.5

City Council and Mayor

City Council and Mayor

Mission: To Serve as the governing body for the City of Blue Springs and provide leadership to City staff by establishing policies and ordinance in compliance with national, state, and City Charter requirements.

Service Description: The City Council is the governing body of the City of Blue Springs and is responsible for establishing laws and policies in accordance with State, Federal and City Charter requirements. The Mayor and the six-member City Council appoint citizens to various boards, commissions and committees to carry out City Council policies, ordinances, and to advise the City Council on a wide variety of community and region issues.

Objectives	Goal Alignment
A Establish and implement fair and equitable codes, ordinances, and resolutions	8
B Appoint citizens to various committees established to carry out City business	1
C Provide organizational leadership and direction to staff on City-wide issues	4, 8
D Hold work sessions with staff to discuss/understand upcoming issues	7

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Number of ordinances and resolutions adopted	228	175	200
B Number of active Boards and Commissions	16	17	17
C Number of City Council meetings held	25	24	24
D Number of annual work sessions with City staff	3 Work; 1 Strategic	4	4

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	121,682	159,859	125,937	140,405
Supplies and Materials	-	-	-	-
Contractual Services	123,407	79,988	190,821	302,200
Capital Outlay	2,000	-	-	-
TOTAL EXPENDITURES	\$ 247,090	\$ 239,847	\$ 316,758	\$ 442,605
General Fund	247,090	239,847	316,758	442,605
TOTAL EXPENDITURES BY FUND	\$ 247,090	\$ 239,847	\$ 316,758	\$ 442,605
TOTAL POSITIONS / FTE	3.5	3.5	3.5	3.5





Community Development



COMMUNITY DEVELOPMENT

Budget \$2.23M FTE Positions 19.71

Planning

Budget \$1.02M FTEs 6.25

Codes Administration

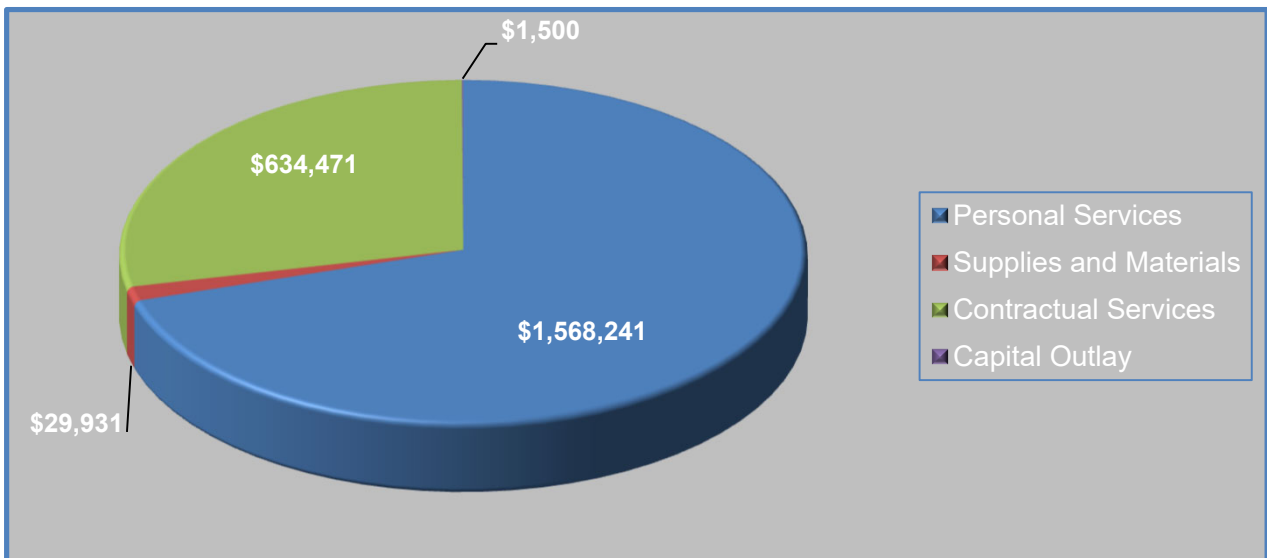
Budget \$.91M FTEs 10.46

Geographic Information Systems

Budget \$.14M FTEs 1.0

Business Services

Budget \$.16M FTEs 2.0



Community Development

Authorized Positions

Authorized Positions	Range	2021	2022	2023
Community Development Director	15	1	1	1
Assistant Community Development Director	13	1	1	1
Codes Administrator	11	1	1	1
Senior Planner	10	1	1	1
Plans Examiner	10	2	2	2
GIS Coordinator	10	1	1	1
Associate Planner	9	1	1	1
Business Services Coordinator	9	1	1	1
Building Inspector	9	2	2	2
Administrative Assistant	6	1	1	1
Codes Inspector	6	2	2	2
Codes Secretary	6	0	0	0
Business Services Representative	6	5	5	5
Seasonal Codes Inspector	6	0.46	0.46	0.46
Planning Clerk	6	0	0	0
Planning Intern	PT/S 5	0.25	0.25	0.25
TOTAL AUTHORIZED POSITIONS		19.71	19.71	19.71
General Fund		19.71	19.71	19.71
TOTAL AUTHORIZED POSITIONS BY FUND		19.71	19.71	19.71

Community Development

The Community Development Department is comprised of four divisions responsible for a wide range of services from mapping to code enforcement. Together they work to ensure community safety through building standards and to improve quality of life.

Major Services

- ◆ Update and maintain Comprehensive Plan, Demographics Annual Report, and Customer Service Training
- ◆ Implement the Consolidated Plan for the Community Development Block Grant including a First Time Home Buyers Program
- ◆ Work with the Downtown Review Board to review and manage the Downtown Development Code
- ◆ Review and process an estimated 100 development-related applications and 1,400 building permits
- ◆ Review and process Business Licenses, Liquor Licenses, Fireworks Permits, Special Event Permits and Peddlers/Solicitors Permits (New & Renewals)

Highlighted Accomplishments

- ◆ Collaborated with the Blue Springs Business Resource Network to hold the 2022 Business Expo
- ◆ Continued Implementation of Comprehensive Plan and Unified Development Code (UDC)
- ◆ Issued 2nd highest number of building permits (1,369) in the history of the Department
- ◆ Adopted 2018 International Building Codes
- ◆ Maintained online mapping as a globally standardized ArcGIS Online
- ◆ Maintained ISO Building Code Classification Rating
- ◆ Cross train front counter staff into Business Services Representative roles
- ◆ Collaborate between all divisions within Community Development to foster an integrated approach to customer service to escort a project through the entire process

Planning

- ◆ Approved 3 UDC amendments including addition of General Development Plan, Conditional Use Permits and general UDC improvements
- ◆ Received approval and adoption of the Capital Improvement Budget
- ◆ Responded to the Covid-19 Pandemic by providing flexible submittal options and electronic plan review
- ◆ Helped make doing business easier in the City by adoption of flexible business operations for expanded outdoor seating
- ◆ 107 planning and development-related cases
- ◆ 1,369 building permits approved including single-family homes, multi-family residential and commercial units, as well as alterations to existing structures with a total construction value of just under \$110 million. These projects also accounted for over 1.87 million square feet of activity

Codes/Plan Review

- ◆ Re-established a Certified Floodplain Manager for the City
- ◆ 272 new housing units permitted
- ◆ 1,533 Total Permits Issued including signs, fences, etc.

GIS

- ◆ Revamped new interactive maps available online through the Featured Maps and Apps map hub

Business Services

- ◆ 590 new businesses licenses 2021 Fiscal Year
- ◆ Continued implementation of a new Citizen Self-Service program to allow for limited permitting, Added additional permit types to online processing system, expanded electronic plan review

Community Development



INNOVATE AND PLAN AHEAD	MAKE STRATEGIC INVESTMENTS	PEOPLE ARE VALUABLE	STRENGTHEN PARTNERSHIPS	INVOLVE CITIZENS IN GOVERNMENT
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SUPPORT SERVICES

Departmental Goals



1. Coordinate all projects and programs related to the federal Community Development Block Grant (CDBG) funds.
2. Provide development related informational services and process development related planning applications.
3. Complete Annual Planning Commission Report.
4. Complete 1-2 Comprehensive Plan Specific Area/Neighborhood Plans.
5. Administer the Community for All Ages City Initiative.
6. Host Annual Household Hazardous Waste Event.
7. Host Annual Paper Shredding Event, if warranted.
8. Administer City Council 2015 Strategic Plan.
9. Data Acquisition for Signage & Building Design
10. Implement Citizen Self Service (CSS) via Energov upgrades, allowing customers to view and submit permit and business license applications and request building inspections.
11. Create additional online maps and applications ("apps") for public use (e.g., zoning layers for GIS online).
12. Maintain GIS/Energov consulting services.
13. Replace Vantage Points with new ArcGIS Online software and websites.
14. Review and monitor the business license application/renewal process and current ordinances for future updates.
15. Track and review monthly department statistics.
16. Continue to assist the Business Resource Network.
17. Cross-train Business Services Representatives/Community Development customer service staff to ensure all staff can be effectively utilized to assist in all areas, meeting customer demand.
18. Review all resources to ensure businesses operating within the City are properly registered and licensed according to City code.
19. Provide data to MARC, Jackson County, and other agencies for regional planning.
20. Utilize full functionality of Energov systems and processes to improve service delivery.

Expenditures By Category	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Personal Services	1,240,545	1,633,344	1,531,626	1,568,241
Supplies and Materials	22,936	24,430	29,072	29,931
Contractual Services	438,194	1,039,038	558,425	634,471
Capital Outlay	8,151	-	62,000	1,500
Total Expenditures	\$ 1,709,826	\$ 2,696,812	\$ 2,181,124	\$ 2,234,144
General Fund	1,709,826	2,696,812	2,181,124	2,234,144
TOTAL EXPENDITURES BY FUND	\$ 1,709,826	\$ 2,696,812	\$ 2,181,124	\$ 2,234,144
TOTAL POSITIONS / FTE	19.71	19.71	19.71	19.71

Community Development

Planning

Mission: To make recommendations regarding new development, improvements to existing development, and historic preservation, to the Planning Commission, Board of Zoning Adjustment, and the City Council to ensure orderly growth through adherence to the City's Comprehensive Plan and Unified Development Code.

Service Description: The Planning Division of the Community Development Department ensures orderly growth through the effective administration of the Comprehensive Plan, zoning and subdivision ordinances. The Division reviews proposals for new development and makes recommendations to the Planning Commission and City Council. Central to the Division's mission of planning for the future, the Comprehensive Plan is periodically updated, with special, site-specific plans being formulated for those areas presenting unique development issues.

Objectives	Goal Alignment
A Ensure proper construction and compliance with all applicable City codes.	2, 3,4, 8
B Complete amendments to the Unified Development Code in support of the Comprehensive Plan.	2, 4
C Provide research and support to assist in determining the present and future development needs of the City.	2, 3, 4, 8
D Improve citizen satisfaction with planning and development services offered by the City.	2, 6,10,11
E Support the Solid Waste Commission and Mid America Regional Solid Waste Management Goal of Waste Reduction.	6, 7
F Administer the City's Community Development Block Grant (CDBG) Program.	1

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Number of development-related plans reviewed	107	140	140
B Number of code amendments made annually	3	5	5
C Receive Silver/ Gold Level of Recognition	0	0	0
D Percentage of customers satisfied with community planning and development services	98%	98%	98%
E Hold Household Hazardous Waste event	1	1	1
F Expend up to 75% of anticipated funds in 2021-2022	75	75	75

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	449,970	550,909	543,499	542,751
Supplies and Materials	5,111	4,911	4,658	4,835
Contractual Services	320,940	943,199	396,730	471,218
Capital Outlay	8,151	-	-	1,500
TOTAL EXPENDITURES	\$ 784,172	\$ 1,499,020	\$ 944,887	\$ 1,020,304
General Fund	784,172	1,499,020	944,887	1,020,304
TOTAL EXPENDITURES BY FUND	\$ 784,172	\$ 1,499,020	\$ 944,887	\$ 1,020,304
TOTAL POSITIONS / FTE	6.25	6.25	6.25	6.25

Community Development

Codes Administration

Mission: To ensure that all buildings within the corporate limits of Blue Springs are code compliant and provide a safe environment for all residents and visitors.

Service Description: The Codes Administration Division of Community Development is responsible for effectively administering the building codes, and other life safety codes, adopted by the City for the purpose of protecting the general public. In Addition, Codes Administration regulates the nuisance abatement program for the City as it pertains to high weeds/grass, inoperable vehicles, trash, etc. as defined by the code.

Objectives		Goal Alignment
A	Ensure timely review of commercial plans.	10,15,17, 20
B	Ensure timely investigation of reported code violations.	15,17,18, 20
C	Ensure timely review of residential plans.	10,15,17,20
D	Ensure timely inspections of construction projects.	10,15,17, 20

Performance Measures		2021 Actual	2022 Adopted	2023 Budget
A	Average number of working days between plan receipt and first review for commercial plans	12	15	15
B	Average number of working days between date of code violation complaint and investigation date	2	5	5
C	Average number of working days between plan receipt and first review for residential plans	6	7	7
D	Average number of hours between inspection request and inspector arrival on site	2	24	24

Expenditures By Category	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Personal Services	656,759	825,790	762,209	789,908
Supplies and Materials	13,172	15,484	19,554	19,738
Contractual Services	57,474	55,839	100,655	101,636
Capital Outlay	-	-	62,000	-
TOTAL EXPENDITURES	\$ 727,405	\$ 897,114	\$ 944,418	\$ 911,282
General Fund	727,405	897,114	944,418	911,282
TOTAL EXPENDITURES BY FUND	\$ 727,405	\$ 897,114	\$ 944,418	\$ 911,282
TOTAL POSITIONS / FTE	10.46	10.46	10.46	10.46

Community Development

Geographic Information Systems (GIS)

Mission: To develop an information database and complementary tools for analyzing and mapping the status of development and physical improvements throughout Blue Springs, in support of citywide planning efforts.

Service Description: The Geographic Information Systems (GIS) Division of the Community Development Department is responsible for the design, implementation, and management of the City's enterprise geographic information system. A centralized database ensures that all departments have access to the most current data in a standardized format, allowing for the integration of business processes. Spatial models are built in order to automate certain business processes, to query and analyze geographic information from diverse data sources, to answer important questions, examine patterns and trends, and support day-to-day operations.

Objectives	Goal Alignment
A Manage and update geographic information and maps of the City of Blue Springs for use by citizens and staff.	19
B Provide online access to Blue Springs geographic data for the public.	11, 13
C Ensure availability & accuracy of GIS data for all City departments & cost centers.	12

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Number of GIS files made available for use by the public	5	5	5
B Number of custom maps created for various departments	20	5	20
C Number of GIS maps available on Internet	11	4	11
D Percent of City departments accessing GIS data	100%	100%	100%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	17,991	101,368	87,990	92,369
Supplies and Materials	-	-	-	-
Contractual Services	50,967	31,090	41,964	45,008
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 68,958	\$ 132,458	\$ 129,954	\$ 137,377
General Fund	68,958	132,458	129,954	137,377
TOTAL EXPENDITURES BY FUND	\$ 68,958	\$ 132,458	\$ 129,954	\$ 137,377
TOTAL POSITIONS / FTE	1.0	1.0	1.0	1.0

Community Development

Business Services

Mission: To oversee the timely assessment of business licenses and liquor licenses established by City ordinance, and ensure the timely deposit of all license payments remitted to the City; and efficiently facilitate the development review approval process and to help resolve conflicts that arise related to that process, incl. application processing, business licensing, and permitting.

Service Description: The Business Services department is responsible for issuing and enforcing all City and State requirements regarding business licenses. The department also issues and regulates City liquor licenses, fireworks permits, and peddlers/solicitors permits.

Objectives	Goal Alignment
A Issue and enforce all statutorily requirements regarding City business licenses.	14,18
B Track department statistics to seek ways to improve daily processes.	15
C Provide necessary data and continue to assist the Business Resource Network.	16
D Improve New Business License Processing Time	10,17

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Average number of days to process a new business license	3	3	3
B Number of Business Licenses renewals issued to businesses operating within the corporate City limits	3,374	3	3,451
C Number of Liquor License issued to businesses operating within the corporate City limits	91	91	96

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	115,825	155,277	137,928	143,213
Supplies and Materials	4,653	4,034	4,860	5,358
Contractual Services	8,813	8,910	19,076	16,609
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 129,291	\$ 168,221	\$ 161,864	\$ 165,180
General Fund	129,291	168,221	161,864	165,180
TOTAL EXPENDITURES BY FUND	\$ 129,291	\$ 168,221	\$ 161,864	\$ 165,180
TOTAL POSITIONS / FTE	2.0	2.0	2.0	2.0

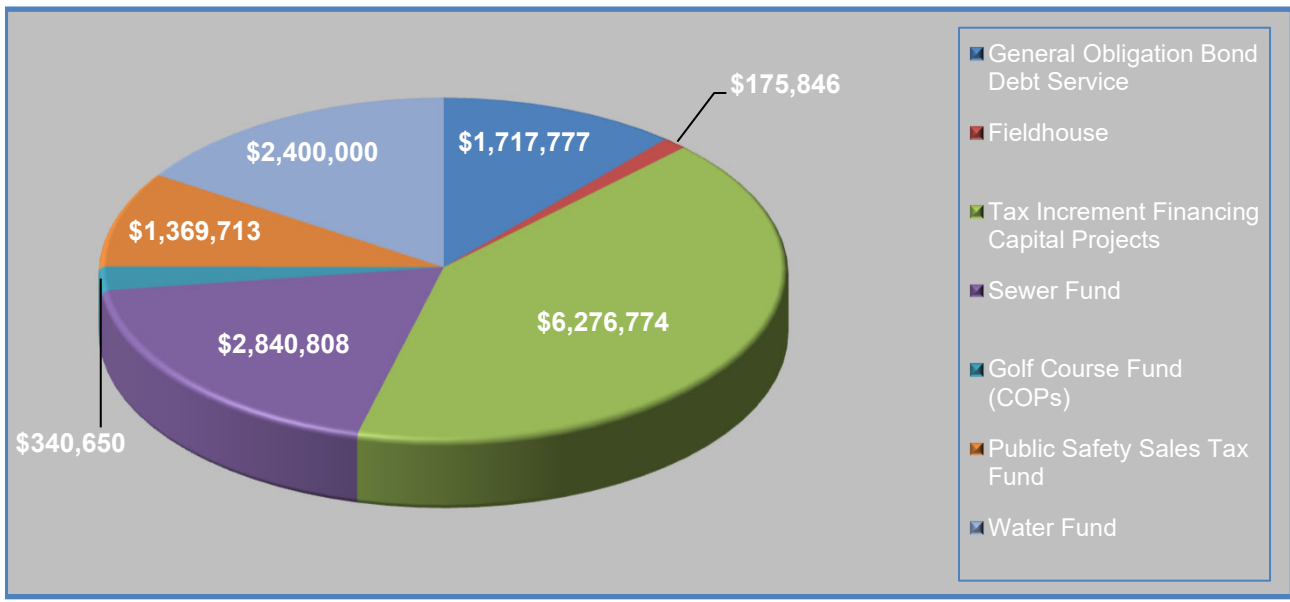
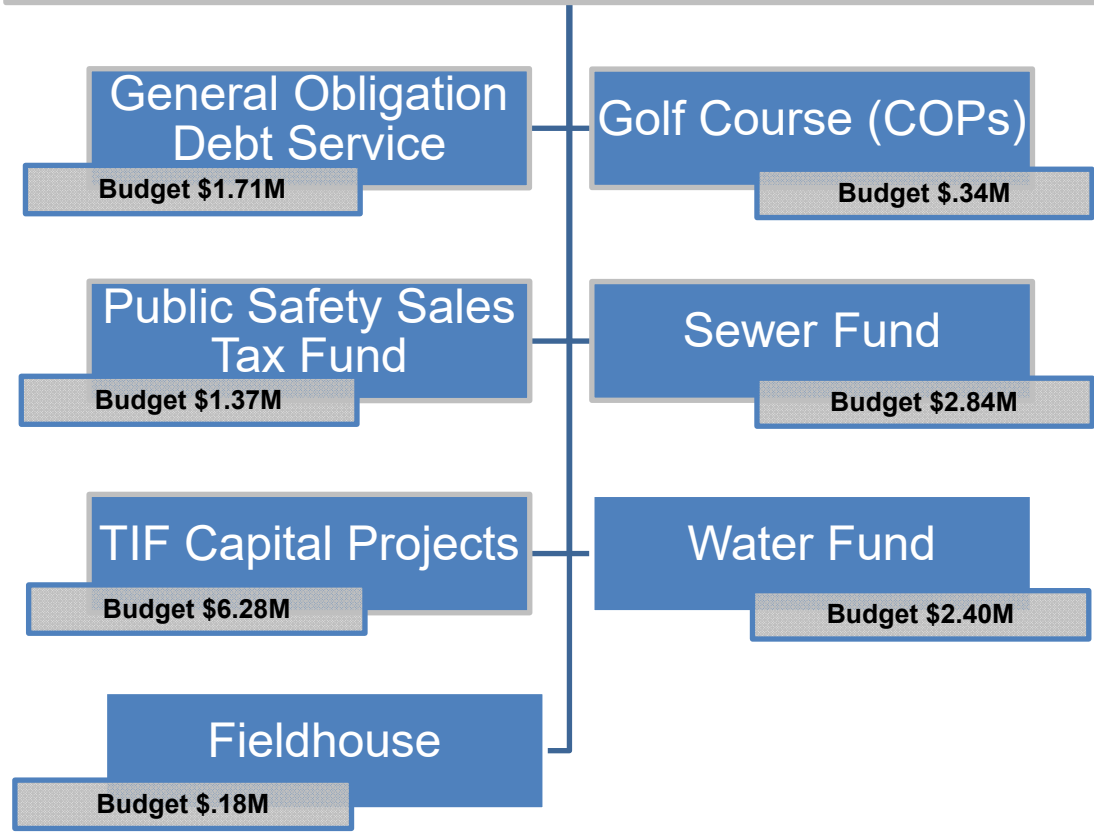


Debt Service



DEBT SERVICE

Budget \$15.12 M FTE Positions 0.0



Debt Service



INNOVATE AND PLAN AHEAD	MAKE STRATEGIC INVESTMENTS	PEOPLE ARE VALUABLE	STRENGTHEN PARTNERSHIPS	INVOLVE CITIZENS IN GOVERNMENT
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Debt Service

The Debt Service Funds were established to account for the accumulation of resources for, and the payment of, long-term debt principal and interest. The City utilizes six (6) funds to record the receipt and disbursement of monies used to repay principal and interest charges on city issued debt. The following are the six (6) funds used to record this activity: Certificates of Participation (COP) Debt Service, General Obligation (GO) Bonds, Public Safety Sales Tax Fund (PSST), Tax Increment Financing (TIF) Capital Projects Fund, Sewer Debt Service Fund, and Water Debt Service Fund.

Major Services

- ◆ Payment of principal, interest and fiscal charges on Certificates of Participation used for Adams Pointe Golf Course
- ◆ Reimbursement of debt Service and/or construction costs within Tax Increment Financing Districts
- ◆ Payment of principal, interest and fiscal charges on General Obligation Bonds approved by the voters on August 2, 2008 for the construction of several street projects throughout the City
- ◆ Payment of principal, interest and fiscal charges on Special Obligation NID bonds used for the south Area Sewer Improvements
- ◆ Payment of principal, interest and fiscal charges on State Revolving Loan Fund bonds used for the Sni-A-Bar Plant Expansion Improvements
- ◆ Payment of principal, interest and fiscal charges on Certificates of Participation used for the Public Safety Building Remodel and Expansion

Expenditures By Fund	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
General Obligation Bond Debt Service Fund	1,693,832	1,694,697	1,705,987	1,717,777
Fieldhouse	175,846	(124,154)	175,846	175,846
Golf Course (COPs)	333,708	338,240	337,050	340,650
TIF capital Projects Fund	3,981,002	4,384,566	5,351,874	6,276,774
Public Safety Sales Tax Fund	1,447,467	1,449,485	1,351,921	1,369,713
Sewer Fund	620,311	556,670	2,844,060	2,840,808
Water Fund	2,337,060	2,420,395	2,402,357	2,400,000
TOTAL EXPENDITURES BY FUND	\$ 10,589,226	\$ 10,719,898	\$ 14,169,094	\$ 15,121,567
TOTAL POSITIONS / FTE	0.0	0.0	0.0	0.0

Debt Service

General Obligation Bond Debt Service

Mission: The General Obligation Bond Fund is used to account for the funds to repay GO Bonds. General obligation, property tax-supported bonding should be used to finance only those capital improvements and long-term assets which have been determined to be essential to the maintenance or development of the City, provided that the total general obligation indebtedness of the City does not exceed 20% of the assessed valuation of taxable property.

Service Description: During FY 2012, the city issued \$7.7 million on GO Bonds for the construction of Phase 2 of Woods Chapel Road. The 2009 GO Bonds, \$15 million were issue to complete the Moreland School Road extension, the Colbern Road and Highway 7 intersection and Phase 1 of Woods Chapel Road. The principal amount of the City's outstanding GO Bond debt at the end of FY 2022 will be \$16,410,000.

Expenditures By Sub-Program	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Series 2004 Professional Services	10	10	-	-
Series 2009A & B Professional Services	10	10	-	-
Series 2012 Professional Services	10	10	720	720
Series 2017 Professional Services	10	10	750	750
Series 2012 Principal	160,000	150,000	145,000	120,000
Series 2017 Principal	905,000	955,000	1,025,000	1,105,000
Series 2012 Interest	216,244	213,144	210,194	206,944
Series 2017A Interest	386,800	349,350	299,850	257,650
Tax Assessment Services	9,588	9,955	8,877	9,717
Tax Collection Services	15,610	16,657	14,796	16,195
Bank Fees	550	550	800	800
TOTAL	\$ 1,693,832	\$ 1,694,697	\$ 1,705,987	\$ 1,717,777

Expenditures By Appropriation Unit	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Debt Service	1,693,832	1,694,697	1,705,987	1,717,777
TOTAL	\$ 1,693,832	\$ 1,694,697	\$ 1,705,987	\$ 1,717,777
General Obligation Debt Service Fund	1,693,832	1,694,697	1,705,987	1,717,777
TOTAL EXPENDITURES BY FUND	\$ 1,693,832	\$ 1,694,697	\$ 1,705,987	\$ 1,717,777
TOTAL POSITIONS / FTE	0.0	0.0	0.0	0.0

Debt Service

TIF Capital Projects Fund

Mission: The Tax Increment Financing Capital Projects Fund provides funding to reimburse developers for capital improvements in blighted and developing areas of the city. Fifty percent (50%) of sales tax proceeds and the increments of the new property taxes generated from the improvement are reimbursed to the contractor for debt service and/or construction to the development area. TIF proposals are reviewed by a TIF commission that makes recommendations to the City Council. State Statute sets the maximum life of TIF projects at 23 years. The City's active TIF projects are the Fall Creek, Copperleaf Village, Adams Farm, Highway 7 & 40 Highway, the Oaks at Woods Chapel and the White Oak TIF.

Service Description: In FY 2015, the Adams Farm TIF bonds were refunded to remove the City's financial backing from the bonds and in FY 2014 the White Oak TIF bonds were approved.

Expenditures By Sub-Program	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Fall Creek TIF	-	-	-	-
Adams Farm TIF	3,434,777	3,720,076	4,388,419	5,329,000
White Oak TIF	546,225	664,490	956,553	939,974
White Oak A TIF	-	-	6,902	7,800
TOTAL	\$ 3,981,002	\$ 4,384,566	\$ 5,351,874	\$ 6,276,774

Expenditures By Appropriation Unit	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Debt Service	3,981,002	4,384,566	5,351,874	6,276,774
Capital Improvements	-	-	-	-
TOTAL	\$ 3,981,002	\$ 4,384,566	\$ 5,351,874	\$ 6,276,774
Debt Service Fund	3,981,002	4,384,566	5,351,874	6,276,774
TOTAL EXPENDITURES BY FUND	\$ 3,981,002	\$ 4,384,566	\$ 5,351,874	\$ 6,276,774
TOTAL POSITIONS / FTE	0.0	0.0	0.0	0.0

Debt Service

Public Safety Sales Tax Fund

Mission: The Public Safety Sales Tax Fund is used to provide funding to repay a lease purchase agreement on the purchase of a new radio system for public safety communications and to repay COPs for the Public Safety Building expansion project.

Service Description: In December 2012, the city entered into a \$5.7 million lease purchase agreement to purchase a new radio system for public safety communications. The debt service for this project will be repaid over a ten year period with the 1/2% Public Safety Sales Tax approved by voters in April 2011. In June 2014, the City issued \$19.375 million in Certificates of Participation for the Public Safety Building expansion project. This debt will be repaid over 30 years.

Expenditures By Sub-Program	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Lease Purchase Financing - Radio System	646,028	621,104	323,009	-
2014 Certificates of Participation Interest & Fiscal Charges	801,440	828,381	798,913	789,713
Principal - 2014 COPs	-	-	230,000	580,000
TOTAL	\$ 1,447,467	\$ 1,449,485	\$ 1,351,921	\$ 1,369,713

Expenditures By Appropriation Unit	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Debt Service	1,447,467	1,449,485	1,351,921	1,369,713
TOTAL	\$ 1,447,467	\$ 1,449,485	\$ 1,351,921	\$ 1,369,713
Public Safety Sales Tax Fund	1,447,467	1,449,485	1,351,921	1,369,713
TOTAL EXPENDITURES BY FUND	\$ 1,447,467	\$ 1,449,485	\$ 1,351,921	\$ 1,369,713
TOTAL POSITIONS / FTE	0.0	0.0	0.0	0.0

Debt Service

Enterprise Funds

Mission: The Fieldhouse Fund pays for debt service on the \$1.5 million loan from the Sewer Fund for the renovation of the Fieldhouse. The Golf Course Fund pays principal, interest, and fiscal charges on Series 2014 Certificates of Participation for the Adams Pointe Golf Club. The Water and Sewer Funds are used to provide funding for infrastructure necessary to provide water and sewer services to the residents of Blue Springs.

Service Description: The Fieldhouse borrowed \$1.5 million from the Sewer Fund for renovation of the Fieldhouse. The Golf Course fund issued \$3.27 million in COPs that will retire in 2025. The Sewer Fund issued \$24.5 million in SRF bonds for the expansion of the Sni-A-Bar sewer treatment plant and \$18.7 million in limited obligation bonds for the South Area Sewer NID. The Water Fund has two agreements with the Tri-County Water Authority for plant expansion improvements to increase capacity.

Expenditures By Sub-Program	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
2015 Sewer Loan to Fieldhouse - Interest	175,846	(124,154)	175,846	175,846
Series 2014 Bond Premium Amortization	(21,605)	(21,605)	-	-
Series 2014 Principal (Golf Course)	265,000	280,000	285,000	300,000
Series 2014 Interest (Golf Course)	72,967	62,317	52,050	40,650
Series 2014 Professional Services (Golf Course)	-	183	-	-
Differed Amt. on Refunding Expense	17,117	17,117	-	-
Bank Fees	229	229	-	-
Series 2018 NID Principal	-	-	845,000	885,000
Series 2009 NID Interest	-	-	-	-
Series 2018 NID Interest LO NID	405,126	366,689	361,175	317,925
Series 2009 NID Professional Services	-	400	-	-
Series 2018 NID Professional Services	10	10	-	-
Series 2018 NID Bond Premium Amortization	(107,979)	(107,979)	-	-
Tax Collection Services - NID Assessment	10,391	10,026	-	-
Series 2009 DLAAP/SRF Bonds Principal	-	-	1,387,647	1,415,818
Series 2009 DLAAP/SRF Bonds Interest	230,156	212,484	188,298	167,099
Bank Fees - 2009 DLAAP/SRF Bonds	80,712	74,540	61,940	54,967
Bank Fee - 2018 LO Bond Series	1,895	500	-	-
Tri-County Water Services	2,337,060	2,420,395	2,402,357	2,400,000
TOTAL	\$ 3,466,925	\$ 3,191,150	\$ 5,759,313	\$ 5,757,304

Expenditures By Appropriation Unit	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Debt Service	3,466,925	3,191,150	5,759,313	5,757,304
TOTAL	\$ 3,466,925	\$ 3,191,150	\$ 5,759,313	\$ 5,757,304
Fieldhouse Fund	175,846	(124,154)	175,846	175,846
Golf Course Fund	333,708	338,240	337,050	340,650
Sewer Fund	620,311	556,670	2,844,060	2,840,808
Water Fund	2,337,060	2,420,395	2,402,357	2,400,000
TOTAL EXPENDITURES BY FUND	\$ 3,466,925	\$ 3,191,150	\$ 5,759,313	\$ 5,757,304
TOTAL POSITIONS / FTE	0.0	0.0	0.0	0.0



Finance

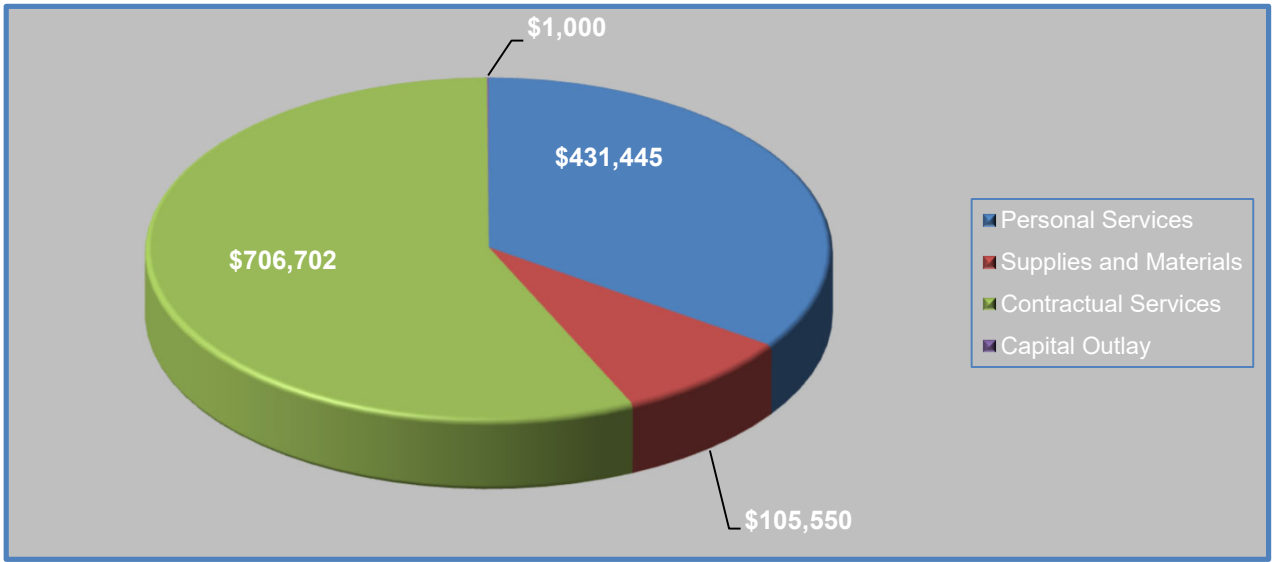


FINANCE

Budget \$1.25M FTE Positions 10.5

Accounting
Budget \$.76M FTEs 6.0

Utility Billing
Budget \$.49M FTEs 4.5



Finance

Authorized Positions

Authorized Positions	Range	2021	2022	2023
Director of Finance	14	1	1	1
Utility Billing Supervisor	9	1	1	1
Senior Accountant	8	1	1	1
Accountant	7	3	3	3
Accounts Payable Clerk	6	1	1	1
Utility Billing Clerk	6	3.5	3.5	3.5
TOTAL AUTHORIZED POSITIONS		10.5	10.5	10.5

General Fund		6	6	6
Water Utility Fund		4.5	4.5	4.5

TOTAL AUTHORIZED POSITIONS BY FUND		10.5	10.5	10.5
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Finance

The Finance Department is responsible for managing the fiscal affairs of the City and for providing total accountability to management, elected officials and citizens for all City resources.

Major Services

- ◆ Implement new policies and technology to enhance the efficiency and effectiveness of all fiscal transactions
- ◆ Document policies and procedures for all Finance related activities
- ◆ Provide accurate billing and timely collection for all fees and charges to over 22,000 City-provided water/sewer accounts
- ◆ Ensure accurate and timely financial reporting

Highlighted Accomplishments

- ◆ Completed 2021 Audit with no audit adjustment and no audit findings.
- ◆ Completed the implementation of two MCRC tax incentive projects and filed NID assessments including new plats in the NID; Eagles Ridge Estates-3rd Plat, Cambridge Park-1st Plat, Chapman Ridge-2nd Plat, Edgewater-2nd Plat, Edgewater-3rd Plat, Proverbs Estates, Brookside Estates, The Retreat at Chapman Farms, Chapman Ridge Phase 2.
- ◆ Utilized upgraded financial software to improve purchase order process, track contracts, and allowed access for management team employees to view financial activity.
- ◆ Received and managed grants for Coronavirus Aid, Relief, and Economic Security Act (CARES) and American Rescue Plan Act (ARPA) funding as required by the federal government.
- ◆ After temporarily suspending penalties and disconnects on past due Utility accounts in March 2020 due to Covid-19, these processes were reinstated in October 2021.
- ◆ Improved customer service by updating the call menu for the Utility Billing phone line, updated information on the City's website to make information more accessible and utilized a QR code for customers to access the online payment portal.
- ◆ Converted Utility Billing software from on premises to the cloud.
- ◆ Water and Sewer Rate Study preformed by Black & Veatch with new rates taken to Council and effective October 1, 2022.

Finance



INNOVATE AND PLAN AHEAD	MAKE STRATEGIC INVESTMENTS	PEOPLE ARE VALUABLE	STRENGTHEN PARTNERSHIPS	INVOLVE CITIZENS IN GOVERNMENT
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SUPPORT SERVICES

Departmental Goals



1. Implement all recommendations suggested by the Independent Auditors during the City's Annual Audit.
2. Complete the 2021-22 fiscal year audit of the City's financial statements with RSM US LLP and file reports with all required entities within 180 days of fiscal year end.
3. Prepare financial reports and upload financial data to the City's website so that financial information is available to City staff, Council and citizens.
4. Implement services identified in the City's new banking contract approved by Council in August 2018. Focus on electronic payment for all contracts and acceptance of additional payment cards.
5. Implement process improvements related to electronic workflows, capital assets, projects and financial reporting in the City's financial software which was upgraded in 2020.
6. Establish special assessments for properties within the south area Neighborhood Improvement District and track payments in order to meet debt service obligation.
7. Implement and monitor financial activities associated with the various Economic Development Incentive programs, including Tax Increment Financing projects, Community Improvement District taxes, Transportation Development District sales taxes, 353 and Chapter 100 bond projects, and Neighborhood Improvement District special assessments.
8. Prepare financial reports for the Parks and Public Safety Sales Taxes and provide Public Safety information to the PS Citizens Advisory Board.
9. Submit for and receive awards through the Government Finance Officer's Association for the Annual Comprehensive Financial Report and the Popular Annual Financial Report.
10. Continue to improve internal processes and customer service provided to our Landlord/Management Companies, builders and contractors by utilizing the Harris Innoprise system to retain ownership/management information for rental property service locations.
11. Improve customer service by developing a process for notifying customers of 'intermittent or continuous leaks that are identified through the Public Works' smart meter technology.
12. Update utility bills to provide more information to the customer, including itemized charges and previous payment.
13. Review sewer interceptors in the utility billing system for consistency with information held by Public Works.

Expenditures By Category	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Personal Services	604,511	506,426	717,459	431,445
Supplies and Materials	92,681	95,297	102,425	105,550
Contractual Services	507,448	614,334	703,181	706,702
Capital Outlay	-	-	1,000	1,000
Total Expenditures	\$ 1,204,640	\$ 1,216,057	\$ 1,524,065	\$ 1,244,697
General Fund	608,700	784,597	720,286	755,173
Water Utility Fund	560,977	374,004	761,779	447,524
Sewer Utility Fund	34,963	57,456	42,000	42,000
TOTAL EXPENDITURES BY FUND	\$ 1,204,640	\$ 1,216,057	\$ 1,524,065	\$ 1,244,697
TOTAL POSITIONS / FTE	10.5	10.5	10.5	10.5

Finance

Accounting

Mission: The Accounting Department is responsible for managing the traditional processing of all of the City's invoices for goods and services and recording all related general ledger transactions in order to prepare financial statements in conformity with general accepted accounting principles. This department is also responsible for establishing and maintaining an internal control structure. The objectives of an internal control structure are to provide management with reasonable assurance that assets are safeguarded against loss from unauthorized use or disposition.

Service Description: To manage and coordinate the daily financial operations of the City and to provide accurate, timely, and complete financial accountability for all city resources to citizens, elected officials, staff, and external funding agencies.

Objectives	Goal Alignment
A Provide monthly financial reports that accurately present the City's current financial position.	2, 3
B Ensure timely payment to employees and external vendors of all obligations incurred.	2, 3
C Maintain the City's accounting records in an accurate and timely manner, exercising adequate internal controls over the City's financial resources, and provide ongoing cost accounting analysis.	1 - 9

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Average number of days from close of business month to release of quarterly financial reports	45	45	45
B Number of payroll and accounts payable deadlines met	78	78	78
C Number of management letter findings	0	2	2

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	378,722	505,795	413,891	430,787
Supplies and Materials	3,424	2,484	4,450	4,750
Contractual Services	226,554	276,318	301,945	319,636
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 608,700	\$ 784,597	\$ 720,286	\$ 755,173
General Fund	608,700	784,597	720,286	755,173
TOTAL EXPENDITURES BY FUND	\$ 608,700	\$ 784,597	\$ 720,286	\$ 755,173
TOTAL POSITIONS / FTE	6.0	6.0	6.0	6.0

Finance

Utility Billing

Mission: To oversee the accurate billing and timely collection of all user fees charged for City-provided water and sewer utility services.

Service Description: The Utility Billing oversees the accurate assessment, billing and timely collections of charges for the City’s Water and Sewer Utility services. They also provide customer service assistance for establishing, transferring or discontinuing service, billing inquiries and account information.

Objectives	Goal Alignment
A Accurately bill and monitor meter readings for all customer accounts. Provide consumption information and billing history for the online customers, while ensuring bills are printed and mailed in a timely and cost effective manner to customers who continue to receive paper statements.	10,11,12,13
B Utilize system enhancements for better tracking, reporting, and collections of current and final accounts.	10,11,12
C Provide timely customer service; assistance regarding usage and billing history and establishing, transferring or discontinuing utility service. Maintain an average number of 5 days for final billing.	10,11,12,13

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Percent of customer billings issued for which re-reads were obtained in order to produce accurate statements	0.10%	25%	0.25%
B Percent of uncollectible account balances written off compared to total fees billed	1.50%	1%	1%
C Average number of days from request to stop service, to date final bill is issued	5	5	5

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	225,789	631	303,568	658
Supplies and Materials	89,257	92,813	97,975	100,800
Contractual Services	280,894	338,016	401,236	387,066
Capital Outlay	-	-	1,000	1,000
TOTAL EXPENDITURES	\$ 595,940	\$ 431,460	\$ 803,779	\$ 489,524
Water Utility Fund	560,977	374,004	761,779	447,524
Sewer Utility Fund	34,963	57,456	42,000	42,000
TOTAL EXPENDITURES BY FUND	\$ 595,940	\$ 431,460	\$ 803,779	\$ 489,524
TOTAL POSITIONS / FTE	4.5	4.5	4.5	4.5



Municipal Court

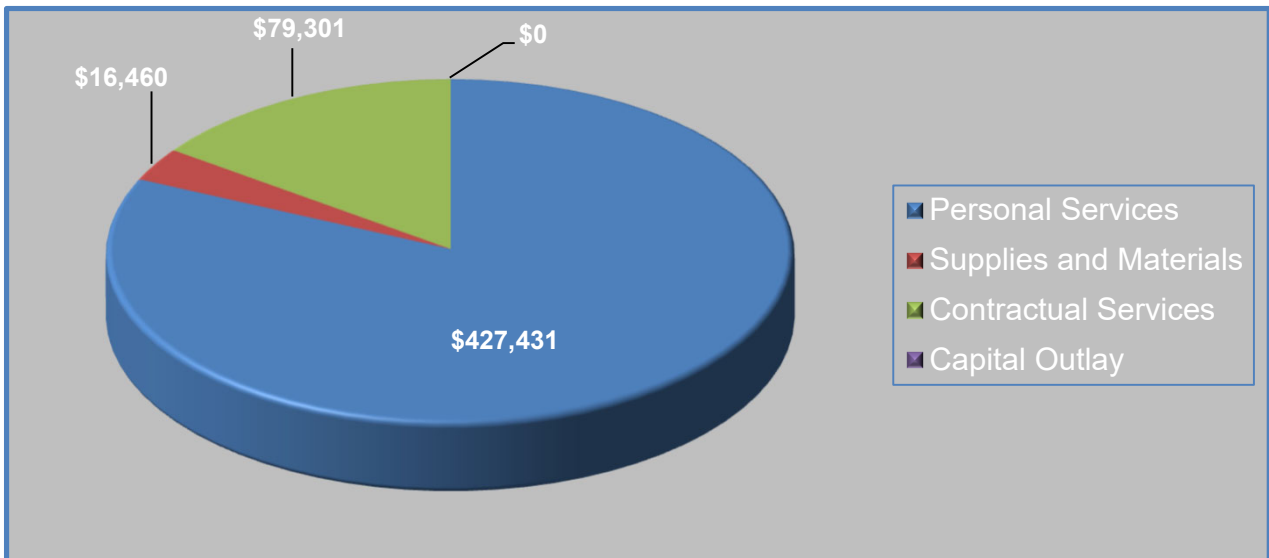


MUNICIPAL COURT

Budget \$.52M FTE Positions 5.62

Municipal Court

Budget \$.52M FTEs 5.62



Municipal Court

Authorized Positions

Authorized Positions	Range	2021	2022	2023
Presiding Judge	N/A	0.5	0.5	0.5
Judge	N/A	0.5	0.5	0.5
Court Administrator	11	1	1	1
Court Clerk	6	1	1	1
Deputy Court Clerk	5	2.5	2.5	2.5
Court Bailiff	PT/S 7	0.12	0.12	0.12
TOTAL AUTHORIZED POSITIONS		5.62	5.62	5.62
General Fund		5.62	5.62	5.62
TOTAL AUTHORIZED POSITIONS BY FUND		5.62	5.62	5.62

Municipal Court

The Blue Springs Municipal Division 241 is a division of the 16th Judicial Circuit Court of the State of Missouri. Division 241 maintains all files and papers necessary to schedule and conduct trials, pleas, arraignment hearings, sentencing, probation revocation hearings, bond revocation hearings, and post-trial motions related to violations of city ordinances. The court administrator, clerical staff, bailiff and judges administer the process of adjudicating matters under the divisions' jurisdiction. The efforts of all are directed toward the goals of the fair and efficient administration of justice, to dispense equal justice to all, to provide courteous and respectful service to the public and to encourage respect for the rule of law.

Major Services

- ◆ Process 7,000 new cases in FY 2021
- ◆ Continue to improve processes and procedures, as needed, for better efficiency for staff and better customer service to the public
- ◆ Implement changes to the divisions' procedures in compliance with legislative and Supreme Court changes
- ◆ Process all charges filed in Division 241 by the Prosecutor and maintain accurate and accessible records
- ◆ Collect bonds posted with BSPD for Blue Springs Municipal Division charges only and processing such appropriately
- ◆ Process all warrants and bond forfeitures timely, as needed

Highlighted Accomplishments

- ◆ Processed all charges filed in Division 241 by the City's Prosecutor
- ◆ Maintained accurate and accessible records
- ◆ Collected and process bonds for Division 241 from BSPD
- ◆ Provided continuing education training to staff and Municipal Judges
- ◆ Worked toward implementation to the State mandated case management system, Show-Me Courts
- ◆ Implemented restructured docket schedule, offering Pro se, Attorney, Domestic Violence, Bond Forfeiture, and Trial dockets. This provided more efficient dockets to the public and the staff.

Municipal Court



INNOVATE AND PLAN AHEAD	MAKE STRATEGIC INVESTMENTS	PEOPLE ARE VALUABLE	STRENGTHEN PARTNERSHIPS	INVOLVE CITIZENS IN GOVERNMENT
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SUPPORT SERVICES



Departmental Goals

1. Process all bond forfeitures and warrants timely, as needed.
2. Provide continuing education and professional development opportunities for both of the Municipal Judges and division staff due to the ongoing changes associated with legislation.
3. Continue to improve processes and procedures, as needed, for better efficiency for staff and better customer service to the public.
4. Process all charges filed in the Division by the City Prosecutor and maintain accurate and accessible records.
5. Collect bonds posted with BSPD for the Division.

Expenditures By Category	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Personal Services	344,272	395,030	401,925	427,431
Supplies and Materials	10,521	5,585	15,200	16,460
Contractual Services	61,193	76,099	80,681	79,301
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 415,986	\$ 476,714	\$ 497,806	\$ 523,192
General Fund	415,986	476,714	497,806	523,192
TOTAL EXPENDITURES BY FUND	\$ 415,986	\$ 476,714	\$ 497,806	\$ 523,192
TOTAL POSITIONS / FTE	5.62	5.62	5.62	5.62

Municipal Court

Municipal Court

Mission: To protect the rights of citizens by providing fair and impartial trials on citations; to provide for the proper handling of the collections, custody and disbursement of City monies; and to provide fast and efficient services to the citizens who seek resolution to their cases.

Service Description: The Blue Springs Municipal Division 241 is a division of the 16th Judicial Circuit Court of the State of Missouri. Division 241 maintains all files and papers necessary to schedule and conduct trials, pleas, pre-trial hearings, sentencing, probation revocation hearings, bond revocation hearings, and post-trial motions related to violations of city ordinances. The court administrator, clerical staff, bailiff and judges administer the process of adjudicating matters under the divisions' jurisdiction. The efforts of all are directed toward the goals of the fair and efficient administration of justice, to dispense equal justice to all, to provide courteous and respectful service to the public and to encourage respect for the rule of law.

Objectives	Goal Alignment
A Adjudicate all cases docketed and probations ordered.	1 & 5
B Provide a Municipal Court system that meets all state and judicial requirements.	3 & 4
C Review fines and court costs annually.	2

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Number of court cases processed	4,699	8,500	4,700
B Percent of State requirements met	100%	100%	100%
C Average fine per case heard	\$93.11	\$85.00	\$100.00

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	344,272	395,030	401,925	427,431
Supplies and Materials	10,521	5,585	15,200	16,460
Contractual Services	61,193	76,099	80,681	79,301
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 415,985	\$ 476,714	\$ 497,806	\$ 523,192
General Fund	415,985	\$ 476,714	497,806	523,192
TOTAL EXPENDITURES BY FUND	\$ 415,985	\$ 476,714	\$ 497,806	\$ 523,192
TOTAL POSITIONS / FTE	5.62	5.62	5.62	5.62



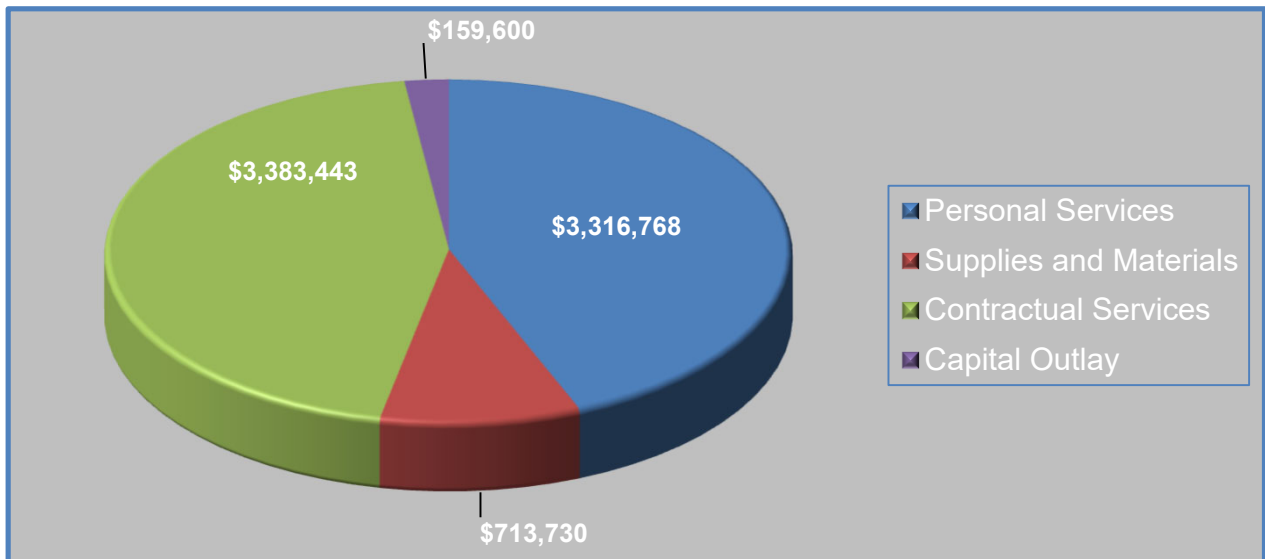
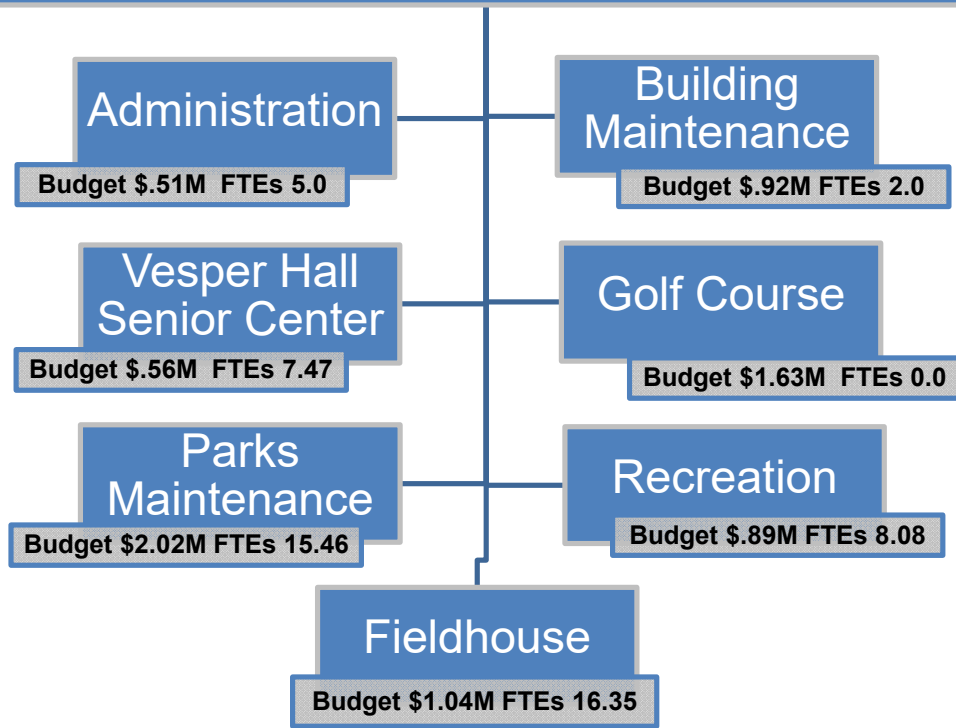


Parks and Recreation



PARKS and RECREATION

Budget \$7.57M FTE Positions 54.36



Parks and Recreation

Authorized Positions

Authorized Positions	Grade	2021	2022	2023
Parks and Recreation Director	14	1	1	1
Operations Manager	12	0	0	0
Assistant Parks and Recreation Director	12	1	1	1
Superintendent	10	1	1	1
Recreation Superintendent	10	1	1	1
Building Maintenance Supervisor	9	1	1	1
Community Center Coordinator	9	1	1	1
Parks Maintenance Supervisor	9	1	1	1
Recreation Manager	9	1	1	1
Recreation Supervisor Fitness	8	1	1	1
Building Maintenance Technician	8	0	0	0
Recreation Supervisor	8	3	3	3
Carpenter	8	1	1	1
Landscape Technician	8	2	2	2
Park and Recreation Mechanic	8	1	1	1
Playground Safety Specialist	8	1	1	1
Athletic Fields Groundskeeper	8	1	1	1
Marketing Coordinator	8	0	0	0
Front Desk Attendant	7	0	0	0
Building Maintenance Worker	7	1	1	1
Maintenance Worker	6	4	4	4
Custodian	6	2	2	2
Customer Relations Representative	6	2	2	2
Secretary	6	0	0	0
Customer Relations Assistant	6	1	1	1
Kitchen Supervisor	6	1	1	1
Counter Supervisor	6	1	1	1
Group Exercise Instructor	PT/S 8	1.78	1.78	1.78
Recreation Instructors	PT/S 6	0	0	0
Custodian	PT/S 6	2.45	2.45	2.45
Day Camp Manager	PT/S 6	0.24	0.24	0.24
Recreation Sports	PT/S 5	0.52	0.52	0.52
Recycling Center Attendant	PT/S 5	0	0	0
Building Maintenance	PT/S 5	0.3	0.3	0.3
Temporary/Seasonal	PT/S 5	3.46	3.46	3.46
Customer Service Clerk	PT/S 4	1.04	1.04	1.04
Front Desk Attendant	PT/S 4	2.37	2.37	2.37
Building Attendant	PT/S 4	1.58	1.58	1.58
Fitness Center Attendant	PT/S 4	2.02	2.02	2.02
Fieldhouse Sports	PT/S 4	0.20	0.20	0.20
Day Camp Assistant Manager	PT/S 3	0.72	0.72	0.72
Data Entry Clerk	PT/S 2	0.55	0.55	0.55
Cook	PT/S 2	0.85	0.85	0.85
Dishwasher	PT/S 2	0.3	0.3	0.3
Child Watch Attendant	PT/S 2	2.38	2.38	2.38
Day Camp Counselor	PT/S 1	2.6	2.6	2.6
Fieldhouse	PT	0	0	0
TOTAL AUTHORIZED POSITIONS		53.36	53.36	53.36

General Fund		37.01	37.01	37.01
Fieldhouse Fund		16.35	16.35	16.35

TOTAL AUTHORIZED POSITIONS BY FUND		53.36	53.36	53.36
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Parks and Recreation

Parks Administration is responsible for administration and general management of the Parks and Recreation Department. In addition to overseeing the departmental budgeting process and long-range planning efforts, staff in this division also serves as representative to the department's three advisory commissions; the Park Commission, Public Art Commission, and Tree Board.

Major Services

- ◆ Maintain a 80% or greater level of user satisfaction rating with the parks system as measured by the annual Citizen Survey
- ◆ Expand on the recreation activities throughout the Department
- ◆ Manage the Parks Sales Tax program to address deferred park maintenance and remaining projects outlined

- ◆ Develop a strategic plan to maintain park facilities with funding from the Park Sales Tax renewal
- ◆ Begin to look at updating the Parks, Recreation and Open Space Master Plan completed in 2016
- ◆ Begin to align Department policies and procedures with CAPRA accreditation standards

Highlighted Accomplishments

- ◆ The completion of all 2021/22 park improvement projects in the original 2017 park sales tax program
- ◆ Significant participation increase in day camp program
- ◆ Growth in youth sports programs with increases participation
- ◆ Blue Springs Fieldhouse continued with 6th year of positive cash flow and increase membership numbers
- ◆ Implemented computerized work order system for Parks Maintenance and Buildings Dept
- ◆ Increased Home Delivered meal options to adapt to Covid shutdown restrictions
- ◆ Implemented Maintenance Spotlight which focuses all Parks Maintenance resources at one park on a bi weekly basis

Parks and Recreation



INNOVATE AND PLAN AHEAD	MAKE STRATEGIC INVESTMENTS	PEOPLE ARE VALUABLE	STRENGTHEN PARTNERSHIPS	INVOLVE CITIZENS IN GOVERNMENT
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SUPPORT SERVICES

Departmental Goals



1. Implement Parks Sales Tax Program as approved by voters.
2. Respond to citizen concerns using the Service Pointe, citizen complaint tracking system.
3. Perform regularly scheduled on site reviews of parks and facilities.
4. Conduct a variety of marketing options to inform the public of parks and recreation opportunities.
5. Obtain a satisfaction rating of 3.5 or higher for all recreation program surveys.
6. Have a dedicated webpage with current information for each recreation program/event on the City's website.
7. Continuously research and plan new recreation programs/events for a variety of age groups for the community.
8. Ensure Recreation programs/events are in good financial standing by setting appropriate registration fees.
9. Use technology to ensure confidential patron information is stored in a secure location.
10. Research and plan new programs/events for the 50 Plus population that are held at Vesper Hall and not held at Vesper Hall.
11. Conduct a variety of marketing options to inform the public of Senior Services recreation opportunities.
12. Obtain a satisfaction rating of 3.5 or higher for all 50- Plus programs, meals, and events surveyed.
13. Monitor contract mowing operation to ensure mowing cycles are maintained.
14. Create a Maintenance Management and Operation Standards document to improve maintenance and data collection.
15. Decrease weeds in Right-Of-Way planting bed areas with correct preventative maintenance practices and plan. Reference Maintenance Management and Operation
16. Implement Safety and Maintenance monthly inspections for parks facilities and grounds.
17. Reduce the number of customer complaints about shelter rentals and facility rentals.
18. Provide clean and safe facilities and to react to issues in a timely manner.
19. Provide opportunity to cross-train personnel and maintain continuity of institutional knowledge of systems and structures.
20. Implement work order system to effectively track and schedule maintenance procedures and repairs.
21. Maintain park shelters, restrooms and concession buildings in a safe and usable condition.
22. Reduce the amount of electrical usage using LED where applicable.
23. Provide affordable fitness options for all ages of the community and surrounding service area through Fieldhouse Memberships and programs.
24. Schedule and attract events that bring visitors into Blue Springs that provide an economic impact through visiting business throughout Blue Springs.

Departmental Goals

25. Evaluate programs and activities and determine where new program opportunities are present and develop new programs to meet the entire needs of the community regardless of age.
26. Develop clean and maintenance protocols for daily weekly and monthly cleaning and maintenance items to ensure the facility is maintain in a safe, clean and visually pleasing to the public and users.
27. Promote the use of new RecTrac and WebTrac software system to enhance registration and reservation processes.
28. Expand recreation program opportunities by adding new programs as well as special event opportunities.
29. Continue to promote membership opportunities so that golf course can sell a combination of memberships that total \$170,000.
30. Maintain consistent number of over 30,000 annual rounds played.
31. Advertising non-golf banquet rentals packages that will allow staff to up-sell clients and spend more money in both food and beverages.
32. Monitor expenses early in the season (October through March) so the facility is more prepared for the unplanned expenses that come up.
33. Defer unnecessary projects so that seasonal expenses will have a minimal impact as the year comes to a close.
34. Obtain a satisfaction rating of 3.5 or higher for all Fieldhouse members.
35. Implement a log for record keeping of sanitizing and disinfection of equipment and surface for Vesper Hall.
36. Start developing policies and procedures for expansion of building.
37. Expand large-scale program offerings
38. Review and update Fieldhouse member handbook to ensure new polices are applicable to new programs and opportunities

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	2,455,085	3,028,303	3,082,935	3,316,768
Supplies and Materials	500,664	505,768	693,240	713,730
Contractual Services	2,546,881	2,791,277	3,062,114	3,383,443
Capital Outlay	116,407	137,664	176,400	159,600
Total Expenditures	\$ 5,619,038	\$ 6,463,012	\$ 7,014,687	\$ 7,573,541
General Fund	3,601,527	4,195,917	4,535,204	4,897,358
Fieldhouse Fund	673,069	738,461	1,014,168	1,043,582
Golf Course Fund	1,344,442	1,528,634	1,465,315	1,632,601
TOTAL EXPENDITURES BY FUND	\$ 5,619,038	\$ 6,463,012	\$ 7,014,687	\$ 7,573,541
TOTAL POSITIONS / FTE	53.36	53.36	53.36	54.36

Parks and Recreation

Administration

Mission: Parks Administration is responsible for administration and general management of the Parks and Recreation Department. In addition to overseeing the departmental budgeting process and long-range planning efforts, staff in this division also serves as representative to the department's two advisory commissions; the Park Commission and Tree Board.

Service Description: To provide overall management and administration of the Parks and Recreation Department including the development of annual operating and capital budgets, long-range strategic planning, and the coordination of advisory commissions.

Objectives	Goal Alignment
A Ensure customer satisfaction with all parks facilities.	1
B Ensure timely response to citizen requests for service.	2
C Ensure accessibility and quality of parks and park facilities.	3
D Maintain marketing methods that will inform and promote the department and the City of Blue Springs.	4

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Percent of sales tax projects completed according to project timeline outlined in City CIP	100%	100%	100%
B Percent of the requests responded to within five working days from the Service Point system (citizen complaint tracking system)	100%	100%	100%
C Conduct complete park site inspections to identify site deficiencies and maintenance items	4	6	4
D Number of Parks and Recreation Department electronic newsletters sent out yearly	10	10	10

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	325,519	476,597	424,958	401,580
Supplies and Materials	8,143	6,759	17,000	15,500
Contractual Services	90,432	68,555	72,165	90,760
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 424,093	\$ 551,911	\$ 514,123	\$ 507,840
General Fund	424,093	551,911	514,123	507,840
TOTAL EXPENDITURES BY FUND	\$ 424,093	\$ 551,911	\$ 514,123	\$ 507,840
TOTAL POSITIONS / FTE	4.0	4.0	4.0	4.0

Parks and Recreation

Building Maintenance

Mission: Building Maintenance is responsible for the maintenance of all city-owned buildings and grounds as well as all janitorial services for buildings. Services provided include maintenance and repair of heating, ventilation, air conditioning, plumbing, electrical systems and cleaning of buildings. Additionally, employees of this division implement structural improvements and repairs to buildings and grounds.

Service Description: Implement teamwork and cultivate a positive attitude while also providing preventative maintenance measures and maintaining our city parks, grounds, and buildings.

Objectives	Goal Alignment
A Utilize our work order program and identify needs and prioritization through that system.	18
B Provide cross training to all employees and utilize contractors in city buildings when necessary.	19
C Continue to expand the usage of Asset Essentials work order system to track and report requests for service.	20
D Utilize our Custodial Maintenance Team Leader to cross train janitorial staff to be functional	21

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Quarterly inspections of buildings. Weekly meetings discussing work orders and priorities take place in order to provide preventative maintenance in a timely manner	9	12	4
B Cross train 5 employees on aspects of the building maintenance division. Teach employees preventative maintenance to HVAC, electrical, and plumbing aspects of each building.	N/A	N/A	5
C Improve maintenance of facilities by converting the data of 90% of facilities and maintenance standards to Asset Essentials work order system	65%	100%	90%
D Have 4 employees cross trained for the Public Safety Building, along with other buildings in the event of change, no building will miss their regular schedule of janitorial services	N/A	N/A	4

N/A - Created new performance measures to better align with the department goals

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	219,385	239,433	245,861	388,156
Supplies and Materials	61,137	52,637	75,614	74,470
Contractual Services	341,861	353,099	404,836	435,361
Capital Outlay	-	-	51,000	18,000
TOTAL EXPENDITURES	\$ 622,384	\$ 645,169	\$ 777,311	\$ 915,987
General Fund	622,384	\$ 645,169	777,311	915,987
TOTAL EXPENDITURES BY FUND	\$ 622,384	\$ 645,169	\$ 777,311	\$ 915,987
TOTAL POSITIONS / FTE	3.0	3.0	3.0	3.0

Parks and Recreation

Vesper Hall Senior Center

Mission: The Senior Services, 50-Plus Programs Division operates Vesper Hall Senior Center, a 50-Plus citizen/community center adjacent to Rotary Park at Railroad Lake. A variety of services are provided through this division including a subsidized meals program, health and exercise programs, instructional classes and many recreational and educational offerings. Demand-responsive transportation services are provided in cooperation with the Older Adults Transportation System (OATS).

Service Description: To provide recreational and personal enhancement opportunities for senior citizens including health and fitness programs, instructional and educational classes, social and entertainment activities, and a nutritional program providing on-site and home-delivered meals. Also provide transportation services.

Objectives	Goal Alignment
A Research and expand new program/event opportunities with community partners.	10
B Maintain and increase marketing methods that will inform and promote Vesper Hall, the department and The City of Blue Springs.	11
C Develop and implement procedures to digitally store sensitive data required for the MARC	9
D Track and record public opinion of meals program and recreation programs at Vesper Hall	12
E Maintain maintenance and cleanliness of facility through sound cleaning practices and repair schedules.	35

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Implement at least 3 new classes and/or special events in each Activity Guide, with at least one sponsor	75%	0%	100%
B Ensure all programs have a webpage with current information on the website. Additionally, include 3-5 programs in the monthly e-newsletter distributed to Vesper Hall patrons	75%	0%	100%
C Create digital folders within the shared Vesper Hall folder to safely store sensitive data pertaining to class attendance, rider registration and meal registration in preparation of yearly audit by MARC.	0%	100%	100%
D Percent of programs surveyed with average satisfaction score of 3.5 or greater	0%	0%	85%
E Develop a system to track monthly maintenance and cleaning of various areas/rooms in Vesper Hall.	100%	100%	100%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	277,224	302,141	336,483	296,179
Supplies and Materials	90,189	86,299	117,078	110,326
Contractual Services	96,129	98,416	143,658	156,026
Capital Outlay	2,090	8,747	-	-
TOTAL EXPENDITURES	\$ 465,633	\$ 495,603	\$ 597,219	\$ 562,531
General Fund	465,633	495,603	597,219	562,531
TOTAL EXPENDITURES BY FUND	\$ 465,633	\$ 495,603	\$ 597,219	\$ 562,531
TOTAL POSITIONS / FTE	7.47	7.47	7.47	7.47

Parks and Recreation

Fieldhouse

Mission: The Blue Springs Fieldhouse provides recreation and fitness opportunities to the community through comprehensive fitness programs, family activities, sports leagues, tournaments and other community based programs. The varied activities offered contribute to a healthier community, improved social interaction, economic vitality and improved quality of life for the community.

Service Description: To provide more than 76,000 square feet of indoor recreational space to provide fitness and recreation for all. A variety of fitness and recreational opportunities are available for the whole family to enjoy together.

Objectives	Goal Alignment
A Impact the health of the community through affordable fitness activities.	23
B Provide an economic benefit to the community by attracting non-residents use of facility.	24
C Develop program opportunities for members.	25
D Maintain maintenance and cleanliness of facility through sound cleaning practices and repair schedules.	26
E Track and record member opinion of Fieldhouse operations.	34
F Start developing policies and procedures for expansion of building.	38

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Maintain an average of 1,600 membership units throughout the year.	1,500	1,500	1,600
B Offer programming that will attract people to our facility from outside of our normal use area. Ex: sports performance training, Thin it to Win	1	3	3
C Develop 5 new programs each activity guide that provide recreation opportunities for all ages	1	3	5
D Complete quarterly maintenance checklist detailing maintenance issues that need to be addressed	100%	100%	100%
E Develop new member surveys and conduct follow up contact with new members at least once within the first 14 and 30 days of joining.	75%	80%	80%
F Develop draft of the policy manual that is complete by the opening of the aquatics center.	N/A	N/A	50%

N/A - Created new performance measures to better align with the department goals

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	413,036	489,823	649,871	681,790
Supplies and Materials	69,396	68,879	116,112	117,503
Contractual Services	185,130	179,759	248,187	244,290
Capital Outlay	5,506	-	-	-
TOTAL EXPENDITURES	\$ 673,069	\$ 738,461	\$ 1,014,169	\$ 1,043,582
Fieldhouse Fund	673,069	738,461	1,014,169	1,043,582
TOTAL EXPENDITURES BY FUND	\$ 673,069	\$ 738,461	\$ 1,014,169	\$ 1,043,582
TOTAL POSITIONS / FTE	16.35	16.35	16.35	16.35

Parks and Recreation

Golf Course

Mission: Adams Pointe Golf Club is an 18-hole championship golf course managed by Orion Management Solutions, a private management firm contracted by the City to provide maintenance and care for the facility. The mission of Adams Pointe Golf Club is to create a first class golf facility that will be fiscally “self sustaining” and that will spur development along the Adams Dairy Parkway Corridor.

Service Description: To provide a memorable, well-maintained, customer service experience for all golfers, while being fiscally responsible with City funds.

Objectives		Goal Alignment
A	Develop, promote, and market a variety of membership options to maximize membership sales.	29
B	Maintain over 30,000 rounds of golf played annually.	30
C	Reach \$339,000 in food and beverage revenue.	31
D	Hold operational expenses under \$1,250,000.	32
E	Provide a well maintained golf course by strategically planning repairs throughout the year.	33

Performance Measures		2021 Actual	2022 Adopted	2023 Budget
A	Sell \$160,000 in annual memberships	\$171,299	\$167,200	\$160
B	Number of golf rounds played annually	41,250	32,000	32
C	Amount of food and beverage revenue generated per player	\$8.49	\$10.47	\$10.50
D	Total operating expenses	\$1,210,777	\$1,105,584	\$1,632,000
E	Keep maintenance expenses under \$490,000 for the year	\$471,745	\$470,157	\$485,000

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	-	-	-	-
Supplies and Materials	-	-	-	-
Contractual Services	1,344,442	1,528,634	1,465,315	1,632,601
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 1,344,442	\$ 1,528,634	\$ 1,465,315	\$ 1,632,601
Golf Course Fund	1,344,442	1,528,634	1,465,315	1,632,601
TOTAL EXPENDITURES BY FUND	\$ 1,344,442	\$ 1,528,634	\$ 1,465,315	\$ 1,632,601
TOTAL POSITIONS / FTE	0.0	0.0	0.0	0.0

Parks and Recreation

Park Maintenance

Mission: The Parks Maintenance Division is responsible for parks and highway right-of-way maintenance, including turf and plant material areas, repairs to parks, buildings, playgrounds, and athletic facilities. Numerous new construction projects are also performed by this Division. Staff assists Recreation staff on programs and special events.

Service Description: Implement teamwork and cultivate a positive attitude while also providing preventative maintenance measures and maintaining our city parks, grounds, and buildings.

Objectives	Goal Alignment
A Maintain contact and track all aspects of contract mowing operations. Provide feedback to contractor for quality, frequency and accuracy.	13
B Form Park Maintenance Standards of Operation Plan and implement through tracking and work order software	14
C Provide safety and cross training to all team members. Have a team of well rounded, skilled, and trained individuals in all aspects of Parks Maintenance.	16
D Create landscape maintenance plan from our Park Maintenance Standards of Operation Plan document to remove, eradicate, and prevent unwanted growth in landscape beds.	15
E Provide the facilities possible to the public 7 days a week.	18
F Involve all team members in work order software enabling tracking a statistics on an annual basis.	20
G Inspect parks and facilities for faults. Inspection should include total park inspections including courts, fields, fences, tables, shelters, playgrounds, benches, facilities, nets, sand pits, trails, parking lots, lights, and signage.	21

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Average number of days between park turf mowing's	14	10	7
B Complete implement all 9 aspects of the Maintenance Management and Operations Manual document.	25	50	9
C Complete quarterly Safety Review meetings with team, along with quarterly cross-training that crosses over to in field training to build a well rounded, skillful team.	8	14	4
D Execute and perform 9 month landscape and right of way management plan. Perform all 9 steps in preventative maintenance plan to ensure aesthetically pleasing parks and right-of-way's	N/A	N/A	9
E Provide contractual facility sanitation for 28 weeks of the year (April 1-November 1). Restrooms are cleaned 7 days a week for 28 weeks and trash removal 5/7 days a week for 28 weeks.	N/A	N/A	28
F Complete 90% of work orders annually by entire team. This will be tracked with weekly management meetings, proper prioritization, along with proper training and execution from team members.	N/A	N/A	90

G	Complete 9 inspections annually consisting of inspections of all park amenities. Park inspections should include identifying minor faults, major faults, and identifying deferred maintenance. Minor faults are repaired on sight, while major faults and deferred maintenance has work orders created and recorded in the database for future review.	N/A	N/A	9
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N/A - Created new performance measures to better align with the department goals

Expenditures By Category	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Personal Services	924,701	1,175,541	1,091,191	1,013,582
Supplies and Materials	205,463	211,466	279,989	290,278
Contractual Services	407,424	434,400	514,515	592,106
Capital Outlay	108,811	128,917	125,400	121,000
TOTAL EXPENDITURES	\$ 1,646,399	\$ 1,950,324	\$ 2,011,095	\$ 2,016,966
General Fund	1,646,399	1,950,324	2,011,095	2,016,966
TOTAL EXPENDITURES BY FUND	\$ 1,646,399	\$ 1,950,324	\$ 2,011,095	\$ 2,016,966
TOTAL POSITIONS / FTE	15.46	15.46	15.46	15.46

Parks and Recreation

Recreation

Mission: The Recreation Division provides a comprehensive and varied program of recreational, athletic, and cultural activities for the community. By emphasizing education and participatory as well as entertainment values of recreation, the varied activities contribute to increased learning, social values, and mental and/or physical health of all participants.

Service Description: To service the public well-being by ensuring and/or providing a comprehensive program of quality recreation programs and activities.

Objectives	Goal Alignment
A Track and record public opinion of recreation programs.	5
B Ensure customers have easy access to updated and correct program registration information.	6
C Research and Expand new program/event opportunities by increasing our partnerships with local businesses and organizations.	7
D Ensure that Recreation programs/events are in good financial standing with appropriate registration fees.	8
E Expand large-scale program offerings.	37

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Percent of programs/events surveyed after completion of program to measure participant satisfaction level.	90%	90%	90%
B All programs have dedicated webpage with current information on City's website in addition to being recognized in online activity guide and bi-monthly e-newsletter	100%	100%	100%
C Successfully implement a minimum of 2 new programs per program staff member in each Activity Guide	100%	100%	100%
D Percent of programs/events that are generating minimum of 10% profit over direct costs with user fees	75%	80%	80%
E Develop one new large-scale program per year ex: Camp	N/A	N/A	100%

N/A - Created new performance measures to better align with the department goals

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	295,220	344,768	334,571	535,482
Supplies and Materials	66,336	79,729	87,447	105,653
Contractual Services	81,463	128,413	213,438	232,300
Capital Outlay	-	-	-	20,600
TOTAL EXPENDITURES	\$ 443,018	\$ 552,910	\$ 635,455	\$ 894,035
General Fund	443,018	552,910	635,455	894,035
TOTAL EXPENDITURES BY FUND	\$ 443,018	\$ 552,910	\$ 635,455	\$ 894,035
TOTAL POSITIONS / FTE	7.08	7.08	7.08	8.08



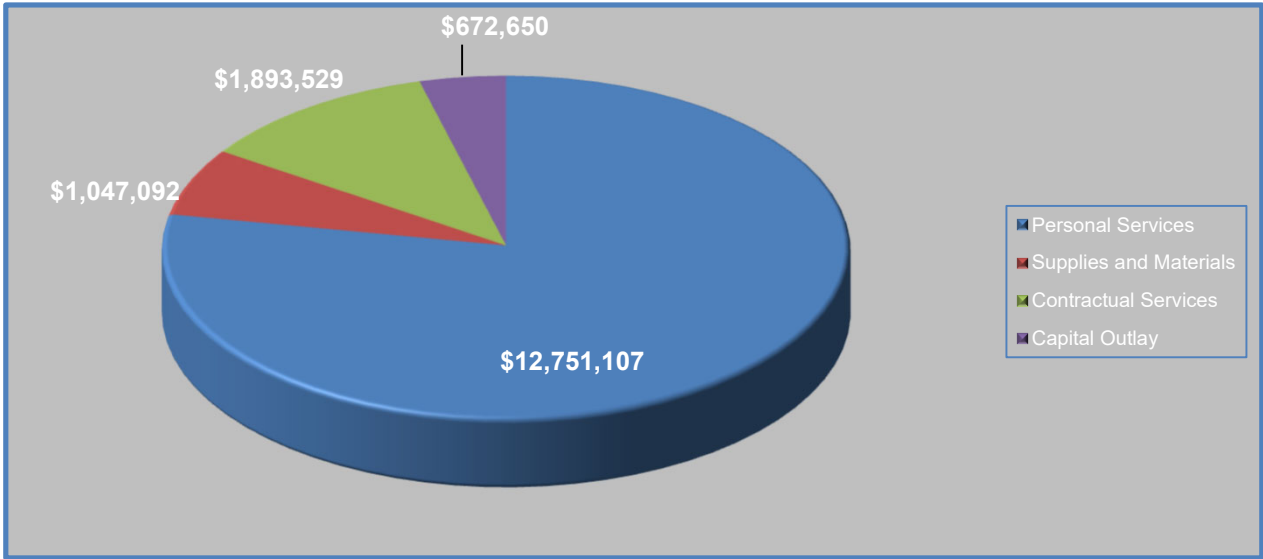
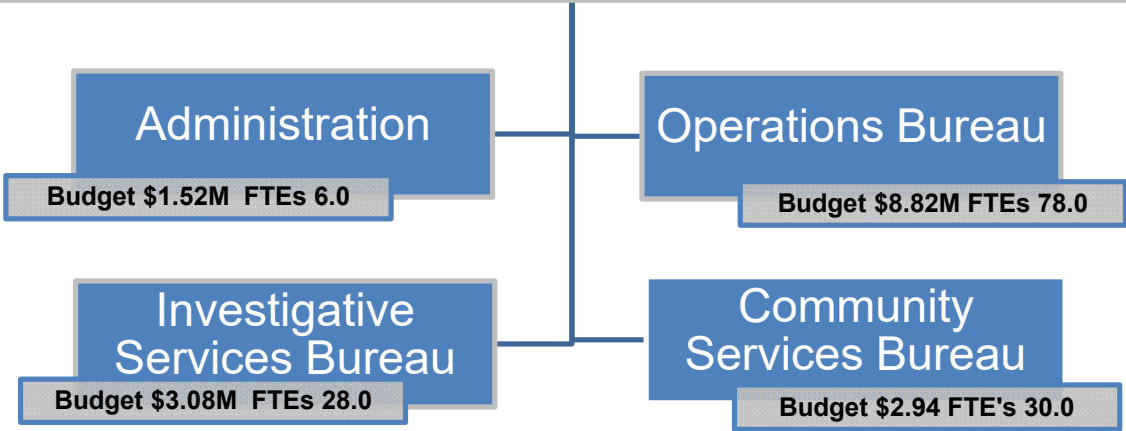


Public Safety



PUBLIC SAFETY

Budget \$16.36M FTE Positions 142.0



Public Safety

Authorized Positions

Authorized Positions	Range	2021	2022	2023
Chief	G	1	1	1
Deputy Chief	F	1	1	1
Captain	E	3	3	3
Lieutenant	D	3	3	3
Sergeant	C	12	13	13
Detective	B	13	13	13
Police Officer	B	65	65	65
Police Officer - K-9	B	2	2	2
Dispatch Supervisor	9	1	1	1
Crime Analyst/Public Information Officer	9	1	1	1
Crisis Counselor	9	2	2	1
Property & Evidence Custodian	7	3	3	3
Records Supervisor	7	1	1	1
Training Coordinator	7	1	1	1
Communications Officer	7	12	14	14
Victim Advocate	7	0	0	1
Animal Control Officer	6	4	4	0
Administrative Assistant	6	4	4	4
Detention Service Officer	6	8	8	8
Custodian Maintenance	6	0	0	2
Records Clerk	6	4	4	4
TOTAL AUTHORIZED POSITIONS		141	144	142
General Fund		124	124	121
Public Safety Sales Tax Fund		17	20	21
TOTAL AUTHORIZED POSITIONS BY FUND		141	144	142

Public Safety

The City of Blue Springs Police Department is responsible for providing quality police service to the community 24 hours a day. This includes, but is not limited to, answering calls for service, crime prevention, enforcement of laws, and protecting persons and property within the city limits. The Police Department performs these functions through four (4) Bureaus, overseen by the Chief of Police. They include the Administration, Community Services, Operations, and Investigative Services bureaus.

Major Services

- ◆ Improve police visibility in residential and retail areas while building positive relationships between officers and citizens
- ◆ Maintain partnership with the Blue Springs community through public presentations with civic and neighborhood organizations, Citizen Academies, Youth Activities, National Night Out and Crime-free programming
- ◆ Work with the Information Technology Department to implement technological advancements and ensure long term viability of the police radio and computer systems
- ◆ Implement the public safety sales tax spending plan and report results to the Public Safety Citizens' Advisory Board

Highlighted Accomplishments

- ◆ Animal control services Outsourced to Pawportunities.
- ◆ Purchased new Tasers and duty weapons for officers, mobile command vehicle and other items.
- ◆ 3 new officers and 14 civilian employees hired to fill vacancies.
- ◆ Implemented several Strategic Planning goals.

Public Safety



INNOVATE AND PLAN AHEAD	MAKE STRATEGIC INVESTMENTS	PEOPLE ARE VALUABLE	STRENGTHEN PARTNERSHIPS	INVOLVE CITIZENS IN GOVERNMENT
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SUPPORT SERVICES



Departmental Goals

1. Reduce crime and increase the perception of public safety by increasing visibility and access to Officers.
2. Improve Officer training, staff development and procedures to meet the expectations of a changing community and society.
3. Continuously evaluate the use of technology, specialized equipment and innovative procedures to improve or enhance service delivery.
4. Proactively engage and educate citizens in public safety and crime prevention initiatives and programs.

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	11,476,248	14,837,539	12,975,632	12,751,107
Supplies and Materials	636,945	572,446	971,389	1,047,092
Contractual Services	1,249,579	1,250,919	1,555,665	1,893,529
Capital Outlay	888,904	592,392	612,000	672,650
Total Expenditures	\$ 14,251,676	\$ 17,253,296	\$ 16,114,685	\$ 16,364,378
General Fund	12,136,088	14,854,501	13,816,529	13,937,973
Public Safety Sales Tax Fund	2,115,588	2,398,795	2,298,157	2,426,405
TOTAL EXPENDITURES BY FUND	\$ 14,251,676	\$ 17,253,296	\$ 16,114,685	\$ 16,364,378
TOTAL POSITIONS / FTE	137.0	141.0	144.0	142.0

Public Safety

Administration

Mission: The Office of the Chief of Police of the Police Department is responsible for developing and implementing departmental policy; fiscal oversight, providing management controls over departmental functions and is the focal point for interaction with other City departments, the R-IV School District, and the community.

Service Description: To manage the financial and operational aspects of the department while analyzing, reviewing, and evaluating existing procedures and activities to improve department-wide effectiveness. Provide leadership in departmental values and in the expansion of the customer service orientation of the Police Department.

Objectives		Goal Alignment
A	Provide the highest quality public safety services for the citizens, visitors, and businesses of Blue Springs.	3
B	Proactively pursue opportunities to establish a strong community presence and rapport with residents.	1
C	Develop executive staff by promoting a team environment, collaboration, and open communication within the department.	2

Performance Measures		2021 Actual	2021 Adopted	2023 Budget
A	Percent of citizens satisfied with overall quality of police services	0%	80%	80%
B	Number of public presentations and appearances conducted	10	12	12
C	Strategic Planning Sessions held with Command Staff	7	12	6

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	518,333	734,439	630,610	671,380
Supplies and Materials	22,591	24,829	35,900	39,328
Contractual Services	554,338	652,443	720,601	755,928
Capital Outlay	46,766	-	-	55,000
TOTAL EXPENDITURES	\$1,142,028	\$1,411,712	\$ 1,387,111	\$ 1,521,636
General Fund	456,886	620,524	555,266	627,465
Public Safety Sales Tax Fund	685,142	791,188	831,845	894,172
TOTAL EXPENDITURES BY FUND	\$1,142,028	\$1,411,712	\$ 1,387,111	\$ 1,521,636
TOTAL POSITIONS / FTE	4.0	4.0	4.0	6.0

Public Safety

Community Services Bureau

Mission: The Community Services Bureau provides a comprehensive youth education program and crime prevention in the community. The unit responds to crisis's, delinquency, and juvenile issues for youth ages 5 through 18, and assists families in need of trauma stabilization and in emergencies. The Bureau consists of the following Units: The Communications Unit, DARE Instructors, Crisis Counselors, School Resource Officers, the Crime Prevention Unit and the VIPS program.

Service Description: The goals of this unit are to provide services to children and families in crisis, provide community crime prevention, initiatives and work within the school system to create an atmosphere of learning without fear of criminal activity. Our communications unit is working hand in hand with the patrol division to reduce response times as established as a goal by Citizen's Public Safety Advisory Board.

Objectives	Goal Alignment
A Continue to bring business owners, the community and the Police Department together through National Night out, site security surveys, and RAD to improve the relationship with community.	1
B Resource officers will continue to work within the schools, interacting with staff and students through presentations and acting as role models, while the counseling unit will provide comprehensive clinical services to youth and their families.	4
C Continue the Citizens' Police Academy and Youth Police Academy while continuously revising and improving the instruction and content.	1
D Dispatch all calls for service by radio.	3
E Records Unit will maintain all police repeated reports and disseminate in accordance with Missouri Sunshine Laws. The Unit will also continue to report crime statistics under the MIBRS System.	3

Performance Measures	2021 Actual	2021 Adopted	2023 Budget
A Number of safety/crime presentations made to Blue Springs citizens annually - Affected by Covid restrictions in	98	120	100
B Number of anti-gang, anti-drug, and anti-crime presentations made by school resource Officers annually	384	500	400
C Number of youth receiving services from the Community Services Bureau annually (LCSC) Affected by Covid restrictions in 2020	137	0	160
D Number of Face to Face Forums, or similar outreach activities, held throughout the year - Not able to do these	1	2	2
E Average dispatch time of priority 1,2 and 3 calls in less than 5 minutes	95%	95%	95%
F Once reports received by Records Unit, percentage available for distribution within 72 hours	95%	95%	95%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	2,079,596	2,524,080	2,415,144	2,467,506
Supplies and Materials	111,812	91,667	128,710	165,010
Contractual Services	172,943	175,068	266,800	279,881
Capital Outlay	116	3,967	29,000	29,000
TOTAL EXPENDITURES	\$ 2,364,467	\$ 2,794,782	\$ 2,839,654	\$ 2,941,397
General Fund	2,351,646	2,782,325	2,760,884	2,852,135
Public Safety Sales Tax Fund	12,821	12,457	78,770	89,262
TOTAL EXPENDITURES BY FUND	\$ 2,364,467	\$ 2,794,782	\$ 2,839,654	\$ 2,941,397
TOTAL POSITIONS / FTE	28.0	28.0	30.0	30.0

Public Safety

Operations Bureau

Mission: The Patrol-Operations Bureau is responsible for providing basic initial police response as well as patrol service to prevent and deter crime. The Bureau is comprised of the following units: uniformed sworn personnel who provide 24-hour police services answering citizen calls for service, conducting preliminary investigations and arresting offenders who violate city ordinances, state statutes and federal laws; the K-9 Unit; who assists patrol officers in apprehension of offenders in a safe manner and locates illegal drugs and/or drug paraphernalia; the Traffic unit; whose primary focus is to ensure that motor vehicle traffic is moving safely within the City of Blue Springs. The Detention Services Unit maintains the holding facility and sworn patrol personnel provide 24-hour uniformed police services throughout the community. They answer citizen calls for service, conduct preliminary investigations, arrests offenders of City ordinances, State statutes, and Federal laws.

Service Description: To ensure the safety of Blue Springs residents/visitors and reduce incidents of crime in the community through proactive efforts in patrol, education, outreach, and enforcement.

Objectives	Goal Alignment
A In relation to the Citizen Survey, citizen and neighborhood contacts ensure that proactive law enforcement efforts are being addressed and concerns are met.	4,1
B Establish strong relationships between uniformed officers and citizens in retail areas and neighborhoods.	4
C Maintain or improve the average response times (call received to officer arrival times) for each of three types of priority police calls received (emergency, immediate and service calls).	2,3
D Maintain or lower the annual number of accidents through education and specialized or directed traffic enforcement.	4

Performance Measures	2021 Actual	2021 Adopted	2023 Budget
A Number of citizen and neighborhood contacts being conducted	38,970	45,000	45,000
B Number of citizens contacted by police in retail areas	692	790	725
C Maintain or improve the average response times (call received to officer arrival times) for each of four types of police calls received.	1) 5:39 2) 6:34 3) 9:37 4) 17:06	1) 5:40 2) 9:00 3) 13:40 4) 14:50	1) 5:55 2) 7:30 3) 10.30 4) 20.30
D Maintain or lower the annual number of accidents through education and specialized or directed traffic enforcement by patrol officers and the traffic unit.	883	900	880

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	6,408,374	8,478,661	7,325,585	6,905,540
Supplies and Materials	475,034	418,971	746,706	770,414
Contractual Services	326,457	255,194	411,824	618,080
Capital Outlay	644,160	530,500	388,000	524,650
TOTAL EXPENDITURES	\$ 7,854,025	\$ 9,683,327	\$ 8,872,115	\$ 8,818,685
General Fund	6,770,650	8,420,670	7,802,994	7,697,533
Public Safety Sales Tax Fund	1,083,375	1,262,657	1,069,121	1,121,151
TOTAL EXPENDITURES BY FUND	\$ 7,854,025	\$ 9,683,327	\$ 8,872,115	\$ 8,818,685
TOTAL POSITIONS / FTE	81.0	81.0	83.0	78.0

Public Safety

Investigative Services Bureau

Mission: The Investigative Services Bureau consists of the Investigation Units (General Assignment and Special Victims), the Street Crimes Unit, Crime Analysis Unit, and the Property & Evidence Unit. The Investigation Units are responsible for follow-up investigations involving criminal cases. The Crime Analysis Unit compiles and analyzes statistical crime data to identify trends and patterns, prepares bulletins for officers awareness, prepares media releases to inform the public of various issues, and oversees the LEADS Online software, providing citizens with current criminal activity and its location shown on a crime map. The Property and Evidence Unit receives, stores, and disposes of property of both evidentiary and non-evidentiary value, maintaining a legal chain of custody as required. They handle the submission of all items to the various crime labs for processing.

Service Description: To provide community and agency support services including direct communication after an offense is committed, follow-up and proactive investigation, and victim support throughout the criminal justice system process.

Objectives	Goal Alignment
A Support the efforts of the uniformed officers to reduce crime through investigation and proactive measures.	1,3
B Complete case investigations that resolve issues for victims in a professional manner and prevent further crimes by offenders.	1
C Provide high quality evidence and property procedures which conform to standards established by CALEA and department policies.	2
D Maintain the time evidence/property is returned/auctioned/legally disposed and maintain available pick-up hours for the public.	3
E Provide crime statistics and information to the public through the crime analyst unit with crime mapping and online information.	1,3

Performance Measures	2021 Actual	2021 Adopted	2023 Budget
A Investigative supervisors will review reports after RMS process is completed and assign workable (active) cases to an investigator - measured by working days	2	2	2
B Investigators will initiate post-incident contact with victims of active cases. Victims of cases assigned to Staff Services personnel will be notified when a case has been in-activated, generally by mail or preferred communication method -	3	3	3
C Finish case investigations within 90 days (excludes laboratory or prosecutorial delays)	85%	85%	88%
D Maintain high accuracy rate during unannounced and announced audits of property unit	90%	90%	92%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	2,469,945	3,100,358	2,604,293	2,706,680
Supplies and Materials	27,509	36,979	60,073	72,340
Contractual Services	195,841	168,213	156,440	239,640
Capital Outlay	197,863	57,925	195,000	64,000
TOTAL EXPENDITURES	\$ 2,891,157	\$ 3,363,475	\$ 3,015,806	\$ 3,082,660
General Fund	2,556,906	3,030,981	2,697,385	2,760,839
Public Safety Sales Tax Fund	334,250	332,494	318,421	321,820
TOTAL EXPENDITURES BY FUND	\$ 2,891,157	\$ 3,363,475	\$ 3,015,806	\$ 3,082,660
TOTAL POSITIONS / FTE	28.0	28.0	28.0	28.0

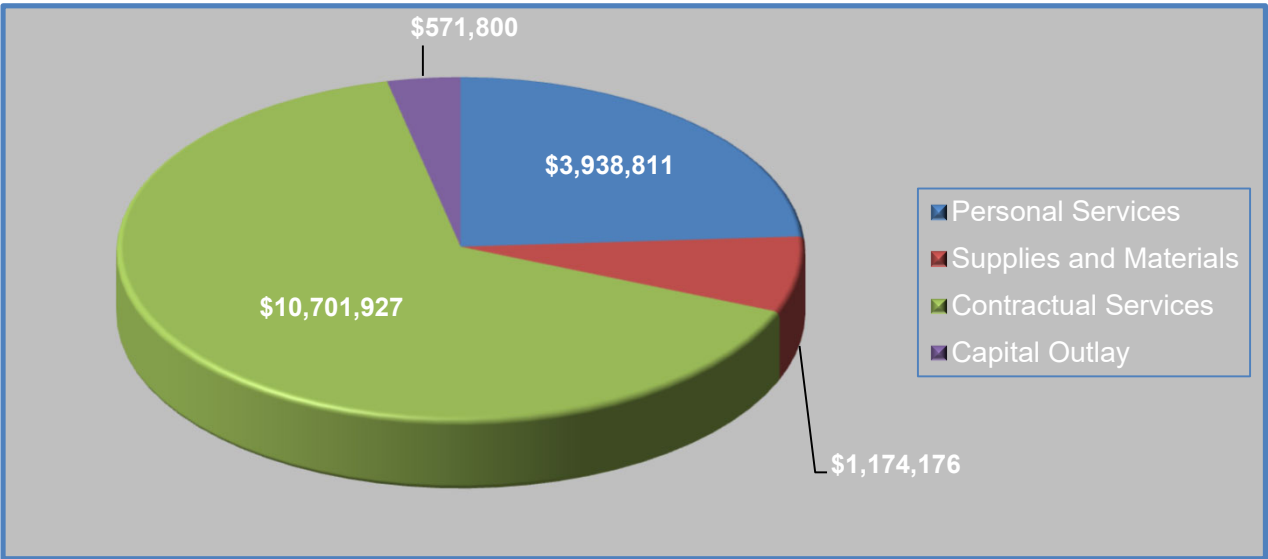
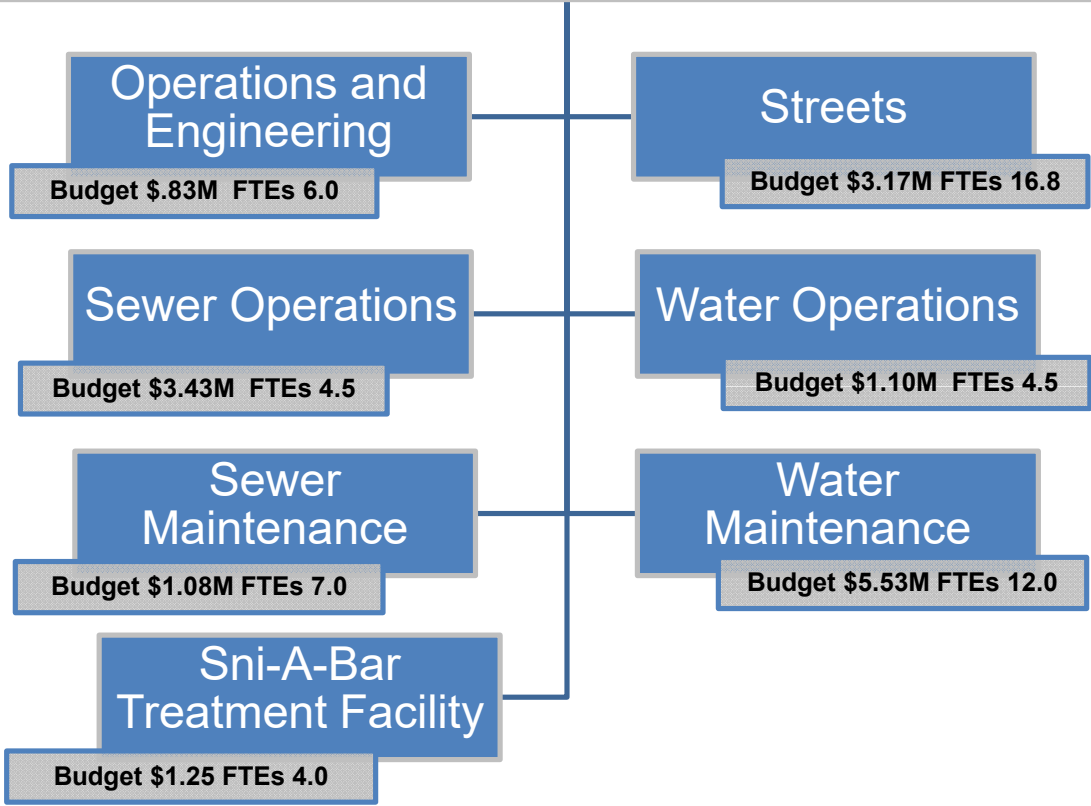


Public Works



PUBLIC WORKS

Budget \$16.39M FTE Positions 54.8



Public Works

Authorized Positions

Authorized Positions	Range	2021	2022	2023
Director of Public Works	15	1	1	1
Assistant Director of Public Works	13	1	1	1
City Engineer	13	1	1	1
Operations Manager	12	1	1	1
Assistant Operations Manager	10	2	2	2
Engineering Designer	10	1	1	1
Engineering Technician	9	0	0	0
Construction Inspector	9	1	1	1
Streets Supervisor	9	3	3	3
Project Manager	9	1	1	1
Supervisor Sewer Service	9	1	1	1
Supervisor Water Service	9	1	1	1
Supervisor Water Maintenance	9	1	1	1
Waste Water Supervisor	9	1	1	1
Plant Operator/Lab Technician	8	3	3	3
Concrete Maintenance Worker	7	4	4	4
Streets Maintenance Worker	7	11.5	11.5	11.5
Sewer Maintenance Worker	7	6	6	6
Water Maintenance Worker	7	6	6	6
Administrative Assistant	6	2	2	2
Utilities Locator	6	1	1	1
Water Service Tech	6	3	3	3
Clerk	6	1	1	1
Seasonal	PT/S 5	1.3	1.3	1.3
TOTAL AUTHORIZED POSITIONS		54.8	54.8	54.8

Public Works

The Public Works Department is responsible for the physical foundation of the City. The Department effectively and efficiently develops and maintains Blue Springs' infrastructure by providing essential services in the areas of: civil engineering, maintenance of streets, and water and sewer utilities. The Public Works Department performs these functions through eight (8) Divisions. They are Engineering, Sewer Maintenance, Sewer Operations, Sni-A-Bar Treatment Facility, Streets, Water Maintenance, Water Operations and Fleet Maintenance. Information for the Fleet Maintenance is included later in this document under Internal Service Funds.

Major Services

- ◆ Continue to provide a high level of maintenance for the City's transportation system including 623 lane miles of street and 172 miles of sidewalks for the safety of residents and motorists
- ◆ ST-06 Overlay approximately 9.4 miles and put a surface treatment on an additional 5.4 miles of road
- ◆ WA-19 Design and begin construction of the eight-inch watermain on South Outer Road
- ◆ Support and maintain the infrastructure for approximately 21,000 water and sewer customers

Highlighted Accomplishments

- ◆ Completed the first phase of the North 7 Highway sidewalks in conjunction with MoDOT
- ◆ Worked developers to reconstruct the east end of Jefferson Street
- ◆ Installed the first leg of the South Outer Road Water Main Project
- ◆ Overlaid 9.4 Miles of streets
- ◆ Microsurfaced 5.4 miles of streets
- ◆ Administered and inspected 1,099 right of way permits for construction and fiber projects
- ◆ Provided infrastructure inspection for 19 subdivision phases
- ◆ Reviewed 113 Commercial plans and 111 residential projects
- ◆ Cracksealing of 0.90 lane miles
- ◆ 9,462 potholes repaired
- ◆ Performed 18 storm drainage system repairs
- ◆ Sweeping was performed on all Arterial streets 7 times, and all others once
- ◆ Completed mowing routes 6 times
- ◆ Installed 67 new sign locations
- ◆ Replaced 51 signs
- ◆ Replaced 10,134 SF of concrete infrastructure
- ◆ Asphalt division responded to 566 customer requests; 460 completed, 8 were forwarded to another department, 98 were private issues
- ◆ Storm division responded to 239 customer requests; 166 completed, 2 were forwarded to another department and 71 were private issues
- ◆ Traffic division responded to 485 customer requests; 358 completed, 19 were forwarded to another department and 108 were private issues
- ◆ Installed 68 meters at new services
- ◆ Repaired 1,289 water meters
- ◆ Located City infrastructure for Missouri One at 14,038 locations
- ◆ Water Service Technicians responded to 276 customer requests; 202 completed and 74 were private issues

- ◆ Jet cleaned 212,452.90 LF of sanitary sewer main
- ◆ Televised 30,591.96 LF of sanitary sewer main
- ◆ 30,728.27 LF of sanitary sewer main was lined by contractor
- ◆ Completed 3 point repairs on sanitary sewer mains
- ◆ Performed repairs on 7 sanitary sewer manholes
- ◆ Sanitary Sewer division responded to 174 customer requests; 65 completed, 1 were forwarded to another department and 108 were private issues
- ◆ Provided Water Consumer Confidence Report to all residents
- ◆ Performed preventive maintenance on 560 water valves
- ◆ Completed preventive maintenance on 280 hydrants
- ◆ Repaired 88 water main breaks

Public Works



INNOVATE AND PLAN AHEAD	MAKE STRATEGIC INVESTMENTS	PEOPLE ARE VALUABLE	STRENGTHEN PARTNERSHIPS	INVOLVE CITIZENS IN GOVERNMENT
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SUPPORT SERVICES



Departmental Goals

1. Maintain the City's infrastructure to the highest standard as the budget allows.
2. Efficiently and effectively manage daily operations of the Department.
3. Provide excellent customer service.
4. Meet all regulatory requirements.
5. Prepare master plans for infrastructure components within the City.
6. Support development projects throughout the City.

Expenditures By Category	2020	2021	2022	2023
	Actual	Actual	Adopted	Approved
Personal Services	3,572,456	4,318,436	3,941,280	3,938,811
Supplies and Materials	682,281	811,250	1,130,097	1,174,176
Contractual Services	9,052,297	9,400,080	10,344,963	10,701,927
Capital Outlay	340,554	253,974	443,800	571,800
Total Expenditures	\$ 13,647,586	\$ 14,783,739	\$ 15,860,140	\$ 16,389,417
General Fund	3,340,025	3,823,828	3,838,075	3,997,010
Sewer Fund	4,687,228	4,912,835	5,634,712	5,762,209
Water Fund	5,620,333	6,046,704	6,387,352	6,630,198
TOTAL EXPENDITURES BY FUND	\$ 13,647,586	\$ 14,783,369	\$ 15,860,140	\$ 16,389,417
TOTAL POSITIONS / FTE	54.8	54.8	54.8	54.8

Public Works

Engineering

Mission: The Engineering Division is responsible for ensuring that the City's road, water, sewer, and storm water systems are constructed properly and are in compliance with all City codes and Federal/State regulations. Engineering also manages the annual contracted street maintenance rehabilitation program which includes asphalt overlay, curb repair, large scale asphalt patching and street striping.

Service Description: To provide professional decision-making and financial oversight of the Operations and Engineering Divisions of the Public Works Department and perform integrated project management for design and construction activities.

Objectives	Goal Alignment
A Continue improvement of public infrastructure.	1,5,4
B Ensure customer satisfaction with condition and operation of water and sewer utilities.	3,4
C Ensure timely review of construction development plans.	6
D Exhibit effectiveness in design, construction and management of capital projects.	4,5,6

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Percent of citizens satisfied with maintenance of public infrastructure	35%	40%	40%
B Percent of citizens satisfied with quality of water and sewer utilities	69%	65%	65%
C Percent of construction plans reviewed within ten business days	86%	95%	95%
D Percent of capital projects completed within ten percent of bid amount	100%	100%	100%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	644,229	832,255	715,130	716,676
Supplies and Materials	4,723	4,859	8,500	8,148
Contractual Services	40,113	79,305	101,100	103,100
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	\$ 689,066	\$ 916,419	\$ 824,730	\$ 827,924
General Fund	689,066	\$ 916,419	824,730	827,924
TOTAL EXPENDITURES BY FUND	\$ 689,066	\$ 916,419	\$ 824,730	\$ 827,924
TOTAL POSITIONS / FTE	6.0	6.0	6.0	6.0

Public Works

Sewer Maintenance

Mission: The Sewer Maintenance Division is responsible for the collection of wastewater and its conveyance to a treatment facility. Employees in this division maintain the City's sewer lines, pump stations and assist as required in the operation and maintenance of the Sni-A-Bar Wastewater Treatment Facility.

Service Description: In order to accomplish the mission the Sewer Maintenance Division performs inspections, maintenance, repairs and rehabilitation of the systems 273 miles of sanitary sewer lines and 29 pumping stations effectively and efficiently.

Objectives	Goal Alignment
A Provide uninterrupted collection and conveyance of all wastewater in accordance with all applicable state and federal laws and the City's NPDES permit.	3, 4
B Maintain lift stations to prevent Sanitary Sewer Overflows (SSO's).	3, 4
C Reduce the amount of inflow and infiltration delivered to treatment facilities.	3, 4

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Number of sewer blockages in City's sewer mains	3	0	0
B Number of SSO's due to lift station failures	0	0	0
C Inflow/Infiltration as a percentage of total flow at LBVSD/Sni-A-Bar	18.6% / 20.5%	25% /20%	20% / 22%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	369,975	426,455	398,830	352,363
Supplies and Materials	155,923	173,381	190,342	195,119
Contractual Services	448,689	307,541	416,051	463,788
Capital Outlay	-	6,497	-	66,000
TOTAL EXPENDITURES	\$ 974,586	\$ 913,875	\$ 1,005,223	\$ 1,077,271
Sewer Fund	974,586	\$ 913,875	1,005,223	1,077,271
TOTAL EXPENDITURES BY FUND	\$ 974,586	\$ 913,875	\$ 1,005,223	\$ 1,077,271
TOTAL POSITIONS / FTE	7.0	7.0	7.0	7.0

Public Works

Sewer Operations

Mission: The Sewer Operations Division directs the operations of the City's sewer utility. In addition, this Division handles water meter reading, flow meter readings, payment processing and customer billing services.

Service Description: To efficiently and effectively direct operations of the sewer utility. This Division works in conjunction with the Water Operations Divisions to achieve its goals.

Objectives	Goal Alignment
A Provide accurate monthly billing to all customers.	3
B Provide accurate measurement of volume and percentage of sewage flows originating in Grain Valley to ensure proper billing and capital outlay contributions.	3

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Percent of water meters read annually	100%	100%	100%
B Percent of total sewer flow at the Sni-A- Bar treatment facility originating in Grain Valley	24.7%	26%	26%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	257,248	381,464	358,414	329,790
Supplies and Materials	9,241	13,173	15,030	18,207
Contractual Services	2,372,672	2,556,003	2,820,568	2,862,051
Capital Outlay	154,679	117,329	200,000	222,500
TOTAL EXPENDITURES	\$ 2,793,839	\$3,067,970	\$ 3,394,012	\$ 3,432,548
Sewer Fund	2,793,839	3,067,969	3,394,012	3,432,548
TOTAL EXPENDITURES BY FUND	\$ 2,793,839	\$3,067,969	\$ 3,394,012	\$ 3,432,548
TOTAL POSITIONS / FTE	4.5	4.5	4.5	4.5

Public Works

Sni-A-Bar Wastewater Treatment Facility

Mission: The Sni-A-Bar Wastewater Treatment Facility provides wastewater treatment meeting or exceeding Missouri Department of Natural Resources treatment requirements and maintains the facility and equipment to ensure maximum treatment capacity and equipment service life.

Service Description: To provide quality cost-effective wastewater treatment meeting or exceeding Missouri Department of Natural Resources treatment requirements and maintain the facility and equipment to ensure maximum treatment capacity and equipment service life.

Objectives	Goal Alignment
A Process wastewater that meets or exceeds NPDES permit	3, 4
B Track inflow/infiltration as a percentage of plant flow from Blue Springs	4
C Track inflow/infiltration as a percentage of plant flow from Grain Valley	4

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Number of discharge permit violations	0	0	0
B Percentage of total inflow & infiltration originating in Blue Springs	89%	75%	80%
C Percentage of total inflow & infiltration originating in Grain Valley	12%	25%	20%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	332,637	434,417	355,772	372,694
Supplies and Materials	112,247	34,201	283,425	267,121
Contractual Services	473,919	462,373	532,280	612,575
Capital Outlay	-	-	64,000	-
TOTAL EXPENDITURES	\$ 918,803	\$ 930,991	\$ 1,235,477	\$ 1,252,390
Sewer Fund	918,803	930,991	1,235,477	1,252,390
TOTAL EXPENDITURES BY FUND	\$ 918,803	\$ 930,991	\$ 1,235,477	\$ 1,252,390
TOTAL POSITIONS / FTE	4.0	4.0	4.0	4.0

Public Works

Streets

Mission: The Street Division of the Public Works Department repairs and maintains the City's streets, right-of-way's, traffic signs, traffic signals and storm sewers in a safe and efficient manner. In addition, the Division is responsible for administering the snow removal, street sweeping and right-of-way mowing programs.

Service Description: To maintain the City's infrastructure and provide customer service in a manner that supports public safety and health, and contributes to the overall betterment of the community.

Objectives	Goal Alignment
A Provide quick response to pothole complaints.	3
B Provide immediate response to safety or health sensitive issues.	3
C Maintain a high level of customer satisfaction during snow removal operations.	3

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Percent of potholes patched within 2 business days of notification	82%	100%	100%
B Percent of safety or health sensitive issues responded to within 2 hours	93%	100%	100%
C Satisfied customers as a percentage of 40,000 drivers based on all caller log complaints related to snow removal operations	99.92%	99%	99%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	957,525	1,131,954	1,118,536	1,170,621
Supplies and Materials	366,064	400,685	465,345	501,475
Contractual Services	1,327,370	1,360,775	1,427,664	1,479,191
Capital Outlay	-	13,995	1,800	17,800
TOTAL EXPENDITURES	\$ 2,650,959	\$ 2,907,409	\$ 3,013,345	\$ 3,169,087
General Fund	2,650,959	2,907,409	3,013,345	3,169,087
TOTAL EXPENDITURES BY FUND	\$ 2,650,959	\$ 2,907,409	\$ 3,013,345	\$ 3,169,087
TOTAL POSITIONS / FTE	16.8	16.8	16.8	16.8

Public Works

Water Maintenance

Mission: The Water Maintenance Division operates and maintains the City's water distribution system in a manner to ensure a continuous supply of safe drinking water and fire protection to all customers.

Service Description: In order to accomplish the mission, the water maintenance division performs inspections, maintenance, repairs, and replacement of the systems 277 miles of water mains and 3 pumping stations effectively and efficiently. The City purchases its water from three water treatment sources, Independence, Kansas City and Tri-County Water Authority.

Objectives	Goal Alignment
A Operate the water distribution system to provide quality drinking water while meeting all regulatory requirements.	3, 4
B Minimize customer impact due to water system maintenance, upgrades, and repairs.	3
C Repair or replace all inoperable fire hydrants in a timely manner.	3
D Control water losses to less than 10%.	3

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Number of drinking water permit violations	0	0	0
B Average length of service interruption resulting from water system repairs (hours)	1	1	1
C Average number of working days each inoperable fire hydrant is out of service	0.5	2	2
D Percent of water loss	10.0%	10.0%	10.0%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	430,549	438,314	412,524	434,489
Supplies and Materials	19,587	167,387	147,625	166,527
Contractual Services	4,090,030	4,324,267	4,731,693	4,859,548
Capital Outlay	-	-	3,000	68,000
TOTAL EXPENDITURES	\$ 4,540,165	\$4,929,968	\$5,294,842	\$5,528,564
Water Fund	4,540,165	4,929,968	5,294,842	5,528,564
TOTAL EXPENDITURES BY FUND	\$ 4,540,165	\$4,929,968	\$5,294,842	\$5,528,564
TOTAL POSITIONS / FTE	12.0	12.0	12.0	12.0

Public Works

Water Operations

Mission: The Water Operations Division directs the operations of the City's water utility. In addition, this division is responsible for reading water meters, billing customers for their consumption and processing payments.

Service Description: To efficiently and effectively direct operations of the water utility. This Division works in conjunction with the Sewer Operations Divisions to achieve its goals.

Objectives		Goal Alignment
A	Provide accurate monthly billing to all customers.	3
B	Administer and enforce the drinking water backflow prevention program.	4
C	Replace malfunctioning water meters to ensure accurate reading and billing and maximize revenue.	3

Performance Measures		2021 Actual	2022 Adopted	2023 Budget
A	Percentage of water meters read 12 times annually	100%	100%	100%
B	Percentage of backflow devices inspected yearly	100%	100%	100%
C	Average number of working days to replace a malfunctioning water meter	9	5	5

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	580,293	673,576	582,074	562,178
Supplies and Materials	14,496	17,564	19,830	24,075
Contractual Services	299,504	309,816	315,606	317,881
Capital Outlay	185,875	116,152	175,000	197,500
TOTAL EXPENDITURES	\$ 1,080,168	\$ 1,117,108	\$ 1,092,510	\$ 1,101,634
Water Fund	1,080,168	1,117,108	1,092,510	1,101,634
TOTAL EXPENDITURES BY FUND	\$ 1,080,168	\$ 1,117,108	\$ 1,092,510	\$ 1,101,634
TOTAL POSITIONS / FTE	4.5	4.5	4.5	4.5



FY 2023

CAPITAL IMPROVEMENTS PROGRAM

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Introduction

Capital improvement programming is a cornerstone of sound financial planning and local government fiscal policy. It also is an effective planning tool to assist communities identify and prioritize immediate and long-term needs in the context of existing capacity and resources and facilitates the formulation of long-term strategies to address trends and changes in service level demands.

The Capital Improvement Program (CIP) provides a linkage between planning, budgeting, and implementation that maximizes efficiency and effectiveness. It enables the City to identify opportunities and constraints and leverage those opportunities to develop strategies that address priorities and demonstrates good stewardship of scarce public resources.

The CIP covers a five-year planning period and is re-evaluated and published each year to reflect changing needs, new opportunities and City Council priorities and goals. The CIP does not appropriate funds; rather it functions as a planning and budgeting tool, with support of the actual appropriations made through the adoption of the annual City budget in September.

The CIP program continues to focus on maintenance-related items and replacement of mission-critical equipment with limited investment in new infrastructure, equipment, or programming.

Overview of Fiscal Years 2022-2023 to 2026-2027

The CIP Budget Process for Fiscal Year 2022-2023 followed that of previous year, with the exception of the elimination of the CIP Review Committee. As with prior year CIP Budgets, the Fiscal Years 2022-2023 to 2026-2027 CIP describes the City's "Priority and Strategic Areas" for long-term maintenance, equipment replacement, and capital investment based upon available resources and the priorities, goals, and objectives of the City Council. Although individual projects are listed and funded by Department (e.g. Community Development, Information Technology, Parks, Streets, Stormwater), this document outlines how they are linked with priorities established within adopted plans and future capital resource and expenditure forecasting. Table 1 outlines funded projects over the five-year period by category.

On June 7, 2021, City Council public hearing for the FY 2021-22 to 2025-2026, City Council amended the amount to be funded in ST-06 Pavement Management Program by increasing the funding by \$1,000,000 in each of the five years within the planning period. That additional funding is carried through to the 2022-23 CIP. This project is on the funded list and may require transfers from the General Fund during the five year planning period to fund the project at this level. The amount of any transfers needed will be determined when the budget proposal is put together.

American Rescue Plan Act Funds

As part of the American Rescue Plan Act of 2021, the City was allocated \$6,190,665 as funds paid directly to the City. The first payment of \$3,095,333 has been received and the remaining payment will be received in 2022. All funds must be obligated by December 31, 2024. At the August 30, 2021, council work session staff presented a draft budget for review and discussion and the final budget was approved at the December 20, 2021 council meeting for approval.

At the time of the work session and budget amendment, the ARPA funds could only be used to:

1. Support Public Health Response
2. Replace Public Sector Revenue Loss
3. Water and Sewer Infrastructure
4. Address Negative Economic Impacts
5. Premium Pay for Essential Workers
6. Broadband Infrastructure

7. In addition, guidance has been released from the Treasury Department indicating funds can be used to prevent and respond to crime and support public safety in our community.

The projects selected below were selected outside the normal Capital Improvements Program to ensure completion by the deadline and to meet the project requirements.

Projects	Category	Budget
Revenue replacement - General Fund	2	\$ 356,727
Revenue replacement - Fieldhouse	2	\$ 504,440
Stormwater RD Mize to Vesper Street	3	\$ 1,350,000
Stormwater - Vesper Box Culvert (Zarda)	3	\$ 950,000
Stormwater - Sunnyside Box Culvert	3	\$ 475,000
Stormwater - Lake Village Boulevard	3	\$ 650,000
Stormwater - Sandstone (Basin Study)	3	\$ 75,000
Emergency Operations Center Upgrades	7	\$ 200,000
Enhanced Training - Virtual Reality - APEX Trainer	7	\$ 77,498
Command Vehicle Retrofit	7	\$ 200,000
Surveillance Cameras - Parks	7	\$ 1,000,000
Negative Economic Impacts - Lumberyard demo and site prep	4	\$ 200,000
Heartland/SCL - Job Skills for new careers	4	\$ 152,000
TOTAL		\$ 6,190,665

After proposed projects are accounted for, \$861,167 remains for revenue replacement. This plan includes allocating \$504,440 to the Fieldhouse for the revenue replacement of memberships and \$356,727 has been allocated to the General Fund.

Table 1: Funded Projects by Category-All Years

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Project Area Total
Maintenance	\$ 8,719,170	\$ 7,773,531	\$ 13,505,522	\$ 9,073,210	\$ 8,762,819	\$ 47,834,252
Equipment Replacement	\$ 741,000	\$ 421,000	\$ 517,600	\$ 694,000	\$ 521,500	\$ 2,895,100
Capital Improvements	\$35,275,000	\$ 2,308,000	\$ 5,241,000	\$ 28,150,000	\$ 475,000	\$ 71,449,000
TOTAL	\$44,735,170	\$10,502,531	\$ 19,264,122	\$ 37,917,210	\$ 9,759,319	\$122,178,352

As reflected in Table 3 on page 6, the City's capital investment needs exceed the current level of available funding. Over the five-year plan period, 57 percent of the City's maintenance, infrastructure and equipment needs are addressed. Current resources are not sufficient to address the entirety of the City's capital investment needs. This will result in a gap and will increase over time as City assets continue to age and deteriorate and in increased maintenance and replacement costs in the future. Continued expansion in the City's growth areas will place increased demands on the CIP to construct and maintain additional City assets. It will be critical to identify long-term solutions to address this gap in the future as outlined in the Revenue Stability

Goal of the Strategic Framework detailed on page 8 of this document.

Investment Categories

CIP projects are classified in one of three investment categories: Maintenance, Equipment Replacement, and Capital Improvements. These categories are further defined below as well as a listing of projects in each category for the 2022-2023 Fiscal Year. Table 3 (page 6) outlines *Funded* and *Unfunded Capital Needs* for all years by these categories.

Maintenance

Over the five-year plan period, 39 percent of all projects, funded and unfunded, are maintenance-related. For the 2022-2023 Fiscal year, \$8,719,170 or 19 percent of the total CIP, is in the Maintenance category. This includes the following projects:

- CD-03 Downtown Revitalization
- PR-04 Adams Pointe Golf Club Improvements
- PR-10 Adams Dairy Parkway Trail Replacement
- PR-16 Pink Hill Park Improvements
- PR-18 Hidden Valley Park Improvements
- SAN-07 Citywide Maintenance
- SNI-06 Sni-A-Bar Facility Plan
- ST-06 Pavement Management Program
- ST-43 7 Highway Sidewalk Infill
- ST-44 Concrete Repair and Maintenance
- STM-06 Stormwater Maintenance
- WA-12 Miscellaneous Watermain Maintenance
- WA-14 Water Tank Maintenance Contract

Equipment Replacement

While the City has a comprehensive maintenance program for all City equipment, it eventually reaches the end of its useful life. For the 2022-2023 Fiscal Year, \$741,000, or approximately 2 percent of the total CIP is in the Equipment Replacement category. This includes the following projects:

- PR-73 Dump Truck with Snow Plow Attachment Plate
- PS-11 Armored Vehicle Replacement
- ST-24 Snow Plow/Dump Truck
- SAN-17 12,000 lb. Hydraulic Excavator
- WA-18 1.5 Ton Service Truck

Capital Improvements

A Capital Improvement Project relates to any investment in new infrastructure (e.g. new water or sewer line, etc.), significant reconstruction (e.g. reconstruction of existing roadway, etc.), or adds capacity to existing infrastructure (e.g. widening of an existing street, etc.). While the City's emphasis has historically been on the maintenance of existing infrastructure, there is significant investment in Capital Improvements in this CIP and strategic investments in new infrastructure over the plan period. For the 2022-2023 Fiscal Year, \$35,275,000 or approximately 79 percent, of the total CIP is related to Capital Improvements, which include the substantial project of the Blue Springs Aquatics Center. The Capital Improvements category includes the following projects:

- BF-19 Public Utilities Building – Phase II
- PR-40 Blue Springs Aquatics
- SAN-19 Sewer Infrastructure Deployment
- ST-27 Street Difference

Program Changes

There are a number of changes in the 2022-2023 to 2026-2027 CIP program from the previous year's program. These changes include:

Three projects have been moved from the Unfunded to the Funded list for FY 2022-23:

PS-11	Armored Vehicle Replacement	\$300,000
ST-43	7 Highway Sidewalk Infill	\$1,700,000
BF-19	Public Utilities Building - Phase II	\$400,000

The addition of 13 Funded projects for FY 2026-2027:

CD-03	Downtown Revitalization	\$60,000
PR-13	Keystone Park Improvements	\$400,000
PR-16	Pink Hill Park Improvements	\$250,000
PR-17	Rotary Park Improvements	\$500,000
PR-72	James Walker School Park Improvements	\$200,000
ST-06	Pavement Management Program	\$4,250,000
ST-24	Snow Plow/Dump Truck	\$188,000
ST-27	Street Difference	\$75,000
ST-44	Concrete Repair and Maintenance	\$502,819
STM-06	Stormwater Maintenance	\$100,000
SAN-07	Citywide Maintenance	\$1,000,000
SAN-17	12,000lb. Hydraulic Excavator	\$73,500
SAN-19	Sewer Infrastructure Deployment	\$200,000
WA-03	Rubber Tire Front End Loader	\$180,000
WA-12	Miscellaneous Watermain Maintenance	\$1,250,000
WA-14	Water Tank Maintenance Contract	\$250,000
WA-17	Water Infrastructure Deployment	\$200,000
WA-18	1.5 Ton Service Truck	\$80,000

In addition to the inclusion of the funded projects listed above, there are several other projects whose requested amount of funds for the Fiscal Year 2022-23 has changed between the currently adopted 2021-22 CIP and the requested 2022-23 CIP as outlined below:

<u>Project</u>	<u>FY 2022-232 Funded Project Changes</u>	<u>FY 2021-22 CIP Adopted</u>	<u>FY 2022-23 CIP Requested</u>
PR-04	Adams Dairy Parkway Trail Improv.	\$255,000	\$185,000
PR-16	Pink Hill Park Improvements	\$1,1724,000	\$125,000
PR-18	Hidden Valley Park Improvements	\$765,000	\$637,500
PR-40	Aquatics Facility	\$25,000,000	\$34,400,000
ST-24	Snow Plow/Dump Truck	\$142,800	\$167,000
SAN-17	12,000 lb. Hydraulic Excavator	\$64,000	\$68,000

Table 2: CIP Programming by Fund

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	TOTAL
General Fund	\$ 407,000	\$ 522,000	\$ 364,200	\$ 282,500	\$ 288,000	\$ 1,863,700
Public Safety Sales Tax Fund	\$ 300,000	\$ 100,000	\$ 300,000	\$ -	\$ -	\$ 700,000
Transportation Sales Tax Fund	\$ 5,779,000	\$ 4,093,000	\$ 4,298,650	\$ 4,333,985	\$ 4,571,019	\$ 23,075,654
Parks Sales Tax Fund	\$ 35,277,500	\$ 1,300,000	\$ 4,107,500	\$ 29,875,000	\$ 1,350,000	\$ 71,910,000
Fieldhouse Fund	\$ -	\$ 190,000	\$ -	\$ -	\$ -	\$ 190,000
Water Fund	\$ 1,253,670	\$ 1,878,731	\$ 2,828,772	\$ 1,654,225	\$ 2,216,800	\$ 9,832,198
Sewer Fund	\$ 1,658,000	\$ 2,358,800	\$ 7,305,000	\$ 1,711,500	\$ 1,273,500	\$ 14,306,800
Other	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 300,000
TOTAL	\$44,735,170	\$10,502,531	\$19,264,122	\$37,917,210	\$9,759,319	\$122,178,352

Summary of Five-Year Funded and Unfunded Capital Needs

The priority and strategic investment areas for projects within the CIP are consistent with City Council priorities that include maintenance and reinvestment in critical infrastructure and assets, replacement of equipment that has reached the end of its useful life, and deployment of infrastructure to facilitate development and provides comprehensive service solutions:

- Parks and Recreation maintenance projects: 21 Parks and Recreation maintenance projects are funded over the plan period with an additional 4 maintenance projects on the Unfunded list.
- ST-06: \$19,850,000, or 16% of the five-year CIP is currently proposed for the annual Pavement Management Program
- ST-44: The Concrete Repair and Maintenance Program (formerly Sidewalk Repair and Maintenance Program) reflects an approach adopted in late 2015 to address the sidewalk repair and replacement program that funds an in-house flatwork crew. \$ 2,310,400 or 2%, is proposed over the plan period.
- CD-03: Leverages CDBG funds to make strategic investments in the Downtown District to facilitate continued redevelopment of this critical area of the City. \$300,000 is proposed over the plan period.
- SAN-19 and WA-17: Provides ongoing funding to deploy sewer and water infrastructure solutions to facilitate the continued development of the City with comprehensive, long-term solutions.

Development of the CIP continues to be informed by trends and priorities identified in the DirectionFinder citizen survey and the City Council Strategic Plan Framework. Consistent with past practice, the CIP reflects a balance between an ongoing emphasis on annual street rehabilitation without eliminating other important priorities and needs. However, the capacity to continue this balance on a sustained basis decreases with each year and any flexibility is virtually exhausted.

The CIP reflects the City's philosophy of sound fiscal policies and long-range financial planning. Projects are prioritized to address on-going maintenance, correct an existing deficiency, or replace key equipment necessary to meet the ongoing service level targets. Table 2 outlines CIP programming by fund.

While the City is maximizing investments in CIP-related projects, there are unfortunately many important projects that cannot be completed as a result of resource constraints, Unfunded Capital Needs total \$89.3 million and are broken out by category in Table 3 below and listed by Department in Figure 3 on page 16.

As Table 3 reflects, funded and unfunded Capital Needs brings the five-year CIP to approximately \$211.5 million dollars. The Funded portion of the CIP represent approximately 58% of the total estimated project costs associated with the CIP budget; this means that nearly 42% of the City's capital investment needs are not being met over the five-year period.

Table 3: Capital Investment Needs by Category-All Years

	Funded	Unfunded Capital Needs	Project Type Total
Maintenance	\$47,834,252	\$19,491,000	\$67,325,252
Equipment Replacement	\$2,895,100	\$645,000	\$3,540,100
Capital Improvements	\$71,449,000	\$69,137,500	\$140,586,500
TOTAL	\$122,178,352	\$89,273,500	\$211,451,852

In developing a CIP, it is important to distinguish between operating and capital expenses. Generally, these items are defined based on their cost and frequency of occurrence. Operating items are those that represent on-going operating expenses, such as maintenance, outside of one-time capital expenditures. Presented below are the definitions developed specifically for the City of Blue Springs for capital expenses that should be included in the CIP budget:

- Any acquisition of land for public use.
- Any construction of a new public facility (e.g., a public building, a public street, water and sewer lines, parks, play field, or the like) or an addition to, or extension of, such a facility.
- A nonrecurring rehabilitation or replacement of existing public facilities, or major repair of all or a part of a public facility, provided that the cost is \$50,000 or more.
- Purchase of major equipment of \$50,000 or more (either one item or a number of items with a cumulative one-time purchase of \$50,000 or over) and a useful life of 5 years or more. *This amount will be increased to \$75,000 for the FY 2023-24 budget. This change will be made due to the rising costs of operating equipment that is now exceeding the limit for inclusion in the operating budget.*
- Planning, feasibility, engineering, or design studies and services immediately related to an individual capital improvement project.

Evaluation Criteria

A clear set of criteria has been established and is applied in the formulation of the CIP. These criteria reflect community values, priorities, and needs. It is important to note that the criteria, as listed in Figure 1 and are weighted as to level of importance—fiscally and developmentally. Each new or revised project was evaluated by staff in accordance with these criteria. When applying these criteria, projects related to maintenance, operational efficiency, and equipment replacement compare favorably to all projects submitted for consideration as part of the CIP.

Figure 1: CIP Project Evaluation Criteria

Urgency of Need	<ol style="list-style-type: none"> 1. Risk to Public Safety or Health 2. Protection of Property 3. Deteriorated Facility 4. Maintenance Cost Effectiveness 5. Backlog of Deferred Maintenance
Relationship with Other Established Priorities	<ol style="list-style-type: none"> 6. Coordination with Other Projects 7. Completes/Continues Existing Project 8. Priority of City Council/Community Group/Citizen Survey 9. Established Goals and Objectives of the Comprehensive Plan

Fiscal Impact	10. Impact on Operating Budget 11. Impact on Operating Efficiency 12. Economic Development/Jobs Impact 13. Funding Sources
Quality of Life Impact	14. Recreational and/or Community Amenity Opportunity 15. Protection and Conservation of Resources 16. Aesthetic/Design Impact on Community 17. Blight Removal

Plan Review and Adoption

The proposed CIP has been presented to the Planning Commission and conforms to the Comprehensive Plan. In April 2022, after review of all boards and commission the CIP review committee was eliminated as one of the informal review steps of the CIP development process. In lieu of the CIP Review Committee, the preliminary draft of the CIP will be discussed and reviewed with City Council members prior to the formal public hearing, typically in May 2022. The proposed CIP will then be submitted to the City Council for the formal public hearing and is officially adopted by the City Council after all necessary adjustments have been made. The first year of the adopted CIP is incorporated into the annual budget adopted each year in mid-September by the City Council and made effective October 1. It should be noted that although the process accounts for the evaluation of projects against established criteria, available funds, and public comment, the City Council can, as they deem necessary and appropriate through the adoption process, change any recommended project or reallocate projects to achieve the goals of the City Council.

The adopted CIP represents an annual plan of projects anticipated to be funded and completed in a given year. However, in the event priorities change between adoption of the CIP and the annual budget, the CIP can be amended by the Council to reflect these changes.

There is a direct connection between the CIP and guiding community and organizational plans and documents (e.g. City Charter, 2014 Comprehensive Plan, Governing Body Strategic Framework and trends and priorities identified in the DirectionFinder citizen surveys, etc.). Each of the priority areas for the five-year CIP are described on pages 9-10.

Governing Body Strategic Plan Framework

The City Council adopted the Governing Body Strategic Framework in 2015. In October 2021, the City Council reviewed and updated the 2015 plan and adopted the 2021 Strategic Plan Framework. This document outlines eight strategic priority areas over next five years:

1. Public Safety: Maintain high level of public safety for citizens as safe neighborhoods are the cornerstone of a quality community.
2. Infrastructure: Plan and invest in infrastructure to support neighborhoods and business activity.
3. Housing: Facilitate the development of housing for all ages.
4. Neighborhood Preservation: Preserve and strengthen neighborhoods and neighborhood centers.
5. Parks & Recreation: Increase access to open space and recreational amenities to promote a healthy community.
6. Revenue Stability: Create a sustainable revenue structure with adequate, stable and diverse

revenue sources.

7. Development and Redevelopment: Grow & diversify Blue Springs' business sectors to achieve sustained economic prosperity and increase business tax base in key transportation corridors and downtown.
8. Internal Operations and City Workforce: Identify opportunities and develop strategies for enhancing the quality of service delivery to better meet citizen needs and expectations.

The Framework was informed by resident and stakeholder feedback (e.g. 2014 DirectionFinder Survey, 2015 Economic Development Summit, etc.) and builds upon previous community visioning exercises. The CIP Program works to advance the stated goals of the Framework; each CIP project sheet indicates the relevant goal(s) targeted. Table 4 reflects CIP funding by Framework Goal Area.

Strategic Frame Work Goal	Funded	Unfunded Capital Needs	Total
Public Safety	\$700,000	\$750,000	\$1,450,000
Infrastructure	\$40,814,352	\$84,348,500	\$125,162,852
Housing	\$0	\$0	\$0
Neighborhood Preservation	\$0	\$0	\$0
Parks & Recreation	\$72,240,000	\$4,175,000	\$76,415,000
Revenue Stability	\$0	\$0	\$0
Development & Redevelopment	\$2,925,000	\$0	\$2,925,000
Internal Operations & City Workforce	\$5,499,000	\$0	\$5,499,000
TOTAL	\$122,178,352	\$89,273,500	\$211,451,852

Comprehensive Plan

The Comprehensive Plan is an official public document adopted by the Planning Commission provided to guide the physical development of the community. The Comprehensive Plan indicates, in general, how the citizens of the community want the City to improve in the near-term and long-term up to 20 years. The plan provides a rational and comprehensive guide for the physical development of the City that fosters quality growth, conservation, and redevelopment throughout the City and its Planning Area.

Adopted by the Planning Commission in February 2003, and updated in 2014, the Comprehensive Plan presents strategies and recommendations for future and existing development throughout the City and beyond. The plan was prepared in order to meet several local planning objectives, including delineating citywide, long-range planning goals and strategies.

The Comprehensive Plan specifies the growth and development goals and objectives for the City and the CIP is an important tool that assists in implementing those goals and objectives. Examples of projects proposed in the CIP for the 2022-2023 Fiscal Year that connect to the Comprehensive Plan include Downtown Revitalization (CD-03), Water and Sewer Infrastructure Deployment (SAN-19 and WA-17), and Concrete Repair and Maintenance (ST-44).

The City of Blue Springs adopted our most recent Comprehensive Plan in 2014. The Comprehensive Plan should be updated every three to five years to address current development trends and the ever-changing needs and desires of the community. A Comprehensive Plan Update (CD-01) is funded in the FY 2023-2024 CIP to maintain the 10-year update cycle.

Area Plan

In 2004, the City developed a future land use plan for the City's growth areas. The Area Plan provides principles and policies to guide the City in its future growth. The CIP directly addresses many of these policies, especially those related to transportation enhancement, natural resources utilization, and provision of public services. In 2009 the Future Land Use Map portion of the Area Plan document was added to the Comprehensive Plan document. Projects in support of the Area Plan include Water and Sewer Infrastructure Deployment (SAN-19 and WA-17) and several *Unfunded Capital Needs* due to existing resource constraints.

Investment Priority Areas

Maintenance of Transportation Network

The proposed 5-year CIP continues to place an emphasis on maintenance of the City's existing transportation network. Approximately 10 years ago the City implemented a street rehabilitation program and funded the program with \$2.5 million dollars annually. In 2011-12 fiscal year, a program was authorized to redirect \$200,000 dollars from the Street Rehabilitation Program to a Sidewalk Repair and Rehabilitation Program, now called the Concrete Repair and Maintenance Program (ST-44).

In 2015 City Staff proposed to continue to fund ST-06, Street Rehabilitation Program at \$2.3M (annually) and make a strategic investment to create an ongoing, in-house program (ST-44: Concrete Repair and Maintenance) to address sidewalks and other concrete-related assets.

In the fall of 2016, the City commissioned Stantec, an international consulting engineering firm, to perform a comprehensive condition assessment of the City's road network. The assessment rated each segment of road and assigned it a Pavement Condition Index (PCI) and a Pavement Quality Index (PQI) score. The average PCI/PQI throughout the City is 59.5 which is consistent with the average score among metro area cities. The scores will be used to select annual street maintenance projects and treatments. Going forward, the City will perform an assessment of its street network every three years to evaluate progress, condition and effectiveness of the program.

The CIP provided enhanced funding to the Pavement Management Program (ST-06) beginning in 2019-2020 and maintains funding throughout FY2022-2023 for concrete repair and maintenance (ST-44) by proposing \$3.8M and \$425,450 respectively. While the funding does not provide a solution to address the entire need, it demonstrates a long-term financial commitment on the part of the City to address street/sidewalk rehabilitation. Projects related to this priority include the Street Rehabilitation Program (ST-06) and Concrete Repair and Maintenance Program (ST-44).

Sanitary Sewer and Water System Maintenance

Improvements to the sanitary sewer and water systems will result in added reliability, efficiency, and safety for utility customers. Investments are funded through water and sewer user fees. In addition to a comprehensive maintenance program, the CIP includes two projects targeted for development and economic development purposes (SAN-19 and WA-17). The projects in FY 2022-2023 related to the sanitary sewer and water systems include:

- STM-06 Stormwater Maintenance
- BF-19 Public Utilities Building - Phase II
- SAN-07 Citywide Maintenance
- SAN-17 12,000 lb. Hydraulic Excavator
- SAN-19 Sewer Infrastructure Deployment
- SNI-06 Sni-A-Bar Facility Plan
- WA-12 Miscellaneous Watermain Maintenance
- WA-14 Water Tank Maintenance Contract
- WA-17 Water Infrastructure Deployment
- WA-18 1.5 Ton Service Truck

Parks System

The Parks and Open Space Master Plan was completed in the Fall of 2016. The plan provides a 10-

year vision for parks, recreation, open space and trails, as well as an action plan for implementing this vision. In April 2017, Blue Springs voters approved a 5-year sales tax dedicated to deferred maintenance of the City's park system. In addition in 2020, two Parks master plans, including plans for Southwest Park and Roscoe Righter Park, as well as an Aquatics Facility study, were completed to evaluate the future needs for parks and recreation. In April 2021, voters renewed the sales tax in perpetuity. 18 projects are funded over the next 5 years, totaling \$72,100,000 million. There are an additional 3 projects, totaling \$2,975,000 that are currently shown as Unfunded. The projects in FY 2022-2023 related to the Parks system include:

- PR-04 Adams Pointe Golf Club Improvements
- PR-10 Adams Dairy Parkway Trail Improvements
- PR-16 Pink Hill Park Improvements
- PR-18 Hidden Valley Park Improvements
- PR-40 Blue Springs Aquatics
- PR-73 Dump Truck with Snow Plow Attachment

Public Area Maintenance and Rehabilitation

Maintenance of public areas is a recurring capital expenditure for all communities and requires ongoing maintenance and upgrading. One of the primary purposes of the CIP is to plan when facilities need maintenance and forecast funding sources. The City Hall Complex renovation (BF-36) was an example of a funded project in this priority area in the 2017-2018 CIP. For the 5-year 2022-2023 to 2026-2027 CIP the following projects are anticipated:

- BF-19 Public Utilities Building - Phase II
- FH-01 Replacement of Fitness Cardio Equipment

Debt Management

The City of Blue Springs has a responsibility to its citizens to be good stewards of scarce public resources and exercise prudent fiscal judgment that is rooted in sound financial planning. Capital improvements must be structured by ability to pay in order to maintain fiscal stability.

Like all municipalities, Blue Springs relies on a variety of resources to finance capital projects, such as locally generated revenues (sales and property taxes, fees, and user charges), intergovernmental revenue, grants, and debt issuance. Unlike pay-as-you-go sources of funding, the issuance of debt requires an ongoing revenue stream from which to repay the principal and interest on the debt.

These traditional funding sources will continue to provide the majority of the resources for the CIP. Alternative funding and revenue sources will be needed to augment existing funds in order to meet the City's deferred maintenance needs. The City's level of capital investment is based on the mix and level of the financial resources available to the City. It is critical for the City to actively seek opportunities to broaden the tax base and increase assessed valuation, such as through new revenue-producing development to increase funding necessary to complete the public improvements desired by the community and to continue to successfully leverage grant opportunities.

In determining the type of bond to issue, the following factors should be considered:

- The direct and indirect beneficiaries of the project. A significantly large proportion of citizens should benefit from projects financed from general obligation bonds.
- The time pattern of the stream of benefits generated by the project.
- The revenues that may be raised by alternative types of user charges.
- The cost-effectiveness of user charges.
- The effect of the proposed bond issue on the City's ability to finance future projects of equal or high priority.
- The true interest cost of each type of bond.
- The impact on the City's financial condition and credit ratings.

General Policies for Long Term Debt:

- Long-term borrowing will be confined to construction of capital improvements and acquisition of capital equipment too large to be financed from current revenues.
- Proceeds from long-term debt should only be used for construction project costs, acquisition of other fixed assets, bond issue costs, debt service reserve requirements, and refunding of outstanding bond issues and will not be used for current, ongoing operations.
- Debt will be extinguished within a period not to exceed the expected useful life of the capital project or equipment.
- The City should actively monitor its investment practices to ensure maximum returns on its invested bond funds while complying with Federal arbitrage guidelines.
- The Finance Department should continually monitor outstanding debt issues to verify compliance with debt covenants.
- The City's financial management policies should be oriented to maintain a balanced relationship between issuing debt and pay-as-you-go financing.

Type of Debt

The City of Blue Springs is authorized to issue General Obligation Bonds, Revenue Bonds, and annual appropriation of debt for Leasehold Revenue Bonds and Lease-Purchase Certificates of Participation.

General Obligation Bonds: The City is authorized to issue General Obligation Bonds payable from ad valorem taxes to finance capital improvements and equipment upon a two-thirds majority vote, and on general election dates by a four-sevenths majority vote of the qualified voters. The Missouri State Constitution permits the City to incur general obligation indebtedness for City purposes not to exceed 10 percent of the assessed valuation of taxable tangible property; to incur general obligation indebtedness not to exceed an additional 10 percent for acquiring rights of way; to construct and improve streets, sanitary sewers, and storm sewers; and to purchase or construct waterworks plants. General obligation, property tax-supported bonding should be used to finance only those capital improvements and long-term assets which have been determined to be essential to the maintenance or development of the City. The City should maintain a General Obligation Debt Service Fund balance that is at least 50 percent of the average annual debt service.

Revenue Bonds: The City is also authorized to issue Revenue Bonds to finance capital improvements for its water and sewer system. These types of Revenue Bonds require a simple majority vote. Revenue Bonds do not carry the full faith and credit of the City in servicing bond indebtedness, and such bonds are not considered in determining the legal debt margin resulting from the 20 percent limitation described above. However, if any taxes are pledged or dedicated to the payment of revenue bonds (e.g., sales taxes, property taxes, etc.) the bonds must be voted as general obligation bonds, the debt limit must be observed, and all bonds must be paid off within 20 years. Revenue supported bonds should be used to limit potential dependence on property taxes for those projects with available revenue sources, whether self-generated or dedicated from other sources. Adequate financial feasibility studies should be performed for each project to provide assurances as to the self-liquidating nature of the project or adequacy of dedicated revenue sources.

Certificates of Participation: Certificates of Participation (COPs) are tax exempt bonds issued by State entities usually secured with revenue from an equipment or facility lease. COPs enable governmental entities to finance capital projects without technically issuing long term debt.

Funding Sources and Strategies

General Fund: The General Fund is the general operating fund of the City. It is used to account for all financial resources (assets, liabilities, revenues, and expenditures) except those required to be accounted for in another fund. The General Fund includes expenses attributed to governmental operations such as personnel and routine operating costs generally associated with Administration, Planning, Public Safety, Public Works/Engineering, Street Maintenance, and Parks and Recreation.

Debt Service Fund: Debt Service Funds are used to account for the accumulation of resources for, and the payment of, principal, interest and other related costs of the City's bonds, other than bonds payable from the operations of the Proprietary Fund Types.

Capital Project Fund: Capital Project Funds are used to account for financial resources segregated for the acquisition or construction of major capital facilities other than those financed by enterprise operations.

Enterprise Fund: Enterprise funds are used to account for operations that provide a service to citizens financed primarily by a user charge for the provision of that service, and activities where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability or other purposes. The City's Enterprise Funds include the Water Utility Fund, Sewer Utility Fund, Fieldhouse Fund, and the Golf Course Fund.

Internal Service Fund: An Internal Service Fund accounts for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governmental units, on a cost reimbursement basis. The City's Fleet Maintenance Fund is used to account for all the expenses relating to motor vehicles, including replacement and routine maintenance and repairs.

Account Groups: The General Fixed Assets Account Group is established to account for all fixed assets of the City, other than those accounted for in the Proprietary Fund Types. The General Long-Term Debt Account Group is established to account for all long-term debt of the City except that debt which is accounted for in the Proprietary Fund Types.

Park Sales Tax Fund: Park Sales Tax Fund accounts for the accumulation and disbursement of the City's ½ cent Park Sales Tax that is dedicated to improvements and deferred maintenance of the City's park system.

Public Safety Sales Tax Fund: Public Safety Sales Tax Fund accounts for the accumulation and disbursement of the City's ½ cent Public Safety Sales Tax that can only be used for Public Safety purposes.

Alternative Funding Sources

Special Grants from Federal or State Programs: Occasionally, special grants are available from the federal or state government in support of local development and improvement efforts. The City will continue to be aware of these grants to leverage resources to their fullest extent; unfortunately, such resources have declined significantly in recent years.

Federal Community Development Block Grant(CDBG): The City's most recent population estimate is 58,603 and therefore eligible for CDBG funding as an entitlement community through HUD. The City was awarded \$259,966 for the 2021-22 program year (and reprogrammed \$115,332 of unexpended pre-2020 funds). These funds must be programmed for low-moderate income areas and activities within the City. These funds have historically been directed towards downtown infrastructure and building improvements, such as street lights, sidewalks, and façade rehabilitation. Programs funded in 2021-22 include: Minor Home Repair Program (\$95,000), First Time Home Buyer Program (\$24,000), Sidewalk Improvements Program (\$105,000), Parks Improvement Program (\$100,000) and funding support for various public services and organizations. The City has not received notification of the awards for 2022-23, but using last years award as an estimate, the City anticipates receiving receive \$260,000 for the 2022-23 program year, along with an estimated \$132,530 in pre-2021 unexpended funds that will need to be reprogrammed, for a total estimated program budget of \$392,530 for the 2022-23 program year. Unexpended funds are reprogrammed as soon as possible to meet timeliness requirements for expending funds.

Tax Increment Financing (TIF): Establishment of a district within which additional sales taxes generated by any new development can be used to finance necessary infrastructure improvements.

Special Districts: Establishment of special districts can provide the City with a means of separately financing and implementing improvements within a limited geographic area to meet the need for new or improved public facilities, especially in a developing part of the City.

User Charges: There may be cases where a user fee can be implemented to pay for the improvement of facilities.

Impact Fees: New developments that are expected to generate needs for new or expanded public facilities are required to pay an impact fee for the development or improvement of facilities. This will partially offset the costs associated with increased service level demands in growth areas.

Operating Budget Impact

The City's operating budget provides for general service delivery including personnel costs, supplies, and services. Revenues are primarily derived from recurring taxes, charges for services, investments, and intergovernmental sources. Projected operating and maintenance costs related to capital investments are included in the operating budget. When new, enhanced, or expanded service levels are authorized in the operating budget, additional capital investments are sometimes required. Furthermore, because a portion of the capital budget is funded by current revenues in the operating budget, operating budget decisions have capital budget capacity implications and the City's overall financial position.

The continued development in the southern quadrant of the City (Chapman Farms, Chapman Ridge, Colonial Highlands and Eagles Ridge), has resulted in a number of new streets that either have been, or will be constructed. The construction of new streets increases the City's service costs for items such as snow removal, street sweeping, street striping, repairs, and street lighting.

The City's storm water collection system continues to deteriorate with respect to repairs handled on a reactionary basis. There is no capacity within the operating budget or CIP for proactive or preventive maintenance programming or significant reconstruction projects. It will be important in the future to identify resources to adequately maintain the City's stormwater system.

Water and sanitary sewer construction and extension will not typically have a significant impact on the operating budget throughout the useful life of these assets. The five-year CIP includes projects that are considered improvements/maintenance to existing facilities and or operational improvements with equipment and metering and will not result in negative impacts to the operating budget and in fact may drive efficiency of the systems.

As identified with streets projects noted above, considerable development is occurring in the southern sector of the City and, with that development, comes sanitary sewer improvements that will eventually need to be maintained. The majority of the water system in the south area is provided by Water District 13 so the City will not be responsible for future maintenance.

Summary

The City carefully evaluates its revenue and spending, and forecasts future revenue trends on an annual basis. Capital improvement programming would not be possible without these projections. Table 2 on page 5 presents a summary of the projected available CIP funds for the plan period by fund types.

The projected available funds for capital improvement projects are based on the total forecasted revenue of each type less the amount required for the annual operating budget, capital outlay, and existing debt service support.

Each year, the CIP process begins with a list of needs, which is then compared to the projected available funding sources to determine which capital improvements can be accomplished in the upcoming fiscal year. Figure 2 (page 15) provides a list of the capital improvement projects recommended to be included

in the FY 2022-2023 to 2026-2027 CIP. Appendix A (beginning on page A1) includes detailed project sheets for each funded project over the plan period.

Only projects recommended for inclusion in the 2022-2023 Fiscal Year CIP are incorporated into the operating budget for the upcoming fiscal year. Projects recommended to be included in the remaining years will continue to be evaluated during the annual CIP process.

Figure 2 – Summary of Funded Capital Improvement Projects 2022-2023 to 2026-2027

Project Name and Number		FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	TOTAL
CD-01	Comprehensive Plan Update	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
CD-03	Downtown Revitalization	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 300,000
Community Development Subtotal		\$ 60,000	\$ 310,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 550,000
Information Technology Subtotal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FH-01	Replacement of Fitness Cardio Equipment	\$ -	\$ 190,000	\$ -	\$ -	\$ -	\$ 190,000
Fieldhouse Subtotal		\$ -	\$ 190,000	\$ -	\$ -	\$ -	\$ 190,000
PS-11	Armored Vehicle Replacement	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
PS-13	Police Department Locker Room	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
PS-14	Police Department Painting	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Public Safety Subtotal		\$ 300,000	\$ 100,000	\$ 300,000	\$ -	\$ -	\$ 700,000
PR-01	Burrus Old Mill Park Improvements	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
PR-02	Wilbur Young Park Renovation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PR-03	Vesper Hall Improvements	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
PR-04	Adams Pointe Golf Club Improvements	\$ 85,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 185,000
PR-08	Moreland School Trail	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ 65,000
PR-10	Adams Dairy Parkway Trail Replacement	\$ 30,000	\$ -	\$ 225,000	\$ -	\$ -	\$ 255,000
PR-13	Keystone Park Improvements	\$ -	\$ 800,000	\$ -	\$ -	\$ 400,000	\$ 1,200,000
PR-14	Baumgardner Park Improvements	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
PR-15	Blue Springs Park Improvements	\$ -	\$ -	\$ 525,000	\$ -	\$ -	\$ 525,000
PR-16	Pink Hill Park Improvements	\$ 125,000	\$ -	\$ -	\$ 400,000	\$ 250,000	\$ 775,000
PR-17	Rotary Park Improvements	\$ -	\$ -	\$ -	\$ 800,000	\$ 500,000	\$ 1,300,000
PR-18	Hidden Valley Park Improvements	\$ 637,500	\$ -	\$ 1,512,500	\$ -	\$ -	\$ 2,150,000
PR-20	Ward Park Improvements	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000
PR-21	Woods Chapel Park Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PR-35	Coronado Road Trail Improvements	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ 80,000
PR-40	Aquatics Facility	\$ 34,400,000	\$ -	\$ -	\$ -	\$ -	\$ 34,400,000
PR-49	Parks and Open Space Comprehensive Plan-Update	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ 175,000
PR-71	Southwest Park Construction	\$ -	\$ -	\$ 1,500,000	\$ 27,500,000	\$ -	\$ 29,000,000
PR-72	James Walker School Park Improvements	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000
PR-73	Dump Truck with Snow Plow Attachment Plate	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ 140,000
PR-77	Grounds Park Trail	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks Subtotal		\$ 35,417,500	\$ 1,300,000	\$ 4,107,500	\$ 29,875,000	\$ 1,350,000	\$ 72,050,000
ST-06	Pavement Management Program	\$ 3,800,000	\$ 3,800,000	\$ 4,000,000	\$ 4,000,000	\$ 4,250,000	\$ 19,850,000
ST-24	Snow Plow / Dump Truck	\$ 167,000	\$ 172,000	\$ 177,200	\$ 182,500	\$ 188,000	\$ 886,700
ST-25	Street Sweeper	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ST-26	1.5 Ton Dump / Snow Truck	\$ -	\$ -	\$ 87,000	\$ -	\$ -	\$ 87,000
ST-27	Street Difference	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
ST-43	7 Highway Sidewalk Infill	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000
ST-44	Concrete Repair and Maintenance	\$ 425,450	\$ 447,000	\$ 460,665	\$ 474,485	\$ 502,819	\$ 2,310,419
Streets Subtotal		\$ 6,167,450	\$ 4,494,000	\$ 4,799,865	\$ 4,731,985	\$ 5,015,819	\$ 25,209,119
STM-06	Stormwater Maintenance	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Stormwater Subtotal		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
BF-19	Public Utilities Building - Phase II	\$ 240,000	\$ 1,099,800	\$ 1,959,600	\$ -	\$ -	\$ 3,299,400
SAN-07	Citywide Maintenance	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
SAN-10	Combining Flushing Vacuum Truck	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ 450,000
SAN-17	12,000 lb. Hydraulic Excavator	\$ 68,000	\$ -	\$ 70,400	\$ -	\$ 73,500	\$ 211,900
SAN-19	Sewer Infrastructure Deployment	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
SAN-20	Hydraulic Track Loader	\$ -	\$ 59,000	\$ -	\$ 61,500	\$ -	\$ 120,500
SAN-21	1.5 Ton Service Truck	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000
SAN-23	Sewer Flushing Truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sanitary Sewer Utility Subtotal		\$ 1,508,000	\$ 2,358,800	\$ 3,305,000	\$ 1,711,500	\$ 1,273,500	\$ 10,156,800
SN-01	Sludge Removal	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ 4,000,000
SN-06	Sni-A-Bar Facility Plan	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Sni-A-Bar Subtotal		\$ 150,000	\$ -	\$ 4,000,000	\$ -	\$ -	\$ 4,150,000
BF-19	Public Utilities Building - Phase II	\$ 160,000	\$ 733,200	\$ 1,306,400	\$ -	\$ -	\$ 2,199,600
WA-03	Rubber Tire Front End Loader	\$ -	\$ -	\$ -	\$ -	\$ 180,000	\$ 180,000
WA-04	18,000 lb. class Hydraulic Excavator	\$ -	\$ -	\$ 108,000	\$ -	\$ -	\$ 108,000
WA-12	Miscellaneous Watermain Maintenance	\$ 400,000	\$ 500,000	\$ 750,000	\$ 1,000,000	\$ 1,250,000	\$ 3,900,000
WA-14	Water Tank Maintenance Contract	\$ 206,220	\$ 216,531	\$ 227,357	\$ 238,725	\$ 250,000	\$ 1,138,833
WA-17	Water Infrastructure Deployment	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
WA-18	1.5 Ton Service Truck	\$ 66,000	\$ -	\$ -	\$ -	\$ 80,000	\$ 146,000
Water Utility Subtotal		\$ 1,032,220	\$ 1,649,731	\$ 2,591,757	\$ 1,438,725	\$ 1,960,000	\$ 8,672,433
GRAND TOTAL ALL FUNDS		\$ 44,735,170	\$10,502,531	\$19,264,122	\$37,917,210	\$ 9,759,319	\$ 122,178,352

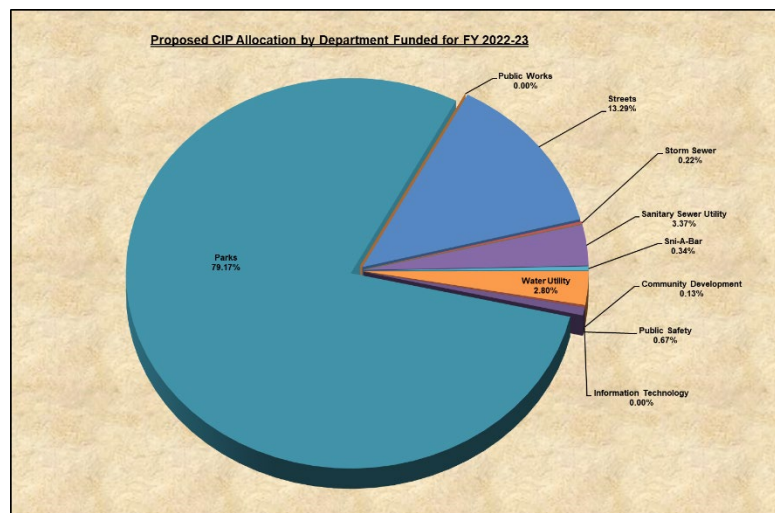


Figure 3 - Summary of Unfunded Capital Needs by Category FY 2022-23 to 2026-27

Project Number	Project Name	Estimated Project Cost
ST-23	Asphalt Repair Truck (Patch Truck)(2 trucks)	\$ 565,000
ST-63	Tractor/Mower	\$ 80,000
Equipment Replacement Total		\$ 645,000
BF-38	Adams Pointe Conference Center - HVAC System Replacement	\$ 1,200,000
PR-04	Adams Pointe Golf Club Improvements	\$ 2,375,000
PR-33	Rotary Park Lake Dredge	\$ 200,000
PR-38	Ward Park Trail	\$ 400,000
ST-42	Sunnyside School Road Box Culvert	\$ 825,000
ST-43	7 Highway Sidewalk Infill	\$ 1,700,000
ST-60	Decorative Streetlight Refinishing	\$ 226,000
ST-61	Walnut Street Improvements	\$ 8,250,000
ST-62	22nd Street Improvements	\$ 2,700,000
STM-05	RD Mize to Vesper Street Storm Sewer	\$ 1,250,000
SAN-24	Hidden Pointe II L/S Abandonment and Outfall Line Rehabilitation	\$ 365,000
Maintenance Total		\$ 19,491,000
PS-15	Police Department Training/Vehicle Processing Building	\$ 750,000
ST-01	Adams Dairy Parkway VII (Roanoke to Pink Hill Rd)	\$ 5,100,000
ST-07	Vesper Street Improvements	\$ 6,300,000
ST-09	Woods Chapel Road (Walnut Street to US 40 Highway)	\$ 8,400,000
ST-18	Wyatt Road East of 7 Highway Right-of-Way	\$ 1,000,000
ST-33	South Outer Road Reconstruction	\$ 3,000,000
ST-48	AA Highway to ADP Right Turn Lane	\$ 1,625,000
ST-49	ADP Duncan Road Right Turn Lane	\$ 1,725,000
ST-50	Traffic Signal Fiber Line	\$ 360,000
ST-52	AA Highway Improvement	\$ 8,200,000
ST-55	SW 12th Street Improvements	\$ 4,885,000
ST-57	NE 27th Street Improvements	\$ 542,500
ST-58	ADP Street Lighting 2 Moreland School Road to Wyatt Road)	\$ 2,100,000
ST-59	Signalized Intersection Upgrades	\$ 400,000
SAN-22	South Area Sewer Improvements Phase I	\$ 21,750,000
WA-09	Pink Hill Reservoir Feed Loop	\$ 3,000,000
Capital Improvements Total		\$ 69,137,500
TOTAL UNFUNDED CAPITAL NEEDS		\$ 89,273,500

AN ORDINANCE ADOPTING THE CITY OF BLUE SPRINGS CAPITAL IMPROVEMENTS PROGRAM FOR FISCAL YEARS 2022-2023 to 2026-2027

WHEREAS, the Home Rule Charter of the City of Blue Springs requires the City Administrator to prepare and submit a Capital Improvements Program (CIP) to the Mayor and City Council; and

WHEREAS, the City Council held a public hearing May 16, 2022, to receive comments about the proposed Capital Improvements Program for Fiscal Years 2022-2023 through 2026-2027.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BLUE SPRINGS, MISSOURI, as follows:

SECTION 1. The City Council hereby adopts the Capital Improvements Program (CIP), for Fiscal Years 2022-2023 through 2026-2027; said CIP is hereby incorporated herein by reference as if fully set out in this Ordinance.

SECTION 2. This ordinance shall be in full force and effect from and after its passage and approval.

PASSED by the City Council of the City of Blue Springs, Missouri, and approved by the Mayor of Blue Springs, this 16th day of May 2022.

CITY OF BLUE SPRINGS



Carson Ross, Mayor

ATTEST:


Sheryl Morgan, City Clerk

1st Reading: May 16, 2022
2nd Reading: May 16, 2022

Funded Project Table of Contents Fiscal Years 2022-23 to 2026-27

Project #	Project Description	Department	Project Type
BF-19	Public Utilities Building – Phase II	Sanitary Sewer & Water Utility	Capital Improvement
CD-01	Comprehensive Plan Update	Community Development	Maintenance
CD-03	Downtown Revitalization	Community Development	Maintenance
FH-01	Replacement of Fitness Cardio Equipment	Parks	Equipment Replacment
PR-01	Burrus Old Mill Park Improvements	Parks	Maintenance
PR-03	Vesper Hall Improvements	Parks	Maintenance
PR-04	Adams Pointe Golf Club Improvements	Parks	Maintenance
PR-08	Moreland School Road Trail	Parks	Maintenance
PR-10	Adams Dairy Parkway Trail Replacement	Parks	Maintenance
PR-12	Keystone Park Trail Replacement	Parks	Maintenance
PR-13	Keystone Park Improvements	Parks	Maintenance
PR-14	Baumgardner Park Improvements	Parks	Maintenance
PR-15	Blue Springs Park Improvements	Parks	Maintenance
PR-16	Pink Hill Park Improvements	Parks	Maintenance
PR-17	Rotary Park Improvements	Parks	Maintenance
PR-18	Hidden Valley Park Improvements	Parks	Maintenance
PR-20	Ward Park Improvements	Parks	Maintenance
PR-21	Woods Chapel Park Improvements	Parks	Maintenance
PR-35	Coronado Road Trail Improvements	Parks	Maintenance
PR-40	Blue Springs Aquatics	Parks	Capital Improvements
PR-49	Parks and Open Space Comprehensive	Parks	Capital Improvements
PR-71	Southwest Park Construction	Parks	Capital Improvements
PR-72	James Walker School Park Improvements	Parks	Maintenance
PR-73	Dump Truck with Snowplow Attachment	Parks	Equipment Replacement
PR-77	Grounds Park Trail	Parks	Maintenance
PS-11	Armored Vehicle Replacement	Public Safety	Equipment Replacement
PS-13	Police Department Locker Room	Public Safety	Capital Improvement
PS-14	Police Department Painting	Public Safety	Maintenance
SAN-07	Citywide Maintenance	Sanitary Sewer	Maintenance
SAN-10	Combination Flushing Vacuum Truck	Sanitary Sewer	Equipment Replacement
SAN-17	12,000lb Hydraulic Excavator	Sanitary Sewer	Equipment Replacement
SAN-19	Sewer Infrastructure Deployment	Sanitary Sewer	Capital Improvements
SAN-20	Hydraulic Track Loader	Sanitary Sewer	Equipment Replacement
SAN-21	1.5 Ton service Truck	Sanitary Sewer	Equipment Replacement
SAN-23	Sewer Flushing Truck	Sanitary Sewer	Capital Improvements
SNI-01	Sludge Removal	Sanitary Sewer	Maintenance
ST-06	Pavement Management Program	Streets	Maintenance

Funded Project Table of Contents Continued

Project #	Project Description	Department	Project Type
ST-24	Snowplow/Dump Truck	Streets	Maintenance
ST-25	Street Sweeper	Streets	Maintenance
ST-26	1.5 Ton Dump/Snow Truck	Streets	Equipment Replacement
ST-27	Street Difference	Streets	Capital Improvements
ST-43	7 Highway Sidewalk Infill	Streets	Maintenance
ST-44	Concrete Repair and Maintenance	Streets	Maintenance
STM-06	Stormwater Maintenance	Streets	Maintenance
WA-03	Rubber Tired Front-End Loader	Water Utility	Equipment Replacement
WA-04	18,000lb class Hydraulic Excavator	Water Utility	Equipment Replacement
WA-12	Miscellaneous Watermain Maintenance	Water Utility	Maintenance
WA-14	Water Tank Maintenance Contract	Water Utility	Maintenance
WA-17	Water Infrastructure Deployment	Water Utility	Capital Improvements
WA-18	1.5 Ton service Truck	Water Utility	Equipment Replacement

Project Title: Public Utilities Building – Phase II **Project Number:** BF-19

Project Type: Building and Facilities **Current Year Project Cost:** \$400,000

Department: Public Works **Funding Source:** Sanitary Sewer @60%
Water Utility @40%

Strategic Plan Priority Infrastructure

Description: Design and construction of a 100 ft. x 200 ft. building for Public Utilities on the lot adjacent to the existing Public Works Building. The new building will provide vehicle and equipment storage, locker room facilities, conference/training room and secure storage of repair inventories and critical equipment for the sewer and water departments.

Justification: Water and sewer personnel and equipment currently operate out of the Public Works Building along with street maintenance, storm sewer maintenance, central garage, and administrative staff. The existing building was constructed in 1988 with 18 interior parking stalls and then reduced to 16 in 2000 with the expanded operations of the central garage. Because of growth and current space limitations 13 emergency response vehicles are parked outside exposed to inclement weather. The very nature of the work performed by public works requires that its equipment and personnel respond promptly during the most demanding weather conditions. Outside storage of equipment also leaves this very expensive equipment susceptible to vandalism and theft. Current personnel numbers working out of the Public Works Building exceed the space available for locker room facilities and meeting/training space used for safety training. As newly annexed areas begin developing, additional personnel and equipment will be added. The proper way to address these needs is to require the utilities division to provide the space necessary for its equipment and personnel rather than the General Fund providing for the utility's division. The Engineering Department will be joining the Operations Section to bring the department together as a unit to optimize communication and efficiency. (Cost as of 2022)

Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$495,000	\$400,000	\$0	\$0	\$0	\$0	\$895,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,700,000	\$0	\$1,833,000	\$3,266,000	\$0	\$0	\$6,799,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,195,000	\$400,000	\$1,833,000	\$3,266,000	\$0	\$0	\$7,694,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Sewer Fund	\$1,284,000	\$240,000	\$1,099,800	\$1,959,600	\$0	\$0	\$4,583,400
Water Fund	\$911,000	\$160,000	\$733,200	\$1,306,400	\$0	\$0	\$3,110,600
Total	\$2,195,000	\$400,000	\$1,833,000	\$3,266,000	\$0	\$0	\$7,694,000

Project Title: Comprehensive Plan Update **Project Number:** CD-01

Project Type: Plan Update **Current Year Project Cost:** \$0

Department: Community Development **Funding Source:** General Fund

Strategic Plan Priority: Development & Redevelopment

Description: The City of Blue Springs adopted our most recent Comprehensive Plan in 2014. The Comprehensive Plan should be updated every three to five years to address current development trends and the ever-changing needs and desires of the community.

Justification: The Comprehensive Plan is an official public document adopted by the Planning Commission provided to guide the physical development of the community. The Comprehensive Plan indicates, in general, how the citizens of the community want the city to improve in the near-term and long-term up to 20 years. The plan provides a rational and comprehensive guide for the physical development of the city that fosters quality growth, conservation, and redevelopment throughout the City and its Planning Area. The update is programmed for FY 2023-24 to maintain the 10-year update cycle.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$190,000	\$0	\$250,000	\$0	\$0	\$0	\$440,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$190,000	\$0	\$250,000	\$0	\$0	\$0	\$440,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
General Fund	\$190,000	\$0	\$250,000	\$0	\$0	\$0	\$440,000
Total	\$190,000	\$0	\$250,000	\$0	\$0	\$0	\$440,000

Project Title: Downtown Revitalization **Project Number:** CD-03

Project Type: Property Acquisition and Rehabilitation **Current Year Project Cost:** \$60,000

Department: Community Development **Funding Source:** Community Development Block Grant Program

Strategic Plan Priority: Development & Redevelopment

Description: Rehabilitate and/or acquire properties in the Downtown Area with the intent to make improvements to existing buildings, stabilize property values, and create jobs within the community. The final proposed five-year budget for this project is pending the recommendations of the CDBG Advisory Committee and approval of the Annual Action Plan.

Justification: This activity is consistent with Goal 1 of the City's Community Action Plan – *Redevelop Downtown Blue Springs and Promote Downtown Blue Springs Potential for Growth.*



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$506,684	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$806,684
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$506,684	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$806,684
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
CDBG Grant	\$506,684	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$806,684
Total	\$506,684	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$806,684

Project Title: Replacement of Fitness Cardio Equipment **Project Number:** FH-01

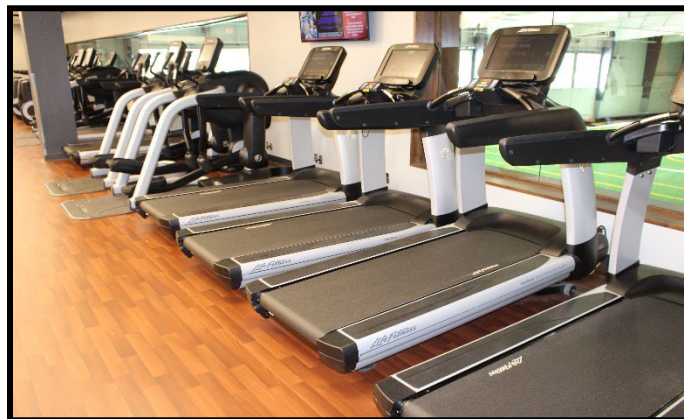
Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Fieldhouse Fund

Strategic Plan Priority: Fieldhouse Operation

Description: Replacement of original cardio equipment in the Fitness Center.

Justification: The cardio equipment at the Blue Springs Fieldhouse will be 3 years old October 2018. Significant repair issues begin to occur after year of use on cardio equipment. As part of the original operational proforma, it was called out for the cardio equipment to be replaced every 3 years. This is done to reduce time with equipment due to necessary repairs and reduce the cost of maintenance on the equipment. Equipment that is in disrepair frequently causes members to be dissatisfied and cancel memberships, thus reducing operational revenues. Additionally, once the equipment becomes older than three years, the sale/trade in value decrease significantly.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$190,000	\$0	\$190,000	\$0	\$0	\$0	\$380,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$190,000	\$0	\$190,000	\$0	\$0	\$0	\$380,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Fieldhouse Fund	\$190,000	\$0	\$190,000	\$0	\$0	\$0	\$380,000
Total	\$190,000	\$0	\$190,000	\$0	\$0	\$0	\$380,000

Project Title: Burrus Old Mill Park Improvements **Project Number:** PR-01

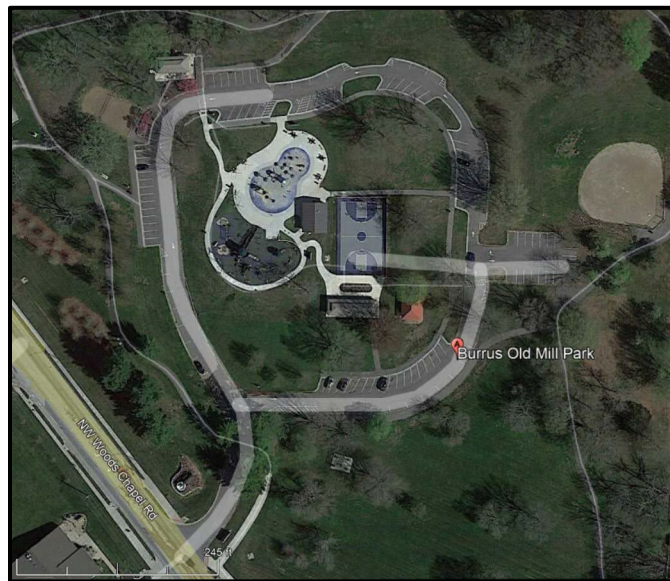
Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Park Sales Tax

Strategic Plan Priority: Parks and Recreation

Description: Installation of parking lot lights and security lights within the park.

Justification: Burrus Old Mill Park was improved in 2019. The Park has seen a significant increase of use since the improvements were made. With the amount of use during night hours, it has become increasing apparent that parking lot lights and security lights around the restroom are needed. The Park has never had lights installed at any point and are needed to improve safety of park users and security of the area.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000
Total	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000

Project Title: Vesper Hall Improvements **Project Number:** PR-03

Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks & Recreation

Description: Improvements to Vesper Hall to include exterior painting and EFIS repairs, vinyl flooring replacement, kitchen equipment replacement (Serving Equip. & Storage Equip), door replacement, front counter improvements and roof replacement. Previously complete in the 2017 Parks Sales Tax Program was project PR-03-18 \$500,000 which included everything above.

Justification Project PR-03-18 \$500,000 was included in the 2017 Parks Sales Tax Program which included everything above. Project PR-03-22 \$100,000 is the kitchen equipment replacement of the boiler and the rest of the kitchen equipment that was omitted from the 2017 Sales Tax program due to lack of funding. Now with additional funding these items can be replaced.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$510,000	\$0	\$0	\$50,000	\$0	\$0	\$560,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$40,000	\$0	\$0	\$0	\$0	\$0	\$40,000
Total	\$550,000	\$0	\$0	\$50,000	\$0	\$0	\$600,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$550,000	\$0	\$0	\$50,000	\$0	\$0	\$600,000
Total	\$550,000	\$0	\$0	\$50,000	\$0	\$0	\$600,000

VESPER HALL - \$100,000

Kitchen Equipment Replacement - Boiler	\$50,000
Kitchen Equipment Replacement – Kitchen Equipment	\$50,000
Project Total	\$100,000

Project Title: Adam Pointe Golf Club Improvements **Project Number:** PR-04
Project Type: Capital Improvement **Current Year Project Cost:** \$85,000
Department: Parks and Recreation **Funding Source:** Parks Sales Tax
Strategic Plan Priority: Parks & Recreation

Description: Renovations to bunkers, cart paths, club house roof, road repairs to main drive, improvements to the Clubhouse windows and doors and replacement of irrigation pump.
Previously completed in the 2017 Parks Sales Tax program was PR-04-18 - \$1,500,000 which included renovations to bunkers, cart paths, club house roof and road repairs to main drive.

Justification: Project PR-04-18 was included in the 2017 Parks Sales Tax program. Bunker repairs are required due to broken drainage tiles and playability to attract customers, cart path repair due to potholes, cracking and surface deterioration. The club house roof continues to leak, and repairs are not correcting the issue, replacement is required. Main drive has deteriorated and needs renovation work. PR-04-22 are improvements to the Clubhouse windows and doors and replacement of the irrigation pump. Now with additional funding these items can be improved.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$85,000	\$0	\$0	\$0	\$0	\$85,000
Landscape	\$1,388,500	\$0	\$0	\$0	\$0	\$0	\$1,388,500
Construction	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Contingency	\$111,500	\$0	\$0	\$0	\$0	\$0	\$111,500
Total	\$1,500,000	\$85,000	\$100,000	\$0	\$0	\$0	\$1,685,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$1,500,000	\$85,000	\$100,000	\$0	\$0	\$0	\$1,685,000
Total	\$1,500,000	\$85,000	\$100,000	\$0	\$0	\$0	\$1,685,000

ADAMS POINTE GOLF CLUB IMPROVEMENTS - \$185,000

Replacement of Irrigation Pump	\$50,000
Replace Exterior Doors	\$35,000
Replace Banquet Room Windows	\$100,000
Project Total	\$185,000

Project Title: Moreland School Rd. Trail **Project Number:** PR-08

Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks and Recreation Master Plan

Description: Trail improvements to trail from 19th Street to Liggett to address safety issues.

Justification: Included in the 2021 Parks Sales Tax renewal.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$65,000	\$0	\$0	\$65,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$65,000	\$0	\$0	\$65,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$0	\$0	\$0	\$65,000	\$0	\$0	\$65,000
Total	\$0	\$0	\$0	\$65,000	\$0	\$0	\$65,000

Project Title: Adams Dairy Parkway Trail Replacement

Project Number: PR-10

Project Type: Capital Improvement

Current Year Project Cost: \$30,000

Department: Parks and Recreation

Funding Source: Parks Sales Tax

Strategic Plan Priority: Parks & Recreation

Description: Total replacement of Adams Dairy Parkway Trail due to pavement failure and safety issues.

Previously completed in the 2017 Parks Sales Tax Program was project PR-10-18 \$605,900 which included Coronado to R.D. Mize, Ryan to SE Pine Gate Drive, SE Pine Gate Drive to Moreland School Road, and Duncan Road to Jefferson Street.

Justification: Project PR-10-18 was included in the 2017 Parks Sales Tax Program with the trail needing renovations due to safety concerns.

Project PR-10-22 are sections of the trail that were omitted from the 2017 Sales Tax program due to lack of funding. Now with additional funds these areas can be improved to alleviate safety concerns.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$583,500	\$30,000	\$0	\$225,000	\$0	\$0	\$838,500
Contingency	\$22,400	\$0	\$0	\$0	\$0	\$0	\$22,400
Total	\$605,900	\$30,000	\$0	\$225,000	\$0	\$0	\$860,900
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$605,900	\$30,000	\$0	\$225,000	\$0	\$0	\$860,900
Total	\$605,900	\$30,000	\$0	\$225,000	\$0	\$0	\$860,900

ADAMS DAIRY PARKWAY TRAIL REPLACEMENT - \$255,000

Adams Dairy Pkwy Trail – Roanoke to Duncan Rd	\$100,000
Adams Dairy Pkwy Trail – 40 Hwy to AA Hwy	\$60,000
Adams Dairy Pkwy Trail – AA Hwy to Sunnyside School Rd	\$95,000
Project Total	\$255,000

Project Title: Keystone Park Improvements **Project Number:** PR-13

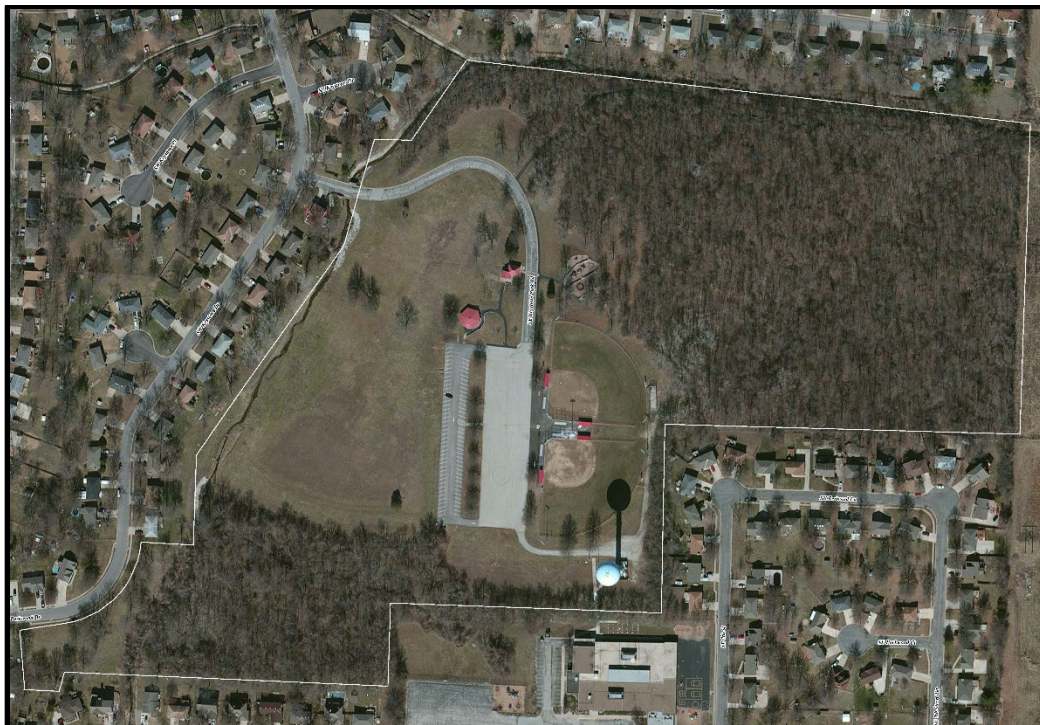
Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks & Recreation

Description: Replacement of shelter house, renovations to parking lot and replace playground. Previously completed in the 2017 Parks Sales Tax Program was project PR-13-18 \$610,500 which included the replacement of the park shelter house and renovations to the parking lot.

Justification: Project PR-13-18 was included in the 2017 Parks Sales Tax program. The shelter house is the original building needing total replacement. Parking lot requires renovations to maintain driving and parking surface. Project PR-13-22 is the playground that was omitted from the 2017 Park Sale Tax program due to lack of funding. Now with additional funds the current playground that is falling out of compliance with the National Playground Safety Institution standards and inspections and parts to make repairs are becoming more difficult to acquire and can't be replaced can now be replaced and the replacement of the existing restroom building is included.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$800,000	\$0	\$0	\$0	\$800,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,061,000	\$0	\$0	\$0	\$0	\$400,000	\$1,461,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,061,000	\$0	\$800,000	\$0	\$0	\$400,000	\$2,261,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$1,061,000	\$0	\$800,000	\$0	\$0	\$400,000	\$2,261,000
Total	\$1,061,000	\$0	\$800,000	\$0	\$0	\$400,000	\$2,261,000

KEYSTONE PARK IMPROVMENTS - \$1,650,500

Keystone Parking Lot	\$450,500
Keystone Playground Replacement	\$800,000
Keystone Restroom Building	\$400,000
Project Total	\$1,650,500

Project Title: Baumgardner Park Improvements **Project Number:** PR-14

Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks & Recreation

Description: Renovations to the parking lot and tennis courts. Previously completed in the 2017 Parks Sales Tax Program was project PR-13-18 \$350,00 which included repairs to parking lot to maintain driving surface and baseball fields.

Justification: Project PR-14-18 was included in the 2017 Parks Sales Tax program. The parking lot which required repairs to maintain driving and parking surface and repairs to the baseball field to remove safety concerns
Project PR-14-22 includes tennis court improvements that were omitted from the 2017 Park Sale Tax program due to lack of funding. Now with additional funds this area can be improved to alleviate safety concerns.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$34,000	\$0	\$0	\$0	\$0	\$0	\$34,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$316,000	\$0	\$0	\$0	\$1,000,000	\$0	\$1,316,000
Contingency	\$35,000	\$0	\$0	\$0	\$0	\$0	\$35,000
Total	\$385,000	\$0	\$0	\$0	\$1,000,000	\$0	\$1,385,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$385,000	\$0	\$0	\$0	\$1,000,000	\$0	\$1,385,000
Total	\$385,000	\$0	\$0	\$0	\$1,000,000	\$0	\$1,385,000

BAUMGARDNER PARK IMPROVEMENTS - \$1,316,000

Baumgardner Park South Parking Lot	\$316,000
Tennis Court Improvements	\$1,000,000
Project Total	\$1,316,000

Project Title: Blue Springs Park Improvements **Project Number:** PR-15
Project Type: Capital Improvement **Current Year Project Cost:** \$0
Department: Parks and Recreation **Funding Source:** Parks Sales Tax
Strategic Plan Priority: Parks & Recreation

Description: Renovations to parking Lot, replacement of tennis courts as they are closed due to safety and playability concerns and replacement of restroom facilities at Blue Springs Park by playground, replacement of basketball and tennis courts and light poles. The current light poles have structural issues with the foundation being eroded away, thus making the poles susceptible to falling over. Additionally, the current lights are not aimed correctly causing light glare spillage into areas not requiring lighting.
PR-15-18 \$656,000 included parking lot, tennis courts and restroom replacement.

Justification: PR-15-18 was included in the 2017 Parks Sales Tax program due to repairs needed for safety and citizen use
Project PR-15-22 includes items that were omitted from the 2017 Sales Tax program due to lack of funding. Now with additional funds these areas can be improved to alleviate safety concerns.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$1,090,000	\$0	\$0	\$350,000	\$0	\$0	\$1,440,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$175,000	\$0	\$0	\$175,000
Contingency	\$66,000	\$0	\$0	\$0	\$0	\$0	\$66,000
Total	\$1,156,000	\$0	\$0	\$525,000	\$0	\$0	\$1,681,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$1,156,000	\$0	\$0	\$525,000	\$0	\$0	\$1,681,000
Total	\$1,156,000	\$0	\$0	\$525,000	\$0	\$0	\$1,681,000

BLUE SPRINGS PARK IMPROVEMENTS - \$1,025,000

Blue Springs Park Restrooms	\$500,000
Blue Springs Park Shelter Replacement	\$175,000
Blue Springs Park Field Lights	\$250,000
Blue Springs Park Basketball Court Light Replacement	\$100,000
Project Total	\$1,025,000

The cost to install a new restroom building exceeded the estimates we received from vendors prior to the current Park Sales Tax being enacted by residents. In order to provide a uniformed approach though out our park system, the Department hired Strata Architects to design the restroom facilities. The estimated cost for construction is \$500,000 each. We are allocating \$500,000 for the construction of a new restroom facility in FY2021-22 from the Park Sales Tax funds.

Project Title: Pink Hill Park Improvements

Project Number: PR-16

Project Type: Capital Improvement

Current Year Project Cost: \$125,000

Department: Parks and Recreation

Funding Source: Parks Sales Tax

Strategic Plan Priority: Parks & Recreation

Description: Replacement of shelter houses, parking and driveway improvements, Playground #2 renovations, BMX Track fence and bleachers and improvements to Nelson Field.

Justification: Included in the 2017 Parks Sales Tax program and tennis court is a safety concerns, shelter houses are original buildings needing total replacement. Parking lot requires renovations to maintain driving and parking surface. Additionally, included in the 2021 Park Sales Tax improvements are renovations to playground #2, fencing at BMX and bleacher replacement at BMX as well as improvements to Nelson Field.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$881,500	\$125,000	\$0	\$0	\$400,000	\$0	\$1,406,500
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,125,500	\$0	\$0	\$0	\$0	\$250,000	\$1,375,500
Contingency	\$197,000	\$0	\$0	\$0	\$0	\$0	\$197,000
Total	\$2,204,000	\$125,000	\$0	\$0	\$400,000	\$250,000	\$2,979,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$2,204,000	\$125,000	\$0	\$0	\$400,000	\$250,000	\$2,979,000
Total	\$2,204,000	\$125,000	\$0	\$0	\$400,000	\$250,000	\$2,979,000

PINK HILL PARK IMPROVMENTS - \$2,564,000

Pink Hill Maintenance Parking Lot	\$432,500
Pink Hill Park Parking Lot	\$693,000
Pink Hill Park Shelters	\$598,500
Pink Hill Park BMX Fence	\$150,000
Pink Hill Park BMX Bleachers	\$40,000
Pink Hill Park Nelson Field Improvements	\$250,000
Pink Hill Park Playground #2	\$400,000
Project Total	\$2,564,000

The cost to install a new restroom building exceeded the estimates we received from vendors prior to the current Park Sales Tax being enacted by residents. In order to provide a uniformed approach though out our park system, the Department hired Strata Architects to design the restroom facilities. The estimated cost for construction is \$500,000 each. We are allocating \$500,000 for the construction of a new restroom facility in FY2021-22 from the Park Sales Tax funds.

Project Title: Rotary Park Improvements **Project Number:** PR-17

Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks & Recreation

Description: Replacement of Gazebo, small playground, renovations to parking lots, renovations to the tennis courts and replacement of the large playground. PR-17-18 \$660,500 included replacement of the original Gazebo structure, renovations to the parking lot and replacement of the small playground.

Justification: Project PR-17-18 was included in the 2017 Parks Sales Tax program with renovations required to west playground structure due to National Playground Safety Institute compliance issues and replacement of the original Gazebo structure. Parking lot requires renovations to maintain driving and parking surface. Project PR-17-22 includes renovations to the tennis courts and replacement of the large playground. Now with additional funds this these items can be improved to alleviate safety concerns.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$532,500	\$0	\$0	\$0	\$800,000	\$0	\$1,332,500
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$128,000	\$0	\$0	\$0	\$0	\$500,000	\$628,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$660,500	\$0	\$0	\$0	\$800,000	\$500,000	\$1,960,500
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$660,500	\$0	\$0	\$0	\$800,000	\$500,000	\$1,960,500
Total	\$660,500	\$0	\$0	\$0	\$800,000	\$500,000	\$1,960,500

ROTARY PARK IMPROVEMENTS - \$1,466,500

Rotary Park Gazebo	\$166,500
Rotary Park Tennis Court	\$800,000
Rotary Park Playground	\$500,000
Project Total	\$1,466,500

Project Title: Hidden Valley Park Improvements **Project Number:** PR-18

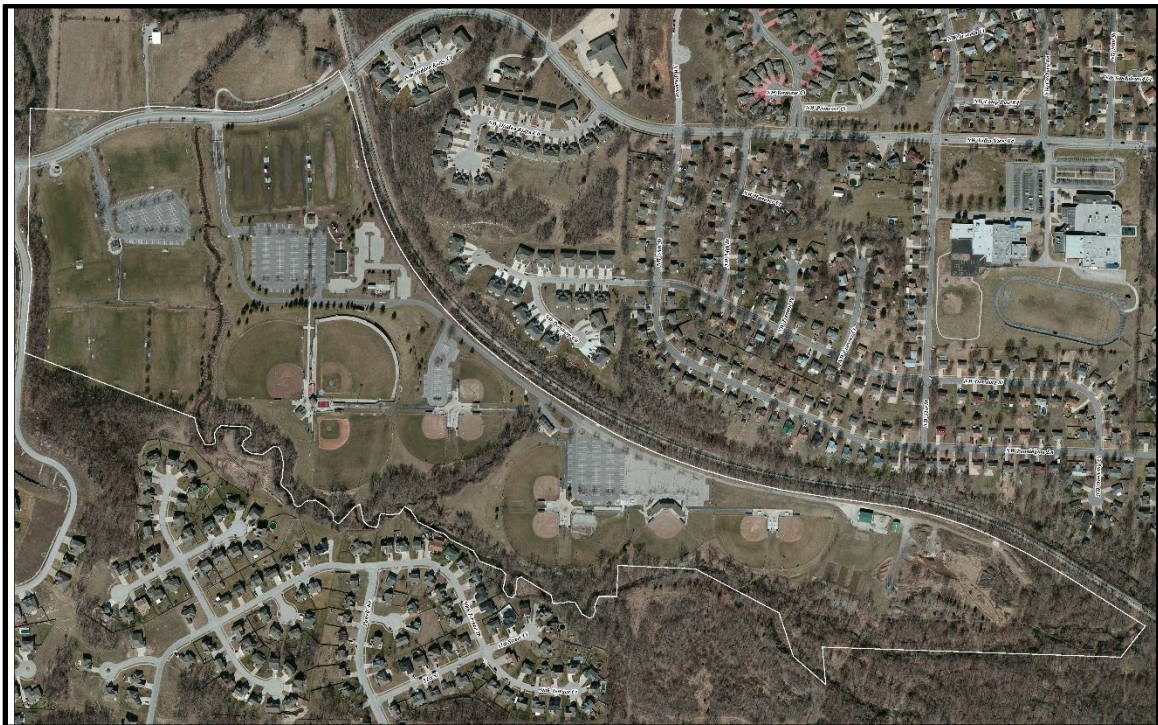
Project Type: Capital Improvement **Current Year Project Cost:** \$637,500

Department: Parks and Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks & Recreation

Description: Replacement of Hidden Valley Playground located by football fields and all park signage. Concession and press box buildings throughout Hidden Valley are leaking and need to be replaced in order to preserve the interior finishes. Previously completed in the 2017 Parks Sales Tax Program was project PR-18-18 \$601,000, which included the replacement of playground and signs.

Justification: PR-18-18 was included in the 2017 Parks Sales Tax program due to falling out of compliance with the National Playground Safety PR-18-22 are items that were omitted from the 2017 Sales Tax program due to lack of funding. Now with additional funds these areas can be improved to alleviate safety concerns. The current roofs have exceeded the life of the materials are leaking. To ensure the building does not experience additional rot, the roofs need to be replaced. The current materials are asphalt shingles and the replacement material will be a standing seam roof. The parking lot is need of resurfacing along with new curbs. The current curbs are asphalt and falling apart. The renovations will include new concrete curbs at this location.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$550,000	\$0	\$0	\$0	\$0	\$0	\$550,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$765,000	\$637,500	\$0	\$1,512,500	\$0	\$0	\$2,915,000
Contingency	\$51,000	\$0	\$0	\$0	\$0	\$0	\$51,000
Total	\$1,366,000	\$637,500	\$0	\$1,512,500	\$0	\$0	\$3,516,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$1,366,000	\$637,500	\$0	\$1,512,500	\$0	\$0	\$3,516,000
Total	\$1,366,000	\$637,500	\$0	\$1,512,500	\$0	\$0	\$3,516,000

HIDDEN VALLEY PARK IMPROVEMENTS - \$2,915,000

Hidden Valley Park Playground	\$150,000
Hidden Valley Park Signs	\$615,000
Hidden Valley Concessions & Press Box Roof	\$400,000
Soccer Area Parking Lot Improvements	\$1,112,500
Contingency	\$637,500
Park Total	\$2,915,000

Project Title: Ward Park Improvements **Project Number:** PR-20

Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks & Recreation

Description: Replacement of basketball courts, playground structure, new restroom building and tennis courts.
Previously completed in the 2017 Parks Sales Tax Program was Project PR-20-18 \$482,000 which included replacement of basketball courts, and playground.

Justification: Project PR-10-18 was included in the 2017 Parks Sales Tax program and renovations required to playground structure due to National Playground Safety Institute compliance issues and replacement of the basketball court due to safety issues.
Project PR-20-22 are items from the park that were omitted from the 2017 Sales Tax program due to lack of funding. Now with additional funds these areas can be improved to alleviate safety concerns. The playground replacement due to falling out of compliance with the National Playground Safety
The current tennis courts at Ward Park have an artificial sand surface that is not conducive for play. Additionally, the surface is being to have exposed seams making dangerous for patrons. The courts are underutilized, and the Department receives numerous requests for dedicated pickleball courts. The courts would be renovated and made into a dedicated pickleball facility.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$435,000	\$0	\$0	\$0	\$0	\$0	\$435,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$175,000	\$0	\$400,000	\$0	\$0	\$0	\$575,000
Contingency	\$47,000	\$0	\$0	\$0	\$0	\$0	\$47,000
Total	\$657,000	\$0	\$400,000	\$0	\$0	\$0	\$1,057,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$657,000	\$0	\$400,000	\$0	\$0	\$0	\$1,057,000
Total	\$657,000	\$0	\$400,000	\$0	\$0	\$0	\$1,057,000

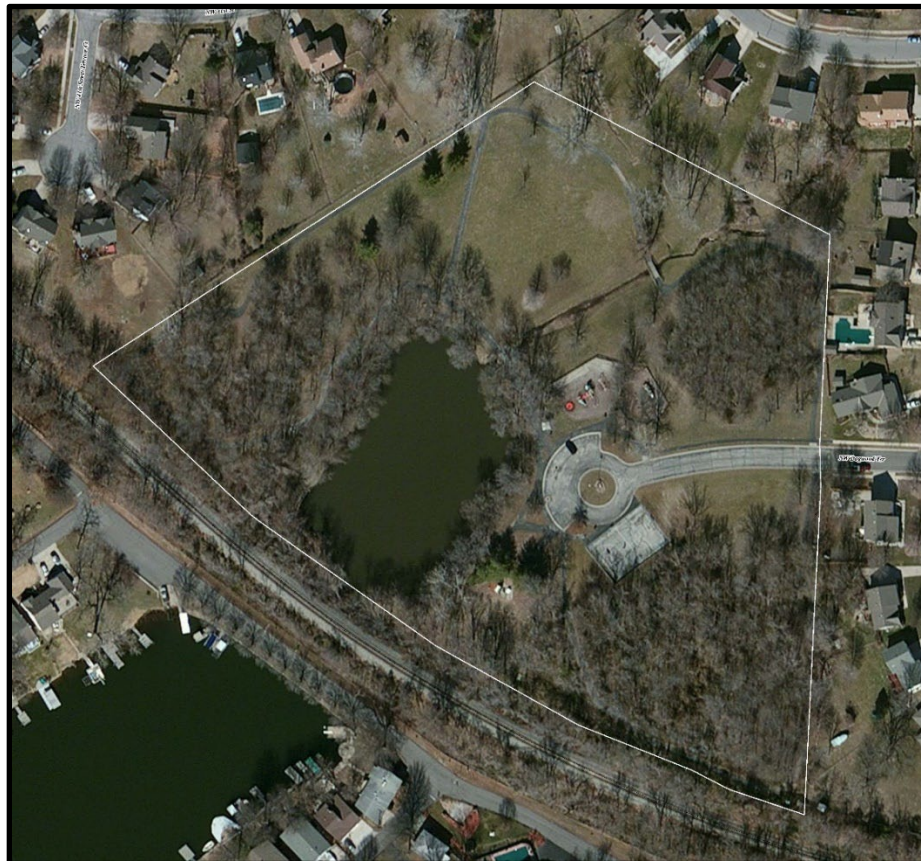
WARD PARK IMPROVMENTS - \$575,000

Ward Park Tennis Court convert to Pickleball	\$175,000
Ward Park Restroom Building	\$400,000
Project Total	\$575,000

<u>Project Title:</u>	Woods Chapel Park Improvements	<u>Project Number:</u>	PR-21
<u>Project Type:</u>	Capital Improvement	<u>Current Year Project Cost:</u>	\$0
<u>Department:</u>	Parks and Recreation	<u>Funding Source:</u>	Parks Sales Tax
<u>Strategic Plan Priority:</u>	Parks & Recreation		

Description: Replacement of basketball court, parking lot improvements and playground. Previously completed in the 2017 Parks Sales Tax Program was project PR-21-18, \$211,000 which replaced the basketball court and made parking lot improvements.

Justification: Project PR-21-18 was included in the 2017 Parks Sales Tax program. The replacement of the basketball court due to safety issues and replacement of parking lot to maintain driving surface. PR-21-22, replacement of the playground was omitted from the funds from the 2017 Parks Sales Tax program due to lack of funding. This current playground is falling out of compliance with the National Playground safety Institution standards and inspections and parts to make repairs are becoming more difficult to acquire. Now with additional funds this area can be improved to alleviate safety concerns. The bridge is scheduled to be replaced in FY 2027-28.



Projected Five-Year Cost Schedule								
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Beyond	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$790,000	\$0	\$0	\$0	\$0	\$0	\$0	\$790,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$35,000
Contingency	\$21,000	\$0	\$0	\$0	\$0	\$0	\$0	\$21,000
Total	\$811,000	\$0	\$0	\$0	\$0	\$0	\$35,000	\$846,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule								
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total	
Park Sales Tax	\$811,000	\$0	\$0	\$0	\$0	\$0	\$35,000	\$846,000
Total	\$811,000	\$0	\$0	\$0	\$0	\$0	\$35,000	\$846,000

WOODS CHAPEL PARK IMPROVEMENTS - \$811,000

Woods Chapel Basketball Court	\$120,000
Woods Chapel Park Parking Lot	\$70,000
Woods Chapel Playground Replacement	\$600,000
Woods Chapel Trail Bridge	\$35,000
Contingency	\$21,000
Project Total	\$811,000

Project Title: Coronado Road Trail Improvements **Project Number:** PR-35

Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks and Recreation Master Plan

Description: Renovations to the Coronado Road trail system.

Justification: This trail was included in the 2021 Parks Sales Tax renewal program.

Segment include:
Adams Dairy Parkway to Sunnyside School Rd.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$80,000	\$0	\$0	\$80,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$80,000	\$0	\$0	\$80,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Parks Sales Tax	\$0	\$0	\$0	\$0	\$80,000	\$0	\$80,000
Total	\$0	\$0	\$0	\$0	\$80,000	\$0	\$80,000

Coronado Trail Improvements - \$80,000

Coronado Trail from ADP to Sunnyside School Rd. \$80,000
Project Total **\$80,000**

Project Title: Blue Springs Aquatics **Project Number:** PR-40

Project Type: Capital Improvement **Unfunded Project Cost:** \$34,400,000

Department: Parks & Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks, Recreation and Open Space Master Plan

Description: Replacement of the Centennial Pool-plex with modern aquatic amenities. Funding for the Architectural work and Engineering will allow for design and bidding documents to be completed to allow for bidding construction of the facility. The project is included in the 2021 Parks Sales Tax renewal program. Staff is requesting the architecture to be commissioned in FY2021-22 in order to bid the construction and begin construction in FY2022-23.

Justification: The replacement of Centennial Pool-plex has been one of the top priorities outlined in the Citizens Survey for several years along with the City no longer owning an aquatics facility, the need is there to address the communities lack of options in this area and was part of the 2021 Parks Sales Tax renewal.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$2,125,000	\$0	\$0	\$0	\$0	\$0	\$2,125,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$34,400,000	\$0	\$0	\$0	\$0	\$34,400,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,125,000	\$34,400,000	\$0	\$0	\$0	\$0	\$36,525,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax Fund	\$2,125,000	\$0	\$0	\$0	\$0	\$0	\$2,125,000
Bonds	\$0	\$34,400,000	\$0	\$0	\$0	\$0	\$34,400,000
Total	\$2,125,000	\$34,400,000	\$0	\$0	\$0	\$0	\$36,525,000

Blue Springs Aquatics - \$34,400,000

Architecture and Engineering Cost	\$2,000,000
Bonds for Construction of Facility	\$32,400,000
Project Total	\$34,400,000

Project Title: Parks, Recreation and Open Space Master Plan - Update

Project Number: PR-49

Project Type: Plan Update

Current Year Project Cost: \$0

Department: Parks and Recreation

Funding Source: Park Sales Tax

Strategic Plan Priority: Parks and Recreation Future Planning

Description: The City of Blue Springs adopted our most recent Parks, Recreation and Open Space Master Plan in 2016. The Parks, Recreation and Open Space Master Plan was designed to be a 10-year document and should be updated to address current trends in parks and recreation and the community's needs.

Justification: The Parks, Recreation and Open Space Master Plan is an official public document adopted by the Park Commission and City Council to provide guide the Department in meeting the needs of the Community. The plan provides a rational and comprehensive guide for physical development of Parks and Open Space as well as direction for programming and fiscal responsibilities and needs. The plan fosters quality growth, conservation, and development throughout the City. The update is programmed for FY 2025-26 to maintain the 10-year update cycle.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$175,000	\$0	\$175,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0	\$175,000	\$0	\$175,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$0	\$0	\$0	\$0	\$175,000	\$0	\$175,000
Total	\$0	\$0	\$0	\$0	\$175,000	\$0	\$175,000

Project Title: Southwest Park Construction **Project Number:** PR-71

Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks and Recreation Master Plan

Description: The construction of Southwest Park was included in the 2021 Park Sales Tax renewal program. This will provide a park in southern Blue Springs. The design was completed in 2020 originally PR-71-19 and provided to the public prior to the Sales Tax renewal.

Justification: Development of a park in southern Blue Springs to serve residents in this area as well as develop parkland already owned by the City.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$125,000	\$0	\$0	\$1,500,000	\$0	\$0	\$1,625,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$27,500,000	\$0	\$27,500,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$125,000	\$0	\$0	\$1,500,000	\$27,500,000	\$0	\$29,125,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Parks Sales Tax	\$125,000	\$0	\$0	\$1,500,000	\$0	\$0	\$1,625,000
Bonds	\$0	\$0	\$0	\$0	\$27,500,000	\$0	\$27,500,000
Total	\$125,000	\$0	\$0	\$1,500,000	\$27,500,000	\$0	\$29,125,000

Southwest Park Development - \$29,000,000

Architecture and Engineering Services	\$1,500,000
Construction Bonds	\$27,500,000
Project Total	\$29,000,000

Project Title: James Walker School Park Improvements **Project Number:** PR-72

Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks and Recreation

Description: Renovations to existing basketball court, skate park and baseball field.

Justification: Included in the 2021 Park Sales Tax renewal is renovations to Walker School Park due to safety and ability to maintain equipment.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$275,000	\$0	\$0	\$0	\$0	\$200,000	\$475,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$275,000	\$0	\$0	\$0	\$0	\$200,000	\$475,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Park Sales Tax	\$275,000	\$0	\$0	\$0	\$0	\$200,000	\$475,000
Total	\$275,000	\$0	\$0	\$0	\$0	\$200,000	\$475,000

Walker School Park Improvements -\$475,000

Walker School Playground Replacement	\$125,000
Walker School Park Basketball Court	\$120,000
Walker School Park Baseball Field	\$30,000
Walker School Park Skate Park	\$200,000
Project Total	\$475,000

Project Title: Dump Truck with Snowplow attachment plate

Project Number: PR-73-21

Project Type: Equipment Replacement

Current Year Project Cost: \$140,000

Department: Parks and Recreation

Funding Source: General Fund

Strategic Plan Priority:

Description: Purchase of a new dump truck with stainless steel dump bed, snowplow mounting plate and associated hydraulics.

Justification: Truck to be used for daily maintenance efforts for the Parks Maintenance Division, including hauling skid steer and equipment trailer. This will replace existing truck 731.



Projected Five-Year Cost Schedule								
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Beyond	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$140,000	\$0	\$0	\$0	\$0	\$90,000	\$230,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$140,000	\$0	\$0	\$0	\$0	\$90,000	\$230,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule								
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Beyond	Total
Park Sales Tax	\$0	\$140,000	\$0	\$0	\$0	\$0	\$90,000	\$230,000
Total	\$0	\$140,000	\$0	\$0	\$0	\$0	\$90,000	\$230,000

Project Title: Grounds Park Trail **Project Number:** PR-77

Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Parks and Recreation **Funding Source:** Parks Sales Tax

Strategic Plan Priority: Parks and Recreation Master Plan

Description: Completion of the trail loop at Grounds Park along Jefferson Street from ADP to lake dam.

Justification: This was included in the 2021 Park Sales Tax renewal program. This will provide a complete loop providing residents the ability to not walk on Jefferson with oncoming traffic. Overlay the existing trail to address cracking and failures throughout the trail is scheduled to be completed in FY 2027-28



Projected Five-Year Cost Schedule								
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Beyond	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$260,000	\$0	\$0	\$0	\$0	\$0	\$400,000	\$660,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$260,000	\$0	\$0	\$0	\$0	\$0	\$400,000	\$660,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0		\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0		\$0
Projected Five-Year Funding Schedule								
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total	
Park Sales Tax	\$260,000	\$0	\$0	\$0	\$0	\$0	\$400,000	\$660,000
Total	\$260,000	\$0	\$0	\$0	\$0	\$0	\$400,000	\$660,000

Grounds Park Trail Improvements - \$260,000

Completion of Trail Loop along Jefferson	\$260,000
Overlay existing trail	\$400,000
Project Total	\$660,000

Project Title: Armored Vehicle Replacement

Project Number: PS-11

Project Type: Public Safety

Current Year Project Cost: \$300,000

Department: Public Safety

Funding Source: Public Safety Sales Tax

Strategic Plan Priority: Public Safety

Description: The purchase of an armored vehicle to replace the current and aging military surplus vehicle used as an armored vehicle for the tactical team.

Justification: The current aging military surplus vehicle used as an armored vehicle for the tactical team needs replacement. The vehicle has been in service since 2012 when it was obtained as military surplus. Due to mechanical problems the vehicle has not always been available when needed. It has been available for only about two-thirds of the total number of team callouts. Other armored vehicles are available from other neighboring agencies as shared assets, however the time delay on an unplanned event can be crucial to citizen and employee safety. We have used these shared assets about five times over the last several years.

Tactical situations, both planned and emergency events, require a dependable vehicle that can be used to protect both team members and community members. Vehicles of this nature are essential for safety purposes including safe deployment of operators, ability to transport negotiators and equipment close to scenes, and evacuate casualties from danger zones. The current vehicle is European in design and cumbersome to operate. It is difficult to keep maintained and in condition to operate reliably. Because it was designed for a different military purpose it is difficult to access and deploy from even with modifications made in house over time.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Public Safety Sales Tax	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
Total	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000

Project Title: Police Department Locker Room Expansion **Project Number:** PS-13

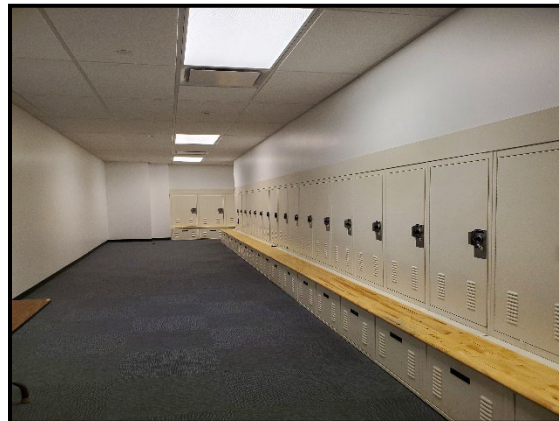
Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Public Safety **Funding Source:** Public Safety Sales Tax

Strategic Plan Priority: Internal Operations

Description: When the building was designed and built in 2015-2016, the original number of lockers in each of the male and female locker rooms was reduced in scope to reduce the project cost. The current number of lockers in each room are barely able to meet the current needs based on personnel levels. Future growth will require that additional lockers be purchased and built in the space set aside for future growth. The lockers contain electrical outlets and are connected to the facility HVAC system for ventilation purposes. The project will not only require the purchase of the actual lockers, but also construction costs to provide ventilation and electrical outlets.

Justification: Adequate locker room facilities are important to support an active workforce providing the necessary means to prepare for duty, clean-up during duty, and ending duty.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$300,000	\$0	\$0	\$300,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$300,000	\$0	\$0	\$300,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Public Safety Sales Tax	\$0	\$0	\$0	\$300,000	\$0	\$0	\$300,000
Total	\$0	\$0	\$0	\$300,000	\$0	\$0	\$300,000

Project Title: Police Department Painting **Project Number:** PS-14

Project Type: Capital Improvement **Current Year Project Cost:** \$0

Department: Public Safety **Funding Source:** Public Safety Sales Tax

Strategic Plan Priority: Internal Operations

Description: The building has not been repainted since construction and move in, and many walls, especially in high use areas in need of repainting and repair. Since construction there has also been some minor settling in areas that require some drywall crack repair.

Justification: Damaged, chipping, and marred walls detract from the presentation of the building and lead to further damage over time. Upkeep of this nature is less expensive if addressed periodically.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Public Safety Sales Tax	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
Total	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000

Project Title: Citywide Maintenance **Project Number:** SAN-07

Project Type: Sanitary Sewer System Maintenance and Improvements **Current Year Project Cost:** \$1,000,000

Department: Public Works – Sewer Maintenance **Funding Source:** Sewer Utility Fund

Strategic Plan Priority: Infrastructure

Description: Sewer maintenance and improvements include televised inspection of sewer mains, sewer main cleaning, replacement of clay tile sewer main utilizing cured in place pipe, rehabilitation of manholes, construction of relief sewers, and emergency repair of collapsed pipes and manholes.

Justification: This project provides for the maintenance, rehabilitation, and repair of the sanitary sewer infrastructure. The resulting benefits are extended life of sewers, increased system reliability, decreased infiltration, and inflow (I&I), and fewer sewer back up claims. The reduction of I&I maximizes the available capacity in the collection system and wastewater treatment plant and reduces the risk of sewer overflows. To accomplish this a combination of the following tasks are performed each year: televised sewer inspections, sewer main cleaning, 25,000-35,000 feet of clay tile sewer lining, and the rehabilitation of leaking or deteriorated manholes. Of the City's 1,395,430 feet of sanitary sewers, the original and oldest portion (494,000 feet) was constructed using clay tile pipe. Due to its fragile nature clay pipe is prone to cracking as the earth's crust shifts and moves. This in turn leads to poor performance and in some cases pipe failure. To date, 409,558 feet of the clay tile sewers have been lined utilizing cured in place pipe. This process replaces the existing sewer pipe and has a life expectancy of 100 years. With continued funding the remaining 84,442 feet of clay tile sewers will be replaced by 2025.

Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$12,700,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$17,700,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$12,700,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$17,700,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Sewer Utility Fund	\$12,700,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$17,700,000
Total	\$12,700,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$17,700,000

Project Title: Combination Flushing Vacuum Truck **Project Number:** SAN-10

Project Type: Sewer System Equipment Replacement **Current Year Project Cost:** \$0

Department: Public Works – Sewer Maintenance **Funding Source:** Sewer Utility Fund

Strategic Plan Priority: Infrastructure

Description: This unit supports sewer cleaning activities, non-invasive hydro-excavation, and emergency response for citizens.

Justification: This purchase provides for the replacement of an existing piece of equipment. This unit is critical in our ability to maintaining the City’s sewer system, responding to sewer backups, and minimizing excavation liabilities by utilizing hydro-excavation methods. Performing sewer cleaning operations in-house vs. contracting provides the City with a cost savings of \$40,000 per year. With the recent addition of a primary sewer flushing truck the service life of this unit has been able to be extended from 6 to 12 years. The current unit should be scheduled for replacement in FY 2025-2026.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$300,000	\$0	\$0	\$0	\$450,000	\$0	\$750,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$300,000	\$0	\$0	\$0	\$450,000	\$0	\$750,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Trade In Value	\$0	\$0	\$0	\$0	\$80,000	\$0	\$80,000
Sewer Utility Fund	\$300,000	\$0	\$0	\$0	\$370,000	\$0	\$670,000
Total	\$300,000	\$0	\$0	\$0	\$450,000	\$0	\$750,000

Project Title: 12,000lb Hydraulic Excavator **Project Number:** SAN-17

Project Type: Sewer System Equipment Replacement **Current Year Project Cost:** \$68,000

Department: Public Works-Sewer Maintenance **Funding Source:** Sewer Utility Fund

Strategic Plan Priority: Infrastructure

Description: Project Number SAN-17 is one of two projects created to replace the existing SAN-11 project and more accurately reflect the request in the Capital Improvements Plan. SAN-11 was a funded project which provided for the replacement of a rubber tired/backhoe/loader used in the daily tasks of maintenance and repairs. Beginning in FY 07-08 two separate pieces of equipment were requested and approved for purchase to provide the Public Works Division more flexibility with their equipment and activities.

Justification: This equipment is vital to the department to handle various construction tasks and after hour's emergency response. Downtime on emergency equipment must be kept to a minimum to ensure timely restoration of customer's services. By replacing this equipment every 2 years the city will maximize the discounted purchase price, reap a higher return on trade-in or resale value, and have a full warranty on the new equipment which will protect the city from catastrophic repair costs.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$291,700	\$68,000	\$0	\$70,400	\$0	\$73,500	\$503,600
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$291,700	\$68,000	\$0	\$70,400	\$0	\$73,500	\$503,600
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Trade In Amount	\$156,000	\$49,000	\$0	\$51,000	\$0	\$53,000	\$309,000
Sewer Utility Fund	\$135,700	\$19,000	\$0	\$19,400	\$0	\$20,500	\$194,600
Total	\$291,700	\$68,000	\$0	\$70,400	\$0	\$73,500	\$503,600

Project Title: Sewer Infrastructure Deployment **Project Number:** SAN-19

Project Type: Capital Improvements **Current Year Project Cost:** \$200,000

Department: Public Works **Funding Source:** Sewer Utility Fund

Strategic Plan Priority: Development and Redevelopment

Description: The project will fund the strategic deployment of sewer infrastructure to facilitate the development of the City. It is contemplated that annual budgeted funds may go unused year-over-year and will be accessed for projects meeting certain criteria. Priority will be given to sites/projects that meet one or more of the following criteria:

- Areas in the Intent to Annex plan.
- Consistency with the Comprehensive Plan.
- Promotes stated economic development objectives (e.g. job creation, business attraction and retention, shovel ready site, etc.). Provides systematic, long-term infrastructure solutions.

Justification: The City is uniquely positioned to play a significant role in site/area development through the deployment of critical infrastructure to make areas and sites within the City marketable and ultimately developable. Dedicating resources on an on-going basis will enable the City to respond to market demands and opportunities and systematically and strategically address the infrastructure needs of the City.

Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,200,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,200,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Sewer Utility Fund	\$1,200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,200,000
Total	\$1,200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,200,000

Project Title: Hydraulic Track Loader
Project Number: SAN-20
Project Type: Sewer System Equipment Replacement
Current Year Project Cost: \$0
Department: Public Works – Sewer Maintenance
Funding Source: Sewer Utility Fund
Strategic Plan Priority: Infrastructure

Description: This piece of equipment was previously funded in the capital outlay program. Due to the \$50,000 limit and inflationary cost this equipment request is being moved to the capital improvement program. Project Number SAN-20-19 is one of two projects created to replace the existing SAN-11 project and more accurately reflect the request in the Capital Improvements Plan. SAN-11 was a funded project which provided for the replacement of a rubber tired/backhoe/loader used in the daily tasks of maintenance and repairs. Beginning in FY 07-08 two separate pieces of equipment were requested and approved for purchase to provide the Public Works Division more flexibility with their equipment and activities.

Justification: This equipment is vital to the department to handle various construction tasks and after hour’s emergency response. Downtime on emergency equipment must be kept to a minimum to ensure timely restoration of customer’s services. By replacing this equipment every 2 years the City will maximize the discounted purchase price, reap a higher return on trade-in or resale value, and have a full warranty on the new equipment which will protect the city from catastrophic repair costs.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$106,000	\$0	\$59,000	\$0	\$61,500	\$0	\$226,500
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$106,000	\$0	\$59,000	\$0	\$61,500	\$0	\$226,500
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Trade in amount	\$77,000	\$0	\$43,750	\$0	\$45,000	\$0	\$165,750
Sewer Utility Fund	\$29,000	\$0	\$15,250	\$0	\$16,500	\$0	\$60,750
Total	\$106,000	\$0	\$59,000	\$0	\$61,500	\$0	\$226,500

Project Title: 1.5 Ton Service Truck **Project Number:** SAN-21

Project Type: Equipment Replacement **Current Year Project Cost:** \$0

Department: Public Works - Sewer **Funding Source:** Sewer Utility Fund

Strategic Plan Priority: Infrastructure

Description: Purchase of a 17,500 GVWR 4X4 truck with dump bed. This vehicle was previously funded in capital outlay FY 20 – 21. Due to the \$50,000 limit and inflationary cost this vehicle is being moved to CIP.

Justification: This truck will be used for daily maintenance of the City’s sanitary sewer system. The current vehicle is a 2006 with a service life of twelve years in the utilities division and an additional five to eight years’ service in the Streets / Parks divisions. The sewer division operates a fleet of three similar style trucks. The Sewer Division operates three of these vehicles resulting in a replacement cycle of four years.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$60,000	\$0	\$0	\$75,000	\$0	\$0	\$135,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$60,000	\$0	\$0	\$75,000	\$0	\$0	\$135,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Sewer Utility Fund	\$60,000	\$0	\$0	\$75,000	\$0	\$0	\$135,000
Total	\$60,000	\$0	\$0	\$75,000	\$0	\$0	\$135,000

Project Title: Sewer Flushing Truck **Project Number:** SAN-23

Project Type: Equipment Replacement **Current Year Project Cost:** \$0

Department: Public Works Sewer Maintenance **Funding Source:** Sewer Utility Fund

Strategic Plan Priority: Infrastructure

Description: This request is for the replacement of a sewer flushing truck. This unit supports sewer cleaning activities and emergency response for citizens.

Justification: The department previously performed all tasks with one combination flushing/vacuum truck that was scheduled to be replaced every 6 years. Communication installations within the public right of ways have increased the need to reduce liabilities during excavations by using hydro-excavating practices. This placed increased demand on the vacuum truck resulting in scheduling conflicts and a restricted ability to complete scheduled preventative maintenance flushing. The addition of this piece of equipment enables the department to push the years of service for both pieces of equipment out to 12 years resulting in both lower annual costs and higher level of service to the community. The current unit should be scheduled for replacement in future years. Next scheduled replacement isn't until FY 2031-32, estimated at \$325,000.



Projected Five-Year Cost Schedule									
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Beyond	Total	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$250,000	\$0	\$0	\$0	\$0	\$0	\$325,000	\$575,000	\$575,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$250,000	\$0	\$0	\$0	\$0	\$0	\$325,000	\$575,000	\$575,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule									
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total		
Sewer Utility Fund	\$250,000	\$0	\$0	\$0	\$0	\$0	\$325,000	\$575,000	\$575,000
Total	\$250,000	\$0	\$0	\$0	\$0	\$0	\$325,000	\$575,000	\$575,000

Project Title: Sludge Removal **Project Number:** SNI-01

Project Type: Repetitive Operational Maintenance **Current Year Project Cost:** \$0

Department: Public Works – Sni-A-Bar **Funding Source:** Sewer Utility Fund

Strategic Plan Priority: Infrastructure

Description: The Sni-A-Bar wastewater treatment facility utilizes sludge treatment cells for the interim process between removal of sludge from the activated sludge process and permanent disposal from the treatment plant. Through an agreement with the Department of Natural Resources the City has been able to extend the period before sludge is required to be removed (normally 2 years) by adding micro-organisms to the sludge treatment cells to continue the decomposition process. This process can extend the storage capacity of the treatment cells by an additional 2-3 years.

Justification: Regular disposal of waste sludge is required under the permit issued by the State of Missouri. This project is needed based on the agreements with DNR and the available storage capacity of the treatment cells and should be performed every 6 years.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$3,500,000	\$0	\$0	\$4,000,000	\$0	\$0	\$7,500,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,500,000	\$0	\$0	\$4,000,000	\$0	\$0	\$7,500,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Sewer Utility Fund	\$3,500,000	\$0	\$0	\$4,000,000	\$0	\$0	\$7,500,000
Total	\$3,500,000	\$0	\$0	\$4,000,000	\$0	\$0	\$7,500,000

Project Title: Sni-A-Bar Facility Plan **Project Number:** SNI-06

Project Type: Planning **Current Year Project Cost:** \$150,000

Department: Public Works - WWTP **Funding Source:** Sewer Fund

Strategic Plan Priority: Infrastructure

Description: The City of Blue Springs needs to complete facility planning associated with improvements to their existing Sni-A-Bar wastewater treatment facility (WWTF). The WWTF was expanded in the 2013 timeframe from an average daily flow (ADF) rated capacity of ~5.0 million gallons per day (MGD) to 10.0 MGD. Improvements for the prior project primarily included influent pumping, preliminary treatment, the addition of a second 5 MGD secondary treatment train, tertiary filtration, UV disinfection, and a parallel biosolids process consisting of sludge reed beds.

Justification: The Plant is experiencing a number of drivers which generally are as follows:

- Growth – The City has experienced significant growth since the prior improvements project. Annual average daily flows for the WWTF according to plant staff are approximately 5 MGD which is the transition point between having to operate the older lower treatment train in conjunction with the newer upper treatment train.
- Ageing infrastructure – Due to increased average daily flows and the need to periodically operate the older lower treatment train, plant staff have expressed the desire to replace ageing and less efficient equipment with new technologies similar to the upper treatment train.
- Regulatory factors – Over the past 15 years, the City has been highly engaged with MDNR to investigate water quality conditions in Sni-A-Bar Creek and identify discharge limits that protect the stream and can be achieved by the WWTF. Current limits are based on a stream study that was completed in 2009 and approved by both MDNR and EPA. As part of the approval process, EPA required that the City provide additional information to affirm conclusions of the 2009 study. Those data and analyses are currently being reviewed by EPA. If EPA disagrees with the most recent analyses, they could require MDNR to apply more stringent discharge limits to the facility in the next permit. EPA is expected to provide their decision in 2021. In addition, there are several potential state and federal regulatory initiatives that create uncertainty and could impact future permitting requirements at the facility. Most notably, MDNR has indicated they intend to pursue an effluent regulation that would require all facilities larger than 1 MGD to meet a 1 mg/L annual phosphorus limit. Other potential issues may include an upcoming water quality standards triennial review, efforts to identify and address impaired waters, future ammonia criteria revisions, new PFAS water quality or biosolids regulations, chloride criteria updates, and initiatives to create implementation guidance for new policies.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$225,000	\$150,000	\$0	\$0	\$0	\$0	\$375,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$225,000	\$150,000	\$0	\$0	\$0	\$0	\$375,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Sewer Fund	\$225,000	\$150,000	\$0	\$0	\$0	\$0	\$375,000
Total	\$225,000	\$150,000	\$0	\$0	\$0	\$0	\$375,000

Project Title: Pavement Management Program **Project Number:** ST-06

Project Type: Street Improvements **Current Year Project Cost:** \$3,800,000

Department: Public Works **Funding Source:** Transportation-Tax

Strategic Plan Priority: Infrastructure

Description: Annual pavement management program

Justification: The annual Pavement Management Program (PMP) is replacing the Street Rehabilitation Program (SRP), that ran from 2008-2017. The SRP has overlaid 142 miles of streets (See the table below for additional detail). The PMP is designed to extend the useful life of public streets and provides for a safe, reliable road network in the City. Projects are selected based on the Pavement Quality Index, PQI, and the Pavement Condition Index, PCI, which assigns a rating from 0-100 to each street segment. The indexes are based on empirical data collected by Stantec during the fall of 2016 and 2019. The PQI/PCI ratings are a combination of criteria collected during an automated survey using lasers to assess the surface condition of the roads. The PCI is utilized for shorter, low volume roads and the PQI adds a factor for smoothness on collector and arterial streets.

The average PQI/PCI score throughout the city in 2016 was 59.5 and the overall rating dropped to 51.0 in 2019. Most cities in the area average between 53 and 64. CIP funding increased to \$2.8M in 2021 which is projected to allow the system to slow the drop in numbers slightly over the next five years to an average rating of 47. Overlay is still a large portion of the program; however, varied surface treatments will be added to the program to extend the life of previously paved streets. A subsequent survey and analysis by an outside firm will be performed every three years to develop a history and formulate a trend line for the system. The results will allow the PMP to be continuously monitored and periodically adjusted to respond to the changing conditions of the City's street network with the ultimate goal of providing the most efficient and effective program possible with the resources available.

The program began in the spring of 2019. However, funds were reallocated in 2020 so only \$2.3M was available for that construction season.

STREET TYPE	CITY STANDARD	TOTAL MILES (centerline miles)	ANNUAL STREET REHABILITATION PROGRAM (THRU 2020)	
			Miles	%
Arterial	7-12 years	8.8	3.1	35.22
Collector	10-15 years	106.5	62.65	58.83
Residential	15-25 years	138	113.25	82.06
TOTAL		253.7	179	70.55

Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$37,400,000	\$3,800,000	\$3,800,000	\$4,000,000	\$4,000,000	\$4,250,000	\$57,250,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$37,400,000	\$3,800,000	\$3,800,000	\$4,000,000	\$4,000,000	\$4,250,000	\$57,250,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Trans-Tax	\$36,477,000	\$3,800,000	\$3,800,000	\$4,000,000	\$4,000,000	\$4,250,000	\$56,327,000
JCCUR	\$923,000	\$0	\$0	\$0	\$0	\$0	\$923,000
Total	\$37,400,000	\$3,800,000	\$3,800,000	\$4,000,000	\$4,000,000	\$4,250,000	\$57,250,000

Project Title: Snow Plow/Dump Truck **Project Number:** ST-24

Project Type: Equipment Replacement **Current Year Project Cost:** \$167,000

Department: Public Works-Streets **Funding Source:** General Fund

Strategic Plan Priority: Infrastructure

Description: Purchase of a new dump truck with integral salt spreader and snow plow equipment.

Justification: These units will be utilized in road maintenance activities and snow removal operations. They will replace frontline units that will be moved into the residential fleet. Units displaced from the residential fleet are sent to auction. The typical length of service for a snowplow/dump truck is 20 years.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$1,662,661	\$167,000	\$172,000	\$177,200	\$182,500	\$188,000	\$2,549,361
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,662,661	\$167,000	\$172,000	\$177,200	\$182,500	\$188,000	\$2,549,361
Op Expense	\$57,228	\$0	\$0	\$0	\$0	\$0	\$57,228
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
General Fund	\$1,662,661	\$167,000	\$172,000	\$177,200	\$182,500	\$188,000	\$2,549,361
Total	\$1,662,661	\$167,000	\$172,000	\$177,200	\$182,500	\$188,000	\$2,549,361

Project Title: Street Sweeper

Project Number: ST-25

Project Type: Equipment Replacement

Current Year Project Cost: \$0

Department: Public Works Streets

Funding Source: General Fund

Strategic Plan Priority:

Infrastructure/Maintenance

Description:

This specialized piece of equipment is utilized to remove debris and sediment from the City's roadways and curb lines.

Justification:

The Street Sweeper is used to remove dirt, leaves, debris and contaminants from the city's streets prior to the debris washing into the surrounding watershed. Additionally, it is used to vacuum debris from catch basins to prevent localized flooding. This service/program reduces air and stream pollution, which helps to maintain the city's air and stream quality. These actions support the city's Storm Water Pollution Discharge Permit requirements, and it provides a safe way to clean out catch basins that are deeper than five feet. Due to the complexity of the equipment street sweepers have a typical service life of 10-12 years. The current street sweeper was purchased in FY 18-19. The current unit should be scheduled for replacement in FY 2028-29.



Projected Five-Year Cost Schedule								
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Beyond	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$250,000	\$0	\$0	\$0	\$0	\$0	\$360,000	\$610,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$250,000	\$0	\$0	\$0	\$0	\$0	\$360,000	\$610,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule								
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Beyond	Total
General Fund	\$250,000	\$0	\$0	\$0	\$0	\$0	\$360,000	\$610,000
Total	\$250,000	\$0	\$0	\$0	\$0	\$0	\$360,000	\$610,000

Project Title: 1.5 Ton Dump/Snow Truck **Project Number:** ST-26

Project Type: Equipment Replacement **Current Year Project Cost:** \$0

Department: Public Works - Streets **Funding Source:** General Fund

Strategic Plan Priority: Infrastructure

Description: Purchase of a 17,500 GVWR 4X4 truck with dump bed, hydraulics, and snow removal equipment.

Justification: This truck will be used for daily maintenance of the City's streets and rights-of-way. Maintenance includes patching, crack sealing, brush removal, litter patrol, and emergency debris removal. This unit will also serve as the frontline snow removal truck in congested areas throughout the city. The streets division operates a fleet of four flatbed style 1.5-ton trucks. The anticipated life of these trucks is 16 years of service, which results in a replacement cycle of four years. The current trucks in the fleet are a 2004, 2006, 2012, and a 2020 and a 2020. The 2022 unit has been pushed to the later portion of the year to order a 2023 model year. Ford is not taking orders for 2023s.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$167,000	\$0	\$0	\$87,000	\$0	\$0	\$254,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$167,000	\$0	\$0	\$87,000	\$0	\$0	\$254,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
General Fund	\$167,000	\$0	\$0	\$87,000	\$0	\$0	\$254,000
Total	\$167,000	\$0	\$0	\$87,000	\$0	\$0	\$254,000

Project Title: Street Difference **Project Number:** ST-27

Project Type: Street Construction **Current Year Project Cost:** \$75,000

Department: Public Works – Street Division **Funding Source:** Transportation Sales Tax

Strategic Plan Priority: Infrastructure

Description: Funds used for the completion of road projects where half of the road is built by an adjoining project.

Justification: These funds are used to complete a section of roadway when half is paid for by the adjoining project. Example: The north side of Broadway is improved with curb and gutter and a 14' asphalt lane for 300 feet. The south side is undeveloped and to leave the road in this condition may cause safety issues for the motoring public. The City could use these funds to complete the south side of the road to provide a safe road section. Funding for this project has been deferred until FY 2021-22 to assist with the completion of other street-related projects.



Projected Five-Year Cost Schedule								
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$825,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$1,200,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$825,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$1,200,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule								
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total	
Transportation Tax	\$825,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$1,200,000
Total	\$825,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$1,200,000

CAPITAL IMPROVEMENTS PROGRAM

2023-2027

Project Title: 7 Highway Sidewalk Infill **Project Number:** ST-43

Project Type: Street Improvements **Current Year Project Cost:** \$1,700,000

Department: Public Works **Funding Source:** Transportation Tax - \$650,000
MARC STP Grant- \$1,050,000

Strategic Plan Priority: Infrastructure Maintenance

Description: Placement of ADA compliant sidewalks along 7 Hwy from I-70 to Moreland School Rd

Justification: This project would provide for ADA ramps and continuous sidewalk along 7 Hwy, providing a safer pedestrian movement.

The project is comprised of three phases:

- North: \$1.2M – Funded at \$582,000
- Central: \$1.7M – MARC Funding 2023
- South: \$1.7M - Unfunded

All three phases were submitted to the MARC Surface Transportation Program for grant funding. The North section was selected to receive partial funding in the amount of \$582,000 (the initial request was for \$1.2M) in 2020. The prior funded portion of this project reflects partial completion of the North phase of the project area to the extent that can be built with those funds. The project is being assessed to determine if the remainder requires a project to complete the north segments.

Design, ROW, and easement costs are not funded by the grant. There will be approximately \$700,000 worth of work remaining on the North segment after completion of the scaled project. The South section has not been funded through MARC yet; an additional \$1.7M will be required to fund the balance of the overall ST-43 project.

Projected Five-Year Cost Schedule									
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Unfunded	Total	
Land	\$110,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$310,000	
Design	\$290,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$590,000	
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Construction	\$777,500	\$1,200,000	\$0	\$0	\$0	\$0	\$1,700,000	\$3,677,500	
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total	\$1,177,500	\$1,700,000	\$0	\$0	\$0	\$0	\$1,700,000	\$4,577,500	
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Projected Five-Year Funding Schedule									
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Beyond	Total	
Unfunded	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Transportation Tax	\$595,500	\$650,000	\$0	\$0	\$0	\$0	\$0	\$1,245,500	
MARC STP	\$582,000	\$1,050,000	\$0	\$0	\$0	\$0	\$1,700,000	\$3,332,000	
Total	\$1,177,500	\$1,700,000	\$0	\$0	\$0	\$0	\$1,700,000	\$4,577,500	

Project Title: Concrete Repair and Maintenance

Project Number: ST-44

Project Type: Infrastructure Maintenance

Current Year Project Cost: \$425,450

Department: Public Works

Funding Source: Water Utility Fund
Sidewalk Maintenance Fund

Strategic Plan Priority: Infrastructure

Description: In the 2015-16 Budget the City Council authorized the creation of an in-house maintenance program with the mission to correct safety issues (e.g. trip hazards, grade deviations, etc.) and significant defects in the sidewalk system throughout the city—as identified in the Sidewalk Inventory and ADA Transition Plan—as well as replacement of sidewalks, driveways, curbs, and other concrete infrastructure impacted by settlement and/or maintenance of City owned utility infrastructure.

Annual program goals include repair/replacement of 60,000 square feet of concrete infrastructure, which represents a 255 percent increase over the previous service level. Fiscal year-2016-17 performance indicates it has reached 71% or 42,725 square feet of the annual goal.

Justification: The City Council approved Ordinance Number 4340 in 2011 which required the City to assume maintenance of the sidewalk system throughout the City. Sidewalk condition and maintenance is consistently rated as an important priority in the citizen surveys administered by ETC. The proposed program provides for a flexible delivery mechanism with improved efficiency and responsiveness



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,305,400	\$221,450	\$229,000	\$237,015	\$215,500	\$256,800	\$2,465,165
Equipment	\$38,000	\$7,000	\$8,000	\$0	\$0	\$0	\$53,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$3,087,600	\$197,000	\$210,000	\$223,650	\$258,985	\$246,019	\$4,223,254
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$4,431,000	\$425,450	\$447,000	\$460,665	\$474,485	\$502,819	\$6,741,419
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
General Fund Transfer	\$1,783,000	\$0	\$0	\$0	\$0	\$0	\$1,783,000
Sidewalk Maintenance	\$1,142,600	\$204,000	\$218,000	\$223,650	\$258,985	\$246,019	\$2,293,254
Trans Tax	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
Water Utility Fund	\$1,305,400	\$221,450	\$229,000	\$237,015	\$215,500	\$256,800	\$2,465,165
Total	\$4,431,000	\$425,450	\$447,000	\$460,665	\$474,485	\$502,819	\$6,741,419

Project Title: Stormwater Maintenance **Project Number:** STM-06

Project Type: Stormwater Maintenance **Current Year Project Cost:** \$100,000

Department: Public Works **Funding Source:** General Fund

Strategic Plan Priority: Infrastructure

Description: Ongoing maintenance of the City's stormwater assets. This includes the replacement or lining of sections of storm pipe that have reached the end of their useful life, rehabilitation or replacement of stormwater inlets, and televised inspection stormwater assets.

Justification: The City's stormwater system consists of 121 miles of pipe below city streets, sidewalks, and between homes and businesses along with 5,272 inlets, 481 junction boxes, and 104 box culverts. Approximately 52% of the pipe is corrugated metal which rusts and ultimately fails over time. Dips in streets, curbs, and sidewalks and eventually sink holes can and do result from these defects.

Current funding levels are not sufficient to adequately maintain the City's stormwater infrastructure in a comprehensive or proactive manner. The \$50,000 request will likely increase over time as the system's integrity continues to diminish.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$450,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$950,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$450,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$950,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
General Fund	\$450,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$950,000
Total	\$450,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$950,000

Project Title: Rubber Tired Front End Loader **Project Number:** WA-03

Project Type: Water System Equipment Replacement **Current Year Project Cost:** \$0

Department: Public Works – Water Maintenance **Funding Source:** Water Utility Fund

Strategic Plan Priority: Infrastructure

Description: Purchase a rubber tired front end loader to replace the existing equipment.

Justification: This piece of equipment is vital to the department to handle various construction tasks and emergency repairs. Downtime must be kept to a minimum to ensure availability when needed. By replacing this equipment every 5 years the City will maximize the initial equity gained from the municipal discounts offered by manufacturers and reap a higher return rate on trade-in or resale value while maintaining a full warranty to protect from catastrophic repairs.



Projected Five-Year Cost Schedule								
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$355,000	\$0	\$0	\$0	\$0	\$0	\$180,000	\$535,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$355,000	\$0	\$0	\$0	\$0	\$0	\$180,000	\$535,000
Op Expense	\$38,993	\$0	\$0	\$0	\$0	\$0	\$0	\$38,993
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule								
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total	
Trade In Value	\$148,000	\$0	\$0	\$0	\$0	\$80,000	\$228,000	\$228,000
Water Utility Fund	\$207,000	\$0	\$0	\$0	\$0	\$100,000	\$307,000	\$307,000
Total	\$355,000	\$0	\$0	\$0	\$0	\$180,000	\$535,000	\$535,000

Project Title: 18,000lb class Hydraulic Excavator **Project Number:** WA-04

Project Type: Water System Equipment Replacement **Current Year Project Cost:** \$0

Department: Public Works – Water Maintenance **Funding Source:** Water Utility Fund

Strategic Plan Priority: Infrastructure

Description: Purchase a hydraulic excavator to replace the existing equipment.

Justification: This piece of equipment is vital to the department to handle various construction tasks and emergency repairs. Downtime must be kept to a minimum to ensure availability when needed. By replacing this equipment every 4 years the City will maximize the initial equity gained from the steep municipal discounts offered by manufacturers and reap a higher return rate on trade-in or resale value while maintaining a full warranty to protect from catastrophic repairs.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$304,320	\$0	\$0	\$108,000	\$0	\$0	\$412,320
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$304,320	\$0	\$0	\$108,000	\$0	\$0	\$412,320
Op Expense	\$34,958	\$0	\$0	\$0	\$0	\$0	\$34,958
Cost Savings	\$5,400	\$0	\$0	\$0	\$0	\$0	\$5,400
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Trade In Value	\$146,800	\$0	\$0	\$70,000	\$0	\$0	\$216,800
Water Utility Fund	\$157,520	\$0	\$0	\$38,000	\$0	\$0	\$195,520
Total	\$304,320	\$0	\$0	\$108,000	\$0	\$0	\$412,320

Project Title: Miscellaneous
Watermain Maintenance

Project Number: WA-12

Project Type: Water System
Improvements

**Current Year
Project Cost:** \$400,000

Department: Public Works

Funding Source: Water Utility Fund

**Strategic Plan
Priority:** Infrastructure

Description: Upgrading of the City's aging water-infrastructure and replacement of lead service lines to comply with new regulatory standards.

Justification: Continued aging of the City's drinking water infrastructure and new regulatory requirements to meet the Lead and Copper Rule Revisions (LCRR) have resulted in the need to continue funding for WA-12 along with incremental increases in future years. HDR Engineering has completed the analysis and recommendations for a Water Distribution System Management Plan which included changes required by the LCRR in order to stay in compliance with state and Federal Drinking Water Requirements. The activities surrounding the LCRR such as increased testing, development of lead service line inventory, and the replacement of lead service lines, are not optional and have a compliance deadline of October 2024.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$4,700,000	\$400,000	\$500,000	\$750,000	\$1,000,000	\$1,250,000	\$8,600,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$4,700,000	\$400,000	\$500,000	\$750,000	\$1,000,000	\$1,250,000	\$8,600,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Water Utility Fund	\$4,700,000	\$400,000	\$500,000	\$750,000	\$1,000,000	\$1,250,000	\$8,600,000
Total	\$4,700,000	\$400,000	\$500,000	\$750,000	\$1,000,000	\$1,250,000	\$8,600,000

Project Title: Water Tank Maintenance Contract **Project Number:** WA-14

Project Type: Water System Maintenance **Current Year Project Cost:** \$206,220

Department: Public Works – Water Maintenance **Funding Source:** Water Utility Fund

Strategic Plan Priority: Infrastructure

Description: The water maintenance division has determined that it is advantageous to place the City's most valuable water assets (the water towers and storage tanks) on a contracted maintenance/management system. Many communities throughout the United States and the state of Missouri utilize storage tank maintenance agreements to level the annual costs associated with tank ownership which include re-painting, inspection, structural repairs, cleaning, correction of vandalism, and other maintenance/repair related items. These programs ensure the tanks are always in compliance with state and federal regulations, deliver safe potable water to customers, and maintain an attractive storage facility for the community. There is a reduction in the contract amount due to the decommissioning of the downtown water tower.

Justification: The Water Department has utilized contracted maintenance for the past four years with positive results. Since the maintenance contract is perpetual and with one firm, the repetitive engineering costs are eliminated. The maintenance program allows repairs to be completed in the same season they are identified, thereby providing a higher level of maintenance to the assets. Tank and tower maintenance programs are favorably recognized by the Missouri Department of Natural Resources as beneficial to communities in delivering safe water to their customers and realizing the maximum life from their assets.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$3,181,384	\$206,220	\$216,531	\$227,357	\$238,725	\$250,000	\$4,320,217
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$3,181,384	\$206,220	\$216,531	\$227,357	\$238,725	\$250,000	\$4,320,217
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Water Utility Fund	\$3,181,384	\$206,220	\$216,531	\$227,357	\$238,725	\$250,000	\$4,320,217
Total	\$3,181,384	\$206,220	\$216,531	\$227,357	\$238,725	\$250,000	\$4,320,217

Project Title: Water Infrastructure Deployment **Project Number:** WA-17

Project Type: Capital Improvements **Current Year Project Cost:** \$200,000

Department: Public Works **Funding Source:** Water Utility Fund

Strategic Plan Priority: Development and Redevelopment

Description: The project will fund the strategic deployment of water service infrastructure to facilitate the development of the City. It is contemplated that annual budgeted funds may go unused year-over-year and will be accessed for projects meeting certain criteria. Priority will be given to sites/projects that meet one or more of the following criteria:

- Areas in the Intent to Annex plan.
- Consistency with the Comprehensive Plan.
- Supports stated economic development objectives (e.g., job creation, business attraction and retention, shovel ready site, etc.). Provides systematic, long-term infrastructure solutions.

Justification: The City is uniquely positioned to play a significant role in site/area development through the deployment of critical infrastructure to make areas and sites within the City marketable and ultimately developable. Dedicating resources on an on-going basis will enable the City to respond to market demands and opportunities and systematically and strategically address the infrastructure needs of the City.

Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,300,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,300,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,300,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,300,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Water Utility Fund	\$1,300,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,300,000
Total	\$1,300,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,300,000

Project Title: 1.5 Ton Service Truck **Project Number:** WA-18

Project Type: Equipment Replacement **Current Year Project Cost:** \$66,000

Department: Public Works - Water **Funding Source:** Water Utility Fund

Strategic Plan Priority: Infrastructure

Description: Purchase of a 17,500 GVWR cab and chassis with utility bed. This vehicle was previously funded in capital outlay FY 2018-19. Due to the \$50,000 limit and inflationary cost this vehicle is being moved to CIP.

Justification: This truck is used for daily maintenance of the City's water distribution system. The existing utility trucks have a service life of twelve years in the utilities division with an additional five to eight years of service in the Streets / Parks divisions. The Water Division operates three of these vehicles resulting in a replacement purchase every four years.



Projected Five-Year Cost Schedule							
Cost Breakdown	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$60,000	\$66,000	\$0	\$0	\$0	\$80,000	\$206,000
Landscape	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$60,000	\$66,000	\$0	\$0	\$0	\$80,000	\$206,000
Op Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cost Savings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Projected Five-Year Funding Schedule							
Source	Prior	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Water Utility Fund	\$60,000	\$66,000	\$0	\$0	\$0	\$80,000	\$206,000
Total	\$60,000	\$66,000	\$0	\$0	\$0	\$80,000	\$206,000

REVENUE POLICY

Each year, the City of Blue Springs develops its municipal budget based upon estimated revenues and projected service level needs. During the budget process, emphasis is placed on program services, as well as itemized and detailed expenditure activities and performance standards. Equally important in the development of the annual budget is the formulation of a financing plan based on available revenues. This includes identification of the various revenue sources to be used in funding municipal service, and the forecast of estimated income each would produce.

The City's revenue plan will vary from year to year as national and local economic and other factors change. Unless the City can rapidly adapt its revenue policy to these changes each year to preserve its revenue base, reductions can be inadvertently forced during periods of economic slowdown or major revenue source reduction. Therefore, the City's annual revenue policy will be based upon the latest economic forecast available. It will also be formulated around the basic principles that:

1. Wherever possible, those receiving the benefits of a government service should pay for what they receive in full through current fees, charges and other assessments.
2. Continual search for new sources of revenue - both financial and non-financial - shall be made to diversify the City's revenue source portfolio.

REVENUE PROJECTIONS

The Major revenue sources for the City are sales taxes, property taxes, transportation sales tax, other government sources, water sales, sewer charges, utility franchise fees, licenses and permits, fines and general government charges for services.

The following revenue projection pages are prepared for all City fund accounts that, in total, make up at least 75 percent of the City's revenue. They are presented in order of highest to lowest total revenue.

The starting point for all account revenue projections begins by reviewing the current year's year-end projection as well as reviewing historical account activity to provide trend information on a comparative basis for projections.

Each revenue page has five sections, which lists the account code, legal authorization, description, basis of revenue projection and the fund collection/distribution.

The **Account Code** section lists the specific line item that the receipt will be posted to in the city's general ledger accounting system.

The **Legal Authorization** section should list either the state statute or city ordinance, which allows the city to levy and receive this source of funds.

The **Description** section provides a brief explanation of the formula (i.e. tax levy times assessed valuation or building permit square footage times rate per foot), or established schedule of fees.

The **Basis of Revenue Projection** section describes the logic and/or assumptions used to arrive at the projected amounts and possibly the history or trend analysis of the particular account.

The **Fund Collection/Distribution** section lists the most recent five years of actual receipt activity in the account, plus a projection for the current fiscal year and the upcoming budget year. In the case where a single revenue account is received in more than one fund, all funds are listed by fund category and then totaled.

REVENUE SOURCE DESCRIPTIONS

Description

½ Percent Public Safety Sales Tax

A 1/2 percent Public Safety sales tax on all goods and commodities sold within the City limits, with the exception of drugs, farm machinery, and domestic users of utilities. On April 5th, 2011, voters approved the establishment of a 1/2 percent sales tax to be used for Public Safety services only. The tax is also levied on all vehicles registered by residents of the City, although they may have been purchased in another city.

½ Percent Transportation Sales Tax

A 1/2 percent sales tax on all goods and commodities sold within the City limits, with the exception of drugs, farm machinery, and domestic users of utilities. On August 5th, 1986, voters approved the retention of this tax indefinitely. The tax is also levied on all vehicles registered by residents of the City, although they may have been purchased in another city.

½ Percent Parks Sales Tax

A 1/2 percent Parks sales tax on all goods and commodities sold within the City limits, with the exception of drugs, farm machinery, and domestic users of utilities. On April 4th, 2017, voters approved the establishment of a 1/2 percent sales tax to be used for Park improvements only. The tax is also levied on all vehicles registered by residents of the City, although they may have been purchased in another city.

1 Percent City Sales Tax

The City imposes a 1 percent sales tax on all goods and commodities sold within the City limits with the exception of drugs and farm machinery. The tax is also levied on all vehicles registered by residents of the City, although they may have been purchased in another city. The Missouri Department of Revenue collects funds and distributes monthly to City.

1 Percent Property Tax Collection Fee

Revenue received for collecting property taxes on behalf of Jackson County.

Animal Control Fines and Kennel Fees

Charges levied against pet owners for allowing their animals to run at large, plus kennel fees, if applicable.

Antenna Site Leases/Farm Lease Contracts

Operating revenue from the water tower structure at 11th and Smith Streets that is used as an antenna lease site for companies in need of transmitter facilities. Land leased to R.L.D.S. Church and farm property in the Atherton Community that is owned by the City of Blue Springs.

Building and Sign Permits

Fees for permits issued for construction subject to Uniform Building Code. Permits are valid for six months from date of issue. Sign permits to construct or alter signs. Permits for street cuts to repair or install utility lines.

Business (Occupational) Licenses

A license required of all businesses operating in the City. Due March 1. Delinquent March 2.

Business Personal Property Tax

Revenue from an ad valorem tax levied on all portable property used to generate income. The County assesses this property at 33 percent of its value.

Cigarette Tax

A \$.04 tax on each package of cigarettes sold in the City.

City Vehicle Licenses

Effective with Ordinance No. 1765, the Collector of Revenue of Jackson County includes as a charge on bills issued for personal property taxes, the charge for City motor vehicle license and collects the same with and in the same payment as personal property taxes.

Construction Plat and Inspection Fees

Fees charged to developers for construction of public works improvements including water lines, sanitary sewers and street improvements. Fees to cover cost of reviewing plans to ensure conformance with applicable City ordinances governing subdivision plats. Permit fee for each home-owned business inspection made by City inspectors. Fees for zoning applications, conditional use permits and variances all requiring public hearings.

County Urban Road System (C.U.R.S.) Revenue

Under the County Urban Road System (C.U.R.S.), Jackson County credits the City each year with monies to be spent on road improvements within the City of Blue Springs.

Dispatch Fee/False Alarms

Charges to entities for radio dispatch services performed per contract agreement. Charges for false alarm calls.

Donations

Donations from residents, nonresidents, civic organizations and business owners who have used City facilities and wish to express their appreciation or would like to co-sponsor a designated special event or project with a City department.

Driving Range Fees

Revenues received from the sale of small and large bags and 40 bag passes at the Adams Pointe Golf Club driving range.

Estimated Uncollectible Business Personal Property Tax

Percentage of business personal property taxes estimated to be uncollectible.

Estimated Uncollectible Merchants and Manufacturers Tax

Percentage of merchants and manufacturers taxes levied estimated to be uncollectible.

Estimated Uncollectible Personal Property Tax

Percentage of personal property taxes estimated to be uncollectible.

Estimated Uncollectible Real Estate Tax

Percentage of real estate taxes levied estimated to be uncollectible.

Facility Rent

Rental of the following City property: Election polls, Public Works Building, City Hall Facility, Fieldhouse Facility, Golf Course Club House and Vesper Hall Senior Center.

Farm Lease Contract

Operating revenue received from monies for lease of land to Summers Farms and farm property at the Sni-A-Bar Wastewater Treatment Plant site that is owned by the City of Blue Springs.

Federal/State Grants

Federal, State and Local grant funds awarded to the City for special projects or programs, disaster relief or transportation.

Fireworks Permits

Fee charge to all local, non-profit civic organizations permitted by the City Council to sell fireworks in the City.

Food and Beverage Revenue

Revenues from the sale of prepared foods, packaged foods, fountain beverages, other beverages, canned beer, tap beer, liquor, wine and tobacco at Adams Pointe Golf Club. Revenues from corporate league allowances and beverage cart sponsorships at Adams Pointe Golf Club.

Golf Cart Revenue

Revenues received from the rental of golf carts at Adams Pointe Golf Club, including twilight carts, junior/senior carts and tournament carts.

Golf Course Green Fees

Revenues received from all green fees during all playing hours, including tournaments, Blue Springs Resident Passes, corporate leagues, permanent tee times, corporate member fees and corporate guests.

Grain Valley Service Agreement

Operating revenue from payment by the City of Grain Valley for use of City's Sni-A-Bar Wastewater Treatment Plant and sewer main. Quarterly billing is based upon percentage of Grain Valley's customers versus City of Blue Springs' customers.

Hotel/Motel Tax

Revenues received from a hotel/motel license tax of 6.5 percent of the gross daily rental receipt upon sleeping accommodations of motels and hotels to prompt and provide facilities for tourism, conventions and visitors beginning June 1, 2003.

Intangible (Financial Institution) Tax

A tax paid to the State by all banks, trust companies, credit institutions, credit unions and insurance companies on net income. Funds are remitted by the State of Missouri to counties for distribution to each city in the County.

Interest Fees

Interest on replacement tax revenues levied by Jackson County against the assessed valuation of commercial real property, listed in Subclass (3) of Class 1 of Section 4 (b) of Article X of the Missouri Constitution that becomes delinquent January 1 of each year.

Interest on Investments

Interest earned from investment of monies and deposits in interest-bearing accounts.

Jackson County Duplicate Receipt Fees

Fee for each duplicate tax receipt prepared.

Jackson County - Economic Activity Taxes

Revenues received from Economic Activity Taxes from businesses located in the Tax Increment Financing District.

Liquor Licenses/I.D. Cards

Revenue from licenses issued for the sale of liquor within the City and liquor identification cards to persons employed in the retail sale of liquor. Liquor licenses are renewable annually on July 1. Liquor identification cards are issued as 3-year permits.

M and M Replacement Tax/Jackson County

Replacement tax revenues levied by Jackson County against the assessed valuation of real property, listed in Subclass (3) of Class 1 of Section 4 (b) of Article X of the Missouri Constitution, necessary to produce the total revenues lost by taxing authorities due to the exemption of merchants' and manufacturers' tangible personal property (inventory) effective January 1, 1985.

Maintenance/Repair and Fuel Charges

The City operates the Fleet Maintenance to maintain, repair and provide fuel for City-owned vehicles and equipment. Operating revenues are collected through charges assessed to departments utilizing the Fleet Maintenance services.

Maps, Publications, Ordinances and Copies

Revenue obtained from the sale of maps, zoning and subdivision regulations, and various other ordinances, motor vehicle operator reports and photocopies of general information.

Merchants and Manufacturers Tax

Revenue from ad valorem taxes assessed to all equipment in the possession or control of a business on January 1 of each year. The County assesses all business equipment at 33 percent of its value.

Miscellaneous Income

Revenues from various miscellaneous sources such as: pay phones, vending machines, returned checks, taxicab franchise, postage reimbursements, miscellaneous overages and court-ordered restitution.

Miscellaneous Revenue

Operating revenue received from miscellaneous sources such as return check charges and voided water deposit checks.

Miscellaneous Revenue and Discounts

Operating revenue from discounts for prompt payments of Missouri Sales/Use Tax returns, purchases and other miscellaneous receipts.

Municipal Court Costs

Costs levied for each violation processed by the Municipal Court and Violation Bureau. Charges assessed on all moving violation convictions for law enforcement training and victim's compensation fees.

Municipal Court Fines/Appearance Bond

Revenue from fines assessed by City's Municipal Judge for violations of City ordinances and forfeiture of appearance bonds for nonappearance at court. Municipal Judge sets amount of bond.

Operating Transfers

Revenues generated by the General Fund transferred to Capital Projects and Public Building Authority Fund for capital assets, construction of capital projects and payment of PBA debt.

Outfall Sewer Agreements

Operating revenue received when sewer lines are dedicated to the City and become a part of the City's sewer system. In order for developers to connect to the City's sewer system in outfall sewer areas, it is necessary to obtain an easement across such property involved. The City agrees to purchase said easement with the developer agreeing to reimburse the City for all expenses incurred.

Park Activity Fees

Revenue from various park activities as follows:
Shelter Rentals, Coed Volleyball, Gymnastics Classes, Tennis Lessons, Men's Slow Pitch, Church Slow Pitch, Men's Basketball, Drama Workshop, Kids Computer Camps, Women's Slow Pitch, Dance Classes, Tournament Field Rent, Coed Slow Pitch, Fine Art Classes, Adult Football, Gate Receipts, Acting Lessons, Youth Volleyball.

Park Concession Receipts

Fee paid by private concessionaires operating at Pink Hill Park, Keystone Park, Young Park, Blue Springs Park, and Hidden Valley Park Sports Complex.

Park Donations/Miscellaneous Revenue

Donations received from residents, non-residents, civic organizations and business owners who use City facilities.

Park Field and Court Lights

Monies derived from use of lighted recreation facilities at Pink Hill Park, Keystone Park, Blue Springs Park, Young Park and Rotary Park at Railroad Lake for practice and game play.

Penalties

Penalties for occupational licenses purchased after the delinquent date. Penalties assessed for late payment of weed cutting charges.

Personal Property Tax

Revenue from an ad valorem tax levied on all vehicles, boats, airplanes and farm equipment. The County assesses the property at 33 percent of its value.

Police Instructors, Housing, Lab Fees

Revenues obtained from prisoner housing, employment of officers at Metropolitan Community College, Youth Outreach Unit lab fees, and police photocopies.

Pro Shop Revenues

Revenues received from the sale of merchandise at the Adams Pointe Golf Club pro shop. Revenues received from the rental of golf clubs, hole sponsorships, golf club repairs, and the preferred player program at Adams Pointe Golf Club.

Railroad and Utility Tax

A combined assessment of the State of Missouri and City of Blue Springs on length of railroad track, utility lines, and all other moveable property owned or leased by utility/railroad companies on January 1 of each year. Local assessment is based on real property or tangible personal property owned within the City limits.

Real Estate Property Tax

Revenue from an ad valorem tax levied on all real property based on the assessed valuation established by the County Assessor. By order of the State Tax Commission, all new property was assessed at 19 percent of its value for residential and 32 percent of its value for commercial, and all older property brought to the same standard January 1, 1985. Jackson County reassesses all property in the County every two years (in the odd numbered years).

Sale - Equipment, Land and Reimbursement

Revenue derived from the sale of equipment no longer needed, insurance reimbursement for equipment involved in accidents or vandalism, requests for repairs to equipment damaged by others, sale of building, land or products.

Sale - Material and Equipment/Insurance Receipts

Operating revenue derived from the sale of equipment, materials or supplies and reimbursement for repairs from individuals and insurance companies.

Sale of Equipment

Revenue received from the sale of equipment no longer needed.

Sale of Fuel and Charges for Maintenance/Repair

Operating revenue from the sale of fuel and charges for vehicle and equipment maintenance/repair to outside vendors.

Sale of Supplies/Insurance Receipts

Operating revenue derived from sale of equipment, materials/supplies, insurance receipts and reimbursement for repairs.

Service Fees

Operating revenue from service fees collected. After a water/sewer bill remains unpaid for thirty days service is discontinued by the City. A \$20 reconnection fee plus the outstanding amount of the bill must be paid before service is restored.

Service Fees, Connections and Line Installation

Service fees: After a water/sewer bill remains unpaid for thirty days, service is discontinued. A \$20 reconnect fee is charged before service is restored. Connections: Charges for tapping water service line and installing a meter. Extended Meter Service: \$50 per service meter call. Hydrant Meter Usage Fee: Charge for temporary hydrant meter use during construction.

Sewer Penalties

Operating revenue from a 10 percent charge which is added to all sewer bills that remain unpaid fifteen days from due date.

Sewer Service Charges

Operating revenue based upon an administrative service fee charge plus a fee charged per each 100 gallon water sale.

Sewer Service/Independence, Etc.

Operating revenue derived from a cooperative agreement for reciprocal sewer service between the City of Blue Springs and the City of Independence for users existing in certain areas lying on both sides of the boundaries between Blue Springs and Independence.

Special Events

Receipts from admission fees or entry fees to special events, such as: seasonal theaters; BBQ Blaze-Off; craft workshop; mud volleyball tournament; environmental sales; summer basketball tournament; children trips; senior citizen trips; Youth Sports Expo; photography workshop; cheerleader clinic; and, adult softball tournament.

State Motor License Fees

Distribution of State license fees collected on motor vehicles, etc., for highway and transportation purposes.

State Motor Vehicle Fuel Tax

Monies appropriated by the State to all cities for maintenance and improvement of roads and bridges. Voters approved a \$.04 tax per gallon increase that became effective June 1, 1987.

State Motor Vehicle Sales Tax

Distribution to cities of sales tax collected by the State on motor vehicles for use in street, highway repairs and improvements.

Street Repairs/Sign Charges

Charges by City for costs to repair street cuts made by utility contractors, drainage material cost and labor, and street signs.

Swimming Pool Utility/Supply Charges

Reimbursement paid by R-IV School District for pool operations per contract between the entities.

Tax Increment Finance Administration Fee

Revenue received from administration of various Tax Increment Financing projects.

Tax Increment Financing Application Deposits

Revenue received from parties desiring to apply for a Tax Increment Financing District.

Tree Planting Program

The City purchases trees from a supplier, and in turn, resells them to residents for planting on their property. The actual cost of the tree is charged to the resident; except for trees planted in City right-of-way, then half the cost is paid by the City (one tree per resident).

Utility Franchise Taxes

A tax levied on gross receipts from domestic and commercial sales.

Vesper Classes, Tournaments and Meals

Revenues derived from entry fees for arts and craft classes, ceramic classes, watercolor classes, craft sales, chair massages, manicures, Tai Chi, PACE, aerobics, tennis, clogging, ballroom dance, computer classes, book club, harmonica, theater performances, genealogy, meal donations, holiday meals, tea dance socials, tournaments, special holiday dances and ballroom dances.

Vesper Hall Senior Center Rentals

Rental fees charged for private use of Vesper Hall Senior Center Facility.

Water Department of Natural Resources Fees

Operating revenue from a fee required by the State of Missouri to enforce the Federal Safe Drinking Water Act.

Water Penalties

Operating revenue from a 10 percent charge which is added to all water bills that remain unpaid after fifteen days from due date.

Water Sales

Operating revenue derived from water usage sales.

Weed Cut/Nuisance Fees

Charges collected for cutting weeds and clearing private property of debris not performed by property owners.

SALES TAX

Legal Authorization:

State Statute: MO Statute 94.500

City Municipal Code: Section 130.040

Account Code:

100-00000-402100
 155-00000-402100
 158-00000-402100
 310-00000-402100

Description:

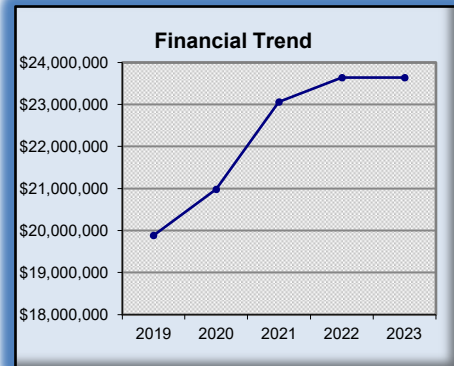
The City imposes a total sales tax of 2.50% on all goods and commodities sold within the City limits with the exception of prescription drugs and farm machinery. The Transportation, Public Safety and Parks sales tax is not levied on utilities. The State of Missouri receives the tax from the respective businesses and distributes the funds monthly to the City less a 1% collection fee.

Basis of Projection:

Sales tax receipts through June 2022 showing an increase. The 2022 projections are used as the basis for the 2022-23 budget and are expected to increase.

Sales tax is broken between three funds as follows:

General Fund	1.000%
Capital Projects	0.50%
Parks Sales Tax	0.50%
Public Safety Sales Tax	0.50%



Fund Category					
Collection/ Distribution Year	General Fund	Parks Sales Tax	Public Safety Sales Tax	Transportation Tax	TOTAL
2019 Actual	8,101,091	4,211,459	3,746,590	3,827,814	19,886,954
2020 Actual	8,564,329	4,409,022	3,964,642	4,045,115	20,983,107
2021 Actual	9,321,302	4,894,974	4,383,967	4,462,542	23,062,785
2022 Projected	9,693,692	4,927,132	4,412,390	4,610,035	23,643,249
2023 Budget	9,693,692	4,927,132	4,412,390	4,610,035	23,643,249

SEWER CHARGES

Legal Authorization:

State Statute: MO Statute 250.150
City ordinance: Ordinance 3007, 9/97

Account Code:

460-00000-4357XX

Description:

Projected sewer charges reflect revenues anticipated from approximately 20,000+ residential and commercial customers. Analysis of historic experience, adjusted for known changes and rate increases provides a reasonable basis for projection of customers served and annual sewer service demands.

Basis of Projection:

City Customers

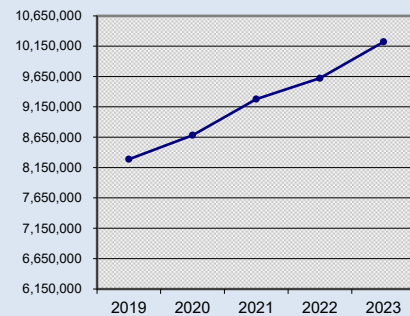
\$8.50 per month administrative charge
 \$.470 per 100 gallon of water used

Suburban Customers

\$17.00 per month administrative charge
 \$.470 per 100 gallon of water used

For domestic and commercial users, excluding hotels, motels and restaurants, charges are based on average amount of water used during the winter billing months of January through April.

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Funds	Transportation Tax	TOTAL
2019 Actual	-	-	8,286,314	-	8,286,314
2020 Actual	-	-	8,681,828	-	8,681,828
2021 Actual	-	-	9,277,369	-	9,277,369
2022 Projected	-	-	9,621,448	-	9,621,448
2023 Budget	-	-	10,222,922	-	10,222,922

WATER SALES

Legal Authorization:

State Statute: MO Statute 91.090
City ordinance: Ordinance 3007, 9/97

Account Code:

430-00000-435600

Description:

Projected water sales reflect revenues anticipated from approximately 20,000 residential and commercial customers. Analysis of historic experience, adjusted for known changes and rate increases provides a reasonable basis for projection of customers served and annual water demands.

Basis of Projection:

City Customers

\$10.25 per month administrative charge
0 - 7,500 gal/month: \$.530 per 100 gallon
7,500 - 15,000 gal/month: \$.610 per 100 gallon
Excess of 15,000: \$.660 per 100 gallon

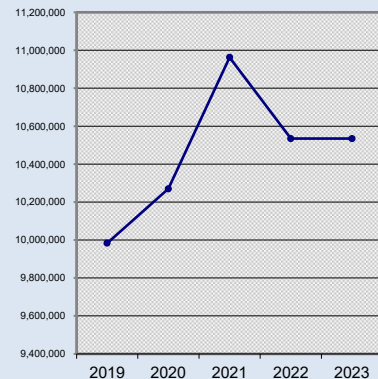
Commercial

\$10.25 per month administrative charge
0 - 999,999 gal/month: \$.530 per 100 gallon

Suburban Customers

\$20.50 per month administrative charge
0 - 7,500 gal/month: \$1.060 per 100 gallon
7,500 - 15,000 gal/month: \$1.220 per 100 gallon
Excess of 15,000 gal/month \$1.320 per 100 gallon

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	-	-	9,983,996	-	9,983,996
2020 Actual	-	-	10,269,865	-	10,269,865
2021 Actual	-	-	10,962,391	-	10,962,391
2022 Projected	-	-	10,534,681	-	10,534,681
2023 Budget	-	-	10,534,681	-	10,534,681

PROPERTY TAX

Legal Authorization:

State Statute: Section 94.340, 90.500
MO Statute, Chapter 153

City Municipal Code: Section 130.030

Account Code:

100-00000-401100
and
210-00000-401100

Description:

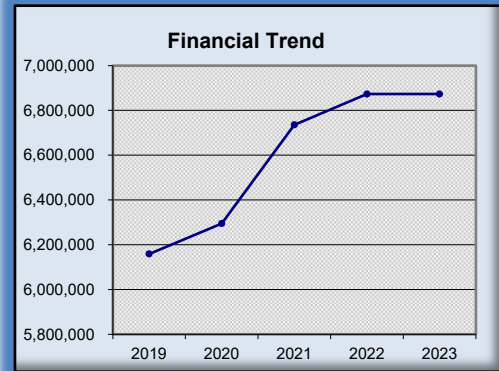
Revenue from the ad valorem tax, levied on all real estate and personal property, based upon the assessed valuation as established by the County Assessor on January 1st of each year. Real estate property assessed valuation is determined by applying the "market value" times the appropriate assessment ratios. Personal property assessed valuation is set at the market value times the appropriate assessment ratios that is determined by the State Tax Commission. They are as follows:

Real Estate		Personal	
Residential	19%	Cars, Boats & Other	33-1/3%
Agricultural	12%	Farm Equipment & Livestock	12%
Commercial/All Other	32%	Historic Autos	5%
		Grain	0.5%

Each year the City Council must set the rates to be levied for the City's property taxes. In odd numbered years, such as 2009, all county assessors are required to "re-assess" property values in their county.

Basis of Projection:

Assessed Valuation	
2023	\$ 1,109,604,999
2022	\$ 1,109,604,999
2021	\$ 998,479,438
2020	\$ 1,024,281,766
2019	\$ 870,057,897
Levy Rates	
	General Debt Service
FY 2022	\$ 0.6366 \$ 0.1501



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	4,865,821	1,293,065	-	-	6,158,886
2020 Actual	4,851,218	1,443,082	-	-	6,294,299
2021 Actual	5,256,351	1,479,052	-	-	6,735,404
2022 Projected	5,253,492	1,619,547	-	-	6,873,039
2023 Budget	5,253,492	1,619,547	-	-	6,873,039

UTILITY FRANCHISE TAXES

Legal Authorization:

State Statute: Section 94.270
 City Municipal Code: Section 645.020

Account Code:

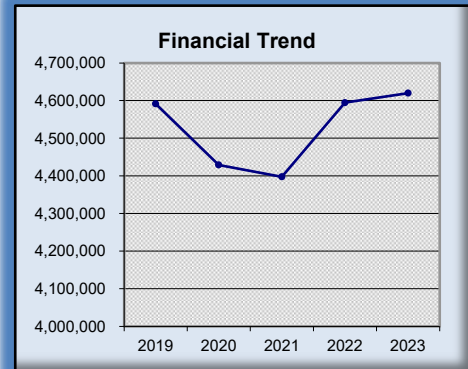
100-00000-405120
 to
 100-00000-405150

Description:

The City charges a license fee of the gross receipts derived from the sale of natural gas, electricity, telephone service, and cable TV for domestic and commercial consumption in the City. The tax is collected by the utility company and remitted to the City the following month.

Basis of Projection:

Levy Rates	
Natural Gas (Spire)	5%
Electricity (Evergy)	5%
Telephone (AT&T, Wireless, Other Phone Cos.)	5%
Cable Television (Comcast Cable)	5%
AT & T Video Services	5%



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	4,591,354	-	-	-	4,591,354
2020 Actual	4,428,828	-	-	-	4,428,828
2021 Actual	4,397,357	-	-	-	4,397,357
2022 Projected	4,594,469	-	-	-	4,594,469
2023 Budget	4,619,709	-	-	-	4,619,709

STATE MOTOR VEHICLE FUEL TAX

Legal Authorization:

State Statute: MO Constitution Article IV
 MO Statute Chapter 142
City Municipal Code: N/A

Account Code:

100-00000-422100

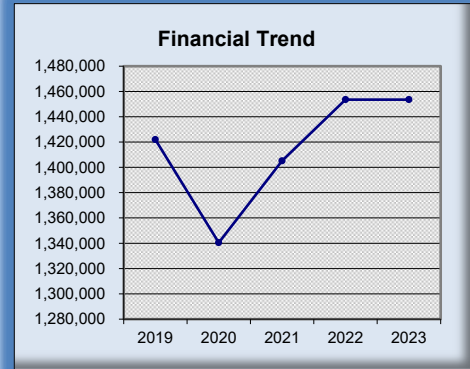
Description:

This tax is the City share of the State tax on motor vehicle fuel. Distribution to the cities is based on the population of that city as of the last Federal census count, which for Blue Springs is 2017. With a population of 54,945.

Vehicle Fuel Tax funds must be used solely for maintenance and improvement of roads and bridges.

Basis of Projection:

Projection shows a increase over FY 2021 based upon analysis of historical trends.
 This revenue source will continue to be monitored closely due to economic conditions.



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Funds	Transportation Tax	TOTAL
2019 Actual	1,421,949	-	-	-	1,421,949
2020 Actual	1,340,450	-	-	-	1,340,450
2021 Actual	1,405,191	-	-	-	1,405,191
2022 Projected	1,453,583	-	-	-	1,453,583
2023 Budget	1,453,583	-	-	-	1,453,583

INTEREST INCOME

Legal Authorization:

State Statute: MO Statute 30.950

City Municipal Code: N/A

Account Code:

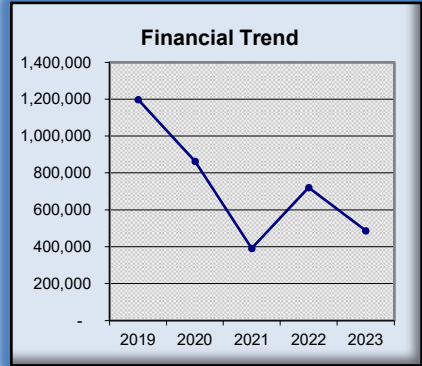
- 100-00000-450XXX
- 150-00000-450XXX
- 155-00000-450XXX
- 158-00000-450XXX
- 310-00000-450XXX
- 410-00000-450XXX
- 420-00000-450XXX
- 430-00000-450XXX
- 460-00000-450XXX

Description:

The City currently maintains investments by fund. Investments may include United States Treasury Bills and Notes and US agency securities, which are carried at cost. Interest income is distributed to the appropriate funds on a monthly basis in accordance with the City's investment policy.

Basis of Projection:

Projections are based upon average cash balance multiplied by the average % yield of less than 2%. Projections are staying a slight higher as FY 2022 based upon analysis of yield on investments.



Fund Category						
Collection/ Distribution Year	General Fund	Special Revenue Funds	Debt Service	Enterprise Funds	Transportation Tax	TOTAL
2019 Actual	427,832	221,636	44,840	365,887	137,522	1,197,717
2020 Actual	338,089	136,717	29,882	358,227	-	862,916
2021 Actual	171,305	55,494	26,774	138,526	-	392,099
2022 Projected	182,200	82,829	32,577	188,872	234,165	720,642
2023 Budget	182,200	82,829	32,577	188,872	-	486,477

CONNECTIONS AND SERVICE FEES

Legal Authorization:

State Statute: MO Statute 91.090
 City ordinance: N/A

Account Code:

430-00000-435610
 430-00000-435703
 430-00000-480400

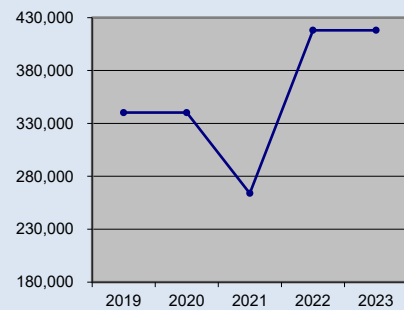
Description:

Charges for tapping the water service line and installing a water meter. Cost for large meters are assessed according to meter and installation cost on an individual basis.

Basis of Projection:

3/4" Tapping Charge	\$300
1" Tapping Charge	\$300
3/4" water Meter and Installation	\$6,000
1" Water Meter and Installation	\$11,000
1 1/2" Water Meter and Installation	\$24,000
2" Water Meter and Installation	\$43,000
3" Water Meter and Installation	\$96,000
4" Water Meter and Installation	\$171,000
6" Water Meter and Installation	\$384,000

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	-	-	340,215	-	340,215
2020 Actual	-	-	340,215	-	340,215
2021 Actual	-	-	264,013	-	264,013
2022 Projected	-	-	417,964	-	417,964
2023 Budget	-	-	417,964	-	417,964

MUNICIPAL COURT FINES

Legal Authorization:

State Statute: MO Statute 79.470
 City Municipal Code: City Code, Section 1-5

Account Code:

100-00000-440100
 100-00000-440150
 100-00000-440200

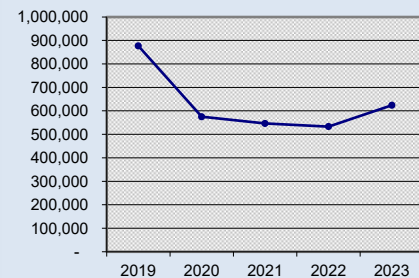
Description:

Revenue from fines assessed by the City's Municipal Judges in Municipal Court for violation of City ordinances.

Basis of Projection:

FY 2022-23 budget projections will increase due to the 2021-22 year-end projections.

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	876,664	-	-	-	876,664
2020 Actual	574,872	-	-	-	574,872
2021 Actual	546,408	-	-	-	546,408
2022 Projected	533,469	-	-	-	533,469
2023 Budget	623,935	-	-	-	623,935

PARKS & RECREATION ACTIVITY FEES

Legal Authorization:

State Statute: N/A

City Municipal Code: N/A

Account Code:

100-00000-436190
through
100-00000-436470

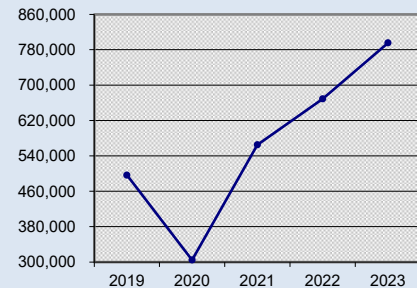
Description:

Fees from various Parks and Recreation department divisions, including Recreation, and Vesper Hall Senior Center. Recreation includes activities such as park activity fees, park shelter reservations, softball, volleyball, and basketball programs. The Vesper Hall Senior Center includes activities such as Vesper Hall Senior Center rentals, senior meals, entertainment, arts and crafts, education, and gitness activities.

Basis of Projection:

Activity Fees projections are based on estimated enrollment numbers for the various programs and activities. Athletic projections are based on an average number of participants multiplied by the fee schedule.

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	496,513	-	-	-	496,513
2020 Actual	304,828	-	-	-	304,828
2021 Actual	565,034	-	-	-	565,034
2022 Projected	668,846	-	-	-	668,846
2023 Budget	795,310	-	-	-	795,310

HOTEL/MOTEL TAX

Legal Authorization:

State Statute: MO Statutes,
Section 67.117
City Municipal Code: Section 655.020

Account Code:

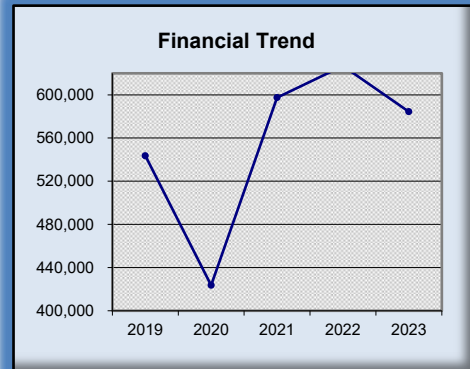
150-00000-405200
through
150-00000-405280

Description:

Revenues received from a hotel/motel license tax of six and one-half percent (6.5%) of gross daily rental receipts derived from transient guests for sleeping accommodations. The proceeds are used to promote the general economic welfare of the City including attraction and retention of business and industry to the community and the promotion and provision of facilities for tourism, conventions, and visitors. The majority of the receipts from the Hotel/Motel tax are used for debt service for the City-owned conference center.

Basis of Projection:

Assumes a small growth based on historical remittances by hotels/motels during 2022, but showing a decrease budgeted in 2022-23.
The City has 9 hotel/motels.



Fund Category					
Collection/ Distribution Year	General Fund	Special Revenue	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	-	543,571	-	-	543,571
2020 Actual	-	423,550	-	-	423,550
2021 Actual	-	597,422	-	-	597,422
2022 Projected	-	626,759	-	-	626,759
2023 Budget	-	584,348	-	-	584,348

BUILDING PERMITS

Legal Authorization:

State Statute: MO Statutes, Section 79.450

City Municipal Code: Section 500.030

Account Code:

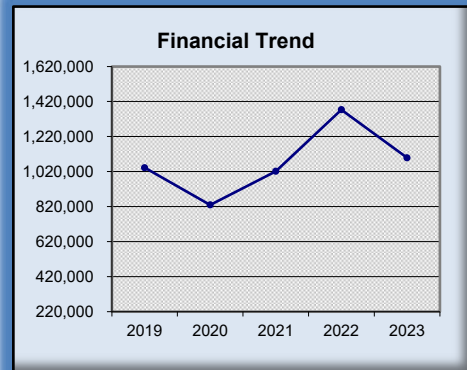
100-00000-415100

Description:

Building Permit Fees are paid to build, erect, construct, enlarge, or alter buildings or structures as required per the Uniform Building Code (UBC). Building permits are valid for six months from the date of issuance. Street Cut permits are those issued for street cuts to repair or install utility lines.

Basis of Projection:

One hundred twenty-five percent (125%) of suggested amount listed in Table 1-A of the 1997 United Building Code, which was increased in March 2007. The value used to compute building permit and plan review fees shall be the total value of all construction work for which the permit was issued as well as all finish work, painting, roofing, electrical, plumbing, heating, air conditioning, elevators, fire extinguishing systems and any other permanent equipment. Building permit revenue is expected to stay flat due to the economy and decrease in growth.



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	1,041,815	-	-	-	1,041,815
2020 Actual	829,425	-	-	-	829,425
2021 Actual	1,021,342	-	-	-	1,021,342
2022 Projected	1,373,104	-	-	-	1,373,104
2023 Budget	1,098,483	-	-	-	1,098,483

CONTRIBUTIONS - COUNTY

Legal Authorization:

State Statute: N/A

City Municipal Code: N/A

Account Code:

100-00000-420100
100-00000-429100

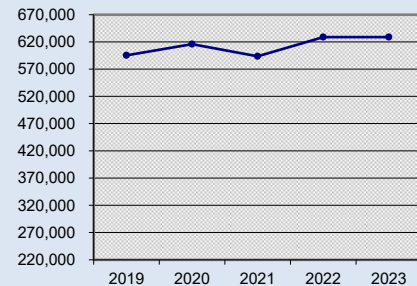
Description:

Grant funding originating from Jackson County is recorded in this revenue account. These revenues include funding for County Drug Task Force, CLEEO Grant, Combat Dare Grant, Historical Preservation Grant and HIDTA Grant.

Basis of Projection:

County Prevention (Crisis Counselors)	\$ 15,065
Combat - DARE	\$ 251,416
Jackson County Drug Task Force	\$ 237,944
Reimbursements from Other Governments	\$ 124,287

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Funds	Transportation Tax	TOTAL
2019 Actual	595,345	-	-	-	595,345
2020 Actual	615,801	-	-	-	615,801
2021 Actual	593,656	-	-	-	593,656
2022 Projected	628,711	-	-	-	628,711
2023 Budget	628,711	-	-	-	628,711

STATE MOTOR VEHICLE SALES TAX

Legal Authorization:

State Statute: Article IV, 1/80
Section 144.069, 94.560
City Municipal Code: N/A

Account Code:

100-00000-422110

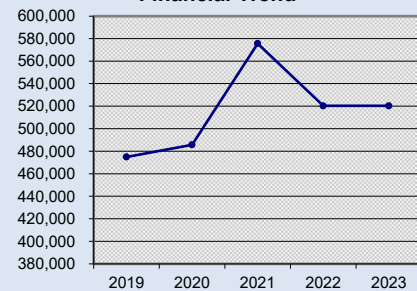
Description:

Distribution to cities of sales tax collected by the State of Missouri for the purchase of motor vehicles. Department of Revenue distributes revenue to the City based upon population. These funds must be used solely for maintenance and improvement of roads and bridges.

Basis of Projection:

Projection shows no increase or decrease for FY 2023 based upon analysis of historical trends.

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	474,932	-	-	-	474,932
2020 Actual	485,701	-	-	-	485,701
2021 Actual	575,575	-	-	-	575,575
2022 Projected	520,265	-	-	-	520,265
2023 Budget	520,265	-	-	-	520,265

STATE MOTOR VEHICLE LICENSE FEES

Legal Authorization:

State Statute: MO Constitution Article IV

City Municipal Code: N/A

Account Code:

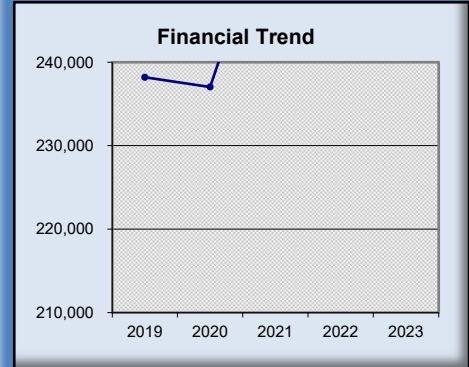
100-00000-422150

Description:

The fee is the City share of the State of Missouri vehicle license fees assessed. Allocation is based on cities population based on the last Federal decennial census. Funds derived from this revenue source are to be used solely for highway and transportation purposes.

Basis of Projection:

Projection shows no increase or decrease for FY 2023 based upon analysis of historical trends.



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	238,185	-	-	-	238,185
2020 Actual	237,026	-	-	-	237,026
2021 Actual	260,023	-	-	-	260,023
2022 Projected	245,436	-	-	-	245,436
2023 Budget	245,436	-	-	-	245,436

CONTRIBUTIONS - FEDERAL

Legal Authorization:

State Statute: N/A
 City Municipal Code: N/A

Account Code:

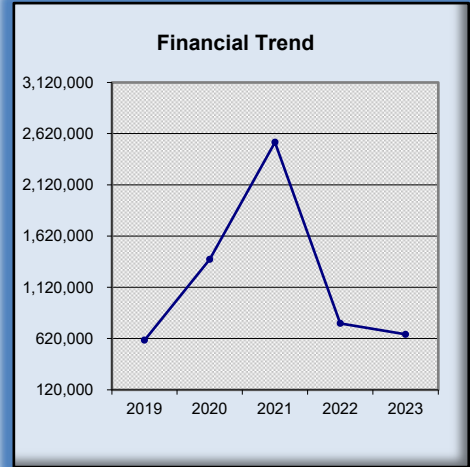
100-00000-420120

Description:

Grant monies originating with the Federal Government, whether received directly from the Federal Government or indirectly from the State of Missouri, are recorded in these account. These revenues include Bulletproof Vest Grant, Click It or Ticket, Community Development Block Grant(CDBG), community Development Project(CDBG) - COVID, COVID-Grant, Domestic Violence Grant, MARC Home Evidence Based Classes Grant, MARC Meals Grant, MARC Meals Transportation Grant, MARC Senior Center Grant, Missouri Department of Transportation-Hazardous Moving, MODOT-Blueprint for Safer Roadways, Sobriety Checkpoint Grant.

Basis of Projection:

Bulletproof Vest Program Grant	\$ 89
Click It or Ticket	\$ 3,694
Community Development Block Grant(CDBG)	\$ 225,899
Community Development Block Grant(CDBG)-COVID	\$ -
Domestic Violence Grant	\$ 174,281
MARC Meals Grant	\$ 123,362
MARC Meals Transportation Grant	\$ 91,141
MARC Senior Center Grant	\$ 30,000
Missouri Department of Transportation-Hazardous Moving	\$ 3,360
MODOT - Blueprint for Safer Roadways	\$ -
Sobriety Checkpoint Grant	\$ 8,694



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Funds	Transportation Tax	TOTAL
2019 Actual	604,584	-	-	-	604,584
2020 Actual	1,392,049	-	-	-	1,392,049
2021 Actual	2,535,151	-	-	-	2,535,151
2022 Projected	767,605	-	-	-	767,605
2023 Budget	660,520	-	-	-	660,520

CONNECTIONS AND SERVICE FEES

Legal Authorization:

State Statute: MO Statute 250.150
 City ordinance: N/A

Account Code:

460-00000-435703

Description:

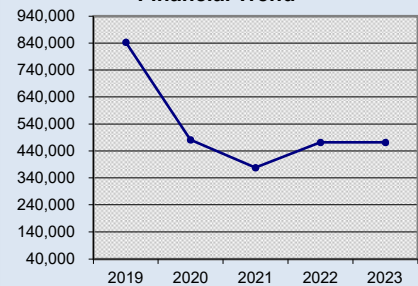
Sewer connection fees for new subdivisions connecting to the sanitary sewer system which provides funds for future capital improvements of the Sewer Utility.

Basis of Projection:

Based upon a projection connections in FY 2022-23 at \$1,250 per connection.

Keeping projected revenue flat is due to the bases on prior year history

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Funds	Transportation Tax	TOTAL
2019 Actual	-	-	843,668	-	843,668
2020 Actual	-	-	481,400	-	481,400
2021 Actual	-	-	378,125	-	378,125
2022 Projected	-	-	472,412	-	472,412
2023 Budget	-	-	472,412	-	472,412

CIGARETTE TAX

Legal Authorization:

State Statute: MO Constitution Article IV
MO Statute Chapter 142

City Municipal Code: N/A

Account Code:

100-00000-405300

Description:

Effective January 1, 1997, the State of Missouri no longer required municipal metered cigarette packages with specific jurisdiction designations. Only a state decal will be affixed. Reports will be distributed from the State of Missouri to each city indicating how many packages were sold in their respective jurisdiction to aid in reconciliation of remittance received from the wholesalers. If revenues should decline significantly, the city could reinstitute the stamp requirements at a later date.

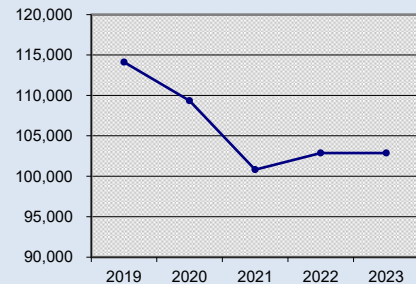
Basis of Projection:

Small growth is projected for FY 2023. Although cigarette taxes are a declining revenue source.

Tax Levied

\$1 for each business selling cigarettes plus \$2 per 1,000 (\$0.04 per pack) for each and all cigarettes sold, offered for sale, delivered or displayed for sale in the City.

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	114,120	-	-	-	114,120
2020 Actual	109,342	-	-	-	109,342
2021 Actual	100,825	-	-	-	100,825
2022 Projected	102,873	-	-	-	102,873
2023 Budget	102,873	-	-	-	102,873

ANTENNA RENT

Legal Authorization:

State Statute: MO Statute 91.090
Contractual

City Municipal Code: N/A

Account Code:

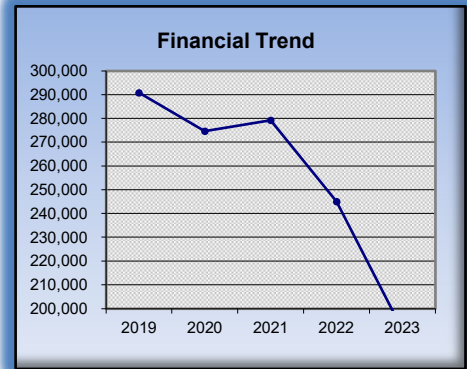
100-00000-460650

Description:

The site at 11th and Smith Street and the ADP Water tower are used as an antenna lease site transmitter facility.

Basis of Projection:

Projection shows a decrease over FY 2022 based upon analysis of historical trends.



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	290,818	-	-	-	290,818
2020 Actual	274,639	-	-	-	274,639
2021 Actual	279,172	-	-	-	279,172
2022 Projected	244,951	-	-	-	244,951
2023 Budget	191,062	-	-	-	191,062

CONTRIBUTIONS - STATE

Legal Authorization:

State Statute: N/A
 City Municipal Code: N/A

Account Code:

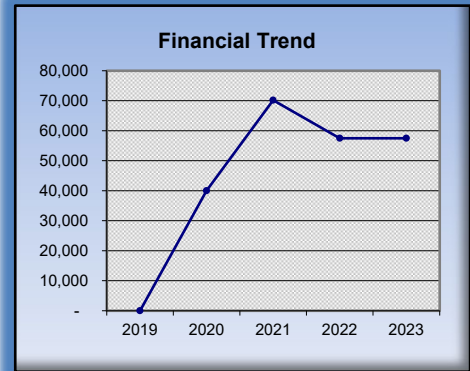
100-00000-420110

Description:

Grant monies funded solely by the State of Missouri. These revenues include Cyber Crimes Task Force

Basis of Projection:

Cyber Crimes Task Force \$ 57,493



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	-	-	-	-	-
2020 Actual	40,031	-	-	-	40,031
2021 Actual	70,216	-	-	-	70,216
2022 Projected	57,493	-	-	-	57,493
2023 Budget	57,493	-	-	-	57,493

SIGN PERMITS

Legal Authorization:

State Statute: MO Statutes, Section 79.450

City Municipal Code: Section 501.010

Account Code:

100-00000-415200

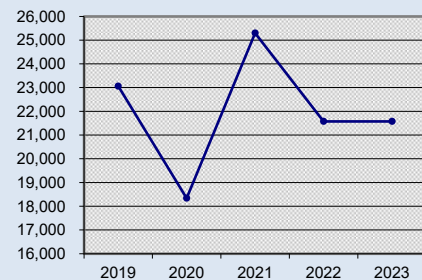
Description:

Sign permits are required to erect, construct or alter signs. The sign code is designed to govern the use, approval, construction, change, replacement, location and design of signs and related information tools within the City.

Basis of Projection:

- Temporary Signs (Banners & Portable)
- New Sign Face for Existing Business
- New Sign
- Alternative Sign and Master Sign Plan

Financial Trend



Fund Category					
Collection/ Distribution Year	General Fund	Debt Service	Enterprise Fund	Transportation Tax	TOTAL
2019 Actual	23,057	-	-	-	23,057
2020 Actual	18,339	-	-	-	18,339
2021 Actual	25,300	-	-	-	25,300
2022 Projected	21,574	-	-	-	21,574
2023 Budget	21,574	-	-	-	21,574

General Fund Revenues (Detail)
2022-23

Revenues	Actual FY 2019-20	Actual FY 2020-21	Budgeted FY 2021-22	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes					
Sales Tax	\$ 8,564,329	\$ 9,321,302	\$ 9,085,893	\$ 9,693,692	\$ 9,693,692
Property Taxes	4,851,218	5,256,351	5,628,026	5,253,492	5,253,492
Surplus TIF Proceeds	-	-	-	-	-
Franchise Taxes					
Missouri Gas Energy	707,465	735,166	732,684	985,391	985,391
Kansas City Power and Light	2,495,998	2,515,290	2,466,547	2,524,051	2,549,291
Telephone	197,249	178,065	184,230	170,258	170,258
Comcast Cable	546,816	598,660	572,556	572,556	572,556
Wireless Communications	326,571	248,898	271,681	231,636	231,636
ATT Video	154,730	121,278	138,055	110,577	110,577
Railroad and Utility Taxes	90,010	98,415	98,415	95,474	95,474
PILOT	7,972	14,468	1,010	10,655	10,655
Interest - City Sales Tax	17,540	964	7,342	5,097	5,097
Interest - Delinquent Property Taxes	46,554	50,137	51,144	43,399	43,399
Cigarette Taxes	109,342	100,825	102,873	102,873	102,873
Subtotal	\$ 18,115,793	\$ 19,239,819	\$ 19,340,456	\$ 19,799,152	\$ 19,824,392
Licenses and Permits					
Business Licenses	\$ 205,995	\$ 215,430	210,675	\$ 230,291	\$ 230,291
Security Licenses	210	480	356	546	546
Liquor Licenses	52,732	57,023	36,710	52,115	52,115
Liquor ID Permits	24,380	16,640	18,280	17,874	17,874
Solicitors License	420	898	259	267	267
City Stickers	140,448	153,805	141,945	129,767	129,767
Interest - City Stickers	6,749	6,718	6,683	6,446	6,446
Building Permits	829,425	1,021,342	987,100	1,373,104	1,098,483
Sign Permits	18,339	25,300	20,638	21,574	21,574
Street Cut Permits	-	-	-	-	-
Fireworks Permits	4,950	5,000	4,950	5,225	5,225
Subtotal	\$ 1,283,648	\$ 1,502,636	\$ 1,427,594	\$ 1,837,208	\$ 1,562,587
Other Government Sources					
State Shared Revenues					
State Fuel Tax	\$ 1,340,450	\$ 1,405,191	\$ 1,338,533	\$ 1,453,583	\$ 1,453,583
State Motor Vehicle License Fees	237,026	260,023	245,833	245,436	245,436
State Motor Vehicle Sales Taxes	485,701	575,575	523,314	520,265	520,265
State Intangible Tax	12,885	3,471	3,471	21,207	21,207
State Replacement Tax	327,766	313,930	313,930	338,724	338,724
Federal Grants					
Bullet Proof Vest Grant	-	7,885	590	89	89
Click It or Ticket	-	401	4,842	3,694	3,694
Community Development Block Grant	254,509	235,016	222,863	225,899	225,899
Community Development Project (CDBG) - COVID	-	353,469	290,879	-	-
COVID-19 Grant	755,698	1,595,229	-	182,578	-
Domestic Violence Assistance Grant	163,673	144,060	159,214	174,281	174,281

**General Fund Revenues (Detail)
2022-23**

Revenues	Actual FY 2019-20	Actual FY 2020-21	Budgeted FY 2021-22	Estimated FY 2021-22	Budgeted FY 2022-23
MARC Home Evidence-Based Health Program	2,880	-	-	-	-
MARC Meals Grant	142,877	71,983	112,040	94,156	123,362
MARC Transportation Grant	22,605	89,239	80,916	44,855	91,141
MARC Senior Center Grant	30,000	30,000	30,000	30,000	30,000
Missouri Department of Transportation - Hazardous Moving MODOT - Blueprint for Safer Roadways	12,096	4,183	4,605	3,360	3,360
Sobriety Checkpoint Grant	-	1,258	1,258	-	-
	7,710	2,428	5,161	8,694	8,694
State Grants					
Cyber Crimes Task Force	40,031	70,216	36,051	57,493	57,493
Jackson County & Other Local Sources					
Crime Prevention (Crises Counselors)	24,915	21,029	19,366	15,065	15,065
Combat - DARE	149,551	150,000	258,720	251,416	251,416
Jackson County Drug Task Force	295,070	283,623	269,432	237,944	237,944
Reimbursement From Other Governments	146,264	139,004	183,510	124,287	124,287
Subtotal	\$ 4,451,709	\$ 5,757,214	\$ 4,104,528	\$ 4,033,024	\$ 3,925,939
Charges for Services					
Community Development					
Plan Review Fees	\$ 178,119	\$ 253,575	\$ 182,411	\$ 380,663	\$ 266,464
Subdivision Fees	25,673	28,291	23,641	29,812	29,812
Nuisance Violations	24,984	24,726	20,915	25,006	25,006
Building Reinspection Fees	130	1,235	112	1,714	1,714
Construction Investigation Fees	2,835	3,970	3,011	2,732	2,732
Public Hearing Fees	32,189	33,989	31,044	28,739	28,739
Public Safety					
False Alarm Fees	1,775	4,250	2,122	9,149	9,149
Animal Control Fees	2,129	4,829	5,155	3,927	3,927
Lab Fees	-	-	4	3	3
Prisoner Housing Fees	11,620	7,035	11,031	10,714	10,714
Patrol Vehicle Usage Fees	-	40	7	0	0
Summer Camp & School Break Cam	-	-	21	-	-
Municipal Court					
Municipal Court Costs	45,670	36,080	45,063	37,683	45,219
Municipal Court Program Fees	33,946	31,792	35,999	28,265	33,919
Public Works					
Construction and Inspection Fees	156,276	344,568	254,775	245,239	171,409
Street Signs, Street Lights	8,149	21,295	15,952	98,057	98,057

General Fund Revenues (Detail)
2022-23

Revenues	Actual FY 2019-20	Actual FY 2020-21	Budgeted FY 2021-22	Estimated FY 2021-22	Budgeted FY 2022-23
Parks and Recreation					
Parks Administration	27,745	55,585	58,145	54,823	56,937
Recreation Fees	213,278	451,506	450,119	528,769	600,862
Park Facility Fees	27,495	31,739	20,907	18,439	19,968
Vesper Hall Senior Center	36,310	26,203	126,164	66,816	117,543
TIF Application Fees	22,868	27,450	25,734	27,198	27,198
Subtotal	\$ 851,191	\$ 1,388,160	\$ 1,312,331	\$ 1,597,748	\$ 1,549,372
Fines and Forfeits					
Late Payment Penalties	\$ 5,671	\$ 6,971	\$ 6,163	\$ 8,690	\$ 8,690
Court Fines	574,872	546,408	673,146	533,469	623,935
Subtotal	\$ 580,544	\$ 553,379	\$ 679,309	\$ 542,159	\$ 632,625
Interest Income					
Interest	\$ 338,089	\$ 171,305	\$ 255,124	\$ 182,200	\$ 182,200
Subtotal	\$ 338,089	\$ 171,305	\$ 255,124	\$ 182,200	\$ 182,200
Other Miscellaneous					
Sales and Rentals	\$ 928,128	\$ 315,088	\$ 269,392	\$ 728,240	\$ 241,851
Settlements and Restitutions	46,727	43,953	39,953	39,909	-
Donations - Parks and Recreation	13,000	15,114	19,301	21,288	22,905
Donations - Youth Outreach Unit	5,100	3,390	1,607	565	565
Donations - Public Art	7,025	8,525	5,252	3,163	3,163
Donations - Police	5,250	15,850	14,093	19,932	19,932
Donations - Veterans Way Memorial	-	920	800	500	500
Donations - Miscellaneous	3,000	6,100	2,500	2,000	2,000
Sponsorships	-	12,175	-	6,075	6,075
Pay Phone Commissions	1,000	-	429	157	157
Photocopy and Postage Charges	18,224	23,777	14,783	11,165	11,165
Other Miscellaneous Income	251,906	75,301	61,943	31,010	17,956
Subtotal	\$ 1,279,361	\$ 520,193	\$ 430,053	\$ 864,003	\$ 326,269
Total General Fund Revenues	\$ 26,900,337	\$ 29,132,707	\$ 27,549,395	\$ 28,855,492	\$ 28,003,385

**Hotel/Motel Tax Special Revenue Fund Revenues (Detail)
2022-23**

	Actual FY 2019-20	Actual FY 2020-21	Budgeted FY 2021-22	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes					
Hotel/Motel Occupancy Tax	\$ 423,550	\$ 597,422	\$ 457,488	\$ 626,759	\$ 584,348
Subtotal	\$ 423,550	\$ 597,422	\$ 457,488	\$ 626,759	\$ 584,348
Fine and Penalties					
Late Payment Penalties	\$ -	\$ 20	\$ 880	\$ 348	\$ 348
Subtotal	\$ -	\$ 20	\$ 880	\$ 348	\$ 348
Interest Income					
Interest on Investments	\$ 18,284	\$ 5,280	\$ 4,625	\$ 6,601	\$ 6,601
Subtotal	\$ 18,284	\$ 5,280	\$ 4,625	\$ 6,601	\$ 6,601
Total Hotel/Motel Revenue Fund	\$ 441,835	\$ 602,724	\$ 462,993	\$ 633,707	\$ 591,296

**Public Safety Sales Tax Fund Revenue (Detail)
2022-23**

	Actual FY 2019-20	Actual FY 2020-21	Budgeted FY 2021-22	Estimated FY 2021-22	Budgeted FY 2022-23
Bond Proceeds					
Proceeds from Bonds	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes					
Taxes	\$ 3,964,642	\$ 4,383,967	\$ 4,157,918	\$ 4,412,390	\$ 4,412,390
Subtotal	\$ 3,964,642	\$ 4,383,967	\$ 4,157,918	\$ 4,412,390	\$ 4,412,390
Interest Income					
Interest on Investments	\$ 75,168	\$ 26,803	\$ 53,786	\$ 44,014	\$ 44,014
Subtotal	\$ 75,168	\$ 26,803	\$ 53,786	\$ 44,014	\$ 44,014
Other Miscellaneous Revenue					
Miscellaneous Revenue	\$ -	\$ 3,600	\$ -	\$ 46	\$ -
Subtotal	\$ -	\$ 3,600	\$ -	\$ 46	\$ -
Total Public Safety Sales Tax Fund Revenues	\$ 4,039,810	\$ 4,414,370	\$ 4,211,703	\$ 4,456,450	\$ 4,456,404

General Obligation Bond Debt Service Fund Revenues (Detail)
2022-23

	Actual FY 2019-20	Actual FY 2020-21	Budgeted FY 2021-22	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes					
Property Taxes	\$ 1,443,082	\$ 1,479,052	\$ 1,479,562	\$ 1,619,547	\$ 1,619,547
Railroad and Utility Taxes	22,503	24,604	22,503	23,869	22,503
PILOT	-	-	-	-	-
Subtotal	\$ 1,465,584	\$ 1,503,656	\$ 1,502,065	\$ 1,643,416	\$ 1,642,050
Interest Income					
Interest on Operating Funds	\$ 17,741	\$ 12,564	\$ 13,096	\$ 19,868	\$ 19,868
Interest on Investments	-	-	-	-	-
Intergovernmental Agency Interest	12,142	14,210	12,142	12,709	12,709
Interest Subsidy-2009B Build America Bonds	-	-	-	-	-
Subtotal	\$ 29,882	\$ 26,774	\$ 25,238	\$ 32,577	\$ 32,577
Other Miscellaneous Revenue					
Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Total G.O. Bond Fund Revenues	\$ 1,495,466	\$ 1,530,430	\$ 1,527,302	\$ 1,675,993	\$ 1,674,627

Capital Projects Fund Revenues (Detail)
2022-23

	Actual FY 2019-20	Actual FY 2020-21	Budgeted FY 2021-22	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes					
Sales Tax	\$ 4,045,115	\$ 4,462,542	\$ 4,511,887	\$ 4,610,035	\$ 4,610,035
Subtotal	\$ 4,045,115	\$ 4,462,542	\$ 4,511,887	\$ 4,610,035	\$ 4,610,035
Other Government Sources					
Federal Grants - CDBG	\$ -	\$ 4,458	\$ 60,000	\$ -	\$ -
Reimbursement from Woods Chapel CID	16,746	28,999	-	19,908	-
Reimbursement from Woods Chapel TIF	83,154	77,192	82,000	82,000	-
Subtotal	\$ 99,900	\$ 110,648	\$ 142,000	\$ 101,908	\$ -
Charges for Services					
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income					
Interest on Investments	\$ 43,201	\$ 521	\$ 40,000	\$ 17,000	\$ 17,000
Interest on Operating Account	15,526	19,227	15,000	22,000	22,000
Subtotal	\$ 58,728	\$ 19,749	\$ 55,000	\$ 39,000	\$ 39,000
Other Miscellaneous					
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ 234,165	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ 234,165	\$ -
Total Capital Projects Fund Revenues	\$ 4,203,742	\$ 4,592,940	\$ 4,708,887	\$ 4,985,108	\$ 4,649,035

Tax Increment Finance Capital Projects Fund Revenues (Detail)
2022-23

	Actual FY 2019-20	Actual FY 2020-21	Budgeted FY 2021-22	Estimated FY 2021-22	Budgeted FY 2022-23
Taxes					
PILOTS	\$ 2,265,789	\$ 2,334,762	\$ 2,463,066	\$ 2,110,463	\$ 2,110,463
Economic Activity Taxes	4,017,274	4,624,513	4,561,294	4,768,959	4,768,959
Subtotal	\$ 6,283,064	\$ 6,959,276	\$ 7,024,360	\$ 6,879,422	\$ 6,879,422
Interest Income					
Interest on Investments	\$ 47,507	\$ 2,356	\$ 2,353	\$ 10,944	\$ 10,944
Subtotal	\$ 47,507	\$ 2,356	\$ 2,353	\$ 10,944	\$ 10,944
Charges for Services					
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Other Income					
Miscellaneous Income	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Proceeds	-	-	-	-	-
Other Financing Sources - Refunding 2015	-	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Total TIF Capital Project Fund Revenues	\$ 6,330,571	\$ 6,961,631	\$ 7,026,713	\$ 6,890,365	\$ 6,890,365

Fieldhouse Fund Revenues (Detail)
2022-23

	Actual FY 2019-20	Actual FY 2020-21	Budgeted FY 2021-22	Estimated FY 2021-22	Budgeted FY 2022-23
Charges for Services					
Adult Leagues	\$ 2,055	\$ 3,735	\$ 7,800	\$ 11,446	\$ 17,690
Youth Leagues	37,427	51,622	56,209	52,592	58,801
Fitness Programs	-	-	6,200	-	6,200
Tournaments	2,570	175	4,025	4,500	3,360
Facility Rentals	51,353	46,288	68,300	50,000	67,800
Concessions	1,196	1,284	-	1,937	1,937
Facility Memberships	710,209	701,548	846,615	765,548	876,055
Subtotal	\$ 804,809	\$ 804,652	\$ 989,149	\$ 886,023	\$ 1,031,843
Interest Income					
Interest - Operating Funds	\$ 10,339	\$ 5,577	\$ 9,133	\$ 8,556	\$ 8,556
Subtotal	\$ 10,339	\$ 5,577	\$ 9,133	\$ 8,556	\$ 8,556
Sales and Rentals					
Sale of City Property	\$ 726	\$ 3,774	\$ 2,141	\$ 1,006	\$ 1,006
Fieldhouse Lease	18,675	17,119	18,672	18,673	18,672
Subtotal	\$ 19,401	\$ 20,893	\$ 20,813	\$ 19,679	\$ 19,678
Other Revenues					
Reimbursements-From R-IV	-	-	-	-	-
Schools					
Donations-Fieldhouse	5,300	-	6,100	5,000	7,200
Sponsorships	-	5,600	-	-	-
Miscellaneous Revenue	100	(67)	-	(15)	0
Subtotal	\$ 5,400	\$ 5,533	\$ 6,100	\$ 4,985	\$ 7,200
Total Field House Fund Revenue	\$ 839,949	\$ 836,654	\$ 1,025,195	\$ 919,243	\$ 1,067,276

Parks Sales Tax Fund Revenue (Detail)
2022-23

	Actual	Actual	Budgeted	Estimated	Budgeted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2022-23
Taxes					
Taxes	\$ 4,409,022	\$ 4,894,974	\$ 4,694,148	\$ 4,927,132	\$ 4,927,132
Subtotal	\$ 4,409,022	\$ 4,894,974	\$ 4,694,148	\$ 4,927,132	\$ 4,927,132
Interest Income					
Interest on Investments	\$ 43,265	\$ 23,411	\$ 20,409	\$ 32,214	\$ 32,214
Subtotal	\$ 43,265	\$ 23,411	\$ 20,409	\$ 32,214	\$ 32,214
Other Miscellaneous Revenue					
Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ 35,000,000
Miscellaneous Revenue	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -
Subtotal	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ 35,000,000
Total Public Safety Sales Tax					
Fund Revenues	\$ 4,482,288	\$ 4,948,386	\$ 4,714,557	\$ 4,959,346	\$ 39,959,346

Golf Course Fund Revenues (Detail)
2022-23

	Actual	Actual	Budgeted	Estimated	Budgeted
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2021-22	FY 2022-23
Charges for Services					
Green Fees	\$ 581,463	\$ 870,923	\$ 659,305	\$ 921,516	\$ 783,012
Memberships	-	-	-	-	-
Pro Shop	194,858	278,594	232,067	315,579	326,600
Driving Range	82,939	149,201	98,959	144,736	128,217
Golf Carts	224,599	308,138	245,892	312,812	293,937
Food and Beverage	362,830	350,204	334,904	410,283	389,130
Subtotal	\$ 1,446,690	\$ 1,957,060	\$ 1,571,126	\$ 2,104,924	\$ 1,920,894
Other Government Sources	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	\$ 929	\$ 2,261	\$ 1,415	\$ 2,357	\$ 2,357
Subtotal	\$ 929	\$ 2,261	\$ 1,415	\$ 2,357	\$ 2,357
Miscellaneous	\$ 12,614	\$ 3,530	\$ -	\$ -	\$ -
Subtotal	\$ 12,614	\$ 3,530	\$ -	\$ -	\$ -
Total Golf Course Fund Revenue	\$ 1,460,233	\$ 1,962,851	\$ 1,572,542	\$ 2,107,281	\$ 1,923,251

Water Utility Fund Revenues (Detail)
2022-23

	Actual FY 2019-20	Actual FY 2020-21	Budgeted FY 2021-22	Estimated FY 2021-22	Budgeted FY 2022-23
Charges for Services					
Water Services	\$ 9,983,996	\$ 10,962,391	\$ 10,269,865	\$ 10,534,681	\$ 10,534,681
Connections and Service Fees	340,215	264,013	306,829	417,964	417,964
Hydrant Meter Usage Fees	4,155	4,125	2,913	3,037	3,037
Hydrant Meter Inspection Fees	500	1,100	919	1,056	1,056
Department of Natural Resources	869	882	864	864	864
Subtotal	\$ 10,329,735	\$ 11,232,510	\$ 10,581,390	\$ 10,957,602	\$ 10,957,602
Other Government Sources					
	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and Forfeits					
Fines and Penalties	\$ 274,171	\$ 246,629	\$ 225,382	\$ 215,850	\$ 215,850
Subtotal	\$ 274,171	\$ 246,629	\$ 225,382	\$ 215,850	\$ 215,850
Interest Income					
Interest on Investments	\$ 346,959	\$ 130,688	\$ 203,331	\$ 177,959	\$ 177,959
Subtotal	\$ 346,959	\$ 130,688	\$ 203,331	\$ 177,959	\$ 177,959
Sales and Rentals					
Sale of Materials and Services	\$ 42,700	\$ 67,695	\$ 37,363	\$ 51,200	\$ 51,200
Farm Lease	9,003	9,003	13,505	13,505	13,505
Subtotal	\$ 51,703	\$ 76,698	\$ 50,868	\$ 64,705	\$ 64,705
Other Revenues					
Miscellaneous Income	\$ 35,562	\$ 31,070	\$ -	\$ -	\$ -
Subtotal	\$ 35,562	\$ 31,070	\$ -	\$ -	\$ -
Total Water Utility Fund Revenue	\$ 11,038,130	\$ 11,717,595	\$ 11,060,970	\$ 11,416,116	\$ 11,416,116

Sewer Utility Fund Revenues (Detail)
2022-23

	Actual FY 2019-20	Actual FY 2020-21	Budgeted FY 2021-22	Estimated FY 2021-22	Budgeted FY 2022-23
Charges for Services					
Landfill Construction Fee	\$ 20,208	\$ 27,018	\$ 25,053	\$ 22,625	\$ 22,625
Special Assessment Revenue - 2009	-	-	-	-	-
Sewer Services	8,681,828	9,277,369	8,616,487	9,621,448	10,222,922
Connections and Service Fees	481,400	378,125	411,828	472,412	472,412
Subtotal	\$ 9,183,437	\$ 9,682,512	\$ 9,053,368	\$ 10,116,485	\$ 10,717,958
Other Government Sources					
Reimbursements from Other Governments	144,739	134,574	748,574	694,100	693,800
Subtotal	\$ 144,739	\$ 134,574	\$ 748,574	\$ 694,100	\$ 693,800
Fines and Forfeits					
Fines and Penalties	\$ 102,617	\$ 215,583	\$ 194,128	\$ 190,700	\$ 190,700
Subtotal	\$ 102,617	\$ 215,583	\$ 194,128	\$ 190,700	\$ 190,700
Interest Income					
	\$ 1,191,448	\$ 646,498	\$ 1,009,296	\$ 524,279	\$ 524,279
Subtotal	\$ 1,191,448	\$ 646,498	\$ 1,009,296	\$ 524,279	\$ 524,279
Sales and Rentals					
Farm Lease	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Other Revenues					
Miscellaneous Income	\$ 16,250	\$ 13,193	\$ -	\$ 12,359	\$ 12,359
Donations	-	-	214	620	620
Subtotal	\$ 16,250	\$ 13,193	\$ 214	\$ 12,979	\$ 12,979
Total Sewer Utility Fund Revenue	\$ 10,638,491	\$ 10,692,360	\$ 11,005,580	\$ 11,538,542	\$ 12,139,715



Internal Service Fund

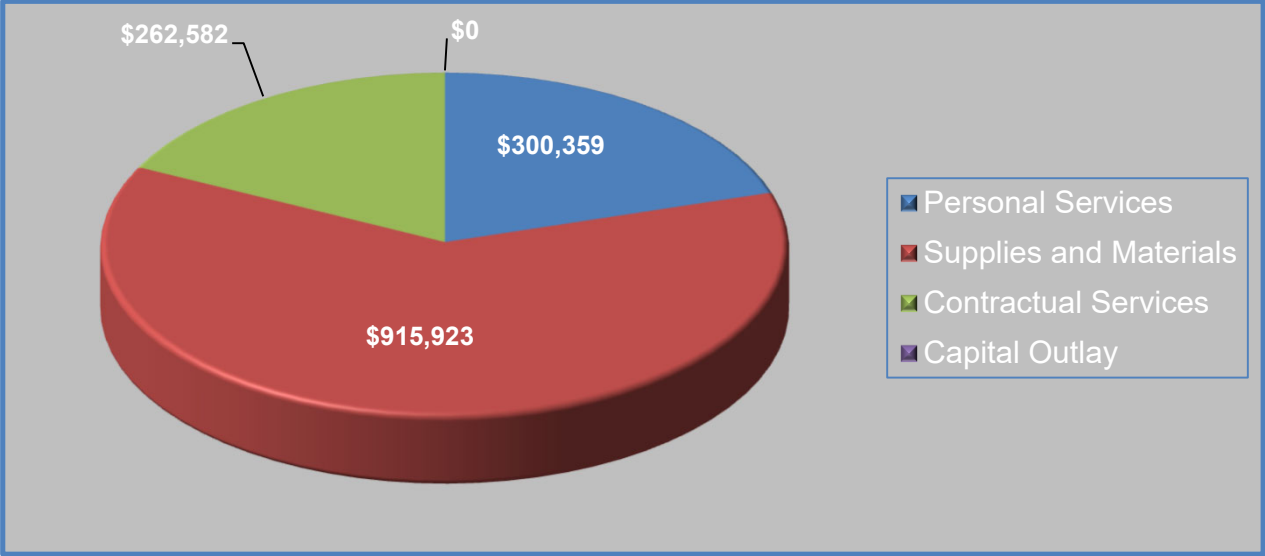


FLEET MAINTENANCE

Budget \$1.47M FTE Positions 3.0

Fleet Maintenance

Budget \$1.47M FTEs 3.0



Fleet Maintenance

Authorized Positions

Authorized Positions	Division	2021	2022	2023
Fleet Manager	10	1	1	1
Heavy Duty Mechanic	9	1	1	1
Mechanic	8	1	1	1

TOTAL AUTHORIZED POSITIONS		3	3	3
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Fleet Maintenance Fund		3	3	3
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TOTAL AUTHORIZED POSITIONS BY FUND		3	3	3
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Fleet Maintenance

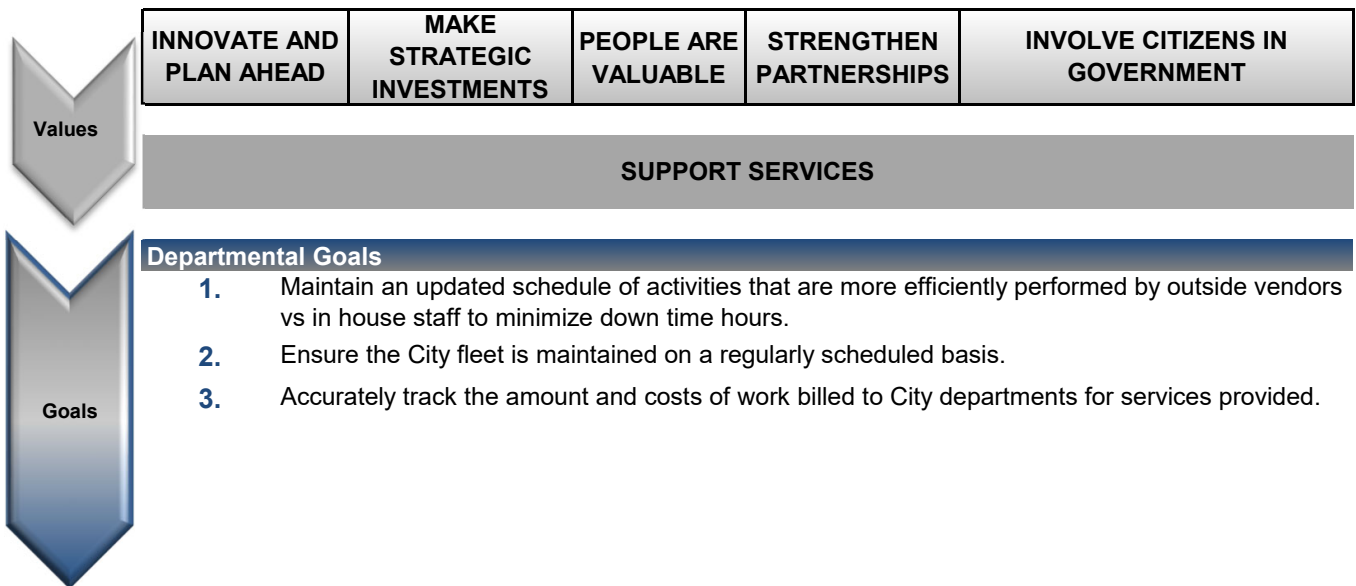
The Fleet Maintenance Division is responsible for maintaining and repairing the City's vehicles and heavy equipment. This Division of the Public Works Department is operated as an internal service fund whereby other departments and divisions pay Fleet Maintenance for any work performed.

Major Services

- ◆ Provide repair and maintenance to the City's fleet of vehicles and equipment
- ◆ Provide fuel services to local governmental entities
- ◆ Develop and document standardized procedures for equipment and heavy truck maintenance

Highlighted Accomplishments

Fleet Maintenance



Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	241,853	308,123	274,914	300,359
Supplies and Materials	550,236	588,957	696,410	915,923
Contractual Services	285,996	223,126	261,770	262,582
Capital Outlay	6,864	-	5,000	-
TOTAL EXPENDITURES	\$ 1,084,948	\$ 1,120,206	\$ 1,238,094	\$ 1,478,864
Fleet Maintenance	1,084,948	1,120,206	1,238,094	1,478,864
TOTAL EXPENDITURES BY FUND	\$ 1,084,948	\$ 1,120,206	\$ 1,238,094	\$ 1,478,864
TOTAL POSITIONS / FTE	3.0	3.0	3.0	3.0

Fleet Maintenance

Fleet Maintenance

Mission: The Fleet Maintenance Division is responsible for maintaining and repairing the City's vehicles and heavy equipment. This Division of the Public Works Department is operated as an internal service fund whereby other departments and divisions pay Fleet Maintenance for any work performed.

Service Description: Provide acquisition, maintenance, repairs, fuel, and disposition of City vehicles and equipment. Fleet Maintenance also provides support services for snow removal and fabrication work for special projects.

Objectives	Goal Alignment
A Expediently perform or schedule vehicles for outside service and repairs to minimize vehicle down time.	1
B Ensure all City vehicles and equipment are maintained on a scheduled basis.	1
C Accurately charge departments for all Fleet Maintenance services.	4

Performance Measures	2021 Actual	2022 Adopted	2023 Budget
A Total number of down time hours	326	2,000	750
B Percentage of preventative maintenance performed on schedule	98%	100%	100%
C Percent of work charged to departments	60%	100%	80%

Expenditures By Category	2020 Actual	2021 Actual	2022 Adopted	2023 Approved
Personal Services	241,853	308,123	274,914	300,359
Supplies and Materials	550,236	588,957	696,410	915,923
Contractual Services	285,996	223,126	261,770	262,582
Capital Outlay	6,864	-	5,000	-
TOTAL EXPENDITURES	\$ 1,084,948	\$ 1,120,206	\$ 1,238,094	\$ 1,478,864
Fleet Maintenance	1,084,948	1,120,206	1,238,094	1,478,864
TOTAL EXPENDITURES BY FUND	\$ 1,084,948	\$ 1,120,206	\$ 1,238,094	\$ 1,478,864
TOTAL POSITIONS / FTE	3.0	3.0	3.0	3.0





Personnel Information

Fiscal Year 2022-23

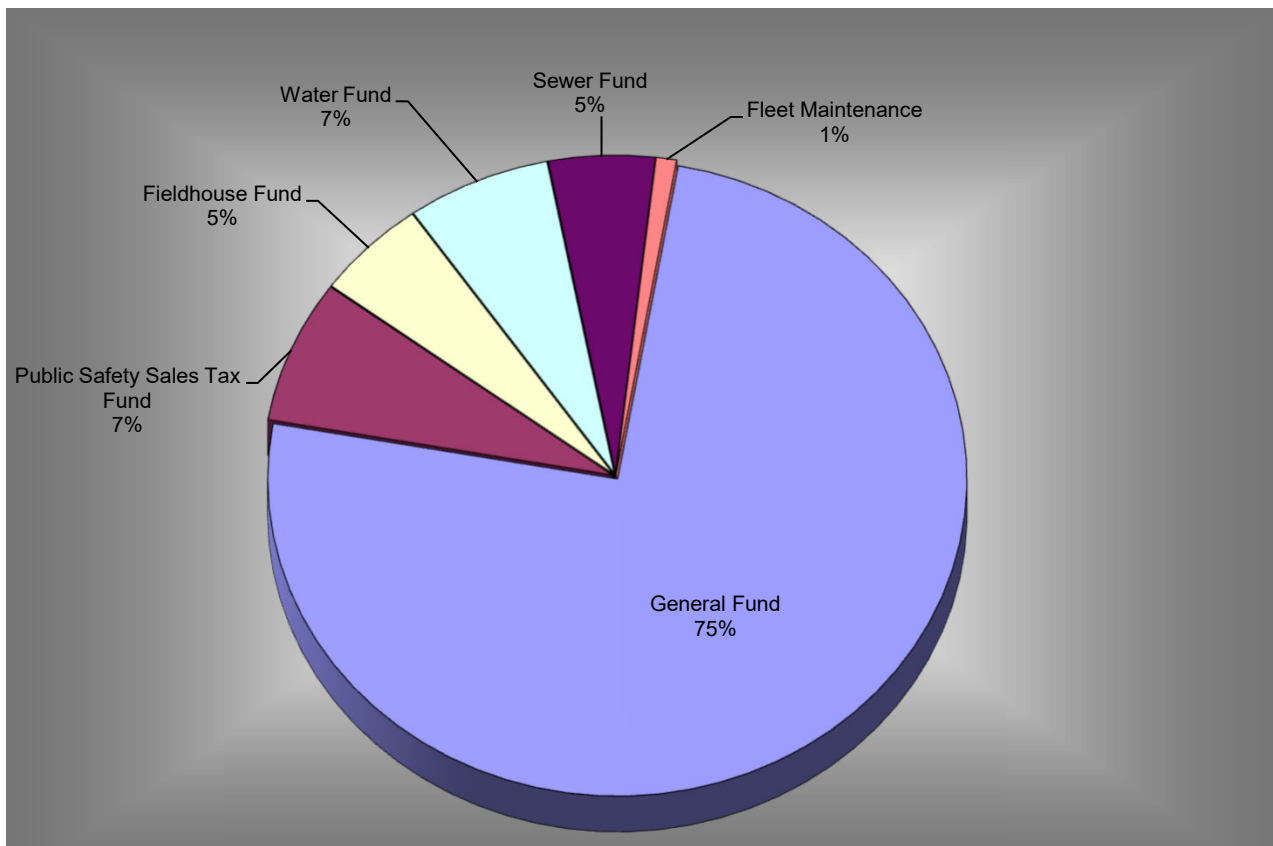


Total Positions(FTE's)

FTE Positions 315.50

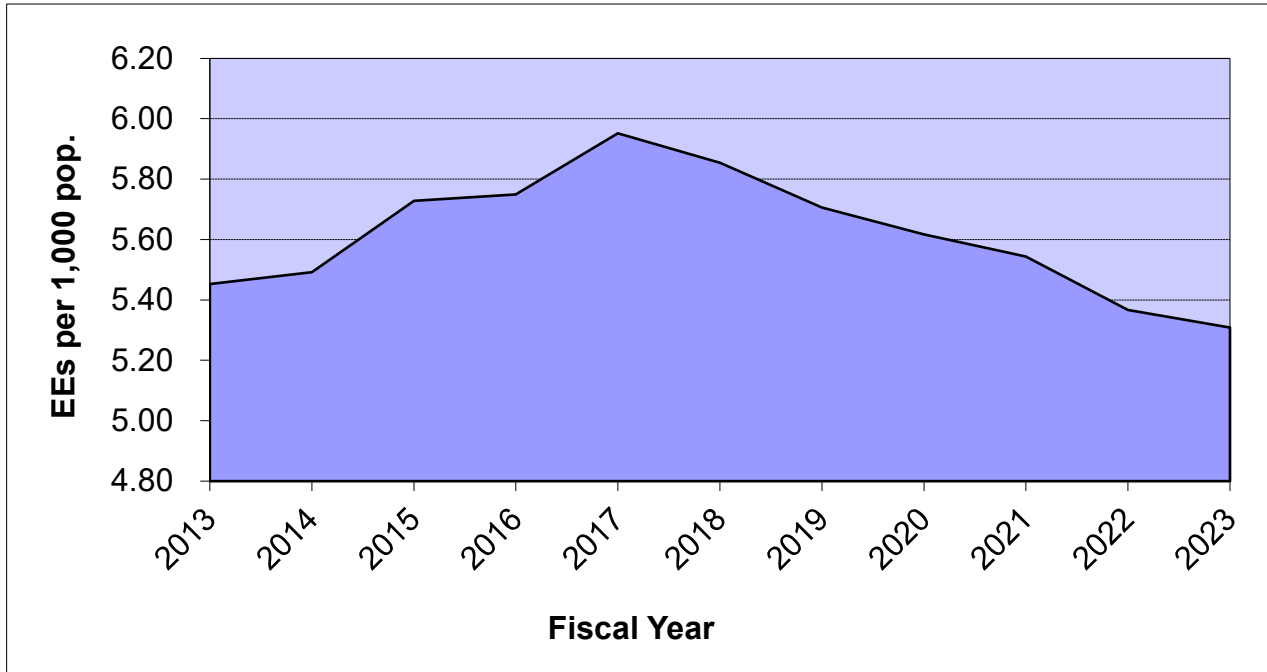
Total Positions
FTEs 315.50

Authorized Positions by Fund



Employees per One Thousand Population

Fiscal Years 2013 Through 2023



Fiscal Year	FTEs	Population	Employees per 1,000 population
2013	286.7	52,575	5.45
2014	289.7	52,749	5.49
2015	305.3	53,294	5.73
2016	308.0	53,573	5.75
2017	322.3	54,148	5.95
2018	318.6	54,431	5.85
2019	313.5	54,945	5.71
2020	309.5	55,104	5.62
2021	309.5	55,829	5.54
2022	314.5	58,603	5.37
2023	315.5	59,430	5.31

**City of Blue Springs
Authorized Positions
Fiscal Year 2022-23**

General Fund	Division	Range	FY 2020-21	FY 2021-22	FY 2022-23
Mayor	City Council	N/A	0.5	0.5	0.5
Council Member - District 1	City Council	N/A	0.5	0.5	0.5
Council Member - District 1	City Council	N/A	0.5	0.5	0.5
Council Member - District 2	City Council	N/A	0.5	0.5	0.5
Council Member - District 2	City Council	N/A	0.5	0.5	0.5
Council Member - District 3	City Council	N/A	0.5	0.5	0.5
Council Member - District 3	City Council	N/A	0.5	0.5	0.5
City Administrator	Administration	N/A	1	1	1
Deputy City Administrator	Administration	17	0	0	1
Assistant to the City Administrator	Administration	13	1	1	0
City Clerk	Administration	11	1	1	1
Management/Financial Analyst	Administration	9	1	1	1
Deputy City Clerk	Administration	8	1	1	1
Administrative Assistant	Administration	6	0	1	1
Communications Manager	Communications	13	1	1	1
Multi-Media Specialist	Communications	9	1	1	1
Economic Development Director	Economic Development	14	0	1	1
Economic Development Coordinator	Economic Development	9	0	0	0
Human Resources Director	Human Resources	14	1	1	1
Human Resources Assistant	Human Resources	7	1	1	1
Human Resources Coordinator	Human Resources	8	1	1	1
Information Technology Director	Information Technology	14	1	1	1
Network Engineer	Information Technology	13	1	1	1
Database Administrator	Information Technology	10	1	1	1
PC Support Specialist	Information Technology	9	1	1	1
City Attorney	Law	N/A	1	1	1
Legal Administrative Assistant	Law	7	1	1	1
City Prosecutor	Law	14	0	0	1
Prosecuting Attorney Clerk	Law	6	1	1	1
Community Development Director	Planning and Development	15	1	1	1
Assistant Community Development Director	Planning and Development	13	1	1	1
Senior Planner	Planning and Development	10	1	1	1
Associate Planner	Planning and Development	9	1	1	1
Business Services Representative	Planning and Development	6	1	1	1
Administrative Assistant	Planning and Development	6	1	1	1
Planning Clerk	Planning and Development	6	0	0	0
Planning Intern	Planning and Development	PT/S 5	0.25	0.25	0.25
Business Services Coordinator	Business Services	9	1	1	1
Business Services Representative	Business Services	6	1	1	1
Codes Administrator	Codes	11	1	1	1
Building Inspector	Codes	9	2	2	2
Plans Examiner	Codes	10	2	2	2
Business Services Representative	Codes	6	3	3	3
Codes Inspector	Codes	6	2	2	2
Seasonal Codes Inspector	Codes	6	0.46	0.46	0.46
GIS Coordinator	GIS	10	1	1	1
Finance Director	Finance	14	1	1	1
Senior Accountant	Finance	8	1	1	1
Accountant	Finance	7	3	3	3
Accounts Payable Clerk	Finance	6	1	1	1
Presiding Judge	Municipal Court	N/A	0.5	0.5	0.5
Judge	Municipal Court	N/A	0.5	0.5	0.5
Court Administrator	Municipal Court	11	1	1	1
Court Clerk	Municipal Court	6	1	1	1
Deputy Court Clerk	Municipal Court	6	2.5	2.5	2.5
Court Bailiff	Municipal Court	PT/S 7	0.12	0.12	0.12
Parks and Recreation Director	Parks Administration	15	1	1	1
Assistant Parks and Recreation Director	Parks Administration	12	1	1	1
Customer Relations Representative	Parks Administration	6	2	2	2
Building Maintenance Supervisor	Building Maintenance	9	1	1	1
Building Maintenance Technician	Building Maintenance	8	0	0	0
Custodian	Building Maintenance	6	2	2	2

**City of Blue Springs
Authorized Positions
Fiscal Year 2022-23**

General Fund Continued	Division	Range	FY 2020-21	FY 2021-22	FY 2022-23
Community Center Coordinator	Senior Center	9	1	1	1
Recreation Supervisor	Senior Center	8	1	1	1
Kitchen Supervisor	Senior Center	6	1	1	1
Counter Supervisor	Senior Center	6	1	1	1
Front Desk Attendant	Senior Center	PT/S 4	1.04	1.04	1.04
Building Attendant	Senior Center	PT/S 4	0.43	0.43	0.43
Data Entry Clerk	Senior Center	PT/S 2	0.55	0.55	0.55
Cook Part-time	Senior Center	PT/S 2	0.85	0.85	0.85
Maintenance Assistant	Senior Center	PT/S 5	0.3	0.3	0.3
Dishwasher	Senior Center	PT/S 2	0.3	0.3	0.3
Superintendent	Parks Maintenance	10	1	1	1
Parks Maintenance Supervisor	Parks Maintenance	9	1	1	1
Sr Parks Maintenance Worker	Parks Maintenance	8	6	6	6
Maintenance Worker	Parks Maintenance	7	4	4	4
Recycling Center Attendant	Parks Maintenance	PT/S 5	0	0	0
Temporary/Seasonal	Parks Maintenance	PT/S 5	3.46	3.46	3.46
Recreation Superintendent	Recreation	10	1	1	1
Recreation Manager	Recreation	9	0	0	0
Marketing Coordinator	Recreation	8	0	0	0
Recreation Supervisor	Recreation	8	2	2	2
Recreation Coordinator	Recreation	7	0	0	1
Group Exercise Instructors	Recreation	PT/S 8	0	0	0
Day Camp Manager	Recreation	PT/S 6	0.24	0.24	0.24
Sports Coordinators	Recreation	PT/S 5	0.52	0.52	0.52
Day Camp Assistant Manager	Recreation	PT/S 3	0.72	0.72	0.72
Day Camp Counselor	Recreation	PT/S 1	2.6	2.6	2.6
Chief	Police Administration	G	1	1	1
Detective	Police Administration	B	1	1	1
Captain	Police Operations	E	1	1	1
Lieutenant	Police Operations	D	2	2	2
Sergeant	Police Operations	C	7	7	7
Police Officer	Police Operations	B	47	47	47
Police Officer - K-9	Police Operations	B	2	2	2
Animal Control Officer	Police Operations	6	3	3	0
Administrative Assistant	Police Operations	6	1	1	1
Detention Service Officer	Police Operations	6	4	4	4
Captain	Police Investigative Services	E	1	1	1
Lieutenant	Police Investigative Services	D	1	1	1
Sergeant	Police Investigative Services	C	2	2	2
Detective	Police Investigative Services	B	12	12	12
Police Officer	Police Investigative Services	B	2	2	2
Property & Evidence Custodian	Police Investigative Services	7	2	2	2
Records Supervisor	Police Investigative Services	7	1	1	1
Administrative Assistant	Police Investigative Services	6	1	1	1
Crime Analyst/Public Information Officer	Police Investigative Services	9	1	1	1
Records Clerk	Police Investigative Services	6	4	4	4
Captain	Police Community Services	E	1	1	1
Sergeant	Police Community Services	C	3	3	3
Police Officer	Police Community Services	B	7	7	7
Dispatch Supervisor	Police Community Services	9	1	1	1
Crisis Counselor	Police Community Services	9	2	2	1
Victim Advocate	Police Community Services	7	0	0	1
Communications Officer	Police Community Services	7	12	12	12
Administrative Assistant	Police Community Services	6	2	2	2
Public Works Director	Engineering	15	1	1	1
Assistant Public Works Director	Engineering	13	1	1	1
City Engineer	Engineering	13	1	1	1
Engineering Designer	Engineering	10	1	1	1
Construction Inspector	Engineering	9	1	1	1
Engineering Technician	Engineering	9	0	0	0
Administrative Assistant	Engineering	6	1	1	1
Assistant Operations Manager	Streets	10	1	1	1
Streets Supervisor	Streets	9	3	3	3
Streets Maintenance Worker	Streets	7	11.5	11.5	11.5
Seasonal	Streets	PT/S 5	1.3	1.3	1.3
Total General Fund Authorized Positions			235.64	237.64	236.64

**City of Blue Springs
Authorized Positions
Fiscal Year 2022-23**

Public Safety Sales Tax Fund	Division	Range	FY 2020-21	FY 2021-22	FY 2022-23
Public Safety Technology Specialist	Information Technology	10	1	1	1
IT Support Specialist	Information Technology	9	0	0	1
Deputy Chief	Police Administration	F	1	1	1
Custodian	Police Administration	6	0	0	2
Property & Evidence Custodian	Police Investigative Services	7	1	1	1
Training Coordinator	Police Administration	7	1	1	1
Sergeant	Police Operations	C	0	1	1
Detention Service Officer	Police Operations	6	4	4	4
Animal Control Officer	Police Operations	6	1	1	0
Police Officer	Police Operations	B	9	9	9
Communications Officer	Police Community Services	7	0	2	2
Total Public Safety Sales Tax Fund Authorized Positions			18	21	23
Fieldhouse Fund	Division	Range	FY 2020-21	FY 2021-22	FY 2022-23
Fieldhouse Manager	Fieldhouse/Recreation	9	1	1	1
Recreation Supervisor Fitness	Fieldhouse	8	1	1	1
Recreation Coordinator - Rec Center	Fieldhouse	7	0	0	1
Building Maintenance Worker	Fieldhouse	7	1	1	1
Customer Relations Assistant	Fieldhouse	6	1	1	0
Fieldhouse	Fieldhouse	PT	0	0	0
Group Exercise Instructor	Fieldhouse	PT/S 8	1.78	1.78	1.78
Custodian	Fieldhouse	PT/S 6	2.45	2.45	2.45
Front Desk Attendant	Fieldhouse	PT/S 4	2.37	2.37	2.37
Fieldhouse Attendant	Fieldhouse	PT/S 4	3.17	3.17	3.17
Fieldhouse Sports	Fieldhouse	PT/S 4	0.2	0.2	0.2
Child Watch Attendant	Fieldhouse	PT/S 2	2.38	2.38	2.38
Total Fieldhouse Fund Authorized Positions			16.35	16.35	16.35
Water Fund	Division	Range	FY 2020-21	FY 2021-22	FY 2022-23
Operations Manager	Operations	12	0.5	0.5	0.5
Assistant Operations Manager	Operations	10	0.5	0.5	0.5
Supervisor	Operations	10	0.5	0.5	0.5
Project Manager	Operations	9	0.5	0.5	0.5
Administrative Assistant	Operations	6	0.5	0.5	0.5
Clerk	Operations	6	0.5	0.5	0.5
Water Service Tech	Operations	7	1.5	1.5	1.5
Supervisor	Maintenance	10	1	1	1
Concrete Maintenance Worker	Maintenance	7	4	4	4
Water Maintenance Worker	Maintenance	7	6	6	7
Utilities Locator	Maintenance	6	1	1	0
Billing Supervisor	Utility Billing	9	1	1	1
Utility Billing Clerk	Utility Billing	6	3.5	3.5	3.5
Total Water Fund Authorized Positions			21	21	21
Sewer Fund	Division	Range	FY 2020-21	FY 2021-22	FY 2022-23
Operations Manager	Operations	12	0.5	0.5	0.5
Assistant Operations Manager	Operations	10	0.5	0.5	0.5
Project Manager	Operations	9	0.5	0.5	0.5
Supervisor Water Service	Operations	10	0.5	0.5	0.5
Administrative Assistant	Operations	6	0.5	0.5	0.5
Clerk	Operations	6	0.5	0.5	0.5
Water Service Tech	Operations	7	1.5	1.5	1.5
Supervisor	Maintenance	10	1	1	1
Supervisor	Sni-A-Bar	10	1	1	1
Sr. Plant Operator/Lab Technician	Sni-A-Bar	9	3	3	3
Sewer Maintenance Worker	Maintenance	7	6	6	6
Total Sewer Fund Authorized Positions			15.5	15.5	15.5
Fleet Maintenance Fund	Division	Range	FY 2020-21	FY 2021-22	FY 2022-23
Fleet Manager	Fleet Maintenance	10	1	1	1
Sr. Heavy Duty Mechanic	Fleet Maintenance	10	1	1	1
Heavy Duty Mechanic	Fleet Maintenance	9	1	1	1
Total Fleet Maintenance Fund Authorized Positions			3	3	3
TOTAL AUTHORIZED POSITIONS			309.49	314.49	315.49

**City of Blue Springs
Human Resources Department
FY 2022-23**

Full-Time Position Salary & Pay Scale

Hourly			
Grade	Minimum	Midpoint	Maximum
6	\$15.50	\$19.31	\$23.24
7*	\$17.08	\$21.34	\$25.61
8	\$19.21	\$24.01	\$28.81
9	\$21.62	\$27.01	\$32.41
10	\$24.31	\$30.39	\$36.47
11	\$26.80	\$33.50	\$40.20
12	\$30.82	\$38.54	\$46.24
13	\$35.44	\$44.31	\$53.18
14	\$40.76	\$50.95	\$61.15
15	\$45.97	\$58.60	\$71.25
16	\$52.86	\$67.39	\$81.93
17	\$62.10	\$79.18	\$96.26
18	\$72.97	\$93.04	\$113.10

Monthly			
Grade	Minimum	Midpoint	Maximum
6	\$2,686.67	\$3,347.07	\$4,028.27
7	\$2,960.53	\$3,698.93	\$4,439.07
8	\$3,329.73	\$4,161.73	\$4,993.73
9	\$3,747.47	\$4,681.73	\$5,617.73
10	\$4,213.73	\$5,267.60	\$6,321.47
11	\$4,645.33	\$5,806.67	\$6,968.00
12	\$5,342.13	\$6,680.27	\$8,014.93
13	\$6,142.93	\$7,680.40	\$9,217.87
14	\$7,065.07	\$8,831.33	\$10,599.33
15	\$7,968.13	\$10,157.33	\$12,350.00
16	\$9,162.40	\$11,680.93	\$14,201.20
17	\$10,764.00	\$13,724.53	\$16,685.07
18	\$12,648.13	\$16,126.93	\$19,604.00

Bi-Weekly			
Grade	Minimum	Midpoint	Maximum
6	\$1,240.00	\$1,544.80	\$1,859.20
7	\$1,366.40	\$1,707.20	\$2,048.80
8	\$1,536.80	\$1,920.80	\$2,304.80
9	\$1,729.60	\$2,160.80	\$2,592.80
10	\$1,944.80	\$2,431.20	\$2,917.60
11	\$2,144.00	\$2,680.00	\$3,216.00
12	\$2,465.60	\$3,083.20	\$3,699.20
13	\$2,835.20	\$3,544.80	\$4,254.40
14	\$3,260.80	\$4,076.00	\$4,892.00
15	\$3,677.60	\$4,688.00	\$5,700.00
16	\$4,228.80	\$5,391.20	\$6,554.40
17	\$4,968.00	\$6,334.40	\$7,700.80
18	\$5,837.60	\$7,443.20	\$9,048.00

Annual			
Grade	Minimum	Midpoint	Maximum
6	\$32,240.00	\$40,164.80	\$48,339.20
7	\$35,526.40	\$44,387.20	\$53,268.80
8	\$39,956.80	\$49,940.80	\$59,924.80
9	\$44,969.60	\$56,180.80	\$67,412.80
10	\$50,564.80	\$63,211.20	\$75,857.60
11	\$55,744.00	\$69,680.00	\$83,616.00
12	\$64,105.60	\$80,163.20	\$96,179.20
13	\$73,715.20	\$92,164.80	\$110,614.40
14	\$84,780.80	\$105,976.00	\$127,192.00
15	\$95,617.60	\$121,888.00	\$148,200.00
16	\$109,948.80	\$140,171.20	\$170,414.40
17	\$129,168.00	\$164,694.40	\$200,220.80
18	\$151,777.60	\$193,523.20	\$235,248.00

* Included Communications Officers - pay range negotiated by contract

**City of Blue Springs
Human Resources Department
FY 2022-23**

Sworn Police Officer Position Salary & Pay Scale

Hourly			
Grade	Minimum	Midpoint	Maximum
A	\$17.07	Cadet	Cadet
B	\$21.63		\$38.18
C	\$30.87		\$38.55
D	\$36.01	\$40.74	\$47.25
E	\$41.92	\$48.64	\$55.36
F	\$41.92	\$55.36	\$63.67
G	\$55.36	\$62.70	\$71.97

Monthly			
Grade	Minimum	Midpoint	Maximum
A	\$2,958.80		
B	\$3,749.20	\$0.00	\$6,617.87
C	\$5,350.80	\$0.00	\$6,682.00
D	\$6,241.73	\$7,061.60	\$8,190.00
E	\$7,266.13	\$8,430.93	\$9,595.73
F	\$7,266.13	\$9,595.73	\$11,036.13
G	\$9,595.73	\$10,868.00	\$12,474.80

Bi-Weekly			
Grade	Minimum	Midpoint	Maximum
A	\$1,365.60		
B	\$1,730.40		\$3,054.40
C	\$2,469.60		\$3,084.00
D	\$2,880.80		\$3,780.00
E	\$3,353.60	\$3,891.20	\$4,428.80
F	\$3,353.60	\$4,428.80	\$5,093.60
G	\$4,428.80	\$5,016.00	\$5,757.60

Annual			
Grade	Minimum	Midpoint	Maximum
A	\$35,505.60		
B	\$45,000.00		\$79,414.40
C	\$64,200.00		\$80,184.00
D	\$74,905.80		\$98,280.00
E	\$79,500.00	\$92,250.00	\$105,000.00
F	\$87,193.60	\$115,148.80	\$132,433.60
G	\$115,148.80	\$130,416.00	\$149,697.60

Part-Time Position Salary & Pay Scale

Hourly			
Grade	Minimum	Midpoint	Maximum
PT/S 1	\$10.30	\$11.16	\$12.03
PT/S 2	\$10.30	\$11.45	\$12.61
PT/S 3	\$10.30	\$11.85	\$13.40
PT/S 4	\$10.30	\$12.24	\$14.18
PT/S 5	\$10.51	\$13.13	\$15.76
PT/S 6	\$11.03	\$13.79	\$16.55
PT/S 7	\$15.76	\$19.70	\$23.64
PT/S 8	\$16.81	\$22.06	\$27.32
PT/S 9	\$30.00	\$39.40	\$47.28

Monthly			
Grade	Minimum	Midpoint	Maximum
PT/S 1	\$1,785.33	\$1,934.40	\$2,085.20
PT/S 2	\$1,785.33	\$1,984.67	\$2,185.73
PT/S 3	\$1,785.33	\$2,054.00	\$2,322.67
PT/S 4	\$1,785.33	\$2,121.60	\$2,457.87
PT/S 5	\$1,821.73	\$2,275.87	\$2,731.73
PT/S 6	\$1,911.87	\$2,390.27	\$2,868.67
PT/S 7	\$2,731.73	\$3,414.67	\$4,097.60
PT/S 8	\$2,913.73	\$3,823.73	\$4,735.47
PT/S 9	\$5,200.00	\$6,829.33	\$8,195.20

Bi-Weekly			
Grade	Minimum	Midpoint	Maximum
PT/S 1	\$824.00	\$892.80	\$962.40
PT/S 2	\$824.00	\$916.00	\$1,008.80
PT/S 3	\$824.00	\$948.00	\$1,072.00
PT/S 4	\$824.00	\$979.20	\$1,134.40
PT/S 5	\$840.80	\$1,050.40	\$1,260.80
PT/S 6	\$882.40	\$1,103.20	\$1,324.00
PT/S 7	\$1,260.80	\$1,576.00	\$1,891.20
PT/S 8	\$1,344.80	\$1,764.80	\$2,185.60
PT/S 9	\$2,400.00	\$3,152.00	\$3,782.40

Annual			
Grade	Minimum	Midpoint	Maximum
PT/S 1	\$21,424.00	\$23,212.80	\$25,022.40
PT/S 2	\$21,424.00	\$23,816.00	\$26,228.80
PT/S 3	\$21,424.00	\$24,648.00	\$27,872.00
PT/S 4	\$21,424.00	\$25,459.20	\$29,494.40
PT/S 5	\$21,860.80	\$27,310.40	\$32,780.80
PT/S 6	\$22,942.40	\$28,683.20	\$34,424.00
PT/S 7	\$32,780.80	\$40,976.00	\$49,171.20
PT/S 8	\$34,964.80	\$45,884.80	\$56,825.60
PT/S 9	\$62,400.00	\$81,952.00	\$98,342.40





Debt Service



DEBT SERVICE

The City of Blue Springs's primary objective in debt management is to keep the level of indebtedness within available revenue and within the legal limitations of the State of Missouri, at a minimum cost to the citizens.

The City's bond rating with Standard and Poor's is AA and the rating for the most recent issue, the 2017 Refunding General Obligation Bonds is AA.

The fiscal year 2022-23 budget provides \$15,121,567 for debt service, including principal and interest as follows:

Fund	Amount
General Obligation Debt	\$ 1,717,777
Public Safety Sales Tax Fund	1,369,713
Golf Course Fund	340,650
TIF Capital Projects Funds	6,276,773
Fieldhouse Fund	175,846
Sewer Fund	2,400,000
Water Fund	2,840,808
Total	\$ 15,121,567

Combined Statement of Indebtedness

Description	Rate of Interest	Date of Issue	Years	Original Issue Amount	Outstanding Amount 09/30/22
2012 General Obligation Bonds	2% - 3.125%	June 2012	20	\$ 7,690,000	\$ 6,210,000
2017 Refunding GO Bonds	2.25% - 5%	December 2017	12	\$ 11,915,000	\$ 9,030,000
2015 Special Obligation Bonds	3% - 5.25%	August 2015	24	\$ 38,050,000	\$ 26,930,000
2016 Special Obligation Bonds	3.175% - 5.150%	December 2016	23	\$ 9,265,000	\$ 8,235,000
2009 SRF Sewer Bonds	1.52%	November 2009	20	\$ 24,255,727	\$ 11,345,952
2014 Certificates of Participation	2% - 5%	June 2014	11	\$ 3,270,000	\$ 935,000
2014 Certificates of Participation	4%	June 2014	30	\$ 19,375,000	\$ 19,145,000
2018 Limited Obligation Bonds	3% - 5%	December 2018	11	\$ 9,625,000	\$ 7,272,000
TOTAL				\$ 113,820,727	\$ 81,830,952

GENERAL OBLIGATION BONDS

General obligation bonds are issued to finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the City. Limitations for bonding capacity are set by State Statutes. General obligation bonds for streets, public buildings, parks, and storm sewers are limited to 20% of the City's assessed valuation. The legal debt limit for the City of Blue Springs as of September 30, 2021, is:

Assessed Value	\$	998,479,438
Debt Limit (20% of AV)		199,695,888
General Obligation:		
City-wide		17,059,418
Total Bonded Debt		17,059,418
Less:		
Debt Service Fund Balance		1,740,230
Total net debt applicable to limit		15,319,188
Legal Debt Margin	\$	184,376,700

In 1990, the voters approved the issuance of up to \$15.5 million in general obligation bonds with no property tax increase for several projects, including the construction of Adams Dairy Parkway and associated amenities, the construction of Hidden Valley Park and the construction of Vesper Hall. The 2010 series was a refunding of the 2002A series and the 2004 series was issued to provide proceeds for the completion of Phase 1 of Gregory O. Grounds Park at Lake Remembrance.

In August 2008, the voters authorized the City to issue up to \$28 million in general obligation bonds for street improvements as long as there was not a property tax increase. These street improvements include the extension of Moreland School Road to Liggett Road, improvements to the Highway 7 and Colbern Road intersection and major improvements to the Woods Chapel corridor. To date, \$22,690,000 in bonds has been issued for these projects.

Combined General Obligation Bonds Debt Schedule

Fiscal Year	Outstanding Amount as of October 1	Principal Payments	Interest Payments	Total Payments
2023	15,240,000	1,225,000	464,594	1,689,594
2024	14,015,000	1,265,000	415,644	1,680,644
2025	12,750,000	1,335,000	364,819	1,699,819
2026	11,415,000	1,380,000	328,544	1,708,544
2027	10,035,000	1,415,000	296,194	1,711,194
2028	8,620,000	1,445,000	258,094	1,703,094
2029	7,175,000	1,490,000	213,906	1,703,906
2030	5,685,000	1,805,000	159,906	1,964,906
2031	3,880,000	1,885,000	95,331	1,980,331
2032	1,995,000	1,995,000	31,172	2,026,172
Total		\$ 15,240,000	\$ 2,628,204	\$ 17,868,204

CERTIFICATES OF PARTICIPATION

In February 1996, the Public Building Authority of Blue Springs sold \$6.3 million in leasehold revenue bonds for the construction of a golf course. Capitalized interest was included in the bond issue for the payment of the first two years of interest expense. Thereafter, golf course receipts will serve as the revenue source for the payment of the principal and interest expense. Annually, the City Council shall approve an ordinance authorizing a yearly lease renewal in accordance with the Lease Agreement between the City and the Public Building Authority.

In September 1998, the Public Building Authority of Blue Springs sold \$5 million in leasehold revenue bonds for the construction of a conference center. Voters approved a hotel/motel license tax in February 1998 and collection of the 5% tax began in April of 1998. Proceeds from this tax will serve as the revenue source for payment of the principal and interest expense. Annually, the City Council shall approve an ordinance authorizing a yearly lease renewal in accordance with the Lease Agreement between the City and the Public Building Authority.

In June 2005, the City sold \$9,800,000 in Certificates of Participation to refund all outstanding Public Building Authority of Blue Springs leasehold revenue bonds. In 2014, the City sold \$4,855,000 in refunding Certificates of Participation to refund the golf course and conference center debt and lower the amount of the remaining interest payments. The Conference Center portion of the debt was retired in 2019.

2014 Golf Course Certificates of Participation Debt Schedule

Fiscal Year	Outstanding Amount as of October 1	Principal Payments	Interest Payments	Total Payments
2023	935,000	300,000	40,650	340,650
2024	635,000	310,000	28,650	338,650
2025	325,000	325,000	16,250	341,250
Total		\$ 935,000	\$ 85,550	\$ 1,020,550

CERTIFICATES OF PARTICIPATION

In June 2014, the City issued \$19,375,000 in Certificates of Participation for the expansion and remodel of the Public Safety Building,

2014 Public Safety Building Certificates of Participation Debt Schedule

Fiscal Year	Outstanding Amount as of October 1	Principal Payments	Interest Payments	Total Payments
2023	19,145,000	580,000	789,713	1,369,713
2024	18,565,000	605,000	766,513	1,371,513
2025	17,960,000	630,000	742,313	1,372,313
2026	17,330,000	660,000	710,813	1,370,813
2027	16,670,000	690,000	677,813	1,367,813
2028	15,980,000	725,000	643,313	1,368,313
2029	15,255,000	765,000	607,063	1,372,063
2030	14,490,000	800,000	568,813	1,368,813
2031	13,690,000	830,000	538,813	1,368,813
2032	12,860,000	860,000	507,688	1,367,688
2033	12,000,000	895,000	475,438	1,370,438
2034	11,105,000	930,000	441,875	1,371,875
2035	10,175,000	965,000	407,000	1,372,000
2036	9,210,000	1,000,000	368,400	1,368,400
2037	8,210,000	1,040,000	328,400	1,368,400
2038	7,170,000	1,080,000	286,800	1,366,800
2039	6,090,000	1,125,000	243,600	1,368,600
2040	4,965,000	1,170,000	198,600	1,368,600
2041	3,795,000	1,215,000	151,800	1,366,800
2042	2,580,000	1,265,000	103,200	1,368,200
2043	1,315,000	1,315,000	52,600	1,367,600
Total	-	\$ 19,145,000	\$ 9,610,563	\$ 28,755,563

LIMITED OBLIGATION NEIGHBORHOOD IMPROVEMENT DISTRICT BONDS

In January 2006, the City Council approved the formation of the South Area Sewer Neighborhood Improvement District. The formation of this district was requested by the property owners in the southern portion of Blue Springs in order to pay for sewer improvements that would allow this property to develop. The district encompasses approximately 1,500 acres.

In February 2009, special obligation bonds were issued in the amount of \$18.725 million dollars to pay for the improvements. Special assessments will be placed on the property within the district for 20 years to repay the debt. The 2009 property tax bills included the first assessment.

In December 2018, the City sold \$9,625,000 in Limited Obligation NID Bonds to refund the 2009 Limited Obligation NID Bonds to lower the amount of the remaining interest payments.

2018 Refunding Limited Obligation NID Bonds Debt Schedule

Fiscal Year	Outstanding Amount as of October 1	Principal Payments	Interest Payments	Total Payments
2023	7,270,000	885,000	317,925	1,202,925
2024	6,385,000	935,000	272,425	1,207,425
2025	5,450,000	985,000	224,425	1,209,425
2026	4,465,000	1,035,000	173,925	1,208,925
2027	3,430,000	1,085,000	120,925	1,205,925
2028	2,345,000	1,140,000	71,000	1,211,000
2029	1,205,000	1,205,000	24,100	1,229,100
Total		\$ 7,270,000	\$ 1,204,725	\$ 8,474,725

SPECIAL OBLIGATION BONDS (ADAMS FARM PROJECT)

In February 2007, the City Council approved the Adams Farm Tax Increment Financing Project. In June 2009, the City Council approved the 2nd amendment to the TIF plan. The plan includes budgeted expenditures of \$138,399,688. Of this amount, \$49,135,999 is for public improvements that are reimbursable to the developer.

In June 2009, the City Council approved the issuance of Special Obligation Bonds for the Adams Farm project with the City's annual appropriation pledge. The bonds were issued in September 2009, in the amount of \$14,500,000 to fund TIF and TDD improvements.

In March 2010, the City Council approved the second issuance of Special Obligation Bonds for the Adams Farm project with the City's annual appropriation pledge. The bonds were issued in April 2010, in the amount of \$16,805,000 to fund TIF and TDD improvements. It is anticipated that future bond issues will be issued to finance the balance of the public improvements.

On July 20, 2015, the City Council approved the third issuance of bonds for this project that includes a refunding of the previous two issues and a new issue for reimburse the developer for certified project costs.

2015 Special Obligation Bonds Debt Schedule

Fiscal Year	Outstanding Amount as of October 1	Principal Payments	Interest Payments	Total Payments
2023	38,050,000	-	1,267,562	1,267,562
2024	38,050,000	-	1,201,962	1,201,962
2025	38,050,000	-	1,133,662	1,133,662
2026	38,050,000	18,525,000	1,062,462	19,587,462
2027	19,525,000	-	986,757	986,757
2028	19,525,000	-	895,081	895,081
2029	19,525,000	-	799,013	799,013
2030	19,525,000	5,500,000	694,313	6,194,313
2031	14,025,000	-	577,369	577,369
2032	14,025,000	-	454,125	454,125
2033	14,025,000	-	402,019	402,019
2034	14,025,000	-	368,025	368,025
2035	14,025,000	-	332,457	332,457
2036	14,025,000	-	294,919	294,919
2037	14,025,000	-	255,413	255,413
2038	14,025,000	-	213,806	213,806
2039	14,025,000	14,025,000	169,838	14,194,838
2040	-	-	-	-
Total		\$ 38,050,000	\$ 11,108,783	\$ 49,158,783

As of 09/30/21, \$12,990,000 in principal on this bond issue has been retired, leaving a balance of \$25,060,000.

The Bonds and the interest thereon are not a debt or general obligation of the City, and do not constitute an indebtedness of the City, within the meaning of any constitutional or statutory debt limitation or restriction.

SPECIAL OBLIGATION BONDS (WHITE OAK MARKETPLACE PROJECT)

In November 2014, the City Council approved the White Oak Tax Increment Financing Project which includes the use of tax increment financing and a Community Improvement District sales tax of 1%. The plan includes budgeted expenditures of \$21,414,145. Of this amount, \$8,874,552 is for public improvements that are reimbursable to the developer.

In December 2016, the City Council approved the issuance of Special Obligation Bonds for the White Oak project. The bonds were issued in the amount of \$9,265,000 to fund TIF and CID improvements. The developer requested, and the City agreed, to sell the bonds through a private placement with UMB. Through this private placement, UMB solicited several banks to purchase the bonds.

These bonds were issued with two different scenarios for the debt service schedule. The first scenario assumes repayment in accordance with the revenue study that was prepared for this bond issue. The second scenario assumes 77% of the revenues projected will be received as projected.

The interest on the bonds will be calculated at the rate of 3.75% for the 2027 Term bonds and 5.150% for the 2040 Term Bonds (computed based on a 360-day year of twelve 30-day months) from their date or from the most recent Interest Payment Date to which interest has been paid or duly provided for, payable on May 1 and November 1 in each year, beginning on May 1, 2017.

2016 Special Obligation Bonds Debt Schedule

Fiscal Year	Outstanding Amount as of October 1	Principal Payments	Interest Payments	Total Payments
2023	8,235,000	410,000	407,163	775,000
2024	7,825,000	450,000	388,498	1,225,000
2025	7,375,000	505,000	368,263	1,730,000
2026	6,870,000	560,000	345,615	2,290,000
2027	6,310,000	620,000	320,625	2,910,000
2028	5,690,000	665,000	293,035	3,575,000
2029	5,025,000	735,000	258,788	4,310,000
2030	4,290,000	810,000	220,935	5,120,000
2031	3,480,000	880,000	179,220	6,000,000
2032	2,600,000	975,000	133,900	6,975,000
2033	1,625,000	1,625,000	83,688	8,600,000
Total		\$ 8,235,000	\$ 2,999,728	\$ 8,235,000

The Bonds and the interest thereon are not a debt or general obligation of the City, and do not constitute an indebtedness of the City, within the meaning of any constitutional or statutory debt limitation or restriction.

SEWER UTILITY BONDS (State Revolving Fund)

In 2008, voters approved a \$35 million Revenue Bond Issue for the purpose of improving and expanding the City's existing sewer treatment plant to provide additional capacity and to comply with new Environmental Protection Agency (EPA) and Missouri Department of Natural Resources (MDNR) rules and regulations and the costs of operations and maintenance. The principal amount of these bonds was \$24,549,357.

2009 Sewer State Revolving Loan Bonds Debt Schedule

Fiscal Year	Outstanding Amount as of October 1	Principal Payments	Interest Payments	Grain Valley Portion	Total Payments
2023	11,345,952	1,415,818	176,869	(756,526)	836,161
2024	9,930,134	1,444,563	158,148	(761,288)	841,423
2025	8,485,571	1,473,890	139,059	(766,151)	846,798
2026	7,011,681	1,503,813	119,594	(771,118)	852,288
2027	5,507,868	1,534,344	99,745	(776,192)	857,897
2028	3,973,524	1,565,494	79,504	(781,374)	863,624
2029	2,408,030	1,597,277	58,866	(786,668)	869,475
2030	810,753	810,753	37,822	(403,073)	445,502
Total		\$ 11,345,952	\$ 869,607	\$ (5,802,391)	\$ 6,413,169

WATER FUND DEBT

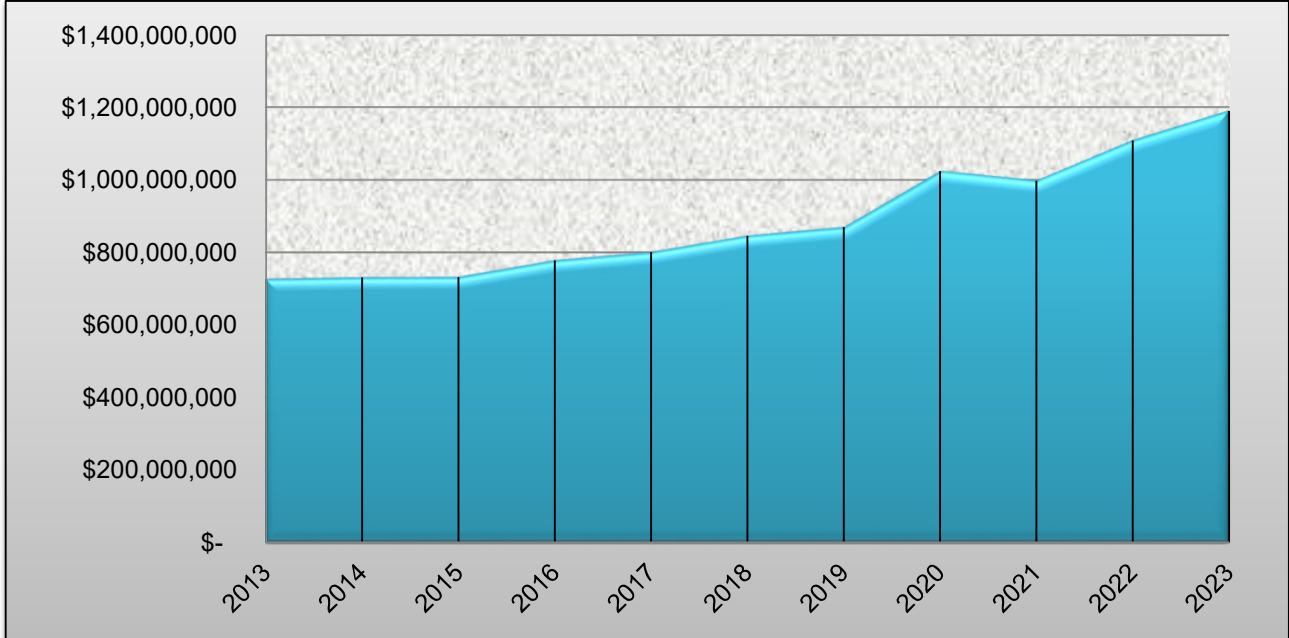
The City has an agreement with Tri-County Water Authority to pay for charges for capital projects associated with the improvements made to the water plant not to exceed the monthly amortization of the project costs of \$19,100,000. The budget for the debt service on this project in the coming year is \$2,402,357. The repayment for this debt is scheduled to end in February 2036.

**CITY OF BLUE SPRINGS
ASSESSED VALUATION AND TAX RATES
FY 1983 - FY 2023**

FISCAL YEAR	REAL ESTATE	PERSONAL PROPERTY	RAILROAD AND UTILITY	TOTAL	TAX RATE PER \$100 ASSESSED VALUATION
1983	73,661,980	22,788,710	3,895,193	100,345,883	\$ 1.3000
1984	76,413,590	25,913,026	3,744,197	106,070,813	\$ 1.3000
1985	80,452,130	28,852,640	3,564,840	112,869,610	\$ 1.3000
1986	135,988,148	27,956,420	3,849,134	167,793,702	\$ 0.8400
1987	147,672,550	31,430,020	4,433,660	183,536,230	\$ 0.8400
1988	171,193,230	36,807,940	4,515,841	212,517,011	\$ 0.7500
1989	190,944,360	41,930,720	4,905,471	237,780,551	\$ 0.7500
1990	215,619,000	46,786,110	5,234,877	267,639,987	\$ 0.7500
1991	223,271,130	48,871,680	5,628,531	277,771,341	\$ 0.7500
1992	238,942,920	54,725,530	6,039,916	299,708,366	\$ 0.7500
1993	244,840,410	59,850,160	6,202,391	310,892,961	\$ 0.7600
1994	256,766,040	63,388,590	6,999,613	327,154,243	\$ 0.7600
1995	265,608,990	67,145,680	7,598,950	340,353,620	\$ 0.7600
1996	282,487,110	78,045,820	7,418,809	367,951,739	\$ 0.7700
1997	289,241,150	83,015,240	7,953,249	380,209,639	\$ 0.7700
1998	320,173,560	93,556,420	8,011,358	421,741,338	\$ 0.7600
1999	329,436,910	96,407,240	7,602,746	433,446,896	\$ 0.7700
2000	366,122,790	104,717,700	9,164,827	480,005,317	\$ 0.7500
2001	380,944,663	111,267,048	7,724,518	499,936,229	\$ 0.7500
2002	402,623,373	116,846,244	7,972,647	527,442,264	\$ 0.7500
2003	416,444,741	121,304,371	6,858,371	544,607,483	\$ 0.7523
2004	485,160,171	115,557,219	6,859,574	607,576,964	\$ 0.7130
2005	501,034,962	117,035,906	6,528,205	624,599,073	\$ 0.7140
2006	549,636,674	120,162,987	5,507,669	675,307,330	\$ 0.7027
2007	564,968,364	124,234,987	5,507,022	694,710,373	\$ 0.7029
2008	609,311,701	129,576,528	5,360,046	744,248,275	\$ 0.6971
2009	620,992,551	130,285,814	4,879,636	756,158,001	\$ 0.6989
2010	595,866,688	121,476,300	4,550,413	721,893,401	\$ 0.7259
2011	598,705,787	119,506,303	6,480,646	724,692,736	\$ 0.7259
2012	585,091,439	125,435,676	7,797,528	718,324,643	\$ 0.7489
2013	587,264,880	129,559,419	9,707,540	726,531,839	\$ 0.7489
2014	586,912,951	131,401,691	12,741,635	731,056,277	\$ 0.7489
2015	589,022,407	131,036,206	12,569,227	732,627,840	\$ 0.7489
2016	630,244,229	132,252,540	16,045,161	778,541,930	\$ 0.7281
2017	645,456,417	139,572,782	16,178,551	801,207,750	\$ 0.7281
2018	690,311,908	140,395,408	15,378,308	846,085,624	\$ 0.7184
2019	705,109,260	149,040,902	15,907,735	870,057,897	\$ 0.7175
2020	857,205,425	150,978,810	16,097,531	1,024,281,766	\$ 0.6463
2021	827,162,547	154,276,170	17,040,721	998,479,438	\$ 0.6817
2022	916,889,163	175,082,977	17,632,859	1,109,604,999	\$ 0.6366
2023	948,201,038	223,392,083	19,006,051	1,190,599,172	\$ 0.6366

Assessed Valuation

Fiscal Years 2013 Through 2023



Fiscal Year	Assessed Valuation	% Change from Previous Year
2013	\$ 726,531,839	1.14%
2014	\$ 731,056,283	0.62%
2015	\$ 732,627,840	0.21%
2016	\$ 778,541,930	6.27%
2017	\$ 801,207,750	2.91%
2018	\$ 846,085,624	5.60%
2019	\$ 870,057,897	2.83%
2020	\$ 1,024,281,766	17.73%
2021	\$ 998,479,438	-2.52%
2022	\$ 1,109,604,999	11.13%
2023	\$ 1,190,599,172	7.30%



General Fund Revenue and Expenditure History



**CITY OF BLUE SPRINGS
GENERAL FUND REVENUES BY SOURCE
LAST TEN FISCAL YEARS ACTUAL
PROJECTED - 2022-23 BUDGET**

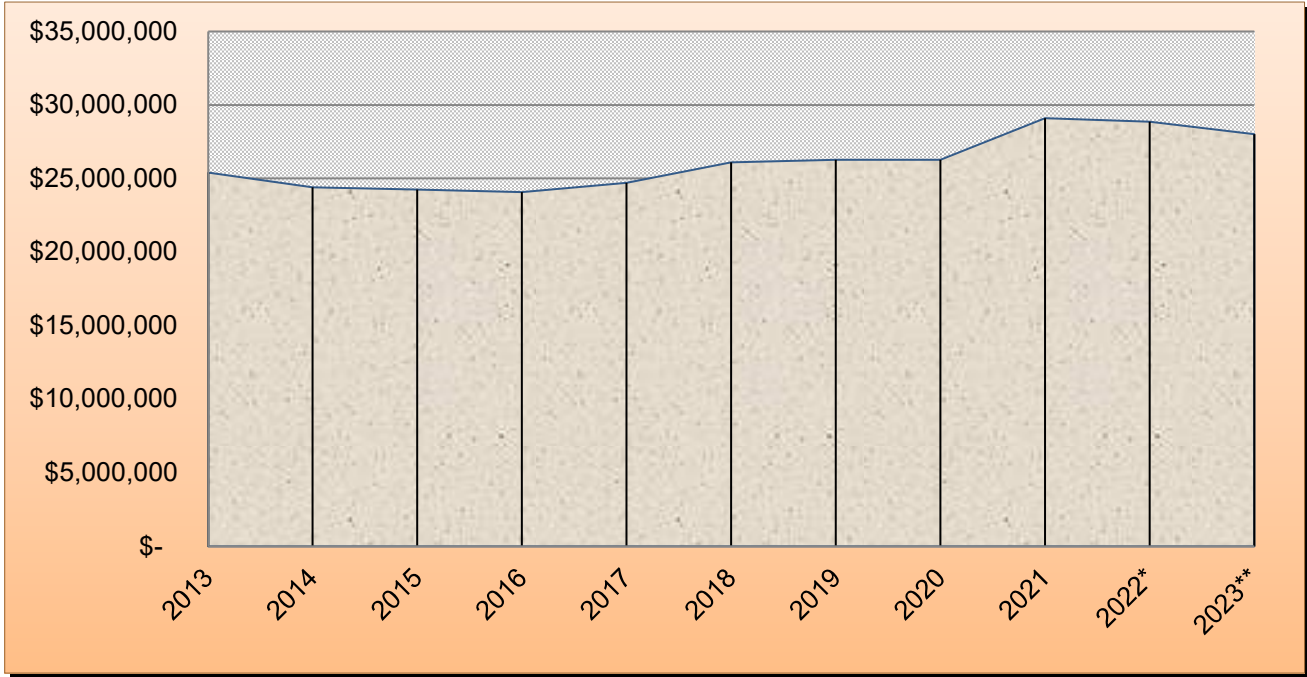
FISCAL YEAR	TAXES	LICENSES AND PERMITS	INTERGOVERNMENTAL	CHARGES FOR SERVICES	FINES AND FORFEITURES	INTEREST INCOME	OTHER	TOTAL
2013	16,785,153	688,903	2,843,099	2,322,748	870,291	75,803	1,813,343	\$ 25,399,340
2014	17,064,320	865,546	2,995,392	1,512,856	1,114,347	107,874	736,334	\$ 24,396,669
2015	17,399,799	777,265	2,948,820	1,305,934	1,127,246	104,266	572,967	\$ 24,236,297
2016	17,322,253	977,939	2,872,629	1,360,277	1,033,510	65,222	440,385	\$ 24,072,214
2017	17,355,176	1,135,665	3,210,284	1,437,539	902,432	115,799	543,236	\$ 24,700,132
2018	18,182,322	1,385,464	3,299,107	1,324,599	1,061,126	194,302	659,678	\$ 26,106,598
2019	17,854,152	1,495,370	3,504,136	1,461,165	882,616	427,832	654,218	\$ 26,279,486
2020	18,115,793	1,283,648	4,309,232	993,667	580,544	340,185	643,628	\$ 26,266,694
2021	19,239,819	1,502,636	5,618,209	1,525,428	553,379	171,310	501,943	\$ 29,112,723
2022*	19,799,152	1,837,208	4,033,024	1,597,748	542,159	182,200	864,003	\$ 28,855,493
2023**	19,824,391	1,562,587	3,925,939	1,549,372	632,625	182,200	326,269	\$ 28,003,383

* estimated revenues

** budgeted revenues

Revenues - General Fund

Fiscal Years 2013 - 20223



* estimated revenues
 ** budgeted revenues

Fiscal Year	Revenues	% Change from Previous Year
2013	\$ 25,399,340	1.96%
2014	\$ 24,396,669	-3.95%
2015	\$ 24,236,297	-0.66%
2016	\$ 24,072,214	-0.68%
2017	\$ 24,700,132	2.61%
2018	\$ 26,106,598	5.69%
2019	\$ 26,279,486	0.66%
2020	\$ 26,266,694	-0.05%
2021	\$ 29,112,723	10.84%
2022*	\$ 28,855,493	-0.88%
2023**	\$ 28,003,383	-2.95%

**CITY OF BLUE SPRINGS
GENERAL FUND EXPENDITURES BY SOURCE
LAST TEN FISCAL YEARS ACTUAL
PROJECTED - 2022-23 BUDGET**

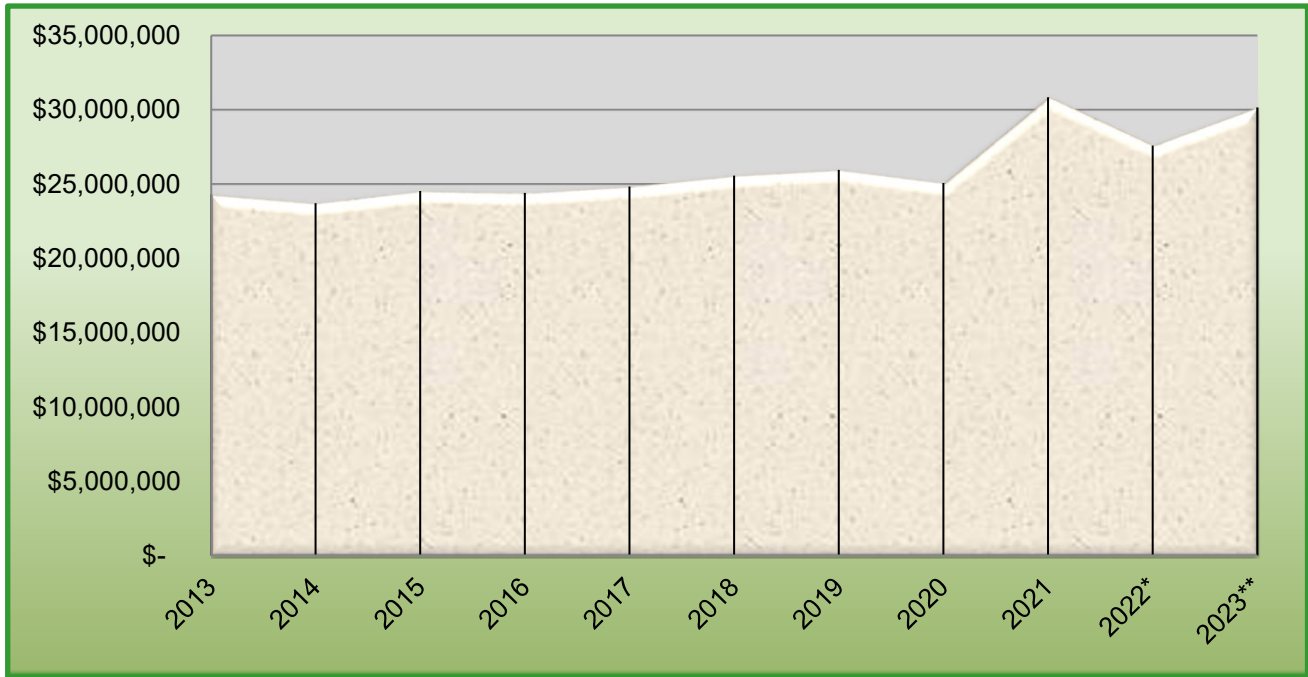
FISCAL YEAR	GENERAL GOVERNMENT	PUBLIC WORKS	HIGHWAYS AND STREETS	PUBLIC SAFETY	PARKS AND RECREATION	TOTAL
2013	5,668,449	692,582	2,690,517	11,875,665	3,357,255	\$ 24,284,468
2014	5,950,976	721,738	2,722,410	10,668,246	3,647,241	\$ 23,710,612
2015	6,165,090	758,851	2,999,767	10,955,608	3,649,129	\$ 24,528,446
2016	6,027,456	701,229	2,845,616	10,901,401	3,928,153	\$ 24,403,855
2017	6,184,235	701,625	2,583,290	11,460,671	3,893,840	\$ 24,823,663
2018	5,989,777	717,985	3,133,005	11,692,962	4,020,937	\$ 25,554,666
2019	6,012,537	667,293	3,045,819	12,380,348	3,849,836	\$ 25,955,833
2020	5,831,503	689,064	2,650,963	12,359,095	3,540,630	\$ 25,071,256
2021	7,880,967	916,418	2,893,416	15,099,366	4,048,254	\$ 30,838,422
2022*	6,540,219	798,086	3,059,083	12,939,353	4,252,446	\$ 27,589,187
2023**	7,315,221	827,924	3,169,087	13,937,973	4,897,358	\$ 30,147,563

* estimated expenditures

** budgeted expenditures

Expenditures - General Fund

Fiscal Years 2013 - 2023



* estimated expenditures

** budgeted expenditures

Fiscal Year	Expenditures	% Change from Previous Year
2013	\$ 24,284,468	1.63%
2014	\$ 23,710,612	-2.36%
2015	\$ 24,528,446	3.45%
2016	\$ 24,403,855	-0.51%
2017	\$ 24,823,663	1.72%
2018	\$ 25,554,666	2.94%
2019	\$ 25,955,833	1.57%
2020	\$ 25,071,256	-3.41%
2021	\$ 30,838,422	23.00%
2022*	\$ 27,589,187	-10.54%
2023**	\$ 30,147,563	9.27%



Budget Glossary



Glossary of Common Acronym Terms

ADP	Adams Dairy Parkway
ARRA	American Recovery and Reinvestment Act
BSEDC	Blue Springs Economic Development Corporation
BSHRC	City of Blue Springs Human Rights Commission
BSSD	Blue Springs School District
BSPD	Blue Springs Police Department
CALEA	The Commission on Accreditation for Law Enforcement Agencies
CDBG	Community Development Block Grant
CID	Community Improvement District
CIP	Capital Improvement Program
CJC	Central Jackson County
CJCFPD	Central Jackson County Fire Protection District
CLEEO	Campus Law Enforcement Education Officer
CMAQ	Congestion Mitigation and Air Quality Improvement Program
COPs	Certificates of Participation
CURS	County Urban Road System Revenue
DARE	Drug Abuse Resistance Education
DNR	Department of Natural Resources
EECBG	Energy Efficiency and Conservation Block Grant
EDC	Economic Development Corporation
EEO	Equal Employment Opportunity
EMS	Emergency Medical Services
FEMA	Federal Emergency Management Agency
FICA	Federal Insurance Contribution Act
FMLA	Family and Medical Leave Act
FTE	Full Time Employees
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GO	General Obligation
HIDTA	High Intensity Drug Trafficking Area
HR	Human Resources
ICMA	The International City/County Management Association
IT	Information Technology
JAG	Justice Assistance Grant
JCCOA	Jackson County Council on Aging
MARC	Mid-America Regional Council
NID	Neighborhood Improvement District
O & M	Operations & Maintenance
PBA	Public Building Authority
PILOT	Payment in Lieu of Taxes
PSST	Public Safety Sales Tax
SRF	State Revolving Fund
STEP	State Traffic Enforcement Program
TDD	Transportation Development District
TIF	Tax Increment Financing

Glossary of Common Budget Terms

353 REDEVELOPMENT CORPORATION – An incentive that can be utilized by cities to encourage the redevelopment of blighted areas by providing real property tax abatement and the use of eminent domain.

A

ACCOUNT NUMBER - A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals certain required information.

ACCRUAL ACCOUNTING - A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the accounting period in which they are incurred.

AD VALOREM - Latin for "value of". Refers to the tax assessed against real (land and building) and personal (equipment and furniture) property.

APPRAISED VALUE - To make an estimate of the market value of a property for the purpose of taxation. (Property values are established by the Jackson County Assessor.)

APPROPRIATION - An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources.

ASSESSED VALUATION - This is the value of property for tax levy purposes. The assessed value is set by the Jackson County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

ASSETS – Anything of material value or usefulness that is owned by a person or company.

AVAILABLE NET ASSETS – The value of an entity's assets less the value of its liabilities.

B

BOND - A written promise to pay a specified sum of money, called the face value of principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

BONDED DEBT - That portion of indebtedness represented by outstanding bonds.

BUDGET - A financial plan, for a specified period, of operations that matches all planned revenues and expenditures with the services provided the residents of the City.

BUDGET CALENDAR - The schedule of key dates that the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT - The instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council.

BUDGET MESSAGE - The opening section of the budget from the City Administrator, which provides the City Council and the public with a general summary of the most important aspects of the budget.

BUDGET ORDINANCE - The official enactment by the City Council to legally authorize City staff to obligate and expend revenues.

C

CALCULATED EFFECTIVE TAX RATE - Missouri State law prescribes a formula for calculating the effective tax rate for cities. The net effect of the formula is to produce a tax rate that goes down when property values rise above the consumer price index (CPI), because of reassessment and vice versa. The intent is to generate a rate that produces approximately the same revenue plus CPI and new growth. The formula does make adjustments for newly annexed and constructed property.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A multi-year (City of Blue Springs uses six fiscal years) plan or schedule for the acquisition of infrastructure, facilities and major equipment.

CAPITAL OUTLAYS – The purchase of items with a cost of more than \$5,000 and having a useful life of greater than one year that are added to the fixed asset listing.

CAPITAL PROJECTS FUND - A fund created to account for financial resources to be used for the acquisition or the construction of major capital facilities or equipment.

CENTRAL JACKSON COUNTY FIRE PROTECTION DISTRICT - CJCFPD: provides fire protection and ambulance service to the Blue Springs area.

CHARGES FOR SERVICES - Revenue from charges for all activities of a government unit.

CITY COUNCIL - The Mayor and City Council (six Councilmember's), collectively acting as the legislative and policy-making body of the City.

COMMUNITY IMPROVEMENT DISTRICT (CID) – A CID may be either a political subdivision or a not-for-profit corporation. CID's are organized for the purpose of financing a wide range of public-use facilities and establishing and managing policies and public services relative to the needs of the district.

CONTRACTUAL SERVICES - The costs related to services performed for the City by individuals, business or utilities.

CURRENT TAXES - Taxes levied and due within one year.

D

DEBT SERVICE FUND - A fund established to account for the accumulation of resources for, and the payment of, long-term debt principal and interest.

DELINQUENT TAXES - Taxes remaining unpaid after the date on which a penalty for nonpayment is attached, i.e., tax statements are mailed out in October and become delinquent if unpaid by January 1.

DEPARTMENT - A major administrative organizational unit of the City that indicates overall management responsibility for one or more divisions.

DEPRECIATION - The decrease in value of physical assets due to use and the passage of time. In accounting for depreciation, the cost of a fixed asset is prorated over the estimated service life of such an asset, and each year is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense. This is done in proprietary funds, which allows the calculation of net income for each fund.

DIVISION - A major administrative organizational unit of the City that indicates overall management responsibility for one or more activities.

E

ENCUMBRANCE - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

ENTERPRISE FUND - A fund established to account for operations of the golf course, water and sewer system. It is operated in a manner similar to private business enterprises where the intent is cost recovery.

ESTIMATED EXPENDITURE - The amount of projected expenditures to be spent during the fiscal year.

ESTIMATED REVENUE - The amount of projected revenues to be collected during the fiscal year.

EXEMPT - Personnel not eligible to receive overtime pay and who are expected to put in whatever hours are necessary to complete their job assignments. The respective department head, as partial compensation for overtime hours worked, may allow compensatory time off.

EXPENDITURES - A decrease in the net financial resources of the City due to the acquisition of goods and services.

F

FINES & FORFEITS - Revenues from fines and penalties for commission of statutory offenses and for neglect of official duty; forfeitures of amounts held as security against loss or damage, or collections from bonds or sureties placed with the government for the same purpose; and penalties of any sort, except those levied on delinquent taxes.

FISCAL YEAR - A 12-month period to which the annual operating budget applies. Since October 1, 1991, the City of Blue Springs has specified October 1 to September 30 as its fiscal year.

FIXED ASSET – The purchase of items with a cost of more than \$5,000 and having a useful life of greater than one year that are added to the fixed asset listing.

FRANCHISE FEE - A fee paid by public service utilities for use of public property in providing their services to the citizens of a community.

FUND - An accounting entity with a self-balancing set of accounts that record financial transactions for specific activities or government function.

FUND BALANCE - The excess of assets over liabilities.

G

GENERAL FUND - The fund used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BONDS - Bonds that finance a variety of public projects that pledge the full faith and credit of the City.

GOALS - Broad, general statements of each division's desired social or organizational outcomes.

GRANT - A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending on the amount of discretion allowed the grantee.

I

INFRASTRUCTURE - The underlying permanent foundation or basic framework.

INTEREST EARNINGS - The earnings from available funds invested during the year in US. Treasury Bonds, government agencies and Certificates of Deposit.

INTERGOVERNMENTAL REVENUES - Revenue from other governments, primarily Federal, State and County grants, but also payments from other agencies.

INTERNAL SERVICE FUND - This fund is used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, or to other governments, on a cost reimbursement basis.

L

LICENSES, PERMITS & FEES - Revenues collected by a governmental unit from individuals or business concerns for various rights or privileges granted by the government.

LIABILITIES – A liability is a financial obligation, debt, claim, or potential loss.

M

MAINTENANCE - All materials or contract expenditures covering repair and upkeep of City buildings, machinery and equipment, systems and land.

MATERIALS AND SUPPLIES - Expendable materials and operating supplies necessary to conduct department activity.

MID-AMERICA REGIONAL COUNCIL – MARC is an organization that coordinates projects and provides representation for all of the Kansas City metropolitan area local governments.

MODIFIED ACCRUAL ACCOUNTING - A basis of accounting in which revenues are recognized in the accounting period when they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred.

N

NEIGHBORHOOD IMPROVEMENT DISTRICT (NID) – A NID may be created in an area desiring certain public-use improvements that are paid for by special tax assessments to property owners in the area in which the improvements are made. The kinds of projects that can be financed through an NID must be for facilities used by the public, and must confer a benefit on property within the NID.

O

OATS - A not-for-profit corporation providing specialized transportation for senior citizens, people with disabilities and the rural general public in 97 Missouri counties so they can live independently in their own communities.

OBJECTIVES - Specific statements of desired ends that can be measured.

OPERATING BUDGET - The annual budget and process that provides a financial plan for the operation of government and the provision of services for the year. Excluded from the operating budget are capital improvement projects, which are determined by a separate, but interrelated process.

OPERATING TRANSFER - A transfer of revenues from one fund to another fund.

ORDINANCE - A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a State statute or constitutional provision, it has full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenues raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

P

PERSONAL SERVICES - The costs associated with compensating employees for their labor. This includes salaries and fringe benefits.

PROGRAM - An activity or set of activities that provide a particular service to the citizens.

PROGRAM MEASUREMENTS - Specific quantitative measures or work performed within an activity or program. Measures quantify the efficiency and effectiveness of a given program.

PROPERTY TAXES - Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties and interest on delinquent taxes. Property taxes are levied on both real and personal properties according to the property's valuation and tax rate.

PUBLIC BUILDING AUTHORITY (PBA) - A not-for-profit corporation organized under the laws of Chapter 355 of the Revised Statutes of Missouri to finance planning, development, acquisition, construction, improvement, extension, repair, remodeling and renovation of public and municipal sites, buildings, facilities, furnishings and equipment for or on behalf of and for the benefit and use of the City of Blue Springs.

PUBLIC HEARING - The portions of open meetings held to present evidence and provide information on both sides of an issue.

PURCHASE ORDER - A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

R

RESERVE - An account used to indicate that a portion of a fund balance is restricted for a specific purpose or not available for appropriation and subsequent spending.

RESOLUTION - An order of a legislative body requiring less formality than an ordinance or statute.

REVENUE - Funds that the government receives as income.

REVENUE BONDS - Bonds whose principal and interest are paid exclusively from a revenue source pledged as the payment source before issuance.

S

SALES TAX - The tax placed on the value of goods sold within the City. The rate is set by majority vote of the people. The tax is collected by the State and is distributed to local taxing authorities.

T

TAX BASE - The total value of all real and personal property in the city as of January 1 of each year, as certified by the Jackson County Clerk. The tax base represents net value after all exemptions.

TAX INCREMENT FINANCING (TIF) - An economic tool used by cities to finance real estate development costs. Additional property taxes generated by new development within a district formed are used to finance these real estate and infrastructure costs. A tax increment is that portion of the property taxes generated by the development *above* what the taxes would have been had the development not occurred.

TAX LEVY - The estimated tax dollars to be received, which is calculated by multiplying the tax rate time times the assessed valuation.

TAX RATE - Total tax rate is set by the City Council and is made up of two components: general operations and debt service rates.

TRANSPORTATION DEVELOPMENT DISTRICT (TDD) - An area in which sales tax is increased, and the money generated from the increased tax goes for transportation improvements. Those improvements can range from construction of the road and guttering, to landscaping and traffic signals.

U

USER FEES - The payment of a charge or fee for direct receipt of a service by the party benefiting from the service.

